

Joint Councils Executive Report on Trends this Month

Service Delivery, Digital Transformation, Customer Experience, and Identity Management were key trends this month.

the online Driver's Licence Check service.

According to the Government of Ontario, the improvements to the online service will make it easier to use, including the ability to easily check a driver's licence by scanning the card on a mobile device. Read more about Ontario's free online driver's license service [here](#).

Surrey – The City of Surrey announced the redevelopment of its website to “put customer experience” first. The website is expected to launch in early 2020. Read more [here](#).

Key Insights - Digital Transformation



Bangkok – The Government announced its plan to transform all state agencies into digitized platforms within three years. According to the Deputy Prime Minister, Somkid Jatusripitak, a timeframe for the digital government development roadmap (2020-2022) has been drafted and will be submitted to cabinet to make it official policy. Click [here](#) to read more about the plan.

The United Kingdom – Computer Weekly reported that the UK Government plans to develop a “robust” set of metrics to measure the progress of digital initiatives across Whitehall. The Government is also planning an audit of its legacy IT systems. To access the Computer Weekly report, click [here](#).

Key Insights - Customer Experience



[A recent article](#) by Forbes Media highlights one Customer Experience (CX)

Management Tool that is essential for every CX leader. This tool is called CX Maturity Model.



Across Canada, there have been a few government-led initiatives that

aim to improve service delivery and customer experience. The list below provides a brief description of how governments across Canada are modernizing service delivery to citizens:

Manitoba – In October 2019, the Government of Manitoba announced the launch of a new website that allows Manitobans to apply online for documents such as birth, marriage and death certificates. Click [here](#) to learn more.

Saskatchewan – eHealth Saskatchewan launched MySaskHealthRecord – a new website that allows patients to access their test results before returning to their doctor. Saskatchewan residents will now be able to search and view their own medical information online from the comfort of their home. Read more about MySaskHealthRecord [here](#).

Ontario – In October 2019, the Government of Ontario announced its plan to make it easier for people and businesses to check the status of an Ontario driver's licence. This will be done by eliminating the \$2 fee and modernizing

It is a framework that makes it easy to identify the different areas of development that CX requires, as well as key milestones in each area. According to the report, "CX leaders can use a CX Maturity Model to assess the current state of CX in their organization, diagnose where improvements should be focused, and guide the evolution and optimization of CX". An example of a CX Maturity Model is provided in the [article](#).

Australia – [In a recent article](#) featured in the Mandarin, author Pia Andrews writes an important piece on the importance on participatory public governance. In this piece, Andrews notes that in every aspect of public sectors, "it is when we collaborate and draw on broader expertise and experiences that we get better outcomes. In a modern democracy, public participation in governance provides both the key to better policy and services, and also a means to understanding the changing needs and values of those we serve so our public sectors can be continuously responsive, resilient and relevant". Learn more about Andrew's take on the why, what, and how of participatory public governance by accessing the article [here](#).

Key Insights - Identity Management



Canada – In October 2019, former CIO of Canada Alex Benay, wrote an opinion piece titled, Canada Needs to Assert its Digital Identity that was featured in the Globe and Mail. In this article, Benay emphasizes the need for Canada to develop a digital backbone in a new digital age. Read the full article [here](#).

United States – A new facial recognition using biometric technology is being tested at McCarran International Airport in Las Vegas. The 30-day test in the Transportation Security Administration (TSA) pre-check lane in Terminal 3 at McCarran began in late August. According to [this article](#) featured in the Las Vegas Review Journal the advancement of airport security technology has led to concerns about how invasive new protocols may be.

Germany – The German government announced the use of the NFC contactless chip reading capabilities, which is now available on Apple iPhones in a new iOS app – [AusweisApp2](#). This will allow citizens to securely identify themselves to a range of online service providers by reading their contactless national ID card with their smartphone. Click [here](#) to read more.

Other noteworthy articles this month:

Canada: [Digital IDs may be the way to securing our identities](#)

[When design meets power: design thinking, public sector innovation and the politics of policymaking](#)

England: [How Bracknell Forest Council improved its website accessibility to deliver public services for all citizens](#)

[Roundtable: Digging into the data](#)

[Building better services with citizens at the heart](#)

[How to tell if your design problem is strategic or human-centred](#)

Research Repository

Access the Citizen First Research Repository [here](#).

This Month's Feature: Accessible Canada Act, Universal Design, and the opportunity for improving Public Sector Service Delivery.

Introduction to the Accessible Canada Act



More than six million Canadians over the age of 15 have one or more disabilities, either visible or invisible. That means one in five (22%) of Canada's population, according to Statistics Canada¹ have a disability.

