SERVICE PARTNERSHIPS PLAYBOOK

Jurisdictional Collaboration to Improve the Client Experience

FOREWORD

Canadians' expectations of government are increasing. They expect governments to be working together to provide seamless and simple services regardless of which government is providing the service. All jurisdictions recognize the need to provide client-centric services. This means providing services together, whenever possible, given that we are serving the same clients.

Although there are many challenges to integration, our clients are asking for services to be made simpler and more accessible. Many integrated service model options in jurisdictions are in their infancy, giving jurisdictions opportunities to partner and leapfrog on each other's achievements. There are many service solutions jurisdictions can be working on together while legislation, IT infrastructure, and technologies catch up to client expectations.

As the DM Champion for Service Network Collaboration, I am pleased to share with you the Service Partnerships Playbook: Jurisdictional Collaboration to Improve the Client Experience developed by the Public Sector Service Delivery Council (PSSDC). The Playbook showcases best practices and lessons learned from existing and new innovative partnerships in service delivery. It is a comprehensive toolkit and is intended to provide a roadmap for anyone looking for advice on how to develop successful intergovernmental service partnerships. It shows how jurisdictions can replicate and / or scale up innovation occurring throughout the country and provides a rich variety of innovative service partnerships underway including those with Indigenous governments. It will walk you through practical solutions to help inform the establishment of future partnership arrangements.

This Service Partnerships Playbook was developed to support the work of the Service Network Collaboration initiative, which aims to improve client experience by delivering seamless services across governments and leveraging jurisdictions' service delivery networks.

The development of this Playbook was made possible by the generosity of PSSDC members and partners who have shared extensively their experiences with partnerships. This Playbook is informed by their experiences in partnering with other governments and includes feedback of both senior management and working-level employees with knowledge of day-to-day operations.

I encourage jurisdictions to use the Playbook and to continue to identify future service partnerships to focus on PSSDC service collaboration efforts over the longer-term.

Thanks,
Alan Roy, Service New Brunswick
DM Champion for Service Network Collaboration

TABLE OF CONTENTS

INTRODUCTION

INTRODUCTION

This Playbook is intended to provide you with approaches for developing service delivery partnerships between governments.

Within this Playbook you will find information on why you would enter a service delivery partnership, what makes a successful partnership, the steps and best practices for implementing and operating a partnership and how to measure the success of a partnership.

In addition, the Playbook outlines four partnership models or "plays" and the factors that contribute to making those partnerships successful. And while this categorization is helpful, successful partnerships embrace and adapt to their unique context.

Throughout the Playbook you will see case studies, examples and tools that will assist you in your partnership planning with a view to replicating, building upon, or innovating to best meet the needs of those you serve. Contact information is provided in the Reference section of the Playbook to encourage further collaboration, sharing of lessons learned and ultimately greater innovation.

This Playbook is intended to be an evergreen document. As new partnerships are developed and key learnings discovered, the Playbook will continue to evolve to reflect the needs and experiences of jurisdictions across Canada. Forward suggestions for improvement to NC-SP-PS-GD@servicecanada.gc.ca.

This Playbook is available through GCcollab in PDF format. If you do not have an account you can easily register at https://account.gccollab.ca/login/. After registration, please search for the "*FPTM Service Delivery Partnerships Playbook***" to find the Partnerships Playbook page. GCcollab is a professional collaboration platform connecting public servants from government, academics, students and other external stakeholders.**

While navigating the Playbook look for the following

EXAMPLES
Examples from existing partnerships to bring to life the concepts explained

CASE STUDY
A detailed description of an existing service partnership

PERSONA
Personas are fictional stories designed to showcase potential client experience

KEY MESSAGE
Highlights an important insight

TOOL
A resource such as a template to facilitate the implementation of a service delivery partnership

ACKNOWLEDGEMENTS

Thank you to the members of the Public Sector Service Delivery Council and the partners who participated in the co-creation of this pan-Canadian Playbook.

Public Sector Service Delivery Council Members and Partners.

Government of British Columbia

Government of Alberta

Government of Saskatchewan

Government of Manitoba

Government of Ontario

Government of Québec

Government of New Brunswick

Government of Nova Scotia

Government of Newfoundland and Labrador

Government of Yukon

Government of Northwest Territories

Municipal Service Delivery Officials

Canada Revenue Agency

Employment and Social Development Canada

Immigration, Refugees and Citizenship Canada

Indigenous Services Canada

Innovation, Science and Economic Development

Public Services and Procurement Canada

Treasury Board of Canada Secretariat

Veterans Affairs Canada

YUKON

NORTHWEST TERRITORIES

NUNAVUT

BRITISH COLUMBIA

ALBERTA

SASKATCHEWAN

MANITOBA

ONTARIO

QUEBEC

NEWFOUNDLAND AND LABRADOR

PRINCE EDWARD ISLAND

NOVA SCOTIA

NEW BRUNSWICK

WHY SERVICE DELIVERY PARTNERSHIPS?

WHY SERVICE DELIVERY PARTNERSHIPS?

Increasingly, governments are under pressure to deliver more and better service in a cost-effective manner. Successful partnerships between governments provide a win-win-win value proposition for partners, clients and employees. Depending on the nature of the partnership you can achieve many of the following benefits:

For this Playbook, service partnerships refers to collaboration between multiple service partners, for example, federal, provincial, territorial and municipalities.

PARTNERS:
- Leverage opportunities to explore creative solutions to improve the client experience.
- Expand service reach by obtaining access to existing service delivery networks.
- Attain cost-efficiencies and economies of scale.

CLIENTS:
- Provide more convenient access to services.
- Provide access to more services and more seamless services.
- Improve responsiveness.
- Sustain an in-person presence in lower transaction volume communities.
- Simplify the take-up of benefits for vulnerable populations.
- Reduce potential stigma (in-person visits) by having a range of services offered.

EMPLOYEES:
- Improve personal safety (in-person and outreach), particularly in rural and remote areas.
- Increase in-person collaboration through shared space and common areas to improve service delivery.
- Broaden the employee's network to learn and make linkages to their work.

GOOD RELATIONSHIPS MAKE A SUCCESSFUL PARTNERSHIP

GOOD RELATIONSHIPS MAKE A SUCCESSFUL PARTNERSHIP

There are some key elements that contribute
to building a successful partnership[1].

COMMITTED LEADERSHIP

- Champion the transformation and evolution of the organizational culture that may be required.
- Collaborate to deliver the results that will lead to a successful partnership.
- Ensure sponsors are senior enough to span the scope of work.
- Expect sponsors to be actively engaged to resolve issues, provide direction, and foster leadership and support within their own organization.

CLEAR GOVERNANCE AND ACCOUNTABILITY

- Confirm shared interest and create synergies within the leadership team.
- Develop a framework with principles that will enable partners to engage and align.
- Define horizontal accountabilities around roles, responsibilities, policy and service delivery ownership.
- Monitor performance and adjust as required.

ONGOING RELATIONSHIP MANAGEMENT

- Gain trust through transparency and credibility.
- Foster a relationship outside the context of the partnership.
- Check-in regularly to make sure that everyone continues to share the same vision for the partnership.

SHARED PURPOSE AND CULTURE

- Spend time understanding the needs of the partner and their operational and policy environment.
- Work closely to identify the purpose, vision, objectives, and performance measurements for the partnership.
- Agree on the elements of a shared culture that will co-exist with the vertical culture of each partner. For example, shared language and terminology.

INTEGRATED PLANNING AND IMPLEMENTATION

- Confirm what is to be implemented and in what timeframe.
- Commit to regular face-to-face meetings and joint planning sessions.
- Commit to effective and timely communications.
- Ensure activities that could affect the other partner are coordinated e.g. external and employee communications.

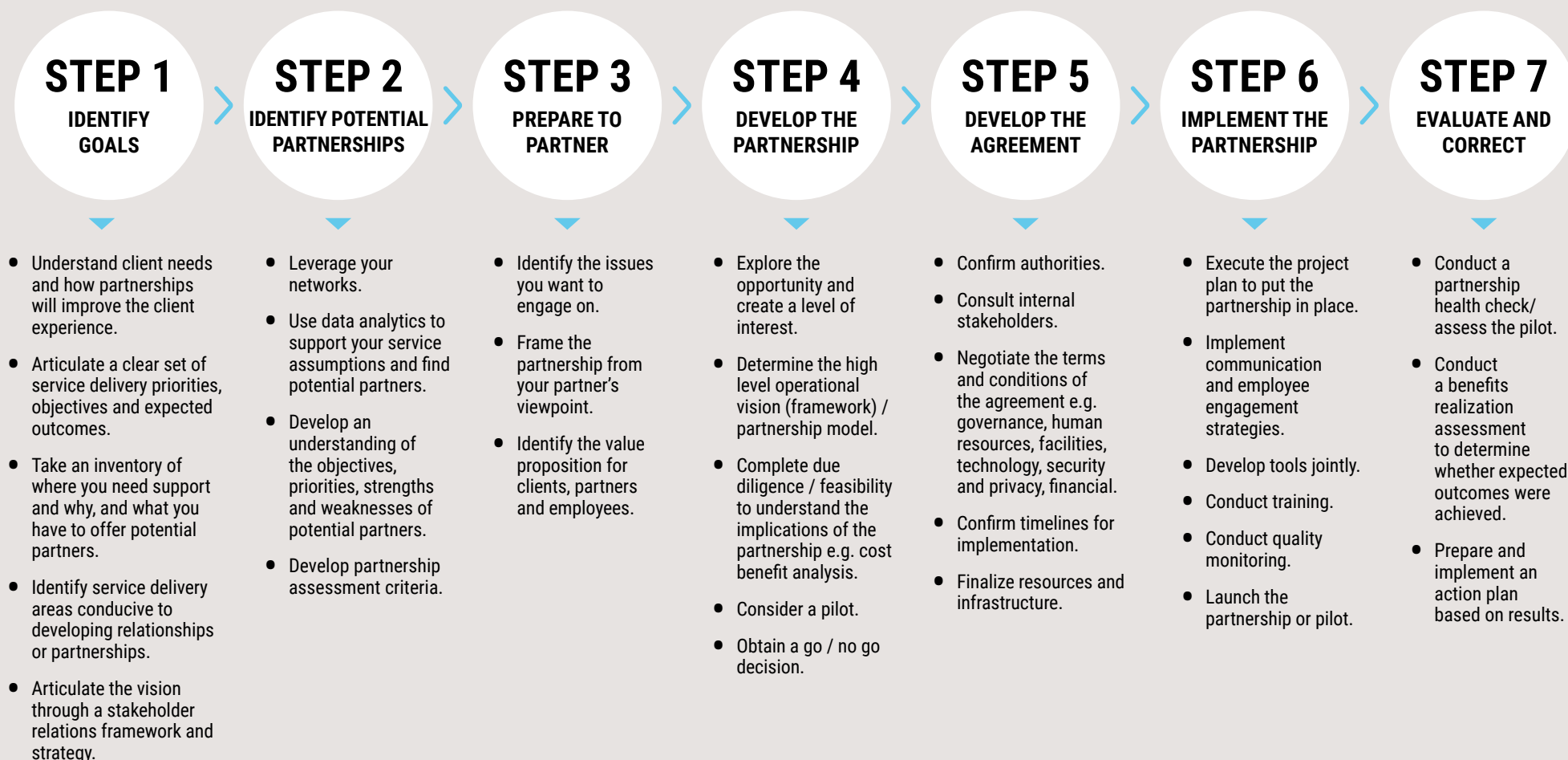**Establishing trusting relationships with other service providers in the community is key to strong partnerships.**

THE PARTNERING PROCESS

THE PARTNERING PROCESS

The following chart outlines steps to consider when implementing a service delivery partnership[2]. As service delivery partnerships differ in complexity not all steps may apply. Consider this as a guide to achieve optimal results in your partnership development.

For new more complex partnerships, a pilot provides the means to test logistics, prove value and reveal deficiencies before making a large investment in time or money.

STEP 1
IDENTIFY GOALS

- Understand client needs and how partnerships will improve the client experience.
- Articulate a clear set of service delivery priorities, objectives and expected outcomes.
- Take an inventory of where you need support and why, and what you have to offer potential partners.
- Identify service delivery areas conducive to developing relationships or partnerships.
- Articulate the vision through a stakeholder relations framework and strategy.

