

***INTEGRATED SERVICE DELIVERY:
A Critical Analysis***

MAY 2003

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Executive Summary

Governments face, and must overcome, multiple challenges on their journey to integrated service delivery (ISD). The primary purpose of this project is to draw on the collective experience of jurisdictions who have successfully, or in some cases not so successfully, maneuvered their way through common ISD pitfalls. It is hoped that through these experiences (in the form of a critical analysis and case studies) the ISD community can leverage these lessons learned to move their ISD agendas forward in their home jurisdictions.

To ensure a comprehensive environmental scan of Canadian ISD initiatives, PSSDC members were asked to provide contact information for potential participants within their jurisdictions. During February/March 2003, 19 interviews were conducted representing the majority of provinces, the Yukon government and the federal government. Participants were asked to provide an overview of their ISD initiative/project and to respond to questions regarding challenges and critical success factors¹.

For the purposes of this project ISD is defined as:

- Initiatives to deliver public-facing services that cross traditional boundaries of ministry/jurisdiction and/or are a significant concept to organisations in the field of public sector service delivery.
- Single-window service, one-stop delivery, one-stop access, one-stop shopping, service clustering, multiple service delivery channels and overall an innovative way of delivering services to citizens.

¹ As no PSSDC contact information was forwarded to the researchers from the following jurisdictions Quebec, Nova Scotia, Newfoundland and Labrador, Nunavut and the Northwest Territories, their ISD experiences are not represented in this study.

Summary of Findings

The following table ranks ISD challenges and critical success factors by the number of times each theme was identified in a case study. For example, eleven case studies identified leadership as a Critical Success Factor.

ISD Challenges	# of case studies	Critical Success Factors	# of case studies
Organisational Cultural Differences	9	Leadership	11
Partnerships	8	Governance/Accountability	7
Resources	8	Partnerships	6
Technology	5	Citizen-centered	5
Resistance to Change and Change Fatigue	5	Organizational Culture	4
Leadership	3	Demonstrating Value	4
Citizen-Centred Services	2	Marketing / Communication Campaign	2
Marketing	2	Technology	1
		Buy-in	1

The following is a brief summary of findings of the top three ranked challenges and critical success factors. For further discussion of the remaining themes, please refer to the Summary of Findings section.

ISD Challenges

For the purposes of this project *challenge* is defined as any factor that can significantly stall or even stop an ISD initiative/project.

Overcoming Differences in Organisational Culture

Nine case studies identified organisational cultural differences as a principal challenge to their ISD initiatives/projects. Ministries/agencies working within silos are insulated from interaction with other ministries creating definitive organisational cultures. Successful integrated service delivery often requires organisations to partner or amalgamate. Uniting unlike organisations can create several challenges, as the new organisation must rebuild a shared organisational culture based on a common ISD vision.

To facilitate a strong vision in the new ISD organisation, participants are using staff consultation to obtain their input and to create ownership of the new vision.

Differences in organisational culture must also be addressed in partnerships. To have an optimally performing partnership, parties need to have a sense of shared culture - common understanding, vision and goals about why and how they have/will come together to work toward an ISD initiative.

Partnerships

Almost half of all case studies identified partnerships as a major challenge to their ISD initiatives/projects. The essence of ISD is to create seamless services that are citizen centred. This means that organisations must often establish partnerships with other departments within their jurisdiction and/or with other levels of government. These partnerships can quickly become complex.

To help ensure successful partnerships, participants stated that it is important for parties to agree and set common goals, establish common assumptions and build trust. These objectives need to be agreed on by all partners before a project can proceed. However, while participants agree that consensus is important, they also warn that it can take considerable time, sometimes stalling or bogging down the project.

As pressures mount and deadlines loom, partner relations are often the first to fall off the agenda. Participants note that nurturing your partnership, particularly in stressful times, is important and should not be forgotten.

Resources

Not surprisingly, obtaining sufficient funding is in the top three challenges to ISD. Seven case studies indicated that securing funding for their initiatives is a significant challenge to the success of their projects. Participants discussed not being able to obtain substantive funding and having to manage their projects with little or no new resources. Participants who were able to successfully obtain funding often did so by using an incremental approach to implementing their projects. By demonstrating early successes, they were able to achieve greater buy-in among partners and senior bureaucrats. Once they had achieved buy-in they were able to obtain more resources in the form of direct funding, on-line services, and the loan of human resources for a year from other ministries/agencies.

Critical Success Factors

Critical success factor is defined as any element that is crucial to the success of an ISD initiative/project as related by the interview participants.

Leadership

Slightly over half of all case studies identified leadership as a factor critical to the success of the organisation. It was recognised that leadership needs to be provided by champions who are passionate about and committed to the project at all levels of the organisation. What was also found to be key is the visible, ongoing leadership provided by senior level management.

Respondents described leaders as enthusiastic and passionate individuals who understand the challenges of front-line staff and who have the ability to act as effective change catalysts.

Governance and Accountability

Clearly articulated and understood governance and accountability mechanisms are critical to the success of any partnership, and they must be agreed upon at the senior level from the outset of the relationship. This clarifies roles and responsibilities among the partners and mitigates the risk of diverging expectations as the project progresses.

Another commonality is the use of accountability mechanisms and reporting. Included among the activities carried out to enhance accountability are: measuring and reporting customer satisfaction, conducting reviews and reporting the results, and ensuring that ministries are made accountable for ISD initiatives.

In terms of project management, establishing a “project charter with agreed program objectives, project scope and deliverables” collaboratively with all partners was found to be a key success factor. However, to effectively utilise project management techniques, team members with a “certain skill set, mind set and knowledge required for project management” are needed.

Partnerships

Six of the case studies attributed much of their ISD initiative’s success to their partnerships with other organisations. Efforts towards managing the relationship amongst all partners must be an ongoing focus throughout the partnership. Effective communication, a shared understanding of roles and responsibilities, and a collaborative method

of resolving issues were among the factors cited as key to a successful partnership. Furthermore, relationships are dynamic, thus, the details of any agreements should evolve based on the changing needs of those involved.

Project Sponsorship

If you would like to find out more about this project or the Public Sector Service Delivery Council, please feel free to contact project sponsors Ellen Waxman and Bette-Jo Hughes.

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Project Background

The quality of government services and service delivery initiatives around the world is being driven by citizens who are demanding services that are both organized in a citizen-centered manner and are more responsive to their needs. At the same time, fiscal constraints are driving greater efficiency in how these services are delivered. As a result, ways of doing business that were acceptable in the past are now being challenged by the public and rethought by public sector organizations. Governments across Canada have made commitments to change the way they interact with their customers by ensuring that customer satisfaction and service are their highest priorities. To meet these important commitments, many jurisdictions are developing strategies for cutting-edge integrated service delivery.

With few exceptions, policy development for ISD is largely being undertaken in traditional jurisdictional silos. This leads to duplication of effort and reduces the potential for interjurisdictional alignment and seamless delivery to the customer. Identifying and sharing these ISD frameworks/models/strategies will help move the agenda forward both by leveraging lessons learned and coordinating approaches across jurisdictional boundaries.

While modernizing service delivery is a priority for governments, it can be difficult to secure support and funding for ISD initiatives during times of political uncertainty or fiscal constraint. During these times, governments are more likely to revert to the silo approach. It is felt that the information gathered during this project might help show the value of working across traditional boundaries.

Introduction

Governments face, and must overcome, multiple challenges on their journey to integrated service delivery. As such, the Integrated Service Delivery Sub-Committee (ISD-SC) of the Public Sector Service Delivery Council (PSSDC)² has undertaken to analyse existing integrated service delivery initiatives across Canada. This critical analysis looks closely at critical success factors, best practices, and challenges faced by ISD practitioners across Canada.

The first objective of this project is to draw on the collective experience of jurisdictions that have successfully, or in some cases not so successfully, manoeuvred their way through common ISD pitfalls. It is hoped that the ISD community can use these experiences and lessons learned to leverage the ISD agenda in their home jurisdictions.

To gather the collective experience of ISD practitioners, this project examined two aspects of ISD: critical success factors and ISD challenges, focusing on how they were overcome. By gathering together this information and sharing it within the ISD community, it is intended that PSSDC members will be provided with a means to:

- Reduce duplication of effort,
- Increase “ammunition” to gain support for the ISD agenda with concrete examples,
- Reduce risk of implementing ISD initiatives through knowledge of what has worked in the past,
- Increase co-operation between jurisdictions,
- Increase understanding of the unique nature of other jurisdictions and how it has influenced your ISD projects, and
- Identify opportunities to accelerate inter-jurisdictional service delivery advances.

The second objective is to update the environmental scan of integrated service delivery initiatives in Canada. It is hoped that by reading case studies about successful organizations and how they are working to implement ISD initiatives, it will inspire new ISD projects or partnerships across the country.

² The Public Sector Service Delivery Council (PSSDC) explores common issues, develops partnerships and co-ordinated solutions, and shares best practices in the field of public sector service delivery. Membership is drawn from each of the ten provinces, the three territories, and the federal government.

Finally, by sharing knowledge of potential pitfalls, new ideas, and critical success factors, the ISD community can increase its collective capacity to successfully move the ISD agenda further in their home jurisdictions; thus, better positioning jurisdictions to achieve excellence and innovation in public sector service delivery.

Methodology

To gather the experiences of the ISD community, the researchers requested that PSSDC members submit names of individuals/organisations (federal/provincial/territorial) currently working on ISD initiatives³. During the months of February/March 2003, participants were contacted and a total of 19 interviews were conducted in person or over the phone. Jurisdictions represented include the federal government, the majority of provinces (exceptions include Quebec, Nova Scotia, Newfoundland and Labrador), and the Government of Yukon. Only jurisdictions that PSSDC members had provided contacts for during December 2002 and January 2003 were interviewed.

