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# The Institute for Citizen-Centred Service

*A Platform for  
Horizontal Collaboration*



Institute for  
Citizen-Centred  
Service

L'Institut des  
services axés  
sur les citoyens

Prepared by:  
Charles Vincent  
Chief Information Officer Branch  
March 6, 2006




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## Agenda

- ❑ Canadians See a Difference
- ❑ Inter-jurisdictional Collaboration as a Key Success Factor:
  - ❑ *Public Sector CIO Council*
  - ❑ *Public Sector Service Delivery Council*
- ❑ Institute for Citizen-Centred Service
  - ❑ *Research*
  - ❑ *Measurement and Benchmarking*
  - ❑ *Knowledge Management*

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## Success of Government On-Line



Since 2000, the Government of Canada has been ranked #1 in Accenture's annual survey of eGovernment maturity, and at or near the top of various eGovernment assessment lists from around the world (e.g. Waseda University, Japan; Bertelsmann Foundation, Germany; Taylor Nelson Sofres, UK).



The Canadian Consumer Affairs Gateway won a United Nations Public Service Award in 2005 and the Government On-Line initiative has been short-listed as a finalist in 2006.

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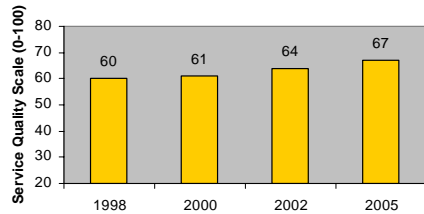
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## Canadians See a Difference

Overall, the Government of Canada met its goal of a 10% improvement in citizen satisfaction with public services



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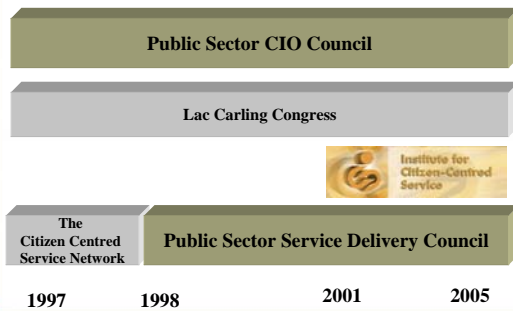
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## Inter-jurisdictional Collaboration: Recent History



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## Public Sector Chief Information Officers' Council

**"Our Mission is to enhance service delivery to the Canadian Public through collaboration across governments and demonstrate leadership in the management of information and technology"**

- ❑ Actively engaged in issues such as privacy, security, technical standards (e.g. XML) and identity management.
- ❑ 16 members, including representatives from
  - Government of Canada;
  - 10 Provinces and 3 Territories;
  - Municipal Information Systems Association.

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## Public Sector Service Delivery Council

“The Public Sector Service Delivery Council explores common issues, develops partnerships and coordinated solutions, and shares best practices in the field of public sector service delivery”

- ❑ Actively engaged in issues such as single-window service delivery, integrated service delivery, and citizen-centred research.
- ❑ members are the service-file leaders in their jurisdictions
  - 2 members from the Government of Canada;
    - 7 departments engaged in Council activities
  - 2 members from each province and territory;
  - 3 members from municipal governments.

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## ICCS Mission and Mandate

To promote high levels of citizen satisfaction with public-sector service delivery.

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## What We Knew in 1997

Source: National Quality Institute Survey 1997

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## By 2005 Service Reputation Ratings are Improving

Ratings of service reputation are improving at all levels of government

Service reputation scores  
Citizens First 1 to 4

"What was the quality of the service for your... government in general?"

Government Level	CF1	CF2	CF3	CF4
Municipal	53	55	59	63
Provincial/Territorial	47	50	51	52
Federal	47	50	56	59

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## What has been happening to make this possible?

*"...Canada's focus on self-examination and its **relentless pursuit of user feedback** have allowed it to continue to build what is clearly one of the world-leading customer-focused government online programs...Canada's eGovernment program continues to set the standard for the rest of the world."*

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## What We Didn't Know in 1997

- How satisfied citizens were with public-sector services; and how they rated public- versus private-sector service;
- What drove high or low satisfaction scores;
- What standards of service citizens expected;
- What service channels citizens preferred to use;
- What clusters of services best met citizen needs;
- What were the priorities for service improvement;
- And so much more...

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
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## Filling the Gaps “Outside-In”

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## Citizens First and Taking Care of Business



- Track trends over time: what Canadians think about the quality of public sector services and where they see room for improvement
- New insights into public sector service delivery trends, and areas needing attention
- Taking Care of Business establishes a research foundation similar to Citizens First, focused on government-to-business service delivery.



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## Value of Citizens First




Instrumental in advancing service delivery and eGovernment in Canada.

- Integrated service delivery
- Online service clusters
- Service standards
- And much more

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## The “Outside-In View”

**Citizen Needs & Expectations**

- Citizens (97%) expect service from the public sector to be as good or better than the private sector.
- 16% of the time citizens need a group of related services – e.g dealing with a life event – and often across multiple levels of government.