STEP 2
IDENTIFY POTENTIAL PARTNERSHIPS

- Leverage your networks.
- Use data analytics to support your service assumptions and find potential partners.
- Develop an understanding of the objectives, priorities, strengths and weaknesses of potential partners.
- Develop partnership assessment criteria.

STEP 3
PREPARE TO PARTNER

- Identify the issues you want to engage on.
- Frame the partnership from your partner's viewpoint.
- Identify the value proposition for clients, partners and employees.

STEP 4
DEVELOP THE PARTNERSHIP

- Explore the opportunity and create a level of interest.
- Determine the high level operational vision (framework) / partnership model.
- Complete due diligence / feasibility to understand the implications of the partnership e.g. cost benefit analysis.
- Consider a pilot.
- Obtain a go / no go decision.

STEP 5
DEVELOP THE AGREEMENT

- Confirm authorities.
- Consult internal stakeholders.
- Negotiate the terms and conditions of the agreement e.g. governance, human resources, facilities, technology, security and privacy, financial.
- Confirm timelines for implementation.
- Finalize resources and infrastructure.

STEP 6
IMPLEMENT THE PARTNERSHIP

- Execute the project plan to put the partnership in place.
- Implement communication and employee engagement strategies.
- Develop tools jointly.
- Conduct training.
- Conduct quality monitoring.
- Launch the partnership or pilot.

STEP 7
EVALUATE AND CORRECT

- Conduct a partnership health check/assess the pilot.
- Conduct a benefits realization assessment to determine whether expected outcomes were achieved.
- Prepare and implement an action plan based on results.

[2]Partnership Strategy for Horizontal Initiatives Partner Workbook (Available on GCcollab, under Tools and Templates)

THE PARTNERING PROCESS – BEST PRACTICES

This section puts a spotlight on some of the considerations outlined in the Partnering Process and provides supporting tools.

Consider developing a **Stakeholder Relations Framework** to provide a vision on the types of relationships you want to foster (Step 1).

- Principles
- Objectives
- Time Horizon
- Stakeholder Relations Tools, Templates and Intelligence-gathering Systems
- Key Partnerships and Engagement Interests: For example,
  - Other governments
  - Other departments
  - Non-governmental organizations
- Roles and Responsibilities
- Key Deliverables
- Evaluation and Reporting

Consider developing a **Stakeholder Relations Strategy** to articulate how you will build those relationships (Step 1).

- Strategic Objectives
- Strategic Outcomes
- Time Horizon
- Stakeholder Relations Tools, Templates and Intelligence-gathering Supports
- Internal Partners and Governance
- Key Partnerships
  - For each relationship identify strategic direction and key client segments
- Stakeholder Engagement
  - Principles
  - Roles and Responsibilities
- Evaluation and Reporting

Use **data and location analytics** to identify partnership opportunities. Consider socio-demographic economic characteristics to identify the type of partnership and optimize service offerings (Step 2).

ESDC/Service Canada Ontario Region - Stakeholder Relations Framework (Contact PSSDC Member)
ESDC/Service Canada Ontario Region - Stakeholder Relations Strategy (Contact PSSDC Member)

13

THE PARTNERING PROCESS – BEST PRACTICES

A **Partnership Framework i**s helpful in spelling out a high level operational vision and principles for a partnership model that you may wish to replicate in numerous locations (Step 4).

ServiceOntario and ESDC/Service Canada Ontario Region- Collaborative Service Framework (Available on GCcollab, under Tools and Templates)

Regional Municipality of York Community Hubs Development Framework (Available on GCcollab, under Tools and Templates)

York use of Data Analytics to Identify Partnerships

The Regional Municipality of York used data and location analytics to identify partnership opportunities and develop a community hub framework. The Region has done this by demonstrating why specific programs or services would be successful if co-located in specific communities. Based on data and trends in the environment, the Region was able to identify services that the community needed, as well as plan for urban growth, shifts in demographic composition, and changing client expectations. This approach has enabled York Region to be more strategic and deliberate when forming partnerships and delivering integrated services.

PSSDC Points of Service Mapping Tool to Improve Business Intelligence

The Public Sector Service Delivery Council (PSSDC) is developing a pan-Canadian geomapping tool to use data analytics to help members identify potential partners. Federal, provincial, territorial and municipal points of service are being mapped to establish a baseline. Attributes of the points of service such as lease dates and services offered are being captured. Characteristics of the surrounding area such as distances between points of service, the road network and socio-demographic factors provide business intelligence to support partnering decisions.

Examples of items to include in a **Service Agreement or Memorandum of Understanding** depending on the type of partnership (Step 5).

- Purpose of Agreement
- Duration of Agreement
- Objectives, Roles & Responsibilities
- Programs & Services
- Human Resources
- Personnel Security
- Financial Agreements
- Information Technology
- Operational Considerations
- Risk Management
- Communications

- Official Languages
- Governance and Decision Making
- Dispute Resolution
- Confidentiality and Privacy
- Record Keeping and Recording
- Performance Measures
- Exit Strategy
- Amendments

Memorandum of Understanding Template (Available on GCcollab, under Tools and Templates)
Co-location Service Agreement Template (Available on GCcollab, under Tools and Templates)
Service Agreement for Municipal Payments Template (Available on GCcollab, under Tools and Templates)

Other tools to help you through the Partnering Process:

Partner Proposal Checklist (Step 3) (Available on GCcollab, under Tools and Templates)
Developing a Partnerships Pilot – Checklist (Step 4) (Available on GCcollab, under Tools and Templates)
SWOT Analysis and Risk Assessment Tool for Pilots (Step 4) (Available on GCcollab, under Tools and Templates)
Communications & Change Management Plan (Step 6) (Available on GCcollab, under Tools and Templates)
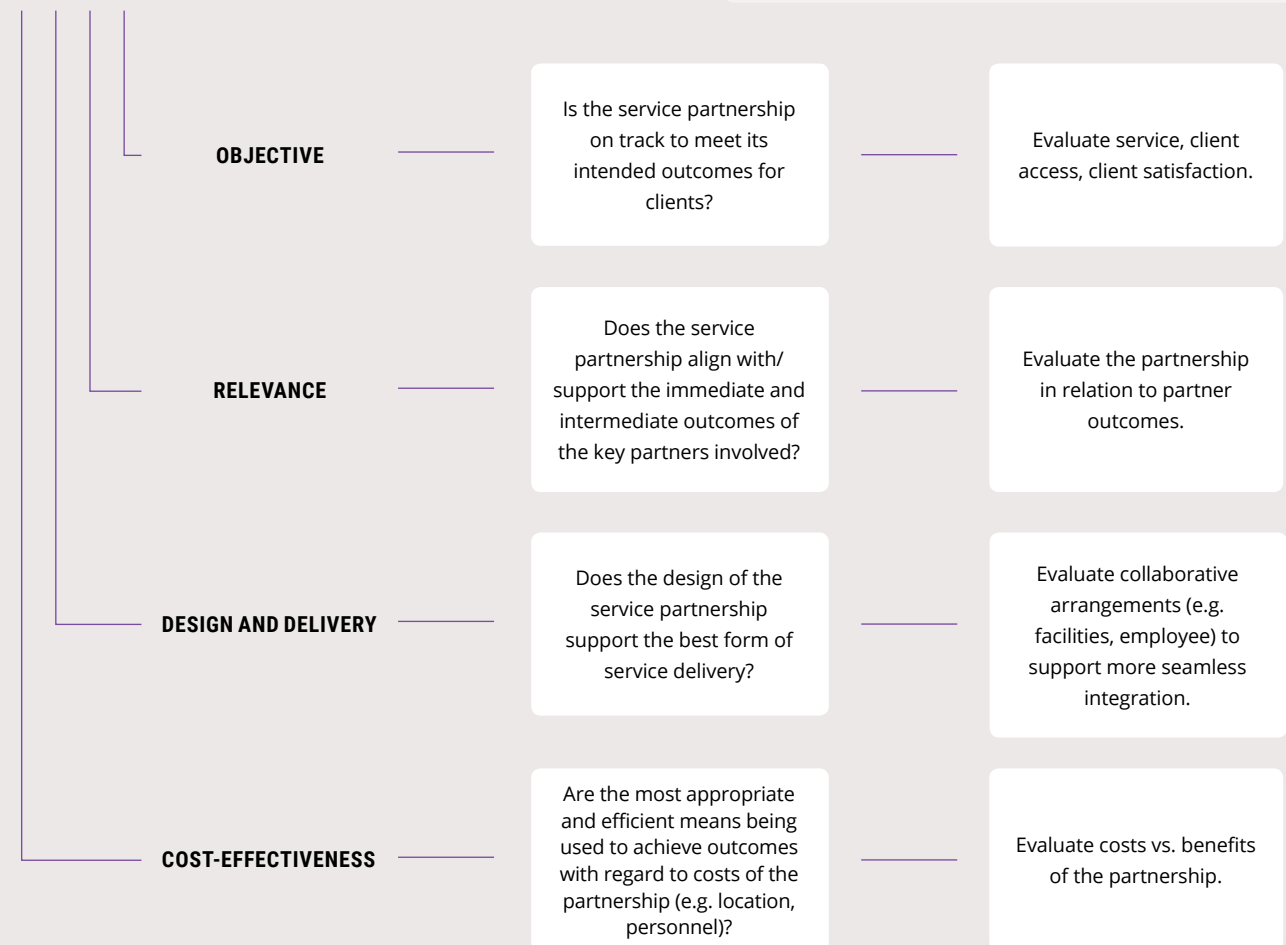
EVALUATING PARTNERSHIPS

EVALUATING SERVICE PARTNERSHIPS

During the piloting and ongoing operation of a service delivery partnership, it is important that processes are put in place to regularly take stock of the health of the partnership in achieving its intended outcomes and that it is keeping pace with evolving client expectations and changing socio-demographic and technological landscapes (Step 7 of the Partnering Process).

Developing an evaluation framework provides an understanding of the key indicators to be measured that will demonstrate how effective the partnership is in achieving its objectives. Data collection, data analysis and data reporting mechanisms should be put in place. Establishing a baseline and putting the evaluation mechanisms in place at the beginning of the partnership will encourage proactive adjustments as required.

EVALUATING SERVICE PARTNERSHIP SUCCESS

OBJECTIVE — Is the service partnership on track to meet its intended outcomes for clients? — Evaluate service, client access, client satisfaction.

RELEVANCE — Does the service partnership align with/support the immediate and intermediate outcomes of the key partners involved? — Evaluate the partnership in relation to partner outcomes.

DESIGN AND DELIVERY — Does the design of the service partnership support the best form of service delivery? — Evaluate collaborative arrangements (e.g. facilities, employee) to support more seamless integration.

COST-EFFECTIVENESS — Are the most appropriate and efficient means being used to achieve outcomes with regard to costs of the partnership (e.g. location, personnel)? — Evaluate costs vs. benefits of the partnership.

