A Summary Overview

Four Research Committee Reports delivered to the Joint Councils between 2012 and 2014

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ICCS

PSSDC-PSCIOC
Research Committee

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Introduction and Overview

Between January 2012 and March 2014 the Research Committee of the Joint Councils (Public Sector Service Delivery Council and the Public Sector Chief Information Officers' Council) produced a series of reports examining the current multi-channel service delivery environment and the challenges and opportunities it represents for the public sector.

While each study has its particular focus, taken together they afford a holistic view of some of the key dimensions in the current dynamic and changing service delivery world.

The summaries that follow are intended to provide service delivery and information management leaders with a concise overview of the key insights and potential implications identified in these four studies and point them to areas of particular interest in the full reports. Executive summaries of the full reports are also included below for reference.

These reports are also intended to draw out some of the key challenges faced by the Canadian public sector in the current environment, identifying some leading global practices and suggesting potential approaches moving forward. Themes that emerge as threads through the four studies include the desire to:

- Pursue online service delivery while achieving seamless interplay across channels in a multi-channel ("omni" channel") world.
- Understand citizen's appetite for digital services while balancing security of personal identity, personal data and financial transactions. Meet citizen and business expectations for client-centred single window service delivery that cut across levels of government, jurisdictions and service types.
- Harness new technologies emerging in the digital world in order to move the self-service agenda forward.
- Learn from best practices globally and in the private sector to advance thinking and practical approaches.

This summary has been commissioned by the Institute for Citizen-Centred Service (ICCS) on behalf of the Public Sector Service Delivery Council (PSSDC). For further information, please contact Nicholas Prychodko, Co-Chair of the Joint Councils Research Committee and Director of Research for the ICCS.

The study summaries have been prepared by Alex Nazarov, BA, B.Ed., an intern with the ICCS. The author gratefully acknowledges the contribution of ServiceOntario in sharing its own reviews of these studies.

A REPORT ON CHANNEL MANAGEMENT: CHANNEL MIGRATION IN CANADA'S PUBLIC SERVICE ORGANIZATIONS

The Best Practices Sub-Committee of the Research Committee of the Public Sector Service Delivery Council and the Public Sector Chief Information Officers Council, 2012.
http://www.iccs-isac.org/library/2011/10/Channel-Report-2011-Final.pdf

EXECUTIVE SUMMARY

Channel management and channel migration are important topics for all levels of government in Canada. Governments recognize that citizens want access to online and cost-effective services and as a result are investing significantly in migrating the in-person service counters and telephone infrastructure to the online channel. Further, Canadian citizens are increasingly technology-savvy and would like governments to deliver more end-to-end services via the Internet or through mobile applications as they are experiencing with private sector service interactions.

This greater focus on channel management and channel migration is relevant across Canadian governments and governments around the world. Countries such as Australia, the United Kingdom and Denmark have started to focus more on channel management and channel migration. For example, in its 2011-2015 eGovernment strategy, Denmark announced that each of its citizens will have a digital mailbox through which they will receive communications from the government thereby eliminating the traditional mail channel.

The increased importance of channel management and migration in Canada has been 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 online government services. By contrast in Citizens First 5, 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. Additionally, 59% of the Citizens First 5 respondents indicated that they used multiple channels in their most recent government service experience.

This report provides a summary and analysis of the responses received from a questionnaire that Public Sector Service Delivery Council (PSSDC) and Public Sector Chief Information Offier Council (PSCIOC) members completed in July 2011. The report also highlights some trends in channel management and channel migration that have been seen in Canada and around the world. Finally, Canadian case studies have been included which provide greater detail on individual jurisdictional responses.

REPORT FOCUS AREAS & KEY FINDINGS

Channel Management Objectives
Current service goals in Canadian public service institutions.