**Finding and Accessing the Service**

- When trying to find a service, 33% of citizens did not know where to go before they started.
- More than 67% had at least one problem when accessing the service:
  - Busy phone lines
  - Bounced around
  - Trouble with phone trees
- Telephone is the most common channel and also the one with the most access problems.
- In half of all service experiences, citizens use more than one service channel.

**Quality of Service Delivery**

- Service quality ratings have risen for all levels of government since 1998 and are often higher than private sector ratings.
- Five factors drive satisfaction with service: timeliness, competence, extra mile, fairness, and outcome. Internet drivers include navigation, completeness, and visual appeal.
- Addressing these drivers can make the difference between service quality scores of 87 (out of 100) and 22.

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## Drivers of Satisfaction

Research

These satisfaction drivers are consistent with those found in previous Citizens First studies

*Citizens First 4*

CLIENT SATISFACTION

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## Focusing on the Drivers of Satisfaction

Research

- Drivers of Satisfaction:
  - Timeliness
  - Knowledge
  - Fairness
  - Extra Mile / Courtesy
  - Outcome
- Citizens who get good service on *all* 5 drivers rate SQ at 89 out of 100

Number of drivers on which the citizen receives good service	Service Quality (SQ)
5	89
4	76
3	63
2	53
1	34
0	22

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## Drivers for the Telephone and Internet Channels

Research

For the telephone and Internet channels, drivers of satisfaction are related to the different roles they play

Telephone	Internet
Tasked with many roles Problems start after placing the call	Used to find information Tends to support other channels
<b>• Outcome</b> <b>• Reaching a live person</b> • Accurate numbers • Not being bounced around • Minimal wait times	<b>• Outcome</b> • Ease of finding information • Sufficient information • Site navigation • Visual appeal

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## Common Measurements Tool: A Foundation in Research

Empirical research findings on the drivers of client satisfaction serve as the foundation for CMT questions. In turn, CMT results inform future rounds of research.

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## The Common Measurements Tool

CMT

- A multi-channel instrument for designing client satisfaction surveys;
- Designed by public servants, for public servants;
- Enables organizations to benchmark results;
- Being used across Canada and in a growing number of other countries.

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## “Core” CMT Questions

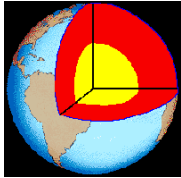
CMT

- Core questions are important for benchmarking
- Questions are aligned with the drivers of satisfaction
- Some cross-channel and some unique to channel

**ESD Core Questions**

Overall Satisfaction\*    Navigation  
 Timeliness\*            Visual Appeal  
 Accessibility\*          Information  
 Communication\*        Privacy  
 Outcome\*

\* Common to all channels



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## Veterans Affairs Canada

CMT

**2001 Survey**

Category	Dissatisfied	Neutral	Satisfied
Total Clients	6%	8%	86%
Subgroup 1	5%	1%	94%
Subgroup 2	8%	1%	91%
Subgroup 3	12%	15%	73%

Margin of Error is +/- 2.8 percentage points, 95% of the time.

**2003 Survey**

Category	Dissatisfied	Neutral	Satisfied	Improvement
Total Clients	5%	8%	87%	2% ↑
Subgroup 1	3%	7%	90%	1% ↑
Subgroup 2	7%	7%	86%	2% ↑
Subgroup 3	8%	12%	80%	8% ↑

Margin of Error is +/- 2.6 percentage points, 95% of the time.

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## CMT Benchmarking Database

CMT



- Central database for storing CMT data;
- Ability to anonymously compare results against peer organizations;
- ICCS uses the database to search for trends, identify good practices, and contribute knowledge.

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[www.iccs-isac.org](http://www.iccs-isac.org)

**Knowl. Mgmt.**

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### Why is all this so important?

Research in Canada highlights that there is a direct and measurable link between the quality of public sector service delivery and confidence in the public service.

Overall Service Quality Rating	Overall Government Performance Rating
1	2.5
2	3.0
3	3.5
4	4.0
5	4.5
6	5.0
7	5.5

Source: Communications Canada

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### Drivers of Confidence in the Public Service

Strong services contribute to confidence in the public service

*Citizens First 4*

#### CONFIDENCE IN THE PUBLIC SERVICE

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## Service Delivery and Democratic Citizenship

Each service experience is a moment of truth

Strengthens or weakens confidence in public institutions and democratic citizenship

Both the challenge and the glory of service delivery in the public sector




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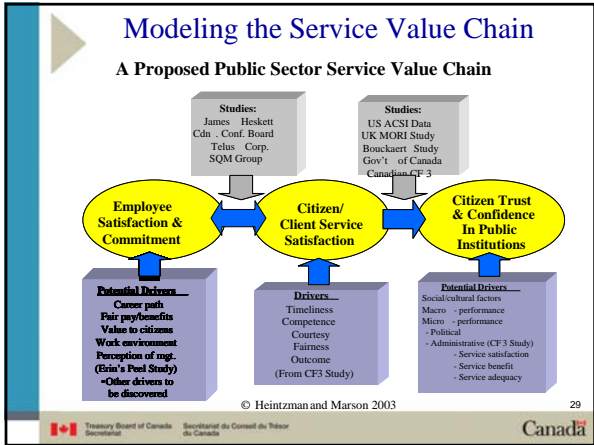
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## Please stay in touch

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