Participants were sent copies of the interviewee questionnaire in advance. To see a copy of the interview questionnaire, please refer to **Appendix A**. In addition to the interview, the researchers requested that participants forward project descriptions, business plans, accountability frameworks etc. that could be used to fill out their case study and to form a collection of ISD resources. These documents are summarized in the Enablers section of this report. Full text versions are included as separate documents in the report package posted on the Institute for Citizen-Centred Service's web site at <http://iccs-isac.org/>. It is hoped that these resources will act as a toolbox for other jurisdictions as they move their ISD agendas forward.

Finally, participants were sent copies of their case studies and were asked to make revisions as necessary to ensure accuracy and to approve their release for this project.

³ For the purposes of this analysis integrated service delivery (ISD) was defined as "initiatives to deliver public-facing services (i.e. to customers that are not internal to government) that cross traditional boundaries of ministry or jurisdiction, or both", and/or is a significant concept to organisations in the field of public sector service delivery. ISD means single-window service, one-stop delivery, one-stop access, one-stop shopping, service clustering, multiple service delivery channels and overall an innovative way of delivering services to citizens.

Summary of Findings

ISD Challenges

Respondents were asked to identify the most significant challenges their jurisdictions faced (or are still facing) on their way to implementing their ISD initiatives and how they are working to overcome their challenges. A content analysis of their responses revealed eight themes:

1. Overcoming Organisational Cultural Differences
2. Partnerships
3. Resources
4. Technology
5. Resistance to Change and Change Fatigue
6. Leadership
7. Citizen-Centred Services
8. Marketing

The following is a summary of what were noted to be ISD challenges organised according to the above themes. In parentheses is the number of case studies in which these themes were cited. There are a total of 19 case studies.

Challenge: Overcoming Differences in Organisational Cultures (9)

Canada has a long history of government ministries working in silos. Working within silos, insulated from interaction with other ministries, creates a definitive culture within an organisation. Successful integrated service delivery, which by its nature requires organisations to partner or amalgamate, faces several challenges in overcoming cultural differences. If organisations cannot overcome their differences, their success, if any, will be limited.

Integrating organisations, the culture clash.

You will note in the case studies that a number of projects required the integration of previously separated organisations/agencies to form a new ISD entity. The joining together of different organisations can be extremely challenging. Challenges include addition of staff not trained in customer service, transferring staff from a federal agency into a new provincial organisation and integrating three levels of government where staff are working under different collective agreements.

In order to address some of these challenges, the executive of Canada-Saskatchewan Career and Employment Services used the situation as an opportunity to define a new collective vision for the organisation. Using extensive staff consultation, a common language and vision was created and staff provided additional input on the development and modification of programs. In Winnipeg's ISD Initiative managers are consulting with staff and providing them the opportunity to develop a plan to work towards integration. Actively involving staff in the transition will aid substantially in the creation of a new common culture.

In the case of Victoria Connects (federal-BC), where three levels of government were brought together to provide integrated services, staff commitment to the project and relaying to staff the success of the initiative and their role in it, helped create a common culture and pride within the office.

Partnerships, "kindred organisations"⁴ are rare in government.

Linked to the partnerships theme, but deserving to be examined under this theme, are overcoming cultural differences between partnering organisations. To have an optimally performing partnership, parties need to have a sense of shared culture - common understanding, vision and goals about why and how they have/will come together to work toward an ISD initiative.

Particularly difficult partnerships are often those with organisations that do not see themselves as customer focused and as such they are not eager to participate in ISD initiatives. Again, developing a common vision for the organisation and communicating with it the need for ISD is necessary to ensure a good working relationship.

Igniting a cultural revolution.

CCMD states that support for ISD is closely enough tied to individuals that initiatives do not always survive regime change.⁵ Part of moving the ISD agenda forward has to include discussions about sustainability. If the ISD culture was more mainstream, everyone would simply accept that it is the way government does business and ISD initiatives would not flounder after champions/leaders move on to new projects.

⁴ Play on "kindred spirit" from Anne of Green Gables. "Kindred organisations", meaning organisations that are similar to or in sympathy with one another.

⁵ Hopkins, 2001. He continues: "Trust is built on transparency, knowledge and competence. The complement to trust is credibility. If people are seen to be playing games, playing one side against another, or using relationships to achieve a hidden agenda, then the distrust engendered is fatal."

Challenge: Partnerships (8)

The essence of ISD is to create seamless services that are citizen centred. This means that organisations must establish partnerships with other departments within their jurisdiction and/or with other levels of government. In the case studies presented, the number of partnerships between organisations ranged from two to over two dozen. The larger the number of partnerships the more complex the relationship. These are the lessons learned:

Agree on a common direction and purpose at the beginning.

At the start of any partnership it is important for parties to agree and to set common goals, establish common assumptions and build trust. These objectives need to be agreed upon by all partners before a project can proceed.

To achieve buy-in and consensus, all groups at the table need to feel that their needs are being met, or at least that there is a benefit to them participating. Those negotiating the partnership need to be open to recognising every individual's needs and boundaries. One participant suggested that partners should draw up a list of sacred things that they should not or cannot be given up to the cause of integration. Providing this information at initial meetings will let your partners know your limitations and communicate how you are able to participate.

Adapt project models from other successful projects/jurisdictions and create a project plan. As part of the plan, partners may decide to develop agreed upon frameworks to help resolve problems/issues in a timely manner.

It is also important that partners responsible for the maintenance / operation of an ISD initiative once it is up and running, be identified and agreed upon in the development stage. The fate of a project can hang in the balance if no partner or group of partners is willing to take responsibility for the project after it is complete.

Project consensus is important, but don't let it bog you down.

Though this may appear to contradict the first lesson, participants noted that working in partnerships and defining project objectives and requirements is often challenging. The more partners you have, the more challenging it can become. Building consensus on these topics can be time consuming, dragging the project on and increasing costs on all sides. Technology projects are particularly vulnerable to long drawn out consensus building. As technology is in a constant state of flux, solutions can change or increase in price over short periods of time.

Nurture your partnerships. If you don't have time, make time.

Getting back on track when a relationship is facing a difficulty of any kind is a big challenge, especially in multi-year, large-scale partnerships. To avoid or mitigate partnership issues, it is important to build trust early in the relationship and make sure that you continue to nurture it throughout the life of the project. Partner relations often fall off the agenda as pressures mount and deadlines loom. Even if schedules are tight, it is important to continue to invest and check in with your partner(s) resolving issues quickly before they escalate, putting the project or the partnership into jeopardy.

Don't try to reach the perfect "vision". It may be impossible.

Agreement on high level end state vision is important but trying to perfect it can be detrimental to substantive change. Transformation is never as precise over the long term and inertia results from trying to control what cannot be controlled.

Challenge: Resources (8)

Not surprisingly, securing funding was the third most often talked about challenge that jurisdictions face when working on ISD initiatives.

In search of the almighty dollar

While participants noted that securing funding is important for their ISD initiatives, many have to manage their projects with little or no new funding.

In the case of Service Alberta, Treasury Board recognised the value of their project and supported the concept, but because they did not have a clear understanding of potential achievables, it did not approve new funding in 2001. In retrospect, Service Alberta sees this experience as the catalyst for their future success.

A lack of funding forced Service Alberta to rethink their development strategy and break it down into smaller more achievable segments. Service Alberta realised, at this point, that unless they could achieve quick tangible wins in the near future, it would be difficult to demonstrate the value of the initiative and that it might be in serious trouble of losing momentum all together in the future. It is now achieving its vision through an incremental implementation approach. This approach is being used in a number of jurisdictions to provide quick wins and to demonstrate the benefits of integrating services.

It should be noted that Service Alberta still does not have extensive funding. In 2002, based on its demonstrated achievements to date, it asked each ministry to make a tangible contribution to the further development of Service Alberta. Service Alberta received contributions including direct funding, on-line services, and the loan of human resources for a year from ministries in Alberta.

The Service Delivery Project (BC) was also able to secure funding in much the same manner. After early success on the project developing community service plans, ministries were willing to provide \$10,000 each to implement the plans.

Going Dutch. Splitting costs between partners.

Distribution of resources and balancing the contribution from each partner, including reaching agreement on what the contribution is, is a challenge that many partners face. Adding to the challenge is securing funding horizontally in a silo system. Many ministries are reluctant to contribute funds to projects if they can not see tangible benefits that link directly to their ministry.

Challenge: Technology (5)

Authentication

Ministries/departments are sometimes reluctant to participate in initiatives due to privacy and authentication issues. Service Yukon is facing this challenge and there are no quick resolutions. Service Yukon continues to work on policy, consistent with national identity initiatives, to determine appropriate authentication processes for its Global Address Change project. It is anticipated that by working together to create a policy with their partners, their fears and resistance to joining the project will be overcome.

Privacy and building customer confidence in e-services.

Through surveys and focus groups, Service Alberta identified privacy and confidentiality as an issue for citizens conducting transactions with government over the Internet. This issue is not unique to Alberta; it has been identified as a concern for citizens across Canada. Building trusted online services, including implementing authentication solutions and continuing to consult with Albertans to ensure that they are satisfied their privacy is protected, is part of Service Alberta's Strategic Plan for 2003-06.

The pace of technical evolution

Ministries are rarely at the same stage of technical evolution. Many have developed their own legacy systems and Web applications. This

becomes a particular challenge when ministries want to work together or amalgamate to provide integrated service delivery. It can be costly to integrate systems that were designed for different purposes. Also training staff on new systems is necessary but time consuming.

