A Report on
Channel Management / Channel Migration
in Canada's Public Service Organizations

Prepared for:
The Public Sector Service Delivery Council and
The Public Sector Chief Information Officers Council

Final – January 2012

Prepared by:
The Best Practices Sub-Committee of the

PSSDC-PSCIOC Research Committee

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The Best Practices Sub-Committee members would also like to thank all of the jurisdictions who graciously took the time to respond to our questionnaire and participate in this research project.

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1.   Introduction and Project Background

Channel management and channel migration were identified by the Public Sector Service Delivery Council (PSSDC) and the Public Sector Chief Information Officer Council (PSCIOC) as areas they wished to have investigated by its Research Committee as part of the Research Committee's three-year business plan which was approved in the winter of 2011. The Research Committee then tasked its Best Practices Sub-Committee to undertake this research project.

As you will see throughout this report, channel management and channel migration are very important topics for all levels of government in Canada. Best Practices Sub-Committee member Roy Wiseman, former CIO of the Region of Peel, aptly described the situation when he noted that five years ago a key driver for governments was improving services to their citizens. Now, there are additional drivers – reducing the costs of delivering those services and ensuring that citizens can access services through the channels of their choosing, including new and emerging channels.

Some governments can no longer afford their in-person service counters and telephone infrastructure and have come to recognize that the on-line channel, while requiring an upfront investment, results in cost savings in the end. Further, Canadian citizens are more technology-savvy than ever before and are starting to demand that governments deliver more end-to-end services via the Internet or through mobile applications just as they are experiencing with private sector service interactions.

This greater focus on channel management and channel migration has not only been seen across Canadian governments but also in governments around the world. Countries such as Australia, the United Kingdom and Denmark have already started to focus more on channel management and channel migration. For example, in its 2011-2015 e-government strategy, Denmark announced that each of its citizens will have a digital mailbox through which they will receive written communication from the government thereby eliminating the traditional mail channel.

The increased importance of channel management and migration in Canada has been clearly demonstrated in the Citizens First research studies led by the Institute for Citizen-Centred Service (ICCS) on behalf of its government sponsors. In the first survey, fielded in 1998, there was no mention of on-line government services. By the time Citizens First 5 was conducted in 2008, 47% of the respondents said they used the Internet to access government services -- an increase of 17% over the results from Citizens First 3 conducted in 2003. And this figure will have undoubtedly grown even larger by 2012 when the results of Citizens First 6 will be available. Additionally, as seen in the figure on the next page, 59% of the Citizens First 5 respondents indicated that they used multiple channels in their most recent government service experience.

Number of channels used during the recent experience
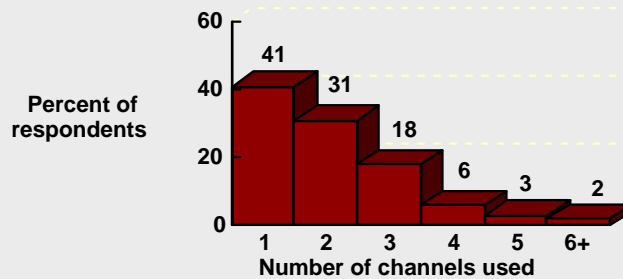
Citizens First 5 – 59% of respondents used more than one channel in their most recent government service experience

So to understand how Canadian governments were dealing with service delivery channel management and migration issues, the Best Practices Sub-Committee sent out a questionnaire in July 2011 to the members of the PSSDC and the PSCIOC. A copy of this questionnaire can be found in Appendix A.

Responses came in over the summer and early fall from the following jurisdictions:

Municipal and Regional Governments	Response on behalf of MISA Region of Peel Quebec City City of Calgary
Provincial and Territorial Governments	Nova Scotia Prince Edward Island New Brunswick Quebec Ontario Manitoba British Columbia Yukon
Federal Government	Public Works and Government Services Canada Service Canada And a discussion with the federal Administrative review team.

This report provides a summary and analysis of the responses received from the participating Canadian governments. The actual verbatim responses are included in Appendix C. The report also highlights some trends in channel management / channel migration that have been seen in Canada and around the world. Finally, in Appendix B, Canadian case studies have been included which provide greater detail on the individual jurisdictional responses.

2.   Overview of Channel Management in the Canadian Public Service

Without exception, each of the governments that responded to the questionnaire considered channel management to be a very important management issue within their jurisdiction.

> As a public facing service organization, channel management and migration are of utmost importance to our organization's success. Customers are increasingly demanding a higher level of customer service from government, and as we continue into the future and technology continues to evolve, public expectations, likewise, will only further increase. (Excerpt from Ontario's response.)

But what exactly is channel management? In the information that was distributed to support the questionnaire, channel management was defined as follows:

Channel management – the management of the selection, rationalization and integration of service delivery channels, including not only the in-person, telephone, mail, fax, Internet and e-mail channels but also such newer channels as text messaging, social networking and mobile applications.

An examination of the responses to the questionnaire and a review of the materials available from other countries and the private sector show a number of trends that have emerged in relation to channel management. For public service organizations in Canada, the main channel management trends appear to be:

Channel Management Trends in Canadian Public Service Organizations

Accessibility	Ensuring that all citizens, regardless of ability or disability, are able to easily and conveniently access the government information and services that they require.
Channel Optimization	Ensuring that governments are offering their services through the most appropriate and effective mix of channels.
Client Expectations	Ensuring that governments are listening to their citizens and acting upon citizens' expectations for government service delivery.
Consistency	Ensuring that citizens are provided with the same clear and accurate information and services regardless of which service delivery channel they use or, for that matter, whether they are using one service delivery channel repeatedly or multiple service delivery channels.
Cost Management	Ensuring that governments are managing the service delivery channels in the most effective and efficient manner, always keeping the cost to the taxpayer in mind. This is especially relevant in difficult economic times when government debt requires closer attention.
Integration	Ensuring that citizens can easily and efficiently move between the

	service delivery channels either within one level of government or across multiple levels of government without undue burden and without inconsistent service delivery.
Marketing and Communications	Ensuring that citizens are fully aware of the government services available and how to access them through the most appropriate and efficient service delivery channel.
Privacy, Security and Identity Management	Ensuring that citizens' personal information remains private and secure throughout the government service delivery process. Also ensuring that citizens are properly authenticated and identified so that the individual is protected and governments are not subject to fraud.
Self-Service / Channel Migration to the On-Line Channel	This trend can be looked at from two angles – 1) Recognizing that Canadians are becoming more comfortable using technology either through the Internet or mobile applications and, therefore, they expect their governments to adapt their service delivery channels to allow those citizens who are able and want to serve themselves the opportunity to do so. 2) Governments encouraging citizens to serve themselves or migrate to the on-line channel in order to reduce infrastructure and personnel requirements, thereby reducing operational costs.
Service Bundling	Offering citizens access to multiple government services through sequential linkages between programs and services within and across governments (one registration/application serving multiple service areas) related to life events such as births, deaths, etc.
Technology	Ensuring that governments continue to implement improvements to service delivery by taking advantage of innovative technological advances.

After reviewing the previous table, it becomes evident that these trends are not easy areas for governments to deal with. Channel management is complex, costly and time-consuming. It also requires government to constantly monitor the environment both for changes in citizen expectations and for changes or developments in technological innovations or business requirements.

3.   Channel Management Strategies / Frameworks

While not every responding jurisdiction indicated that they had a formal, government-wide channel management strategy or framework in place, all of them reported that they are working diligently to address channel management issues and challenges. Some of this work is government-wide whereas other work is being carried out by individual departments or agencies within a given jurisdiction. This section of the report provides highlights of channel management strategies that are in place in some Canadian governments.

Nova Scotia, for example, has an Access Nova Scotia Channel Strategy. This strategy provides a framework to manage the delivery of services across each channel. Nova

Scotia uses this strategy to examine each of their services and the channels used to deliver those services. They are examining client expectations about service delivery as well as any service delivery barriers that may exist. They are also working to understand the requirements for tools and technology to enable service delivery across channels.

British Columbia has a transformation and technology strategy for the province which is entitled *Citizens @ The Centre: B.C. Government 2.0.* This interesting document includes three defining principles:

- We will empower citizens to create value from open government data.
- We will save citizens' time in their interaction with government and make it easier to access better quality services.
- We will encourage collaboration in the public service because it is integral to delivering quality service to citizens.

ServiceOntario's Channel Management Strategy is presented in three distinct phases with timelines associated with them:

- Phase 1: Service Migration – Between 2006 and 2009, ServiceOntario became responsible for several key client-facing services from partner ministries.
- Phase 2: Service Expansion – Between 2009 and 2010, ServiceOntario transformed its in-person network by implementing a common suite of services across its 300 offices, creating a one-stop shop and a consistent customer experience – 95% of Ontarians are now within 10km of an integrated ServiceOntario office.
- Phase 3: Service Integration/Channel Management – focussing on integration of common transactions across ministries and the migration of volume to lower cost self-service channels. ServiceOntario also now has an Inter-Jurisdictional Services Branch to explore service integration opportunities across all levels of government.

The departments and agencies that responded from the Province of Quebec mentioned that service improvement, service migration and service integration are elements of their organization's strategic planning process. For example, La Régie des Rentes du Québec established a five year action plan in 2006 to provide integrated management of all its service delivery channels. One of the elements of its action plan was to implement a migration strategy that would guide clients to the most appropriate channel while respecting the fact that some clients are only able to use certain channels. Additionally, La Société de l'assurance automobile du Québec (SAAQ) has included service-related objectives in its 2011-2015 strategic plan which reflect improving service delivery quality, increasing access and encouraging more clients to use electronic informational and transactional services.

Quebec City is about to develop a strategy related to channel management and service delivery. Currently, it has guidelines related to integrating new, interactive and transactional on-line service delivery while maintaining access to traditional service delivery channels. A second guiding principle confirms their commitment to let the citizens select their channel of choice.

The final example comes from Service Canada which has started work on its Integrated Channel Service Experience Model. The vision statement in this model provides an excellent overview of where Service Canada's service delivery approach is headed.

> Service Canada Integrated Channel Service Experience Model – Vision Statement:
>
> Deliver service excellence for Canadians by providing services that meet their informational and transactional needs through a consistent, seamless, responsive and accessible multi-channel service delivery network that maximizes electronic self-service and first contact resolution.

The previous examples confirm that Canadian public sector organizations consider channel management to be a primary concern. Even though there may not be formal strategies in place, there is still significant activity taking place to manage service delivery channels and optimize operations to the benefit of the client, taxpayer and the government itself.

4.   Improving Channel Management Efficiency and Effectiveness

In its document *One Size Fits Few: Using Customer Insight to Transform Government,* the consulting firm Deloitte & Touche outlines how channel management can ensure that government services are accessible and efficiently delivered. Deloitte writes:

> *To choose the right channel mix, public managers need to understand the suitability of a channel for service delivery and the capability and desire of customers to self-serve.*

Deloitte also highlights five key factors that drive channel selection:

- **Volume:** Given the high fixed costs of creating self-service channels, greater volume will give them greater economic viability.
- **Standardization of process:** Self-service is less viable if service delivery needs to respond to unpredictable demands.
- **Complexity of information:** Personal contact is generally more appropriate when dealing with more complex information.
- **Need for the "human touch":** Services requiring sensitivity or human judgement are more appropriately delivered in person.
- **Propensity of customer to self-serve**: Customers have different capabilities and access to self-service channels. Their propensity to self-serve often correlates to distinct demographics such as age or class.

It is evident from the jurisdictional responses to the Channel Management / Channel Migration questionnaire that Canadian public sector organizations are striving to improve

channel management efficiency and effectiveness. Most Canadian governments are pushing hard towards citizen self-service wherever possible.

The City of Calgary conducts ongoing reviews of its services seeking improvements from a cost point of view, a citizen demand point of view and an efficiency point of view. They consider optimizing channels to drive cost savings to be a top driver behind this work.

The Ontario government gauges the effectiveness of its channel shifting strategies by tracking the channel usage of each of its services over time and comparing these figures to organization targets. ServiceOntario also has a Customer Experience office that actively surveys Ontarians in order to gauge customer satisfaction on a channel by channel basis.

British Columbia has an Internet Strategy that outlines a corporate approach to web channel management. This strategy emphasizes design driven by citizen needs versus government organizational structures. The Internet Strategy will ultimately result in the need for fewer Web sites and provide an enhanced focus on services and improved governance that will mean savings that can be redirected into service enhancements based on the highest need and best transactional value.

Service New Brunswick has a Business Process Improvement Branch that assists with service delivery process improvements including channel optimization. They also have a Research and Innovation Branch that works both within and outside Service New Brunswick to bring new approaches to current service delivery challenges and opportunities.

Services Québec pointed out that it conducts specific analyses of its services and how they perform. They have also reorganized their websites and highlighted the efficiencies of using the on-line channel in order to better promote greater use of their online services. They noted that in one Quebec organization, customers are charged different costs depending on the channel selected. This means, in this instance, the clients for online services are charged lower rates than the clients for other channels.

Service Canada outlined eight different areas where it is working to streamline service delivery processes and leverage new technologies. These areas are:

- An integrated "Service Experience" model.
- An integrated information management system supporting all channels.
- Revised and updated information architecture.
- An expanded My Service Canada Account (MSCA) account system
- A more powerful Web based search capability.
- Points of Service Strategy (optimized in-person network).
- An enhanced intranet and associated management tools
- Investment in cross channel support tools and processes (e.g. possibilities for services such as assisted navigation).

Perhaps one of the more interesting examples of improving channel management effectiveness and efficiency comes from the City of Toronto. Toronto hosts Channel Strategy Workshops for its employees and has developed a Channel Assessment Tool.

Their Channel Assessment Tool looks at four main areas or factors:

- **People Factors** – contains the factors that target groups use for evaluating a channel's capability to deliver a service.
- **Service Characteristics** – contains the factors that are used to consider whether a specific service can use a particular channel.
- **Service Delivery Costs** – cost of implementing and maintaining the technology required for the channel to be operational.
- **Organizational Factors** – contains the factors that the organization needs to consider when implementing a new channel for service delivery.

The Channel Assessment Tool considers five key components when judging the effectiveness and efficiency of a channel or delivery method. These five components are:

- **Implementation Costs** – the associated cost to implement the channel.
- **Integration Costs** – the associated cost to integrated the channel with other channels already in operation.
- **Maintenance Costs** – on-going maintenance costs to ensure that the channel remains operational.
- **Anticipated Customer Take-Up Rate** – anticipated take-up rate by the public in 12 months.
- **Anticipated Average Per Customer Cost** – expected average cost per transaction.

With this tool, the City of Toronto is able to examine critically each service and each channel to ensure that it is as effective and efficient as possible.

5.   Channel Migration – Moving More Canadians to Online Government Services

As mentioned in the introduction, a large majority of Canadians are capable, sophisticated and frequent Internet users. They bank on-line, they shop on-line and they regularly communicate and socialize on-line.

In fact, the latest Statistics Canada figures from the Canada Internet Use Survey conducted in 2010 indicate that:

- 80% of individuals aged 16 years and older used the Internet for personal use
- 79% of Canadian households had access to the Internet
- 68% of Canadian Internet users went on-line to bank

- 65% of Canadian Internet users visited or interacted with government Web sites
- 51% of Canadian Internet users ordered goods or services for personal or household use

So it is timely and logical for Canadian public sector organizations to move forward with their channel migration efforts to shift Canadians from high-cost, high-touch channels such as in-person and telephone to lower-cost, lower-touch channels such as the Internet and mobile applications.

While the responding jurisdictions did not report specific examples of channel migration strategies or programs currently in place, all were aware of the requisite shift in focus to the on-line channel and most were working, in some manner, on channel migration.

Before discussing some of the Canadian jurisdictional examples, it is perhaps interesting to highlight an international government example from Denmark which demonstrates just how boldly some governments are moving forward with their migration to the on-line channel.

Denmark – E-Government Strategy for 2011-2015

The latest Danish e-Government Strategy was announced on June 20, 2011 and mainly focuses on simpler and more effective online services.   This will be achieved through the following four objectives:

- End paper applications and regular mail: Danish citizens will each have a digital mailbox through which they will receive written communications from the government.
- Help companies achieve higher growth rates. Higher growth rates from companies will be achieved through government agencies interacting with businesses online. This online servicing includes payment transactions with the government.
- Bring 'welfare technologies' into public schools, hospitals, nursing homes, providing better welfare with more value for money.
- Schools will be given subsidies to procure educational applications that will be made available through an application store.

By 2013, patient data will be shared amongst all doctors and hospitals and there will also be a focus on home treatment of patients with chronic disease.
Introduce close cooperation on the digitisation of the public sector. The Danish Government will go mobile despite security concerns. eDay4, the day that marks the end of paper for the Danish government, will happen in November 2014.

Source: http://www.epractice.eu/en/document/288206

Returning to the Canadian environment, it is interesting to start in Ontario where Phase 3 of its channel and service management strategy focuses specifically on Service Integration and Channel Migration. Ontario will be working to persuade its citizens to select low cost self-service channels when choosing how to interact with the government. Ontario recognizes that some services will always need to be offered through the more expensive, high-touch channels but they are using service guarantees with their online services to entice citizens into these channels. For example, ServiceOntario is the first government organization world-wide to offer money back service guarantees associated with its on-line services. Currently, Ontario offers a 15-day money back guarantee for the delivery of a birth certificate ordered on-line and a two-day money back guarantee for the electronic delivery of a master business licenses. These service guarantees are only made for the on-line channel thus encouraging citizens to use the on-line channels over the traditional channels. Over the next while, they will be expanding the number of services to which service guarantees will be applied.

La Régie des Rentes in Quebec shared a presentation on its migration strategy and it included five objectives: 1) Increase the use of self-service. 2) Reduce the use of telephone services and increase use of Internet and IVR. 3) Significantly reduce the use of mail. 4) Significantly reduce the use of the in-person channel. 5) Contain and even reduce the number of emails. That said, however, La Régie des Rentes in Quebec noted that its services must be accessible to all citizens and the services must be offered in at least one channel that is universally available such as mail or telephone. They highlighted that they will attempt to influence the channel the client selects but that once that channel selection is made, the organization will respect the client's choice.

In its response, Services Québec also detailed the initiatives it had undertaken to migrate customers to on-line service delivery for its change of address service (*le Service québécois de changement d'adresse).* Their strategy involved:

- Simplifying access for the citizen through a transactional portal and ensuring that the portal content is easily understandable, that the portal is ergonomic and that the portal is attractive.
- Giving priority to the electronic channel and using the other channels to promote the Web channel. They noted that client choice would still be respected if an alternative to on-line was chosen.
- Providing client support by telephone and in-person channels should there be problems with the usage of the on-line channel.

Service Canada is working to ensure that as many clients as possible are satisfied with their on-line service experience so that they will eventually come to rely on this channel as their primary point of entry for federal services and information. They are also constantly reminding clients utilizing other channels of the availability and speed of the on-line channel. By increasing awareness they hope to increase take-up of the on-line channel.

6.   Challenges in Channel Management / Channel Migration

In reviewing the jurisdictional submissions, it became very clear that there are a number recurring challenges within Canadian public sector organizations related to channel management and channel migration. Some of these challenges are considered more difficult to address than others but regardless of these roadblocks, Canadian governments are still continuing to move forward with innovations and solutions. Here are the top five reported challenges:

Challenge # 1 –Technology

Governments are complex organizations, the services they offer are complex and so too are the systems used to support their operations and services. Therefore, it is not unexpected that many of the jurisdictions that participated in this study highlighted technological factors as challenges to channel management and migration.

For example, a number of jurisdictions reported that disparate or older technologies and systems that they currently have in place sometimes impede their ability to move forward. They cannot introduce the infrastructure they need to support enhanced service delivery or to migrate clients to the on-line channel without significant upfront investment which is difficult in an environment of budgetary restraints.

Additionally, while there are some extremely powerful COTS systems that fully integrate contact management and the client experience across all channels including voice, text, video and social media, these systems do not always mesh well with existing systems or there are procurement challenges to purchase and implement these systems.

Challenge #2 – Information Management

Beyond the systems and the technology, there is a challenge related to information management. To ensure that the services are being delivered equally across all channels, or to ensure that citizens are receiving a seamless or integrated service experience, it is essential that governments have proper information management systems in place. This requires breaking down traditional government silos so that information that needs to be shared can be shared easily. It also means establishing effective information architecture so that the information is consistent and usable across one government or multiple governments. It may also mean ensuring that citizens are properly informed and have consented to the re-use of their information for more than one reason. This sometimes requires the development and introduction of changes to legislation that govern the use of personal information.

Challenge #3 – Effective Marketing / Communications

Public opinion research studies have shown that citizens do not typically think about government and the services they need until just before they actually need to access them. Therefore, in order to ensure citizens know which is the best channel to use or to migrate

citizens away from traditional channels to self-serve, on-line ones, governments must put in place on-going, sustainable marketing and communications programs so that citizens can easily find out where they need to go and what they need to do to access government information and services. Governments also need to include educational messages in their campaigns which reassure citizens that on-line systems are safe, that their privacy and security will be protected and that there are significant benefits both individually and for taxpayers in having citizens use the self-serve channels.

Challenge #4 – Resistance to Change / Leadership and Governance

A number of jurisdictions indicated that resistance to change either from a government or citizen perspective can be challenging.

For governments, being innovative and mobilizing employees to work differently often requires strong, consistent leadership and appropriate governance structures. A number of those jurisdictions without a channel management or channel migration strategy indicated they were hopeful that once a proper strategy was put in place, they would have the leadership and direction they needed to move forward in a timely and strategic fashion.

> The Province of Manitoba has taken an interesting approach to governance through the establishment of governance committees for ICT and online service delivery. There is a Deputy Minister committee called the Business Transformation Executive committee which is supported by another cross-departmental committee. These committees are Manitoba's attempt to become more horizontal in its decision making as it pertains to ICT planning and channel enhancements or migrations. They examine projects and efforts which span several departments to ensure that the best solution for both the citizen and the government are put in place.

From the citizens' perspective change can also be challenging. Some citizens are very comfortable using the telephone or visiting the office. They like the "human touch" that comes with those channels and the reassurance it brings when dealing with what are often complicated and uncertain government interactions. Governments need to communicate the benefits of the self-service or on-line channels if they are going to continue to drive traffic (especially older citizens who are less comfortable with technology) to those channels.   The benefits can be communicated at an individual level but also at a population-wide level if the new channels will result in taxpayer or operational cost savings.

Governments also need to make their on-line or self-services options simple and easy to use. As studies have shown, the minute citizens encounter any service difficulty, they quickly switch back to channels where they can interact with a human being so that they feel comfortable that their government interaction has been completed successfully.

Ontario's use of service guarantees for some of their on-line services is a good example of communicating the benefits and providing reassurance to citizens (see text box below).

Online Service Guarantees – or your money back! ServiceOntario introduced government online service guarantees for birth certificates in 2006 – the first of their kind in North America. We now offer a selection of online service guarantees for different government documents. With an online service guarantee, you will receive your document in a specific number of days or your money back! Online service guarantees include:

- Regular Online 15 business days service for birth, marriage or death certificates
- Premium Online 5 business days service for birth, marriage and death certificates
- Regular Online 2 business days service guarantee for electronic Master Business Licences
- Online Government Publications ordered through ServiceOntario will be delivered within 6 business days, or customers may be eligible for a refund of up to $100

Before choosing an online service guarantee, remember to read the terms and conditions. Source:
http://www.ontario.ca/en/services_for_residents/ONT04_024958.html

Challenge #5 – Privacy and Security

Similar to the previous challenge, both governments and citizens are concerned about privacy and security when it comes to government channels and services. The media is rife with stories about hacking, viruses, security breaches, government computers being lost or misplaced, the private sector accessing public sector data, system crashes, and so on. It is therefore not unexpected that Canadians are worried about the safety of the data they may share with governments on-line. Governments are also worried about the privacy and security of the data it handles. They are also concerned about cyber-security and systems infrastructure breaches.

In the end, it comes down to governments doing more to reassure Canadians that the Internet in general and government systems specifically are safe. If Canadians feel their data are safe, the systems are safe and the newer channels are just as easy to access and use as the older ones (telephone or in-person), then they will be willing to give these new channels a try.

7.   **Client Segmentation and Channel Management / Channel Migration**

The questionnaire solicited the jurisdictions' input on whether or not they had undertaken any client segmentation work related to either channel management or channel migration. The responses regarding client segmentation were mixed. Some jurisdictions had undertaken work, others were just starting down that path and still others had not undertaken any client segmentation activities.

The Region of Peel, for example, recently completed a segmentation exercise to identify the primary segments of clients accessing its services and the service clusters associated with those segments.

As part of its Internet Strategy, British Columbia has engaged in client segmentation activities to ensure that its Web presence is designed completely from a user perspective. It is notable that British Columbia's response included a cautionary note – they work to ensure that their segmentation work is properly applied and does not become the impetus for the creation of segmental portals or "one-stop shops" which its research has shown to be ineffective for both its clients and for government agencies.

Service Canada described a "robust" client segmentation program whereby they conduct research and examine individual client segments from the point of view of needs, behaviours and channel preferences. This work supports Service Canada's efforts to build bundled service options.

8.   **Evaluating Channel Management / Channel Migration Success**

The jurisdictions indicated that they use a variety of methods to evaluate the success of their various channel management or channel migration strategies. Many are gathering key metrics such as uptake of individual services by channel, costs per channel and client satisfaction per channel. In particular, client satisfaction surveys appear to be a key tool in all of the channel management or channel migration assessments. When measuring costs per channel, the jurisdictions indicated they are looking for concrete demonstration that their channel costs have decreased due to either the technological or process changes that they have made.

Service New Brunswick, for example, measures client satisfaction in all its channels. Service Canada highlighted a number of elements that form its total performance measurement framework including: on-line feedback and comment systems for both staff and clients, public opinion surveys, usability studies, biennial client satisfaction surveys and a mystery shopper program. Quebec City uses a variety of research approaches including: Internet panels, on-line surveys, social networking research, citizen discussion groups and traditional surveys.

In addition, la Societé de l'assurance automobile du Québec does monthly monitoring of its services by channel and uses a predictive model based on population forecasts from Quebec's statistical agency to examine service usage across age and location in the

province. They also have developed a specific indicator for electronic services. Similarly, Services Québec monitors the traffic for each mode of service delivery and analyzes the movements of its clients. Services Québec also measures the success of specific measures to promote client migration to a given channel.

9.   Conclusion and Next Steps

It is evident from the material shared by the Canadian public sector organizations that they are tackling channel management and channel migration head on. The amount of success and progress varies across the country but there is strong commitment to improving service delivery for Canadians and to ensuring that Canadians can access services through the channel of their choice including, more and more on-line and / or mobile options.

In general, it appears that most jurisdictions would benefit from having stronger and clearer leadership and direction in their channel management and channel migration work. A lack of leadership and direction is not uncommon in many areas of government given important competing priorities, constant changes in government at both the political and employee level and inconsistent governance structures. Channel management and channel migration activities would clearly benefit from a well-defined strategy or approach and sustained commitment to service delivery improvement.

This report is only a high-level summary and, while there are some case studies included in Appendix B, there could be more work done to examine key elements of channel management and channel migration both in Canadian and international governments as well as in the private sector. Studies of the banking industry, the credit card industry and the insurance industry may be particularly useful given the high degree of customer contact required in those industries.

Channel management and channel management are constantly evolving issues and it would be useful for the PSSDC and the PSCIOC to continue to monitor any changes or trends to see how the lessons-learned and insights could be adapted for the benefit of the Canadian public sector organizations.

