



The Service Improvement Initiative

CPSQA

November 21, 2002

Government On Line and Service Improvement

- ◆ Results for Canadians: an agenda for change by 2005
 - Government On Line: service transformation
 - Service Improvement Initiative: citizen-centred approach to increasing client satisfaction

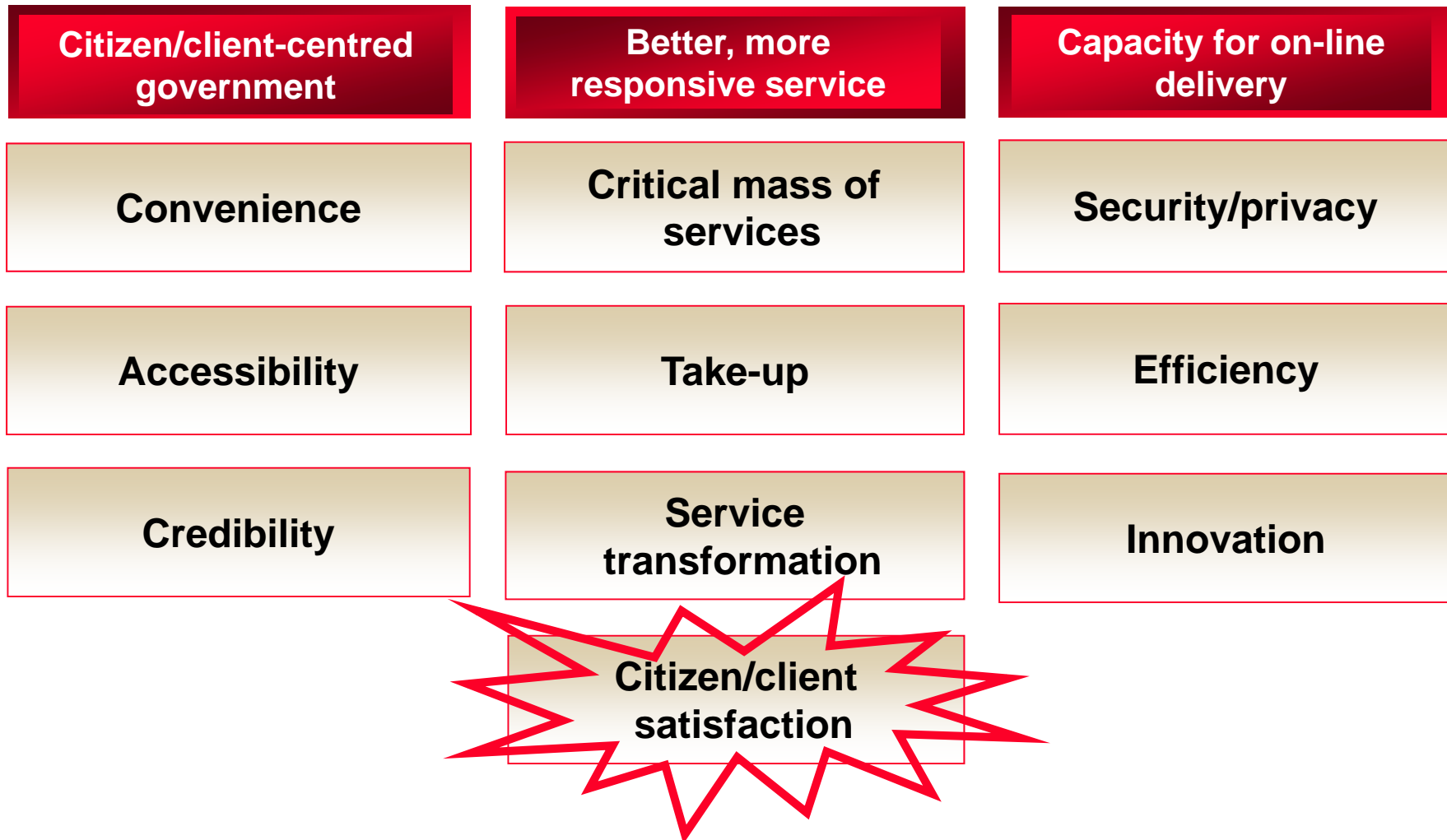
- ◆ TBS reorganization in April 2002
 - integration of service delivery improvement and government on-line activities