One participant noted that technology based solutions do not or can not keep pace with the changes and demands of customers/citizens. Technology can quickly become outdated and lose relevancy if partners do not ensure that systems are kept updated and change with citizens' needs over time.

Challenge: Resistance to Change and Change Fatigue (5)

Government, the safe bet. Working in A Risk Adverse Culture.

The challenge of integrated service delivery is that it means a transformation of the way ministries and individuals traditionally do business. Integration means that you no longer own complete control over a process, service channel, etc., and that control is now shared between partners, or even worse, you can find yourself negotiating to keep any stake at all in an area.

The reality is ISD is about change and that change requires a certain level of risk. Unfortunately, governments tend to produce a risk adverse culture, which impedes substantial change. Working in this type of environment requires extensive communication and consultation as well as influence management skills to encourage staff/ministries to see the benefits of change, not just the barriers to it.

Victoria Connects (federal-BC) found that resistance to change tended to be more strongly felt in the central agencies and technical support areas than it was on the front line. Perhaps this is because front line staff deal with customers on a daily basis and are eager to provide them with the best services possible where as central agencies have little or no contact with the public. Regardless of the reasons, many jurisdictions point to a risk adverse culture and change fatigue as serious impediments to ISD initiatives.

e-Contact (federal) is finding that it is difficult working simultaneously across a single jurisdiction and with other jurisdictions. It was noted that many managers feel a general lack of comfort when dealing with things outside their particular span of control. Even though they may have a vision in the silo world, it does not always translate into the peripheral vision required to work in an integrated world. It was felt that this could be attributed, at least in part, to an ingrained and rewarded cultural resistance to change. These concerns can manifest

themselves as a desire to be seen to embrace change and integration while still maintaining the status quo.

The Service Delivery Project (BC) found that change fatigue also strengthens a manager's resistance to change. Since May 2001, BC managers across government have been faced with significantly decreased funding and staffing in addition to new policy direction. It was within this environment that the Service Delivery Project was initiated. Many managers, already involved in overseeing the changes within their own ministries, were reluctant to enter into a new project that would require significant time and resources on their part, without a certain outcome. Constant communication and visible leadership was needed at all levels to reinforce the long-term benefits of participation.

Challenges: Leadership (3)

It is interesting to note that leadership is identified as one of the major critical success factors for successful ISD initiatives. It follows that a lack of leadership can quickly become a major challenge to ISD.

Keeping ISD on the agenda.

Keeping ISD on the agenda has proven challenging for some jurisdictions. One of the reasons for this challenge is the lack of ISD/citizen-centred champions to promote and encourage cross-ministry partnerships and initiatives. In particular, a lack of senior ISD leaders (political and bureaucratic) has limited some ISD initiatives.

To overcome this challenge, Saskatchewan recently appointed a new senior position, Chief Services and Information Officer (CSIO), with the responsibility to promote ISD initiatives across ministries. In order to foster buy-in, the new CSIO will have to demonstrate the value of ISD initiatives, particularly relating to budget efficiencies and overall advantages for the public as well as government.

Pssst...have you heard what ISD can do for you? Spread the word.

The Government Agents Branch has found that continual communication is needed to educate ministries/people regarding the benefits and advantages of an ISD model. The Branch has promoted the ISD agenda for years within BC, and it has only been within the last year that they are beginning to see the results and active leadership at the senior levels.

Challenges: Citizen-Centred Services (2) and Marketing (2)

Rounding out the list of challenges to ISD are providing Citizen-Centred services and marketing.

Citizen-centred services need to drive your ISD project.

ISD must be driven by a common desire to increase customer service. ISD partners should seek to satisfy a broad range of stakeholders by determining how to meet their needs and then actually meeting them. However, ISD practitioners need to recognise that customers in different parts of the province may wish to receive services differently and those differences should be factored into their initiatives.

Marketing, letting customers know about your new ISD services.

ISD creates change; a change in services sometimes can lead to a change in location as partners co-locate and/or amalgamate services. Marketing new services is a necessary component of ISD initiatives. If a citizen does not know about a new service or where to access it, has the organisation achieved its ISD vision? No it has not. Unfortunately, finding the funding for marketing or branding initiatives prohibits many jurisdictions from promoting their new ISD initiatives.

ISD Critical Success Factors

Respondents were asked to identify two key critical success factors that contributed most to the success of their ISD initiatives. A content analysis of their responses revealed eight themes:

1. Leadership
2. Governance and Accountability
3. Partnerships – relationship management
4. Citizen-centred
5. Culture
6. Demonstrating Value
7. Marketing / Communication Campaign
8. Technology
9. Buy-in

The following is a summary of what were noted to be critical success factors organised according to the above themes. In parentheses are the number of case studies in which these themes were cited.

Critical Success Factor: Leadership (11)

Passionate champions and visible leaders

Over half of all case studies identified leadership as a factor critical to the success of their ISD initiative. It was recognised that leadership needs to be provided by champions who are passionate about and committed to the project at all levels of the organisation. Champions at the senior level are required who are willing to make the ISD partnership a priority at the working level.

What was also found to be key is the visible, ongoing leadership provided by senior level management. For example, a proven success factor for the Ontario Rental Housing Tribunal were the leaders who provided clear direction throughout the project and created enthusiastic champions at all levels of the organisation. Communication, in addition to visible, ongoing leadership, is also a significant factor. According to the executive director of Canada-Saskatchewan Career and Employment Services, at the early stages of transition senior leadership took action to get to know each other and to understand the challenges of frontline staff. This provided the opportunity to open communication between senior management and frontline staff, in turn achieving greater co-operation and input from staff.

“The CSIO needs to develop a critical mass of ISD champions within government (who) will actively support and encourage new ISD projects within and across ministries.”

Senior executive support is key

Furthermore, BC's Service Delivery Project (SDP) was initiated in the Premier's office and therefore benefited from senior executive leadership and support. This support was demonstrated in several ways. First, either the Deputy or Assistant Deputy visited each of the pilot communities to communicate the government's commitment to the project. The senior executives from the SDP Working Group then "sponsored" one or more communities, thereby providing a more focused level of support. In addition, executives, acting as the communities' point of contact in Victoria, responded to the communities' questions or found solutions to their issues.

Respondents described leaders as enthusiastic and passionate individuals who understand the challenges of front-line staff and who have the ability to act as effective change catalysts. Resistance to change can be a challenge in implementing ISD initiatives and, as Victoria Connects has found, strong leaders committed to integration is an important component in resolving such issues.

Critical Success Factor: Governance and Accountability (7)

Forming successful partnerships is an integral component of ISD initiatives. However, since governments have a long tradition of operating in silo structures, partners come to the table with firmly entrenched accountability⁶ frameworks and governance⁷ models. When initiatives cross the traditional boundaries of ministry, jurisdiction or sector, it is critical that partners clarify their roles and responsibilities⁸ early within their relationship.

If governance and accountability are not established or remain unclear from the outset of the partnership, organisational politics and redundancies have the potential to flourish, performance can suffer and "turf wars" can surface. These problems often emerge as a result of interrelated accountabilities, and stem from such challenges as:

- The matrix of accountability patterns – horizontal and vertical
- A lack of clarity around "who is accountable for what"

⁶ Can be defined as the obligation to answer for results and the manner in which responsibilities are discharged. This includes accepting the consequence if goals are not met. Accountability cannot be delegated. It is important to distinguish between the external accountability of Ministers to the public, and the internal accountability of partners to each other.

⁷ Can be defined as the processes through which individuals and groups exercise influence and authority in decision-making and implementation. Who participates, and how.

⁸ Can be defined as the obligation to assume a role or take specific action(s). Responsibility can be delegated or conferred by mutual agreement depending on the relationship.

- Uncertainty about the new roles created within the ISD initiative
- Structures and processes as well as leadership and vision

The Canadian Centre for Management Development points out that often what appear to be accountability barriers are in fact rules and procedures required by individual departments. The make-or-break variable is not the requirement for accountability but the way accountability is managed.⁹

To ensure a successful partnership discussion and negotiation regarding governance and accountability should take place at a senior level at the outset of the relationship and should include such topics as:

- Steering committees
- Decision-making protocols
- Change management processes
- Issues management processes
- Information sharing protocols
- Implications of not meeting commitments
- Timelines for securing approvals
- Performance review and monitoring
- Balanced expectations and capacities
- Authorities¹⁰

Linked to accountability and governance are strong project management practices. Service Yukon found that clearly articulated mission, goals and strategy helped keep partners focused on the project. Alberta Government Services also noted that the establishment of a “project charter with agreed program objectives, project scope and deliverables” collaboratively with all partners (provincial, municipal and private sector) was a key success factor for their project.

Critical Success Factor: Partnerships (6)

Six of the case studies attributed much of their ISD initiative’s success to their partnerships with other organisations. Key to building a strong partnership is relationship management.

⁹ Hopkins, 2001

¹⁰ Can be defined as the legitimate power to make decisions or take action. Authority can be delegated.

Nurturing the partner relationship

Efforts towards managing the relationship amongst all partners must be an ongoing focus throughout the partnership. Effective communication, a shared understanding of roles and responsibilities, and a collaborative method of resolving issues were among the factors cited as key to a successful partnership. A partnership also depends on a basic assumption that all partners have a valuable contribution to make to the goals of the project. Larger partners should not assume that their point of view amalgamates that of all other participants.¹¹ To sustain their relationship with their partners the Ontario Rental Housing Tribunal found that holding regular meetings with their partners assisted with successfully defining all aspects of the transition to integrated service delivery. Furthermore, relationships are dynamic; thus, the details of any agreements should evolve based on the changing needs of those involved.

“There is a shared culture of co-operation and commitment to continuous improvement by each of the stakeholders.”

