Citizen Centric Service
Changing the way government does business

Santiago, Chile
July 7, 2011
Objectives today

• Review global trends in citizen service
• Identify key capabilities that governments are building
• Discuss lessons learned in citizen centric transformations
• Consider implications for the public sector in Chile
Key messages to take away

• Governments around the world are facing challenging times
• Growing fiscal pressures and increasing stakeholder expectations for service are leading many governments to launch citizen focused transformations, including:
  – more efficient service delivery through multi-channel capabilities
  – more effective service bundles that meet customer needs
  – more motivated staff with the right training, tools, and rewarding roles
  – more collaboration across Ministries in order to deliver integrated services
  – movement away from operational roles to stewardship roles

• Empowered and informed citizens, increasingly used to greater transparency and interaction, are forcing governments to rethink how they operate, how they deliver services, and how they collaborate with their stakeholders.

The most innovative citizen centric governments are building services inspired by both Banks and Hotels
Citizen Centric Service

Definition
Vision and Mission
Service Principles
What is Citizen Centric Service?

“Citizen-Centred Service considers citizens’ needs at every stage of the service design and delivery process; that is, citizens’ needs become the organizing principle around which the public interest is determined and service delivery is planned.”

- Provides integrated public-facing information and service delivery
- **Enhances the customer experience** by bundling information and selected services across government entities, based on a clear understanding of segmented customer needs and life events
- Designs service delivery channels that deliver information, transactions, and even case management in a **“one stop shop”** approach
- Improves **customer experience and operating efficiencies** by simplifying, automating, and optimizing front-end service delivery processes
- **Leads government service delivery efficiency** by eliminating asset duplication and redundancy within the government
- Often requires new degrees of cross Ministry collaboration and governance
Citizen Centric Service is a “One Stop Shop” for all your information and transaction needs from Government

4 Multi-Channel Access
Service information, application and delivery are enabled through multiple channels. These could include Walk-in Centres, Online, Contact Centre, Mobile/SMS, Kiosks, Drive-Thru

3 “One Stop Shopping”
Getting information and applying for services is done in one place without having to visit multiple locations, websites or calling different toll free numbers

2 “Bundled” Offerings
Customers needs are reflected in life event bundles. These bundles group related services from multiple entities, and are mutually exclusive in terms of services required

5 Integrated Government
Government entities work in collaboration to provide integrated services across multiple ministries, reduce duplication, and drive efficiencies across the whole of government. General information and transactions handles by one service entity, and complex cases are handled by Ministry

1 Customer Centric Design
Customers are categorized in segments that have different needs and expectations in term of information, service standards and offerings. Examples could be ethnicity, citizen status, special needs
Leading governments around the world are all focusing on Citizen service

<table>
<thead>
<tr>
<th>Mission</th>
<th>Vision</th>
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<tr>
<td>Service Canada</td>
<td>• To provide secure, knowledgeable, one-stop, personalized service to Canadians</td>
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<td>Centrelink</td>
<td>• To achieve better outcomes for Canadians through service excellence</td>
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<td>Ontario</td>
<td>• Serving Australia by assisting people to become self-sufficient and supporting those in need</td>
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<td>UNITED ARAB EMIRATES MINISTRY OF CABINET AFFAIRS</td>
<td>• Help meet citizens’ expectations for improved service and, in particular, to improve the management of social security and employment services</td>
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<td>• Our job is to make things easier for you</td>
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<td>• To be recognized for meeting or exceeding customer expectations with our service, solutions, leadership and people…EVERY TIME</td>
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<td>• Bringing government to you</td>
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<td>• Be one of the leading nations in the world by 2021, putting ‘citizens first’ to promote a lean, forward looking, accountable and innovative government</td>
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Efficiency and Effectiveness are the Objectives
Examples of guiding principles for Citizen Centric Service

- One Stop Shop: Join up multiple government entities in a “one stop shop” environment

- Customer Centricity: Customer-centric approach though a clear understanding of service needs

- Integration Focus: Coordinate with all other service-related initiatives in national or jurisdiction, as required

- Peer Leadership: Achieve world-class customer service and establish service standards for service delivery

- Self Service: Offer self-service channel options to improve efficiency and reduce cost-to-serve

- Multi Channel: Offer seamless and coordinated services across multiple channels

- Service Delivery: Support ministries through service delivery – ministries will retain service policy and design roles

