

Enablers

During the interviews, researchers asked participants if there were any documents developed in their respective jurisdictions that could be shared with others. Following is a summary of the documents received. Full text versions of the enablers can be found on the Institute for Citizen-Centred Service web site at <http://iccs-isac.org/>.

Government of Canada

The Funding Agreement

This agreement is between Government of Canada as represented by the Minister of Western Economic Development Diversification (the “Minister”) and the Canada/British Columbia Business Service Society (the “Corporation”).

The agreement is to provide one-stop access to information services that support the development, growth and success of micro, small and medium-sized enterprises within the Province of British Columbia.

This agreement defines:

- Deliverables
 - Services
 - Performance targets
 - Performance reporting requirements
 - CBSC evaluation, audit, meetings and conference calls
- Funding
 - Basis of payment
 - Method of payment
 - Financial records and accounts
 - Financial reporting
- Corporation obligations
 - Corporate policies
 - Warranties
 - Notification
 - Indemnity and insurance
- Minister’s right
- Terms
 - Term of agreement
 - Termination

- Termination for default
- Remediation and dispute resolution
- Administration of the agreement
 - Notice
 - Interpretation
 - Independent contractor
 - Invalid provisions
 - Amendments
 - Assignment
 - Official languages
 - Public announcements and communications
 - Conflict of interest

The Vancouver Agreement

This is an Urban Development Agreement between Canada – British Columbia – Vancouver regarding Economic, Social and Community Development in the City of Vancouver.

The agreement demonstrates the commitment of the three governments to work together, within their jurisdictions and mandates, and with communities in Vancouver to develop and implement a coordinated strategy to promote and support sustainable economic, social, and community developments.

Decisions and actions under this agreement will be guided by the following principles:

- Appropriate delivery of services and programs
- Strategic planning
- Community diversity
- Gender and cultural diversity
- Heritage areas
- Communications
- Innovation
- Participation
- Build on existing work
- Sustainable, local economic development
- Partnerships
- Evaluation

Policy Committee will establish processes for community participation. The agreement will be administered and managed by a Management Committee. The agreement envisages that the community will be engaged in participation processes.

Working Agreement for Delivery of Business and Government Services through Victoria Connects

This working agreement deals specifically with the business and working relationship between the Federal and Provincial partners. The purpose of this agreement is to establish the general principles of co-operation and service integration that support the ongoing relationship between Western Economic Diversification (WED), Small Business Tourism and Culture (SBTC), the Canada/BC Business Service Centre (C/BC BSC), and Business Victoria. It also defines the working relationship between the Partners as it pertains to Victoria Connects.

Victoria Connects - Responsibility Matrix

This matrix outlines the responsibilities of:

- Business Service Officer (BSO)
- Government Agent (GA)
- Client Service Officer (CSO)

Though each position has its own responsibilities, there are some common responsibilities. These are:

- Assists with orientation of staff and skills development of new employees;
- As required, undertake the lead, or on a shared basis with fellow staff members, the co-ordination of Victoria Connects projects including the planning, research and development of information products, development of performance measurement, evaluation and feedback mechanisms, and operational improvement initiatives; and
- Initiative/marketing – participates in joint marketing activities with Victoria Connects partners.

Alberta

Initiative Strategic Plan, 2003-06

Cabinet has approved Service Alberta as a key administrative initiative for 2003/04. The vision of this strategic plan is to enable Albertans to access government information and services in a manner of their choice.

Successful implementation of Service Alberta will achieve the following outcomes for Albertans:

- Trusted services – Albertans exchange information and conduct transactions in a secure environment that protects their privacy and respects confidentiality.
- Quality services – Albertans' service needs and expectations are addressed in a positive manner, based on choice, respect, and timeliness.
- Integrated services – Albertans receive seamless and consistent service across all delivery channels.

Accountability Framework

This accountability framework describes the roles played by those responsible for providing a one-window service delivery environment. It will be reviewed and updated on a regular basis as Service Alberta continues to develop.