Evaluation Framework Guide for Partnerships Pilots (Available on GCcollab, under Tools and Templates)
Evaluation Framework Assessment Tool for Pilots (Available on GCcollab, under Tools and Templates)
Project Plan and Evaluation Framework for Pilots (Available on GCcollab, under Tools and Templates)
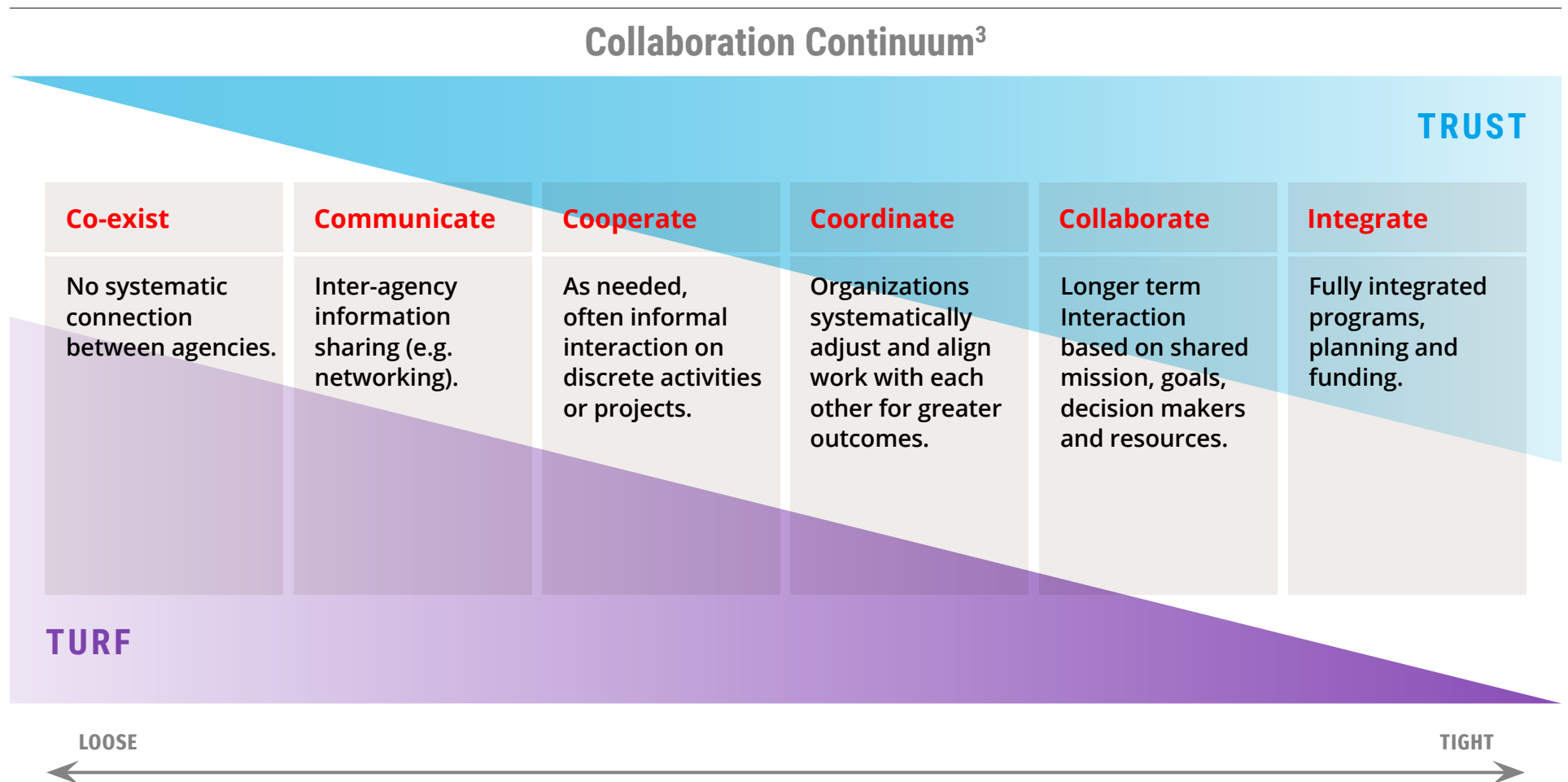Measuring the Health of a Partnership (Available on GCcollab, under Tools and Templates)

INTRODUCTION TO PARTNERSHIP MODELS

SERVICE DELIVERY PARTNERSHIP CONTINUUM

Service partnerships exist on a continuum of increasing collaboration leading to greater client-centric, seamless and integrated services.

Collaboration Continuum[3]

TRUST

Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal interaction on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term Interaction based on shared mission, goals, decision makers and resources.	Fully integrated programs, planning and funding.

TURF

LOOSE ←   → TIGHT

[3]Source: Tamarack Institute

SERVICE DELIVERY PARTNERSHIP CONTINUUM AND PARTNERSHIP MODELS

For ease of clarity, this Playbook explains four different partnership models or plays on a continuum leading to improved client service: Cross Promotion, Outreach, Co-location and Service Integration. It must be noted, that these four groupings are not discrete but rather represent a range of increasing sophistication. It is also acknowledged that there is not a one-size-fits–all solution to partnerships.

The type of partnership developed will be shaped by the unique context and needs of the client base to be served. There can also be overlaps between the different models e.g. a co-located site also doing cross-promotion. It is therefore important that the reader review the models on the following pages with an eye to flexibility and a willingness to adapt the models depending on the circumstances and the overall service partnership needs.

In this section we will look at the four partnership models:

CROSS PROMOTION	OUTREACH	CO-LOCATION	SERVICE INTEGRATION

Within each, we will explore:

- Definition & Subtypes

- Best Practices

- Examples

- Case Studies

- Personas

Partnership Models

CROSS PROMOTION

Definitions & Subtypes

WHAT IS A CROSS PROMOTION PARTNERSHIP?

One government promotes programs and services on behalf of another government.

WHY PARTICIPATE IN CROSS PROMOTION?

To improve the take-up of related services or programs across governments and to facilitate client access. To be proactive in anticipating client needs.

WHO ARE THE CLIENTELE FOR CROSS PROMOTION?

Clients seeking related services that cross governments. For example, newcomers to Canada seeking a federal social insurance number (SIN) and provincial/territorial health card and driver's licence.

WHERE IS CROSS PROMOTION MOST SUITABLE?

Cross promotion is suitable through all forms of client engagement whether it be in-person, over the phone, digitally or other forms of communication.

WHEN IS CROSS PROMOTION IDEAL?

When the partner has a trusted relationship with the community.

There are two common types of Cross Promotion Partnerships

INFORMAL CROSS PROMOTION

Informal agreements or partnerships are often based on close relationships with other federal, provincial, territorial, municipal or Indigenous administrations, nonprofit organizations, and settlement agencies that may be serving the same client groups.

FORMAL CROSS PROMOTION

One government has formal agreements (Memorandum of Understanding - MOU) with another government to share service information with clients. Formal agreements are largely in place to support program and service delivery across jurisdictions with the goal to streamline and bundle services for clients.

Best Practices

- Staff from both partners are engaged through on-going training and communication.

- The depth and type of information being shared in cross-promotional training is appropriate, focusing on general and referral information.

- Reference and cross-promotion materials are up to date.

- There is support through strong collaboration and governance at all levels.

Cross promotion between governments is a simple way to streamline and bundle services for clients.

Informal: Outreach – Atlantic Provinces

On an informal basis, **provincial** outreach host sites often support / promote **Government of Canada** services or virtual service delivery in advance of scheduled site visits by Government of Canada employees.

Informal: G1 Driver's Testing – Northern Ontario

Service Canada, Ontario Region in collaboration with the **Ministry of Transportation of Ontario (MTO)** supports G1 driver's licence testing to obtain a driver's learning permit in remote First Nations focused on youth and the general public. Service Canada works with communities to help clients prepare for G1 testing and provides support for primary identification (ID). Primary identification and a driver's licence are precursors to many employment opportunities. This contributes to improved employability prospects as the majority of clients tested are youth.

Formal: Labour Market Development Agreements (LMDA) – Atlantic Provinces

Each year, the Government of Canada invests over $2 billion in Labour Market Development Agreements with provinces and territories so they can support unemployed Canadians with employment assistance and training.

Under the LMDAs, Employment Benefits enable current and former Employment Insurance (EI) claimants to gain skills and work experience through a combination of interventions such as training and wage subsidies. LMDAs also support the provision of employment assistance services for all unemployed Canadians.

In the Atlantic Region, formal partnerships are in place to support the LMDAs through the promotion and delivery of programs and services across federal and provincial administrations.

For example, to better coordinate the delivery of their respective labour market programs, **Nova Scotia** has co-located with **Service Canada** at 13 locations to offer its labour market programs.

Cross promotion includes Service Canada providing front-end in-person reception, information and referral services to clients seeking to access Nova Scotia's labour market programs and services. Nova Scotia provides appropriate training to Service Canada's front-end employees. The parties collaborate in the development of a detailed process for the delivery of front-end services such as establishing communication protocols.

Informal: SIN@Landing – Pearson International Airport Toronto

Background

Service Canada, Ontario Region in partnership with the Canada Border Services Agency (CBSA) launched SIN@Landing on June 3, 2013 at Toronto's Pearson International Airport to process Social Insurance Number (SIN) transactions at the port of entry for newly landed temporary and permanent residents.

As part of the SIN@Landing initiative, Malton Neighbourhood Services distributes a Welcome to Canada guide (produced by Immigration, Refugees and Citizenship Canada) that contains information about all the provinces and territories. It lists contact information for provincial and territorial ministries including: education, labour, health, transportation and covers the whole range of services offered by each government. It also distributes a 311 Handout with newcomer and government information and contacts.

Each year, over 100,000 newly landed immigrants and/or permanent or temporary residents arrive through Toronto's Pearson International Airport, and which provides a perfect opportunity to provide innovative and client-centric, integrated services to the newcomer client segment.

Objectives

- Improve access to Government of Canada, provincial and territorial programs and services for newcomers;

- Provide seamless, efficient and sustainable service delivery to clients in a secure environment;

- Significantly reduce SIN processing delays due to errors made on the Confirmation of Permanent Resident document and improve the integrity of the SIN program; and,

- Divert Social Insurance Number Rapid Access (SINRA) application processing from Service Canada Centres.

Status, Results and Next Steps

Since the initial launch, SIN@Landing has expanded its operation, both in hours of operation and target audience. Originally, SINs were only issued to newly landed permanent residents, but now SIN issuance has been extended to include temporary residents, such as students and Temporary Foreign Workers.

Ongoing evaluations have been recorded and SIN@Landing continues to demonstrate exemplary results. Since the onset of the initiative, SIN application volumes have tripled and continue to rise, increasing from 18,019 in 2013-2014 to 75,849 in 2017-2018 YTD. To date, a total of 235,480 SINs have been processed at SIN@Landing.

Improving Client Experience through Cross Promotion

Jamal (36) and his family came to Canada about two months ago from Syria. They are happy to start their new life in Bathurst, New Brunswick. The neighbours and the community are supporting them as much as they can. However, Jamal finds it overwhelming to gather all the necessary government documentation for his whole family (e.g. Social Insurance Number, health card, driver's licence, library card).

As they started to access government services, they realized that different types of services are provided federally, provincially and by municipalites. Thinking they could start with the provincial government, they went to a Service New Brunswick center. To their surprise, the officials were able to provide information on federal and municipal services the family was looking for. They also received an information package for newcomers co-developed by related federal, provincial and municipal departments and ministries. They were relieved after going through the package, which had instructions in Arabic. Jamal told his family that they can now focus on other things instead of visiting many locations or calling different service organizations.

Personas are fictional, generalized representations of an ideal client experience. Personas can help to understand users' experiences and recognize that different people have different needs and expectations. They are based on our current environment but often future oriented.

Partnership Models

OUTREACH

Definitions & Subtypes

WHAT IS AN OUTREACH PARTNERSHIP?

A service outreach partnership can take more than one form. For example, two or more governments (could also include community partners and stakeholders) reach out to clients together to provide one access point for services or information. In another example, one government uses their network to enable clients to access services of another organization (could be same or a different government).

WHY PARTICIPATE IN AN OUTREACH PARTNERSHIP?

These partnerships help to ensure that Canadians receive the necessary services, regardless of their primary residential area, their mobility or means, by working jointly with different service providers.

WHO ARE THE CLIENTELE FOR AN OUTREACH PARTNERSHIP?

All types of clients depending on the need. An outreach partnership may reach out to clients who have limited access to other service delivery channels such as in-person service centres or digital access. It is used during emergency situations for affected clients and communities. In other cases, services are joined up spanning different socio-economic/disaster service organizations.

WHERE AND WHEN IS AN OUTREACH PARTNERSHIP MOST SUITABLE?

Works best whenever a community or client group experiences barriers such as geography, language, trust and technology in accessing services. This is often serving rural, remote and isolated communities and where client volumes do not support an in-person presence. Typically conducted on a regular basis, during emergencies, and for targeted promotion or for holistic and wrap around community support i.e. Northern Indigenous Reserves/Communities. This leverages opportunities for joint "holistic" funding (grants and contributions).

There are three common types of Outreach Partnerships

SCHEDULED OUTREACH PARTNERSHIP

One service partner provides outreach services from an existing location of the other service partner e.g. hosted outreach. Typically outreach services are part-time and can range from weekly, monthly, quarterly to annual visits.

VIRTUAL OUTREACH PARTNERSHIP

Outreach services are provided through digital mediums such as a self-service workstation, videoconference, WebEx, or teleconference.

MOBILE OUTREACH PARTNERSHIP

There are two types:

Targeted/Strategic: For clients or communities with specific needs. This form of outreach is usually mobile where service organizations would present at a community event and can be as simple as providing information through a joint outreach session.

Joint Rapid Response Outreach: For communities experiencing exceptional needs such as a mass layoff or emergency situation e.g. floods, fires and postal delays. Service partners use their established tools and resources to respond quickly and efficiently together.