- Service Culture: Develop a strong service-oriented culture in the workplace

- Empowerment: Empower and reward its staff to deliver high-quality service and become an employer of choice
Growth of Citizen expectations

Typical service needs
Choice of channels
Future trends
The typical service “journey” for customers

- At the highest level, in most governments, citizens and businesses will follow the same “journey” to receive essential or required public services:

1. Get Service Information
   - Customer finds out what kind of service is required, and how/when to get it

2. Applying for Services
   - Customer initiates interaction with government to obtain desired services

3. Receiving Services
   - Customer pays for, and receives, service

4. Completing the Service Interaction
   - Customer completes service interaction (fulfillment)

5. Special Case Customers

6. Issue Resolution

7. Customer Feedback
Leading customer service starts by meeting basic expectations, and can include Hotel-like differentiators.
Typical expectations for government service standards

• **5 to 9 minutes**: The maximum time to wait in any lineup at a government office.

• **2 people**: The maximum number of people you should have to deal with in order to get the service on the telephone.

• **15 minutes**: A reasonable amount of time to spend travelling to a government office, one way.

• **30 seconds**: An acceptable amount of time to wait on hold on the phone before you speak to a person.

• **2 people**: The maximum number of people you should have to deal with in order to get the service at a government office.

• **Same day**: When you should receive a reply to a voice mail or email, if you leave your voice mail or email at 10:00 AM.

• **1 to 2 weeks**: The acceptable length of time to wait from the day you send the letter until the day you receive a reply by mail.

¹ Slide content taken from Citizen-Centred Service: Canada’s Journey of Public Sector Transformation, Presentation to Innovation Value Institute Summer Summit by Guy Gordon, Executive Director Institute for Citizen-Centred Service
“No wrong door”

- Citizens increasingly expect **multiple service channels**, including emerging technologies such as mobile channels and social media.

- Channels can be:
  - **Self-Assisted**: Fully automated or requiring little interaction between customers and government. Self-assisted channels have a significantly lower cost to serve than assisted channels.
  - **Assisted**: Not automated and requiring a live agent to provide information or transactions. These channels have a higher cost to serve as a result of requiring overhead and staffing to operate.

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<th></th>
<th>Online/Web</th>
<th>Email</th>
<th>Kiosks</th>
<th>SMS/Mobile</th>
<th>Social Media</th>
<th>Service Center</th>
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“**Don’t make me come in unless I have to.** Citizens expect services to be where they need them, when they need them.”

¹ Finding from ServiceOntario case study.
Self service a “win-win” reality

Self-service is a highly beneficial solution for government services that can be effectively provided through online portals, kiosks, SMS/mobile, or other person-centric vehicles. The “win-win” reality of self-services is reflected in the following benefits:

- More transactions per employee and per customer visit
- Greater efficiency
- Reduces “time and cost to serve”
- Facilitates greater self-service amongst customers
- Fosters preparation and publication of FAQs for self-service

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<tr>
<th>Transaction On-time Delivery</th>
<th>Agent Utilization</th>
<th>% Self Service Utilization</th>
<th>Average Cycle Time</th>
<th>Average Cost per Transaction</th>
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Positive results seen in the following key performance indicators (KPIs)

"Don’t make me come in unless I have to. Citizens expect services to be where they need them, when they need them."¹

¹ Finding from ServiceOntario case study.

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“One and done”

Increasing opportunities to integrate programs across ministries and departments through **service bundling**, which:

- Aims to **complete a transaction in a single session**
- Promotes **evaluation and prioritization of selected services and service types** in the context of service bundles
  - Information services
  - Transaction services
  - Specialized (complex) services
  - Case management/social services
- Identifies **primary drivers of service bundles**, such as “life event” (e.g., birth or driving a car)
- Organizes **distinct, customer-centric bundles** to meet the needs of segmented government audiences
- Promotes the **highest degrees of effectiveness and efficiency** by allowing customers to access multiple services at one time, and by reducing duplication of assets and technologies across government
What does the future of citizen service look like?