The new Accessible Canada Act ([An Act to ensure a Barrier Free Canada](#)) passed in both the House of Commons and the Senate of Canada with unanimous support from all parliamentarians. It dictates that organizations and services under federal responsibility ("regulated entities") must remove barriers for people with disabilities. This includes barriers for people who have physical, mental, intellectual, learning, communication or sensory impairments or other types of disabilities.

The purpose of this Act is to benefit all persons, especially persons with disabilities, through the realization, within the purview of matters coming within the legislative authority of Parliament, of a Canada without barriers, on or before January 1, 2040, particularly by the identification and removal of barriers, and the prevention of new barriers, in the following areas:

- (a) employment
- (b) the built environment
- (c) information and communication technologies
 - (c.1) communication, other than information and communication technologies
- (d) the procurement of goods, services and facilities
- (e) the design and delivery of programs and services
- (f) transportation, and
- (g) areas designated under regulations made under paragraph 117(1)(b)²

Accessibility Law in Canada

The new Federal legislation adds to existing legislation that already covers accessibility. It includes:

- The Canadian Charter of Rights and Freedoms
- The Canadian Human Rights Act
- The Employment Equity Act

1- [A demographic, employment and income profile of Canadians with disabilities aged 15 years and over](#), Statistics Canada, 2017

2- https://laws-lois.justice.gc.ca/eng/annualstatutes/2019_10/page-1.html?wbdisable=true

There are also newer provincial accessibility laws, including:

- The [Accessibility for Ontarians with Disabilities Act \(AODA\)](#)
- The [Accessibility for Manitobans Act \(2013\)](#)
- The [Nova Scotia Accessibility Act](#)

Other provinces are taking steps toward removing barriers for people with disabilities. For example, British Columbia is taking steps towards its vision of "[Accessibility 2024](#)". In other provinces and territories, including [Saskatchewan](#) and Yukon, disability advocates are putting pressure on their own governments to pass accessibility legislation. A good summary of most of the above referenced legislation is available through [Accessibility Canada](#).

In addition, accessibility is incorporated into equal access and human rights legislation. For example, [essential accessibility](#) highlights:

- Quebec's Act [Respecting Equal Access to Employment in Public Bodies](#) prevents public-sector employers in this province, including schools, healthcare providers and public transit, from discriminating against employees and potential employees with disabilities.
- Provincial human rights legislation. Each individual Canadian province or territory has a human rights act. These laws are important, because they make it illegal for discrimination against people with disabilities to occur in a host of areas such as the provision of goods and services, employment and housing. Like other laws we've listed so far, these human rights acts name multiple grounds of potential discrimination, not just disability. In Ontario, for example, the [Human Rights Code](#) covers 17 different areas of possible discrimination. Besides disability, it includes sexual orientation, marital status, religious practices, place of origin and being in receipt of public assistance.

Universal Design

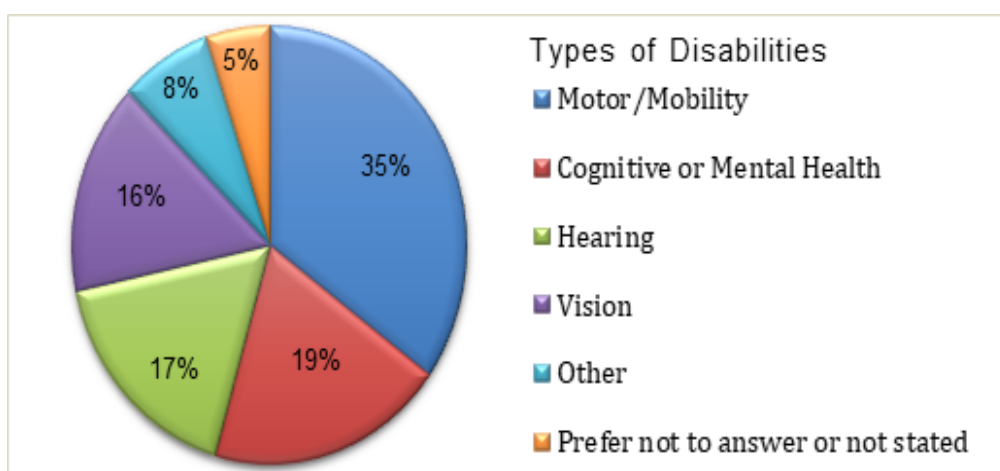
This legislation taken together creates a powerful opportunity to improve the lives of millions of people with disabilities. They can also improve the lives of all Canadians. The opportunity lies in the concept of Human Centred or Universal Design.