Best Practices

KEY TAKEAWAYS

- This model is particularly convenient for clients living in remote and rural areas as it ensures a physical presence and is a flexible and responsive approach to meet the service delivery needs of the community.

- Reliable equipment and enough supplies (e.g. laptop, printer, satellite phone and forms) are essential for client service officers to be autonomous and provide the same quality of service as a service centre.

- Security issues are always at the forefront when delivering services under this model. Measures should be taken to ensure the physical security of employees and the protection of confidential client information and equipment.

- In the case of targeted outreach, a case by case approach needs to be adopted within each community.

- When engaging with Indigenous communities, be respectful of cultural differences. Ask and listen to co-create solutions and take time to build and sustain trust.

ACCOMMODATIONS

- The hosting partner is responsible for providing set-up space and storage areas.

- Whenever possible, each organization should make arrangements with the host regarding the maintenance of their respective area(s) and accessibility.

- For mobile outreach, members of the community should be consulted to identify potential temporary service points.

COMMUNICATIONS

- Clear branding is recommended to distinguish the partners involved in the service delivery.

- Name-tags / photo ID cards are to be worn at all times on site.

- For travel to isolated or remote areas, provide a cellular or satellite telephone to all employees.

- Local management should communicate to visiting staff the procedures associated with the host site (e.g. emergency procedures).

- Proactive communication is encouraged to address operational impacts (e.g. staff absence).

EQUIPMENT, TECHNOLOGY AND SUPPLIES

- Conduct routine testing and maintenance of all equipment such as laptop, printer and cellular phone to ensure the equipment in good working condition for travel.

- Ensure there is internet access. As a contingency, bring connectivity to ensure the highest quality of service and have paper forms available as a backup.

OPERATIONS

- Harmonized hours during outreach assists in alleviating operational issues and enhances cross promotion between organizations.

- Staffing and operations can be optimized by well-defined operational and administrative roles and responsibilities at the host site. (e.g. having one welcome point for both organizations).

- Conduct community analysis / develop profiles for hotels, transportation and meals for staff.

SECURITY

- Employees are responsible for the protection of sensitive information, such as client information and valuable assets including equipment under their supervision when travelling to outreach locations.

- When driving to a remote location, briefcases, containers or valuable equipment should be placed in the locked trunk or if not possible, out of sight while ensuring the vehicle is locked. When there is a requirement to travel (e.g. by train or plane) with documents that are too bulky to be carried in locked briefcases, documents must be sent in a secure approved container that is checked in prior to departure.

- Conduct an overall vehicle assessment prior to travelling to a remote location: valid driver's licence / insurance; vehicle walk-around inspection; emergency tool kit (flares, flashlight, batteries, matches, candles, booster cables, food, water, wool blanket, cones, etc.); inclement weather condition supplies (snow tires, shovel etc.); roadside emergency contact numbers (local police, ambulance, fire, Canadian Automotive Association (CAA), host site, etc.); road maps; alternate route guidelines.

OUTREACH PARTNERSHIPS TO INDIGENOUS COMMUNITIES

- Use existing open channels of communication to enter into a relationship with the representatives of a community and involve the same government representatives to build on the trust already established.

- Collaborate with the community in determining the service delivery strategy and respect preferences around the roles and logistical set-up.

- Develop a communications strategy specific to Indigenous communities. For example, given that the regular channels of communication are not always efficient at reaching all members of the community, the use of local broadcasting and social media should be considered.

- Involve / hire Indigenous people from the community in the delivery of services to facilitate communication and build trust, for example:

  • Train members of the community as a contact person to support community members facing difficulties in applying for a service or program.

  • Work in close collaboration with the community to deliver the services in partnership so they can provide guidance and fill a translator role.

  • Build capacity within Indigenous communities to empower self-serve.

- Ensure that employees are aware of important information as it relates to hotels, transportation, meals etc.

Outreach: Partnerships in Northern Ontario

The following are three examples:

Aboriginal Birth Registration Initiative (ABRI)

This ongoing **Service Canada** and **ServiceOntario** partnership uses Service Canada's existing outreach network to provide access to birth registration and birth certification information in Indigenous communities. This initiative enables the sharing of information about the birth certificate process and encourages clients to complete the process. This also provides a pathway to all government benefits and services. (e.g. Social Insurance Number, Guaranteed Income Supplement and Canada Child Benefit).

Northern Ontario Remote Community Access Initiative (NORCA) – Service Canada and Indigenous Communities

- NORCA is a relationship-based service delivery approach aimed at maximizing the outcomes for individuals in 28 remote **Indigenous communities**.

- Provides government jobs in the North with a focus on Indigenous Peoples hiring where

referrals are identified by Chief / Council as **Service Canada** staff.

- Overcomes cultural barriers and facilitates easier access to federal programs and services in various Indigenous languages.

- Uses existing infrastructure, such as Band Council offices, technology, tools, e.g. video chat for complex cases.

Big Trout Lake – Passport Clinic

- **Service Canada, Ontario** Region designed and delivered a passport clinic in a remote fly-in community in fall 2017 in response to individual community needs.

- This successful initiative was a direct result of extensive pre-work completed by a newly hired **Service Canada NORCA employee**.

- It resulted in an entrepreneurial opportunity for a community member (commercial photographer).

Scheduled: Community Volunteer Income Tax Programs (CVITP)

The **Canada Revenue Agency's (CRA)** Outreach Program partners with organizations to provide information about the Canadian tax and benefit system to vulnerable populations. Many of these partnerships do not entail daily communication between the partners; rather, they are maintained through regular in-person visits where outreach officers conduct presentations, disseminate information products, and field questions from employees and clients of the various organizations.

As part of the [Community Volunteer Income Tax Program (CVITP)](#), **community organizations** host free tax preparation clinics and arrange for volunteers to complete income tax and benefit returns for individuals with a modest income and a simple tax situation who may have difficulty completing their income tax returns by themselves. Through the CVITP, the CRA pursues strategic partnerships with a variety of organizations that serve vulnerable segments in order to leverage their knowledge, resources and networks.

Each year, thousands of CVITP volunteers complete hundreds of thousands of income tax returns for people who are most in need of this service. Thanks to this assistance, these people can receive their due credits and benefit payments.

Joint Rapid Response Outreach Examples

Fort McMurray, Alberta Wild Fires – 2016
In May 2016, a wildfire began southwest of Fort McMurray, Alberta and swept through the community, forcing the largest wildfire evacuation in Alberta's history. **Service Canada** and **Alberta Works** partnered to assist 88,000 evacuees arriving in evacuation centres. The wildfire destroyed approximately 2,400 homes and buildings. Partnerships between Service Canada, the **Alberta Temporary Foreign Worker Advisory Office (TFWAO)**, the **Alberta Immigrant Nominee Program (AINP)** as well as **Immigration, Refugees and Citizenship Canada (IRCC)** were created to deliver joint information sessions and resource fairs for residents.

British Columbia Wild Fires – 2017
The 2017 fire season in BC was notable; first, for the largest total area burnt in a fire season in recorded history; second, for the largest number of total evacuees in a fire season; and third, for the largest single fire ever in British Columbia. **Service Canada** partnered with the **Canadian Red Cross** and other service providers to set up spaces throughout the province to assist the 45,000 people evacuated. These sites were one-stop-shops for residents to obtain all information and assistance in one location. **Service BC** and Service Canada partnered to deliver additional outreach services at their locations.

Churchill, Manitoba Rail Line Disruption – 2017
The remote community of Churchill has been without rail service since flooding destroyed its only land link on May 23, 2017. **Manitoba Infrastructure** and **Service Canada**, through an Intergovernmental Coordination Committee, address issues faced by Churchill, which relies on the train for jobs, food, fuel and other products. Service Canada provides bi-weekly Employment Insurance claim updates to **Manitoba Family Services. Western Economic Diversification Canada** participates in the monthly Jobs and Skill Training Working Group led by **Manitoba Employment and Training**, and provides additional outreach services.

Virtual and Scheduled: Grand Manan, New Brunswick Service Delivery Model

Background

Service Canada is exploring transitioning from a Scheduled Outreach model to a Virtual Service Delivery model to better serve clients in the community of Grand Manan, New Brunswick (NB). Grand Manan is an island community of approximately 2,500 located 50 kilometers off the southwest coast of New Brunswick. It is accessible by charter aircraft or via a 90 minute ferry crossing. Bad weather and traffic load often extend crossing time considerably. Service Canada currently provides services to the Island through in-person Scheduled Outreach one day a month.

Scheduled Outreach client volumes are very low; 110 clients in total for 2016-17. As noted, reliable access to and from this community can be challenging and resource intensive. **Service NB** has a full time site on the Island and preliminary discussions indicate this could serve as a virtual service host site. The optimal virtual service model remains to be determined but the host site could provide access to Government of Canada documentation, Citizen Access Works Station (CAWS) system access, and video / audio link to

Service Canada Citizen Service Officers. In addition to reducing the need for routine staff / client travel and the potential for employees working alone, this initiative could significantly improve service access and awareness for clients in Grand Manan.

Objectives

This initiative advances four objectives:

- Provides clients in Grand Manan with more consistent, accessible service access.

- Builds on each other's partnership and service delivery collaboration network.

- Leverages recent experience, knowledge and capacity for virtual service delivery.

- Supports staff health and safety and better manages limited service resources.

Status, Results and Next Steps

A number of critical issues still need to be resolved, many of which will draw on an expanded scope of expertise from both partner organizations. Among these concerns are technology and network connectivity, privacy and protection of information, security, client queuing, space rental cost and space for possible Citizen Access Works Stations.

The service organisations are considering approval of the transition to a Virtual Service Delivery model for Grand Manan. Once approved, advancement of the transition will require clarification and alignment of the site logistics noted above with virtual service delivery protocols being developed nationally. With these benchmarks in place, more formal discussions regarding Grand Manan host-site details can then be initiated.

Virtual: Nain, Labrador Remote Indigenous Communities Outreach

Background

In partnership with the **Nunatsiavut Government**, **Service Canada** has initiated a pilot project to enhance services and improve interactions between community members and government officials through the hiring of a community-member to act as a facilitator / translator. Service Canada has a Memorandum of Understanding (MOU) with the Nunatsiavut Government piloting a virtual outreach project in the community of Nain, Labrador to provide residents with assistance and information regarding Employment and Social Development Canada programs and services. Service Canada hired a resident of Nain as a casual employee to work one day per month, acting as a facilitator / translator between the residents of Nain and Service Canada staff in the Service Canada Happy Valley-Goose Bay Office.

Costs for the pilot have been nominal — $200/ month in salary costs; premises, furniture and equipment are provided to Service Canada at no cost.

Objectives

- Pilot an initiative to enhance service by improving the accessibility of information and support for programs and services in remote communities.

- Engage in partnership arrangements with Indigenous organizations.

- Apply lessons learned to expand virtual service delivery.

Status, Results and Next Steps

- The pilot started January 13, 2015.

- The agreement MOU has been extended a number of times, most recently to June 2018.

- The Nunatsiavut Government completed their own review of the pilot project in January 2018. Key findings include: 100% of the survey respondents found services offered in Inuktitut were helpful, 87% were satisfied with the location, 30% hoped for extended hours of service. These findings will help inform a Service Canada evaluation anticipated for May 2018.

- Expansion of the initiative to 2 days per week and encompassing a number of adjacent communities will be explored in the 2018-19.

Scheduled: Insurance Corporation of British Columbia AutoPlan – Insurance Services

Background

The **Insurance Corporation of British Columbia** (ICBC) is a provincial Crown Corporation that provides compulsory and optional public automobile insurance. All vehicles operating in BC must be covered by ICBC's basic third party liability which is purchased through independent Brokers across the Province. Rural and remote communities of Atlin, Dease Lake and Stewart do not have independent ICBC Brokers so **Service BC** (SBC) provides this service.

Without SBC providing these services, customers would have to travel up to 1,200 kilometres round trip to obtain these services. Atlin and Dease Lake have provided this service for many years; Stewart began offering the service in 2014. SBC earns a commission on the vehicle insurance sold in these locations.

Objectives

- Ensure that customers in the far northern isolated communities of the Province have access to AutoPlan services as they are not otherwise available in the area.

- Provide knowledgeable and reliable services to their communities.

- Provide services cost efficiently and in an integrated service delivery manner.

Status, Results and Next Steps

- Additional staff have been enrolled in AutoPlan training to better support the current AutoPlan offices.