- **Accessibility –** Ensuring the ability of each and every citizen to access government information and services**.**
- **Optimization –** Offering services in the most efficient and appropriate channels available.
- **Expectations –** Listening and acting upon citizen's expectations for service delivery.
- **Consistency –** Ensuring that the citizens get the same level of service and information across all channels and all jurisdictions**.**
- **Cost Management** – Managing service delivery channels in the most efficient manner possible in keeping with difficult economic times.
- **Integration** – Ensuring that citizens are able to move seamlessly between channels of all levels of government consistently.
- **Marketing and Communications** – Ensuring that citizens are fully aware of government services available and are able to choose the best channel to access them.
- **Privacy, Security and Identity Management** – Ensuring that information remains private and that each citizen is properly authenticated and identified.
- **Self-Service** – Moving towards more online and self-service offerings in order to reduce operational costs.
- **Service Bundling** – Enabling access to multiple government services through linked channels.
- **Technology** – Ensuring that improvements to service delivery are made with the latest technological developments available.

Channel Selection Factors
Criteria influencing the selection of appropriate service channels for target populations.

- **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 individualized demands**.**
- **Complexity of Information –** Personal contact is generally more appropriate when dealing with more complex information**.**
- **Sensitivity of Information –** Services requiring sensitivity of human judgment are more appropriately delivered in person**.**

- **Self-Service Capabilities –** Customers have different capabilities and access to self-service channels. Their capability to utilize self-service channels often correlates to distinct demographics such as age or class**.**

Challenges to Channel Migration and Management
Issues encountered by public service organizations in migrating service to the online channel.

- **Technology** – Governments are complex, multi-tier organizations, with different services and organizations employing various customized technologies of varying age and compatibility.
- **Information Management** – There are issues related to technology when it comes to information management and sharing between various levels of government institutions.
- **Effective Marketing and Communication** – Citizens are typically not aware of the existence of government services until they require them. Emphasis must be placed by governments to increase their efforts in raising awareness of citizens.
- **Resistance to Change** – Resistance to change can come from both government employees and citizens alike.
- **Privacy and Security** – Concerns about privacy and security of personal data, raised by both government and citizens, which can be intensified by media reports.

Case Studies
Surveys of 15 jurisdictions regarding their service channel issues and strategies.

REPORT RECOMMENDATIONS

Strong leadership necessary

- Most jurisdictions would benefit from having stronger, clearer leadership and direction in their channel management and channel migration strategies.
- Channel management and channel migration activities would clearly benefit from a well-defined strategy or approach and sustained commitment to service delivery improvement.
- It would be useful for the PSSDC and the PSCIOC to continue to monitor trends to see how the lessons learned and insights could be adapted.

ANYWHERE, ANYTIME, ANY DEVICE: INNOVATIONS IN PUBLIC SECTOR SELF-SERVICE DELIVERY

Kenneth Kernaghan, Brock University, 2012
http://www.iccs-isac.org/library/2011/10/Self-Service_Kernaghan_Report-Final-Sept_2012.pdf

EXECUTIVE SUMMARY

Self-service delivery has become a major means of promoting citizen-centred service and cost savings, but governments vary greatly in the range and sophistication of their self-service initiatives. Many governments have made significant advances, while others have enabled only basic Internet self-service.

Public sector self-service delivery is commonly viewed as a process by which citizens access government services without direct assistance from or direct dealings with government personnel. However, there can be “assisted self-service” involving government personnel who facilitate citizens’ self-service by providing some level of enabling assistance (e.g. directing a citizen to a computer at an in-person centre). There are also many instances of what might be termed “self-service plus” in which a portion of a service experience is handled on a self-service basis and the rest involves dealing with government personnel through one of the traditional channels.

There is a substantial amount of evidence that Canadians want self-service delivery. In Canada’s public sector, the Internet is the dominant self-service channel. Moreover, as early as 2008, the Internet was almost as popular as the traditional in-person and telephone channels. Canadians want convenient, easy-to-access e-services; they expect services to be available across their preferred channels; and they expect a similar level of service from the private and public sectors.

Self-Service and Related Issues

The movement toward self-service delivery has implications for other service delivery issues, including identity management, multi-channel management, service bundling, and end-to-end service integration.

Surveys show that a large percentage of Canadians have concerns about the privacy of their personal information, identity theft and website security, how the information given may be used, and the sharing of personal information between government departments. Many citizens will not use self-service channels, or migrate to them from other channels, if government cannot ensure the privacy and security of their communications.