• New means of assuring privacy and integrity
• Rapid expansion of digital, personalized services (Identity Management)
• Expansion of channels (mobile and social media)
• Continued bundling of services across lifecycles
• Formal efforts to define new models of governance (Intra-Inter governmental)
• Networked multiparty service solutions (public and private providers working together)
• Professionalization of service management (citizen service as an aspirational career)
• Increasing citizen engagement in co-design and co-delivery (citizen contributes to innovation)

¹ Slide content influenced from Citizen-Centred Service: Canada’s Journey of Public Sector Transformation, Presentation to Innovation Value Institute Summer Summit by Guy Gordon, Executive Director Institute for Citizen-Centred Service
Solutions can be challenging

Service Charters
Service Processes
Governance
Technology
Best Practice examples
Service charters can set the right expectation

• A Service Charter is simple public document that demonstrates an organization’s commitment to its customers. It is intended to be published in all public environments and is written in the second-person (e.g., using words as such “we” and “you”) to directly address the customer.

• A government Service Charter should contain (at a minimum) four elements, aligned with service charters developed by other leading jurisdictions:
  – Purpose
  – Customer Expectations
  – Customer Responsibilities
  – Feedback/Contact Information

• The Service Charter also identifies service standards, under which performance measures have been identified, acting as a scorecard to identify success and areas of improvement.

• These KPIs are aligned with the “customer satisfaction” dimension of the organization’s performance management framework. Organizations should also target specific service guarantees, a quantifiable promise to deliver on a service or channel-specific outcome, such as maximum waiting time or transaction processing time.
Proactive problem resolution a service “must”

- Disney example of “hero-based” customer service processes
- Service recovery strategies should be based on the type and severity of customer service issue. By developing service recovery processes to make their front line employees heroes, leading service providers can exceed customer expectations and enhance employee motivation. Both the customer and employee win, thereby creating a strong Customer service foundation.

Source: Adapted from Disney Customer Service Training
Strong governance structures are critical

- To deliver integrated, seamless services, Governments face challenges in working across Ministerial silos, Federal and Municipal levels, and across jurisdictions.

### Governance Structures Commonly Used by Other Jurisdictions

1. A formal body of **highest-level officials** provides oversight and direction on key strategies.

2. The **leadership team has delegated authority from the oversight body** for day to day strategic and operational decisions.

3. All jurisdictions have **partner ministry representation** on formal bodies to provide input and approve key strategic and service delivery decisions.

4. Most jurisdictions have some kind of formal body that **coordinates IT-related integration activities**.

5. All jurisdictions have **standing and temporary working groups** that promote inter-stakeholder coordination.

6. Inter-government services are managed through **Service Level Agreements (SLA’s)**.
Technology as an enabler/driver of service

- IT is a powerful enabler of government innovation – however IT choices can subsequently drive the business of conducting government services, and therefore must be chosen wisely.

<table>
<thead>
<tr>
<th>IT Focus Areas</th>
<th>Description</th>
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</table>
| 1 Secure Integration                | • Improve integration and flexibility to integrate with other ministries or external partners  
  • Adopt common identity management approach |
| 2 Consolidation & Standardization   | • Centralize and share frequently used data from Customers and Businesses among ministries  
  • Develop a unified catalog of government services that is easily accessible with clear definitions of service specifications and customer requirements  
  • Consolidate common infrastructure components into a shared data center to achieve economies of scale – further supporting increased integration, centralization, and sharing of allowable data  
  • Establish consistency through the definition of enterprise architecture standards |
| 3 Customer Centricity               | • Increase data capture of relevant customer documents, and enable electronic referencing between agencies  
  • Broaden the availability of sophisticated customer access channels for services  
  • Increase the amount of service transaction logging (e.g., service outputs/decisions) |
| 4 Employee Centricity & Automation  | • Eliminate or streamline manual tasks through increased automation, where possible |
| 5 Service Robustness                | • Improve business continuity capabilities in the event of system interruptions  
  • Refine the definition of IT roles and responsibilities to manage and lead ongoing innovation of IT environment |
### Select attributes of leading service organizations