We hope that this preliminary report is useful as a starting point for PSSDC and PSCIOC members and the jurisdictions they represent. In concluding, the Best Practices Research Sub-Committee would like once again to thank all of the individuals who took the time to share their jurisdictional information with the Sub-Committee.

Appendix A

Jurisdictional Questionnaire on Channel Management / Channel Migration
(Final – July 2011)

Introduction:

The Best Practices Sub-Committee of the PSSDC-PSCIOC Research Committee is seeking input from PSSDC-PSCIOC members on the topic of channel management / channel migration. This is one of 10 topics identified by the Joint Councils as a candidate for study by the Best Practices Sub-Committee. We would like to examine the latest developments in channel management / channel migration across the governments in Canada.

Definitions:

Channel management – the management of the selection, rationalization and integration of service delivery channels, including not only the in-person, telephone, mail, fax, Internet and e-mail channels but also such newer channels as text messaging, social networking and mobile applications.

Channel migration – refers to movement in the delivery of government services from one service channel to another for the purpose of reducing costs and/or improving service.

Channel rationalization - is providing a particular service through the channel that, on balance, permits the most effective, efficient and equitable delivery.

Channel integration - is defined as joining up the major service delivery channels to provide seamless service across channels.

Please feel free to work with others in your jurisdiction on this questionnaire or forward the entire questionnaire or parts of it to those in your jurisdiction whom you feel would be better-suited to respond. You may also wish to respond on behalf of individual ministries, agencies or programs/services instead of your entire jurisdiction if that is more appropriate for your jurisdiction.

If there are some questions which are not applicable to your jurisdiction, please feel free to reply "not applicable".

Upon completion of this "inventory" of channel management / channel migration in Canadian governments, the Best Practices Sub-Committee will prepare a summary report/presentation for PSSDC-PSCIOC. As a second phase, we will more closely examine and document specific jurisdictional innovations and best practices in the area of channel management /channel migration.

Should you have any questions about this project, please feel free to contact Cathy Ladds, co-chair, Best Practices Sub-Committee (cathy.ladds@tbs-sct.gc.ca).

We hope to receive your feedback by **August 31, 2011**.

If possible, please provide Cathy Ladds with a confirmation by the end of July as to whether or not your jurisdiction is willing to contribute to this study.

1. Does your jurisdiction have a channel management strategy or framework in place which is used to manage its service delivery channels? Please describe this strategy or framework? (Note: if possible please provide a copy of this strategy or framework or related documents.)

2. How important are the issues of channel management and channel migration in your jurisdiction? Please explain.

3. Has your jurisdiction faced any challenges specifically related to channel management or channel migration? Please explain.

4. What does your jurisdiction feel are some of the key organizational considerations (HR, governance, leadership, policies, processes, etc.) related to managing channels, developing new channel offerings or when migrating clients from one channel to another? Have there been any structural or governance changes within your organizations related to placing services under a single authority, removing silos, etc.? Does your jurisdiction have resources (staff, budget) dedicated to channel management and channel migration or the development of strategies in either of these areas?

5. When designing, implementing, updating or transforming programs/services, how does your jurisdiction determine what channels to use in interacting with that program's/service's clients?

6. What, if anything, is your jurisdiction doing to improve the efficiency and effectiveness of your jurisdiction's channel management – e.g. identifying opportunities to streamline processes or leverage new technologies in order to improve the operations of the channels? How, and to what extent, is your jurisdiction approaching examining and optimizing channels to drive cost savings?

7. Does your jurisdiction undertake any client segmentation work to help in either channel management or channel migration? If applicable, please describe.

8. How does your jurisdiction measure or evaluate the success of its channel strategy / channel mix for its various programs/services? What approaches are used to measure client satisfaction with each channel? How is your jurisdiction measuring or tracking channel costs? Are decreasing channel costs or the number of clients using a given channel considered to be measures of success in your jurisdiction?

9. What, if anything, is your jurisdiction undertaking in the area of <u>channel migration</u>? Is your jurisdiction using any form of incentives to assist clients in the channel migration process?

10. There is greater emphasis in many governments on the on-line and/or mobile channels. Please describe any innovations or best practices related to the use of the on-line or mobile channels in your jurisdiction or for specific programs/services in your jurisdiction?

11. The ICCS' Citizens First 5 and Taking Care of Business 3 research studies showed that businesses and members of the general public are both using multiple channels to interact with their governments. Given this fact, what work is your jurisdiction doing to ensure that the various delivery channels are well-integrated and that the quality of service is consistent across the channels?

12. Has your jurisdiction encountered situations in which programs/services have clients who are unable to access certain delivery channels or who are unwillingly to access certain delivery channels? If so, how has your jurisdiction addressed this issue?

13. In your jurisdiction, have there been any channel-related partnerships or privatization relationships implemented or considered in order to improve channel management or optimize program/service delivery? Please describe any such partnerships implemented or considered.

14. How is your jurisdiction addressing privacy, security and authentication issues related to channel usage or channel migration?

15. Please describe any specific examples of innovations or best practices <u>in your jurisdiction</u> that are related to channel management or channel migration, including, where possible, contact information for someone with whom we can undertake follow-up research?

16. Are you aware of any specific examples of innovations or best practices related to channel management or channel migration <u>from other, international governments</u> which would be good candidates for further study by the Best Practices Sub-Committee? Please share any details or provide contact information so that follow-up research can be undertaken.

17. Are there any further comments or insights that you wish to share about your jurisdictions current views or insights related to channel management / channel migration?

18. Please provide us with a contact name, telephone number and email address in case the Best Practices Sub-Committee needs to follow-up for clarifications or further details.

Appendix B – Case Studies

Title/Jurisdiction:	Access Nova Scotia Channel Management and Migration

Background: Access Nova Scotia (ANS) is a brand of the Department of Service Nova Scotia and Municipal Relations Department (SNSMR). Within SNSMR, the Service Delivery Division is responsible for the operation of all delivery channels. This results in consistency in service integration and service delivery across the channels.

The topics of channel management and migration are very important to the Department because its strategic objectives are aligned with improving services to business and citizens by making these services more client centric, reducing the administrative burden and improving access to information and services. In addition, migrating clients from the in-person channel to the online one reduces the traffic in the offices and allows staff to focus on more complex transactions as well as the fulfillment of online transactions. Migrating people to lower cost channels for service delivery supports the Nova Scotia Government's Back to Balance Plan.

Service Delivery has a Channel Management Strategy (ANS Channel Strategy) with sections on scope and approach, current state, leading practices and online jurisdictional scan, guiding principles and vision, service and channel alignment, and recommendations and next steps. The Channel Strategy is defined as a framework to manage the delivery of services across each channel, including an understanding of

- the guiding principles for channels and services
- the barriers to service delivery
- the delivery requirements for the portfolio of services
- client expectations
- the requirements for tools and technology to enable service delivery across channels

This Channel Strategy is only one component of an Integrated Service Delivery (ISD) Plan that describes how coordinated services will be delivered through multiple channels. The project team used the ISD Plan to ensure comprehensive coverage of all service delivery components and considerations when developing the Channel Strategy. The Plan will have a Client Management Strategy which, when fully implemented, will provide a comprehensive channel strategy so that channels are in a continuous improvement cycle to meet changing customer demands and preferences.

Innovative Elements:

The Service Delivery strategy is to move services to the online channel as much as possible. A business case is developed in support of each opportunity and includes the assessment of such requirements as information technology, resources and the nature of

the service. The Channel Strategy outlines considerations that are reviewed as part of the decision analysis as to which channels are appropriate for delivery of services.

Service Delivery has two significant initiatives underway that will reduce processing time and increase self-service for its clients through end-to-end automation. These initiatives - the Access to Business Project and the Life Event Bundling Project - include the implementation of a new technology infrastructure and workflow engine that will facilitate a more agile approach for the integration of services.

Other initiatives related directly or indirectly to channel management include:

> 1) The Special Move Permit System that allows the commercial trucking industry to request and pay for the permit online and to print the permit at their home or office. Since the trucking industry does not work regular business hours and times on the road is vital to their business, travelling to an Access Center to obtain the permit is not convenient for them. This offering has more than 75% take-up on the electronic channel.

> 2) An outsourcing agreement with Unisys Canada which currently hosts and operates the Nova Scotia Business Registry, the Personal Property Registry, the Driver Insurance Abstract Service and several online financial transaction based services.

Service Delivery makes extensive use of client segmentation. Business segmentation is by business life cycle and work is proceeding on segmentation by business sector. Citizen segmentation is life event such as marriage, birth and bereavement events.

Service Delivery plans to develop a channel migration strategy. Currently, the organization does not offer incentives to assist clients in channel migration. Service Delivery has, however, eliminated channels of delivery for a few services such as the Land Registration Online System. Typically, if Service Delivery makes a service available online, it remains in-person as well.

Interac has been added as a payment method for online services to address the barrier that exists for some clients not wanting to use credit cards online. Service Delivery is in the beginning stages of developing its first mobile website.

Issues / Challenges Encountered:

1) The development and maintenance of an online channel as another choice for customers creates a burden on the organization.

2) The age of some of the government applications (older technology) has been an impediment to migrating services to the online channel, as well as integrating services and providing end-to-end services.

3) Service Delivery would like to have a higher uptake of its online services by achieving more client migration between channels.

4) It has been difficult to allocate funds to marketing and awareness of online service offerings.

5) Workload capacity is an issue since ANS has limited resources, people and funding for the number of potential projects identified.

6) ANS has an Identity Management Strategy and is currently working to secure funding for the project. The organization's ability to offer more citizen and business services online would be greatly improved with a corporate authentication solution.

Critical Success Factors:

The Service Delivery Division within the Department is responsible for channel management for in-person offices, Contact Center, mail and online. Two business units are dedicated to channel management, channel migration, service integration, and the development of strategies related to these topics. e-Service is focused on channel management and channel migration and works closely with Service Integration which identifies and implements integrated service offerings.

The Access Nova Scotia brand was launched in part to remove silos from a citizen and business perspective and to create a single window view of government. This governance structure allows Service Delivery to integrate and manage services on behalf of other government departments. Human resources, governance, policies and processes are all key elements that must be addressed when delivering services on behalf of other departments. Functionally, government continues to remunerate employees based on budget allocation and number of staff managed. Government should consider new ways to incent or reward employees.

To measure the success of its channel strategy, ANS tracks the uptake of services by channel; conducts client surveys for the online and in-person channels, and considers the number of clients using a given channel as some measures of success.

Next Steps:

The next steps in ANS's channel management include:

- Endorsement of its Channel Strategy by Branch management

- Communication of the Channel Strategy within the Branch and the Department

- Feeding the work of the Channel Strategy into the Strategic Plan (Integrated Service Delivery Framework)

- Proceed with planning recommendations in regard to

  – Completing the ANS Service Matrix

  – Initiating a review of the current e-Channel design

  – Deploying the Access Nova Scotia brand across all channels.

Contact Information

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Background:

Citizens want timely and easy access to public services when and how they choose. The British Columbia (B.C.) Public Service currently provides services to citizens via telephone, online and at more than 300 offices across the province. The types of services available through each of these channels vary widely, and many services are best delivered face-to-face. But as technology takes on an ever more prominent role in citizens' personal lives, they naturally expect government to apply that technology in a manner that delivers the services they want and need. In B.C., research shows that the Internet was the most commonly reported method by which citizens contacted government for services (58%) while visits to service counters and telephone were also used often (39% and 38% respectively). The two channels by which respondents stated they would most prefer to access the service if they were to access it again were the internet (32%) and a visit to service counter or government office (25%)[1]. In other words, citizens increasingly want the opportunity to use technology to save time, but they also want the comfort of knowing that in-person options are there when they need them.

Though B.C. does not have a documented channel management strategy, B.C. does have an overall strategy that is outlined in *Citizens @ the Centre: B.C. Government 2.0 – A Transformation and Technology Strategy for the BC Public Service* (Citizens @ the Centre).

The Citizens @ the Centre strategy vision considers how will B.C. apply technology to improve operations; to improve the experience of working in the public service; and to improve service to the people of the province. To support this vision, there are three defining principles:

1. We will empower citizens to create value from open government data.
2. We will save citizens' time in their interaction with government and make it easier to access better quality services.
3. We will encourage collaboration in the public service because it is integral to delivering quality service to citizens.

From these three defining principles and through further research and analysis, three central themes emerged that are defined by the fundamental shifts in the B.C. public services' operating philosophy.

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[1] **BC STATS** ◆ 2010 B.C. Citizen Satisfaction with Provincial Government Services Full Report, March 2011

Shift 1: Citizen Participation

Engaging British Columbians more directly with their government, particularly through improved access to government data and sharing of information.

The B.C. public service has traditionally been insular in it management of the vast amount of data it collects and generates. Open Data, sharing of non-personal data allows government and others to access data that previously was not available. In July 2011, B.C. launched its new DataBC website (http://www.data.gov.bc.ca/). DataBC is a catalogue of nearly 2,500 sets of data that, over time, will increase as new datasets become available. This data is free, searchable and available for anyone to use and repurpose.

As part of government's commitment to be more connected, open and responsive Open Information (www.openinfo.gov.bc.ca) an information release site was launched at the same time. The B.C. government proactively releases routine information requested through Freedom of Information (FOI), however existing legislation does not reflect the changes in technology and the changes in how citizens want to, or expect to receive information from government. In October 2011, recommended changes to the BC Freedom of Information and Protection of Privacy Act (FOIPPA) legislation was approved. These changes will result in greater transparency, cost savings and cost avoidance over time through a reduced number of requests.

Shift 2: Service Innovation

B.C. is expanding opportunities for citizen self-service by improving and modernizing the government's online service offerings.

In order to guide channel migration, B.C. developed a Service Delivery Framework (Figure 1). This framework categorizes services into three tiers based on the level of interaction required. Tier 1 or "low touch" services includes responding to general enquiries, providing forms and other standard repeatable service transactions that do not inherently require in-person delivery. It is intended that, to the extent possible, these "low touch" services will be migrated to an online channels, offering self-service functionality in order to meet citizens' expectations for reliable and convenient access to services. However, Tier 1 services, where necessary, will continue to be available person-to-person via service counters or telephone contact centre.

Tier 2 services are "medium touch" and involve in-person generalist assistance with codified transactions, application processing and identity authentication services. Unlike Tier 1 services that may need to be delivered in-person because of the needs or preferences of the citizen, Tier 2 services may require person-to-person service. Tier 2 service typically is delivered by service specialists (with access to relevant program information) via service counters or specialized telephone contact centres.

Tier 3 or "high touch" services also require in-person service; however, they are specialized, on-going and/or complex services and case management activities for which citizens require subject matter expert advice, assistance and adjudication.

Figure 1
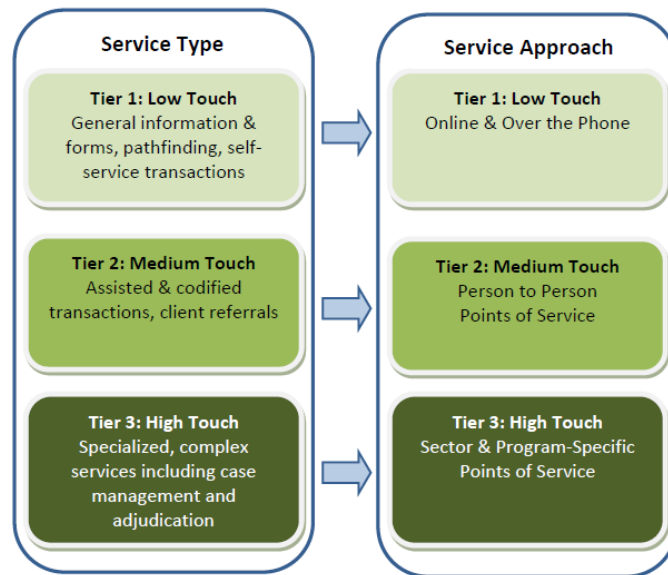
In order to achieve this shift, B.C. needed to redesign the main government website www.gov.bc.ca. This new website was launched July 2011, and saw government's online service presence shift from being defined by organizational structure to a more citizen and user-centric model.

The new citizen-centric navigation model will be adopted by ministries and expanded upon based on their own research about their clients. The expectation is that this approach and alignment will ultimately result in the need for fewer websites overall through an enhanced focus on services and better governance, and that the resulting savings can be redirected into service enhancement based on the highest need and the best transactional value. One notable innovation is called the "Service Finder" - a separate catalogue of government services and forms that acts as a reference finder across government. This unique application allows the creation of a persistent tool available across the government web that continues to track and orient services regardless of changes to a service's location within government. The particular emphasis on "forms" is also unique in that it is now being treated as a distinct service offering as opposed to a (frequently obscure) adjunct to services. B.C continues to develop its' online channel with input from ministries, agencies and citizens.

B.C.'s telephone service delivery is also undergoing changes to reflect the way that citizens want to access information. To do this, B.C. is engaged in a Telephone Service Delivery Project. The first task was to review and eliminate low-usage toll-free lines. 106 low usage toll-free lines were identified and eliminated by March 31, 2011. In addition, the project also includes a redesign of B.C. Blue Pages. The re-design follows the same

principles that the re-design of the website followed; remove the presence of organizational structure and focus on key words that are used by citizens when referring to services. Recommendations for the redesign of the blue pages have recently been approved with implementation to start in early 2012 and roll-out of the new blue pages to start in 2013. The final component of the Telephone Service Delivery Project is the review of call centres. B.C.'s Corporate Contact Centre and Telephone Strategy recommends the adoption of a new Corporate Contact Centre service delivery model. This strategy would initially see the consolidation of Tier 1 services across government, along with the opportunity to further explore possibilities for Tier 2 consolidation.

In order to fully support channel management, it is necessary to look at the three channels, online, telephone and in-person. B.C. continues review in-person service delivery, through initiatives such as the Service Location Strategy and Service Counter Amalgamation. B.C. is continuing to ensure that citizens are able to access services they expect, when they want to access them, how they want to access them and to deliver those services efficiently, ultimately providing a better service experience across all channels.

Shift 3: Business Innovation

B.C. is taking a more corporate approach to technology planning and innovation for the benefit of citizens and public service employees. If the B.C. public service is to be successful in establishing a more innovative approach to service delivery, it must also become more innovative and efficient in how it operates internally.

Innovative Elements

To facilitate the approach identified in the *Citizens @ the Centre: B.C. Gov 2.0* strategy, there are a number of "enablers" that are more foundation in nature, but are essential. These enablers help support the shifts and defining principles.

IM/IT Enabler – Identity Information Management

B.C. is undertaking an Identity Information Management (IDIM) project. This project will enable future delivery of e-services and allow existing services to be moved online. The IDIM project and the direction it sets, impacts many other projects that B.C. is undertaking in response to citizens needs. In early 2011, the B.C. Health Minister announced that B.C. will be implementing a new BC Service Card. The new card, which would replace the current Care Card, would offer more security benefits, including a photograph of the beneficiary, anti-forgery features, high-level identity proofing – and a security chip. People can choose to have a new Care Card or to have their driver's license indicate they are enrolled in the Medical Services Plan.

Other enablers that B.C. is working on include:

- Integrated Planning – establish a corporate integrated planning cycle

- Privacy and Information Sharing – enhance information sharing while maintaining legislative compliance
- Strategic Procurement – evolve strategic relationships with IM/IT vendors
- Network – migration to internet protocol and telepresence
- Web 2.0 / Gov 2.0 – establish a citizen centric web presence
- Standards and guidelines – use solutions that leverage corporate IM/IT architecture and standards

Issues / Challenges Encountered:

B.C. has identified the need for a more detailed overall service strategy to guide the development of the channel strategies.

Challenges for the in-person channel include:

- Maintaining up to date program knowledge
- Aligning service delivery resources with demand
- Identifying and implementing best practices to maintain service quality

Challenges for managing the telephone / contact centre include:

- Achieving consistency across all of the governments' call centres in line with the Service Delivery Framework
- Ensuring availability of staff
- Overcoming inconsistency with technology (performance metrics, KPIs)
- Integrating the newer technologies into the existing model (i.e. texting, SMS, social media)

Challenges for the online channel include:

- Shifting the cultural mindset – historically the online channel was used to warehouse information, not a channel to access services
- Shifting the design of the online channel so the language is citizen-centric and not by government organization
- Developing governance and standards for the online channel

Critical Success Factors:

The issue of governance has been a key factor in B.C.'s corporate Internet strategy. The current challenges with the government web (scope, "findability", one corporate look) is directly related to governance issues above all else. Through the Deputy Ministers' Committee on Transformation and Technology, a corporate "T&T planning" mechanism has been created to drive ministries to align their work with corporate principles in areas like Internet services. This approach will ensure clear accountability for delivering quality web services within agencies, and ensuring central accountability for setting clear expectations and mechanisms for quality and consistency.

The launch of a revised government Web presence, at www.gov.bc.ca, is B.C.'s first step at transforming its approach to how it designs its web sites. In order to deliver exceptional service online, ministries need access to flexible tools that focus on possibilities rather than restrictions, and provide ministries with real opportunities to apply best practices in delivering their business. New roles, responsibilities and structures have been identified to ensure broad adoption and a consistent and meaningful experience for citizens across government's web presence.

B.C.'s experience with respect to the on-line channel is that technology is an essential enabler for online services, but the true objective is to create a corporate approach to governance and policy that allows for a unified and user-based approach to improvement and innovation. If policy and governance are not addressed, then agencies will continue to scale their offerings in multiple directions with multiple objectives. While these may serve specific needs in the short-run, in the long-run the user will ultimately suffer from the complexity and lack of accessibility that this type of system creates. Governments have an obligation to put the user and the service ahead of their organizational needs, and this requires structure and discipline to achieve.

Next Steps:

The B.C. government is committed to leading government's transformation toward engaging citizens more directly, particularly through improved open access to government data and information and use of public engagement tools.

Through the work of defining the tiers of service (Service Delivery Framework), B.C. will ensure that by maximizing the availability of online services, the vision of providing citizens with a choice of service modality will be achieved.

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References:

Citizens @ the Centre: B.C. Government 2.0 – A Transformation and Technology Strategy for the BC Public Service
        http://www.gov.bc.ca/citz/citizens_engagement/gov20.pdf

Title/Jurisdiction: ServiceOntario -- Channel Management and Migration

Background:

A central challenge for government is finding ways to provide the depth of service offered in the private sector, while maintaining an adequate breadth of service to support a socially and geographically diverse client base. ServiceOntario, as a public facing service organization, realizes that effective channel management and migration are extremely important to achieving these objectives.

ServiceOntario has recently undergone several key structural changes to develop a more customer centric approach to managing interactions with its client base. Generally speaking, its channel management strategy involves three distinct phases:

Phase 1: Service Migration (moving services from Ministries to ServiceOntario) - Between 2006 and 2009, ServiceOntario took on responsibility for delivering several key client-facing services from partner ministries (transportation, health and long-term care, natural resources, and government services).

Phases 2 and 3 can be characterized respectively as "Service Integration" (particularly at the organization and channel level) and "Service Organization". From there, the strategy is to go back to looking for further opportunities for service migration and the cycle repeats itself.

Phase 2: Service Integration – ServiceOntario went through a reorganization focused on moving towards a more functional model, for example bringing together logistics from different program areas. The other main focus was on channel integration, integrating a fragmented network of offices, each offering inconsistent and "siloed" services. Between 2009 and 2010, ServiceOntario transformed its in-person network by implementing a common suite of services across all 300 of its offices and by creating a one-stop shop for government services and a consistent customer experience across the province. As a result, 95% of Ontarians are now within 10km of an integrated ServiceOntario centre. There is also ongoing work on the Contact Centre channel to develop a modern and integrated telephony platform and efforts to develop a 'single account view' for business customers on the online channel.

Phase 3: Service Optimization – Phase 3 is about optimizing services, channels and supporting administration to become 'best-in –class.' It will look at common and reusable services, common technology platforms and information-sharing beyond current program constructs. Work has already begun with ministry partners to implement a number of common high-volume, online services, such as driver and health card renewals and electronic notifications.

As the organization matures, consideration is being given to ways to expand its capabilities to new partners and potentially new areas of business. To this end, ServiceOntario created a new branch to explore potential service integration opportunities across all levels of government (municipal, provincial, and federal).

Innovative Elements:

Innovation in positioned as tied to the promotion and adoption of the online channel. Innovation for ServiceOntario has been mostly around how to get people to use the online channel. What incentives or disincentives must be in place, how do we create value for the customer and what does it mean for the mediated channels?

ServiceOntario is the first government organization worldwide to offer money back service guarantees associated with its online services. Currently, it offers a 15-day money back guarantee for the delivery of a birth certificate ordered online and a two-day money back guarantee for the electronic delivery of a master business license. Plus publications, personalized license plates etc ServiceOntario is looking to expand this list of services guarantees to encompass additional driver and vehicle related transactions in the near future.

Newborn registration is an example of how bundled, compelling service design can drive rapid adoption, - include uptake and customer satisfaction scores.ServiceOntario is also the first jurisdiction in the world to provide electronic registration of land-related documents. This service helps to enhance security, improves the accuracy and integrity of the database, and provides an electronic audit trail.

Due to the rising popularity and use of the mobile channel, ServiceOntario has recently released a mobile accessible version of its website and is continuing to explore potential opportunities in this area. Existing website content can be easily adapted to display on mobile phones. Ontario is currently developing guidelines, standards and templates to establish a common look and feel, while remaining flexible so as to accommodate different mobile screen sizes. These materials will be supported by learning sessions for Web staff. ServiceOntario recently launched its first mobile service; ServiceOntario's Service Location Finder.

ServiceOntario and its IT Cluster are developing a cross-channel presentation layer to minimize the IT costs of offering multiple channels, while enabling cross-program service integration. The platform not only enables reusability, but should reduce time to market for new service offerings.

To gauge the effectiveness of its channel shifting strategies, ServiceOntario tracks the channel usage of each of its services against previous periods and compares these numbers to its organizational targets. Jurisdictional scans help staff to better understand the success of its non-traditional channels relative to other comparable government organizations.

ServiceOntario currently measures client satisfaction in both a proactive and passive manner. The organization actively surveys customers on a quarterly basis in order to gauge customer satisfaction on a channel-by-channel basis. This helps to identify the channels that are operating either above or below customer expectations and where efforts in the upcoming year should be focused. In addition, customers have several avenues to provide feedback, whether it is at the end of an online service or as part of an enquiry to a contact centre.

ServiceOntario is focused on improving services to businesses. For example, the ONe-Source for business portal is Ontario's free online service for access to all business related government services and information. ONe-Source allows Ontario businesses to quickly and easily keep track of relationships and accounts with various government programs; gain access to permit and license information; find, fill-in, and submit forms electronically; and (soon) receive service alerts/reminders to complete various required interactions with government.

To improve access in remote areas, ServiceOntario has worked with municipalities across the province (especially in the North) to implement online and computer access in local libraries for public use.

Issues / Challenges Encountered:

Despite seeing continued growth in online services take-up, there will always be certain segments of the population who are either unable or unwilling to shift to self-serve channels. Although this represents an active barrier to ServiceOntario's ability to maximize efficiency, governments are responsible for managing channels for reasons beyond simple economics, such as guaranteeing access in communities. Governments around the world are challenged with increasing costs as they introduce new channels, but are unable to retire others.

At this point, despite the learning from other jurisdictions in using incentives and disincentives to influence customer behaviour, ServiceOntario has chosen not to pursue this path.

ServiceOntario is currently in the process of implementing a number of new online services, including an option for customers to sign up to receive electronic driver/vehicle renewal notices, and it is hoped that this service can be leveraged to advertise associated online transactions. In the meantime, ServiceOntario continues to offer its services through a variety of different channels, although it actively attempts to highlight/advertise self-serve channels over more costly options. In addition, it strives to make its services (especially those offered online) as simple and quick as possible in order to create a positive customer experience.