Among trends in channel management are: 1) recognizing that Canadians are becoming more comfortable using technology either through the Internet or mobile applications and, therefore, expect their governments to adapt their service delivery channels accordingly; and 2) governments encouraging citizens to serve themselves or migrate to the online channel in order to reduce infrastructure and personnel requirements, thereby reducing operational costs.

Benefits, Barriers and Building Blocks

Benefits

Governments are becoming more sophisticated in calculating channel costs, although metrics are scarce on the comparative costs of the self-service channels. Data from a few jurisdictions compare the costs of the traditional in-person and telephone channels to those of the online self-service channel. These data are consistent in demonstrating the low cost of online service compared to telephone service and the low cost of both of these channels compared to in-person service. Ideally, channel choice for both citizens and governments would be informed by data on the relative cost of the channels, including each self-service channel, for delivering each service. The cost per transaction can vary greatly from one jurisdiction to another, depending in part on the extent to which the “true costs” are calculated. Note also that the quality of online service must be as good as, or better than, the traditional channels. A single high cost contact can be less expensive than several unsuccessful low cost contacts.

Barriers

The four main types of barriers to achieving self-service delivery are political and legal, structural, managerial and operational, and cultural:

- Politicians are sensitive to complaints that mandatory migration to digital channels adversely affects access to services for disadvantaged persons.
- Many public organizations face a common structural barrier in the form of service channels that operate as silos and thereby inhibit cooperation, coordination and collaboration in channel management.
- Managerial and operational barriers posed by citizens’ concern about privacy, security and identity management are also a central concern in self-service delivery. An important managerial barrier to designing and implementing self-service strategies is the lack of sufficient resources. In particular, too few resources are devoted to marketing the benefits of self-service channels, not only to the public but also to many senior managers.

- Technological and financial challenges are a significant operational barrier to digital service delivery since few existing services were designed with digital requirements in mind. Consider the demand for self-service delivery through mobile devices with the advent of mobile government. Governments are beginning to meet this demand for digital channel service by designing new services specifically for digital delivery.
- The cultural barriers to improving self-service delivery are often explained in terms of turf tension (e.g. competition for resources between the in-person and online channels) and tunnel vision (a silo perspective on channel delivery). Effective and sustained collaboration, leadership and change management are essential to overcome these cultural challenges.

Building Blocks

Several considerations should be taken into account in designing a self-service delivery system.

The first requirement is knowledge of the kinds of self-service innovations and practices that are available. In assessing whether certain innovations can be emulated in their own government, readers must consider, for example, the extent to which an innovation is scalable and, in particular, whether innovations in other countries or other domestic jurisdictions can be effectively transplanted.

A second requirement is a solid foundation of data on each service or program under consideration. Ideally, hard data would be obtained on the clients to be served, the channels through which the service is – or could be – delivered, the clients' channel preferences, and the transaction costs of the various channels for delivering that service.

A third requirement is a channel management strategy that makes specific provision for self-service delivery, including channel migration. Public organizations need to consider the extent to which their channel strategy contains appropriate plans and actions to foster a shift to the self-service channels. Among several broad issues to be considered in designing a channel strategy is the provision of a common database enabling the sharing and use of consistent data across all channels, the protection of privacy and security, the assurance of digital inclusion, the organizational design and performance measurement system for channel management, and the desirable extent of channel shift.

A fourth requirement is consideration of the means and measures to implement the channel strategy. With particular reference to shifting users to self-service channels, it is critical to assess carefully the range of incentives that can be employed, including

increased marketing initiatives, redirecting users to digital channels, providing high-quality websites, and offering financial incentives.

REPORT FOCUS AREAS & KEY FINDINGS

Demand for Self-Service

Rising expectations of citizens affecting the private and public sectors.