It also states areas that they are responsible for:

- Governance
- Channel management
- Privacy
- Security
- Service Alberta web site
- Quality customer service
- Communication with Albertans
- Communication with staff

One Window Initiative Advisory Committee – Terms of Reference

The advisory committee actively supports achievement of the Alberta One Window vision and goals by:

- Providing input, advice and feedback to the Alberta One Window (AOW) Program Office and the AOW Deputy Minister Steering Committee; and
- Championing the Alberta One Window Initiative within their respective ministries.

Results of the Service Alberta Pre-Implementation Citizen Input/Feedback Process: Survey of Albertans, August 2002

The two reports provides the results of a survey of Albertans that conducted to gather input and feedback from Albertans before the first phase of Service Alberta initiative was launched.

The pre-implementation survey address the following objectives:

- The channel that Services Albertans would most likely to be able to access from the Government of Alberta.
- The current channel usage when accessing Government of Albert services and information.
- The percentage of Albertans who are confident that their privacy will be protected in a secure manner when accessing Government of Alberta services
- The percentage of Albertans who accessed the Government of Alberta website and were satisfied with their ability to access the services or information they needed.
- The percentage of Albertans who accessed the Government of Alberta RITE call centre and were satisfied with their ability to access the services or information they needed.
- The percentage of Albertans who have heard of “Service Alberta”.

The survey was conducted in three phases.

- Phase 1: Orientation, questionnaire design and sampling
- Phase 2: Data collection
- Phase 3: Analysis and reporting

The summary outlines the key findings of the pre-implementation survey on:

- Awareness of Government of Alberta services and information
- Recent access of Government of Alberta services and information
- Recent access of Government of Alberta services information via the Rite Line and/or homepage
- Future access to Government of Alberta services and information
- Internet use
- Awareness of Service Alberta
- Opinions about access to Government of Alberta services and information

Results of the Service Alberta Post-Implementation Citizen Input/Feedback Process: Survey of Albertans, March 2003

The report provides the results of a survey of Albertans that was conducted to gather input and feedback from Albertans after the first phase of the Service Alberta initiative was launched.

The post-implementation survey address the following objectives:

- Current channel usage when accessing Government of Alberta services and information.
- The percentage of Albertans who are confident that their privacy will be protected in a secure manner when accessing Government of Alberta services.
- The percentage of Albertans who accessed the Service Alberta website and were satisfied with their ability to access the services and information they needed.
- The percentage of Alberta who accessed the Service Alberta call centre and were satisfied with their ability to access the services or information they needed.
- The percentage of Alberta who have heard of “Service Alberta”
- Identify ways to further improve access to Government of Alberta Services

The survey was conducted in three phases.

- Phase 1: Orientation, questionnaire design and sampling
- Phase 2: Data collection
- Phase 3: Analysis and reporting

Key findings of the post-implementation survey reviews:

- Awareness of Government of Alberta services and information
- Awareness of Service Alberta
- Recent access to Government of Alberta services and information
- Satisfaction with accessing service or information by phone
- Assessment of access to over-the-counter services and information
- Assessment of access to service and information via the internet
- Opinions about access to Government of Alberta services and information

Service Alberta Survey of Albertans, February 2003 – Topline Results

The topline results reviews the percentage of response on:

- Awareness of Service Alberta.
- How easy or difficult was when last time accessed or tried to access service or information from the GOA?
- How satisfied with the service and information?
- How important when accessing GOA services and information in person or over-the-counter?
- Extent of agreement that when accessing GOA services.
- How satisfied with the current ability to access GOA information and services?

Access to Over-the-Counter Services Focus Groups Summary Report, November 2002

A qualitative research was conducted on how to improve access to the Government of Alberta's over-the-counter services. The report provides a summary of the focus group discussions.

The research was conducted through six focus group discussions, each session last about 1.5 to 2 hours. Each session began with a brief introduction, followed by a discussion of what Government of Alberta over-the-counter services they have recently accessed, where they went to get these services, as well as their satisfaction with the various services provided.