Authentication of individuals is a key enabler to shifting the next generation of services online that require more complex authentication and residency verification. Unlike for its business transactions, ServiceOntario currently does not have a simple, integrated, and

consistent authentication model to support transactions for individuals. In order to achieve a critical mass of online services and support this type of strategy, ServiceOntario is in the process of exploring opportunities establishing partnerships with other ministries and levels of government to test and develop the idea of a single integrated citizen portal for government services.

Critical Success Factors:

Fundamentally, success in channel shifting will require good design of online service, a compelling service proposition and a frequency of online interaction with citizens to "lock in" new behaviour and "cross sell" additional online services as they become available. Service integration will continue to be a key strategy to achieve both of these ends.

When developing or updating a new service, the selection of available channels needs to strike a balance between customer choice and cost effectiveness. ServiceOntario attempts to persuade customers to select low cost self-serve channels when interacting with its services, but at the same time it realizes that its primary goal is to ensure that government services are accessible to all citizens. To meet the needs of certain segments of the population, it is likely that some services will always need to be offered through more expensive channels (such as in-person or mail).

Generating cost savings and optimizing the efficiency of its service channel mix has become a key focus for ServiceOntario. This issue is dealt with on both process and project levels. From a process perspective, operational statistics are tracked and analyzed in order to identify both areas of success and areas for potential improvement. Operational results are continually monitored to assist in the development of new ways to optimize business processes. From a project perspective, executive management will generally not approve any new projects for implementation unless they meet specific financial/savings criteria. There are, of course, exceptions to these thresholds, but this practice ensures that the organization considers cost savings a top-down priority.

ServiceOntario's channel management business model relies heavily on public-private partnerships. Currently, two-thirds of its in-person network is operated by private service providers and it has recently renewed its long standing partnership with Teranet Inc which owns the exclusive rights to provide electronic land registry services on ServiceOntario's behalf. As part of the most recent Ontario budget review, ServiceOntario has committed to exploring further opportunities for collaboration with the private sector, including the potential of expanding their current role in the delivery of government services.

In addition to relationships with the private sector, ServiceOntario has collaborated with several federal government bodies in order to optimize the delivery of its services and the customer experience. For instance, through a joint venture with Industry Canada, ServiceOntario integrated over 160 separate and fragmented numbers into a single 1-800 contact number for access to business information. The "Business Info Line" seamlessly

connects 12 business related programs across multiple ministries and can route calls to an additional 70 government programs and hundreds of services.

Privacy is a constant concern for modern government service agencies. Compared to the private sector, ServiceOntario does not have the same level of flexibility to implement shared or integrated services. Nevertheless, its internal privacy office seeks creative solutions that allow the implementation of cross-ministry integrated services while still respecting citizens' privacy rights.

The implementation of a strong authentication framework is critical to finding success in the online channel. It is imperative to implement stringent authentication requirements while, at the same time, not interfering with the customer experience. If a balance between these two opposing forces is not found, there is a risk of either developing an unusable service or greatly increasing the risk of customer fraud. ServiceOntario is currently developing an enterprise approach towards authentication so as to ensure consistency across its channels and in the customer experience.

The Government of Ontario has adopted a central, strategic approach for identity, authentication, authorization and access management that can assist greatly when services are migrated to electronic delivery channels. Integral to this direction is the application of strong security measures intended to protect information and transactions. The Government also relies on a combination of information classification, operating procedures, and mandatory safeguards to protect privacy. While work is still underway on aspects of the overall strategy, several components have been successfully deployed to date, and see use in citizen services involving personal information. In addition, published security standards guide all programs to select those technologies or solution designs deemed capable of protecting the confidentiality and integrity of information, even when channels such as the Internet are used.

Next Steps:

1) Continue to work with our partners to further integrate services and harmonize service delivery policy to create a consistent and customer friendly user experience

2) Work with our partners to develop an integrated presentation platform that enables secure integration across both channels and programs

3) Develop a detailed authentication framework for the individual space, similar to what has already been implemented for Ontario businesses

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Channel Management/Channel Migration Report – December 2011
Best Practices Sub-Committee of the PSSDC/PSCIOC Research Committee

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Background on Channel Management/Migration in Service Canada:

Service Canada was established by the Government of Canada in 2005 to provide one-stop access to federal services and supports to individuals. Its mandate is to improve services for Canadians by working with partners to provide access to the full range of government services by Internet, telephone, or in person.

As the Government of Canada service delivery arm, Service Canada delivers more than $95 billion per year in benefits, including Employment Insurance, Canada Pension Plan, and Old Age Security benefits. It issues Social Insurance Numbers and Passports, and provides access to online tools such as the national employment opportunity database, Job Bank, and to general information on a vast range of federal programs and services. Annually, it receives:

- Nearly 67 million Internet requests;
- Close to 2 million calls on 1 800 O-Canada; and,
- Over 6 million in-person visits.

Its multi-channel service delivery approach allows Canadians to "Click (internet), Call (telephone), or Visit (in-person)" to ensure that Canadians can access services easily and at their convenience through the Servicecanada.gc.ca website available 24 hours/day, the 1 800 O-Canada (from Monday to Friday from 8:00 to 20:00) and an in-person network comprised of over 600 points of service across Canada (from Monday to Friday from 8:00 to 16:30).

Channel management and migration has been a primary strategic focus for Service Canada since its inception.   Service Canada uses a citizen-centred approach and has created an Integrated Service Experience Model that brings together the complementary service experience models designed for each of the service channels. A guiding principle of the model is expanding the use of the on-line channel while relying on other channels to support this migration and/or assist Canadians with more complicated transactions.

Service Canada attempts to achieve a reasonable balance between client/program authority needs and preferences and an effective and cost efficient use of available resources and technologies. A key priority of Service Canada's is to transform service delivery such that it maximizes the use of the least expensive service channel, the Internet channel, while maintaining or improving the service experience for clients and helping to achieve positive outcomes for Canadians.

The internet channel is increasingly promoted as and equipped to be the channel of choice. For example, the telephone and in-person centres encourage Canadians to navigate the Service Canada site and provide assistance in its use if necessary. Canadians can also visit a Service Canada Centre (SCC) to make use of computers to access our services via internet.

With respect to streamlining service delivery processes and leveraging new technologies Service Canada is working on a number fronts including:

- An Integrated Service Experience Model (mentioned previously)
- An integrated information management system supporting all channels.
- Revised and updated information architecture.
- An expanded My Service Canada Account (MSCA) account system
- A more powerful Web based search capability.
- Points of Service Strategy (optimized in-person network).
- An enhanced intranet and associated management tools
- Investment in cross channel support tools and processes (ex. Possibilities for services such as assisted navigation).

Innovative Elements:

There are several elements to Service Canada's approach which may be considered innovative.

1. Service Canada has developed an Integrated Service Experience Model, the objectives of which are to:

- Create a framework for providing service excellence to clients in a multi-channel service delivery network.
- Meet the changing needs of clients across all channels by ensuring a seamless and consistent approach to Tier 1 (first point of contact) service delivery.
- Harmonize and complement the work and efforts that have already been made in developing and implementing the individual channel service experience models.

2. Service Canada is studying innovative ways to increase online usage by leveraging its other more traditional channels - such as 'Virtual Agent' (a phone operator is available to co-browse when necessary) and the provision of online access terminals at its in-person centres and to provide rapid registration for the online My Service Canada Account.

3. Service Canada is also working to bring all of its online material in compliance with more stringent accessibility requirements in accordance with the current World Wide Web Consortium Web Content Accessibility Guidelines (WCAG 2.0) conformance requirements.

4. The organization is evolving its mechanisms for utilizing its data to monitor effectiveness and inform service delivery strategy development. Decreasing channel costs or the number of clients using a given channel, although important metrics, are not considered to be the only measures of success for Service Canada. Service Canada seeks to optimize channel costs while also continuing to meet client expectations and needs (accessibility, privacy, etc.).

It analyzes its client experience data to monitor the quality of service delivery, and to assess areas for service improvement both in the short term and as part of its long-term planning. Its biennial client satisfaction survey data, its mystery shopper research, its client feedback received through various points, its employee engagement system encouraging staff throughout the organization to raise service delivery problems and solutions, and its targeted research with clients to assess particular aspects of service delivery or client needs are analyzed to not only determine what detailed aspects of a service delivery mechanism can be improved, but what systemic patterns in service delivery require multi-channel, multi-dimensional organizational solutions.

Issues/Challenges Encountered:

1. Managing a vast and complex array of information holdings.

Service Canada is investing in establishing a revised Information Architecture to better respond to the needs and expectations of Canadians. It is also working on developing shared (inter-channel) back-office systems. In this area it is piloting processes and tools to better integrate information management across all of our channels to better ensure timeliness, accuracy and consistency for citizens.

2. Facilitating online transactions while maintaining program integrity.

A key improvement to Service Canada's internet channel is expanding the functions of its My Service Canada Account. With improved functionality, clients can begin to fully manage their benefits applications and monitoring online. Citizens will be more likely to migrate to the less costly Internet channel if they can register quickly, get an account status (e.g. application received, approved, information outstanding), and communicate with Service Canada about their benefits accounts through MSCA. Initial enhancements will include the following:

- MSCA Rapid Registration: develop mechanisms for users to quickly register and access the key services they need within the portal.
- MSCA Redesign: make the system more user friendly.
- Check Status Feature: enable clients to check status of transactions on-line.
- Message Centre Feature: a personalized interactive online message centre.
- Alert Me Feature: a personalized notification system.
- eQuestionnaire: online client feedback.

Critical Success Factors:

Service Canada emphasizes the importance of governance as a key organizational consideration with respect to channel management. In that regard, an inter-portfolio governance committee was created to bring together representation from across key governance areas such as information technology, communications and key program lines within Service Canada and HRSDC (the host department). Over a year ago, management of the primary channel functions (In-person, telephone and Web) were re-

organized into a single new directorate (Integrated Channel Management Directorate). Although staff continues to be responsible for specific channel management, the new management paradigm has enabled channels to work together especially as it relates to channel migration and integration strategies and tactics.

Next Steps:

Using the Integrated Service Experience Model as a framework, Service Canada is examining assessing its long term channel migration objectives and associated channel integration implications. Though it has numerous activities underway to increase the useability and functionality of the internet channel in key areas, Service Canada is examining its data on client service needs, technological capacities, and intelligence on effective approaches to facilitating first contact resolution in a comprehensive, integrated way to determine its optimal long-range state of channel integration.

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Appendix C

Verbatim Responses to Questionnaire

<mark>Please note: these are only the responses to the questions posed in the survey. Many jurisdictions provided additional documentation, reports or presentations to support their responses.</mark>

1. Does your jurisdiction have a channel management strategy or framework in place which is used to manage its service delivery channels? Please describe this strategy or framework? (Note: if possible please provide a copy of this strategy or framework or related documents.)
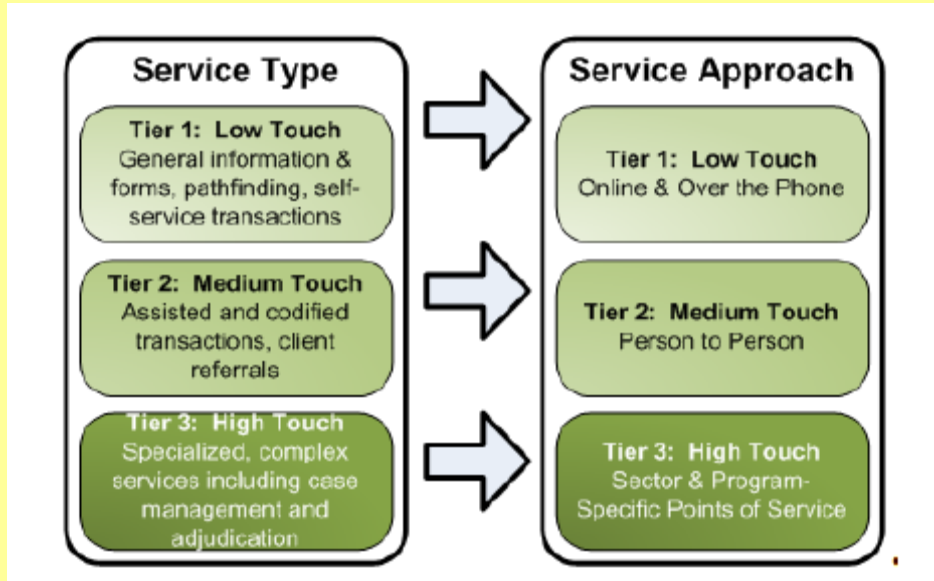
Jurisdiction	Response
MUNICIPAL	
MISA	No formal strategy in place between municipalities. The larger municipalities have service delivery strategies that revolve around the 311 services.
City of Calgary	Calgary is working towards this but we are not yet in a coordinated mode for all areas of the city to have policies, etc. to follow. Hope to have in place by the early new year.
Quebec City	La ville de Québec s'apprête à développer une stratégie visant à définir les nouveaux modes qui seront intégrés à sa prestation de service. Actuellement, des principes directeurs ont été énoncés confirmant la volonté d'intégrer de nouveaux modes interactifs et transactionnels tout en maintenant l'accessibilité aux modes traditionnels. Un second principe directeur confirme la volonté de laisser aux citoyens le choix du mode qu'il désire utiliser. Des travaux sont en cours pour sélectionner les modes qui répondront aux besoins des citoyens et aux valeurs qui supportent la prestation de service à la Ville de Québec (VQ).
Region of Peel	Peel Region has an established centralized contact centre and corporate customer service facilities, Access Peel, in our two corporate locations. We are embarking on an investigation to create a web/portal strategy and identify social media guidelines that will further integrate our channel management in the future.
PROVINCIAL / TERRITORIAL	
PEI	Prince Edward Island does not have a formal channel management strategy or framework in place at present. Programs and service delivery is the responsibility of the delivering department or agency. The jurisdiction does have a service delivery entity called Access PEI that delivers many (but not all) departmental programs and services to citizens. Access PEI has no mandate to manage those services, only their delivery.

Yukon	Currently, the Government of Yukon (YG) does not have a documented service delivery channel management strategy or framework. Consistent with other F/P/Ts, YG departments and crown corporations provide a wide range of services to citizens, businesses, visitors and other entities (FNs, NGO, Municipalities, etc.) as well as to its employees. Being a small jurisdiction in terms of clientele size served, the benefits and economies of scale do not model the same as for larger jurisdictions so the migration to technology enhanced service delivery channels is generally slower. Notwithstanding, there are a number of web based self-service applications in use where the benefit justified the investment.
Manitoba	Manitoba does not currently have a channel management strategy in place. There may be isolated instances of a strategy or plan at a program or departmental level but nothing overarching across the government as a whole.
Nova Scotia	Access NS Channel Strategy. Copy was provided. They have an Integrated Service Delivery Framework and one component is a Channel Strategy. Their Channel Strategy is the framework to manage the delivery of services across each channel. This includes: understanding the guiding principles for channels and services, understanding the barriers to service delivery, understanding the delivery requirements for the portfolio of services, understanding client expectations and understanding the requirements for tools and technology to enable service delivery across channels.
Ontario	We have recently undergone several key structural changes within our organization in order to develop a more customer centric approach towards managing interactions with our client base. Generally speaking, our channel management strategy involves three distinct phases: Phase 1: Service Migration - Between 2006 and 2009, ServiceOntario took on responsibility for delivering several key client-facing services from partner ministries (transportation, health & long-term care, natural resources, and government services). Phase 2: Service Expansion – Our organization was then faced with the need to integrate and streamline a fragmented network of offices each offering inconsistent and "siloed" services. Between 2009 and 2010, we fundamentally transformed our in-person network by implementing a common suite of services across all 300 of our offices, creating a one stop shop for government services and a consistent customer experience across the province. As a result, 95% of Ontarians are now within 10km of an integrated ServiceOntario centre. Phase 3: Service Integration/Channel Migration – Now that we offer a comprehensive and consistent suite of government services across our network, we are focusing on the integration of common transactions across ministries and the migration of volume to lower cost self-service channels. To this end, we have begun work on an integrated driver's license / heath card renewal and the implementation of a host of new online transactions. In addition, in order to support phase 3 of our

	channel management strategy, ServiceOntario has recently undergone some internal changes to its organizational structure. For instance, the Inter Jurisdictional Services Branch was created precisely to explore potential service integration opportunities across all levels of government (municipal, provincial, and federal).
British Columbia	BC has a Service Delivery Framework: The Service Delivery Framework categorizes services into three tiers based on the level of interaction required (Figure above). Tier 1 includes responding to general enquiries, providing forms and other standard repeatable service transactions that do not inherently require in-person delivery. It is intended that, to the extent possible, these "low touch" services will be migrated to an electronic channel, offering self-service functionality in order to meet citizens' expectations for reliable and convenient access to services. However, Tier 1 services, where necessary, will continue to be available in-person (i.e.: for those citizens lacking access to electronic channels; with language barriers or literacy and numeracy challenges; and those lacking the means of making a payment electronically etc.). Tier 2 services are "medium touch" and involve in-person generalist assistance with codified transactions, application processing and identity authentication services. Unlike Tier 1 services that may need to be delivered in-person because of the needs or preferences of the citizen, Tier 2 services may require person-to-person service. Tier 2 service typically is delivered by service specialist (with access to relevant program information) via service counters or specialized contact centres. Tier 3 services also require in-person service; however, they are specialized, on-going and/or complex services and case management activities fro which citizens require subject matter expert advice, assistance and adjudication. These services are typically delivered in an office or meeting room setting.

New Brunswick	Although SNB does not have a channel management framework per se, the components that would make up such a strategy can partly be found in our overall business plan [ensure services meet evolving customer needs, simplify and streamline services to business, provide and promote opportunities for self-service]. In addition, SNB has identified in its 2010-2013 Strategy Map, to "ensure services meet evolving customer needs" and "provide and promote opportunities for self-service". Furthermore. We are also exploring new ways to include mobile technology in our service delivery channels.
Quebec Note: Quebec's responses come from four different organizations.	**La Régie de l'assurance maladie du Québec (RAMQ)** a comme mission d'administrer les régimes d'assurance maladie et médicaments : elle informe la population, gère l'admissibilité des personnes, rémunère les professionnels de la santé et assure une circulation sécuritaire de l'information. Elle est composée de quatre vice-présidences dont une est dédiée aux professionnels de la santé et aux dispensateurs et une autre aux personnes assurées via la vice-présidence aux services aux personnes assurées (VPSPA). Les personnes assurées ont accès, par divers modes de prestation de services, au deux régimes et à une quarantaine de programmes. Les modes de prestation se divisent en deux éléments : les services assistés qui englobent la téléphonie, le courrier ou en personne et le libre-service qui comprend la RVI, le télécopieur, l'Internet et le courriel. o Cadre de gestion des modes de prestation. La Régie s'est dotée d'un plan stratégique pour 2009-2013. À l'intérieur de ce plan, une série d'objectifs sont énoncés et deviennent des engagements publics envers les citoyennes et les citoyens, les élus et les autorités gouvernementales. Le plan d'action corporatif présente de son côté la mise en œuvre du Plan stratégique 2009-2013. Plus opérationnel et collant davantage à la réalité de tous les jours, le plan d'action corporatif permet de faire le pont entre les objectifs stratégiques et plusieurs des activités au sein des vice-présidences. Par souci envers sa clientèle, la Régie diffuse ses engagements au sein de deux documents différents, soit la Déclaration de services aux citoyens et la Déclaration de services aux citoyens – Professionnels de la santé. Afin de mesurer la performance de la Régie, un Suivi des engagements est produit chaque trimestre, et une reddition de comptes au rapport annuel de gestion de la Régie fait état publiquement des résultats atteints. En vue d'offrir un service hors pair aux personnes assurées, l'équipe de gestion de la VPSPA a élaboré une stratégie de services qui compte plusieurs mesures dont voici quelques exemples : a) Mise en place d'une politique d'embauche afin de maintenir tout au long de l'année un niveau suffisant d'effectifs; b) Appliquer un processus d'escalade lorsque le taux d'accessibilité téléphonique atteint un seuil critique; c) Inclure la mise en œuvre et l'évaluation des mesures d'allégement des processus à la planification annuelle, et ce, afin de simplifier les processus; d) Fournir une rétroaction au personnel afin de reconnaître les efforts et soutenir la

mobilisation. Dans un contexte où la demande de services est en croissance et que les effectifs sont en diminution, la VPSPA s'est munie d'une stratégie de migration de la clientèle des personnes assurées vers les modes de prestation les plus efficients. Cette stratégie, tout en maintenant le libre choix des citoyens et la qualité des services vise à inciter le client à recourir aux modes de prestation les plus efficients. La Régie s'est engagée depuis quelques années, dans un mécanisme d'étalonnage afin d'évaluer l'efficacité et la performance de son organisation. Au cours des dernières années, la Régie a réalisé plusieurs sondages d'envergure qui procurent de l'information sur différents aspects de la clientèle (leurs préférences, leurs attentes et leur satisfaction) ainsi que sur l'image de la Régie. Ces sondages permettent à l'organisation de mesurer non seulement la satisfaction de la clientèle de façon globale mais également leur appréciation de la prestation de services (la rapidité, la courtoisie ou la compétence). Les renseignements et les données détaillés que les sondages génèrent, permettent à la Régie de poser des actions pour améliorer les services. Pour faire connaître ses services, les modifications aux régimes et aux programmes qu'elle administre de même qu'aux améliorations qui ont lieu dans les modes de prestations de services, la Régie a développé des campagnes de communication. Par cette façon de faire, elle s'assure que l'ensemble de sa clientèle est informée adéquatement.
Soulignons enfin qu'à chacun des grands changements organisationnels, un plan de gestion du changement est élaboré. À l'intérieur de ce plan, de la formation est donnée et de la sensibilisation est faite auprès du personnel concerné.

Société de l'assurance automobile du Québec (SAAQ) - La prestation des services à la clientèle est au centre des préoccupations de la SAAQ et fait l'objet de plusieurs travaux de réflexion de nature stratégique. Notons particulièrement : L'intégration dans la planification stratégique 2011-2015 d'une orientation et d'objectifs spécifiques liés à l'évolution de la prestation de services. Orientation : Adapter la prestation de services aux besoins, à l'évolution de la clientèle et du marché. Objectifs : Ajuster les modalités de prestation de services pour en améliorer la qualité pour les clients; Élargir l'accessibilité, par voie électronique, aux services informationnels et transactionnels et inciter la clientèle à les utiliser. L'élaboration de la vision d'affaires du domaine de l'accès au réseau routier et de son architecture d'entreprise avec l'identification notamment de cibles spécifiques d'évolution pour améliorer son offre de service en misant davantage sur le libre-service et l'utilisation judicieuse du partenariat d'affaires. La mise sur pied du projet « Mise en œuvre de la vision d'affaires » pour encadrer des travaux de réflexion sur la transformation et la gestion de la transformation de son offre de service (connaissance de la clientèle et révision de notre approche client, évolution de la prestation autonome

	de services et stratégies de migration, reconfiguration de notre réseau, proposition de pistes de transformation pouvant être mises en œuvre rapidement, etc.) Par ailleurs, il est important de mentionner que la SAAQ doit effectuer rapidement des investissements majeurs pour faire face à la désuétude technologique de ses systèmes. Elle doit donc développer une stratégie de migration qui lui permettra à la fois de mettre à niveau ses systèmes et effectuer les travaux nécessaires pour concrétiser les pistes de transformation identifiées le tout à l'intérieur d'un programme d'investissement réaliste et acceptable. À terme, la SAAQ vise à mettre en œuvre un modèle de prestation de services renouvelé adapté aux besoins de sa clientèle et appuyé par des systèmes modernes, flexibles et performants. La formalisation d'un cadre de gestion des modes de prestation devrait se faire dans les prochaines années. **La Régie des rentes du Québec -** Oui. En 2006, la Régie s'est donné un plan d'action quinquennal pour se donner une gestion intégrée de sa prestation de service dans tous ses modes. L'une des actions prévues au plan d'action consistait à réaliser une stratégie de migration afin de faire les gestes nécessaires pour influencer la clientèle et la guider vers l'utilisation des modes les plus appropriés, tout en respectant la capacité des citoyens à utiliser certains modes plutôt que d'autres. En plus de cette stratégie, la Régie s'est aussi donné une politique et une directive sur l'utilisation des modes afin que tout le personnel concerné sache comment appliquer la volonté de l'organisation en la matière. Les trois documents (stratégie, politique et directive) seront transmis en même temps que ce questionnaire. **Services Québec** ne possède pas encore de stratégie globale de gestion des modes de prestation. La gestion s'effectue plutôt par mode de prestation. Cependant, nous établissons dans certains cas des stratégies multimodes pour la mise en place de certains services.
	FEDERAL
PWGSC	PWGSC currently has no corporate channel management strategy. In spring 2010, PWGSC launched a Client Service Strategy that seeks to renew the department's approach to the way services are presented, delivered and managed. The overarching goal is to position PWGSC as an integrated, innovative service organization, with a consistent set of service values, practices and client service management tools. As part of this strategy, PWGSC formed a working group in summer 2011 to create a profile of PWGSC's current channels and formulate recommendations for a more integrated approach to managing contact channels. The group's mandate is to formulate a common channel management strategy by December 2011.
Federal	Most of the departments do not have an overarching e-service strategy.

Government – Administrative Services Review	Furthermore the development of the online plans is done in program silos. But Departments are conscious they need to develop an integrated strategy to allow better services to citizens/businesses and capture efficiencies.
Service Canada	Yes. In 2005, the Service Canada Initiative was established and given the mandate to provide single-window access to all services to individuals for the GoC through all channels including in-person, telephone and internet channels. Its goal is to provide efficient, seamless citizen-centered access notwithstanding the channel chosen.

Service Canada manages an in-person network of over 600 points of service spread across the country, a toll-free telephone service (1 800 O-CANADA) and a primary Web portal: servicecanada.gc.ca. (Note: Service Canada also manages a number of related Web sites including the Canada site (Canada.gc.ca))

Service Canada is focused on a positive user experience for all Canadians and has established a strategy and framework based on complementary service experience models for each channel that are unified through an Integrated Service Experience Model. (Please refer to the attached file) |

2. How important are the issues of channel management and channel migration in your jurisdiction? Please explain.

Jurisdiction	Response
MUNICIPAL	
MISA	The municipal discussion is more around the lines of business and service delivery for each of these lines. Having a common channel strategy is not a priority.
City of Calgary	Very important. We have to get our minds around providing citizens with options and ensuring that all options look and feel similar and emit the brand image of the City of Calgary.
Quebec City	Une préoccupation d'importance à la VQ est la gestion intégrée des modes de prestation. Actuellement, chaque mode est géré en silo avec et peu ou pas de possibilités de faire une lecture opérationnelle globale. Dans la stratégie de développement de sa prestation de service, la VQ développe actuellement un progiciel qui facilitera la gestion de ses opérations en permettant une plus grande interrelation entre les secteurs d'activités. Son implantation est prévue à l'automne 2012. Vous trouverez ci-joint une vue d'ensemble de son potentiel. Parallèlement à ces travaux de développement technologique, la VQ s'est dotée d'une équipe de projet visant à développer des Centres de relations avec la clientèle (CRC) dans un environnement multimode. Le mandat de cette équipe est de conseiller les décideurs quant aux modes électroniques à ajouter à la prestation de services de la VQ, assurer le développement de

	plateformes technologiques permettant de gérer ces modes de façons intégrées, développer des outils de gestion permettant de supporter les gestionnaires, développer une stratégie de migration de la clientèle, accompagner le personnel et les gestionnaires dans cette transformation.
Region of Peel	They are critical topics since the usage of the web and telephone channels offer significant cost saving opportunities. Peel is embarking on reengineering a number of processes with and one goal is to channel shift as much as possible.
PROVINCIAL / TERRITORIAL	
PEI	There is demand from Government departments to deliver more programs and services on-line and through mobile computing, therefore the issues of channel management and channel migration are becoming important to our jurisdiction. Currently, these are not a priority.
Yukon	Considering the generally accepted trend of increased expectations from individuals and businesses regarding self-service access to public service program offerings, there is recognition that there will be shift to enabling this modality of interaction with our clientele. The timing of this shift will depend on maturation of application of technology, lower cost of implementation and alignment of legislation / policy to permit streamlined, integrated processes.
Manitoba	It is difficult to answer this question given the absence of an overarching strategy. I can say that Manitoba does participate in several pan-Canadian committees looking at improvement to service delivery channels (birth bundling, bereavement bundling, change of address channels). This participation would be indicative that the province does see the work in this area as important.
Nova Scotia	The topics are very important to Service Nova Scotia and Municipal Relations as our strategic objectives are aligned with improving services to business and citizens by making them more client centric, reducing administrative burden and improving access to information and services.