- Providing AutoPlan in these three communities has been extremely successful and customer feedback has been positive.

Joint Rapid Response: Sears Canada 2017

Background

Service Canada, Ontario Region, elevated its existing Joint Rapid Response Action Plan (JRRAP) model to implement an innovative and horizontal approach to service delivery to support and respond nationally to program and service delivery needs for more than 17,000 **Sears Canada** employees across Canada. From the onset of Sears Canada's announcement to liquidate stores across Canada on June 22, 2017, Service Canada met regularly with Sears Canada representatives to coordinate a national response that included information sessions for employees, tracking of Employment Insurance (EI) claims and providing prompt responses to enquiries by Sears Canada and their employees.

Objectives

- Develop an inter-governmental approach and mobilize a National Joint Rapid Response Action Plan to ensure a strategic response; communicate key messages; and coordinate information sessions across Canada;

- Establish key partnerships between Service Canada and Sears Canada, **provincial partners**, the Minister's Office and Members of Parliament to ensure efficiencies and a consistent and coordinated national approach to the delivery of programs and services;

- Use national labour market impact analysis of Sears Canada's closure on the retail industry, communities and employees across Canada to identify vulnerable communities in need of support through JRRAP outreach activities; and,

- Leverage digital tools to coordinate and share outreach activities, resources and labour market economic analysis and reporting of the affected communities to better support the Response Team in making strategic decisions when dealing with the increased occurrences of national layoffs in Canada in the retail sector.

Status, Results and Next Steps

The Response Team collaborated with a number of provincial partners, including **the Ministry of Advanced Education and Skills Development**, to deliver 305 information sessions nationally, providing assistance and valuable information on programs and services (including employment insurance, wage earner protection program and electronic record of employment) to over 5,000 Sears Canada employees in 200 Sears Canada locations across the country.

National labour market information analysis of the closure was conducted on the retail industry, affected communities and employees. Regional geospatial maps were developed to represent the varying degrees of impact the Sears closures would have on employment in each region and impact on the local retail industry. This evidence-based analysis helped identify vulnerable communities needing outreach and support. Rural communities were found to have a stronger reliance on retail employment, and thus, a greater impact on their local labour market.

ESDC/Service Canada Ontario region - Joint Rapid Response Action Plan (Contact PSSDC member)

Improving Client Experience through Outreach

Personas are fictional, generalized representations of an ideal client experience. Personas can help to understand users' experiences and recognize that different people have different needs and expectations. They are based on our current environment but often future oriented.

In Labrador, the Shiwak family always wanted to receive services in their mother tongue, Inuktitut. The Shiwaks are a family of 3, each with different types of service needs. Recently, the mother (32 yrs.) and father (38 yrs.) and their son (10 mos.) went to a Service Canada point of service to learn about federal programs they might be eligible for. This Service Canada site also hosts its provincial counterpart, which leverages Service Canada's network to improve client's access to services.

The Shiwaks were particularly interested in Canada Learning Bond, Canada Pension Plan and Employment Insurance information. They were officially greeted in Inuktitut and provided with information on federal programs that they may be eligible for and how they can apply. After the initial conversation, the client service officer realized that the Shiwaks were planning to go to a provincial service center a month later, so he connected them with a provincial client service agent who is on site 2 days a week who informed them of the provincial services and programs, including training and health services that they can access.

The Shiwaks appreciated that provincial and federal governments are collaborating to improve access to services. They are hoping more Indigenous communities will receive services in their own languages and receive service outreach provided by different governments.

Partnership Models

CO-LOCATION

Definitions & Subtypes

WHAT IS CO-LOCATION?

Different governments operate out of the same point of service with a shared entrance for clients.

WHY PARTICIPATE IN CO-LOCATION?

Ideal for small rural sites where there are currently only one or two client service officers to increase employee safety and support. Also suitable for urban areas to provide a single point of access for clients.

WHO ARE THE CLIENTELE FOR CO-LOCATION?

All types of clients depending on need including vulnerable populations who may have limited access or ability to use other channels such as digital.

WHERE AND WHEN IS CO-LOCATION MOST SUITABLE?

For sustainability of the in-person presence in lower transaction volume communities. Co-location partnerships are best considered when the building lease expiry dates of potential partners coincide.

There are two common types of Co-Location Partnerships

SHARED SPACE

Two or more partners operate out of the same service point, but exclusively deliver their respective services. The partners may consider sharing areas including:

- Client-related space such as customer waiting room, customer writing tables, self-service work stations and restrooms.
- Staff-related space such as kitchenettes/lunch rooms and telephone stations.
- Secured areas for privacy of highly sensitive information (the back office, computer room, etc.).

Shared space does not imply shared counter.

SHARED COUNTER

The point of service operates as one unit, with a greeter or triaging queue system to direct clients to separate counters where they are provided programs and services by the respective partners.

Best Practices

KEY TAKEAWAYS

- Consider site design and layout as early as possible and include front-line staff in the design to optimize the experience for clients and staff.

- Implement an intuitive floor plan and counter design from both a client and employee perspective to make receiving and providing service a more fluid experience.

- From a wellness perspective, sharing common areas (e.g. kitchen and break rooms) allows employees from both partners to network and establish positive relationships. From a service delivery perspective, it enables employees of both partners to collaborate to improve operational and client experience.

- Keep open communication channels to permit constant communication around all aspects of the co-located site.

- Sharing and transferring costs between organizations is complex and needs to be understood at the outset.

- Create a harmonized service experience through joint signage and harmonized hours of service.

- Put in place effective privacy information practices to avoid putting client or employee information at risk.

ACCOMMODATIONS

- Plan for urban growth, shifts in demographic composition, changing client expectations and complex needs.

- Conduct a feasibility study e.g. confirm co-location site details such as size, layout, insurance, parking, noise, and client volumes.

- Consider each partner's physical layout guidelines and service delivery model when developing an integrated and client/employee friendly site design.

- Engage with facilities and infrastructure leads to plan the layout and logistics: offices (cubicles or open space), shared space (e.g. lunch room), counters, board rooms, equipment (e.g. computers, networks, phones, photocopiers, office supplies), bandwidth, connectivity greeting/queue management, waiting room, accessibility and signage.

- Separate counters should be placed far enough away so that service delivery officers cannot hear each other's transactions (client privacy).

- Provide employees with similar office conditions to maximize employee satisfaction. Different office standards or quality of equipment can cause employee tension.

- At the point of entry, the process and flow of client traffic needs to be carefully planned. Confirm who will be responsible for directing clients and how greeters or signage will be implemented.

- Self-serve client workstations provided by each partner should be placed together for client convenience.

- Differences in building codes and standards across governments need to be taken into consideration when determining accommodation requirements.

- The responsibility for daily cleaning, addressing basic maintenance issues, and communicating with the landlord has to be clearly assigned to avoid confusion and duplication of effort.

- Employees need to know who the site lead is so that site issues are reported, documented, and resolved properly.

COMMUNICATIONS

- Develop a joint communications and engagement plan for internal and external audiences with a focus on change management when implementing the co-located site. Considerations include signage, communicating with the community, messaging to staff, and

identifying expectations. Effective tools include joint engagement sessions at all levels of governance as well as ongoing communication between local management.

- Coordinate communications when stakeholders of both partners could be affected e.g. press release or communications to staff. Confirm the sensitivity of information to be shared.

- Plan regular operational meetings to discuss daily issues or to share information. Unplanned informal meetings between the team leaders and managers are recognized as a best practice to address emergent issues.

- Share information through training.

- When new information or changes occur, proactive and timely communication must happen at all levels.

- Identify a resource person as a "go to" person for employee questions.

FINANCIAL

- Develop a cost and resource sharing model.

- Considerations for how project costs will be shared for the development of the co-location site include:

  - Direct construction costs.

  - Planning and design of the collaborative site and project management of the project.

  - Permanent systems installed for the benefit of both parties e.g. security systems and signage.

  - Shared furniture and other assets.

- Considerations for ongoing leasing/renting costs once the co-location site is up and running include percentage of total lease/rent based on exclusive use of space and shared space.

- Set up an operational spending and source of revenue (if applicable) tracking system, as well as follow up arrangements once the partnership ends.

- Contracts, lease documents, and other written agreements must indicate who is responsible for the payment of rent, cleaning and maintenance, and other site-related expenses.

EQUIPMENT, TECHNOLOGY AND SUPPLIES

- Different network providers and infrastructure may have to co-exist, or if shared, system requirements (bandwidth, connectivity, firewall security) will have to be standardized to accommodate both groups' network policies.

OPERATIONS

- Office closure policies for partners should be as consistent as possible to minimize client dissatisfaction and employee tension. Considerations include:
    - Common hours of operation.
    - Differences in observed holidays e.g. between federal and provincial governments.
    - One-off closures of the site e.g. snowstorm.
- Site access guidelines should be as consistent as possible e.g. overtime practices, working alone policies and third party access policies.
- Confirm service standards and official language requirements.
- Ensure there is enough parking for both partners and that it is administered in a consistent manner.

SECURITY

- Develop a security plan identifying the mechanisms to maintain safety and security for premises, assets and personnel. Shared space often means employees from both partners could have easy access to each other's work areas. Considerations include the utilization of cameras, security personnel, access cards and firewall security.
- Develop procedures to address requests for access to information that may involve the other party and third party requests or access to information requests related to camera footage.

GOVERNANCE

- Set up a governance structure at the executive and project team level to oversee the whole implementation of a co-location site. Clarify roles and area of expertise of each stakeholder e.g. local managers and staff, security, privacy and facility leads, and senior executives. Include local staff early on in the planning.
- Establish a working group to develop a Service Agreement and review from the various stakeholder perspectives.

HUMAN RESOURCES

- Develop a coordinated human resources plan for areas that overlap e.g. cross training and dispute resolution.
- Work place cultural issues or 'sense of belonging' activities should be blended or initiated.
- Local committees such as wellness committees should be a joint initiative to ensure consistent activities for all staff at a site.

Shared Space: Maison de l'emploi et du développement humain de St-Thérèse, Quebec.

At the end of the 1990s, the Maison de l'emploi et du développement humain in St. Thérèse was opened to improve the accessibility of services to citizens. A centre, including **Quebec's Centre local d'emploi, Service Canada and various organizations,** was established to offer employment services when labour market activation measures were transferred to the provinces and territories to facilitate access to employment services. The Maison de l'emploi quickly became an example of the success of co-located public services. The initiative provides access to a wide range of federal and provincial programs and services in a single location, while managing public funds in a cost-effective manner.

Shared Space: Co-located Service Sites of the Cree Nation in Quebec.

Service Canada has established a service delivery partnership with the **Cree Human Resource Development (CHRD)** to meet the Cree community's needs. In the Chisasibi and and Mistissini band offices (co-located sites), two members of the Cree community, who are permanent Service Canada employees, offer federal services in both official languages and in the Cree language. An Outreach network was developed based on the two co-located sites, offering services while bringing remote communities together. This partnership, built on a bond of trust established in the early 1990s, gives remote communities access to federal services and meets people's needs in the language of their choice. One of the employees from the Cree community even obtained an award of excellence from the Deputy Minister of Employment and Social Development Canada.

Shared Space: Picton, Ontario

Background

In June 2016, **ServiceOntario** and the **Service Canada Ontario Region** recognized an opportunity to co-locate service in Picton to provide a single point of access for many of their government services.

The Picton design and implementation process was developed through collaboration by both organizations, with employees working across jurisdictions and applying different approaches learned from each other.

Objectives

Based on Service Canada's and Service Ontario's Collaborative Service Experience Framework, the following objectives were envisioned:

- **Seamless Service Delivery:** A seamless and harmonized in-person client service experience.

- **Inclusivity and Accessibility:** Leadership in Inclusivity and Accessibility for Clients and Employees.

- **Design Concepts:** Planning with clients and employees in mind.

- **Security by Design:** Ensuring a safe and secure environment for clients and employees.

- **Collaborative Working Culture and Environment:** Working together to provide a seamless experience for common clients.

- **Employee Engagement:** Collaborating internally to create an optimal work environment.

- **Communications and Engagement – Internal and External:** Emphasizing collaboration and engagement.

Status, Results and Next Steps

Both organizations learned a lot about the service that the other provided and were able to resolve client service needs at the first point of contact. Staff are committed to the co-location process and feel a sense of ownership in providing great customer service to clients. This co-location partnership demonstrates the effectiveness of collaborative service delivery and design and will serve as a model for exploring future co-location opportunities in the future.