- Canadians want convenient, easy-to-access e-services; they expect services to be available across their preferred channels; and they expect a similar level of service from the private and public sectors.
- Self-service initiatives are more widespread in the private than in the public sector.
- Canadians are becoming more comfortable using technology either through the Internet or mobile applications and, therefore, expect their governments to adapt their service delivery channels accordingly.
- A large percentage of the workforce, including the public service, will soon be composed of persons born after 1990 who will live in a world where their constant use of mobile devices will make their online and offline lives converge.
- Governments are beginning to meet this demand for digital channel service by designing new services specifically for digital delivery.

Self-Service Delivery Channels

Devices and services at the forefront of self-service:

- **The Internet:** Online self-service environment consists of service simplification through paper reduction, websites and virtual service agents.
- **Mobile Devices:** Devices such as smartphones and tablets, along with remote access and mobile payment systems all serve as attractive service delivery channels with numerous benefits.
- **Smart Cards:** Card-shaped electronic devices that are used in numerous industries for contact-less identification and payments.
- **Public Kiosks:** Kiosks receive *satisfaction* scores on par with government offices and the Internet and the highest scores by far for ease-of-access ratings among respondents who used a single channel to obtain service.
- **Interactive Voice Response:** A computer-based system that permits callers to receive or provide information, on most occasions without assistance.

Self-Service Practices

How self-service channels fit into existing service delivery frameworks.

- **Identity Management**: Many citizens will not use self-service channels, or migrate to them from other channels, if government cannot ensure the privacy and security of their communications.
- **Multi-Channel Management**: Selection, rationalization and integration of service delivery channels, including in-person, telephone, mail, fax, Internet and mail channels as well as newer channels such as text messaging, social media/networking and mobile applications.
- **Service Bundling**: Linking services, either within or across governments, so that citizens can access these services in a one-stop seamless experience using the delivery channel they prefer.
- **Digital Inclusion**: The purpose of digital inclusion is to narrow or eliminate the digital divide between such groups as disabled persons and others, the technologically literate and illiterate, the old and the young, urban and rural residents, and the rich and the poor.

Barriers and Benefits of Self-Service
Challenges and cost benefits of self-service implementation.

- Governments are becoming more sophisticated in calculating channel costs, although metrics are scarce on the comparative costs of self-service channels.
- While the reported costs for each channel differ from one jurisdiction to another, they are consistent in demonstrating the low cost of online service compared to telephone service and the lower cost of both of these channels compared to in-person service.
- The cost per transaction can vary greatly from one jurisdiction to another, depending in part on the extent to which the “true costs” are calculated.
- The four main types of barriers to achieving self-service delivery are - Political and Legal, Structural, Managerial and Operational, and Cultural.

REPORT RECOMMENDATIONS

- Most governments can benefit by leveraging current knowledge about the management and technology of self-service delivery, and positioning themselves to respond effectively to new developments.
- Public organizations need to consider the extent to which their channel strategy contains appropriate plans and actions to foster a shift to the self-service channels.

INNOVATIVE SELF-SERVICE PRACTICES

Deloitte, 2013
http://www.iccs-isac.org/library/2011/10/Deloitte_Self_Service_-_Final_Report_-_20130422.pdf

EXECUTIVE SUMMARY

Advances in technology and unrelenting fiscal pressures are forcing all types of organizations to reconsider how they deliver services to their clients. Given such an environment, the significantly lower cost of delivering services through technology-enabled self-service channels is a value proposition too compelling to ignore. For clients, too, the benefits of such channels is equally attractive— they will primarily benefit from process and attitude changes that will motivate service providers to become more client-centric.

This study aims to discuss self-service leading practices in the context of the Canadian public sector, including an examination of implications, relevance and applicability in Canada. Additionally, the study authors drew on the innovative practices they identified to create a maturity model and tool that can be used by organizations to assess their own progress and identify gaps between current and desired states of maturity. Once completed by individual jurisdictions, this maturity framework could provide a powerful dataset and baseline for measuring progress and for benchmarking.

This study is organized into four key sections. Of these sections, the one on costs and benefits is of particular interest to both the organizations we interviewed as well as senior executives in government. Costs and benefits of self-service are very case-specific and difficult to generalize and difficult to obtain. Nevertheless, the study authors attempted to obtain and present as much detail as possible on this topic. Specifically, they included several examples of the types of investments that have been made, as well as results achieved. They believe that this can serve as a starting point for individual organizations to develop their own policy options and business cases.