Migrating clients from the in-person channel to online reduces the traffic in the offices and allows staff to focus on more complex transactions as well as the fulfillment of online transactions.

Very important to migrate people to lower cost channels for service delivery in support of the Nova Scotia Government's Back to Balance Plan. |
| Ontario | As a public facing service organization, channel management and migration are of the utmost importance to our organization's success. Customers are increasingly demanding a higher level of customer service from government, and as we continue into the future and technology continues to evolve, public expectations, likewise, will only further increase.

Going forward, the challenge for government will be to find ways to |

	provide the depth of service offered in the private sector, while still maintaining an adequate breadth of service to support a socially and geographically diverse client base.
British Columbia	Channel Management is very important to B.C. Direction for B.C. has been documented in the *Citizens@the Centre: BC Government 2.0 strategy* (see Appendix 1). Below highlights the strategic direction for moving towards citizen-centric self service options, as documented in *Citizens@the Centre: BC Government 2.0 strategy.* • **Meeting Citizens' Expectations –** Ultimately, citizens want easy, timely access to public services when and how they choose. • **Citizens expect and deserve a wide range of services and supports from their government.** The BC Public Service currently provides services to citizens via telephone, online and at more than 200 offices across the province. The types of services available through each of those channels vary widely, and many services are best delivered face-to-face. But as technology takes on an ever more prominent role in citizens' personal lives, they naturally expect government to apply that technology in a manner that delivers the services they want and need. Research shows that, if given only one service option, British Columbians would prefer in-person service over telephone or online access. But if given multiple options, 60 percent said hey would choose to use online access first, followed by telephone and in-person. In other words, citizens increasingly want the opportunity to use technology to save themselves time. But they also want the comfort of knowing that in-person options are there when they need them.
New Brunswick	These issues are very important to our jurisdiction. As illustrated in the response above, our objective is to meet the evolving needs of our customers and partners. An appropriate channel mix is an important part of that objective. Our brand at Service New Brunswick is Service Excellence and in order to represent this brand, SNB must ensure that all of our customers (all New Brunswickers) have convenient and efficient access to the government services we offer. Channel migration (online) is an important component of this approach and SNB continues to improve and expand its online services offering. SNB has recently undertaken an effort to increase online service uptake and we have identified service delivery matrix that considers aspects such as volume of transaction, level of complexity, current channel delivery options.
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) -** Partenaire dynamique dans la gestion et l'évolution du système de santé au Québec, la Régie est directement associée aux grands enjeux en matière de santé. Elle détermine l'accessibilité aux programmes de soins médicaux et médicaments ainsi que l'accessibilité à plusieurs programmes d'aides techniques et financiers. La Régie répond quotidien

à un nombre élevé de clients qui doivent être servis rapidement car les bénéficiaires désirent accéder à des soins de santé. Sans une gestion efficace des modes de prestation et/ou de la mise en place d'une organisation des modes de prestations, un service à la clientèle de qualité ne peut être fourni à la clientèle.

Société de l'assurance automobile du Québec (SAAQ) - Pour la SAAQ, la gestion des modes de prestation et de la migration de la clientèle revêt une importance capitale pour offrir un service de haut niveau, à l'avant-garde des développements, tout en optimisant l'utilisation de ses ressources. Elle cherche constamment à adapter son offre de service à l'évolution démographique, technologique et économique. La connaissance fine de la clientèle, de ses besoins, de ses goûts et de ses habitudes, tout comme la connaissance approfondie des services et des canaux de prestation constituent des préalables essentiels à la révision des modes de prestation de services. La réflexion en profondeur qu'elle a entreprise vise à moderniser son offre de service dans le meilleur intérêt de ses clients. Même si les modes de prestation électroniques comportent plusieurs avantages tant pour les clients que pour les fournisseurs de services, il n'en demeure pas moins qu'ils doivent s'inscrire dans un tout cohérent où les besoins et les particularités de l'ensemble de la clientèle doivent être considérés. Les stratégies de migration des clientèles vers les modes de prestations préconisés doivent être bien réfléchies pour assurer l'adhésion des clients et surtout leur fidélisation à ceux-ci. C'est dans ce contexte que les objectifs de satisfaction clientèle et de performance organisationnelle seront atteints.

La Régie des rentes du Québec - La clientèle change et utilise une diversité de moyens pour transiger avec les différentes entreprises. Certains moyens permettent aussi aux organisations d'être plus efficaces ce qui est avantageux aussi pour la clientèle. Les actions expliquées au point 1 étaient nécessaires pour que la Régie puisse assurer à la clientèle le meilleur service au meilleur coût, dans un contexte de croissance des clientèles.

Services Québec - La migration des clientèles vers les modes les plus efficients est une préoccupation pour l'organisation mais elle est peu documentée. En effet, l'organisation vise à mettre de l'avant les services en ligne et à inciter la clientèle à avoir recours aux services électroniques afin qu'ils délaissent peu à peu les modes plus traditionnels, plus coûteux et moins efficients comme le comptoir et le téléphone. Quelques actions ont déjà été réalisées notamment pour le Service québécois de changement d'adresse (SQCA) et les services du Directeur de l'état civil du Québec (DEC). À cet effet, l'information sur la page d'accueil des sites Web a été réaménagée afin de faire plus de

	place à la transaction électronique. De plus, des tarifs différenciés selon le mode de prestation de services sont appliqués au DEC. De même, Services Québec développe de plus en plus de services en ligne, surtout basés sur les événements de vie : parcours personnalisés Que faire lors d'un décès, Devenir parent (grossesse, adoption au Québec et adoption hors du Québec), et S'installer au Québec, en plus de Mon dossier citoyen qui vise à intégrer l'offre de services gouvernementale en ligne. D'autres services en ligne sont également en développement dans l'organisation. Enfin, cette plus grande préoccupation envers les services en ligne fait maintenant partie de la nouvelle planification stratégique de l'organisation.
FEDERAL	
PWGSC	Very important. The channel management issue comes under the purview of one of the six pillars of PWGSC's Client Service Strategy, namely Service Offerings. A coherent approach to this issue is considered ancillary to the goal of ensuring clear and properly communicated descriptions and representations of services.
Service Canada	Channel management and migration has been a primary strategic focus since inception. Service Canada attempts to achieve a reasonable balance between client/program authority needs and preferences and an effective and cost efficient use of available resources and technologies. A key priority of Service Canada is to transform service delivery such that we maximize our usage of the least expensive Web channel in order to support key outcomes such as improved automation of program and service delivery.

3. Has your jurisdiction faced any challenges specifically related to channel management or channel migration? Please explain.

Jurisdiction	Response
MUNICIPAL	
MISA	Yes. The challenge is typically around the software capabilities of a commercially purchased system and the willingness of the client department to change.
City of Calgary	We have varying degrees of commitment from various departments and disparate technologies that impede our ability to move ahead. For example some departments do not want any access to their services via self service as they fear being overwhelmed and unable to meet demand. Therefore they resist. We are working on a policy and objective to move ahead with.
Quebec City	Les défis sont actuels en ce sens que la vitesse à laquelle se développent les nouvelles technologies pousse la VQ à accélérer la cadence. La gestion du changement est donc un enjeu majeur à l'interne. Les citoyens réclament davantage de services transactionnels de leur résidence et le danger est de développer ces services sans se donner le

	temps de revoir nos processus, nos méthodes de travail et préparer/former adéquatement nos employés. En ce qui a trait à la migration, les travaux ne sont pas amorcés.
Region of Peel	Technical capability has been one challenge in this area, however Peel has just procured a contact management system which will increase the capability to channel shift. Staff resistance to process changes as well as a cultural shift to improved first contact resolution will also become a challenge.
PROVINCIAL / TERRITORIAL	
PEI	Lack of a central service authority makes consolidation of service delivery difficult at best.
Yukon	Technology enhanced service delivery modalities are generally perceived as a way to improve timely access to public services at a reduced cost so it's critical to have adequate technology infrastructure in place to achieve efficiency in channel management and channel migration. Yukon challenges include: • Yukon covers a large geographical area and has a small, widely dispersed population – considered rural and remote. • Lack of economies of scale and limited financial resources. • Technology infrastructure reaching capacity. • Lack of a primary "business owner" to provide strategic direction.
Manitoba	I would say that the biggest challenge right now is the absence of a department-wide strategy.
Nova Scotia	The age of some of our registry applications (older technology) has been an impediment to migrating services to the online channel, as well as integrating services and providing end-to-end services. Workload capacity is as issue as we have limited resources, people and funding, for the number of potential projects identified. Client migration between channels has been an issue as we would like to have a higher uptake of our online services. Challenging to allocate funds to marketing and awareness of online service offerings. The development and maintenance of an online channel as another choice for customers creates a burden on the organization.
Ontario	We have recently undergone several key structural changes within our organization in order to develop a more customer centric approach towards managing interactions with our client base. Generally speaking, our channel management strategy involves three distinct phases: Phase 1: Service Migration - Between 2006 and 2009, ServiceOntario took on responsibility for delivering several key client-facing services

	from partner ministries (transportation, health & long-term care, natural resources, and government services). Phase 2: Service Expansion – Our organization was then faced with the need to integrate and streamline a fragmented network of offices each offering inconsistent and "siloed" services. Between 2009 and 2010, we fundamentally transformed our in-person network by implementing a common suite of services across all 300 of our offices, creating a one stop shop for government services and a consistent customer experience across the province. As a result, 95% of Ontarians are now within 10km of an integrated ServiceOntario centre. Phase 3: Service Integration/Channel Migration – Now that we offer a comprehensive and consistent suite of government services across our network, we are focusing on the integration of common transactions across ministries and the migration of volume to lower cost self-service channels. To this end, we have begun work on an integrated driver's license / heath card renewal and the implementation of a host of new online transactions. In addition, in order to support phase 3 of our channel management strategy, ServiceOntario has recently undergone some internal changes to its organizational structure. For instance, the Inter Jurisdictional Services Branch was created precisely to explore potential service integration opportunities across all levels of government (municipal, provincial, and federal).
British Columbia	Telephone / Contact centre • Consistency across all of the call centres in BC government related to the Service Delivery Framework approach. How the service they provide fits into the framework. • Availability of staff – used as an entry level into government. • Inconsistency with technology (performance metrics, KPIs) • Don't have the ability to integrate the new technologies into existing model (ie. Texting, SMS, social media) – making it a single interaction In-person channel • Maintaining up to date program knowledge • Alignment of service delivery resources with demand • Challenge of promoting the online service channel to reduce in-person service volumes • Identification and implementation of best practices to maintain service quality Online • Our challenges have been largely cultural. The online channel for

	ministries has been historically seen as an adjunct to "regular" business in most cases where information can be warehoused as opposed to a specialized service channel with specialized needs. Furthermore, the proliferation of technology has allowed ministries to scale the size of their web offerings without due consideration as to whether services were ultimately being served by that growth. Finally, it has been the longstanding culture to continue to sort service offerings by the organizational model and language of government, meaning that clients have had to navigate government's organizational logic to find what they are looking for. With our new approach to corporate web development – starting with our new gov.bc.ca program – we are committed to turning those cultural issues around and putting citizen-centric services first in that process. • Access to BC Government information through www.gov.bc.ca • Access to transactional information products and services , such as land title, property assessment, company records and registered liens, through bconline.gov.bc.ca since 1989
New Brunswick	The challenges faced by SNB are typical of many jurisdictions and include things such as: • Partner needs and perceptions • System integration challenges • Public concerns of online privacy and credit card security • Public awareness
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) -** Défis reliés à la gestion des modes de prestation : Entre 2007 et 2009, certains éléments du service à la clientèle étaient sous les standards de l'industrie. À l'accueil, le temps d'attente était de 35 minutes pour les services réguliers alors que pour la téléphonie, il était d'environ 3 minutes. Une fois sur trois le citoyen ne réussissait pas à obtenir la ligne pour parler à un employé. Ces situations ont amené une recrudescence des plaintes au Commissaire aux plaintes de la Régie et du mécontentement de la clientèle. Pour redresser le niveau de service, plusieurs facteurs clés ont dû être mis en place: une réattribution des ressources humaines, une révision des processus et de la formation au personnel. Ces facteurs ont permis d'obtenir pour l'année 2010-2011 un taux d'accessibilité téléphonique d'environ 96%. Le temps d'attente pour les services réguliers à l'accueil ne dépassait pas 11 minutes et celui au téléphone s'est amélioré de 78.75%. Les plaintes au Commissaire pour la rapidité sont passées de 656 à 10 et de 59 à 37 pour la compétence et la courtoisie. Défis reliés à la migration des modes de prestation : L'organisation avait tenté il y a quelques années de développer une stratégie de migration des modes de prestation mais leurs efforts étaient demeurés vains. Un des principaux obstacles rencontré à cette époque, était le fait que les services web étaient peu développés. En 2010, la Régie a repris les travaux en ayant cette fois-ci

des services web plus développés et une vision différente. Les travaux du comité ont débuté en utilisant un modèle développé par l'ÉNAP. Trois prémisses ont guidé les travaux du comité : permettre au client le libre choix en tout temps, maintenir la qualité des services et de composer avec des ressources limitées. Une fois que la stratégie de la migration des modes de prestation fut élaborée, celle-ci fut présentée à diverses instances décisionnelles : comité de régie interne de la Régie, comité de gestion de la VPSPA, C.A. etc.

Société de l'assurance automobile du Québec (SAAQ) - En gestion des modes de prestation, la SAAQ est confrontée à deux réalités : l'une étant le désir de multiplier les façons d'accéder à un service pour répondre aux attentes de la clientèle et l'autre étant de contrôler ses coûts en sachant que la multiplication des canaux de services peut impliquer des efforts importants d'entretien et d'évolution. Le défi principal est donc d'orienter le client, lorsque possible, vers le canal le plus efficient tout en s'assurant que l'offre de service permet d'offrir une prestation adéquate à l'ensemble de la population considérant le contexte gouvernemental monopolistique de la SAAQ. En se faisant, il faut harmoniser la façon de transiger via les différents canaux offerts et éviter de les multiplier indument pour contrôler les coûts. Un second défi réside dans l'adaptation des systèmes et des processus aux nouvelles technologies. La mise en place de nouveaux canaux pour des services existants et le développement de nouveaux services/programmes doivent s'intégrer efficacement aux processus d'affaires révisés de façon appropriée.

La Régie des rentes du Québec - Bien sûr. Ces actions ont nécessité une bonne gestion du changement pour que les employés de la Régie soient convaincus du bienfait des mesures privilégiées par l'organisation. Il fallait aussi s'assurer que les partenaires de la Régie ajustent leurs pratiques pour qu'elles soient cohérentes avec ces changements.

Services Québec - L'organisation fait face à plusieurs défis en cette matière. D'abord, pour certains services, Services Québec n'a pas pris en charge la prestation de services dans tous les modes. Dans ces cas, il est difficile d'effectuer une gestion multimode. La disponibilité des ressources financières et la capacité organisationnelle constituent parfois une contrainte. Ainsi, les objectifs initiaux de la stratégie de migration incluse dans le plan d'optimisation du SQCA ont dû être révisés faute de ressources suffisantes. Il demeure néanmoins que certaines actions ont été posées : le numéro de téléphone a été diffusé à moins grande échelle et l'information a été repositionnée sur le site Internet de façon à mettre davantage l'accent sur le service en ligne. Plusieurs défis sont aussi associés au repositionnement ou à l'évolution du réseau de services en

fonction de l'achalandage qui tend à diminuer dans certains bureaux. L'adhésion de la clientèle aux services en ligne constitue également un défi car la clientèle a souvent le réflexe initial de procéder par voie téléphonique dans ses relations avec l'État. Il faut donc graduellement l'amener à modifier ses habitudes afin qu'elle utilise davantage les services en ligne. Enfin, les pressions financières pour réduire les coûts à court terme entrent parfois en contradiction avec la nécessité de développer les services en ligne qui permettraient de réduire les coûts mais à long terme. Cet arbitrage constant entre ces deux aspects est aussi un défi qui préoccupe l'organisation.	
FEDERAL	
PWGSC	Yes. PWGSC offers hundreds of distinct services to three client groups: the general public; other government departments and suppliers/businesses. By far, the department's largest client group is OGDs (almost 60% of its $6 billion budget comes from activities related to direct billing to federal clients). However, these services are provided by distinct business lines (or branches) that do not necessarily adopt a common approach to client service, relationship management or marketing (i.e., translation, banking, acquisitions, information technology, real property, industrial security). The result can be a fractured representation of the department as a service provider. The challenge is to achieve a consensus, at a corporate level, on the client service management practices that are best suited for broad implementation. This is one of the goals of the Client Service Strategy.
Service Canada	Our primary challenges are focussed around:

i. Information Management

Our Interwoven/Teamsite based content management and its associated information architecture is currently under review and re-development.

Service Canada is investing in establishing a revised Information Architecture to better respond to the needs and expectations of Canada.

We are working on developing shared (inter-channel) back-office systems. In this area we are piloting processes and tools to better integrate IM across all of our channels to better ensure timeliness, accuracy and consistency for citizens.

ii. My Service Canada Account (MSCA – our online integrity based access front-end)

As part of our e-Services improvement agenda we are focusing on expanding and improving our on-line transactional capabilities through MSCA. Citizens will be more likely to migrate to the less costly Internet |

	channel if they have access to a full range of programs and features. Initial enhancements will include the following: i. MSCA Rapid Registration Develop mechanisms for users to quickly register and access the key services they need within the portal. ii. MSCA Redesign Make the system more user friendly. iii. Status Enable clients to check status of transactions on-line. iv. Message Centre A personalized interactive online message centre. v. Alert Me A personalized notification system. vi. eQuestionnaire Online client feedback.

4. What does your jurisdiction feel are some of the key organizational considerations (HR, governance, leadership, policies, processes, etc.) related to managing channels, developing new channel offerings or when migrating clients from one channel to another? Have there been any structural or governance changes within your organizations related to placing services under a single authority, removing silos, etc.?   Does your jurisdiction have resources (staff, budget) dedicated to channel management and channel migration or the development of strategies in either of these areas?

Jurisdiction	Response
MUNICIPAL	
MISA	Fredericton has taken steps in this direction but still, much remains to be done. In 2008, Fredericton had discussions with the province of NB to explore the idea of having the province do a 311 project on behalf of municipalities and offering them 311 as a service. This seems to have fizzled and I believe NB municipalities will assume responsibility for 311 in each individual jurisdiction. This is a high priority project for the City of Fredericton and infrastructure is being put in place as we speak in order to support a 311 project. In Windsor, 311 was launched several

	years ago and much effort has gone into driving almost all phone service to the 311 call centre for municipal government information and request for service. This same call centre is now offering 211 service (Community Information and services) to much of Southwestern Ontario with future expansion planned. Smaller municipalities, such as Nanaimo, have not implemented 311, primarily due to the cost. They are looking at shared counters as a way to improve services, but are not placing services under on authority.
City of Calgary	We are heavily involved in the first stages of IDM in order to prepare for cross channel self-service opportunities. We are in the process of hiring an individual whose sole function is to move us ahead in this area.
Quebec City	Les principes directeurs énoncés précédemment doivent guider le développement de la prestation de service à la VQ. De même, une Déclaration de service a également été écrite et des engagements clairs en termes de service et de rendre compte ont été pris et partagés avec les employés et la population (voir la Déclaration de service jointe). Dans un esprit d'harmonisation des processus il faut tenir compte que la loi reconnaît l'autonomie des bureaux d'arrondissements dans leur gestion.
Region of Peel	Structurally the web, telephone and service counter channels are managed under the Communications and Service Delivery areas of the organization. In October 2005 Peel Region's centralized contact centre opened. Presently the contact centre responds to incoming telephone calls for the Region's 11 main published telephone numbers, plus 211 and 311, providing varying levels of first contact resolution. The main goals of the service delivery area are to provide timely access to regional programs and services, improve first contact resolution and provide a consistent service experience. The service delivery area also responds to incoming emails to the Region's main email address as well as other program specific email addresses. Our IT department supports these channels from a technical capability perspective. No formal channel strategies are documented, however the main considerations should include general service attributes, volume, complexity, legislative and privacy requirements, policies, processes, protocols, service level agreements, technical infrastructure, support infrastructure, union concerns, client preferences and yes governance and leadership.
PROVINCIAL / TERRITORIAL	
PEI	We still operate and manage within silos.
Yukon	• Not an identified priority for YG • No resources have been allocated to this activity • Lack of a primary "business owner" to provide strategic direction.
Manitoba	Manitoba has several governance committees in place which have

	placed ICT activities as well as Online Service delivery as priority. As Manitoba plans its ICT capital budgets and plans for upcoming years, improvements to service delivery and transforming or modernizing services certainly weigh in during the prioritization process which results in a final listing for projects across the departments. There is a Deputy Minister committee called the Business Transformation Executive Committee (BTEC) which is supported by another committee called the Sponsors' Committee. The latter is a cross-departmental committee which meets bi-weekly on issues pertaining to ICT, they act in a support role to BTEC. These committees are a move in the right direction for being more horizontal in the decision making as it pertains to ICT planning which would be a part of a channel enhancements and/or migrations. There are projects which have gone live or which are underway which are cross departmental projects. Access Manitoba is the latest project to go live which connects apprentices to employers and spans several departments. There will be additional releases adding functionality, improving service delivery, and providing workers with the tools to manage multiple channels (in-person, online, telephone, other) more effectively. We are using an SAP module called CRM (Client Relationship Manager). This technology will continue to be looked at as we look to solve more business issues, and transform service delivery. Resources and budgets are always sensitive issues. Manitoba has taken steps to analyze the time and applications we manage and identify those applications which are at risk of failure, and the ones which consume the most resources. We will use this information for future ICT plans as we identify opportunities to migrate certain applications to more modern and stable tools which could certainly support channel migration or channel management. It would mean for more efficient usage of the limited resources which are available.
Nova Scotia	Within the Department, Service Delivery is responsible for channel management for in-person offices, Contact Center, mail and online. There are two business units that are dedicated to channel management, channel migration, service integration and the development of strategies related to these topics. e-Service is focused on channel management and channel migration and work closely with Service Integration who identifies and implements integrated service offerings. Access Nova Scotia was created in part to remove silos from a citizen and business perspective and create the single window view of government. This created a governance structure that allows us to integrate and manage services on behalf of other government departments. HR, governance, policies and processes are all key elements that must be addressed when delivering services on behalf of

	other departments. Functionally government continues to remunerate employees based on budget allocation and number of staff managed. Government should consider new ways to incent or reward employees.
Ontario	When developing or updating a new service, the selection of available channels needs to strike a balance between customer choice and cost effectiveness. We certainly attempt to persuade customers to select low cost self serve channels when interacting with our services, but at the same time, we realize that our primary goal is to ensure that government services are accessible to all citizens. As a result, some services will likely always need to be offered through more expensive channels (such as in-person or mail) in order to appease certain segments of the population.
British Columbia	• Service Delivery Framework (See answer in Q1) • Corporate telephone strategy – This direction relates to Defining Principle No. 2 from the Citizen@the Centre: B.C. Government 2.0 plan – "We will save citizens' time in their interactions with government and make it easier to access better quality services". • Identify Information Management (IDIM) project is to have British Columbians benefit from improved service delivery based on a provincial approach to identity information management that is trusted, secure and enables authorized information sharing. • The issue of governance has been a key factor in our corporate internet strategy. The current challenges with our government web (scope, findability, one corporate look) is directly related to governance issues above all else. Through our Deputy Ministers' Committee on Transformation and technology, we have created a corporate "T&T planning" mechanism that drives ministries to align their work with corporate principles in areas like internet services. This approach will ensure clear accountability for delivering quality web services within agencies, and ensuring central accountability for setting clear expectations and mechanisms for quality and consistency and is reinforced with salary holdbacks for each Deputy Minister. • Service BC already exists as a corporate entity for channel management. • Service BC already exists as a corporate identity for service delivery. Through Service Counter Amalgamation, incorporating additional services into the Service BC network (Courts, Social Development and Natural Resources) • The launch of a revised government Web presence, at www.gov.bc.ca is B.C.'s first exceptional service online, ministries need access to flexible tools that focus on possibilities rather than restrictions, and provide ministries with real opportunities to apply

	best practices in delivering their business. New roles, responsibilities and structures have been identified to ensure broad adoption and a consistent and meaningful experience for citizens across government's web presence. Labour, Citizens' Services and Open Government will take responsibility for the strategic direction and providing support and tools to the ministries. Government Communications and Public Engagement will have continued oversight of corporate communications. They will ensure consistent messaging to media, alignment with communications campaigns and ensuring communications integrity and consistency. • Operational staff work together to ensure alignment of strategy, priorities and implementation. The B.C. government is committed to leading government's transformation toward engaging citizens more directly, particularly through improved open access to government data and information and use of public engagement tools.
New Brunswick	There have not been any recent governance changes, however the basis behind an organization like Service New Brunswick is essentially placing services under a single authority and breaking down the government silos so that New Brunswick Citizens can access over 300 services in one place (not all services are available through all channels). There are no particular groups of resources which deal solely with channel management and channel migration; however it is the responsibility of multiple people in the service delivery matrix throughout the corporation to ensure we are providing services in the appropriate mix of channels. Having said this, there is recognition that a greater focus on channel management/migration would be beneficial for Service New Brunswick.
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) --** Considérations organisationnelles : Plusieurs considérations organisationnelles sont liées aux modes de prestation offerts par la Régie. Ainsi, l'orientation organisationnelle de fournir des services de qualité est un élément majeur qui façonne les décisions des gestionnaires. En matière des ressources humaines, celles-ci sont limitées et difficiles à attirer. Une fois embauchée le temps de formation est élevée. À cela, l'organisation vit une période où les départs à la retraite de son personnel expérimenté sont nombreux. Soulignons enfin que des orientations gouvernementales modulent les manières de servir la clientèle. Changement de gouvernance : En 2009, une nouvelle équipe à la direction de la Régie a été nommée. Ce changement de gouvernance a amené une restructuration majeure de l'organisation dont la structure de la vice-présidence aux services aux personnes assurées. En effectuant ces changements, la Régie s'est donnée les moyens de mettre davantage le service à la clientèle au cœur de ses opérations. Ressources réservées

à la gestion des modes de prestation : À la VPSPA, des ressources sont assignées spécifiquement à la gestion des modes de prestation. Par exemple, une équipe répartie les effectifs selon l'achalandage au téléphone et met en branle le processus d'escalade lorsque le taux d'accessibilité téléphonique atteint un seuil critique. Ce processus permet à l'équipe d'affecter au téléphone des groupes additionnels de personnes afin de répondre aux fortes demandes. Ces personnes doivent délaisser leurs tâches en cours pour répondre en priorité au téléphone. Ce mécanisme jumelé à une gestion efficiente a amélioré l'accès à nos services téléphoniques avec une augmentation du taux d'accessibilité et de diminuer de façon considérable les délais moyens d'attente, nous permettant ainsi d'atteindre de hauts niveaux de services. Dans un contexte organisationnel où la demande de services est en croissance combiné à une réduction des effectifs et un élargissement des responsabilités, la VPSPA s'est donnée comme mandat de repositionner les modes de prestation de services afin de les rendre plus efficients tout en maintenant la qualité des services offerts. Pour répondre à ce mandat, des ressources de la Régie ont été dégagées pour la migration des modes prestations avec la collaboration de consultants de l'ÉNAP. L'équipe dédiée au projet s'est inspirée de la démarche de l'ÉNAP pour encadrer leurs travaux. À l'intérieur de celle-ci, l'équipe a réalisé un état de situation, identifié et analysé les différentes options et élaboré une stratégie de migration de la clientèle. Cette stratégie a été entérinée par les hauts dirigeants de la Régie et elle est inscrite au Plan de gestion intégrée des investissements où elle franchira dans les prochains mois l'étape de l'élaboration d'un plan d'affaires.