Shared Counter: Ottawa City Hall, Ontario – Co-location Between Multiple Governments

Background

The **City of Ottawa,** the **Government of Ontario** and the **Government of Canada** share a common vision committed to client-centred service. Launched in 2006, the co-located site now offers a full one-stop-site for citizens from the Ottawa region looking for federal, provincial and municipal services.

Fifty employees from **Service Ottawa, ServiceOntario** and **Service Canada** are sharing a common space organized to fully respect client's privacy.

Clients access the services via an info-centre in the middle of City Hall, where a greeter welcomes clients and informs them about who is delivering which services. This helps to ensure that the flow of traffic is smooth and efficient.

Objectives

- To work together to foster a spirit of strong collaboration and open dialogue that will meet both client and business needs;

- Provide seamless, one-stop, citizen-centred service delivery;

- Provide secure, simple and easy to access service to clients; and,

- Create new opportunities for collaboration and innovation for the promotion and delivery of services to the public.

Status, Results and Next Steps

The partners renewed their service agreement in 2015 and continue to look for ways to improve the client experience.

The partners are currently discussing the common triage system to better serve clients and reduce waiting times to access public services.

Since Ottawa is a large site with many sub-sections, work is ongoing to improve the layout and design to create a better overall experience for common clients.

Improving Client Experience through Co-Location

Doug and Barbara Murphy, 62 and 66 respectively, are seniors living alone in East Ottawa looking for government financial support programs for seniors. They read online that they could qualify for the Canada Pension Plan (CPP) and the Old Age Security (OAS). They go to the nearest provincial service location (ServiceOntario) and are told many of the programs for senior citizens are actually provided by the federal government (e.g. Service Canada) in a co-located office in downtown Ottawa.

The next day they go to Service Canada, located in the Ottawa City Hall office where they find that Service Ottawa and Service Ontario are co-located. They are able to apply for OAS and CPP. At that time, they are also able to renew their senior citizen bus pass at the Ottawa city counter and renew their health cards at the ServiceOntario desk. They are delighted that the city hall location hosts services from multiple governments. However, they wish that there were more locations similar to that location close to where they live in the east end of Ottawa.

Personas are fictional, generalized representations of an ideal client experience. Personas can help to understand users' experiences and recognize that different people have different needs and expectations. They are based on our current environment but often future oriented.

Partnership Models

SERVICE INTEGRATION

Definition & Subtypes

The Public Sector Service Delivery Council champions initiatives that positively influence effective citizen-centred service delivery across governments. Previous sections of this Playbook outlined more common types of partnerships that exist in the federal, provincial, territorial and municipal service delivery landscape.

This section focuses on the less common types of partnerships that are moving the bar just that little bit closer to the accessible and single point of access clients are seeking. It speaks to future possibilities that technology and creative ways of thinking can enable and provides a snapshot of what international governments are up to. These types of partnership may require significant process re-engineering to fully optimize services for our clients.

And while governments are increasingly encouraging clients to move online, traditional channels such as in-person will remain important to ensure no client is left behind.

There are five common types of Service Integration Partnerships

INTEGRATED AGENT

One government official provides services for more than one government.

DIGITAL INTEGRATION

Can be back office, front office or client-facing. Examples include, providing digital services on behalf of another government, and a single web portal to provide services for two or more governments and partnerships that provide foundational pieces to enable digital integration of services.

INTEGRATED PAYMENTS

A form of digital integration where one government manages the acceptance or issuing of payments on behalf of another government.

BUNDLED SERVICES

Often associated with life events such as the birth of a child, entering post secondary education, employment, retirement and end of life where programs and services provided by more than one government are delivered as a bundle.

DATA INTEGRATION

Data is shared between governments in order to provide up to date, real-time data to improve service delivery.

Digital Integration: Digital Identity Services – "Tell-Us-Once" Service Experience.

Identity is fundamental to Canadian society as it is the starting point of trust and confidence in interactions between the public and governments and government to government. Provinces and territories are the authoritative sources of identity information for persons born in Canada in their respective jurisdictions. The federal government is the authoritative source of identity information for persons born abroad. Real-time, cost-effective digital identity services are required to allow federal, provincial, territorial and municipal service providers to securely confirm an individual's identity leading to increased convenience and reduced processing time and administrative burden on clients. If adopted, the Pan-Canadian Trust Framework (a set of agreed on definitions, principles, conformance criteria, and standards used consistently to ensure individuals and business are who they say they are) could allow provinces and territories to become Trusted Digital Identity Providers to other governments. The Framework aims to allow participating jurisdictions to confirm and retrieve identity information enabling secure online service delivery, service bundling, and increased program integrity to support stronger service partnerships using an integrated "tell us once" service experience. Pilots are underway with **Alberta, Nova Scotia, British Columbia, Employment and Social Development Canada and Treasury Board Secretariat of Canada** to test the Framework components and requirements to establish provinces and territories as Trusted Digital Identity Providers.

Digital Integration: Business Number – Enabling Seamless Delivery of Services to Businesses.

The use of a unique identifier for business interactions, such as the Business Number, can allow governments to improve the efficiency and integration of services they offer to businesses. Once adopted, a unique identifier reduces the number of identifiers that a business needs to maintain and enables more seamless delivery of services to businesses. **Six provincial partners** have adopted the business number as a common identifier. Discussions are ongoing for two more provinces to adopt the Business Number in 2018 and others are considering Business Number adoption or using it as a second identifier. In addition, a growing number of **federal departments** have agreed to adopt the Business Number as an identifier for their business-facing programs and services.

Digital Integration: Region of Waterloo, Ontario Customer Relationship Management Software.

The **Region of Waterloo** and the **City of Kitchener** decided to enter a service partnership that would provide key benefits to both partners. When the Region of Waterloo decided to establish a call centre, the City of Kitchener offered to provide space within their newly built operations centre, in exchange for the Region of Waterloo to include the City of Kitchener in its new Customer Relationship Management (CRM) licensing agreement. A cost-benefit analysis was created and legal agreements were drafted and signed. The sharing of space and CRM software has not only delivered cost efficiencies, but has also enabled staff in Kitchener and the Region to learn from one another and share best practices.

Digital Integration: Region of Waterloo, Ontario Online Public Engagement Software.

In order to provide a consistent service experience for citizens, the **Region of Waterloo** and its three local cities have worked together to procure online public engagement software. The Region and the cities have used a common platform and branding since the spring of 2016. Recently, based on the success of that collaboration, the municipalities have issued a joint Request For Proposals to acquire a new and enhanced online public engagement software. While each municipality maintains its own contractual agreement with the vendor, the municipalities continue to be committed to joint selection process, branding, promotions and cross-promoting public consultation that is interjurisdictional. Working with the same software means that staff across Waterloo Region are able to share lessons, gain new insights and hold joint training.

Digital Integration: Partnerships on the International Scene.

Belgium – Online Public Service Portal

myBelgium is an online public service portal. This portal is a one-stop site that provides information and online services to Belgian clients by topic (e.g. health, immigration, employment, taxation, business start-up) regardless of the level of government that administers a service.

For example, a client is able to use the same portal to file a tax return or apply for a pension (federal) and apply for social services (local/municipal). Clients are able to do so by registering for a my.belgium account for authentication.

Netherlands – Generic Digital Infrastructure

The Generic Digital Infrastructure (GDI) was developed as a basic foundation for the different government organisations to be integrated in their services. The GDI comprises standards, products and facilities enabling secure communication with the government. The aim was to develop a single, secure, and cost-efficient infrastructure - known as Nederlandse Overheid Referentie Architectuur (NORA) - that provides a framework for the eGovernment components that is acknowledged by all stakeholders. The goal of NORA is to unite 11 ministries, 12 provinces, 23 water boards, 390 districts, and many executive organizations of the Netherlands.

Denmark – Public Health Portal

Sundhed.dk is the public health portal owned jointly by the Ministry of Health, the Danish Regions and Local Government Denmark. The portal was established in 2003 with the purpose of gathering existing and future information relating to health in one place. Today the portal is integrated with the joint public identity and authentication infrastructure, including electronic digital signatures that clients can use to log on to the portal.

Once logged on, the portal gathers data from all the main health actors across levels of government, including general practitioners, which gives clients access to:

- All the latest information and activities in a current health view;

- Journals from hospitals, including personal information registered;

- Journals from general practitioners, including personal information from general practitioners and specialised doctors, such as test results or diagnoses;

- A medicine card, providing an overview of all prescribed medication from hospitals and doctors;

- Overview of consultations by practitioners and specialized doctors;

- And finally, a personal data log, to see when, why and by whom your personal data have been accessed.

This personalized information is in addition to detailed general information (for example, on patient rights and quality standards) and advice about health care and prevention in general, which is also accessible through the portal, targeting both healthcare professionals and citizens.

Service Bundles: Birth Bundle (5-in-1 Newborn Registration Service).

The 5-in-1 Newborn Registration Service - Education Savings Referral is a partnership between **Employment and Social Development Canada (ESDC)** and the **Government of Ontario** to incorporate the Education Savings Referral within the newly expanded 5-in-1 Newborn Registration Service. The Education Savings Referral is an optional and free online service that connects individuals with a participating Registered Education Savings Plan (RESP) Promoter of their choice to learn about and start the process to open an RESP, and to request the Canada Learning Bond (Bond) and/or the Canada Education Savings Grant (CESG) for a child. Parents of Ontario newborns can now request to be contacted by a RESP promoter when they register the birth of their child online, request a birth certificate, apply for their child's Social Insurance Number, and apply for federal and provincial child benefits - including the Canada Child Benefit. This expanded service will increase access to the education savings incentives by creating a user-friendly bundled referral within the newly expanded 5-in-1 Newborn Registration Service (formerly the 4-in-1 Newborn Registration Service). The Education Savings Referral will be available to the public in the 5-in-1 Newborn Registration Service commencing in March 2018.

Service Bundles: Death Notification / Bereavement Bundle.

Leveraging the success of the Birth Bundle, the **federal government, provinces, territories and municipalities** are moving forward with a Bereavement Bundle initiative to improve the client service experience when reporting the death of a family member. The Public Sector Service Delivery Council is organizing a design thinking workshop bringing together jurisdictions, stakeholders (e.g. funeral directors and medical officers) and clients to co-design a Bereavement Bundle Prototype. One of the goals is to see how Canadians could experience a tell-us-once approach when reporting a death to alleviate some of that burden during a difficult time in their lives.

Integrated Payments: Service New Brunswick with Municipalities.

Service New Brunswick offers, on behalf of participating **municipalities**, select services and payments to clients, allowing them to pay for municipal services. Payment collection is offered over the counter, online and at TeleServices. Funds are sent to the corresponding municipality electronically. Current service agreements are valid for three years. As they are renewed, service improvements are discussed and channel take-up is reviewed to determine if other channels should be added or discontinued.

Service Agreement for Municipal Payments Template (Available on GCcollab, under Tools and Templates)

Integrated Agent: Service Delivery Pilot with the Government of Northwest Territories

Background

Currently **Service Canada** delivers scheduled outreach services in six locations in the Northwest Territories (NWT). Staff are scheduled to travel to these locations once a month, but consistent service delivery is difficult due to human resource challenges and travel affected by adverse weather conditions. Service Canada's presence in the NWT includes five Service Canada Centres and six scheduled outreach sites (covering 11 of 33 communities and reaching 81% of the population).

Meanwhile, the **Government of Northwest Territories (GNWT)** delivers territorial government services daily through Single Window Service Centres in 21 locations, including those served by Service Canada's scheduled outreach. GNWT employees who live and work in these communities are already providing some information on Government of Canada programs and services.

On January 9, 2017, a 12-month service delivery pilot was launched to provide in-person services for Service Canada in the communities of Fort Providence, Fort Liard and Tuktoyaktuk through GNWT's Single Window Service Centres.

Under the arrangement, GNWT employees are providing the following services for Service Canada:

1. General information and referral services for federal government programs and services;

2. Accepting and assisting with completing applications for Apprenticeship Grants, the Canada Pension Plan, Employment Insurance, the Guaranteed Income Supplement, Old Age Security and the Wage Earner Protection Program;

3. Transferring complex or transactional requests to a Service Canada Citizen Service Officer; and

4. Assisting when Service Canada requires that clients provide additional information.

GNWT employees have been provided access to internal training material as well as general information and tracking tools to support service delivery. Service Canada's current scheduled outreach service has continued over the course of the pilot to provide ongoing support and assistance to GNWT employees, and to ensure the quality of service is comparable to Service Canada's standards.