Critical Success Factor: Citizen-Centred (5)

Consultation: Know your customers

The fourth most commonly identified theme of success factors is the ability of the organisation to be citizen-centred. To be a citizen-centred organisation, the focus must be on the customers, on their needs and on meeting their expectations. In order to achieve this, the organisation should consult the customers and other key stakeholders on an ongoing basis. It should be remembered that, as Service Manitoba noted, efforts to consult must be genuine; in other words, if organisations engage customers and other stakeholders in consultation they must be serious about taking comments received under consideration.

“Consult key stakeholders / users in order to ensure that technology solutions provide benefits and meet user needs, it is necessary to consult your target user markets.”

Ongoing consultation has also proven to be a factor of success. From the onset Service Alberta has based their vision on feedback from citizens. Consultation with citizens conducted through focus groups and surveys during two consecutive summers (2001 and 2002), assisted Service Alberta, for example, with successfully developing and organising their website.

Alberta Revenue also found that it is necessary to consult their target user market to ensure success of their ISD initiative. In doing so, the organisation is designing their initiative, *Net File*, to provide technological solutions that meet users needs.

¹¹ Rounce, 2002

A common commitment to being citizen-centred

The extent to which an organisation is citizen-centred is influenced by the other partners of the project, therefore, it is important that all partners are committed to the same definition of customer service and the same common desire to increase customer service. Sustaining the knowledge amongst all partners that the initiative is being undertaken for the public good made it easier, as Service Manitoba has experienced, to continue when the work gets frustrating.

Critical Success Factor: Culture (4) and Demonstrating Value (4)

Culture

Culture, in relation to critical success factors, refers to both intra- and inter-organisational culture. Intra-organisational culture involves human resource issues internal to the organisation. Internally, a culture of growth and service improvement needs to be cultivated amongst the staff. This has been achieved by the various organisations through staff consultation and staff training. Appropriate staff training was found to be an important component that enabled the effective translation of customer service policy into customer service practice.

Inter-organisational culture in this context concerns the culture that is developed between organisations through partnerships. Respondents noted the importance of the partners developing a shared purpose or vision. To be successful, these common goals should be developed collaboratively by all partners, thus creating a common working culture amongst all partners.

Demonstrating Value

The incremental approach was commonly used to demonstrate the value of ISD initiatives. The incremental approach is the implementation of initiatives on a smaller scale in the form of a pilot or “one-off” project. This approach allowed organisations to “watch and learn what other provinces were doing and incorporate best practices into their own model”.

Organisations, by demonstrating value of their ISD initiatives and thus their own ability to achieve tangible results, found themselves in a stronger position to move forward with new goals and objectives. In addition, organisations that communicated positive customer satisfaction and initiated dialogue amongst the parties found that they were able to build confidence and trust amongst their stakeholders in their initiative.

“ISD equals change, therefore, (we) need the customer orientation and desire to take on new work and changes.”

Critical Success Factor: Marketing / Communication Campaign (2)

A marketing / communication campaign is closely related to the previous theme as it is one method of demonstrating value of ISD initiatives. A key factor of success is the implementation of a dedicated marketing campaign to communicate the ISD initiative. Successful marketing tools include the Internet, newspaper, posters, postcards, and presence at career and trade fairs.

Critical Success Factor: Technology (1) and Buy-in (1)

Technology

The information technology structure refers to the technology and support system that is essential to a project, therefore, a key success factor is ensuring sufficient investment is allocated towards the technological aspect of the project.

Buy-in

Buy-in from all stakeholders particularly from politically linked stakeholders and senior level bureaucrats has been found to accelerate ISD buy-in from all levels of government. Senior level bureaucratic buy-in is linked intrinsically to whether support is attained from political stakeholders. A project, to be successful, requires buy-in from senior bureaucrats across government who will then actively promote the ISD initiative within their own organisation.

CASE STUDIES

CANADA

eContact Project

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Overview

“Access is to government service what location is to real estate.”
Citizens First 2002

eContact will be a web-based application, accessible to citizens directly through participating jurisdictions' web sites or indirectly through counter or telephone agents at all levels of government across the country. Citizens will enter their queries, they will be analysed, possibly clarified and responses provided which will direct citizens to the service location, phone number or web site that provides the service they are seeking. The project is entering its pilot phase and is expected to be in pilot locations in early 2004.

Project Catalysts/Drivers

Citizens First findings in 1998, 2000 and 2002 clearly indicate *ease of access* as a key driver of citizen satisfaction. Citizen satisfaction with programs and services is relatively high, once they have arrived at the correct source. However, satisfaction is significantly reduced when multiple contacts are needed to find a program or service, particularly as citizens shift from one channel to another. In fact, Citizens First findings for the past 6 years indicate that over 90% of citizens have difficulty in locating government programs/services. Also, anecdotal evidence obtained through discussions with federal, provincial and municipal practitioners supports the conclusion that approximately 30% of citizen enquiries begin with the wrong jurisdiction.

The citizens' need, an efficient method to locate the service they are seeking, is the focal point of the eContact project. Two significant elements led to the proposed approach. First, the findings of the Blue

Pages Redesign, Kingston Pilot Project indicated that citizens appreciated the integrated inter-jurisdictional data but continued to have difficulty understanding government nomenclature. The keyword approach assisted but did not noticeably impact this problem. Secondly, general agent assisted inquiry services, where citizen ambiguities were clarified with qualifying questions, is a business model that is successful in directing these citizens to the correct location.

Partnerships

TBS is conducting this project, working with the PSSDC and PSCIOC and further guided by the ISD Subcommittee and a Steering Committee drawn from members of both councils. The project is an excellent example of inter-jurisdictional collaboration. Staff drawn from British Columbia, Yukon, Whitehorse, Saskatchewan, Manitoba, Winnipeg, Ontario, New Brunswick, Saint John, Industry Canada (Manitoba/Ontario Business Service Centres), Public Works and Government Services (Manitoba Region) and the Treasury Board Secretariat are all working together to design, develop and deliver the eContact project.

Challenges

Governance

The biggest challenge facing the eContact Project, and multi-jurisdiction integrated service delivery in general, is governance.

The eContact Project meets Treasury Board funding criteria of being both multi-jurisdictional *and* self-sustaining in the long term, and has therefore been able to secure funding until March 1995. While this will sustain the project through to the stages of piloting, ramping up and rolling out, the question remains of who will host eContact in the longer term (i.e. operate it from April 1995 on). Currently, nobody has the mandate to provide this kind of interjurisdictional service.

Making the Big Leap

Experience to date with eContact demonstrates that it is difficult to work simultaneously across a single jurisdiction and with other jurisdictions: support from other organisations does not automatically lead to support within the home organisation. Some managers may feel a general lack of comfort when dealing with things outside their particular span of control. Even though they may have vision in the silo

world, it does not always translate into the peripheral vision required to work in an integrated world. This can be attributed, at least in part, to an ingrained and rewarded cultural resistance to change. There are fears about whether sharing turf, information, power and control really means “the beginning of the end of my job.” These concerns can manifest themselves as a desire to be seen to embrace change and integration while still maintaining the status quo. In other words, integrated service delivery is the right thing for other people to do. Compounding this are governments that do not generally provide incentives to change the behaviours required for true transformation to integrated service delivery. Rather, they reward the status quo and incrementalist behaviour.

Integrated service delivery has been advancing in Canada by baby steps. While there have been many successes, true multi-channel, multi-jurisdiction integration will require a larger disruption. At this point, there is a need to make this leap.

Going Mainstream

The Canadian Centre for Management Development has suggested that support for integrated service delivery is still closely enough tied to individuals that initiatives do not always survive regime change. Part of moving the ISD agenda forward has to include discussions about sustainability. A concrete example of the need for succession planning is the Institute for Citizen-Centred Service, where the corporate memory, network of contacts, relationships and trust is inextricably linked to the two individuals working there. The long-term goal would be that ISD becomes mainstream, and that everyone accepts that it is the way government business is done.

Recommendation

Resolving the issue of governance is critical to the eContact Project and, more generally, to making the leap of faith that true integration will require.

Next year, Effective Project Approval will be required from Treasury Board. This will have to include a plan for how eContact will operate on an on-going basis and address such issues as financial authority, branding, infrastructure, technology and authority to manage staff.

It is recommended that a new governance body of representatives from each jurisdiction be set up to operate eContact. This entity needs to occupy the space between the individual jurisdictions, while representing each jurisdiction at the same time. This governance

structure would resolve several issues, the most important being that when different levels of government work together, the tension of past experiences is invariably brought to the table. A board that was not of one jurisdiction but representative of them all would neutralise this potential for friction.

Furthermore, if the trouble were taken to form a board to operate eContact, then it only makes sense to leverage that overhead and task the group to address other integrated service delivery needs. The group would respond to other opportunities and be a forum for discussing and approving proposals for interjurisdictional initiatives and then provide the structure under which they these initiatives could operate. This is the only way to make eContact sustainable and could represent the leap needed to further the ISD agenda across Canada.

Enablers

An active project management office is being set up in Summer or Fall 2003. There will be more information about project planning and approaching integration across multiple jurisdictions when the office is launched.

Victoria Connects

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Overview

“The idea is *to cut the red tape* so that you can get down to business of building a successful enterprise.”

Victoria Connects was launched in 1999 to respond to the needs of the business community. It provides a single access point to support business start-up and development in Victoria. Victoria Connects is a unique partnership between three levels of government, integrating the services of the Federal, Provincial and local governments under one roof.

The objective of Victoria Connects is to provide current information on government business-related products, programs and services. The electronic service delivery channels will help to reduce the amount of time clients spend submitting information to the provincial government. Entrepreneurs and small business operators can complete various registrations and obtain services electronically, by phone, or in person.