Société de l'assurance automobile du Québec (SAAQ) - Au cours de la dernière année, la Vice-présidence à l'accès au réseau routier (VPARR) de la SAAQ a procédé à une réorganisation administrative afin de dédier une équipe de travail aux réflexions et travaux visant à développer une vision intégrée des affaires du secteur « Accès au réseau routier ». En collaboration avec plusieurs autres intervenants de différents secteurs de la Société, cette équipe a participé à l'élaboration de l'architecture d'entreprise en identifiant les transformations ciblées au modèle d'affaires le tout en accord avec les orientations retenues au plan stratégique de la SAAQ. Ces travaux ont permis d'identifier plusieurs pistes de transformation pouvant être mises en œuvre pour faciliter la révision de la prestation de services à la clientèle. Cette équipe travaille en étroite collaboration avec les unités opérationnelles pour revoir les processus de travail et identifier les activités des secteurs opérationnels pouvant être automatisées. Le projet de Transformation de l'offre de service de « l'accès au réseau routier » comporte plusieurs chantiers majeurs, parmi ceux-ci : la connaissance de la clientèle, l'évolution du partenariat d'affaires, l'évolution de l'approche client, l'évolution du réseau et une réflexion plus approfondie sur certaines

pistes de transformation qui pourraient être mises en œuvre à court et moyen termes.

La Régie des rentes du Québec - Au milieu des années 2000, la gestion multimode a été initiée et gérée comme un projet par la Vice-présidence des services à la clientèle. Cela a nécessité la formation d'un comité directeur composé de tous les Directeurs concernés dans l'organisation ainsi que d'une équipe de travail composée de quelques professionnels. Ces instances étaient temporaires et ont existé le temps de la réalisation des travaux soit environ 2 ans. Aujourd'hui, la Vice-présidence des services à la clientèle est toujours leader de l'évolution de la prestation de services à la Régie mais la dynamique organisationnelle en place pour favoriser le travail en équipe de tous les secteurs concernés est permanente. Plusieurs changements ont été apportés à l'organisation. Par exemples (pour ne nommer que ceux-là) : toutes les unités de pilotage de l'organisation ont été regroupées sous une même direction appelée aujourd'hui « Direction de l'évolution des processus d'affaires » ; un nouveau processus est en développement pour permettre à la Vice-présidence aux services à la clientèle de faire une gestion intégrée de toutes les ressources assignées à la prestation de service ; les orientations relatives à l'évolution de la prestation de service sont inscrites au prochain plan stratégique de l'organisation.

Services Québec - La qualité de service constitue la première considération. La facilité d'accès aux services de même que la facilité d'utilisation des services en ligne en sont d'autres. La capacité organisationnelle fait également l'objet d'une attention particulière. En ce qui à trait à l'optimisation du réseau de services des considérations concernant les ressources humaines sont importantes. Le déplacement d'employés est régi par des règles dont il faut tenir compte. De plus, les considérations financières sont toujours présentes dans ce type de stratégie et l'organisation doit y apporter une attention particulière. Non, aucun changement de structure ou de gouvernance n'a été réalisé à ce sujet. Des ressources humaines ont été affectées à la gestion des modes (optimisation du réseau) et à la migration de la clientèle. Cependant, pour le moment, l'organisation affecte davantage de ressources au développement de services en ligne. Par la suite, une stratégie de migration plus formelle pourra être élaborée et mise en œuvre lorsqu'une masse critique de services en ligne sera disponible. Malgré tout, l'organisation mène actuellement une réflexion concernant une stratégie de migration plus globale, notamment pour les services du DEC. De plus, l'équipe de la veille stratégique porte une attention particulière à ce sujet. Celle-ci a étudié la stratégie développée par un autre organisme québécois, soit la Régie des rentes du Québec, qui a mis en branle toute une stratégie de migration de la clientèle vers les modes libre-service (Internet et réponse vocale interactive).

FEDERAL	
PWGSC	There is no unique governance structure for channel management at PWGSC, as each branch adopts its own strategy for communicating with clients and marketing its services. However, PWGSC now has staff dedicated to channel management as well as a working group representing each of the business lines.
Service Canada	Service Canada recognizes the importance of governance as a key organizational consideration with respect to channel management. In that regard, an inter-portfolio governance committee was recently created which brings representation across key governance areas such as information technology, communications and key program lines within Service Canada and HRSDC (the host department). Over a year ago, management of the primary channel functions (In-person, telephone and Web) were re-organized into a single new directorate (Integrated Channel Management Directorate). Although staff continues to be responsible for specific channel management, the new management paradigm has enabled channels to work together especially as it relates to channel migration and integration strategies and tactics.

5. When designing, implementing, updating or transforming programs/services, how does your jurisdiction determine what channels to use in interacting with that program's/service's clients?

Jurisdiction	Response
MUNICIPAL	
MISA	Our organizations are relatively small and this is usually not a problem.
City of Calgary	Our assumptions are fairly basic; being not all services lend themselves to self service or alternative channels. On the other hand we have to consider that our citizens have varying levels of expectations for alternative channels and varying levels of technical savvy to utilize them.
Quebec City	Nous prenons connaissances de diverses études, résultats de sondage etc et nous nous référons à un document de référence mis à jour annuellement pour bien connaître la clientèle visée. Voici la table des matières de ce document (** Excusez la mise en page). Table des Matières CONNAISSANCE DES CITOYENS SEGMENTATION PAR GÉNÉRATION Définitions de segmentation La chronique de J. Jacques Samson XYZ Segmentation de la population de la ville de Québec • Génération silencieuse (65 ans et +) • Baby-boomers (50-64 ans) • Génération X (35-49 ans)

	• Génération Y (20-34 ans) • Génération Z ou nouvelle génération silencieuse (20 ans et moins) CONNAISSANCE DES MODES LE CITOYEN DE LA VILLE DE QUÉBEC Utilisation des modes de prestation de services par génération Les modes utilisés par les citoyens pour communiquer avec la ville de Québec selon le service demandé L'Utilisation des modes par le citoyen selon l'objet de sa demande L'ENSEMBLE DES CITOYENS Perception des modes selon qu'on est ou non internaute • Perception des modes selon la rapidité • Perception des modes selon l'économie (en temps et en effort) • Perception des modes selon l'efficacité • Perception des modes selon la confidentialité • Perception des modes selon la sécurité • Perception des modes selon la personnalisation du service L'ENTREPRISE À LA VILLE DE QUÉBEC Répartition des entreprises de la ville de Québec par secteur d'activités Les modes utilisés par l'entreprise selon divers type de services Préférences des modes selon qu'on est un citoyen ou une entreprise • Préférence selon certaines caractéristiques du mode « en personne » • Préférence selon certaines caractéristiques du mode « téléphone » • Préférence selon certaines caractéristiques du mode « boîte vocale » • Préférence selon certaines caractéristiques du mode « Courriel » CONNAISSANCE DES MODES : INTERNET L'ÉVOLUTION DE L'UTILISATION D'INTERNET AU QUÉBEC Utilisation d'Internet chez les adultes québécois de 2001 à 2009 UTILISATION D'INTERNET SELON LE GROUPE D'ÂGE DE 2004 À 2009 UTILISATION D'INTERNET PAR TRANCHES D'ÂGE EN 2009 UTILISATION D'INTERNET SELON LE REVENU FAMILIAL ANNUEL DES QUÉBÉCOIS EN 2009 PROPORTION DE FOYERS QUÉBÉCOIS BRANCHÉS DE 2004 À 2009 UTILISATION DES TIC Branchement à domicile Utilisation de l'Internet pour effectuer des opérations bancaires par tranche d'âge en 2009

	Communication avec amis Abonnement à une liste d'envoi transmise par courriel Utilisation d'Internet dans les bibliothèques Visite des sites web d'administration publique par les internautes Proportion des adultes québécois qui fréquentent les sites Web gouvernementaux Les raisons pour lesquelles les québécois visitent un site Web gouvernemental • Les personnes handicapées PORTRAIT DU NON-INTERNAUTE Proportion des internautes et des non-internautes de la ville de Québec Pourcentage des non-internautes par tranche d'âge Raisons pour ne pas utiliser Internet Inconvénients de ne pas utiliser Internet Accès aux ressources d'aide chez les non-internautes Si les moyens suivants étaient mis en place, favoriseraient-ils l'utilisation d'Internet? • Ligne téléphonique permanente d'aide à la navigation • Accompagnement spécialisé dans les lieux publics • Davantage d'accès Internet dans les lieux publics COMPÉTENCES GÉNÉRATIONNELLES : L'UTILISATION D'INTERNET SELON LES GÉNÉRATIONS UTILISATION DES SERVICES PUBLICS EN LIGNE PAR LES CITOYENS ET LES PME QUÉBÉCOIS Profil des internautes québécois Confiance envers les organisations Profil du cyber-citoyen en 2009 • Usages des services gouvernementaux chez les aînés (Génération A ou silencieuse) en 2009 • Les grands constats • La PME québécoise et les services publics en ligne en 2009
Region of Peel	No formal process currently in place. Considerations identified above.
PROVINCIAL / TERRITORIAL	
PEI	The department responsible for the delivery of the program or service makes the decision.
Yukon	Currently, the delivery modality decision for any program initiative is the responsibility of the department with the mandate to deliver it. There is consideration given to leveraging existing processes and supports.
Manitoba	With the assistance of business areas or program areas, new technical solutions are designed with the business requirements of the program areas in mind. These new solutions are often tested by program areas and end users throughout the process. We make use of project methodologies as well as organizational change management methodologies throughout the project to ensure that projects which are

	undertaken are done so with the end-users/clients/customers in mind.
Nova Scotia	Our strategy is to move services to the online channel as much as possible. A business case is developed in support of each opportunity and includes the assessment of requirements, for example Information Technology, resources, financial, the nature of the service and channel considerations. The Channel Strategy outlines considerations that are reviewed as part of the decision analysis for which channels are appropriate for delivery of services.
Ontario	Generating cost savings and optimizing the efficiency of our channels has certainly become a key focus for our organization. In ServiceOntario, this issue is dealt with on both a process and project level. From a process perspective, we constantly track and analyze operational statistics in order to identify both areas of success and areas for potential improvement. Our Business Effectiveness Branch is responsible for monitoring our operational results and developing new ways to optimize our business processes. From a project perspective, our executive management will generally not approve any new projects for implementation unless they meet specific financial/savings criteria. There are, of course, exceptions to these thresholds; however, this practice ensures that our organization considers cost savings a top-down priority.
British Columbia	Service Delivery Framework (See answer in Q1) Online user design • Our emphasis has increasingly been on applying user-based design principles in our work from the beginning. That means sitting down with our agencies to get a deep understanding of their client base, and then engaging those clients to determine how they most efficiently pursue services. That includes looking at the way they currently use all of our service channels, and the type of language and logic they apply in solving problems. Our mission is to translate that deep research into usable online properties that reflect the needs of the client instead of the needs of government.
New Brunswick	Service New Brunswick seeks to provide services to residents via their channel of choice and to whenever possible, encourage online uptake. Ultimately it is the decision of the service partner to determine what channels they prefer to offer their program services. In some cases (particularly in business services) services are only offered online. In some cases, regulation determines how and through what channel a service is offered. For example, drivers' licenses require a photo and therefore must be done over the counter (in person).

| Quebec | **La Régie de l'assurance maladie du Québec (RAMQ) --** Lors de modification des modes de prestations de services, la VPSPA procède toujours à une analyse approfondie. Cette analyse inclut, entre autres, le profil démographique de sa clientèle (âge, conditions de santé, caractéristiques socio-économiques etc.), les types de services offerts (nature, complexité, fréquence etc.) de même que des objectifs poursuivis. L'adéquation des modes de prestations combinée à l'efficacité et l'efficience des modes de prestation font parties également de l'analyse. Le coût de développement et d'opération ainsi que le calendrier d'implantation sont considérés avant de modifier un mode de prestation de service. Dans certaines circonstances, les besoins de nos partenaires et leur capacité d'accompagnement sont tenus en compte. Enfin, des considérations d'ordre légal et réglementaire nourrissent nos réflexions.

Société de l'assurance automobile du Québec (SAAQ) - Pour déterminer les modes de prestation, la SAAQ se base essentiellement sur sa connaissance des besoins de la clientèle visée et sur des principes inhérents à son contexte d'affaires. La SAAQ doit évidemment aussi tenir compte de ses contraintes organisationnelles pour déterminer les modes d'interaction avec le client tant au niveau transactionnel qu'informationnel. Certains des services dispensés comportent des limites au niveau des modes de prestation possibles. La SAAQ doit tenir compte des enjeux de sécurité, d'authentification et de modalités de paiement dans chacun des modes utilisés. C'est notamment le cas des examens de conduite qui ne sont réalisables que dans le mode centre de services. Pour déterminer un mode, la SAAQ combine les caractéristiques de trois grands éléments : le canal, le client et le service (inspiré de Pieterson, 2009). Lorsque possible, l'organisation favorise la prestation autonome de services par Internet et par réponse vocale interactive (RVI). Actuellement, la SAAQ étudie le potentiel du mobile comme mode de prestation éventuel. Pour mieux déterminer les modes de prestation, la SAAQ analyse plusieurs aspects relatifs à son client. Elle s'appuie sur les caractéristiques de son client, la nature des tâches qu'il doit effectuer et des moteurs de satisfaction. Actuellement, elle étudie les caractéristiques personnelles et sociales, les habitudes, les expériences, le contexte et les contraintes de sa clientèle. La SAAQ est aussi consciente de problématiques reliées à la fracture numérique puisqu'elle offre ses services à pratiquement toute la population. Concrètement, elle tient donc compte du niveau de compétences techniques, des niveaux de littératie et des capacités analytiques de ses clients dans la détermination des modes, de façon à ne pas exclure de catégorie de clientèle.

La Régie des rentes du Québec - La Régie ne se donne pas l'objectif d'offrir tous les services dans tous les modes. Elle vise que chacun de |
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ses services soient accessibles de la meilleure façon à toute la clientèle. Ainsi, les modes privilégiés doivent être utilisés par la clientèle et répondre aux objectifs de performance de la Régie. Ceci étant fait, la Régie attire l'attention des clients sur les modes les plus efficients et ensuite elle respecte le choix du client. **Services Québec** - Souvent les sondages sur la qualité des services, sur la satisfaction de la clientèle de même que les consultations des citoyens concernant leurs attentes en matière de prestation de services permettent d'orienter nos choix quant aux modes de prestation à utiliser. L'organisation a décidé de mettre de l'avant les services en ligne, par exemple, Mon dossier citoyen qui est un compte personnel en ligne. Dans ce cas, les modes téléphonique et comptoir sont maintenus pour offrir du soutien à l'utilisation des services en ligne. De plus, l'organisation travaille en mode de gestion de projet et l'analyse des solutions possibles comporte généralement une portion d'analyse quant aux modes de prestation de services dont il faut tenir compte pour le développement.	

FEDERAL	
PWGSC	It depends on the client group. For example, with the recent centralization of pay and pension services in eastern Canada, a dedicated call centre and Web site were created to serve the largely external clientele. The call centre has more trained staff given the largely external clientele. For the business/supplier community, PWGSC created the Office of Small and Medium Businesses (OSME), which maintains a network of six regional offices across Canada to ensure support for the supplier community. This community prefers the easy access to the range of services offered (e.g., print documentation, seminars, personalized procurement advice, etc.) For government clients, emphasis is placed on facilitating access to online resources for business needs such as procurement (on-line Supply Manual; searchable directory of account executives; procurement advice).
Service Canada	Service Canada works with program authorities and key stakeholders to determine the appropriate channel mix based on process needs, expected volumes and available resources.

6. What, if anything, is your jurisdiction doing to improve the efficiency and effectiveness of your jurisdiction's channel management – e.g. identifying opportunities to streamline processes or leverage new technologies in order to improve the operations of the channels? How, and to what extent, is your jurisdiction approaching examining and optimizing channels to drive cost savings?

Jurisdiction	Response
MUNICIPAL	
MISA	Improvements to the process are part of the ongoing considerations and discussions. Again, this is typically addressed by the business unit rather than across the organization. Customer self serve has been a mantra for some time now. More and more web services continue to be rolled out. Many municipalities offer web portals to permitting, registration and work order systems. In Fredericton, we offer self serve to event registration and are currently implementing self serve permitting requests and tracking. In Windsor those same services are offered along with Provincial Offence ticket payment, property tax inquiry for lawyers and Insurance companies. In addition new infrastructure is being put in place to allow for far more workflow processing for citizen self service.
City of Calgary	We have ongoing reviews of our current services, by service type where we look at how we can better deliver the service, from a cost point of view, citizen demand point of view and efficiency point of view. (Note: cost and efficiency are different and can be very difficult to balance. How, and to what extent, is your jurisdiction approaching examining and optimizing channels to drive cost savings? Always a top driver.
Quebec City	Élaboration de Parcours-client pour les services offerts aux citoyens. Revue des processus interne dans un souci d'optimisation, de simplification et d'harmonisation entre les bureaux d'arrondissements. Veille technologique pour s'informer de ce qui se fait ailleurs, ce qui est rendu disponible. Collaboration sur des projets d'étude avec le CEFRIO au niveau du WEB 2.0 Benchmarking Rencontres de groupes citoyens sur différents sujets ou programmes Exercice de « citoyens mystères » pour l'amélioration du service.
Region of Peel	A 3 year program of 21 projects has been established to begin the journey in this direction. Capital investment in the resources and technology has been allocated.
PROVINCIAL / TERRITORIAL	
PEI	Not applicable
Yukon	YG offers a number of online self-service applications, although in many instances the entire transaction cannot be completed online. Examples include: • Vehicle registration renewal. • Public Library eBook initiative to registered members (eBooks and Audio-Books). • Tender Management to automate tendering processes and activities by streamlining the process of creating, amending, approving and publishing tenders; providing businesses with faster and easier access to tender documents and permits better tracking of the tender

	progress. • On-line title lien search. YG is working towards implementing a more efficient eHealth service delivery support system involving interoperable electronic health records (iEHR), in part through collaborative initiatives with British Columbia. While the immediate focus is on accessibility by service providers, the future vision includes access by individuals to their own record.
Manitoba	We continue to focus on making use of technology to assist with transforming service delivery and channel management. Careful planning goes into our ICT plans, and transformation activities. Resources are high in demand and cost savings certainly can contribute to the prioritization.
Nova Scotia	We have two significant initiatives underway that will reduce processing time and increase self-service for our clients through end to end automation. The initiatives are the Access to Business Project and the Life Event Bundling Project. These projects include the implementation of a new technology infrastructure and workflow engine that will facilitate a more agile approach for the integration of services.
Ontario	In order to gauge the effectiveness of our channel shifting strategies, we track the channel usage of each of our services against previous periods and compare these numbers to our organizational targets. Jurisdictional scans help us to better understand the success of our non-traditional channels relative to other comparable government organizations. ServiceOntario currently measures client satisfaction in both a proactive and passive manner. Our Customer Experience Office actively surveys customers on an annual basis in order to gauge customer satisfaction on a channel by channel basis. This helps us to identify the channels that are operating either above or below customer expectations and where we should focus our efforts in the upcoming year. In addition, we provide several avenues for customers to provide feedback, whether it is at the end of an online service or as part of an enquiry to our contact center.
British Columbia	• Service Counter Amalgamation – enterprise approach to Tier 1 and Tier 2 service delivery including rationalization and reorganization of staffing resources under a single service entity • Service Location Strategy – A government-wide approach to transform in-person service delivery at the community level. By integrating person-to-person functions, and having them provided by specialists representing a broader range of services, citizens will be able to receive assistance more efficiently and

	effectively and not have to go to multiple locations in communities for services/information. It will also enhance the utilization of government staffing and infrastructure resources. • Telephone Service Delivery Project – includes a review of call centres and toll-free lines. Aligning Internet presence • Under our Internet Strategy, we are driving a corporate approach to web channel management that emphasizes design driven by citizen needs and research versus government's organizational structure. Our new government front page (gov.bc.ca) features a new citizen-centric navigation model that ministries will be working to adopt and expand upon based on their own research of their clients and their needs. We believe this approach and alignment will ultimately result in the need for fewer websites overall through an enhanced focus on services and better governance, and that will mean savings that can be redirected into service enhancement based on the highest need and best transactional value.
New Brunswick	Several different units within SNB are responsible (or at the very least play some role) for consistently improving our service delivery across channels, although it is not necessarily referred to as "channel management" and may be done within the parameters of the channel or program. In addition, SNB employs a business process improvement branch to assist with process improvement initiatives, including channel optimization. A research and innovation branch also works within and outside SNB to bring new approaches to current challenges and opportunities.
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) -** L'organisation revoit périodiquement ses processus de travail en utilisant, entre autres, le Lean management. Au cours des dernières années, elle a informatisé certaines de ses opérations et développé le libre service. Un travail de priorisation d'activités ou de projets de même que la suppression d'autres activités, font partie des pratiques de gestion de la Régie. Ce travail a amené par exemple la mise en place de nouvelles activités pour améliorer la qualité des services. La Régie a aussi mis des efforts pour améliorer ses programmes d'assurance qualité et de dédier du personnel à ces tâches. Enfin, elle a amélioré l'ensemble des outils de gestion des modes de prestation. **Société de l'assurance automobile du Québec (SAAQ) -** Comme mentionné dans notre réponse de la question 1, la SAAQ a inclus dans sa planification stratégique 2011-2015 une orientation reliée à la prestation de services. La réflexion sur ce sujet est au cœur de ses préoccupations puisqu'elle désire offrir une nouvelle prestation de services moderne, flexible et performante axée autant que possible sur la

prestation autonome de service qui peut générer de bonnes économies de coût tout en répondant davantage aux besoins d'autonomie du client. Plusieurs travaux sont réalisés dans l'architecture d'entreprise et dans le projet de Transformation de l'offre de service afin d'explorer différentes pistes d'amélioration pour améliorer la prestation de services. La mise en œuvre de plusieurs de ses pistes sera réalisée après avoir terminé les travaux de rénovation pour contrer la désuétude de ses systèmes informatiques. Ces travaux majeurs permettront de mettre les assises l'implantation de changements structurants pour la SAAQ. Le nouveau modèle d'affaires de la SAAQ comportera une approche client renouvelée et une offre de service mieux adaptée aux besoins de sa clientèle et aux nouvelles réalités.

La Régie des rentes du Québec - La Régie capitalise sur une culture de projets et d'amélioration continue qui soutient la volonté d'optimisation et de transformation de ses façons de faire. Plus récemment, la Régie a initié les travaux nécessaires pour se donner une approche de développement par processus. La création de la « Direction de l'évolution des processus d'affaires » mentionnée au point 4 qui précède, fait d'ailleurs partie des travaux réalisés. De plus, la Régie veut prochainement (2012) mettre en place une table d'architecture d'entreprise afin de s'assurer de réussir le plus efficacement possible la transformation de son organisation dans les prochaines années.

Services Québec - Une analyse selon les services utilisés est parfois réalisée. À titre d'exemple, des stratégies particulières ont été élaborées pour le Service québécois de changement d'adresse (SQCA) et pour les services du Directeur de l'état civil (DEClic! Express), à la suite d'une telle analyse. Par ailleurs, la réorganisation de nos sites web est la principale stratégie utilisée afin de mieux promouvoir nos services en ligne à plus faible coût et favoriser une plus grande utilisation de ceux-ci. Aussi, un secteur de l'organisation a mis en place une tarification différenciée selon le mode de prestation afin de tenir compte des coûts différents associés à chacun des modes. Ainsi, les tarifs pour la clientèle pour les services en ligne sont plus bas que les autres tarifs.

FEDERAL

PWGSC	Under the Client Service Strategy, improvements could include: 1.　　　Client service training for client-facing employees such as contact centre staff. 2.　　　Electronic directories of PWGSC account executives tailored to individual client departments (to reduce need to identify contacts from larger corporate directories). 3.　　　Common look and feel to corporate PWGSC Web site (specifically with regard to contact information) and elimination of duplication or contradictions between internet and extranet sites (e.g.,

Jurisdiction	Response
	publiservice)
Service Canada	Service Canada is working on a number fronts to streamline processes and leverage new technologies including: i. An integrated "Service Experience" model. ii. An integrated information management system supporting all channels. iii. Revised and updated information architecture. iv. An expanded My Service Canada Account (MSCA) account system. v. A more powerful Web based search capability. vi. Points of Service Strategy (optimized in-person network). vii. An enhanced intranet and associated management tools viii. Investment in cross channel support tools and processes (ex. Possibilities for services such as assisted navigation).

7. Does your jurisdiction undertake any client segmentation work to help in either channel management or channel migration? If applicable, please describe.

Jurisdiction	Response
MUNICIPAL	
MISA	Yes. Customer surveys. 311 surveys
City of Calgary	To degree this is a consideration in all efforts. Such as placing "Fee Assistance Applications" only on the web. We need to have the in person and on the phone options.
Quebec City	Travaux à venir
Region of Peel	We just completed a segmentation exercise to identify the primary segments of clients accessing our services and the service clusters associated with those segments.
PROVINCIAL / TERRITORIAL	
PEI	No.
Yukon	There is existing clientele overlap recognized across many programs (eg. Health, Education and Justice programs) and continues to be analysis on how best to target programs to those who need them but not specific to channel management.
Manitoba	I am not sure.
Nova Scotia	Client segmentation is at a high level. Business segmentation is by business life cycle and we are working on segmentation by business sector. Citizen segmentation is by birth and bereavement events.
Ontario	The implementation of customer incentives is something that we have considered in the past, but have yet to implement. Our jurisdictional research indicates that customer disincentives (ex – an in-person service fee) are more effective at changing customer behaviour; however, we have had issues implementing these types of services thus far due to legislation and political barriers.