Government On-Line



GOL performance measurement framework





Service Improvement Initiative (SII): Commitments

- ◆ SII commitments endorsed by TB Ministers March 2000
 - **Minimum 10% client satisfaction improvement** by 2005 (baseline Citizens First 1998 or organizations' 2000 surveys)
 - **Common Measurements Tool (CMT)** to be used to measure client satisfaction for services to the public
 - **Departments adopt and publish service standards** for each channel
 - **Reporting through RPP and DPR** performance against those standards and annual progress toward client satisfaction targets
- ◆ Applies to departments and agencies with client services
 - Incorporated in DM accountability accords for 47 departments and agencies; 15 Crown Corps also invited to meet target



SII Implementation: Planned Phasing

2000-2001

PHASE ONE

Implementation
of the SII Guidelines
in Lead Departments
and Agencies:

CIC, HC, HRDC, IC
CCRA, CPC

2001-2002

PHASE TWO

All Departments (62 total)
Measure
Client Satisfaction
& Plan Improvements

6 Lead
22 Core
19 Non-core
15 Crown Corp

2002-2005

PHASE THREE

Annual reporting +
progress towards
10% goal



SII Implementation: Progress and Challenges

- ◆ TBS reviewed Fall 2001 DPRs for 45 departments and agencies
 - SII was mentioned in 24 reports
 - 12 conducted full or partial surveys and reported some results
 - 6 reported a survey but no results
 - 6 indicated commitment to implement SII
 - CMT was mentioned in 8 reports
 - Some good reporting examples (e.g. HRDC)
- ◆ Challenges
 - Limited progress by departments
 - Lack of clarity as to what services are covered
 - Lack of clarity as to measurement scheme (10%)
 - Weak use of the CMT
 - Lack of consistency in defining service standards



Challenge: Defining and Using Service Standards

- ◆ TB Ministers mandated that departments adopt and publish core standards for each service channel
- ◆ Consistent with international best practices
 - UK *ServiceFirst* CharterMark, USA *Environmental Protection Agency* - Six Principles of Customer Service, etc.
- ◆ Uneven progress to date
 - Review of recent DPR/RPPs shows 15 departments and agencies publish service standards
 - Standards include commitments for processing times (CCRA), average waiting time for in person service (Passport), returning telephone calls (StatCan)
- ◆ Approach
 - Need a process to advance the development, implementation and publication of service standards

Challenge: Identifying services

- ◆ Business lines and key services not clearly identified in most RPP/DPRs
 - Creates potential ambiguity for baseline measures and improvement targets – is the same set of services being measured?
 - Information, entitlement and regulatory services not differentiated – distinction can help explain outcomes, help comparisons
- ◆ Approach
 - Work with departments to clarify services -- start with list of GOL services





Challenge: Calculating the 10%

- ◆ Concerns raised by lead departments on approach to determining 10% improvement
 - Variability of starting points: harder to improve if already high
 - Treatment of regulatory services: who is the client
- ◆ Approach
 - Consult with departments - workshop planned for October 2002

	<u>1998</u>	<u>2000</u>	<u>10% ?</u>
1. National Film Board, National Museums	70	73	77
2. CPP, Old Age Pension	69	71	76
3. National Parks	73	71	85 [†]
4. Passports: Get or renew a passport	66	65	73
5. Canadian Coast Guard, Search and rescue	66	63	73
13. Canada Employment Centres	47	54	59
14. Financial services	52	52	57
15. Employment Insurance (EI)	45	51	56
16. Federal courts	---	44	48
17. Parole Board, federal prisons	36	38	41
Government of Canada Services*	60	61	66