<table>
<thead>
<tr>
<th>Performance Management</th>
<th>Case studies</th>
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<tr>
<td>• Financial and non-financial metrics aligned with customer strategy</td>
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<td>• Measurement and incentives for personal performance</td>
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<th>Governance and Organization</th>
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<td>• Leadership roles with clear accountability</td>
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<td>• Organization structure to support customer experience</td>
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<td>• Cross-functional teams dedicated to customer experience</td>
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<tr>
<td>• Performance metrics related to customer experience in place</td>
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<td>• Hybrid functional model often utilized for service delivery</td>
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<th>Channels and Services</th>
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<td>• Services “personalized” to customer preferences</td>
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<td>• Anticipating needs of the customer</td>
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<td>• Highly integrated channels that deliver a consistent interaction and experience</td>
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<td>• Multiple channels to serve a diversity of customer service wants and needs</td>
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<th>People</th>
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<td>• Single minded focus on customer issue resolution</td>
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<td>• Proactive and responsive staff</td>
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<tr>
<td>• All staff empowered to capture and act on customer preferences</td>
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<tr>
<td>• Follow up on customer satisfaction</td>
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<tr>
<td>• Creation of a service culture is essential to delivering a consistent, high-quality customer experience</td>
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<td>• Effective delineation of policymaking and operational roles between client departments and service delivery organization</td>
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<tr>
<th>Technology and Processes</th>
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<td>• e-Channel is the emerging service delivery backbone, which provides a platform for emerging channel development, and a low-cost channel to migrate customers</td>
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<td>• Reduces redundancy of systems</td>
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<td>• Single view” of the customer</td>
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<tr>
<td>• Customer experience vendor considerations</td>
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Governments benefits

Focus on outcomes
Business case elements
Efficiency/Effectiveness trade off
Focus on outcomes and specific service standards

• Leading organizations provide customer and key stakeholders **ongoing and direct access to service performance results**, providing an implied service guarantee and commitment to improvement.

• A strong service guarantee **motivates employees to fulfill the guarantee and to satisfy customers**; it can also inspire a new vision for service quality when employees are challenged to really satisfy customers’ true needs.

• A strong service guarantee can help organizations **discover both happy and dissatisfied customers** and learn from them in order to improve service quality.

• Service standards and guarantees have a direct linkage to:

  - **Performance measurement** (data collection/measurement)
  - **Organizational capacity** (skilled service-oriented employees)
  - **Technology** (infrastructure required to deliver service standards and guarantees)
  - **Processes** (streamlined service processes at both front- and back-end)

### Service Level Criteria

1. **Align with Government Objectives**
2. **Leverage Best Practices**
3. **Reflect segments**
4. **Deliver high-volume services**
5. **Channel-based customer priority**
Integrated Service can deliver results

Siloed Service Delivery Example

Integrated Service Delivery Example

Typical Business Case Benefits

- **Cost efficiencies increase** (10-40%) as a result of reduced manual work and duplication of systems and services
- **Citizen satisfaction** always increases as simplicity, speed, and value are enhanced
- **Employee productivity** and retention can increase as more value added roles are created
- **Revenues increase** through premium service offerings and up-sell/cross sell opportunities
- **Government reputation** can increase, as can brand image of country
- **Outputs and outcomes are more easily measured** when services are aligned to deliver according to the full continuum of citizen needs
Finding the service “sweet spot”

The Service Trade-Off Matrix

- Service Quality
  - High
  - Low

- Cost to Serve
  - High
  - Low

Service at a Premium Cost
Service “Sweet Spot”
Operationally & Customer Challenged
You Get What You Pay For

Balancing Service and Efficiency

Complexities facing service organizations
- Service organizations must relentlessly pursue ways in which they can operate more efficiently and effectively and continue to meet customer’s service expectations
- Even the most well-established service operations are challenged by the dual and sometimes conflicting demands of balancing operational efficiency and service quality

Key levers to achieve optimal balance
- Simplify forms and applications
- Eliminate manual and paper processes
- Increase productivity without lowering customer satisfaction
- Capitalize on continuous improvement opportunities
- Standardize processes to achieve operational efficiency without compromising service quality
- Reduce handoffs to decrease processing time and complexity

Ranked #1 in service by JD Powers last year, American Express not only excels in service by providing a single source of contact to customers and empowering CSRs with flexibility to resolve problems quickly but also manages expense growth exceptionally well.
Implementation considerations

Customer experience
Technology
Efficiency
Accountability
Culture
Customer experience

- **Engage citizens and communities in design and delivery** - engage a wider set of stakeholders including municipal governments, unrepresented communities, private and not-for-profit organizations, and service recipients more broadly

- **Let’s Tweet.** The changing citizen-to-government and business relationship is defined by dynamic, ongoing, and accelerating two-way dialogues in multitude of real-time mediums

- Clearly defined, and demonstrated **commitment to customer experience excellence** at all levels of the organization that is driven by senior leadership

- **Front-line staff provide input into customer experience** improvements and mentor other front-line employees

- **Customer analytics and CRM** support a holistic view of the citizen across the organization

- Insights are leveraged to identify, design and execute **highly customized offers** that match the needs of the targeted customer, i.e., target the right customers, with the right service at the right time

- Strong **training and development programs** help foster a strong organizational understanding of target customers

- **Clearly defined feedback mechanisms** help evaluate service levels against citizen expectations.
Technology

• Collaboratively build a service architecture used by all levels of government that emphasizes open standards and interoperable information systems across all government levels as much as possible.