Objectives

- Enhanced access to Employment and Social Development Canada programs and services in select remote NWT communities;

- A quality of service that is comparable to that of Service Canada's in-person network;

- Cost effective delivery of programs and services; and

- A flexible and transferable delivery model.

Status, Results and Next Steps

- The pilot was assessed at the 6-month mark (Interim Assessment). Factors such as efficiency, cost effectiveness and quality of services were assessed. Findings from the Interim Assessment demonstrated a significant increase in access, high quality services, positive client feedback and delivery of services at a lower cost.

- A final assessment has been conducted after 12 months. The pilot was successful and met the objectives. A decision has been made to continue with the service delivery agreement, including a solution for the delivery of social insurance numbers.

- The service delivery agreement will be expanded to three additional locations of Behchoko, Fort Resolution and Deline in 2018-2019. Planning will get started to identify and expand to additional locations.

Digital Integration: Pleasure Craft Licencing Partnership Service New Brunswick and Transport Canada

Background

In 2006, **Service New Brunswick (SNB)** began processing Pleasure Craft Licences (PCL) on behalf of **Transport Canada (TC)** for all of Canada. The processing centre oversaw the processing of small vessel applications received from customers by fax or mail, and also scanned all applications completed by **Service Canada** and SNB centers. In November 2010, based on a process improvement exercise, all Service Canada and SNB offices ceased to offer over-the-counter licence fulfillment – all applications were processed in SNB's back office (Fredericton, NB).

In July 2015, E-Licencing was implemented, giving clients the ability to complete pleasure craft licence applications online. This was a technical upgrade of the core PCL site that was done by SNB for TC. This is a TC branded site in operation now.

Applying for a Pleasure Craft Licence [(Transport Canada website)](Transport Canada website)

Objectives

- Reduce pleasure crafts being used without licencing on board the vessel by implementing a Secure Web Application Online option for the general public to apply for a licence and immediately receive a temporary licence.

Status, Results and Next Steps

Results for Citizens:

- Boat owners can now receive a Pleasure Craft Licence number and a temporary licence immediately.
- Permanent licence received within days via email as opposed to weeks by mail.
- Fewer applications as system prompts for mandatory information prior to submission.
- Service available 24/7.

Results for Transport Canada:

- Reduced cost for the program e.g. postage costs.
- Trend towards more adherance and a more accurate enforcement database.
- Data entry done by clients eliminates transcription errors from mailed-in handwritten applications.
- Fewer citizens operating boats without a licence.

Results for Service New Brunswick:

- The increase in volume from the online channel and savings in processing time has resulted in staff savings.
- More efficient processing makes the turnaround time easier to maintain during peak volume periods.

Digital Integration: Electronic IRCC Province and Territory Public Health Authority Portal

Background

The Migration Health Branch at **Immigration, Refugees and Citizenship Canada (IRCC)** and **provinces and territories** have partnered to ensure that newcomers to Canada who have inactive / latent tuberculosis receive medical surveillance. An electronic IRCC province and territory portal was implemented in 2016 to allow for the sharing of information on a client's immigrant medical exam with the provinces and territories.

Objectives

- Facilitate health information sharing of newcomers to Canada from the provinces / territories to the IRCC.

- Provide tools to employees to more effectively manage the program.

- Better define roles and responsibilities of the IRCC and provinces / territories.

Status, Results and Next Steps

- A formal evaluation of the medical surveillance program conducted found the medical notification process has been successful in notifying provinces and territories of clients that require surveillance, and available program information indicates that a large proportion of clients are complying with the surveillance requirement.

- Through the use of the portal, employees have more time to establish bilateral relationships with individual provinces and territories. The existence of the Memorandum of Understanding means that roles and responsibilities are more clearly defined.

- In the future, the partnership could expand to consider other infectious diseases for surveillance to enable proper care and treatment of newcomers to Canada with underlying medical conditions related to infectious diseases.

Digital Integration: Canada Business Network and BizPal Service

Background

Innovation, Science and Economic Development (ISED) delivers the Canada Business Network (CBN) – a national website that provides information and advisory services to small and medium enterprises (SMEs) and entrepreneurs who are looking to start, manage and grow their business. In addition, ISED works in partnership with the **provinces, territories and municipalities** to deliver the BizPal Service, which provides business permits and licences through the National BizPal Office.

Objective

- Make it easier for SMEs and entrepreneurs to find the information they need to start and grow their business.

- Save the end user time and money by providing online services.

Status, Results and Next Steps

ISED has developed a variety of initiatives and technologies that lend themselves to partnerships to extend the reach and capacity of the Canada Business Network and the BizPal partnership. For the online platforms, regular client feedback tools are used to ensure content and layout is user-friendly.

Formal mechanisms have been established for managing partnerships, including agreements, committees, reporting structures etc., that ensure efficient and effective stewardship by the CBN and BizPal national offices. The CBN is guided by a performance measurement and evaluation strategy that clearly lays out the requirements on a quarterly basis. For BizPal, the performance measurement framework clearly lays out the logic model, key activities and indicators for measuring success, including a formula for calculating and validating time / cost savings.

Canada Business Network (homepage)

BizPal (homepage)

Integrated Payments: Old Age Security and Saskatchewan Income Plan Payments

Background

Employment and Social Development Canada (ESDC) pays supplements to low-income seniors under the Old Age Security Act (OASA) while many provinces and territories pay supplements to low-income seniors in receipt of Old Age Security (OAS) benefits to ensure a minimum level of income for seniors. In Saskatchewan, a monthly income-tested supplement is automatically provided under the Saskatchewan Income Plan (SIP) to seniors who have little or no income other than the OAS Guaranteed Income Supplement (GIS).

In March 1997, **ESDC, Public Services and Procurement Canada (PSPC) and Saskatchewan** entered into an Information Sharing Agreement (ISA), with Governor-in-Council approval, to support the exchange of information related to GIS beneficiaries to administer the SIP and to integrate the payment of the SIP supplement with OAS payments. This partnership enables GIS recipients living in Saskatchewan to receive the SIP supplement together with the OAS payments without the need to apply for the SIP supplement.

Under the authorities of the OASA and the Saskatchewan Income Plan Act and the terms and conditions of the ISA, the process to administer and integrate payments is as follows:

1. ESDC and Saskatchewan exchange the personal information related to GIS recipients living in Saskatchewan to calculate SIP benefit entitlement;

2. Once ESDC has calculated OAS and SIP entitlement and Saskatchewan has confirmed SIP entitlement, Saskatchewan provides to PSPC the SIP payment information;

3. PSPC is then responsible for integrating OAS payments (as provided by ESDC) with SIP payments into one single payment.

In return for this service, Saskatchewan reimburses ESDC and PSPC for costs incurred to set up the exchanges under the ISA and for ongoing administration related to the payments.

Objective

- Enhance seniors' access to benefits by automatically providing the SIP supplement to seniors without the need for seniors to file a SIP application and provide the same personal and financial information to multiple jurisdictions;

- Streamline the payment of multiple benefits by integrating OAS and SIP supplement payments into a single payment for seniors residing in Saskatchewan;

- Enable cost effective administration of programs; and,

- Reduce the administrative burden on province and territory partners to process applications, calculate entitlement and make payments.

Status, Results and Next Steps

- Under the integration ISA between ESDC, PSPC and Saskatchewan, approximately 15,000 Saskatchewan residents receive an integrated OAS/SIP payment monthly.

- ISAs that permit the integration of payments are currently in place with **Saskatchewan, Nunavut and the Northwest Territories.** ESDC is currently negotiating similar ISAs with other province and territory partners, including the **Yukon**.

- ESDC intends to continue to promote integration ISAs to province and territory partners who offer income assistance benefits based on eligibility and/or entitlement to OAS benefits.

Integrated Payments: Coal Workforce Transition Program (CWTP)

Background

The Government of Canada has mandated the end of coal-fired electricity generation by December 31, 2029, aligning closely with Alberta's Climate Leadership Plan. As a result of the phase-out of coal, Alberta established the Coal Workforce Transition Program (CWTP) to provide income support to workers who involuntarily lost employment due to the closing of one or more specified coal-fired power plants or mines to help them transition to re-employment or retirement.

Given Service Canada's expertise in service delivery and the need for rapid implementation, the **Province of Alberta** reached out to **Service Canada** in November 2017 for assistance in delivering the CWTP payments to affected workers. As the program owner, Alberta is responsible for application intake, eligibility determination and communications; Service Canada is assisting on the back-end with calculations and payment issuance to individuals whom Alberta has deemed eligible.

Objective

- Financially support impacted coal workers as they prepare to transition into new jobs or retirement;

- Implement the program quickly to begin receiving applications in early January 2018.

Status, Results and Next Steps

- The program launched successfully in early 2018.

- The Government of Alberta and Service Canada continue to work closely on ensuring accurate and timely payments as additional mines and power-plants in Alberta close and additional workers are laid off.

Bundled Services: Veteran Affairs Canada and Provincial Health Authorities Partnerships to Establish Operational Stress Injury (OSI) Clinics

Background

The department of **Veteran Affairs Canada (VAC)** is responsible for providing client-centered services and benefits that respond to the needs of Veterans and other clients and their families, in recognition of their service to Canada. To do this, VAC funds third-party health care service providers. In the case of service-related mental health conditions, VAC has established a network of approximately 4,000 VAC-registered mental health service providers located across the country. In addition, the department has established a nation-wide Network of Operational Stress Injury Clinics to provide specialized mental health services to Veterans and other Operational Stress Injury (OSI) clinic clients.

An OSI is any persistent psychological difficulty resulting from operational duties performed while serving in the Canadian Armed Forces (CAF) or as a member of the Royal Canadian Mounted Police (RCMP) that interferes with daily functioning. From 2002 onwards, VAC formed partnership agreements with **eight provincial health authorities** to establish OSI Clinics across the country. These OSI Clinics provide specialized mental health services to Canadian Veterans and other eligible clients and serve as a complement to primary mental health services available in the Canadian provinces. In

2006, VAC also established a partnership agreement with the **Department of National Defence (DND) and the Royal Canadian Mounted Police** to provide Veterans, CAF members, RCMP members, ex-members, and their families, access, as per eligibility, to a larger Joint Network of 11 VAC-funded OSI Clinics and 7 CAF-operated Operational and Trauma Stress Support Centers (OTSSC).

The OSI Clinics are operated by provincial health authorities and consist of a multidisciplinary team of mental health professionals who provide tertiary level, specialized, evidence-based assessment and treatment services. In addition, OSI clinics also offer services to families (through referral) when the condition / difficulty is related to the eligible Veteran's mental health condition. In total, there are 11 VAC-funded OSI Clinics across the country. Additional OSI clinic satellite service sites have also been established closer to where Veterans live. All clinics have tele-mental health capability to support Veterans and other clients living in remote areas.

Objectives

- Provide timely access to client-centered, integrated, evidence-base mental health care to eligible Veterans, CAF and RCMP members and former members, as well as their families regardless of where in Canada they are located.

- Monitor treatment outcomes in order to ensure optimal care and recovery.

Status, Results and Next Steps

- Continue to expand the Network of OSI Clinics as needed, primarily through the establishment of satellite clinic service sites. Treasury Board authority has been obtained to open these service sites where needed.

- Continue to add to the continuum of services offered in the OSI Clinics as needed, to ensure optimal care and alignment with services provided by CAF.

- Continue implementation of wait-times and outcomes performance measures.

- Establish collaboration with the Center of Excellence on Post-Traumatic Stress Disorder and related mental health conditions (will be established as of April 1, 2019) in order to continue to identify treatments that work, including emerging therapies and new mental health treatment technologies.

Data Integration: Employment and Social Development Canada and Saskatchewan Co-Deliver Job Bank and Share Job Market Data

Background

Working with the **Ministry of the Economy Saskatchewan** and **Government of Canada,** the Job Bank has been undergoing a smooth transition from a provincial job board (saskjobs.ca) to the **Government of Canada National Job Bank** (jobbank.gc.ca). As of April 2018, the transition was almost completed and they have started to generate job market data that covers the entire province.

The Job Bank generates a range of data and makes it available to its **provincial and territorial** partners via a self-serve dashboard. The data includes:

- Job vacancies, their skill level and location.