According to the Centre for Excellence in Universal Design (Ireland), "Universal Design is the design and composition of an environment so that it can be accessed, understood and used to the greatest extent possible by all people regardless of their age, size, ability or disability. An environment (or any building, product, or service in that environment) should be designed to meet the needs of all people who wish to use it. This is not a special requirement, for the benefit of only a minority of the population. It is a fundamental condition of good design. If an environment is accessible, usable, convenient and a pleasure to use, everyone benefits. By considering the diverse needs and abilities of all throughout the design process, universal design creates products, services and environments that meet peoples' needs. Simply put, universal design is good design."

Citizens First 8 – Supplemental Reporting: Clients with Disabilities

The [Citizens First](#) series takes an in depth look at how citizens experience government services. These reports are a result of close collaboration between the Institute for Citizen-Centred Service (ICCS), Ipsos Public Affairs, and sponsor jurisdictions representing all levels of government across Canada. In its 8th edition, Citizen First produced a supplemental report that examined the experiences of clients with disabilities.

According to the findings of this report, across jurisdictions in Canada, the proportion of government clients who declare having a disability that makes it difficult to access any government service or information is approximately 5%. The types of disabilities experienced by clients include the following:



Throughout the study, people with disabilities consistently provided positive ratings of 4 or 5 (out of 5, where 5 was the strongest agreement) to four questions: Staff interacted with me in an appropriate manner; my independence was respected while getting this service; the service was designed so that I could access it without difficulty; and the service was available in alternative formats (e.g., simultaneous ASL, TTY, etc.). Across all participating jurisdictions, the levels of agreement amongst participants when answering these questions have increased over time.

Client Satisfaction Index (CSI) Among Clients With Disabilities vs. Without Disabilities

According to the report, people with a disability reported a slightly lower Client Satisfaction Index (CSI) score than those without a disability. The CSI score for people with a disability was measured at 61. The CSI score for people without a disability was measured at 64.

Overall, people who do not have a disability report higher positive ratings on service attributes (i.e. fairness, privacy, communication, outcome, ease of access, etc.). This shows that in order to improve the experiences of individuals with a disability, more than one element of service delivery

requires improvement. When compared against staff-related service attributes (i.e. knowledge, competence, felt good), those without a disability reported higher positive ratings than those with a disability. However, the study shows similar ratings for website attributes (i.e. information,

Disability: A New Paradigm

One way of thinking—Disability is a result of a physical or mental condition that prevents or limits an individual from performing certain functions.

Another way of thinking—Disability is NOT inherent in a person but is a function of the interaction between an individual and the characteristics of the natural, built, cultural and social environments in which they live and work.

When the Principles of Universal Design are applied to information technology, tools, workplace environment, workstation, work process, human resource policies, communication technologies and strategies, safety and emergency procedures, and other forms of accommodation, it is possible for most employees to function optimally and safely in the workplace.

While universal design may not work for everyone, a universal design mindset supports the best design for the most people and requires the fewest number of additional “accommodations”. Accommodations that are meant for “special needs” can be stigmatizing and expensive. The burden often falls on the individual with the disability to advocate or arrange for accommodations. Impairments in functioning become disabling when activity is limited by structural or environmental features. Unfortunately, physical and attitudinal barriers limit the full involvement of people with disabilities in their communities. Promoting a more inclusive environment helps to challenge an “ableist” world view by increasing recognition of disability as a diversity factor.³

Designing for universal access from the start prevents the need for more costly and often less simple adjustments to be implemented later under special circumstances.

Principles of Universal Design

There are seven Principles of Universal Design: Equitable Use, Flexibility in Use, Simple and Intuitive Use, Perceptible information, Tolerance for Error, Low Physical Effort, Size and Space for Approach and Use.

These principles are described in this [poster](#).⁴

3- Universal Design, Moving Beyond

4- https://projects.ncsu.edu/ncsu/design/cud/pubs_p/docs/poster.pdf

Case Studies in Universal Design

While it is possible to apply Universal Design to many aspects of Service Delivery, most examples are in the built environment. Here are 2 case studies that can be applied in many public sector built environments:

[Nanakuma Line](#)

One case highlighted by The Institute for Human Centered Design is that of the Nanakuma Line. Fukuoka covers 340 square kilometers and is home to approximately 1.4 million residents. The Nanakuma Subway Line connects this area with the downtown core and the City's two other subway lines, the Kuko and Hakozaki lines. The commitment to user-centered design began at the conceptual design stage and heavily influenced station design. Focus groups identified their preference for universal design, day-lighting, legible and uncluttered station layouts. Navigation within stations is attentive to clear lines of sight as well as the natural "desire lines" in which people opt for the shortest and most efficient route to where they want to go. In keeping with the preference for natural light, stations use extensive glass in key areas like entrances and exits.