	We are currently in the process of implementing the option for customers to sign-up to receive electronic driver/vehicle renewal notices, and it is our hope that we can leverage this service to advertize our associated online transactions.
British Columbia	• Welcome BC http://www.wecomebc.ca/wbc/index.page Government of British Columbia's official site for Immigration and Welcoming Communities • Seniors http://www.seniorsbc.ca/ BC Government website for resources and information for Seniors • Persons with Disabilities http://www.hsd.gov.bc.ca/pwd.htm BC government website that provides information to help persons with disabilities learn more about the resources available, as well as how to access them • The Internet Strategy, starting with the renewed gov.bc.ca project, was designed completely from a user-experience perspective. This included direct usability as well as research through telephone and in-person channels to identity user priorities, the language they use, and their logic path. As ministries work over the coming years to align with this strategy, we anticipate that they will pursue greater segmentation within this approach based on their specific identified client groups. However, it is important to ensure that this segmentation is applied to ensure better integration of web properties across government, and does not become the impetus for the creation of segmental portals or "one-stop shops" which our research has shown to not be effective approaches over time for clients or for government agencies.
New Brunswick	Some of our services which are used by high volume clients (such as auto dealership employees, landlords, driver training schools, and long-haul transport truck companies are already available online). This was done in the early stages of the initiative to increase online services uptake precisely because these are the types of clients that we deal with on a more regular and consistent basis. However, the transactions that are thus far available online can be describes as "very basic". Business services are a segment that channel migration has been used to drive more business online. In some cases (i.e. Office of the Rentalsman), segments such as University students have been targeted through online using tools such as Facebook marketing/advertising.
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) -** Dans le cadre des travaux réalisés en 2010 sur la migration de notre clientèle vers des prestations de services électroniques, une segmentation de la clientèle a été effectuée. **Société de l'assurance automobile du Québec (SAAQ) -** La clientèle de la SAAQ demeure très diversifiée au niveau sociodémographique, en fait, elle correspond à l'ensemble des usagers du réseau routier. Afin

d'agir plus efficacement, l'organisation utilise déjà des techniques de segmentation de sa clientèle en fonction des caractéristiques propres à chaque service offert. Il n'y a toutefois pas de segmentation en fonction des modes de prestation. Actuellement, des équipes internes réalisent des sondages et des études pour mieux comprendre l'évolution de la clientèle. La SAAQ possède déjà une gamme diversifiée de services et de modes de prestation. Des travaux antérieurs ont permis d'établir des « personas » en fonction des clientèles cibles et de certains canaux. La SAAQ veut reprendre les principes de cette technique pour mieux cibler ses clientèles tant au niveau du mode que de l'offre de services. Dans le cadre de sa nouvelle vision des affaires, la SAAQ compte segmenter plus finement sa clientèle pour mieux orienter ses modes de prestation en fonction des besoins et nouvelles opportunités offertes.

La Régie des rentes du Québec - Oui, en partie. La stratégie de migration tient compte des services rendus et de la clientèle concernée. Cependant, dans les prochaines années, la Régie veut évaluer si elle peut aller plus loin dans la segmentation de la clientèle. Cela nécessitera d'acquérir une meilleure connaissance des démarches de la clientèle par événement de vie. Cela rendra aussi nécessaire de déborder le cadre traditionnel de gestion des services publics qui, pour différentes raisons et de façon plus ou moins implicite, a eu tendance à privilégier une approche « universel ou grand public » dans la livraison des services. Il ne s'agit évidemment pas de priver les gens de droit ou d'introduire des inéquitées, mais au contraire, d'assurer une livraison des services mieux adaptée aux spécificités des différents clients et ce, au meilleur coût possible.

Services Québec - Le développement de notre prestation électronique de services et l'organisation de nos sites web présentent les renseignements selon deux types de clientèle, soit les citoyens et les entreprises. Par la suite, une segmentation est offerte aux citoyens puisque les renseignements disponibles et la prestation des services en ligne sont présentés selon des thèmes des événements de vie. Pour les aînés, notamment, les renseignements sont regroupés dans un guide électronique et une version papier est aussi disponible, étant donné une plus faible utilisation des technologies de l'information par ce groupe d'âge. Par ailleurs, les parents récents, les futurs parents, les gens nouvellement mariés et d'autres catégories sont visés par le développement de la prestation électronique DEClic! Express du Directeur de l'état civil.

FEDERAL	
PWGSC	See question 5 above. Segmentation is done on the basis of the client group, which in order of volume is: government departments; suppliers/businesses; general public.
Service	Service Canada has had a robust program since inception dedicated to

Canada	client segmentation and research from the point of view of needs, behaviours (including channel preferences) and to guide service bundling options.

8. How does your jurisdiction measure or evaluate the success of its channel strategy / channel mix for its various programs/services? What approaches are used to measure client satisfaction with each channel? How is your jurisdiction measuring or tracking channel costs? Are decreasing channel costs or the number of clients using a given channel considered to be measures of success in your jurisdiction?

Jurisdiction	Response
MUNICIPAL	
MISA	Municipalities with 311 systems typically track costs and service delivery factors.
City of Calgary	We measure incoming service request methods directly from our CRM. What approaches are used to measure client satisfaction with each channel? We have an semi-annual customer satisfaction survey and an annual WEB services satisfaction survey. How is your jurisdiction measuring or tracking channel costs? Basically simple cost per unit transaction. Are decreasing channel costs or the number of clients using a given channel considered to be measures of success in your jurisdiction? Yes.
Quebec City	Actuellement, nous procédons à des activités de citoyens mystères de façon régulière de même qu'à des groupes citoyens ou des sondages mais ces activités ne sont pas élaborées spécifiquement pour évaluer la satisfaction à l'égard d'un mode en particulier mais plutôt la satisfaction générale en regard du service donné. Dans le cadre des travaux du groupe de travail CRC, une stratégie d'évaluation de la satisfaction et de l'efficacité des modes sera élaborée. Elle inclura différentes méthodes d'évaluation en fonction des diverses clientèles (ex : panels WEB, sondages en ligne, réseaux sociaux mais aussi, groupes citoyens, sondages traditionnels etc). Finalement, les donnés relativement aux coûts des modes de prestation sont modestes. Il est prévu de raffiner et développer des analyses en ce sens dans le cadre des travaux du CRC et du déploiement du Progiciel via un tableau de bord de gestion.
Region of Peel	We are embarking on developing these metrics and the method by which the metrics will be tracked and calculated. We have completed some external client facing surveys to measure client satisfaction with the customer contact centre and the web service. Survey cards are available at the Access Peel counters and at some of the other regional counters. There is also a client survey available through our internet site where clients can comment on their recent Peel service experience.
PROVINCIAL / TERRITORIAL	
PEI	Metrics are managed by the delivering department or agency, and through

|	
	Access PEI.
Yukon	Without multiple channels, there is no comparison. Periodically input from members of the public may suggest alternatives.
Manitoba	This would be program specific and it would likely vary program area by program area. The use of a channel management strategy would certainly benefit from those type of metric measurements.
Nova Scotia	Uptake of services by channel is tracked. Client surveys are done for the online and in-person channels. Number of clients using a given channel is considered a measure of success.
Ontario	ServiceOntario is the first government organization worldwide to offer money back service guarantees associated with our online services. Currently, we offer a 15 day money back guarantee for the delivery of a birth certificate ordered online and a two day money back guarantee for the electronic delivery of a master business license. We will be expanding this list by the end of August 2011 to include service guarantees for the delivery of personalized license plates and validation tags ordered online. ServiceOntario is also the first jurisdiction in the world to provide electronic registration of land-related documents. This service helps to enhances security, improves the accuracy and integrity of our database, and provides an electronic audit trail. Due to the rising popularity and use of the mobile channel, ServiceOntario has recently released a mobile accessible version of our website and are continuing to explore potential opportunities in this space. From -- I&IT Innovation, Controllership and Strategy (ICS) Division, OCCIO - Existing website content can be easily adapted to display on mobile phones. We are currently in the process of developing guidelines, standards and templates to establish a common look and feel, while remaining flexible to accommodate different mobile screen sizes. These materials will be supported by learning sessions for Web staff. • Mobile channels to deliver services and information include: • ServiceOntario's Service Location Finder – • Using GPS and maps, locate the closest service location. • Find the latest information about the services the centre offers and hours of operation. • Get on-the-spot directions to local offices or kiosks. • Ontario Student Assistance Program (OSAP) mobile – Log in to check the status of an application. • Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) - Twitter: Foodland Ontario recipes. • Harmonized Sales Tax (HST) mobile – Provides facts about the HST.

British Columbia	• Agree that it is a good thing to do. However, we are not currently looking at this. • B.C. conducts a citizen satisfaction survey – to measure satisfaction with each channel.
New Brunswick	Service New Brunswick measure client satisfaction in all channels, but indexes developed in this context do not differentiate between channels. The Government of New Brunswick has initiated a "fee review" schedule for all Departments and Agencies to undertake on a cyclical approach. Fees will be reviewed for all services and adjusted accordingly. Decreasing channel costs are a measure of success in Service New Brunswick. Increasing the uptake of online services is also a measure of success.
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) -** La Régie effectue régulièrement des sondages auprès de sa clientèle afin d'évaluer leur niveau de satisfaction. Des sondages auprès des personnes assurées ayant contacté le centre d'appel ont été menés et un rappel de ce même sondage se fera à l'hiver 2012. Des sondages électroniques sur les nouveaux services en ligne seront effectués à l'automne 2011. Suite aux résultats, des actions sont prises sur les points à améliorer. **Société de l'assurance automobile du Québec (SAAQ) -** Les principaux moyens utilisés sont les suivants : suivi mensuel de l'information de gestion de la prestation de services par canal; utilisation d'un modèle prévisionnel, basé sur l'évolution anticipée de la population (prévisions de l'Institut de la statistique du Québec) et sur les taux d'utilisation observés des services selon les catégories d'âge et la localisation sur le territoire; suivi d'un indicateur spécifique à l'utilisation des services électroniques. Des sondages sont effectués sur une base régulière afin de connaître les besoins et attentes de la clientèle, ainsi que sa satisfaction envers les services reçus. De plus, d'autres moyens permettent de connaître la satisfaction de la clientèle, telle que les cartes commentaires, l'analyse des plaintes, les visites chez les mandataires, les partenaires et les écoles de conduite, ainsi que les rencontres avec les diverses associations œuvrant dans le secteur des transports routiers. La SAAQ suit l'évolution des coûts de revient des services par canal de prestation. Elle a développé un modèle financier de répartition des coûts par activité. Ces éléments font effectivement partie des mesures d'évaluation. Pour ce faire, un suivi des parts de marché est effectué, ainsi que des efforts requis pour livrer les services de personne à personne, et ce, autant pour les services fournis par la SAAQ que par ses mandataires. Aussi, les gains liés à l'utilisation des services électroniques font partie des mesures de performance. **La Régie des rentes du Québec -** Dans sa gestion, la Régie utilise différents indicateurs permettant d'évaluer sa performance, incluant la satisfaction de la clientèle. De façon plus spécifique, pour mesurer la réussite de sa stratégie de migration, la Régie a ciblé 10 transactions pour lesquelles elle pouvait faire des progressions. En 2005-2006, 15% de ces transactions étaient réalisées par libre-service. L'objectif visé était d'augmenter ce taux à 29% en 2011.

Aujourd'hui, ce taux est de 42 % ce qui a dépassé les attentes. De plus, un sondage réalisé auprès de la clientèle a permis d'évaluer que la stratégie de migration n'a pas eu d'impact significatif sur la perception de la clientèle concernant son libre choix. C'est pourquoi on peut dire aujourd'hui que cette stratégie est réussie.

Services Québec - L'organisation s'est dotée d'outils pour suivre de près l'achalandage pour chacun des modes de prestation de services et analyse les mouvements de la clientèle. Ainsi le taux d'utilisation des services pour chacun des modes permet de mesurer l'impact des actions visant à favoriser la migration de la clientèle. Une première étape pour bien orienter la prestation de services a été de tenir des groupes de discussion afin de s'assurer de répondre aux besoins et de bien connaître les attentes de la clientèle. Par ailleurs, des sondages sont menés régulièrement afin de mesurer le taux de satisfaction de la clientèle à l'égard des modes de prestation et des services offerts par l'organisation. De plus, avant de mettre en ligne de nouveaux parcours personnalisés, des tests d'utilisabilité sont conduits afin de connaître les besoins et les difficultés de navigation des utilisateurs et d'améliorer le service, le cas échéant. Les sondages de satisfaction de la clientèle s'appuient sur l'utilisation de l'Outil québécois de mesure (OQM) de la satisfaction de la clientèle. Cet outil peut être employé pour différents modes de prestation : personne, téléphone, poste, courriel, Internet. Lorsqu'applicable, la consultation est d'ailleurs faite selon le mode de prestation utilisé par la clientèle. (par exemple, pour évaluer un service en ligne, le sondage sera effectué par Internet). L'OQM comporte douze sections de questions et d'énoncés qui permettent d'évaluer divers éléments, dont entre autres le niveau général de satisfaction et la qualité perçue de la prestation de services selon dix aspects (simplicité, clarté, accessibilité, apparence, fiabilité, empathie, empressement, respect, justice, confidentialité). Le tableau qui suit présente le modèle théorique de l'Outil québécois de mesure.

SCHÉMA 1
Les variables et le modèle conceptuel de l'Outil québécois de mesure
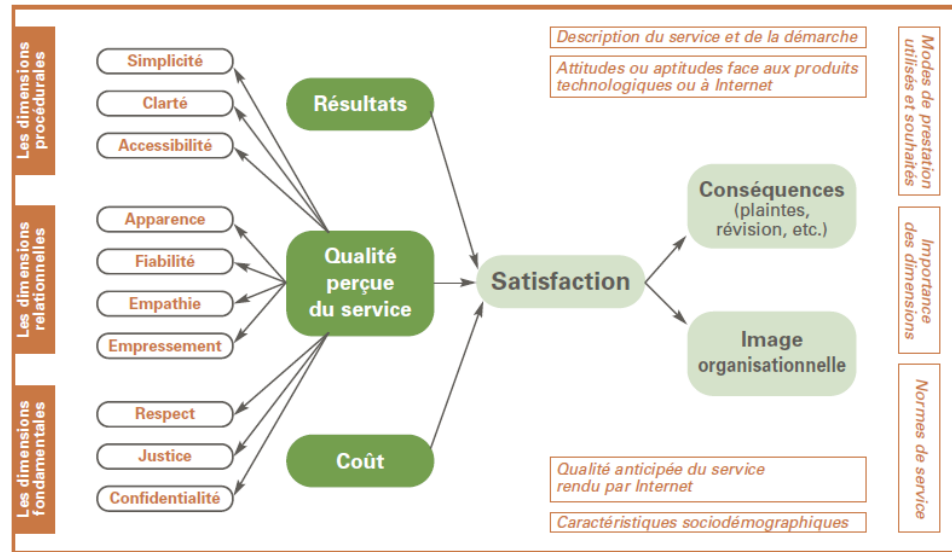
L'organisation s'est dotée de ressources spécialisées en coût de revient. Un système qui permet d'évaluer le coût complet unitaire des produits et services par mode de prestation de services, par type d'activité et par poste de dépenses a été mis en place. Ce système répartit les dépenses d'administration, de gouvernance et de soutien à la prestation de services. Le système mis en place permet de suivre et de comprendre l'évolution de nos coûts et ainsi que de soutenir la prise de décision en regard de l'évolution du panier de services, du modèle de financement, de l'efficience et de la performance. Oui, ces deux éléments sont considérés. D'autres facteurs entrent aussi en ligne de compte comme la qualité du service et le temps de réponse pour chacun des modes. La réussite se mesure par la combinaison de plusieurs facteurs et éléments de mesure.

FEDERAL	
PWGSC	Business lines regularly conduct surveys through their account executives to assess client satisfaction – although not on channels per se. PWGSC has put in place a Client Barometre to measure client satisfaction among government clients and this would capture any issues around channels. This is a new functionality. Costs for channel management are not captured centrally, as different groups are responsible for different channels (Web, call centres) and there are significant regional differences.
Service Canada	Service Canada utilizes a number of performance measurement frameworks. These include: i. On-line feedback and comment systems (for both client and staff) ii. On-line surveys and feedback mechanisms iii. Public opinion surveys iv. Usability studies.

v.	Bi-annual client satisfaction survey.
vi.	'Mystery Shopper'
	Decreasing channel costs or the number of clients using a given channel, although important metrics, are not considered to be the only measures of success for Service Canada. Rather we seek to optimize channel costs while also continuing to meet client expectations and needs (accessibility, privacy, etc.) There is a growing expectation on the part of clients (over a wide range of demographics) to be able to self-serve using a variety of digitally based technologies. Service Canada is working to meet these expectations.

9. What, if anything, is your jurisdiction undertaking in the area of channel migration? Is your jurisdiction using any form of incentives to assist clients in the channel migration process?

Jurisdiction	Response
MUNICIPAL	
MISA	Nothing special.
City of Calgary	No, but we have considered this, just not sure how it would work and what our incentive would be except convenience to the citizen.
Quebec City	A venir
Region of Peel	See number 6. We are planning to promote availability of transactions on lower cost channels during agent mediated interactions.
PROVINCIAL / TERRITORIAL	
PEI	There is increasing demand for on-line service delivery. The jurisdiction has been successful in isolated migrations but these projects do not follow a repeatable methodology or process.
Yukon	Nothing.
Manitoba	Online service delivery continues to be a priority for Manitoba. The same committees which were mentioned earlier are also responsible for online service delivery. We continue to build foundational pieces of technology and look for opportunities to move certain channels into the online world. We have started using social media this past year to communicate flood information, road closures, highway conditions, safety alerts, and other news releases. There is a continued focus of migrating more services online, or adding that channel.
Nova Scotia	We have plans to develop a channel migration strategy. We currently do not offer incentives to assist clients in channel migration.
Ontario	Please refer to question #3
British Columbia	No specific channel migration strategy at this point.
New Brunswick	This work is being done at the present time.
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) -** Un vaste chantier a été entrepris en 2010 pour élaborer une stratégie de migration d'une partie de la clientèle vers des prestations de services

électroniques. L'étude d'opportunité a été complétée et l'organisation a inscrit le projet au Plan de gestion intégrée des investissement (PGII) afin qu'un dossier d'affaires soit réalisé. Celui est attendu pour décembre 2011. Une fois que les nouveaux services en ligne seront déployés, la Régie s'engagera dans une stratégie de persuasion active, tout en laissant le libre choix et en maintenant la qualité des services, auprès de sa clientèle. La migration de la clientèle vers ces nouveaux modes de prestation se fera graduellement et avec souplesse.

Société de l'assurance automobile du Québec (SAAQ) - Actuellement, la SAAQ a mis en place quelques incitatifs au niveau des coûts et des délais et fait certains efforts de promotion pour mieux faire migrer la clientèle vers les modes électroniques. Par exemple, il en coûte actuellement 3 $ de frais administratifs de plus pour payer son renouvellement (permis ou immatriculation) en point de services qu'en utilisant les facilités WEB et postales. Elle poursuit sa veille et l'analyse des meilleures pratiques pour mieux se documenter sur les stratégies gagnantes qui pourraient être mise de l'avant pour accentuer efficacement la migration vers l'utilisation des canaux les plus performants. Par contre, elle demeure très prudente dans ces formes d'encouragements pour ne pas discriminer les clientèles plus vulnérables (les individus à faible revenu, les jeunes, les immigrants, les personnes âgées et à mobilité réduite, etc.). Enfin, elle est actuellement à l'étude de modèles qui priorisent certains modes à la fois plus avantageux pour les clients et plus économiques.

La Régie des rentes du Québec - Jusqu'à maintenant, la Régie a surtout attiré l'attention des clients sur les modes les plus efficients. Elle a aussi dans certains cas pris des engagements de services plus courts pour les services web et elle a cessé de prendre des engagements de services pour les services rendus en personne (ces services peuvent tous être rendus par d'autres modes plus efficients). Dans l'avenir, la Régie travaillera à l'identification et à l'implantation d'actions devant concourir au succès de ces différentes initiatives. A titre d'exemple, l'implantation récente d'un accès par le client à son dossier sur Internet (Dossier citoyen) sera accompagnée par la concrétisation d'actions de différentes natures devant favoriser son utilisation effective de façon autonome.

Services Québec - L'organisation met en évidence le mode électronique le plus possible. Ainsi, toute restructuration de site Internet favorise l'utilisation des services en ligne en mettant au premier plan les prestations électroniques de services et en repositionnant à un second niveau les autres modes de service. D'ailleurs, le système de réponse vocale interactive (RVI) en place en matière de téléphonie favorise l'autonomie du citoyen en mentionnant l'adresse électronique du Portail

	gouvernemental de services dans ses messages d'attente. Des initiatives ont été entreprises quant à la migration des clientèles vers les modes de prestation de services en ligne. Elles sont : Le Service québécois de changement d'adresse (SQCA). Pour ce service, les principes de base de la stratégie de migration vers le Web sont : Le portail doit faire une place de choix au service transactionnel du SQCA, afin de simplifier l'accès au citoyen. Une priorité est accordée au mode électronique : les autres modes doivent faire la promotion du Web. Le fait de prioriser les services en ligne n'élimine pas les autres modes : si le citoyen veut utiliser un autre mode de prestation que le Web, son choix sera respecté. Un accompagnement de la clientèle, par téléphone et au comptoir, dans l'utilisation des services en ligne est prévu. D'autres moyens sont utilisés, soit le référencement et les sites Web des MO pour aiguiller la clientèle vers le SQCA par Internet et faire connaître le service de même que la RVI de Services Québec et des MO partenaires pour promouvoir le service SQCA Internet. Le SQCA doit présenter un contenu facilement accessible sur le portail, ergonomique et attirant pour la clientèle. Les services du Directeur de l'état civil (DEC) Le DEC a commencé par développer ses services de façon électronique en 2007. Afin d'inciter les citoyens à utiliser davantage les services en ligne, le DEC a instauré, en décembre 2009, une tarification différenciée selon les modes de prestation de services. Ainsi, il coûte moins cher de faire une demande de certificat par Internet que par les autres modes de prestation. De plus, il y a eu un repositionnement de l'information sur la page d'accueil du DEC de façon à mettre plus en évidence les services en ligne que les formulaires imprimables (PDF). Le DEC a aussi développé une nouvelle méthode d'authentification pour les certificats de mariage et les nouveaux parents, soit DEClic! Express. Ainsi, ces clientèles n'ont pas besoin de s'authentifier avec ClicSÉQUR (qui peut être perçu comme étant complexe d'utilisation à cause des renseignements personnels qui y sont demandés) pour avoir accès à ces services. Ils reçoivent à leur domicile une lettre avec un numéro d'accès rapide sécurisé (NARS) et peuvent ainsi effectuer leur transaction en ligne de façon plus rapide et efficace. De plus, l'organisation offre de l'aide à la navigation pour ClicSÉQUR, le service d'authentification en ligne. Pour les services du Registraire des entreprises, qui sont désormais seulement accessibles par mode électronique, il est possible pour les citoyens d'obtenir de l'aide directement aux comptoirs de Services Québec où un préposé aux renseignements les aidera à remplir leurs demandes de permis.
FEDERAL	
PWGSC	Many self-serve functionalities have been introduced via existing or new Web applications in a number of areas, such as pay and pension, desktop management and travel (cf. Travel AcXess).

	There has also been considerable consolidation of business line Web functionalities. For example, as part of its e-Strategy, the Acquisitions Branch has undertaken an initiative to reduce the number of sites to provide both better client service and to decrease costs associated of operating so many sites, maintaining the infrastructure and paying for the compliancy costs such as web accessibility and security. One outcome was the introduction of the Buyandsell.gc.ca Web site in September 2010. Buyandsell.gc.ca is the main location for government buyers and industry suppliers to find information about doing business with the Government of Canada. Buyandsell.gc.ca guides users through the steps for doing business, such as finding a contact, registering, or locating business seminars on doing business. Buyandsell.gc.ca has received endorsement from leading associations such as the Canadian Federation of Independent Businesses, the Information Technology Association of Canada and the Canadian Advanced Technology Association. Buyandsell.gc.ca is the first PWGSC Web site to use more advanced analytics. From these analytics, it is possible determine visitation patterns, what information is being consumed, what is not and to begin a process of metrics driven continuous improvement.
Service Canada	As mentioned above, there is a growing demand and popularity associated with Web based information and on-line self-service delivery. Our Web based traffic has doubled every year since inception. Service Canada is working on a number of fronts to improve the on-line experience and provide more self-serve options. These include enhancements to the Web sites (and associated tools), expansion and enhancement of the My Service Canada Account (MSCA) personalized and secure service entry interface. Our primary focus at present is to work towards ensuring that as many clients as possible are satisfied enough with their on-line experience that they will rely on this channel as their primary entry point and information source. However, clients using other channel entry points are constantly reminded of the availability and speed of the on-line channel.

10. There is greater emphasis in many governments on the on-line and/or mobile channels. Please describe any innovations or best practices related to the use of the on-line or mobile channels in your jurisdiction or for specific programs/services in your jurisdiction?

Jurisdiction	Response
MUNICIPAL	
MISA	Most municipalities have been providing online service for years. Many are now developing and implementing mobile applications. These typically require the software vendors to upgrade their products.

City of Calgary	We are currently working with a vendor to create an application that would integrate with our CRM/Work order system. Hope to be live in the spring of 2012.
Quebec City	La VQ en est à ses débuts en termes de mise en ligne de services transactionnels. Actuellement, le citoyen peu déposer une demande d'emploi et renouveler certains permis à partir de son domicile. Les citoyens peuvent recevoir des alertes « déneigement » à partir de leur téléphone mobile et un projet pilote débutera en septembre permettant aux citoyens de commenter sa participation à une activité de la ville via twitter .
Region of Peel	We have limited online transactional capability currently. There is no mobile capability.
PROVINCIAL / TERRITORIAL	
PEI	Not applicable
Yukon	See question 6
Manitoba	We report monthly on online service improvements. The aforementioned committees approve lists of online services to be deployed. We have built some foundational policy work and procedures to facilitate social media use in government. I could certainly provide more detailed information on some other services should you be interested.
Nova Scotia	We have added Interac as a payment method for online services to address the barrier that exists for some clients not wanting to use credit cards online. We are in the beginning stages of developing our first mobile website.
Ontario	There will likely always be certain segments of the population who are either unable or unwilling to process transactions on specific delivery channels. Although this represents an active barrier to our organization's ability to maximize efficiency, as time goes on, and a larger percentage of the population has lived their lives surrounded by technology, it should become less of an issue. In the time being, we continue to offer our services through a variety of different channels, although we actively attempt to highlight/advertise self serve channels over other more costly options. In addition, we strive to make our services (especially those offered online) as simple and quick as possible in order to create a positive customer experience. Although access is not normally a large concern, we have worked with municipalities across the province (especially in the North) to implement online and computer access in local libraries for public use.
British Columbia	• With respect to on-line in general, our best practices are now based on including a comprehensive research approach to identity client and user needs before any on-line development takes place. Coupled with that approach to new development is an emphasis on

	reducing stale, legacy content and unused properties that are creating a complex environment for users to navigate. These two approaches are definitely innovative in this province where previously success in web development was largely dictated by the speed of development and the size of a ministry's web holdings.
	• In particular, one innovation we are supporting is called the "Service Finder" which is a separate catalogue of government services and forms that acts as a reference finder across government. This unique application allows us to create a persistent tool available across government web that continues to track and orient services regardless of changes to any service's location within government. The particular emphasis on "forms" is also unique in that it is being treated as a distinct service offering as opposed to a (frequently obscure) adjunct to services.
	• On mobile, while B.C. is still only scratching the surface on this topic, it is evident that best practices will lay in our ability to identify and surface specific services that area appropriate for mobile users. This is a far more effective approach than to endeavour to ensure that all government properties are mobile-ready. This selective approach has been utilized in jurisdictions like California who are being lauded for their state of mobile readiness.
New Brunswick	We are currently looking at ways to increase online services uptake (innovations and best practices??). Mobile technology is also on our radar and we are in the process of determining exactly which type of mobile technology would better suit the needs of our customers while also being the most cost efficient method. An example of an approach to increase online services uptake is to offer an online email reminder for motor vehicle registration renewal reminders. This reminder used to only be sent via mail, now SNB offers the ability to sign up for an email reminder, both reducing costs and increasing the likelihood of completing the transaction through the email link to the service.
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) -** Des services conjoints ont été développés avec d'autres organismes permettant au citoyen de communiquer une seule fois de l'information. Une fois reçue, l'information est alors transmise à plusieurs organisations. Le Service québécois de changement d'adresse en est un excellent exemple. Il existe aussi un service commun de validation en ligne de l'admissibilité des bénéficiaires ainsi qu'un regroupement de services dans un site commun. Enfin, la Régie partage certaines informations en ligne avec d'autres organismes.

