The Government of Canada

Gateways and Clusters

Gateways and Clusters
The Challenge

• In 1999, the Speech from the Throne announced the government’s commitment to:
  be known around the world as the government most connected to its citizens, with Canadians able to access all government information and services online at the time and place of their choosing

• Meeting this objective would require strong leadership to:
  – Shift government thinking toward clients’ needs
  – Encourage collaboration amongst departments and jurisdictions
Enterprise-wide Goals

• Client-centric service delivery

• Horizontality is critical to effective service delivery
Where we were in January 2000

The Canada Site

- Linked to 450 federal stand alone web sites targeting same clients
- As a consequence:
  - Clients searched through multiple sites to find what we had to offer
  - The work to find and assemble information and services components fell to the client
  - Duplicative or similar content left clients uncertain as to authoritative source
  - Each site had different look, navigation, experience
Government of Canada Vision

• Enterprise-wide service delivery:
  – Provide comprehensive service delivery to clients, across all channels,
  – Effective and efficient,
  – Demonstrates concrete measurable outcomes
  – Contributes to the achievement of the strategic interests of the GoC.

• The proposed strategy for e-service delivery through the Gateways and Clusters is aimed at:
  – Ensuring a consistent electronic face of government by developing a whole-of-government approach;
  – Making government more accessible by organizing services in a client-centric manner;
  – Improving client satisfaction with the GoC service delivery by making on-line service better and more responsive to client needs.
Gateways and Clusters

Principles

• Common guiding principles underpinning the GoC vision for service delivery and gateways and clusters:

  – **Client-centricity**: placing the needs, priorities and expectations of clients at the core of how services are delivered

  – **Horizontality**: undertaking cross-departmental and cross-jurisdictional collaboration to provide seamless, integrated service delivery, where appropriate

  – **Accountability**: achieving results in relation to desired GoC strategic outcomes
Gateways and Clusters Value Proposition

- Gateways and Clusters
  - Practical and flexible environment for accelerating the service visions.
  - Manifest the guiding principles.
  - Provide concrete societal/economic and service delivery outcomes for clients.
  - Are the centre of excellence for delivering services to common clients.
  - Provide opportunities for enterprise-wide transformation which cannot be achieved only through technological or IM solutions.
  - Organize information and services in a manner that leads to opportunities for transforming business processes, services and policies to improve service delivery to clients.
  - Transform the work culture to enhance collaboration and cooperation.
  - Transform siloed approaches to ensure greater horizontality and effective/coordinated service delivery.
Client Segmentation

- Client segmentation is the streamlining of service delivery according to audience
  - Clusters provide seamless integrated, cross jurisdictional delivery of government related information and services that respond to the needs and priorities of clients
  - Transitioning from cluster services to a truly coherent, client-centric, horizontal service delivery structure

- Proposed strategy for e-service delivery:
  - Ensure a consistent, enterprise-wide electronic face of government;
  - Organize services in a client-centric manner;
  - Make on-line service better and more responsive to client needs.

- Clustering has been successful because:
  - It is intuitive to the client
  - It facilitates their access to service delivery
  - It enables departments and program areas to realize they share the same target client, thus allowing for greater integration, reduced territoriality and more common tools.
Making it work

Keys to Success:
• Provide a coherent framework for the evolution of the GoC web presence
• Organize services according to client needs and preferences
• Realize cost efficiencies and potential for cost savings
• Establish the on-line environment as the backbone for horizontal service delivery across channels
• Facilitate inter-jurisdictional relations and negotiations

Critical Success Factors:
• Political direction
• Working collaboratively
• Enterprise-wide governance structure
• Funding
Breaking Down the Silos – Working Horizontally

• Breaking down departmental and jurisdictional silos required active listening, and leadership at all levels

• Crucial to our success was the development of a set of core horizontal principles to propel our work forward, and to serve as a point of reference for conflict resolution

• These principles supported the establishment of an inclusive and collaborative interdepartmental governance structure
Role of Horizontal Governance in Our Success

• Governance structure consists of interdepartmental committees from cluster-level up to Deputy Minister-level