Services offered include:

- Information and research assistance to help entrepreneurs with most aspects of business planning, market research and business development, including international market data
- Business Reference Library
- Information on government programs and services
- One Stop Business Registration
- Business advisor on site
- Advice on how to start an importing/exporting business
- Free, informed second opinion on business plans
- Business name searches

In addition to improving convenience and service delivery for the clients, there are also tangible benefits for government. Service integration reduces the cost of delivering government services, and the reduction in burden to the entrepreneur makes it easier for small

businesses, an important factor in economic growth and stability, to focus on their core business.

Proof of the innovation Victoria Connects offers does not only come from being recognized by its customers for the quality of service provided. In May 2001, the Institute of Public Administration of Canada (IPAC) also recognized Victoria Connects with a Bronze Award for Innovative Management. This award is one of the highest-prestige recognition programs in Canadian government. IPAC established it in 1990 to recognize outstanding organizational achievement in the public sector, and judges praised the 2001 winners for exemplifying how governments are instilling new vigor in the public service, breaking down old boundaries and adopting ideas and practices not seen before.

Project Catalysts/Drivers

Victoria Connects was driven by citizen demands for the same kind of integrated service delivery in an urban setting as rural citizens enjoy through the BC Government Agents. It was also an opportunity for the BC government to showcase integrated service delivery to British Columbians, though the success of the Government Agents had already been recognised outside the jurisdiction.

In addition to addressing customer needs, there were other factors that made for fertile ground for this particular initiative:

- There was already a Memorandum of Understanding between the City of Vancouver and Western Economic Diversification Canada that could be leveraged
- The ministry responsible for small businesses was already working with the Greater Victoria Economic Development Commission (Business Victoria)
- There were physical space issues (e.g. cost of leases) that could be addressed through the new relationship
- The partners were able to take advantage of common IT applications through the Memorandum of Understanding between the federal government and the provincial government for the Canada/BC Service Centre

Partners

- Canada/British Columbia Business Service Centre
- Western Economic Diversification Canada
- Ministry of Competition, Science and Enterprise

- Greater Victoria Economic Development Commission (Business Victoria)

Challenges

Culture among the three levels of government

There can be vast differences in culture between the three levels of government, and this project was no exception. By concentrating on the successes of the Centre and keeping the staff informed about the positive feedback on client satisfaction, a sense of pride developed in what was being built. This translated into the feeling that the transformation was positive, and that the new was better than the old.

Human Resources

The staff from the three levels of government all worked under different collective agreements, so there were differences in such areas as hours of work and compensation. This was addressed largely by choosing front line staff committed to solution finding and customer service. The staff felt a lot of pride in their innovative service solutions, especially when the Centre became a showcase in the service delivery community.

Support for the status quo

Resistance to change tended to be more strongly felt in the central agencies and technical support areas than it was on the front line. This made it more challenging to address such issues as technical glitches. Strong project leadership committed to integration was a large component in the resolution of this issue.

Critical Success Factors

- Staff commitment
- Customer satisfaction with results. Results measured with online offerings, exit interviews at counters, random response on telephone.

Achieving Integrated Service Delivery

- A key issue that needs to be resolved before Victoria Connects can achieve true integrated service delivery is trusted registration and authentication: customers are not yet comfortable with conducting their financial business online.

- More attention needs to be given to municipal partners and their inclusion in integration initiatives. Not the least reason for this is that municipal governments enjoy a much higher customer service satisfaction level than do the federal and provincial governments.
- The ISD community needs to continue its focus on government from the outside in – ensuring that service delivery is relevant, timely and cost effective and finding the right bundling of services to respond to citizen needs. Integrated Service Delivery will continue to be a priority, and the work Canada is doing in this area is really cutting edge. The community must continue to exploit this advantage and keep the momentum in order to push the agenda forward.

Service Alberta

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Vision

Service Alberta enables Albertans to access government information and services in a manner of their choice.

Overview

Service Alberta is a service improvement initiative focused on improving service quality across the government of Alberta. Its focus is providing citizen-centred services that are:

- Trusted – services and transactions are conducted in a secure environment that protects Albertans' privacy and respects their confidentiality;
- Quality – citizen service needs and expectations are addressed, and
- Integrated – seamless services across all delivery channels.

The Service Alberta vision is supported by ministries and has, for the third consecutive year, been approved by Deputy Ministers' Committee as a key administrative initiative for 2003/04. The Service Alberta initiative is led by a Deputy Minister Steering Committee (DMSC) and every ministry is represented on the Service Alberta Advisory Committee.

The Service Alberta DMSC recommends goals and targets each year and reports on its performance to the full Deputy Minister Committee. One of the performance measures for 2003-03 was that every ministry must make a tangible contribution to Service Alberta. This has assisted in maintaining the development process for Service Alberta.

The Service Alberta Advisory Committee actively supports achievement of the Service Alberta vision and goals. It provides input, advice and feedback to the Service Alberta Program office; and the Service Alberta DMSC and its members are responsible for championing Service Alberta within their respective ministries.

For a more comprehensive description and accountability framework for Service Alberta DMSC and the Service Alberta Advisory Committee please refer to the Enablers section of this document.

One key focus for Service Alberta has been developing an integrated web site that provides Albertans with access to government information and services. The development of the web site was, and continues to be, a collaborative effort between Service Alberta, Innovation and Science and the Public Affairs Bureau, as well as all ministries.

Innovation and Science provided the funding for the development of the website. The Public Affairs Bureau co-ordinated initial usability tests as part of the web site development. Feedback was used to design a web site where information is grouped by topic areas, customer groups such as seniors, aboriginal people, persons with disabilities, etc. and life events such as finding a job, getting married, having a child, etc. Once the site was developed Service Alberta co-ordinated further usability tests to ensure citizens were able to find the information they needed.

To ensure that the website contained the necessary information for citizens/businesses, the collaboration of all provincial ministries was needed. The co-operation for this project was fostered through the Service Alberta DMSC and the Service Alberta Advisory Committee. Ministries were consulted on the development of the site. An automated content management system allows ministries to maintain their own content on the site, including decisions about categories to which their information is linked. This flexibility enhanced co-operation with the ministries. Ministries are responsible for keeping their web links/pages current.

Service Alberta has engaged in several other service integration initiatives over the past 2 years. Brief descriptions of some of these initiatives are included in the Achievements section in this case study. For more in-depth information regarding these initiatives, please contact Service Alberta.

Partners

- Innovation and Science
- Public Affairs Bureau
- All Alberta ministries

Project Catalysts/Drivers

- To increase citizen satisfaction with government services by making it easier for Albertans to access and obtain information and services.

ISD Achievements to Date

- *Service Alberta Web Site* – located at following address <http://www.servicealberta.ca/>. It provides access to over 1000 web pages, has an automated content management system that ministries use to keep their material updated, and provides 34 on-line services including transactions, ordering of publications and customising responses to requests for information. Federal government information has also been linked to the site. The most recent enhancements to the site occurred in February 2003, based on usability testing. These included improved site navigation and new features such as “Where do I go for...” (providing location information) and “Featured Links”.
- *Service Alberta Contact Centre* – Toll free number that Albertans can call to obtain answers to general questions or referrals to appropriate ministries and contacts for expert program information and services. This service uses the Service Alberta Web site as a key information resource for answering the customer’s questions on the first call.
- *Accountability Framework* – Framework outlines accountabilities of partners and key stakeholders including ministries, the Service Alberta DMSC and Advisory Committee. For more information regarding the framework, please refer to the Enablers section of this document.
- *Service Excellence Policy* – Service Alberta has developed a cross-ministry service excellence policy that lays out the government’s service commitment to Albertans. Over 1000 staff received an orientation to Service Alberta and the service excellence policy prior to “going live” in June 2002.

- *Authentication and Authorisation Project* – Service Alberta is partnering with Innovation and Science to develop a common authentication and authorisation application that will be available to all ministries on the Service Alberta Web site.
- *e-Payment Project* – The ministry of Government Services is developing a common e-payment module that will be available to all ministries on the Service Alberta Web site.

Challenges

Funding

In 2001 Service Alberta presented its strategic framework to Treasury Board for moving to a one-window environment and requested funding in the amount of \$20 million over five years. This cost estimate covered all components of Service Alberta – the Web site with full capability for online transactions, and a fully integrated call centre capability. Treasury Board recognised the value of the project and supported the concept of one-window service delivery, but without having a clear understanding of potential achievables and concerns regarding the amount of spending on information and communications technology, it did not provide new funding for the project.

A lack of funding forced Service Alberta to rethink their development strategy and break it down into smaller, more achievable segments. At this point, Service Alberta realised that unless they could achieve quick tangible wins in the near future, it would be difficult to demonstrate the value of the initiative and that it could lose momentum in the future.

In retrospect, Service Alberta sees this experience as the catalyst for its future success. It is achieving its vision through an incremental implementation approach. For more information on this, please refer to the critical success factors further in this case study.

With minimal funding beyond base salaries, Service Alberta relied on funding from Innovation and Science to develop the Service Alberta web site.

Service Alberta still does not have extensive funding. In 2002, based on its demonstrated achievements to date, it asked each ministry to make a tangible contribution to the further development of Service Alberta. Service Alberta received contributions including direct funding, on-line services, and the loan of human resources for a year from ministries in Alberta.

Customer confidence in conducting business over the Internet

Through surveys and focus groups, Service Alberta identified privacy and confidentiality as an issue for citizens conducting transactions with government over the Internet. This issue is not unique to Alberta; it has been identified as a concern for citizens across Canada. Building trusted online services, including implementing authentication solutions and continuing to consult with Albertans to ensure that they are satisfied their privacy is protected, is part of Service Alberta's Strategic Plan for 2003-06.