• Create a technological ‘single face’ for the government, allowing customers to provide common information only once.

• Develop a ‘shared services’ model that helps achieve maximum efficiency, control and value from their back-office operations through optimizing and/or consolidating redundant processes, systems, and organizations into a service-oriented organizational unit.

• Promote information security, data protection, and privacy by the government so that all the involved institutions and people have confidence in the system.

• Deliver integrated data and statistical information to researchers in order to support analysis of government programs, services, and policies.

• Reduce government IT spend through consolidation of systems.
Accountability

• You’re a monopoly that I’m funding so I expect 100%. Governments are being asked to do more and better, for less

• Create a collaborative network-based governance framework. Forge a robust set of conditions and learning opportunities to accelerate development of network-based governance mechanisms that transcend jurisdictional silos

• Hide and I’ll Google you. The role of Government as steward requires that they be open, accountable, and share data for public scrutiny and use

• Focus on managing a high level of organizational performance through a Performance Management system that will determine measurable, meaningful and easy-to-understand targets and results

• The world is your benchmark – As the groundswell talks, global success stories in service delivery continue to frame how citizens are served and reputations are built and destroyed in hours, not years

• Research leading performance measures in other jurisdictions.
Operational efficiency

• **Automate routine processes** – shift in spending a disproportionate amount of time in administrative or routine tasks to focus on serving customer’s needs

• Implement standardized tool sets for Document and Workflow Management to support data capture, sharing and **enable a “single view”**

• **Start measuring customer data and important KPIs** (i.e., turnaround time) and cost indicators for the entire process across channels; consolidate view of customer information and create a dashboard to enable process management

• Migrate routine transactions to more **cost-effective channels** (Online, self-serve kiosks, telephone/IVR) to reduce low-value activities, encourage self-service where feasible, and increase staff capacity and productivity

• **Multi-skilled teams and role consolidation** is used to ensure end-to-end accountability for a particular process or activity.
Culture/Talent

• In a citizen centric service model, integrated agents will deliver government services on behalf of other departments, focused on exceptional service quality, high productivity and seamless service delivery.

• Government will plan and execute specific culture-building activities to ensure that the target service-oriented culture is embedded.

• Culture shift will be accomplished through a program of leadership alignment, dedicated training and ongoing communications.

• Collaboration and cross-functional sharing to provide integrated services. Multi-service and cooperative culture grows.

• Ongoing development and behaviour-based training for employees. Customer-focused culture is taught and incented.

• Identifying desired traits in your employees and then hiring/training for these traits allows for greater alignment between the organization and its brand promise.

• If you can’t do it, find someone who can. Governments are facing greater pressure to explore outsourcing and partnership opportunities between the public, private, and not-for-profit sectors.
Relevance to Chile – Discussion

• How well are citizens serviced in Chile today?
• What gaps exist in government capabilities?
• Would improved service help attain better efficiency or effectiveness, or both?
Contact Information

Richard Carson
Partner
Consulting

Deloitte
P.O. Box 400 Commerce Station
30 Wellington Street West, 4th Fl.
Toronto, ON, M5L 1B1
Canada

Email: rcarson@deloitte.ca
Office: 416-874-3156
Mobile: 416-948-6631

Assistant: Molly Mutiisa
Office: 416-874-3265
Email: mmutiisa@deloitte.ca
Canada: ServiceOntario

• Ontario’s one-stop seamless citizen-centric service delivery organization, launched in 2003. Service guarantees were introduced to change perception of the public and drive them towards online channels. Once a service was migrated to ServiceOntario, the staff and budget also were transferred to ServiceOntario.

• Vision: “To be recognized for meeting or exceeding customer expectations with our service, solutions, leadership and people…every time.”

• Mission: “Provide fast, friendly and easy access to Ontario government information and services – online, in person, at kiosks and by phone.”