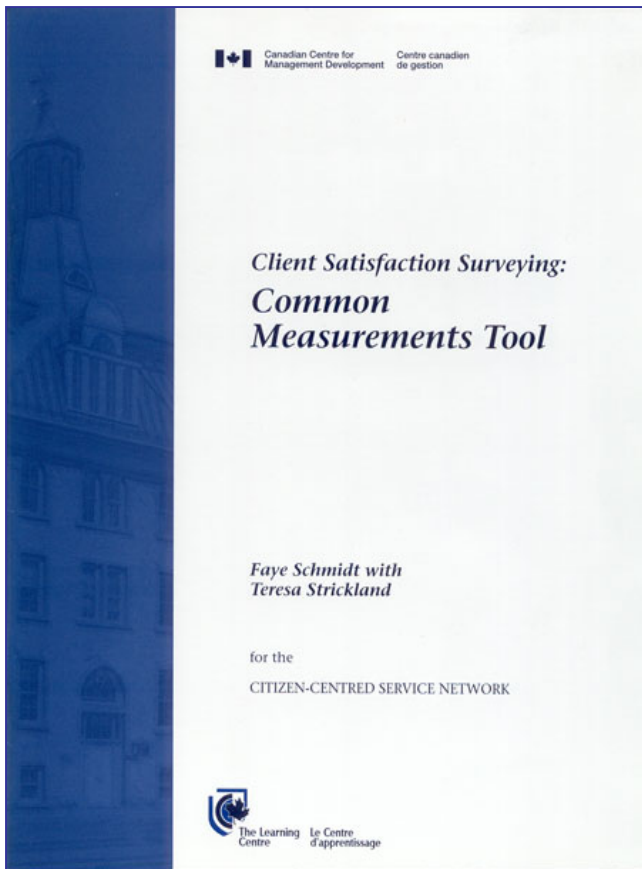
SII: Supports and Tools

◆ Management toolkit

- *July 2002*: NMSO for Public Opinion Research with firms who understand SII requirements and the CMT
- *GOL Supply Arrangement*: for Management Consulting to provide organizations with expertise to put SII into action; additional suppliers with quality management expertise to be recruited for 2003
- CMTv2: a multi-channel client satisfaction tool: common across jurisdictions and a basis for benchmarking client satisfaction between similar departments. Supported by the Institute for Citizen-Centred Service (ICCS)
- Web Resources
 - www.cio-dpi.gc.ca/si-as
 - www.iccs-isac.org



The Common Measurements Tool (CMT)



- ◆ User-friendly survey design tool.
- ◆ Supported by the Institute for Citizen-Centred Service.
- ◆ Governed by an inter-jurisdictional CMT Standards Board.
- ◆ Used by the federal government, P.E.I., Ontario, Manitoba, B.C., Toronto, Winnipeg, Florida.



What does the CMT measure?

Timeliness

Knowledge, Competence

Extra Mile/Extra Smile

Fair treatment

Outcome

- ◆ Central set of “core” questions.
- ◆ Standardized 5-point measurement scale.
- ◆ Elements of the service experience:
 - expectations
 - perceptions
 - degree of satisfaction
 - degree of importance
 - priorities for improvement

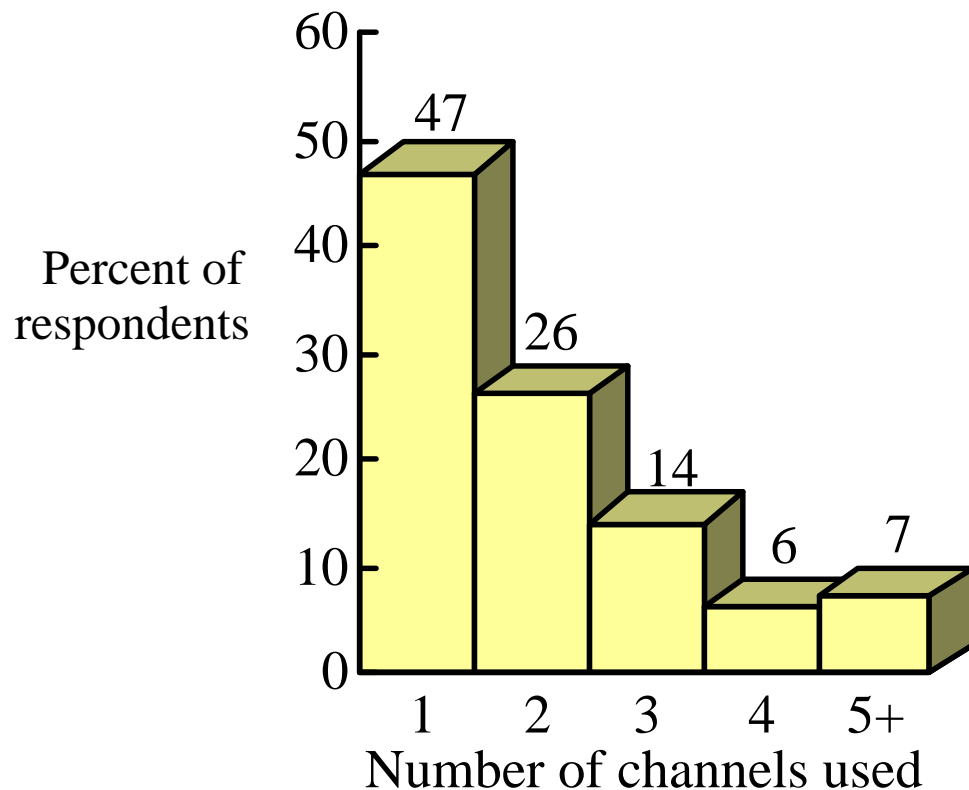
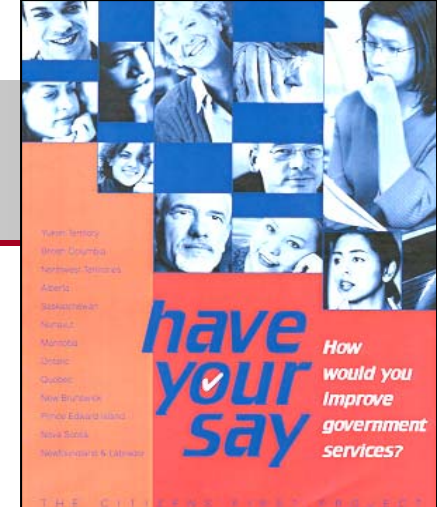
CMT Issues: Multi-Channel Service Delivery