- Jobs most searched by job seekers.

- Cities and towns with the most people looking for jobs.

- Cities and towns with the most job vacancies.

- Skills in-demand vs skills in-supply.

- Hiring success rates by occupation.

More job market data will come once the transition is finalized.

Objectives

- To launch a self-serve data dashboard available to provincial and territorial partners.

- To generate the necessary data to strengthen program delivery decisions and ultimately better serve our clients.

- To provide a more integrated service to clients (employers and job seekers).

Status, Results and Next Steps

- The Saskatchewan transition will be completed by the end of April 2018. The full range of data will be available following that date.

- Weekly meetings have been established to discuss priorities and needs in terms of information sharing.

- Job Bank is currently exploring the possibility of having raw data be made available to Saskatchewan in a self-serve environment for real-time access.

Improving Client Experience through Digital Integration

Emilie (19) is completing her Bachelor of Commerce degree and looking for information on student loans. She is unsure what services are offered federally, provincially or by municipalities. Her friend tells her about an integrated portal where she can find all the necessary information about educational programs and services.

Emilie goes to the interactive federal-provincial-municipal service and benefit finder portal and finds out about the Canada Student Loan and Ontario Student Assistant Programs. The website provides links to both federal and provincial programs as well as municipal services for students that she can apply to. She is glad that she can complete everything online in a clear, quick and user-friendly way.

Personas are fictional, generalized representations of an ideal client experience. Personas can help to understand users' experiences and recognize that different people have different needs and expectations. They are based on our current environment but often future oriented.

OTHER PARTNERSHIP CONSIDERATIONS AND LOOKING TO THE FUTURE

To facilitate ongoing collaboration to improve the client experience, the Reference section of this Playbook identifies contact information to explore existing or potential future partnerships.

Partnerships with Non-Governmental Agencies

This Playbook has focused on partnerships between governments to encourage more seamless services. However, jurisdictions and federal departments are also engaged in great partnerships or relationships with non-governmental agencies including community organizations and the private sector to improve the client experience. For example, governments work with non-governmental agencies through outreach to support communities facing emergencies and through the private sector to extend in-person reach, as is happening in Ontario and Alberta.

Partnerships and Looking to the Future

The world is rapidly changing in the area of technology and many clients are embracing related advances and new ways of working and sharing information if they make their day-to-day lives easier. New tools and platforms are bringing together resources, people, and ideas like never before. Canadian governments are exploring and implementing technologies such as video chat, live chat, single client view, one account, and applications such as benefits and services finders to improve services to citizens.

These common areas of interest present opportunities for creative ways to better integrate services across governments e.g. using video chat for digital referrals and assistance.

SUMMARY

This Playbook provides partnership guidance to federal, provincial and municipal service organizations. Given the broad and varied nature of partnerships in the service sector, the Playbook includes general advice that may apply across a range of partnership models.

It is designed to be used to apply lessons learned from existing partnerships when initiating a service partnership. It also includes links to other useful materials (such as tools and templates) that are available on GCcollab. We encourage you to share your service partnerships tools and resources as well as case studies that others can leverage.

SERVICE PARTNERSHIPS PLAYBOOK
Jurisdictional Collaboration to Improve the Client Experience

Implement Partnerships

IDENTIFY NEEDS

Partnering for the win-win-win:
- Clients
- Partners
- Employees

SUCCESSFUL PARTNERSHIPS

- Committed Leadership
- Clear Governance and Accountability
- Relationship Management
- Shared Purpose and Culture
- Integrated Planning

RIGHT PARTNER

- Organizational Objectives
- Strengths and Weaknesses
- Service Areas Conducive to Collaboration
- Service Gaps that a Partner Could Fill
- Goals and Expected Outcomes

EXPLORE MODELS

Different models for diverse needs:
- Cross Promotion
- Outreach
- Co-Location
- Integrated Partnerships

IMPLEMENT

- Develop Business Case
- Design the Partnership
- Finalize the Service Partnership Agreement
- Operationalize the Model

MEASURE SUCCESS

- Measure Performance
- Report Internally and Externally
- Evaluate the Partnership
- Learn and Continue Experimenting
- Share the Results

Improve Client Experience   Showcase, Replicate, Scale-up   Continuous Integration

REFERENCE

REFERENCE : TOOLS AND RESOURCES

Description (The documents listed below are available on GCcollab, under the *Tools and Templates* tab unless otherwise stated. If you do not have a GCcollab account you can easily register at: *https://account.gccollab.ca/login/*. After registration, please search for the "*FPTM Service Delivery Partnerships Playbook*" to find the Partnerships Playbook page.)

Service Partnerships Guides
- Partnership Strategy for Horizontal Initiatives Partner Workbook

Building Relationships
- ESDC/Service Canada Ontario Region - Stakeholder Relations Framework (Contact PSSDC Member)
- ESDC/Service Canada Ontario Region - Stakeholder Relations Strategy (Contact PSSDC Member)

Developing Partnership Frameworks
- ServiceOntario and ESDC Ontario Region- Collaborative Service Framework
- Regional Municipality of York Community Hub Development Framework

Service Agreements and Memorandum of Understanding
- Memorandum of Understanding Template
- Co-location Service Agreement Template
- Service Agreement for Municipal Payments Template

Evaluation Tools
- Evaluation Framework for Partnerships for Pilots
- Evaluation Framework Assessment Tool for Pilots
- Project Plan and Evaluation Framework for Pilots
- Measuring the Health of a Partnership

Tools for Piloting
- Developing a Partnerships Pilot – Checklist
- SWOT Analysis and Risk Assessment Tool for Pilots

Other Resources
- Partner Proposal Checklist
- Communications and Change Management Plan Template
- ESDC/Service Canada Ontario Region - Joint Rapid Response Action Plan (Contact PSSDC Member)

REFERENCE : PSSDC MEMBERSHIP LIST AND OTHER HELPFUL CONTACTS

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OTHER HELPFUL CONTACTS

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Information

REFERENCE : CONTACT INFORMATION FOR CASE STUDIES AND EXAMPLES

SECTION OF THE PLAYBOOK	CASE STUDY OR EXAMPLE	PSSDC MEMBER TO CONTACT See PSSDC Membership List in this Playbook for contact details	AREA RESPONSIBLE FOR PARTNERSHIP Visit GCcollab (under **Contact Information**) for detailed information
The Partnering Process Best Practices	York use of Data Analytics to Identify Partnerships	Regional Municipality of York	Community and Health Services Department
The Partnering Process Best Practices	PSSDC Points of Service Mapping Tool	Employment and Social Development Canada (ESDC) / Service Canada	National Headquarters (NHQ), Strategic and Service Policy Branch
Cross-promotion	Informal: Outreach – Atlantic Provinces	ESDC / Service Canada	Atlantic Region
Cross-promotion	Informal: G1 Driver's Testing – Northern Ontario	ESDC / Service Canada	Ontario Region
Cross-promotion	Formal: Labour Market Development Agreements (LMDA) – Atlantic Provinces	ESDC / Service Canada	Atlantic Region
Cross-promotion	Informal: SIN@Landing – Pearson International Airport Toronto	ESDC / Service Canada	Ontario Region
Outreach	Aboriginal Birth Registration Initiative (ABRI)	ESDC / Service Canada	Ontario Region
		ServiceOntario	
Outreach	Northern Ontario Remote Community Access Initiative (NORCA) – Service Canada and Indigenous Communities	ESDC / Service Canada	Ontario Region
Outreach	Big Trout Lake - Passport Clinic	ESDC / Service Canada	Ontario Region

REFERENCE : CONTACT INFORMATION FOR CASE STUDIES AND EXAMPLES

SECTION OF THE PLAYBOOK	CASE STUDY OR EXAMPLE	PSSDC MEMBER TO CONTACT See PSSDC Membership List in this Playbook for contact details	AREA RESPONSIBLE FOR PARTNERSHIP Visit GCcollab (under **Contact Information**) for detailed information
Outreach	Scheduled: Community Volunteer Income Tax Programs (CVITP)	Canada Revenue Agency	Assessment, Benefit, and Service
Outreach	Joint Rapid Response Outreach Examples	ESDC / Service Canada	Western Region
Outreach	Virtual and Scheduled: Grand Manan, New Brunswick Service Delivery Model	ESDC / Service Canada	Atlantic Region
		Service NB	
Outreach	Virtual: Nain, Labrador Remote Indigenous Communities Outreach	ESDC / Service Canada	Atlantic Region
Outreach	Scheduled: Insurance Corporation of British Columbia AutoPlan – Insurance Services	Service BC	Ministry of Labour and Citizens' Services
Outreach	Joint Rapid Response: Sears Canada 2017	ESDC / Service Canada	Ontario Region
Co-location	Shared Space: Maison de l'emploi et du développement humain de St-Thérèse, Quebec.	Services Québec	Centres locaux d'emploi de Ste-Thérèse et Mirabel / Services aux entreprises des Laurentides / Ministère du Travail, de l'Emploi et de la Solidarité sociale
Co-location	Shared Space: Co-located Service Sites of the Cree Nation in Quebec	ESDC / Service Canada	Québec Region
Co-location	Shared Space: Picton	ESDC / Service Canada	
		ServiceOntario	Ontario Region

REFERENCE : CONTACT INFORMATION FOR CASE STUDIES AND EXAMPLES

SECTION OF THE PLAYBOOK	CASE STUDY OR EXAMPLE	PSSDC MEMBER TO CONTACT See PSSDC Membership List in this Playbook for contact details	AREA RESPONSIBLE FOR PARTNERSHIP Visit GCcollab (under **Contact Information**) for detailed information
Co-location	Shared Counter: Ottawa City Hall – Co-location Between Multiple Governments	ESDC / Service Canada	
		Service Ontario	Ontario Region
		Municipal Service Delivery Organization (MSDO)	City of Ottawa
Service Integration	Digital Integration: Digital Identity Services "Tell-Us-Once" Service Experience	ESDC / Service Canada	National Headquarters
Service Integration	Digital Integration: Business Number – Enabling Seamless Delivery of Services to Businesses	ESDC / Service Canada	
		Innovation, Science and Economic Development Canada	
		Canada Revenue Agency	
Service Integration	Digital Integration: Region of Waterloo Customer Relationship Management Software	MSDO	Regional Municipality of York
Service Integration	Digital Integration: Region of Waterloo Online Public Engagement Software	MSDO	Region of Waterloo
Service Integration	Service Bundles: Birth Bundle (5-in-1 Newborn Registration Service)	ESDC / Service Canada	National Headquarters
Service Integration	Service Bundles: Death Notification / Bereavement Bundle	ESDC / Service Canada	National Headquarters
Service Integration	Integrated Payments: Service New Brunswick with Municipalities	Service NB	

REFERENCE : CONTACT INFORMATION FOR CASE STUDIES AND EXAMPLES

SECTION OF THE PLAYBOOK	CASE STUDY OR EXAMPLE	PSSDC MEMBER TO CONTACT See PSSDC Membership List in this Playbook for contact details	AREA RESPONSIBLE FOR PARTNERSHIP Visit GCcollab (under **Contact Information**) for detailed information
Service Integration	Integrated Agent: Service Delivery Pilot with the Government of Northwest Territories	ESDC / Service Canada	Western Region
		Government of Northwest Territories	
Service Integration	Digital Integration: Pleasure Craft Licencing Partnership Service New Brunswick and Transport Canada	Service NB	Customer Care
Service Integration	Digital Integration: Electronic IRCC Province and Territory Public Health Authority Portal	Immigration, Refugees and Citizenship Canada	Migration Health Branch, Operations Sector
Service Integration	Digital Integration: Canada Business Network and BizPal Service	Innovation, Science and Economic Development Canada	Service for Business Branch, Digital Transformation Services Sector
Service Integration	Integrated Payments: Old Age Security and Saskatchewan Income Plan Payments	ESDC / Service Canada	National Headquarters
Service Integration	Integrated Payments: Coal Workforce Transition Program (CWTP)	ESDC / Service Canada	National Headquarters
Service Integration	Bundled Services: Veteran Affairs Canada and Provincial Health Authorities Partnerships to Establish OSI Clinics	Veteran Affairs Canada	Service Delivery and Program Management
Service Integration	Data Integration: Employment and Social Development Canada and Saskatchewan Co-Deliver Job Bank and Share Job Market Data	ESDC / Service Canada	National Headquarters