Leading practices

Self-service is best defined as an interaction between a service provider and a consumer, wherein the consumer can obtain information or complete a transaction without the intervention of a live agent. While this describes the purest form, self-service can also be seen as a continuum, which includes both unassisted, “pure”, self-service and “assisted self-service,” where the consumer is supported by live agents – in-person, over the internet, or on the phone. Further, a self-service interaction can easily turn into a full-service one, as when a benefits application is completed and adjudicated automatically but the service is ultimately fulfilled in person through a case worker.

In general, self-service interactions are enabled by one or more automated processes and client access is typically through an array of “devices,” including computers, mobile devices, kiosks, and interactive voice response (IVR) systems. The authors chose the term “devices” because channels and devices tend to be conflated, causing confusion, especially as many channels are available on multiple platforms, owing to better technology integration and interoperability. Thus, it may be more useful to think of latter-day channels as “touch points” along a continuum, rather than as discrete service points.

Starting with these definitions, the authors identified a number of practice areas on which to focus their primary and secondary research. These topics and brief descriptions of them are depicted in the figure below.

Through interviews with more than 20 public and private sector organizations around the world, as well as reviews of academic and trade publications, the authors extracted examples of innovative self-service practices within each area, and attempted to articulate the relevance of such practices to Canada, including notable examples from the Canadian banking and loyalty sectors, as well as digital government initiatives in Denmark, Estonia and the UK, among others. While there may be a case for declaring one or more practice areas as (e.g., integrated authentication and identity management) being more important than the others, the authors believe that these are all equally critical—and to some extent need to be implemented in a coordinated fashion—in order to achieve self-service objectives.

Costs & Benefits

Investments to enable self-service capabilities are difficult to pin-point because each organization has a different starting point and target state, and it is the gap between the two that will ultimately determine the magnitude of investment. Further, in most instances, implementing self-service is not a matter of buying off-the-shelf components but rather an exercise in prioritization and program portfolio management to allocate resources in a way that are optimal and palatable for a given organization. With those caveats, this report does provide a number of examples of costs and benefits realized by various self-service initiatives around the world

Once an investment in self-service is made, the resulting savings are typically from two sources—reduced cost-to-serve within any given channel or migration of more interactions to self-service. In both instances, cost per transaction is the key metric that helps to determine both the savings and the competitiveness of a particular channel or service. However, that cost per transaction varies from country to country and service to service.

REPORT FOCUS AREAS & KEY FINDINGS

Challenges in Self-Service Delivery

Current trends and observations from various global sources.

- **Rising Client Expectations**: Clients tend to demand high service levels without necessarily being prepared to pay the associated costs through higher fees or taxes.
- **Fiscal Pressures**: The financial benefits of self-service cannot be fully realized without migrating users to digital channels and reducing staffing levels.
- **Fragmented Programs and Services**: Canada's federalist structure has resulted in the distribution of core service responsibilities across three orders of government, promoting fragmentation.
- **Technology Obsolescence**: Legacy technology systems operating in isolation from other systems remain a significant hurdle to seamless, multichannel, integrated service delivery.
- **Growing Client Sophistication and Diversity**: Clients around the world are becoming more accustomed to using an array of digital channels and technologies to access services. At the same time, the diversity of the client base and their corresponding preferences/needs adds a layer of complexity.

Innovative Practices in Self-Service Delivery

Global methods for improving self-service experience.

- **Identity Management Practices:** Verifying citizen's identity without interaction with an agent through a variety of practices, such as a single sign-on system for all jurisdictions and multi-factor ID data verification, including biometric authentication.
- **Channel Migration & Adoption:** Creating the right environment for citizens to adopt and use lower cost channels through a mix of strategies, such as policy changes/mandatory adoption, price discrimination and service guarantees.
- **Assisted Self-Service:** Allowing the citizen to access self-service channels with an option to quickly switch to minimal-contact assistance options, such as Live Chat, Virtual Agents, Video Tellers and "crowd support" public forums.
- **Seamless Multichannel Management:** Allowing the citizen to start, stop or continue using a service anytime and anywhere, through consistent connection between service-channels, channel-appropriate communications, matching of services to channels on the basis of suitability and availability of account information across all channels.
- **Robust business architecture:** Building a common operating platform at both jurisdictional and inter-jurisdictional levels, through service mapping, centralized digital service teams, and common innovative technological components, such as smart forms, intake wizards and mobile payments.