- ◆ The CMT was originally developed as an in-person tool, limiting ability to provide commonality across channels.
- ◆ Approach: CMT version 2 will
 - add questions specific to ESD, telephone, kiosk, and mail;
 - provide guidance for administering CMT questions across multiple channels;
 - include a detailed User Guide to support the measurement of services across channels.
- ◆ Focus testing with departments and citizens began Fall 2002.





Multi-Channel Service

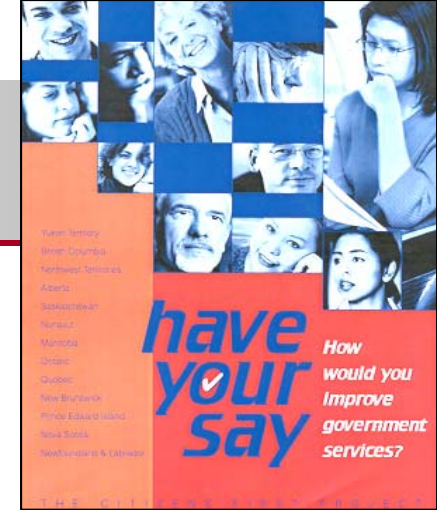


In 2000, only 26% used more than one channel.

Today 1/2 of all service interactions involve more than one channel.



Drivers of Satisfaction



We have a better understanding of what drives satisfaction

In-Person / Phone

Timeliness
Knowledge / Competence
Extra Mile / Extra Smile
Fairness
Outcome

Internet

Easy to Find Service
Outcome
Visual Appeal
Complete Information

Vision

A single, integrated, multi-channel instrument that is easy to use, enables benchmarking, and produces effective results for policy and program managers alike.



CMT Issues: Benchmarking

- ◆ The CMT was designed to facilitate benchmarking but there was no central place to compare scores.
- ◆ Approach
 - Data repository developed collaboratively through the Institute for Citizen-Centred Service (ICCS);
 - Offers ability to submit CMT data and anonymously compare results with peer organizations (inter-jurisdictional participation);
 - ICCS web site provides access to research, good practices, and links to service initiatives (www.iccs-isac.org).
- ◆ Limited federal CMT data for benchmarking (HRDC, WD)



**Institute for
Citizen-Centred
Service**

**L'Institut des
services axés
sur les citoyens**



Early CMT Results

	Mean	Top Two Boxes
Human Resource and Development Canada		
Employment Insurance	77.5*	77 %
Income Security	79.5*	79 %
Western Economic Diversification		
	73.5*	77 %
Manitoba CareerStart		
	78.5*	86 %
Clients Speak Single-Window Study		
Businesses	81.7*	82%
Individuals	79.1*	79%
	84.3*	85%
A Provincial Ministry of Labour		79.5%

* Mean Scores were calculated based on published reports from each organization.