• Decision-making is enabled at all levels to ensure full interdepartmental participation

• Our funding model is an excellent example of the success of this approach

• Horizontal committees facilitate the development of common solutions for common challenges
Common Solutions for Common Challenges

A horizontal approach to addressing challenges has led to breakthrough common solutions:

• Performance Measurement Accountability Framework

• Common Tools → Content Management Solution, on-line survey tool

• Common Supports → coordinated marketing, client research, web traffic analysis, user support
Governance Structure

- Deputy Ministers within the Service Transformation Advisory Committee (STAC) are an advisory body to the Secretary of the Treasury Board (TB)
- TB Ministers act as a management board for the GOL Initiative
- Deputy Ministers exercise a leadership role to ensure that their respective departments deliver on the goals and targets of GOL
  - The Service and Management Board (SMB) is an interdepartmental Assistant Deputy Minister-level committee that provides advice and makes recommendations to STAC on the investment strategy for GOL

This governance structure has been successful for the horizontal management of the GOL initiative to date
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In Consultation with Advisory Committees or Boards of Directors

and Supported by Various Working Groups
Where We Go From Here

• Increase horizontal service delivery

• Expand partnerships with the provinces, municipalities, private sector and NGOs

• Share the principles of horizontal collaboration and client centricity with other countries

• Continue horizontal collaboration to improve service delivery and facilitate efficient and creative work amongst governments and partners

Ultimate Goal:
A Coherent Government of Canada Internet Presence
Moving Forward: Sustainability Strategy

- Gateways and clusters exist in parallel with departmental sites, as well as program and policy sites.
  - Questions around the optimal roles and functions of various sites.

- Service Management Board (SMB) asked Gateways and Cluster Management to describe a future state:
  - Establish a coherent, client-centric, enterprise-wide approach for the Government of Canada’s Internet presence
  - Strategically leverage the Internet for consistent service delivery across channels
  - Develop roadmaps for implementing this future state
  - Articulates a future state and the impacts and implications of the proposed roadmaps
We’ve come a long way, and must continue to strive for good government...

- Clients have embraced the notion of clustering services;
- Greater public demand for accountability and transparency;
- To meet growing client expectations, the GoC must continue to build upon the service delivery principles established by recent initiatives including Gateways and Clusters;
- The establishment of Service Canada legitimizes the priority of horizontal, coherent service delivery in the GoC;
- Both Service Canada and the GoC Service Transformation agenda rely on a “whole of government” approach;
- Improving the “client experience” will require that an enterprise service delivery agenda be mandated as an integral part of the GoC’s business;
- Expenditure Review is influencing investment strategies across the enterprise

... It is no longer a question of whether we move forward, it is a question of which path we choose.
Building Blocks for Success

Our strategic proposal is developed around key building blocks, upon which sustainability is dependent…

- **Leadership**: Formalize ownership and accountability for the client experience
- **Governance**: Mandate horizontality as part of departments’ service delivery agendas, and input objectives into PMAs, PAAs, MAFs, etc.
- **Policy**: Work with TBS to implement new policy supporting transformation agenda and improved service outcomes
- **Legislation**: Implement new or change existing legislation to support horizontality and coherence of client-facing service delivery
- **Common Principles**: Implement and evolve service delivery principles, emerging from GOL best practices, as a whole of government agenda

The action plan will detail the mechanisms and activities to achieve horizontal, coherent service delivery. It will be developed in partnership with central agencies, lead service delivery departments, Service Canada, and Canada Business Common Principles.
Potential Future State Model
Working toward a service strategy

Our research shows that many departments still do not have a firm understanding of their own service strategy. Based on policy and program design, this framework may be an initial step to enterprise service delivery…
GoC Service Delivery Maturity Model
A working reference...

Sample Maturity Indicators

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Lessons learned:

• To further the GoC Internet presence we require:
  – Identified leader accountable for service delivery outcomes
  – Legislative change to facilitate service integration
  – Technology (i.e. Content Management Solution, Search Engine)

• This approach will facilitate greater participation, cultural transformation and improved service delivery outcomes.
Questions ?