Société de l'assurance automobile du Québec (SAAQ) - La SAAQ poursuit ses efforts pour optimiser et développer des services en ligne dans le but d'accroître l'utilisation de la prestation électronique de services. À ce jour, treize services transactionnels sont accessibles de façon autonome, par voie électronique, en institution financière ou chez |

des partenaires. La prestation électronique de services connaissant une progression constante, la SAAQ a la volonté d'élargir l'accessibilité, par voie électronique, aux services informationnels et transactionnels et d'inciter la clientèle à les utiliser. Les développements informatiques nécessaires pour permettre l'utilisation de la solution forte d'identification gouvernementale et de meilleures facilités de paiement devraient éventuellement permettre d'accroître sensiblement son offre de service en ligne. Par ailleurs, la SAAQ considère les opportunités du mobile et d'Internet pour ses prochaines stratégies de migration des clientèles. Elle effectue une veille électronique dans des provinces ou administrations similaires à travers le monde, des ministères et organismes québécois et d'entreprises privées pour connaître les meilleures pratiques. Elle s'est également associée à divers projets du Centre francophone de recherche en informatisation des organisations (CEFRIO) et du Centre d'expertise des grands organismes (CEGO) afin, notamment, d'améliorer sa connaissance de la clientèle en ce qui concerne les services en ligne. Notons que la SAAQ innove en consultant des modèles provenant d'autres domaines d'affaires afin de s'inspirer de nouvelles dynamiques proactives de communication avec ses clients. Ces modes électroniques sont des bons moyens d'attirer des clientèles cibles comme les jeunes plus prédisposés à certains types de services et transactions. L'organisation essaie déjà des applications mobiles et se positionne sur les réseaux sociaux. Elle expérimente de nouvelles approches communicationnelles avec ses clients. Enfin, ces moyens contribuent à améliorer la qualité des services et à mieux comprendre les besoins de la clientèle, divers projets de conception, de mise en œuvre, de mise à jour ou de transformation des services/programmes en découleront.

La Régie des rentes du Québec - La Régie a développé plusieurs services web et/ou offerts grâce à la réponse vocale interactive. Elle fait tout ce qu'elle peut pour en favoriser leur utilisation. Cela requiert une concertation au niveau gouvernemental pour mulitiplier les opportunités d'utilisation par les clients et favoriser la « navigation horizontale ». Pour ce qui est du mobile, la Régie est à l'écoute des tendances qu'elle suit attentivement mais aucun développement n'est en cours à ce sujet.

Services Québec - Mon dossier citoyen est une innovation liée à l'utilisation du mode électronique. Il permet aux citoyens de se créer un compte personnel en ligne pour gérer leurs transactions avec le gouvernement du Québec. De plus, les parcours personnalisés, accessibles par le Dossier citoyen ainsi que par le Portail gouvernemental de services, sont des initiatives importantes en matière de simplification des services. En remplissant un questionnaire lié à un événement de vie spécifique, un citoyen obtient une liste personnalisée de démarches, programmes et services du gouvernement du Québec

	auxquels il pourrait avoir droit, selon sa situation. L'équivalent des parcours personnalisés est disponible pour les entreprises avec les « questionnaires thématiques ». En remplissant les questionnaires, les entrepreneurs obtiennent la liste des obligations et aides financières applicables à leurs situations. Enfin, le secteur des services aux entreprises offre, depuis quelques mois, une version mobile de l'espace Entreprises ainsi que quelques applications qui peuvent être utilisées par téléphone intelligent. Nous offrons entre autres la possibilité de recevoir des alertes sur mobile relatives à des échéances touchant des obligations périodiques à compléter par les entreprises.
FEDERAL	
PWGSC	PWGSC is studying the potential of social media to deliver services but has no specific plan in place to date. With regards to innovations, see question 9 above.
Service Canada	As mentioned above, Service Canada is committed to the following the guiding principles and strategy established in our Integrated Service Experience model. This includes a focus on expanding the use of our on-line channel while relying on other channels to support this migration and/or assist Canadians with more complicated transactions. Service Canada is also working to bring all of its online material in compliance with more stringent accessibility requirements in accordance with the current World Wide Web Consortium Web Content Accessibility Guidelines (WCAG 2.0) conformance requirements Service Canada is also studying innovative ways to increase online usage by leverging its other more traditional channels - such as 'Virtual Agent' (a phone operator is available to co-browse when necessary) and the provision of online access terminals at its in-person centres and to provide rapid registration for the online My Service Canada Account.

11. The ICCS' Citizens First 5 and Taking Care of Business 3 research studies showed that businesses and members of the general public are both using multiple channels to interact with their governments. Given this fact, what work is your jurisdiction doing to ensure that the various delivery channels are well-integrated and that the quality of service is consistent across the channels?

Jurisdiction	Response
MUNICIPAL	
MISA	See response to question No. 6
City of Calgary	We are heading towards only one public facing CRM system for all divisions of the city. We will then integrate, behind the scenes to the legacy software systems.
Quebec City	Des travaux en ce sens seront faits dans le cadre du projet CRC mais actuellement, nous avons un sondage qui se déroule aux 2 ans en alternance (citoyens/entreprises) pour sonder leur niveau de satisfaction

	à l'égard des services rendus par la ville et leurs attentes.
Region of Peel	See number 6.
PROVINCIAL / TERRITORIAL	
PEI	Not applicable.
Yukon	Where multiple channels are used (not widespread), periodic evaluation is undertaken
Manitoba	We take part in the ICCS activities and take the reports into consideration as we move the Manitoba agenda along. We also do our best to learn lessons from others to ensure that we offer the best quality service we can.
Nova Scotia	The Service Delivery Division is responsible for the operation of all delivery channels which results in consistency in service integration and service delivery across the channels.
Ontario	ServiceOntario's channel management business model relies heavily on public-private partnerships. Currently, two-thirds of our in-person network is operated by private service providers and we have just recently renewed our long standing partnership with Teranet Inc who owns the exclusive rights to provide electronic land registry services on our behalf. As part of the most recent Ontario budget review, ServiceOntario has committed to exploring further opportunities for privatization and relationships with the private sector. In addition to relationships with the private sector, ServiceOntario has collaborated with several federal government bodies in order to optimize the delivery of our services and the customer experience. For instance, thanks to a joint venture with Industry Canada, ServiceOntario integrated over 160 separate and fragmented numbers into a single 1-800 contact number for access to business information. The "Business Info Line" seamlessly connects 12 business related programs across multiple ministries and can route calls to an additional 70 government programs and hundreds of services.
British Columbia	Making sure the right services are offered through the right channel – but this is not a broad reaching strategy.
New Brunswick	Efforts are consistently made to ensure quality of service continuity across channels and customer satisfaction surveys to measure them. Currently Service New Brunswick is working on a business services strategy to better align the services experience through a customized portal with improved integration of services. Customer satisfaction research is an ongoing going component of both our business plan as well as our corporate strategy map. Developing quality control measures to ensure that the various delivery channels are well-integrated and that the quality of the service is consistent across channels is something that we continually strive for. This should be done before/during the process

	of expanding our channels to mobile and enhancing our online channel.
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) -** À l'intérieur de la Déclaration de services aux citoyens, la Régie diffuse ses engagements et informe l'ensemble de sa clientèle des modes de prestation de services disponibles. Pour bien intégrer les différents modes de prestation, la population est informée des modes disponibles via diverses campagnes d'information ou par des messages sur la RVI. La Régie a également mis en place des mécanismes d'assurance qualité (exemple écoute téléphonique) et produit à chaque année une reddition de compte. Pour appuyer les efforts d'information, d'intégration et d'amélioration, des sondages sont effectués régulièrement auprès des personnes assurées afin de connaître leur niveau de connaissance de nos prestations de services ainsi que leur appréciation de notre qualité des services. Du point de vue organisationnel, les processus de communication et d'information sont revus périodiquement et de la formation au personnel est offerte.
	Société de l'assurance automobile du Québec (SAAQ) - Un des engagements généraux de la déclaration de service aux citoyens de la SAAQ est de « traiter les demandes de manière équitable et confidentielle ». De ce fait, lorsqu'un service/programme est rendu disponible par différents modes de prestation, il s'avère essentiel pour la SAAQ que ceux-ci soient bien intégrés et que la qualité du service soit uniforme, peu importe le canal utilisé par le client. Lors de projets visant à déployer de nouveaux services/programmes ou à améliorer des services/programmes existants, plusieurs intervenants sont appelés, en phase de conception, à définir la façon dont le service doit être rendu. Parmi ces intervenants, certains doivent s'assurer du respect de l'équité et de la qualité de la prestation de services, et ce, tout au long du projet. De plus, lorsque les services/programmes sont déployés, la SAAQ s'assure du maintien d'une prestation équitable de qualité en s'assurant de gérer les impacts des différents projets sur la prestation de services en vigueur.
	La Régie des rentes du Québec - Depuis plusieurs années nous essayons de favoriser la continuité du service et l'uniformité de la qualité entre les différentes interventions des clients auprès de la Régie. Pour ce faire, quelques moyens ont été mis en place. Par exemple : Le personnel responsable de répondre à la clientèle est le même pour tous les modes de prestation. Il est assujetti à un processus d'assurance-qualité en place dans tous les modes de prestation (téléphone, courriel, comptoir). Les pratiques sont ainsi uniformisées. De plus, la Régie a mis en place le nécessaire pour favoriser la continuité du service lorsqu'il y a transfert d'appels entre deux employés. Soit que les 2 employés peuvent se parler pour éviter au client de répéter son besoin, ou encore le 1er employé inscrit à l'écran une mise en contexte qui est transmise

	automatiquement à l'écran du 2e employé qui reçoit l'appel par transfert. Autre chose, le personnel de la Régie peut inscrire au dossier une note qui permet à quiconque à la Régie qui doit consulter le dossier de mieux comprendre le besoin du client ce qui favorise la continuité du service entre les différentes interventions des clients. La Régie dispose également d'un sytème informatisé de workflow qui facilite grandement le cheminement et l'affectation optimale des dossiers. Bien que ces mesures soient nécessaires, elles ont malgré tout leurs limites. C'est pourquoi la Régie continue de travailler cet aspect du service. **Services Québec -** Services Québec utilise le répertoire des programmes et services (RPS) comme outil pour répondre aux citoyens, peu importe le mode de prestation. Ce répertoire est une banque de données contenant de l'information sur les programmes et services du gouvernement du Québec. Tous les modes de prestation utilisent ce système de mission qui est la base pour répondre aux citoyens. Ce système est également utilisé par les internautes. De plus, dans l'intranet de Services Québec, on retrouve une zone Prestation de services qui s'adresse aux préposés aux renseignements, à leurs chefs d'équipe, aux responsables en prestation de services du réseau de Services Québec, ainsi qu'aux personnes qui leur apportent un soutien dans leur tâche. Toutes les procédures, instructions, formulaires et autres outils de travail nécessaires à la prestation de services au comptoir, au téléphone et par courriel sont rassemblés dans cette zone. L'information y est présentée par catégories, notamment par profils de tâche.
FEDERAL	
PWGSC	PWGSC is currently creating a profile of its current channels, in terms of their number, volumes, quality of information, management and cost. A common channel management strategy for the PWGSC will help ensure current contact points and processes are optimized and properly balanced.
Service Canada	Service Canada is working on a number fronts to streamline processes and leverage new technologies including: i. An integrated "Service Experience" model. ii. An integrated information management system supporting all channels. iii. Revised and updated information architecture. iv. An expanded My Service Canada Account (MSCA) account system. v. A more powerful Web based search capability. vi. Points of Service Strategy (optimized in-person network). vii. An enhanced intranet and associated management tools. viii. Cross channel support tools and processes.

12. Has your jurisdiction encountered situations in which programs/services have clients who are unable to access certain delivery channels or who are unwillingly to access certain delivery channels? If so, how has your jurisdiction addressed this issue?

Jurisdiction	Response
MUNICIPAL	
MISA	Alternative service channels are added and existing channels have not been eliminated, so customers always have the chose between the traditional or new channel.
City of Calgary	We try to ensure that we always have the in person and via the telephone options available for all access to services.
Quebec City	Non, compte tenu de l'engagement de la ville de laisser aux citoyens le libre choix du mode de prestation. Actuellement tous les modes traditionnels sont utilisés. L'utilisation de certains a diminuée au profit d'autres (fax et courrier vers courriel et téléphone). Le service téléphonique demeure le mode privilégié.
Region of Peel	N/A As Peel Region is a large multi-cultural region, at times there seems to be a language barrier for some clients where English is not the first language. The contact centre and Access Peel counters utilize a language interpretation service to assist these clients. The service is also used within our Human Services and Public Health areas.
PROVINCIAL / TERRITORIAL	
PEI	No.
Yukon	YG recognizes that there are segments of the population that prefer the face to face interaction. As well, that there are segments that are more open or demanding of other modalities for interaction.
Manitoba	I can't speak to this specifically as it would vary from program area to program area and without an overarching channel management committee and strategy it is difficult to answer this.
Nova Scotia	We have eliminated channels of delivery for a few services. To date, if we make a service available online, it typically remains available in person as well. We have made some services mandatory online for specific stakeholder groups, for example the legal community for the Land Registration Online System.
Ontario	Privacy is always an active constraint for modern government service agencies. In reality, we simply do not have the same level of flexibility to implement shared or integrated services as compared to the private sector. With that said, we actively work with our internal privacy office to find creative solutions that allow us to implement cross-ministry integrated services while still respecting the privacy rights of our citizens. The implementation of a strong authentication framework is critical to finding success in the online channel. It is imperative to implement stringent authentication requirements while, at the same time, not

	interfere with the customer experience. If a balance between these two opposing forces is not found, there is a very real risk of either developing an unusable service or greatly increasing the risk of customer fraud.

ServiceOntario is currently in the process of developing an enterprise approach towards authentication in order to ensure consistency across our channels. For the time being, we embed individual authentication requirements at the transaction level; however, it is our hope to move towards a step-up authentication framework so that we can authenticate the customer once, to the level required based on the services that they wish to complete, per visit/interaction.

From – I&IT Innovation, Controllership and Strategy (ICS) Division, OCCIO – The Government of Ontario has adopted a central, strategic approach for identity, authentication, authorization and access management that can assist greatly when services are migrated to electronic delivery channels. Integral to this direction is the application of strong security measures intended to protect information and transactions. The Government of Ontario also relies on a combination of information classification, operating procedures, and mandatory safeguards to protect privacy. While work is still underway on aspects of the overall strategy, several components have been successfully deployed to date, and see use in citizen services involving personal information. Published security standards additionally guide all programs to select those technologies or solution designs deemed capable of protecting the confidentiality and integrity of information, even when channels such as the Internet will be used. |
| British Columbia | • Service Location Strategy – development of an enterprise approach that enables more appropriate and responsive in person service delivery. Better utilization of government infrastructure.
• Improve Internet Access Connectivity http://www.network.gov.bc.ca
• First Nations Connectivity and Capacity Building (Ongoing) -- Connectivity to B.C.'s 203 First Nations is a priority for First Nations leadership and the Province. Through the Pathways to Technology project, administered by the All Nations Trust Company, First Nations organizations will lead broadband Internet connectivity efforts to First Nations communities by 2016.
• Connecting Citizens Grant Program (2008-2011) – Since 2008, the Province has provided $6.83 million through Network BC's Connecting Citizens Grant Program and funded nearly 150 connectivity projects to establish the local infrastructure needed to bring high-speed Internet services to over 210 locations throughout B.C. Round Three (2010/11) was the final round of the program.
• More information about programs offered through NetworkBC can be found at: http://network.gov.bc./programs.htm |

New Brunswick	N/A
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) -** La Régie a comme ligne directive de toujours laisser le libre choix au citoyen du mode de prestation pour obtenir un service. Ainsi, s'il n'est pas satisfait ou s'il n'a pas accès à un mode service il peut lui-même en choisir un autre ou être rediriger par l'un des membres de notre service à la clientèle vers un autre mode de service afin qu'il obtienne satisfaction. **Société de l'assurance automobile du Québec (SAAQ) -** Dans ses travaux de réflexion sur la transformation de l'offre de service, la SAAQ a identifié les principaux freins à l'utilisation de certains services offerts en prestation autonome de services. Pour faciliter l'adhésion à ce mode de prestation, la SAAQ envisage d'utiliser la solution gouvernementale d'authentification afin de rendre disponibles des services additionnels nécessitant une authentification plus forte du client; l'ajout de nouvelles facilités de paiement est également étudié. Ces deux éléments faciliteraient l'adhésion à la prestation autonome de services des clients qui ne veulent ou ne peuvent pas accéder à ces modes de prestation, de toute façon la SAAQ a le souci de maintenir au moins un canal universel de prestation. Dans le passé, la SAAQ a également instauré un incitatif pour faire migrer la clientèle se déplaçant en point de services pour payer le renouvellement de son immatriculation en modulant la tarification des frais administratifs afin de diriger le client vers un canal plus performant. **La Régie des rentes du Québec -** Même si la Régie fait tout ce qu'elle peut pour attirer l'attention des clients sur les libres-services, tous les services sont offerts par au moins un mode universel que sont le téléphone et la poste. Le client a toujours une option pour utiliser nos services ce permet d'éviter l'exclusion. **Services Québec -** Non, la majorité de nos services directs sont offerts en multimode. Le développement des services électroniques en ligne pourrait entraîner certaines contraintes pour la clientèle mais l'organisation n'a pas reçu de plaintes à cet égard. L'accès à Internet en haute vitesse n'est pas acquis pour toutes les régions du Québec et cela pose un défi particulier et oblige l'organisation à maintenir la prestation de services directs dans des modes plus traditionnels.
FEDERAL	
PWGSC	No significant issues have been reported.
Service Canada	Service Canada works proactively with special needs clients in whatever manner may be appropriate on a case by case basis. For example, with increasing demand for access to key programs such as the unemployment and skills programs as a result of the economic downturn, Service Canada created mobile outreach teams and rapid

| | registration processes targeted to and available in priority regions. Although Service Canada has a strategy and objective to migrate as many transactions as possible to the on-line channel we still support and adhere to the principle that citizens have a right to contact us using their channel of choice. |

13. In your jurisdiction, have there been any channel-related partnerships or privatization relationships implemented or considered in order to improve channel management or optimize program/service delivery? Please describe any such partnerships implemented or considered.

Jurisdiction	Response
MUNICIPAL	
MISA	Yes. Most municipalities have partnered with their financial institutions to allow tax and utility payments to be process through the online and walk-in banking service. Further, municipalities have worked extensively with their software developers to add the service and channel capabilities to their products.
City of Calgary	Please see #10 above.
Quebec City	Pas actuellement. Sera exploré dans le cadre des travaux du CRC
Region of Peel	211 partnership with 211 Ontario and the other seven Ontario 211 service providers. 311partnership with Mississauga and Brampton. Seniors Portal, Bizpal and Immigration Portal are all multi-jurisdictional partnerships. Peel Region is also currently in discussions with ServiceOntario to see if there are ways to improve/optimize service delivery and channel management.
PROVINCIAL / TERRITORIAL	
PEI	No.
Yukon	• 811 – Non emergent health-line service complemented with a web based information site and a hard copy health guide. This initiative leverages the Health Line Services BC infrastructure. • 511 – Highway and driving conditions phone line. • 911 – Emergency line. Not available outside Whitehorse for technological and human referral coverage reasons.
Manitoba	There is a partnership between Manitoba Blue Cross and the Province for a new health claims processing system. Business Transformation is also looking to partner with Manitoba Public Insurance on future identity management initiatives which is becoming increasingly important in service delivery.
Nova Scotia	We have an outsourcing agreement with Unisys Canada. They currently host and operate the Nova Scotia Business Registry, Personal Property Registry, Driver Insurance Abstract Service and several online financial transaction based services.

	Partnered with the barristers community on the co-design and delivery of the Land Registration System.
Ontario	In addition to the best practices discussed in question #8, ServiceOntario has also developed several innovations for Ontario businesses. For example, the ONe-Source for business portal is Ontario's free online service for access to all business related government services and information. ONe-Source allows Ontario businesses to quickly and easily keep track of relationships and accounts with various government programs, gain access to permitting and licensing information, find, fill-in, and submit forms electronically, and soon, receive service alerts/reminders to complete various required interactions with government.
British Columbia	Yes, B.C. has entered into Alternate Service Delivery projects. Details can be found at: http://www.lcs.gov.bc.ca/asd/alliance/summaries.asp

Following is a listing of all ASD projects and a summary of the services that are delivered through these agreements.

BCeSIS (Ministry of Education) – Common student information system for the education sector. The Common Student Information System is a shared school district application that has replaced many existing and stand alone student information systems that have become obsolete and unable to keep pace with school and school board management needs. The systems include student registration, enrolment, scheduling, recording of marks and outcomes, and reporting. The new common system provides the underlying systems infrastructure needed to improve education management and ultimately drive student achievement.

Health Insurance BC – Modernized and improved administration of the Medical Service Plan and PharmaCare. The Health Insurance BC (HIBC) administers the Medical Service Plan (MSP) and PharmaCare programs and is managed on behalf of the BC government by MAXIMIS BC. HIBC is committed to continual service improvements to make it easier for British Columbias to access MSP and PharmaCare services.

Network BC – Telecommunications services contracts to connect B.C. communities to high-speed internet and lay the foundation for a next generation network to enable e-health, e-education and e-government. NetWork BC is now a dedicated project office within the Ministry of Labour, Citizens Service and Open Government. NetWork BC was created to work with British Columbia communities and the private sector to bridge the digital divide in British Columbia. In August 2011, a strategic telecommunications contract was signed largely replacing |

NetWork BC that will provide services to BC over the next 10 years.

Service BC (Enquiry BC) Project – Creates the foundation to provide consistent, seamless, and integrated access to government information and services via on-line, telephone and in-person service delivery channels. The scope of the agreement includes the management and operation of Service BC's contact centre and portal environments, as well as various projects to improve service delivery such as the development of a channel management strategy which will provide the framework for integration efforts within and across Service BC's service channels.

Pan-Canadian Health Surveillance Solution – Collection, sharing and analysis of health information to assist public health officials in managing public health outbreaks. The Pan-Canadian Public Health Communicable Disease Surveillance and Management Project will develop an integrated public health surveillance solution system, focussed on the management of communicable diseases. This system, named "Panorama", will provide public health officials with the real-time ability to collect, share and analyze health information critical for managing health problems such as SARS, Avian Flu and other communicable diseases in Canada.

Property management – the rationale for implementing the outsourced service delivery model was to enable Shared Services BC to evolve as a shared service provider by shifting the delivery of non-core government services to the private sector, which would allow the organization the opportunity to focus on providing strategic accommodation planning and real estate advisory services and asset stewardship to government and customers.

Provincial Human Resource Management System Partnership – Application management for human resource payroll systems and payroll processing services. The Payroll Operations and Information Management (POIM) and Payroll Services Project transfers the application management for human resource payroll systems and payroll processing services from government to the private sector. On November 9, 2004 the government entered into a long-term relationship with TELUS Sourcing Solutions Inc. and TELUS Communications Inc. (collectively TELUS) to deliver these services.

Provincial Laboratory Information Solution – Provides consolidated diagnostic laboratory test results to authorized caregivers, across British Columbia. On April 13, 2007 the Province of British Columbia, as represented by the Ministry of Health, entered into a long term relationship with Sun Micro Systems (BC) Inc. (SUN) to design, build,

implement and operate two systems; the Provincial Laboratory Information Solution (PLIS) and the Interoperable Electronic Health Record (iEHR) projects to deliver services. These two services will provide the foundational components for eHealth.

Residential Tenancy Branch – Develop and implement an online and contact center based system to support the Residential Tenancy Office. The Residential Tenancy Branch (RTB) of the Ministry of Energy and Mines answers inquiries and resolves disputes between landlords and tenants pursuant to the BC Residential Tenancy Act and the BC Manufactured Home Park Tenancy Act. The RTB electronic integrated system project was initiated to meet public demand and increase service levels within budgetary constraints by taking advantage of private sector technology expertise. A contract was entered into with TELUS Communications Inc. and TELUS Services (collectively TELUS) in order to take advantage of technological solutions.

Revenue Services BC – Amalgamated and streamlined government revenue management processes to improve service and collection of receivables. The Revenue Management Project (RSBC) is a Ministry of Finance initiative to create an integrated and streamlined business and systems environment focussed primarily on the consolidation of non-tax revenue management functions across government. The RSBC Project is designed to leverage private sector expertise, technology and investment capital to improve a wide spectrum of government revenue management processes from collections, billing, accounts management to payment and remittance processing.

Strategic Transformation and Mainframe Services Project (STMS) – the Province's Ministry of Labour, Citizens' Services and Open Government provides the computing infrastructure necessary to run the majority of business applications for core government. On March 30, 2009, the Province and the Service Provider entered into a Master Services Agreement with EDS Advanced Solutions Inc. (EAS). Subsequently, Hewlett-Packard Company acquired EAS and as a result the Service Provider changed its name to HP Advanced Solutions Inc. The Service Provider was selected for their managed hosting and data centre services.

Workplace Support Services – Provision of workstations (desktop and laptop personal computers) and desktop support services. In December 2004, the Province and IBM Canada Limited entered into an alternative service delivery agreement for the provision of government's workstation services and management of the related technology infrastructure. The objective of the agreement is to deliver efficient, effective services that meet or exceed the standards of quality expected

	by government. These services are delivered to more than 30,000 employees in 20 government ministries, as well as several public agencies and Crown corporations. Earlier this year Shared Services BC joined this initiative. Workplace Technology Services, Shared Services BC within the Ministry of Labour, Citizens' Services and Open Government, manages the contract on behalf of the province.
New Brunswick	We have a contract with a private IT support company which provides our employees from across the province quick and efficient access to experts via one centralized toll free phone number. Other partnerships and privatization options will continue to be considered in order to ensure our channel management/migration are done properly.
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) -** Services Québec : La Régie participe au Service québécois de changement d'adresse qui permet, en une seule démarche, d'aviser six ministères et organismes du gouvernement du Québec du changement d'adresse d'un citoyen. SAAQ et le réseau des CLSC : Ces derniers sont mandatés par la Régie pour authentifier les bénéficiaires lors du renouvellement de la carte d'assurance maladie. Revenu Québec : Dans le cadre du régime public d'assurance médicaments, Revenu Québec s'occupe de la perception des primes et la Régie est responsable de l'inscription et desinscription des bénéficiaires et du paiement des réclamations. Régime québécois d'assurance parentale : La Régie collabore à ce programme en mettant à la disposition du régime des données permettant de valider l'admissibilité des bénéficiaires. **Société de l'assurance automobile du Québec (SAAQ) -** La SAAQ a mis en œuvre plusieurs partenariats reliés à sa prestation de services depuis plusieurs années notamment pour éviter des déplacements à sa clientèle, réduire les délais de traitement, couvrir adéquatement le territoire desservi, et diminuer la charge de travail dans son réseau de centres de services. Les partenariats peuvent être « public-privé » et « public-public ». Notre clientèle peut ainsi bénéficier des services suivants : La SAAQ a développé un réseau d'une centaine de mandataires privés offrant des services d'immatriculation et de renouvellement du permis de conduire sur tout le territoire du Québec; ceux-ci réalisent plus de 50 % des transactions avec les clients. Pour le paiement en ligne du renouvellement d'immatriculation, du permis de conduire et de la vignette pour personne handicapée, deux institutions financières ont adapté leur traitement pour offrir ce type de paiement en ligne (Caisse populaire Desjardins en 2002 et Banque nationale du Canada en 2004). La SAAQ a développé en 2002 un nouveau réseau offrant l'immatriculation en ligne chez un concessionnaire accrédité. Ainsi, un client peut immatriculer son véhicule en même temps qu'il en fait l'acquisition. La SAAQ a élargi son réseau de distribution des services d'immatriculation en ayant

recours à un partenaire privé plus près du client. La SAAQ a développé en 2002 une transaction WEB permettant au réseau de mandataires en vérification mécanique de transmettre les résultats de la conformité mécanique en ligne dans le dossier du client dont le véhicule est soumis à une vérification mécanique. La SAAQ fait partie d'un groupe de six ministères et organismes facilitant le changement d'adresse des citoyens. En effet, depuis 2004, le citoyen peut faire son changement d'adresse par le Service québécois de changement d'adresse (SQCA). La SAAQ a aussi développé au fil des ans des facilités d'échanges électroniques de données avec plusieurs organismes dont les cours municipales et certains ministères par exemple pour le transfert des avis de non-paiement d'amendes et la réponse à des demandes de renseignements. Un produit WEB «SAAQclic EED» a été mis en place en 2004 spécifiquement pour répondre à ce type de besoin.