Business Model Principles

- Enhancing customer service
- CARING, considerate service is why we are here
- We are always ACCOUNTABLE to you
- We respect your time and are RESPONSIVE to your needs
- You can count on us for RELIABLE information

Lessons

- Customer service expectations are high, with demand for simplified and convenient service based on individual needs
- Don’t make me tell you again – Citizens view government as one entity regardless of jurisdiction and expect the same seamless service levels as major banks and retailers
- I’m online, where are you? – Canadians are readily adopting new technologies where tracking and alerting are the new search and feedback is given en-masse, live, and constantly
- Grandma just texted me. – Generation Y and Baby boomers are two generational tidal waves that will route their expectations in digital brand experiences specific to their needs
- One size does not fit all. Canada’s growing immigrant driven urban centers require in person service networks that are timely, well located, and provide tailored customer experiences
- Don’t make me come in unless I have to. Customers expect services to be where they need them, when they need them.
Canada: Service Canada

- Government of Canada’s one-stop seamless citizen-centric service delivery organization, created in 2005. Service Canada (SC) provides single-window access to more than 60 Government of Canada programs and services for citizens through 19,000 employees and more than 600 points of service located across the country.

- **Vision:** “Achieve better outcomes for Canadians through service excellence.”
- **Mission:** “Provide secure, knowledgeable, one-stop personalized service to Canadians.”

**Business Model Principles**

- **Focus on the Citizen** - a citizen-centered organization connecting people to the programs, services and information they need.
- **Deliver One-stop Government Service** - delivering service through an integrated channel strategy, and offering a complete service to citizens.
- **Integrate Citizen Information** - Ask for the information once and remember it in the future while enhancing privacy, accuracy, and transparency.
- **Collaborate and Partner** - Extensive collaboration and partnering with organizations to create new value for citizens up service migration.

- **Common identification and authentication process** for the individual client is necessary.
- **Find out what customers want** by conducting periodic surveys and gathering customer feedback. Also provide opportunities for staff to provide feedback.
- **Leadership commitment** and organizational support is particularly important when integrating service delivery.
- **Measuring results** is important to assess customer satisfaction.
- **Savings** come from several sources: reduced errors, reduced manual processing/improved processes, common technology and architectural components, and common infrastructure (such as buildings).
- The real driver of successful collaboration and networking depends on the **clarity of the vision** and the related **mandate for a single window**.

**Lessons**

- Customers want to receive the service wherever and whenever they approach government. Provide **choice of channel for service delivery**.
- Get the technology to connect through a **common architecture**. Establish a network for each channel, and an overarching network to integrate all the channels.
- Good tools to use include **Service Charters, Service Standards** and performance metrics in **Balanced Scorecards**.
Australia: Centrelink

- Centrelink is well-known internationally in public sector service delivery circles as a pioneer in integrating service delivery. It was created in 1997 and is the largest of several Australian federal government agencies providing services on behalf of, or in concert with, federal, state, and local government actors.
- **Vision:** “Serving Australia by assisting people to become self-sufficient and supporting those in need.”
- **Mission:** “Help meet citizens’ expectations for improved service and, in particular, to improve the management of social security and employment services.”

### Business Model Principles

- **Responsiveness** to government
- **Excellence** in service delivery
- **Respect** for customers and each other
- **Accountability**

### Lessons

- **Identify key partners** to merge services - local partnership arrangements are the key to expanding scope
- Collaborative partnerships require commitment on both sides and clear and frequent communication – the importance of fostering **improved feedback loops** cannot be underemphasized
- Commitment at a service delivery level is not enough to sustain a relationship. Senior management also needs to be committed to and **understand what is required of the partnership**
- Acknowledge the **critical role of senior executives** in setting and executing strategies and create **CEO accountability** for performance to both public and Board
- Implement a **Channel Management framework** across walk-in centers, call centers, online, and mail channels
- Elevate **IT and Quality Assurance to the C-suite level**
- Implement a **common high-priority technology infrastructure**, shared services based on interoperability framework
- Multi-layered governance arrangements can be challenging.
Deloitte research

Global Benchmarking Center (GBC)
The GBC conducts ongoing benchmark studies that provide executives with industry-specific process performance metrics and related leading practices.

Deloitte Research
This team identifies, analyzes, and explains the major issues driving today's business dynamics and shaping tomorrow's marketplace. Their innovative, practical insights can help clients improve performance and gain competitive advantage.

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The BRC's top-notch research experts break the traditional boundaries of "desk" research by identifying, defining, and conceptualizing your client's business issues in greater depth.

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