Technical Evolution

Ministries are at different stages of technical evolution. Many have developed their own legacy systems and Web applications. Opportunities exist for common modules that can be built once and used by all ministries. Innovation and Science has provided leadership in this area by working with ministries to define the Government of Alberta Enterprise Architecture. Service Alberta is now working with ministries to further define this architecture as it relates to the government-to-citizen (or Service Alberta) Web environment.

Marketing/Communicating to Albertans

Service Alberta recognises the need to increase awareness amongst Albertans of Service Alberta and what it means for them. Although funding is limited, marketing initiatives include advertising via Internet, newspaper and other media, and providing information via posters, postcards and presence at career and trade fairs.

Critical Success Factors

Cross-ministry collaboration

As a Key Administrative Initiative for the third year in a row Service Alberta receives support from Deputy Ministers and their ministries. Objectives and targets are established on an annual basis. Ministries are responsible for reporting on their contributions to Service Alberta, and the DMSC reports to the full Deputy Minister Committee on overall performance in relation to targets. Service Alberta relies on extensive collaboration between ministries and is supported by a Deputy Minister Steering Committee. This level of buy-in/support has been key to the successful implementation of Service Alberta.

Ongoing consultation with Albertans has been another key success factor for Service Alberta.

From the outset Service Alberta based their vision on feedback from Albertans, through focus groups and surveys. Usability testing with

Albertans in the summers of 2001 and 2002 helped Service Alberta develop and refine the organisation of the site.

In June 2002, just prior to the launch, Service Alberta surveyed Albertans to gain baseline data on their satisfaction levels and preferences. This was repeated in February 2003.

In November 2002 focus groups were also conducted with Albertans in six different locations to gain their advice on an approach to providing further integration of over-the-counter services.

Incremental Approach and Demonstrating Value

Due to lack of funding, Service Alberta was compelled to adopt an incremental approach to reaching their vision. Their first focus was the development of the web site, which, with partnerships and resource sharing, cost only \$100,000 to develop/implement. Because they implemented incrementally, Service Alberta did not make any large investments in technology that they, in retrospect, may not have needed. Another benefit of using the incremental approach was their ability to watch and learn what other provinces were doing and incorporate/adapt best practices into their own model.

Having demonstrated their ability to achieve tangible results, such as their web site, Service Alberta is in a strong position and is moving forward with new goals/objectives.

Highlights

- Integrated web site (concentrated on this)
- Service Alberta Contact Centre
- Cross Government Service Delivery Model – extensive collaboration and implementation across ministries
- Partnerships
- Accountability framework
- Incremental implementation approach
- Citizen consultation re: types of services wanted.

Alberta Revenue

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ISD Initiative

Net File – Internet based system through which Alberta Corporations can file corporate tax returns.

Vision

To make it easier for citizens and businesses to conduct business with the government regardless of jurisdiction. Integrated service delivery projects are widely supported across the Alberta government and receive high level support through the Service Alberta initiative. To learn more about Service Alberta, please refer to the Service Alberta case study.

Overview of Net File

Currently, only three provinces in the country file and process their own corporate tax returns. They are Alberta, Ontario and Quebec. Canada Customer Revenue Agency (CCRA) files and processes corporate tax returns for the remaining provinces/ territories. Corporations must file both with CCRA and the provinces. However, the provinces use the federal returns to match the provincial return. Joint development effort would benefit the software developers and maybe the users of tax software.

CCRA implemented Netfile as a pilot last fall. Net File allows corporations to file tax returns through the Internet instead of sending them via mail. Alberta Revenue and CCRA have just recently partnered and are in the initial stages of the project. The main achievements to date include continuing dialogue and consultation with CCRA to design a solution.

The project has two main objectives, first, it will create internal efficiencies within Alberta Revenue and second, it will provide quicker

turnaround times for processing tax returns resulting in better service for Alberta corporations. Currently, Alberta Revenue is responsible for processing corporate tax returns. This includes scanning returns as they arrive and entering data into data base/computer programs. The implementation of Net File will allow corporations to file their tax returns via the internet, which will create internal efficiencies, quicker turn around times and more accurate results, all leading to the final objective, better customer service for Alberta corporations.

Partners

- Alberta Revenue
- Canada Customs and Revenue Agency
- Ontario and Quebec

Project Catalysts/Drivers

- Provide improved customer access/service to corporations.
- Improve efficiencies within Alberta Revenue.
- Service Alberta – service improvement initiatives are strongly supported across all ministries in the Alberta government.

Challenges and Lessons Learned

As Net File is a new initiative, it does not have many lessons learned to contribute at this time. However, Alberta Revenue is drawing experience from previous e-file projects to mitigate challenges it anticipates down the road. Challenges include the following list.

Changing technology for e-based business solutions

Technology is in a constant state of flux. If technology based solutions do not or can not keep pace with the changes and demands of customers/citizens, they face becoming outdated and lose relevancy. Acknowledge the fast pace of change.

Partnerships and Maintaining Project Momentum

Working in partnerships and defining project objectives and requirements is often challenging. Building consensus on these topics can be time consuming, dragging the project on and increasing costs on all sides. If project agreements and processes are long and drawn out (over months and even years), the project itself may be outpaced by changes in technology. In order to keep Net File on track, Alberta Revenue is using models on project agreements, determining

technology requirements and processes for systems support after implementation adapted from previous e-file project experience to keep Net File on track.

Critical Success Factors

Consult Key Stakeholders/Users

In order to ensure that technology solutions provide benefits and meet user needs, it is necessary to consult your target user markets. In the case of Net-File this is Alberta Corporations. If Internet or technology tools are developed without user consultation, it is probable that the product produced will not meet their demands, will be difficult to “sell” and that money, effort and time will have been spent on an unsuccessful project.

ISD Long-term Support and Commitment at Executive Level

While there are numerous challenges during the initial development of e-projects, once implemented they require long-term commitment at the Executive Level. This commitment encompasses providing on-going systems support and technology upgrades so the e-solution remains current and relevant to the users needs. If an e-solution is implemented and does not have long term commitment and support, it may eventually lose relevancy for the users and no longer be a useful tool.

Potential Future Pilots

- Comprehensive Fuel Tax Reporting – addresses the problem of reconciling the production and sale of fuel. Alberta, partner provinces, and private sector partners are already working on the issue. Potential exists for a pilot to emerge.

Alberta Government Services

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Web site www.gov.ab.ca/gs

Overview

Alberta Government Services (AGS) uses a public-private model to deliver over-the-counter service to Albertans. While AGS is responsible for policy and governance, Alberta services are delivered by private businesses called Registry Agents. Alberta Registry Agents are a network of community-based service centres, offering one-stop shopping for a wide range of registration, information, and licensing services on behalf of AGS. Services provided include motor vehicle registration, driver licensing and testing, personal property (lien) searches and registrations, land title searches, Corporate Registry searches, and Vital Statistics searches.

Currently there are 226 registry agents located across the province servicing both urban and rural communities. Registry agents are funded through service fees to customers.

During 2000 the AGS began exploring opportunities for delivering municipal services through Registry Agents. In August 2001, AGS and the City of Edmonton developed a project charter for a pilot program to deliver four municipal services through 38 Registry Agents located in the Metropolitan area of Edmonton. The four services include: payment of bylaw tag fines, payment of property, and the renewal of cat and dog licences. The pilot commenced March 2002 and was set to run for one calendar year.

The pilot program required the creation of a web-based application so Registry Agents could complete service transactions and the establishment of the co-ordination of daily reconciliation of payments to the City of Edmonton.

Project Catalysts/Drivers

- Service Alberta's vision/model to provide Citizen-Centred services through the integration of services across levels of governments. Registry Agents providing municipal services creates a broader array of options available to the public.
- The Alberta Registry Agents Association, the Alberta Motor Association and AGS are open to exploring new opportunities for providing services through the agents.

Partnerships

- Alberta Government Services
- Registry Agents
- Alberta Motor Association
- City of Edmonton

Achievements

Implementation of Pilot Program

Program has been up and running since March 20, 2002. While there is no movement, at this time, to expand the program beyond the City of Edmonton metropolitan area, discussions are underway regarding the feasibility of adding new services such as business licenses.

Challenges

Technology Challenges

There were several technology-related challenges that the Registry Agents needed to overcome prior to/during the implementation of the pilot. The first challenge was reconciling payments to the city on the same day as the transaction occurred. The first system the Registry Agents used caused a 3-4 day delay in payments, which was not acceptable to the City of Edmonton. Together, with the significant involvement of the Registry Agents, a new banking process was created which allowed for the same day reconciliation of transactions and funds between the City of Edmonton and the Registry Agents.

Marketing and Promotion

There was no formal public education campaign to let customers know they could conduct new city services at the Registry Agents. AGS and the Registry Agents developed a limited promotion campaign including posters and an insert announcing the new services distributed via vehicle registration renewals.

Critical Success Factors

Demonstrating Value

The City of Edmonton was reluctant to use the Registry Agents to delivery services, but AGS and the Registry Agents were able to build up their confidence and trust. Two key factors for this were communicating positive customer satisfaction survey results and coming together and simply initiating dialogue amongst the parties. This last action helped “demystify” Registry Agents in the eyes of the City and the pilot project progressed from there.

Sufficient investment in information technology infrastructure

Developing the necessary technology and support system was essential to the success of this project.

MOUs to formalise relationship

The four Pilot partners established a project charter with agreed program objectives, project scope and deliverables.

Effective reporting and accountability mechanisms

The Pilot partners agreed to a pilot review at the end of one year, which will commence in May 2003 with a report expected by July 1 2003.