La Régie des rentes du Québec - Absolument. La Régie est d'avis qu'elle doit considérer les partenariats à chaque fois que cela peut lui permettre de faciliter la démarche du client ou encore optimiser ses façons de faire. Par exemple, à la naissance d'un enfant au Québec, les parents doivent inscrire leur enfant au registre de l'État civil. Grâce à un partenariat avec le Directeur de l'État civil et la Régie des rentes, cette démarche déclenche du même coup la mise en paiement du soutien aux enfants versé par la Régie aux parents. D'autres partenariats sont a l'étude actuellement pour les prochaines années. Cela inclut mais ne se limite pas à l'échange d'informations entre ministères et organismes publics.

Services Québec - Services Québec a fait appel à un partenaire du privé à une seule occasion, soit lors de la pandémie de grippe A (H1N1) qui a généré un très grand nombre d'appels nous forçant à aller en sous-traitance pour une courte durée. Par ailleurs, la prise en charge de services se fait sur une base volontaire avec les autres ministères et organismes québécois et ces partenariats sont généralement encadrés par des ententes. Services Québec a réalisé une interconnexion téléphonique avec plusieurs certains centres d'appels de partenaires gouvernementaux Ainsi, cela nous permet une souplesse lors de surplus ou d'imprévus dans le nombre d'appels ou lors d'événements particuliers telle la pandémie de grippe A (H1N1), en ayant davantage de ressources disponibles pour répondre aux appels.

FEDERAL	
PWGSC	NA.
Service Canada	Not at this time.

14. How is your jurisdiction addressing privacy, security and authentication issues related to channel usage or channel migration?

Jurisdiction	Response
MUNICIPAL	
MISA	Provincial legislation is considered for all services, often a formal review.
City of Calgary	We are in the early stages of our IDM rollout right now. FOIP have been considered in all of our channels going back to 2003, when we rolled out our CRM.
Quebec City	Un projet de coffre-fort virtuel (dématérialisation) est en cours actuellement de même que la création d'un portail citoyen. Dans le cadre de ces travaux, les volets de sécurité des renseignements personnes et d'authentification sont au premier plan des préoccupations. Des données intéressantes sont à venir au cours de la prochaine année car il s'agit d'un projet majeur à la VQ. La personne en référence pour le dossier portail et coffre-fort virtuel est M Mohammed Ali Hélioui (418-641-6412 poste 1399) relativement au volet « service aux citoyens ».
Region of Peel	This will be a hot topic for us in the next year. Currently the telephone channel provides a disclosure statement before an agent is connected. Public Health information is of particular concern.
PROVINCIAL / TERRITORIAL	
PEI	Through global Government policy such as PEIs Government Information Security Policy. There is an initiative to develop a central registry for citizen service to address all channels. Technically, privacy and security are dealt with on a one-off basis in programs and services.
Yukon	Access To Information and Protection of Privacy (ATIPP) act outlines the obligations YG is required to observe regarding the management and protection of records and information under Yukon Government's custody or control. YG Information Technology Security Framework guides, at a high level, the IT security measures required to foster confidence in electronic service delivery and meet legal and practical business obligations. This in turn aids in the development of necessary policies, procedures, guidelines and standards.
Manitoba	We participate in a Pan-Canadian committee on Identity Management and Authentication. We also have a dedicated office to IT security. This area will continue to be a critical area of any service delivery channel.
Nova Scotia	We have an Identity Management Strategy and are currently working to secure funding for the project. We currently do not have a corporate authentication solution which impacts our ability to offer more citizen and business services online. We have conducted a Payment Card Industry (PCI) compliance

	assessment and are currently developing a strategy to become compliant.
Ontario	To date, we have mostly focused our jurisdictional research on North American government agencies. However, we have had extensive conversations with the Virginia DMV, who were the first jurisdiction to offer an online driver's license renewal. They offer an impressive selection of online driver and vehicle services as well as an extensive authentication system. They are currently in the midst of modernizing their business which should produce even further innovations for study.
British Columbia	BC Services Card – Amendments to the Medicare Protection Act were introduced May 19, 2011, in the B.C. legislature to support the introduction of a more secure card, designed to improve patient safety and reduce fraud. The new card, which would replace the current Care Card, will offer more security benefits than a current driver's license, including a photograph of the beneficiary, anti-forgery features, high-level identity proofing – as well as a security chip. People can choose to have the new card, or to have their driver's license indicate they are enrolled in the Medical Services Plan.

Identity Information Management – B.C. has launched its Identity Management service, and it is focussed around a new smart Health Card (BC Service Card0 for citizens. This initiative will enable future delivery of e-services and allow existing services to be moved online. B.C. is wililgn to share learning's and cooperate with other jurisdictions to ensure interoperability. The federal task force for the Payments System Review also focused on Identity Management as a key enabler of the Digital Economy. There is a strong need for an integrated, standardized and comprehensive approach to Identity Management. We have an opportunity to get this "right" if we cooperate across levels of government, across jurisdictions, and across the public sector/private sector boundary. |
| New Brunswick | These are issues that impact all service channel efforts, particularly online. In some cases privacy and security are considered to be compromised online and as such, channel migration is as much an internal struggle as it is an external one. Authentication is in part being an SNB role in that we offer an identity and access management service to other government departments. |
| Quebec | **La Régie de l'assurance maladie du Québec (RAMQ) -** Les questions de protections des renseignements personnels, de sécurité et d'authentification sont des préoccupations constantes pour la Régie. D'ailleurs, elle s'est engagée dans le Plan stratégique 2009-2013 d'offrir aux clientèles de la Régie des services plus accessibles, rapides et sécuritaires. Plus concrètement, un encadrement gouvernemental sous la forme de lois, de politiques et de directives donnent des orientations claires à la Régie en matière de protection des renseignements personnels, de sécurité et d'authentification. À l'échelle organisationnelle, la Régie émet ses propres directives et politiques. Par |

exemple, du personnel est dédié à la protection des renseignements personnels, à la sécurité et à l'authentification et un plan d'action visant l'amélioration de ces fonctions a été mis en place. Ainsi, à l'égard de la sécurité, des mesures spécifiques ont été mises en place afin de minimiser les risques et de la formation est donné régulièrement au personnel pour chacune des fonctions. Des mécanismes de contrôles et de suivis permettent périodiquement de vérifier chacune des fonctions et d'y apporter, le cas échéant, des améliorations.

Société de l'assurance automobile du Québec (SAAQ) - La protection des renseignements personnels, de sécurité et d'authentification est une préoccupation constante de la SAAQ dans sa prestation de services offerts aux citoyens et aux entreprises, et ce, pour ces différents canaux de distribution, plus particulièrement dans les services offerts en mode de prestation autonome de services. Des études de type « menaces et risques » sont réalisées avant la mise en œuvre de chaque nouveau service électronique. Le mode d'authentification du client est déterminé selon le niveau de sécurité requis et des mesures d'atténuation du risque peuvent être mises en place. L'authentification du client dans un mode de prestation autonome de services est un enjeu majeur pour la SAAQ et limite d'ailleurs actuellement son offre de service en ligne. Afin de réduire ce frein à son développement du mode autonome, elle envisage d'offrir le service d'authentification gouvernementale pour nos services exigeant une authentification plus forte du client. La SAAQ a mis en place différents mécanismes pour assurer la sécurité des services en ligne offerts à partir de son site Internet. Chaque citoyen, organisme ou entreprise utilisant les services en ligne de la SAAQ est avisé de sa politique de confidentialité et de protection des renseignements personnels.

La Régie des rentes du Québec - La Régie est partenaire dans la solution d'authentification gouvernementale ClicSéqur. Ainsi les clients de la Régie qui veulent utiliser des services web peuvent utiliser ClicSéqur pour pouvoir visionner leurs renseignements personnels à l'écran en toute sécurité. L'évolution de la prestation de service s'est aussi accompagnée d'un renforcement des préoccupations relatives à la sécurité de l'information. Cela s'inscrit à l'intérieur d'un stratégie corporative de gestion de la sécurité. Finalement, cela a rendu nécessaire certains ajustements aux dispositions législatives ou réglementaires qui tout en assurant la protection des renseignements personnels permettent l'évolution de la prestation de service. Ainsi, la loi sur le Régime de rentes stipulait qu'une demande de prestations devait être faite par écrit alors que nous acceptons maintenant des demandes reçues par Internet ou par téléphone.

Services Québec - L'organisation possède des ressources qui sont

FEDERAL	
PWGSC	Ensuring the privacy and confidentiality of client information is a priority for PWGSC. Several user registration and authentication initiatives are currently being developed to build on previously used systems.

For example, the online authentication services for citizen-facing Web services is being modernized with a new more efficient and cost effective system called Access Key.

Introduced in December 2010, Access Key service is a credential management and authentication service that supports the on-line delivery of federal government programs and services to individuals and businesses. This service assists departments in managing and controlling access to their on-line programs through the provision of standardized registration and authentication processes. The Access Key service provides a single factor of authentication (a password) to meet the requirements of Level 2 assurance as defined by Communications Security Establishment Canada (CSEC), which establishes that the individual is who they claim to be and that the individual has control over the credential that has been entrusted to them.

This Access Key service is the evolution of the existing epass service; it replaces epass and is being introduced in alignment with the Treasury Board Secretariat Cyber Authentication Renewal Initiative as a first step in positioning the GC to adopt a broad range of authentication options in the future. |
| Service Canada | In accordance with all legislative and program requirements as they directly relate to privacy, security and authentication. |

15. Please describe any specific examples of innovations or best practices <u>in your jurisdiction</u> that are related to channel management or channel migration, including, where possible, contact information for someone with whom we can undertake follow-up research?

Jurisdiction	Response
MUNICIPAL	

MISA	No response.
City of Calgary	No response.
Quebec City	A venir
Region of Peel	Now beginning this journey.
PROVINCIAL / TERRITORIAL	
PEI	Not applicable.
Yukon	N/A
Manitoba	Upon request I would happy to submit additional information on governance committees, some of the mentioned projects or additional information regarding online service delivery. Please feel free to reach out to chris.bohemier@gov.mb.ca.
Nova Scotia	The Special Move Permit System allows the commercial trucking industry to request and pay for the permit online and print the permit at their home or office. There is a 75% update of this service and this success is attributed to the convenience to the customer and the nature of the business. The trucking industry does not work regular business hours and can obtain a permit when it is convenient to them, day or night. Travelling to an Access Center to obtain the permit is not convenient for them as time on the road is vital to their business. Contact person is Darlene Joyce, Director e-Service, joyced@gov.ns.ca
Ontario	n/a
British Columbia	In-person – Service Location Strategy – contact: Ron Hinshaw, Executive Director Regional Operations (Government Agents) – Ron.Hinshaw@gov.bc.ca Online – BC OnLine – contact: Sue Park, Executive Director BC OnLIne Partnership Office – Sue.Park@gov.bc.ca Internet Strategy – contact: Alex MacLennan, Director Internet Strategy – alex.maclennan@gov.bc.ca Address Change for Businesses and Citizens – Description: create a new address change service that will replace the various existing government change of address (COA) services with a single service that provides visible benefits to citizens, businesses and government. Contact: Sophia Howse, Project Director (Sophia.Howse@gov.bc.ca) Social Development – Telephone Service Delivery and Contact Centre Project. Contact: Catherine Wollner, Director Service Delivery (Catherine.Wollner@gov.bc.ca) Overall Channel Strategy for Social Development: due to closure of offices in rural communities, this has led to the transition of services to

	phone and online. Contact: Sharon Moysey, ADM Regional Services Division (Sharon. Moysey@gov.bc.ca) Integrated Case Management (ICM): new system in development. Contact: Jill Kot, ADM Integrated Case Management (Jill.Kot@gov.bc.ca) Income Assistant – Self Serve Assessment and Application – https://www.iaselfserve.gov.bc.ca/HomePage.aspx Contact: Robert O'Neill, Executive Director, ICM (Robert.ONeill@gov.bc.ca)
New Brunswick	It would be difficult to assess what other jurisdictions consider innovative approaches unless we had a better picture of what the other jurisdictions are doing. Possibly we can have an iterative approach to this survey so we can learn from one another and align the responses as we see others positions.
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) -** Deux pratiques exemplaires ont été mentionnées tout au long du présent questionnaire : Stratégie de gestion des modes de prestation. Élaboration de la stratégie de migration de la clientèle vers les modes de prestation les plus efficients. **Société de l'assurance automobile du Québec (SAAQ) -** Au printemps dernier, la SAAQ a commandé une veille électronique auprès du groupe de recherche du CEFRIO. Actuellement, d'autres recherches se poursuivent pour mieux connaître les nouvelles pratiques en matière de prestation électronique de services, tous les modes et moyens de communication sont observés, électroniques et traditionnels. L'organisation favorise principalement les pratiques qui sont sous forme de combinaison de modes (multimode ou multicanal). Ces modèles semblent mieux prédisposés à l'étendue de notre clientèle et à notre gamme de services. Elle accorde aussi beaucoup d'intérêt aux modes qui permettent la prestation autonome de services. Ainsi, la connaissance de ces nouvelles pratiques multimodes nous assure une meilleure préparation à l'élaboration de stratégies globales pour la migration des clientèles. En accord avec cette préoccupation, la SAAQ a développé un modèle démographique en lien avec ses bases de données de clients pour mieux anticiper l'évolution de sa clientèle à moyen terme; ce modèle permet de suivre les habitudes et les comportements, le vieillissement et la localisation de sa clientèle sur le territoire. Elle développe des outils de simulation pour évaluer les impacts de différentes stratégies de gestion et de migration des modes de prestation de services. Ces outils combinés à des techniques de segmentation lui permettront de dégager une vision évolutive de sa clientèle et d'établir des stratégies de migration gagnantes. De plus, la SAAQ, ayant à cœur la satisfaction de sa clientèle, sonde régulièrement l'opinion de cette dernière en ce qui à trait à sa prestation de services. Les informations découlant de ces études

ont un effet sur les travaux de développement et d'amélioration à venir. **La Régie des rentes du Québec -** Considérant les informations présentées ci-dessus, je ne suis pas sûre de comprendre la spécificité de cette question. Je suis disponible pour en discuter si vous le désirez. Mon nom est Marie-Andrée Lefebvre, je suis architecte des services à la clientèle et vous pouvez me joindre au 418 657-8707 poste 3158. **Services Québec -** Les moyens de migration entrepris par le DEC (voir question 9) sont un bon exemple d'innovation. Des objectifs clairs ont été établis, ainsi que des cibles à atteindre. Une tarification différenciée selon les modes de prestation de services a été mise en place.

FEDERAL	
PWGSC	One example would be advanced self-serve functionalities and contact mechanisms introduced by the Translation Bureau. See: http://btb.gc.ca/btb.php?lang=eng&cont=001

Service Canada	Integrated Service Experience Model.
	
	Primary objectives are to:
	    Create a framework for providing service excellence to clients in a multi-channel service delivery network.
	    Meet the changing needs of clients across all channels by ensuring a seamless and consistent approach to Tier 1 (first point of contact) service delivery.
	    Harmonize and complement the work and efforts that have already been made in developing and implementing the individual channel service experience models.
	    Build upon the foundation already established by the individual channel service experience models.

16. Are you aware of any specific examples of innovations or best practices related to channel management or channel migration <u>from other, international governments</u> which would be good candidates for further study by the Best Practices Sub-Committee? Please share any details or provide contact information so that follow-up research can be undertaken.

Jurisdiction	Response		
MUNICIPAL			
MISA	No response.		
City of Calgary	No response.		
Quebec City	Site mode de prestation :	Site de Vandoeuvre en France. Très avangardiste Site de	
	Stratégie de migration :	Voir document joint (Danemark)	
	Service en ligne :	Meilleures pratiques (Pays-Bas)	

Region of Peel	City of Toronto has developed a channel assessment tool worth looking at – Neil Evans is the
PROVINCIAL / TERRITORIAL	
PEI	No.
Yukon	No.
Manitoba	The Access Manitoba project would be an interesting project to look at. Please reach out to C
Nova Scotia	Not aware of any.
Ontario	Dana Patton Senior Business Analyst (416) 326-3232 Dana.Patton@Ontario.ca Asim Hussain Manager, Strategic Planning & Design, ServiceOntario (416) 314-1201 Asim.Hussain@Ontario.ca
British Columbia	In development of our Internet Strategy, we strongly looked to the U.S. States of Utah and Ca approaches to on-line development and service provision. Both jurisdictions have proven lead consistent, user-based web approaches for all of their major service offerings, but they have b governance structure unique to their jurisdiction that allow for a focussed approach to unified and betterment.
New Brunswick	NA
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) -** Sans objet. **Société de l'assurance automobile du Québec (SAAQ) -** En termes de services comparables Royaume-Uni et l'État de New York représentent de très bons modèles. Plusieurs autres états pratiques et innovent en matière de techniques de migration des clientèles. Chacune de ces ad champs d'expertise forts différents tant au niveau communicationnel, informationnel que tran gouvernance américaine sous l'impulsion du président Barack Obama a établi une grande poli participation et collaboration qui a inspiré tous les États : MEMORANDUM FOR THE HEAI DEPARTMENTS AND AGENCIES (2009), Open Government Directive, Executive Office o Management and Budget, 11 pages. Parallèlement, la SAAQ s'intéresse aux systèmes et strat canadiennes, entre autres l'Ontario, le Nouveau-Brunswick et la Colombie-Britannique. **La Régie des rentes du Québec -** En 2006 lorsque nous avons travaillé sur la stratégie de mi balisage sur les pratiques en usage au Royaume-Uni, en Norvège, au Canada et aux États-Uni synthèse de ce que nous avions appris à ce moment là. De plus, nous avons consulté un représ beaucoup d'expérience à ce sujet. Encore une fois nous avions fait une synthèse de notre entre nous semble que la France (et Singapour?) soit un exemple intéressant en regard de l'approch **Services Québec -** Commission européenne - La Commission européenne a lancé le Plan d'a l'administration en ligne : Exploiter les TIC pour promouvoir une administration intelligente, vise, entre autres, à accroître l'utilisation des services en ligne, soit étendre leur utilisation à 5

entreprises. De plus, ces systèmes d'identification électronique sont mis en place, ce qui perm

d'accéder directement en ligne aux services gouvernementaux dans toute l'Union européenne

européenne encourage fortement les pays membres de l'UE à développer des moyens pour qu

plus en plus recours aux services en ligne. Le plan parle d'une certaine responsabilisation des

soient proactifs dans la société en utilisant les nouveaux outils technologiques. Pour ce faire, l

conçus en fonction des besoins des utilisateurs et ils devraient être facilement accessibles. À c

européenne aidera les États membres à développer de tels services. Enfin, d'ici 2013, les États

services en ligne personnalisés, comprenant le suivi de l'avancement des démarches auprès de

Sources :

http://ec.europa.eu/information_society/activities/egovernment/action_plan_2011_2015/docs/

Finlande - L'eServices and Democracy Programme (SADe), soit le plan national finlandais po

électroniques, a été mis en place par le ministère des Finances en avril 2009. Il est, entre autre

pays compte offrir tous les services publics essentiels pour les citoyens et les entreprises direc

ailleurs, la Finlande est le premier pays au monde à avancer que l'accessibilité à Internet à larg

chaque personne a légalement le droit à une connexion à large bande. Le gouvernement a lan

lequel il vise à ce que toute la population finlandaise ait accès à Internet haute vitesse, d'ici 20

Sources :

http://www.epractice.eu/en/document/288224 and http://www.itu.int/net/itunews/issues/2010/

France - Quant à la France, celle-ci a développé de nombreux services en ligne. Certains sont

compte personnel des démarches en ligne, soit mon.service-public.fr (MSP). En rendant certa

disponibles par le biais de ce compte, les gens n'ont d'autres choix que de l'utiliser s'ils veule

D'ailleurs, la France a un bon taux d'utilisation et de satisfaction de MSP et compte environ 2

de juin 2011).

De plus, « Le gouvernement veut que 80 % des démarches administratives soient réalisables p

l'année. » À l'heure actuelle, cette proportion se situe autour de deux tiers, alors qu'en 2007, e

Tout comme le Portugal et la Belgique, la France a développé certains incitatifs à l'utilisation

l'impôt. Ainsi, un particulier remplissant sa déclaration de revenus de façon électronique béné

prolongée. De plus, les citoyens qui utilisent le service électronique ne sont pas obligés de fou

leurs statuts et activités, ce qui demeure obligatoire dans la démarche traditionnelle.

Source : https://mon.service-public.fr/portail/faces/jsp/nonauthent/page_detail_actualite_MSP

Danemark - Pour sa part, le gouvernement danois a présenté sa stratégie 2011-2015 de gouver

Danemark a analysé la possibilité d'offrir des services en ligne qui sont plus simples et plus e

danoise prévoit que le secteur public sera numérisé et que les formulaires papier, ainsi que le

utilisés. Les citoyens auront donc à leur disposition une boîte aux lettres numérique pour leurs

Quant aux entreprises, elles seront obligées d'interagir par le mode électronique à compter de

il y aura une journée marquant la fin du papier au sein du gouvernement, soit eDay4.

Source :

< http://www.futuregov.asia/articles/2011/jun/20/denmark-releases-e-govt-strategy-2011-201

	Etats-Unis - Le portail du gouvernement fédéral américain offre également la possibilité d'avc tutorat, en plus de la « Foire aux questions » (FAQ). Un de ces vidéos explique comment utili trouve encore en difficulté, il peut toujours obtenir de l'aide par clavardage.
FEDERAL	
PWGSC	NA
Service Canada	Not at this time.

17. Are there any further comments or insights that you wish to share about your
jurisdictions current views or insights related to channel management / channel
migration?

Jurisdiction	Response
MUNICIPAL	
MISA	No response.
City of Calgary	No response.
Quebec City	NIL
Region of Peel	None.
PROVINCIAL / TERRITORIAL	
PEI	No.
Yukon	Not Applicable.
Manitoba	I would certainly be interested in seeing the results. I know that this is difficult work to compile and I hope that you will contact me if you require any additional information.
Nova Scotia	None at this time.
Ontario	No.
British Columbia	The B.C. experience to date with respect to on-line is that while technology is an essential enabler for online services, the true objective is to create a corporate approach to governance and policy that allows for a unified and user-based approach to improvement and innovation. If policy and governance are not addressed, then agencies will continue to scale their offerings in multiple directions with multiple objectives. While these may serve specific needs in the short run, in the long-run the user will ultimately suffer from the complexity and lack of accessibility that this type of system creates. Governments have an obligation to put the user and the service ahead of their organizational needs, and this requires structure and discipline to achieve.
New Brunswick	We serve a very diverse province with many rural areas. Ensuring that all of our customers have equal access to government services has been a constant challenge. Offering services through new channels is an exciting prospect which will benefit our customers as well as ourselves. However, precautions must be taken in the research, exploration, and subsequent development of these new channels. In these tough economic times, jurisdictions in Canada and all over the world must be

	careful not to fall prey to new and seemingly exciting technology simply to follow certain trends. Channel management and channel migration must be done in a way which benefits both the service provider as well as customers while always keeping a focus on cost and efficiency.
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ)** – Sans objet. **Société de l'assurance automobile du Québec (SAAQ)** - Aucun commentaire additionnel. **La Régie des rentes du Québec** – Non.
FEDERAL	
PWGSC	NA
Service Canada	None at this time

18. Please provide us with a contact name, telephone number and email address in case the Best Practices Sub-Committee needs to follow-up for clarifications or further details.

Jurisdiction	Response
MUNICIPAL	
MISA	Maurice Gallant, City of Fredericton Harry Turnbull, City of Windsor Per Kristensen, City of Nanaimo
City of Calgary	Terry Pearce Manager Citizen Services The City of Calgary. 403-538-6124
Quebec City	Responsable du projet CRC : Manon Drolet 418-641-6412 poste 1398
Region of Peel	Sharon Harbajan – Sharon.harbajan@peelregion.ca 905-791-7800 ext 4873 Claudia Petrucci – Claudia.petrucci@peelregion.ca 905-791-7800 ext 6504
PROVINCIAL / TERRITORIAL	
PEI	Scott Cudmore, (902) 569-7510, fscudmore@gov.pe.ca
Yukon	Swapan Chowdhury, Senior Planner, IM/IT Swapan.Chowdhury@gov.yk.ca Phone: 867-667-5917
Manitoba	Chris Bohemier Chris.bohemier@gov.mb.ca 204-232-0407
Nova Scotia	Nancy MacLellan, Executive Director Service Delivery, maclelnd@gov.ns.ca
Ontario	
British Columbia	Adrienne Hunt, A/Manager, Divisional Operations, Service BC, Tel: 250-387-4156, Mobile: 250-580-2139 email: Adrienne.Hunt@gov.bc.ca

New Brunswick	Stephen Dixon 506 444-2290 Stephen.dixon@snb.ca
Quebec	**La Régie de l'assurance maladie du Québec (RAMQ) :** Manon Morin, MBA Adjointe exécutive Vice-présidence aux services aux personnes assurées Régie de l'assurance maladie du Québec Téléphone : (418) 682-5157 poste 5258 Télécopieur : (418) 643-0809 Courriel : Manon.Morin@ramq.gouv.qc.ca **Société de l'assurance automobile du Québec (SAAQ)** Gaétan Blanchette Chef du Service du développement et de l'intégration de la vision d'affaires Tél:528-3079 Courriel : gaetan.blanchette **La Régie des rentes du Québec -** Marie-Andrée Lefebvre (marie-andree.lefebvre@rrq.gouv.qc.ca, 418 657-8707 #3158) **Services Québec -** Danny Johnson Conseiller en veille stratégique et en évaluation Secrétariat général et Direction des affaires organisationnelles Services Québec 800, Place d'Youville 8e étage Québec (Québec) G1R 3P4 Téléphone : 418 646-5983 Danny.Johnson@servicesquebec.gouv.qc.ca
FEDERAL	
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