The Nanakuma Subway Line set a new global standard for inclusive subway design. The investment in participatory planning and the engagement with user/experts is unrivalled. Leaders invested in learning about impediments to use for people with physical but also sensory and cognitive issues and designed the environments to be welcoming and usable by everyone. Considerations for usability extended to foreign visitors who could not read Japanese.

Nanakuma Subway Line Universal Design Features	
	<ul style="list-style-type: none"> • Extensive participatory process with use/experts to design various building elements including entrances, toilet rooms, elevators, stairs, lobbies
	<ul style="list-style-type: none"> • Elevators with multiple control panels, automatic operation and home floors programmed to correspond with daily use patterns
Mobility	
	<ul style="list-style-type: none"> • Restrooms are all accessible to wheelchairs users, make extensive use of automatic sensor functions to maximize ease-of-use and minimize bacteria, are large enough for a helper to assist and have changing tables
Visual assistance	
	<ul style="list-style-type: none"> • Escalators that alert people with visual impairments that they are reaching the end
	<ul style="list-style-type: none"> • Detectable guide strip from each station entrance to lobby, fare gates and down to the platforms
	<ul style="list-style-type: none"> • Lighting levels vary in relation to function of the area
	<ul style="list-style-type: none"> • Tactile maps at station entrances, lobbies and platforms
Auditory assistance	
	<ul style="list-style-type: none"> • Visual and audio next train announcements

Ottawa Airport

Closer to home, the Institute for Human Centered Design also reviewed the features of the Ottawa International Airport Terminal. This terminal is approximately 660,000 square feet and is located adjacent to an existing terminal. It has been designed to expand incrementally as passenger volume increases. The airport was predicated on the belief that airport terminals should act as ambassadors for the cities and communities which they serve, therefore significant design emphasis was placed on passenger experience.

While this article does not evaluate the ways in which these features are working to accommodate all passengers, the design has received several awards because of these features. The following universal design features were seen as award worthy.

Ottawa Airport Universal Design Features

Mobility

- complete physical access throughout via ramp or elevator
- numerous moving walkways
- low resistance door closers/lever handles
- screen walls in lieu of doors to washrooms
- emergency buttons in UD washrooms
- low writing shelves and toe clearances at all check-in counters
- dedicated passenger drop-off and pick-up zones
- accessible change bench in customs search areas

Visual assistance

- Dynamic high-definition high-contrast signage that automatically rotates between several different languages
- Braille/tactile lettering on all service rooms
- audible floor callers in elevators
- audible readers via phone handset at all flight-information and baggage-information displays

Auditory assistance

- visual fire alarms/strobes
- emergency message video override
- silent pager video monitors
- closed captioning on all entertainment televisions
- TTY pay/information telephones
- TTY phone in key public areas
- microphone volume controlled handset at all check-in/service counters

Universal Design in Service Delivery

In addition to modification of built environments, Universal Design Principles can be applied to all areas identified within the legislation by thinking about the spectrum of user needs at the onset of design or redesign. The LEAD⁵ Centre in the US has identified the following specific [ways to improve service to persons with disabilities](#):

- Conduct periodic “Secret Shopper” projects

⁵- [Led by National Disability Institute with funding from the U.S. Department of Labor’s Office of Disability Employment Policy, the LEAD Center – known formally as the National Center on Leadership for the Employment and Economic Advancement of People with Disabilities \(LEAD\) – brings together a range of organizations, thought leaders and best-practice innovators to expand policy, employment, leadership and economic advancement opportunities and outcomes for all people with disabilities.](#)

- Create universal design staff roles/teams
- Require that partners use UD practices in formal partnership agreements (MOUs, contracts, etc.)
- Identify and implement cross-training opportunities with partners and people with disabilities
- Identify internal “experts” who can provide assistance and creative problem-solving support as challenges arise

The UK Government has identified some great tips for making services more inclusive. Some tips include:

- Recruiting user research participants who represent all users - make sure to design for their needs and continually test the service with them
- Using research techniques that help to include harder to reach groups
- Looking for points in the service that could exclude particular groups

Read the [article](#) for more helpful tips.

For further reading

Examples of Universal Design in the workplace <http://nwadacenter.org/factsheet/universal-design-workplace>

Inclusively designed products and services that have end-users in mind, can reach and benefit up to four times the size of the intended audience. <http://centreforinclusivedesign.org/media/1186/inclusive-design-report-digital-160519.pdf>

This article provides information about the application of the principles of user design in website creation including examples of how the principles can be implemented. <https://www.interaction-design.org/literature/article/learn-to-create-accessible-websites-with-the-principles-of-universal-design>

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