Effective communication between partners at all levels

Alberta Energy

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Vision

Alberta Energy does not have a specific integrated service delivery vision. However, the vision for the Petroleum Registry of Registry (the Registry) is “Effective, efficient information management”.

Overview

In Alberta, oil and gas companies are required by law to submit statistics on the volume of their oil/gas production. In the past, companies submitted individual forms, with the same statistics, to both the Alberta Department of Energy and the Alberta Energy and Utilities Board (both organisations are within the Ministry of Energy). This created a duplication of effort and process in both the public and private sectors. In the late 1990s there was a move to simplify and streamline the process for submitting volumetric data. The goal was to reduce duplication as well as achieve cost efficiencies for both the Ministry of Energy as well as the oil and gas industry. Working together, the three began a collaborative process to reengineer business processes that lead to the design and implementation of the Petroleum Registry of Alberta.

The Petroleum Registry of Alberta is a shared, secure, interactive database, accessed through the Internet. The Registry serves three distinct functions. It is a central database for all of the volumetric and infrastructure data related to Alberta's upstream oil and gas industry. It is a communication tool enabling both Ministry of Energy (Department of Energy and the Utilities Board) and industry stakeholders to exchange accurate information quickly and efficiently and, it is an analysis tool. As an analysis tool, the Registry avoids common mathematical errors by saving the information in its most basic form and then performing calculations as required.

The Petroleum Registry went live in October 2002 and it is anticipated that it will achieve significant benefits for both the public and private sectors. Benefits for the Ministry of Energy include \$2.5 million in

annual savings achieved through sharing in the development/maintenance of one system for both the Energy and Utilities Board and the Department of Energy as well as the cost avoidance of the previous in-house systems, which duplicated resources on both sides for processing information. Benefits for the private sector include \$12 million in annual savings reached through the reduction of administration costs related to reporting the data to both the Department of Energy and the Utilities Board.

Strategic Initiative

Shared Registry was developed in co-operation with Alberta oil and gas industry (co-ordinated through the Canadian Association of Petroleum Producers and the Small Exporters and Producers Association of Canada) and the Alberta Ministry of Energy (Alberta Energy and Utilities Board and the Alberta Department of Energy).

Project Catalyst/Driver

Industry identified the need to reduce administration costs for completing and sending in volumetric and royalty related information. The Minister of Energy recognised that cost efficiencies could be gained for both the public and private sectors by simplifying the current information submission processes. In 1996, the Minister of Energy initiated a project to re-engineer business processes in order to simplify the collection and processing of volumetric data.

Achievements

Petroleum Registry

The initiation, development and launch of a shared registry system, which allows oil and gas companies to submit required volumetric data on-line and provides a shared data base for the Department of Energy and the Energy and Utilities Board.

New Collaborative Model

The creation of the registry was possible through an unprecedented joint strategic initiative between the oil and gas industry (co-ordinated through the Canadian Association of Petroleum Producers and the Small Explorers and Producers Association of Canada) and the Alberta Ministry of Energy (Department of Energy, the Energy and Utilities Board).

The private sector representatives were not only active on the project steering committee, but also contributed significant resources to it with up to 15 staff working with the public sector at peak points in the project.

Through this project a good working relationship and trust was established between the public and private sectors. Alberta Energy hopes to build on this relationship and, where possible, initiate new joint strategic initiatives in the future.

Challenges

Cultural differences

Differences in cultures between the public and private partners arose on occasion during the project. The biggest challenge was establishing an agreed upon common set of business requirements for the project. The established collaborative working relationship between public and private sector stakeholders allowed for both sides to reach compromise and agreement throughout all phases of the project.

Balanced Stakeholder Representation

While the Canadian Association of Petroleum Producers and the Small Explorers and Producers Association of Canada represent the majority of oil/gas producers in Alberta they do not represent all of them. Approximately 100 companies belonged to neither organisation and it was necessary to undertake consultation that included these stakeholders.

Critical Success Factors

Political Champions

Initially, the Minister of Energy championed the project in 1996-97. The minister recognised the need to simplify the system for both the public and private sector and provided significant support to initiate, build and maintain project momentum.

Securing Firm Multi-Year Project Funding

The Minister's support was also key to securing multi-year project funding. At the initial stages of the project the Minister secured funding for four years. The project was never hindered by having to obtain additional funding and, what is more, the private sector also contributed significant resources throughout the project.

Project Management

As with many projects, delivering the registry on time and on budget was a challenge. In order to complete project objectives in a timely manner, an independent project director was hired to manage the project. Because the project director was an independent, he was considered unbiased and was able to credibly direct completion of the next steps in the project.

Active Stakeholder Participation

Representatives from the oil and gas industry not only sat on the steering committee but also actively participated in the development of the project. Stakeholder participation included the creation and funding of their own team to develop a training program to teach industry production accountants how to use the registry system.

Long-term Commitment at Executive Level

The Ministry of Energy and Industry are committed to funding the Registry during the Foundation Phase of the Project (until March 31, 2004). Governance of the Registry will adhere to the established collaborative process followed during the project phase of the Registry.

A commitment has been made to continue the current governance model after the Foundation phase has been completed.

Buy-in from Senior Management

Within the Ministry of Energy, approval was sought from each of the Business Area Senior Managers to proceed to the construction phase of the project. Each senior manager provided approval to proceed and, where cases warranted, the resources to assist in a timely implementation of the Registry.

Ministry of Management Services

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Vision

Ministry of Management Services

“Enable 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.”

Overview

In the spring of 2003 the Corporate Channels Service Delivery Division (CCSDD) was established within the Ministry of Management Services. For the first time the three primary service delivery channels, Government Agents Branch (GAB), Enquiry BC, and BC Internet Services were united within one ministry.

Prior to the amalgamation of the three channels, the BC government did not have a corporate approach to service delivery. Each ministry saw service delivery through its own silo lens and it was not widely evident that provincial service delivery channels could and should be linked in order to provide citizen centred services.

As national research, such as the Citizens First surveys, began to emerge in the late 1990s, governments became aware of citizens expectations and issues relating to service delivery. Governments now know citizens expect / demand the same level of service as they do from the private sector and that one of their greatest issues is determining how to access government. A proliferation of channel choice i.e. 1-800 numbers and multiple offices makes accessing government confusing for the average citizen. Also the most recent research Citizens First 3 linked service quality to confidence in government.

Once these results began to circulate more widely within the BC government, they provided a persuasive incentive for the integration of government service delivery channels. Strengthening this persuasion is the maturation of e-channel technology. With its ability to support and facilitate the integration of service channels, e-technology is ready and now able to play a key role in facilitating channel integration.

Today the CCSDD provides and drives the overall integration strategy for multi-channel service delivery. Its corporate service delivery channels include call centres, interactive voice response (IVR), enterprise portals, and in-person access to Government programs and services.

The CCSDD is the next step in the evolution of ISD in BC. It is committed to delivering citizen-centred services and organises its services in accordance with citizen's needs and expectations. Over the coming months and years the CCSDD will seek to transform service delivery in BC moving ministries from a silo driven approach to a horizontal, holistic approach. To accomplish these goals the CCSDD will:

- Seek partnerships (private/public/not for profit/across levels of government), as and when appropriate
- Become service delivery experts who can offer client ministries service solutions and provide a comprehensive, co-ordinated multi-channel service delivery framework from which ministry services can be delivered.
- Achieve a balance between urban and rural service delivery

Project Catalyst/Drivers

Core Services Review

Perhaps the most prominent catalyst for the integration of service channels in BC is/was the Core Services Review. In 2002, the provincial government initiated a review of all ministries, programs and services. One of the main goals of the review was to achieve cost efficiencies and meet fiscal targets. As part of this process, ministries began to restructure how they were delivering services in BC communities. As governments began to restructure their services, they began to investigate and support new ways of doing business. The result has been the initiation of a service transformation in the BC government. The Service Delivery Project and the creation of the CCSDD, with its mission to drive a corporate approach to service delivery, are evidence of this transformation.

Achievements

- *Corporate Channels Service Delivery Division*
The amalgamation of the three primary provincial service delivery channels Government Agents Branch (GAB), Enquiry BC, and BC Internet Services within one ministry.

Challenges

Changing Organisational Culture

As with any horizontal/cross government initiative, it is anticipated that achieving integrated multi-channel service delivery will require a significant change in internal culture across government. To facilitate a culture change as well as buy-in, the new CCSDD will need to communicate its vision and demonstrate results early.

Fiscal Constraints

The BC government will continue to face budget pressures and fiscal constraints which could slow or constrain the development of the necessary infrastructure i.e. technology to facilitate full channel integration.

Critical Success Factor

The Service Delivery Project (SDP)

SDP has become the foundation for service integration and demonstration of what can be accomplished when different organisations work together towards common goal / purpose. In communities across the province, SDP Cross Ministry Work Teams have been bringing ministries together to co-locate and integrated services. The benefit is reduced costs for partnering ministries and services that are organised to meet citizen needs. The SDP will use these experiences to develop a service delivery framework for the province. To read more about the SDP please refer to its case study included in this report.

Leadership

Continued leadership from the Premier's office and support from senior bureaucrats is necessary to support the integration of service channels and adoption of an all of government approach to service delivery.

Pilot

The CCSDD is interested in providing federal government services in BC.

Service Delivery Project

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Vision

Innovative, client-focused and cost effective service delivery that enables British Columbians to access government when, where and how they need it.

Overview

Sponsored by the Premier's Office and housed within the Ministry of Management Services, the Service Delivery Project encourages ministries to work collaboratively to increase efficiencies and improve service delivery to clients.