- **Enhanced user experience:** Building services around citizen's life or business lifecycle, including user interfaces that are customized to the user's needs and preferences, with proactive services such as notifications.

Benefits and Associated Costs

Costs and benefits associated with different organizational approaches.

- Direct and indirect investments to enable self-service capabilities are difficult to generalize and costs will be unique to each organization. Comprehensive detailed business cases are not readily available.
- The process to arrive at self-service will entail an exercise in prioritization and program portfolio management to allocate resources in a way that are optimal and suitable for a given organization.
- The cost savings are typically from two sources—reduced cost-to-serve within any given channel or migration of more interactions to self-service.
- In both instances, cost per transaction will help determine both the savings and the competitiveness of a particular channel or service.

REPORT RECOMMENDATIONS

Coordinated activity should be undertaken at the national level to:

- Adopt a coordinated and collaborative approach within and across jurisdictions by establishing a pan-Canadian task force to focus specifically on self-service.
- Through the new task force and individually, jurisdictions should create and deliver a campaign and engagement plan to promote self-service.
- Establish and publish a transaction cost methodology in order for individual jurisdictions to calculate and report transaction costs.
- Create and adopt a strategy and plan for implementing service bundles.

At the individual level, jurisdictions should:

- Develop and publish a multichannel service delivery strategy, with a focus on self-service and channel migration.
- Assess the potential for using alternative financing and delivery models to develop and operate self-service channels.
- Segment both their clients and services in order to understand and address barriers to self-service adoption.
- Commit to support and adopt national standards developed by a central task force.

MOBILITY AND GOVERNMENT: OPPORTUNITIES AND CHALLENGES FOR SERVICE DELIVERY AND INFORMATION MANAGEMENT

Jeffrey Roy, Dalhousie University, 2014
http://www.iccs-isac.org/library/2011/10/Mobility_Report.pdf

EXECUTIVE SUMMARY

The purpose of this report is to provide governments at all levels in Canada with context and guidance to better address the advent of mobility and its consequences for service delivery externally, operational infrastructure internally, and how both are intertwined in today's increasingly digital environment.

Beyond the basic tenants of devices and apps, mobility is also closely tied to the Internet's 'web 2.0' evolution featuring user-driven content (including text, imagery, and video), social networking, big data, and cloud computing. As such, mobility must be situated within a new societal paradigm of online expectations and behaviour. The Organizational for Economic Cooperation and Development (OECD) thus underscores the transformational potential of mobile government, provided that technology be viewed and understood as a means toward greater ends.

M-Government – the adoption of mobile technologies to support and enhance government performance and foster a more connected society – can help improve government performance and strengthen public good governance provided that the emphasis is not placed on the "m". Focus should be indeed on the needs of the public sector and of the end-users, be these citizens or businesses, to ensure that technology is exploited to reorganize the way civil servants work and to meet the needs of citizens through improved service delivery.

The US federal government's 2012 Digital Strategy invokes a similar sentiment in viewing mobility as a much wider governance transformation for the public sector, driven not only by new technologies but also a new environment within which government must adapt in 'profound' ways.

"Mobility" is not just about embracing the newest technology, but rather reflects a fundamental change in how, when, and where our citizens and employees work and interact. Mobile technology – the devices, infrastructure, and applications required to support a mobile citizenry and workforce – is a critical enabler of mobility, but is only part of the profound environmental shift that mobility represents.

Yet such change does not come easy and most all organizations are struggling with mobility; one 2013 survey across sectors, for instance, indicates that that nearly 80% of business and technology executives viewed their mobile efforts as low to medium in maturity levels, while 40% define their organization's mobility strategy as 'weak'.