Key findings of the research are:

- Experiences in accessing over-the-counter services
- Importance of various aspects of accessing over-the-counter services
- Importance in making over-the-counter service a positive service experience
- Preferred over-the-counter service option

Service Alberta Website Usability Tests and Group Discussion, Summary Report, September 2002

Alberta Government Services launched the new Service Alberta website in June 2003 to provide Albertans with one-stop shopping for Government of Alberta information and services. Usability tests and group discussions were conducted to gain feedback and input on the new website. This report provides a summary of the usability tests and group discussions.

Two usability test and group discussion sessions were conducted in a room equipped with computers that had Internet access to the Service Alberta website. The session began with a brief introduction, followed by about an hour of user testing of the new website.

Key findings of these two sessions include:

- Overall assessment – the Service Alberta website was judged to be attractive, easy to navigate, useful and informative.
- Recent experiences at a Government of Alberta website
- Liked most about the website
- Liked least about the website
- Information or services interested in finding
- Ease of finding pre-selected information or services
- Other information or services they could not find
- Suggested improvements to Service Alberta website
- Awareness of the Service Alberta website

Based on the usability tests and discussions, the new Service Alberta website appears to meet its objective of providing Albertans with an online mechanism for one-stop shopping for Government of Alberta information and services.

Survey of Albertans

<http://www3.gov.ab.ca/cio/pdfs/Appendix%204.pdf>

This is an initial survey of Albertans' opinions on current usage and satisfaction with services provided by the Government of Alberta. The survey explored both transactional interactions with the GOA, and simple information, form, and/or document retrieval. The survey further explored how receptive the Alberta Public would be to the Alberta One Window (AOW) concept.

Key findings of the survey results:

- A comparison to banks provides a clandestine method of examining usage preferences for potential single window channels, in an informational or transactional environment.
- Present usage of current GOA service provision
- Future usage and the AOW concept
- Results from the population segmentation
- A special analysis of "Heavy Internet Users"

The survey results have implications with regard to the GOA's desire to develop the single window access to services. The following findings have implications for the AOW concept of integrated service delivery.

- Albertans are reasonably satisfied with the current GOA service delivery, and the accessibility of GOA services, although service level expectations did tend to increase with income levels.
- Young Albertans tend to use the Internet to access GOA services, while older and urban residents tend to use counter service. Rural residents tend to use the telephone.
- The residents of Alberta support the Single Window concept.
- When accessing the GOA for information, comparing current to future AOW usage, the most significant channel diversions will be:
 - Telephone traffic is more than halved
 - Internet traffic doubles
 - GOA counter service and registry service declines
- When accessing the GOA to conduct transactions, comparing current to future AOW usage, the most significant channel diversions will be:
 - Registry traffic drops by two-thirds
 - Internet traffic quadruples
 - GOA counter service declines
 - Concept of kiosks does not receive significant support
- Nearly two-thirds of all respondents would use different channel to conduct a transaction vs obtaining information, because of confidentiality and privacy concerns

Focus Group Report

<http://www3.gov.ab.ca/cio/pdfs/Appendix%205.pdf>

This focus group report is to supplement the survey conducted for the Government of Alberta One Window Access to Services project. The purpose of the focus groups is to further explore:

- How and why Albertans currently access GOA services
- How Albertans would like to access GOA services in the future
- Albertans' perceptions on the "one window concept"
- Findings from the survey

- Whether differences exist between rural and urban customers relative to accessing GOA services

Six focus groups were conducted. Two groups were held with business representatives from across the province, each session lasted three hours. Four groups were held with Alberta citizens, each session was two and one half hours.

Characteristics of key findings and themes derived from the focus groups are:

- Common themes from the focus groups
 - Put personal service back into government service
 - Ensure a range of channel choices
 - Train people well
 - Change the name – the term one window gives the wrong impression
 - Communication is key
 - Government is government – people do not differentiate between the three levels
 - Security has to be more than just a PIN
 - Ensure common standards for all channels
- Differences in the findings between business and citizens focus groups
 - Business – tend to establish a relationship with a GOA service provider, more incline towards an internet channel
 - Citizen – decrease of “human” interaction was more of an issue, more concern with security and confidentiality of information
- Comparison of response the focus group and the telephone survey
 - Similarities
 - Top reasons for accessing the GOA – renew vehicle registration, apply for a driving license, seek information regarding health care premiums
 - Tend to use diverse channels for accessing GOA
 - Key drivers of channel chosen to access the GOA primarily are confidentiality and privacy, quality of service and speed
 - Positive reception for the AOW concept once the concept was understood
 - Differences