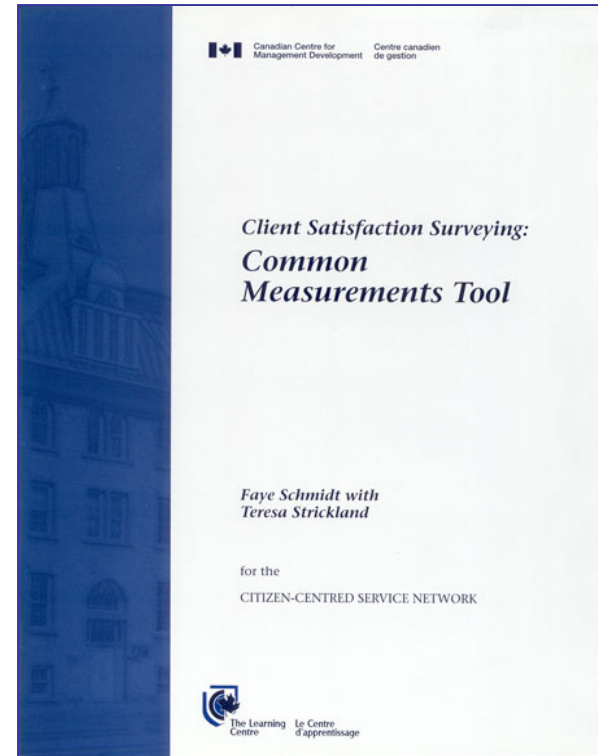
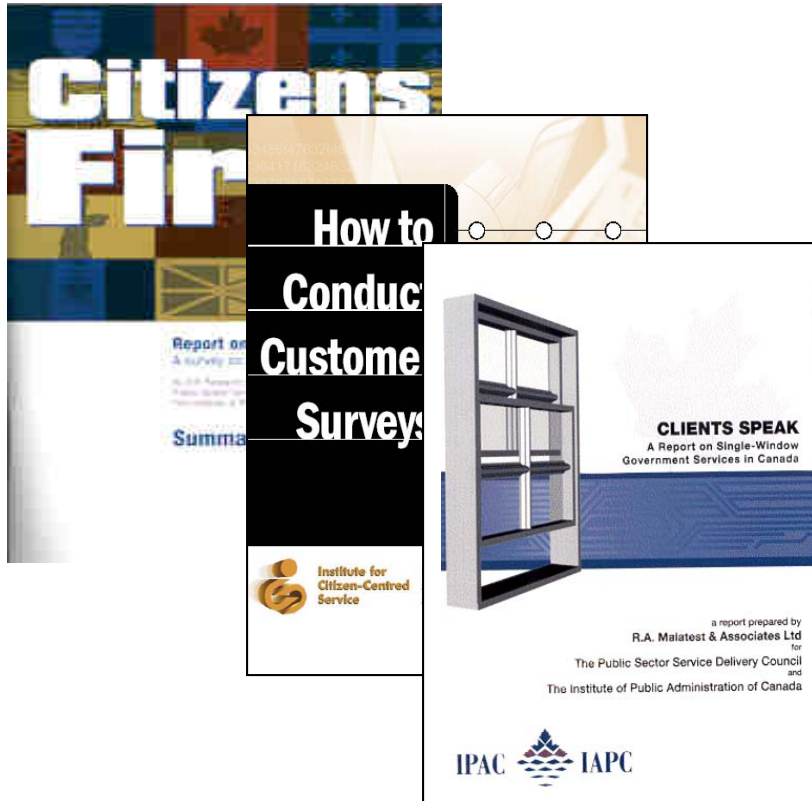


Public Opinion Research: Fundamental to Service Improvement

- ◆ Supports development of multi-channel strategy;
- ◆ Guides a citizen-centred approach to developing an improvement plan;
- ◆ Establishes the baseline for service improvement;
- ◆ Determines how well we meet the 10% improvement target;
- ◆ Provides for benchmarking opportunities as CMT use increases



Service Improvement Initiative: A Strong Foundation in Public Opinion Research



More research into client needs is planned as GoC addresses reality of multi-channel service transformation

CMT is THE key component of public opinion research: the approved instrument for assessing client satisfaction



Public Opinion Research - Procurement

- ◆ TBS has established a Departmental Standing Offer with 9 suppliers:
 - COMPAS Inc.
 - Corporate Research Associates Inc.
 - CRÉATEC +
 - C R O P Inc.
 - Decima Research Inc.
 - Ekos Research Associates Inc.
 - Gregg, Kelly, Sullivan & Woolstencroft: The Strategic Counsel
 - Phase 5 Consulting Group Inc.
 - Réseau Circum Inc.



Procurement (continued)

- ◆ The Standing Offer qualifies firms in their ability to understand and support the SII
 - Statement of Work lists extensive services that may be provided under both quantitative and qualitative research
 - Limitation of \$400,000.00 GST included for individual call-ups.
 - In place from July 15, 2002 to March 31, 2003, with extensions offered to March 2005.
- ◆ Administrative procedures now required to manage selection process.



Thank you!

Victor Abele

Service Delivery Improvement

Abele.Victor@tbs-sct.gc.ca

(613) 946-6264