In a public sector grounded in traditional work cultures and legacy infrastructures and often under-investing worldwide in mobile relative to most other industries, such findings undoubtedly find resonance. Moreover, many public sector officials rightly convey frustration with an excessive focus on transformational claims that minimize or simply ignore present realities and transitional challenges.

Further societal complexities are also apparent. While the trends presented above lend credence to the importance of mobility for government performance and legitimacy, they likewise underscore stark cleavages and corresponding challenges. Nearly one half of Canadians, for example, do not presently own a mobile device – and most public sector service providers in Canada continue to struggle with a fragmented citizenry in terms of comfort levels and preferences with online channels (both traditional – i.e. PC-based, and mobile).

The Canadian banking sector reports similar fault lines, with privacy and security chief among the reasons for reticence toward online channels and mobile banking specifically. Geographic and social disparities with respect to affordable and reliable Internet infrastructure further accentuate the challenges confronting the public sector where equality and inclusiveness are important principles and core considerations.

By undertaking a wide and comprehensive review of government actions, professional surveys, media commentaries, and academic research, this report aims to provide Canadian public sector officials with a stronger basis for what one senior manager aptly described as an informed point of view as to where governments in Canada should best marshal resources and energies both now and looking ahead.

REPORT FOCUS AREAS

Mobility and Service

Impact of mobile devices on service delivery channels.

- Mobility will soon become the first point of contact with government for a significant proportion of the population.
- In the short term, mobility can be a critical lever in overcoming the inertia of traditional delivery channels that has hampered the online efforts of many governments to date.

- The most significant source of cost savings comes from individuals finding information on their own, and from essential transactional services shifting to online and mobile platforms.
- Mobility can likewise drive e-migration efforts, provided more aggressive steps are undertaken to prioritize online service channels.

Mobility and Infrastructure

Impact of mobility on existing and future government IT infrastructure.

- Mobility necessitates greater collaboration and more integrative governance models encompassing both service delivery and CIO roles and functionalities.
- The key obstacle to centralized data and services exchange is Identity Management.
- The openness and portability of technology standards are key performance and cost factors in procurement for this emerging channel.
- Enterprise architecture is increasingly tied to mobile service delivery.

Mobility and Performance

Shifts to the way the government operates and evaluates its service delivery performance.

- Mobility is closely aligned with open government and public engagement, creating new opportunities for service innovation, participative service design, and online learning.
- New indicators and metrics for such participation and its impacts on public sector performance must be devised.
- Realizing the benefits of mobile devices in the workplace requires innovative and flexible workspace design, and corresponding shifts in organizational culture, accountability and performance measurement.
- This new environment also brings with it intensifying risks stemming from information overload and multi-tasking that must be properly addressed and mitigated.

Mobility and Digital Inclusion

Maintaining accessibility for all citizens while expanding mobile services.

- A significant proportion of Canadians are not regular Internet users and as such, they have yet to adopt a mobile device with online functionality.
- There is a significant risk of an increased divide between urban and rural communities in terms of availability of services and client capability to access them effectively.
- Mobile technologies create new opportunities to better empower persons with disabilities, although technology alone is not sufficient.
- Such empowerment requires explicit focus and innovative strategies on the part of the public sector.

REPORT RECOMMENDATIONS

Mobility should be a National Imperative

Coordinated activity should be undertaken at the national level to:

- Create a more formalized federated architecture for the digital infrastructure of the public sector as a whole.
- Municipalities must explore innovative outsourcing arrangements in cooperation with one another.
- Mobile identity and payment systems - and strengthened multi-channel strategies, are both collaborative and political imperatives.
- Provincial governments need to rethink their infrastructure planning in order to support mobility efforts cost-effectively across all their institutions and programs.

ICCS as a Research Catalyst

The ICCS could play a critical role at a national level to help:

- Explore new outreach strategies with non-governmental sectors to augment the research and innovation devoted to mobile issues.
- Develop of a separate mobile scorecard to be piloted by a select number of jurisdictions.
- Adapt existing methodologies for measuring satisfaction and trust, ensuring that the presence and performance of mobile are captured and tracked going forward.