- Telephone respondents were more satisfied with their interaction with the GOA, and found the GOA easier to access than the focus group participants
- GOA services accessed
- Access channels
- Perceptions of the term “One Window”
- Critical criteria for success of the AOW concept
 - Accessibility
 - Service orientation
 - Organization / content
 - Security
 - Accountability
 - Implementation

Overall, the findings from the focus group indicate support for a one window access to service concept provided that it does result in improvements, does not mean an increase in costs, is well thought out and phased in.

British Columbia

Service Delivery Project – Project Charter, July 2003

This project charter provides background on the project and describes the project’s goals and purpose. The following elements are included in the charter:

- Vision – the SDP supports the vision on the Ministry of Management Services and through its work is assisting it in meeting that vision.
- Strategic Context
 - Government is moving towards citizen centric services and co-ordinating all service delivery channels under once ministry. The SDP will establish a framework for the delivery of government services throughout the province.
- Project Background
- Project Scope – project principles, goals, objectives, deliverables and financial scope
 - Project scope – the SDP is a province-wide initiative to identify and pursue opportunities to transform the delivery of provincial government services in order to better meet client needs. The project will work across organisational boundaries and pursue a whole-of-government approach as required in order to enhance

client-centricity. Further, partnerships to optimise efficiencies through strategies such as the co-delivery, or brokered delivery of services will be explored where practical and of benefit to clients.

- Project goals - include developing local service delivery plans in up to 60 communities across the province and developing a client centred service delivery framework for the province, including an implementation plan.
- Project Organisation
- Project Procedures Summary – reporting procedures, issue/risk management procedures (including issue resolution process), and communication plan.

Ministry of Management Services – Service Plan, 2003/04 – 2005/06

This Service Plan enables the transformation and continuous improvement of government services to respond to the everyday needs of the people of British Columbia for innovative, client-focused and cost-effective service.

This Service Plan ensures business results by driving fundamental change and enabling technology across the British Columbia public service through the use of leading practices and creative service delivery models.

The shared values and operating principles will include:

- Accountability – focused on results for the taxpayers
- Performance measured on business outcomes and realised results
- Client-focused and responsive service culture
- Recognition based on creativity, innovation, and calculated risk-taking
- Collaborative approach focused on knowledge transfer in and out.
- Flexible and adaptive culture focused upon realised opportunities and continuous improvement
- Individuals are treated with fairness, dignity, and respect
- Openness and transparency in all the Ministry does and communicates

Results of the Government Agents Branch Customer Satisfaction Survey, March 21, 2003

The results of the survey indicate that overall, people are exceedingly satisfied with the services provided. Satisfaction with the quality, timeliness, and accessibility of server were all rated highly by respondents.

A number of specific measures related to the services delivered by the Government Agent offices were tested for the level of agreement customers have with them, and the importance they place on them. In nearly all cases, a gap existed between average agreement and importance ratings, indicating that the expectations of customers are not being fully met. This shows that although customers place a high level of importance on the service they receive, they also feel that the staffs\ of the Government Agents offices are providing the services in a satisfactory manner.

Customers would like to see the waiting lines at the Government Agents office reduced, as the most common suggestion given for improvement was “shorter line-ups/longer hours/more staff at busy times”.

Manitoba

Family Services and Housing Integrated Service Delivery Initiative

These two power point presentations outline the initiative undertaken by the Government of Manitoba to make it easier for Manitobans to access the services they require and to better address the needs of Manitobans requiring services.

Of particular interest are:

- the restructuring of the organisation
- the focus areas of the various work teams associated with the project
- the path to integration

Highlights of the February 2002 presentation:

- Reinstates the Deputy Minister’s announcement that the department was initiating a process to integrate their service delivery system.
- Outlines the reasons for change – current environment is complex and interconnected,

amalgamation affords the opportunity to streamline how services are provided.

- ISD as the approach – better address the needs of citizens, reduce service fragmentation and improve the effectiveness and efficiency of service delivery through a more co-ordinated, holistic and person/family centred approach.

The February 2003 presentation focuses on:

- Policy framework
- Activities undertaken to date
- Decisions to date
- Interim organisation
- Next steps

New Brunswick

Service Agreement between the Department of _____ and Service New Brunswick

This is the outline of the key elements that should be included in the agreement, which are:

- Purpose and intent
- Mandates and principles
- Responsibility and accountability
- Terms and conditions
- Authority
- Amendments
- Appendices
 - Service standards model
 - List of services
 - Service New Brunswick Offices – hours of operation
 - Reports
 - Basic architecture standards
 - Project initiation
 - Application maintenance
 - Authority
 - Terms of reference, officials committee
 - Conflict resolution and SLA management

Handbook on Operations Customer Service Standards for Service Delivery at SNB

This handbook outlines the service delivery standards for operations on:

- Over-the-Counter
- Web
- Tele-services

Various service types (quality drivers) are used to measure the customer satisfaction based on:

- Operations quality service delivery standard
- Indicators
- Measurement method
- Measurement responsibility
- Measurement support
- Performance results
- Benchmark with other agencies

The quality drivers used to measure the customer satisfaction are:

- Access
- Communication skills
- Extra mile/extra smile
- Fair treatment
- Information access
- Knowledge/competence
- Outcome
- Security/privacy
- Service delivery and processes effectiveness
- Timeliness/speed
- User friendliness

Ontario

Partnership Strategy and Framework

The Canadian Centre for Management Development said recently that when it comes to managing horizontal initiatives, “little in the way of practical advice is available.” However, it is also recognised that there is considerable partnering experience on which to draw. The development of the **Partnership Strategy and Framework** included several components:

- Inter-jurisdictional research
- Interviews focused on experiences, priorities and challenges with approximately 30 leaders from the Ontario Public Service (OPS), key partners, and stakeholders
- Best Practices Workshop – Working Together for Customer Service Excellence:

- Attended by over 120 senior staff representing the full spectrum of the OPS (central agencies, front line program deliverers, policy makers, inter-ministerial councils, the I&IT community) as well as the federal government and private sector partners
- Shared best practices and lessons learned in working across traditional boundaries.

Partner Workbook

The Partner Workbook is designed to provide a practical approach to identifying, engaging and managing service delivery partnerships. The goal is to build strong and healthy partnerships that promote customer service excellence while at the same time streamlining the resources needed to provide those services.

ISD Business Architecture

The Integrated Service Delivery Business Architecture describes the key types of business components required to construct an integrated service delivery operations program and an “ISD integrated service delivery design and implementation program and the relationships between the associated business component types. Key business component types include ISD’s services, processes, and service delivery target groups and partners and their relationships within the context of a larger collaborative community that includes other ministries, the broader public sector and the private sector. Key inputs into the construction of the ISD business architecture include the Service Delivery Division’s (ISDD) Strategic Framework and Journey Map. The business component types and relationships are classified and specified as artefacts in accordance with Corporate Architecture’s implementation of the Zachman Framework.

Integrated Service Delivery – Beyond the Barriers

This presentation outlines the research findings on:

- What are the major governance barriers that will impede progress towards citizen-centred, integrated service delivery?
- What public and private organisations in Canada or elsewhere provide especially relevant learning points for overcoming these barriers?

- What new governance arrangements could be adopted or adapted to overcome barriers to ISD?

The research methodologies used are:

- In-depth review of the ISD literature and the development of an annotated ISD bibliography
- Interviews with thirty members of the Canadian public sector ISD community
- Ten in-depth case studies of different types of ISD in both the private and public sectors

The current barriers to ISD are:

- Political and legal – equity considerations
- Structural – organisational silos, inter-channel competition
- Operational/managerial – resource constraints, inter-operability constraints
- Cultural – turf tension and tunnel vision

To overcome the barriers to ISD, recommendations include:

- Perfecting partnerships
- Establish the governance framework
- Dedicated funding
- Political and public service collaboration
- Marketing