The project has two main goals. First, to establish and support the Cross-Ministry Work Teams (CMWTs) around the province to develop coordinated, yet flexible, community-based strategies for addressing local service delivery issues. Second, to lead the development of an integrated service delivery plan for the province.

By encouraging ministries to work horizontally as "one government", the project is serving as a catalyst for transforming provincial government culture.

Recognising that effective service solutions can be driven from the community level, the SDP initiated 16 Cross Ministry Work Teams (CMWTs) selected on the basis of an analysis of several criteria, including impacts from government downsizing in 2002. Senior regional staff from each ministry in the community were invited to join the team. In some communities representatives from other levels of governments are also invited to sit at the table. Each team was provided a community co-ordinator (funded by the SDP Office) to organise and facilitate local processes and act as a liaison with Victoria, other regions and stakeholders.

The first Team task was to identify common issues and service delivery requirements for the community and then work together to develop strategies to address the issues. Strategies support the government's objectives to maximise service delivery for clients within the limited resources currently available, and to identify the most efficient and effective ways to delivery services in rural communities. Strategies form the community's Local Integrated Service Delivery Plan.

One of the key results of this project is a new cross-government focus on solutions that support the needs of multiple partners. Local strategies recommend a wide range of outcomes including:

- co-location of government offices (in some cases with other levels of government);
- the co-ordination and sharing of vehicles, equipment and resources at the local level;
- developing common / integrated front counters for public access to government services through one access point;
- developing options for the integration of key internal functions to perform key functions across more than one ministry in a co-ordinated fashion; and
- a variety of other opportunities to capitalise on the new cross ministry relationships that are developing.

As of May 2003 the first 16 SDP communities are busy implementing their service plans, and a new round of 22 communities have initiated Cross Ministry Work Teams in their communities. By April 2004, it is anticipated that up to 37 new communities will go through the SDP process.

Work has started on the second goal of the Service Delivery Project: to lead a collaborative process to develop an integrated service delivery plan for the province. This is the plan that will map the path towards integrated services that allow British Columbians to have access to government when, where and how they need it. As a step towards this framework, the project team has prepared preliminary planning material on the subject of integrated, client-centred, service delivery. During Fall 2003, the material will be shared among senior levels of government in order to stimulate interest and ideas, to secure endorsement of recommendation planning steps, to reach consensus on project scope and to gain commitment to an ultimate goal client-centred service delivery. The discussion is also expected to yield direction on the process and the extent of consultation that will be

necessary to establish the framework by the end of the 2003/2004 fiscal year.

To ensure that the SDP and the CMWTs received support from the highest levels, a Deputy Ministers' Steering Committee was established to guide the project and encourage participation in all ministries. Two SDP Working Groups, comprised of senior executives, were also created to guide and support the project. The Strategic Advisory Working Group's key job is to provide strategic advice, policy direction and decision-making support regarding the development of a client-centred service delivery framework for the Province of British Columbia. The Community & Operational Issues Working Group plays an important role in developing solutions for community-specific issues that cannot be resolved at the Cross Ministry Work Team level and other challenges identified by CMWTs that are hindering the implementation of their Service Delivery Plans.

Partners

Provincial

- BC Ministries
- All ministries represented in participating communities.
- Crown Corporations
- Public Service Agency

Federal

- Human Resources Development Canada (Kamloops)
- Fisheries & Oceans Canada (Kamloops)

Municipal

- Chetwynd
- Maple Ridge
- Kamloops
- Parksville
- Terrace
- Revelstoke
- It is anticipated that more municipalities will participate in the future.

School Districts and Post Secondary Institutions

- Chetwynd
- Revelstoke
- Kamloops
- Queen Charlotte Islands
- Terrace

Health Authorities

- Maple Ridge
- Chetwynd
- Queen Charlotte Islands

Project Catalysts/Drivers

Core Services Review

In 2002, the provincial government initiated a Core Review of all ministries, programs and services. One of the main goals of the review was to achieve cost efficiencies and meet fiscal targets. As part of this process, ministries began to restructure how they were delivering services in BC communities. The result was a reduction in staff and services in communities across the province. The restructuring seriously impacted some communities. This presented an opportunity to foster collaboration and communication between ministries to work together to integrate/co-locate their services.

Achievements

CMWTs Implementing Local Integrated Service Delivery Plans and Developing Sustainability Reports

The first 16 Cross Ministry Work Teams are in the midst of implementing their local integrated service delivery plans and producing sustainability reports that capture the approach the teams are taking to ensure that client-centred service delivery becomes part of the way government continues to do business in their communities.

Implementation plans for the pilot communities include a wide range of innovative initiatives for cross-ministry collaboration to reduce space requirements, share resources, find operating efficiencies and enhance service delivery. Sustainability reports ensure that collaborative work to enhance service delivery continues in the communities.

As a result of this work, tools for enabling government to make the most efficient use possible of the resources retained in individual communities are being developed. This initiative has also been a catalyst for shifting provincial government culture in communities as ministries begin to work horizontally as one government resulting in citizens finding it easier to access points of services in their communities.

A second round of CMWTs has been initiated in 22 new communities. Local integrated service delivery plans are scheduled for completion by August 2003 and implementation to begin in September.

Internal Efficiencies

CMWTs from the first round of communities are continuing to implement solutions including co-locations, FTE integration sharing and resource sharing resulting in overall decreased internal costs for many ministries.

It should be noted that while some participating ministries will not see additional cost efficiencies, their costs will not increase and they are participating in the project as a whole of government approach to providing better customer service as well as helping other ministries reach needed cost efficiencies.

Working Across Silos

Developing local integrated service delivery plans for communities requires significant co-operation and willingness to work with partners. Team members, who have traditionally worked within their ministry silos, are now partnering with other ministries (in some cases municipalities and the federal government), to solve community service delivery issues. Many members on the Teams had worked in their communities for years/decades never before meeting or working with their counterparts.

Cross Ministry Funding

After the Service Delivery Project had demonstrated value, the creation of the 16 local integrated service delivery plans by the first round of communities, the Deputy Ministry Steering Committee committed \$10,000 from each ministry to continue funding of the project. The funding was required to initiate the next phase, implementation of the strategies identified in local integrated service delivery plans and development of a sustainability report by each CMWT.

Challenges

Working in a Risk Adverse Culture

Change requires a certain level of risk. Governments tend to produce a risk adverse culture, which impedes substantial change. Working in this type of environment requires extensive communication and consultation as well as influence management skills to encourage staff/ministries to see the benefits of change, not just the barriers to

change. Extensive work was undertaken to identify, change and remove “barriers” or “perceived barriers” so CMWTs could move forward with their service plans. The Working Groups of senior level staff in Victoria led the “barrier busting” efforts. Examples of barriers faced by the CMWTs included how to distribute costs for shared staff and resources amongst multiple ministries/partners.

Change Fatigue

Fiscal realignments in 2002 caused significant change throughout the government of BC. Decreased funding and staffing in addition to new policy direction were impacting all ministries across the province. It was within this environment that the Service Delivery Project was initiated.

Many staff already involved in overseeing the changes within their own ministries were reluctant to enter into a new project that would require significant time and resources on their part without a certain outcome. Initially some staff were dubious about whether or not their service plans would be implemented or if the project would flounder once it was presented in Victoria.

Again, it took extensive communication from Victoria and visible leadership in the form of the Deputy Minister or the Assistant Deputy Ministry from the Premier’s Office visiting and talking with each Cross Ministry Work Team during the initiation of the project. The DM/ADM communicated the government’s commitment to the project and emphasised that solutions would be community driven and regionally based, not imposed in a “top down” manner from Victoria.

Critical Success Factors

Demonstrating Value

The SDP focused its initial resources on 16 communities. After the submission of the Local Integrated Service Delivery Plans, five priority communities were fast-tracked through the implementation phase. Implementation began at the same time in the other communities, but at a slower pace. The intent was to demonstrate the government’s commitment to the project and to have the 5 priority communities pave the way for the remaining 11. Once the success of the plans began to emerge, more communities wished to participate and the project began to expand.

Passion to Drive Change

In order to be effective change catalysts, projects need individuals who are passionate about the project’s vision and are dedicated to seeing

them through to completion. These individuals can be, but are not limited to, project champions or sponsors and are the driving force needed for change.

Visible Leadership

The Service Delivery Project was initiated in the Premier's Office. The DM/ADM visited each of the first 16 communities to communicate the government's commitment to the project. Later, Senior Executives from the SDP Working Groups "sponsored" one or more communities. Executives visited their communities and acted as the communities' champion person in Victoria to answer their questions or find solutions to issues/barriers.

Government Agents Branch - British Columbia

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Vision

Ministry of Management Services

“Enable 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.”

Government Agents Branch

“To be the first and best choice for one stop access to public services and information in BC.”

Overview

The Government Agents Branch (the Branch) provides British Columbians with efficient, integrated personalised access to public services and information through a network of 58 Government Agent (GA) offices in communities across the province. The Branch delivers hundreds of services/programs on behalf of 30 client ministries and agencies. These services include providing information on ministry services/programs; completing monetary transactions (e.g. property taxes, BC hydro payments); and accessing services such as permits, driver testing and licensing.

The Branch is a strong advocate of integrated services. Over the past several years the the Branch has been working on expanding the ISD model in the Branch as well as within the provincial government. The Branch is an active member of the Service Delivery Project and the e-BC Steering Committee¹² and has worked diligently to promote the

¹² E-BC Steering Committee is leading the development of an e-BC Strategic Plan. The plan will address the immediate business needs of Ministries and provide a solid framework for the longer-term development of e-government in BC. For more information, please contact Bette-Jo Hughes, Director of Government Agents.

advantages/benefits of implementing a corporate integrated service delivery framework for the province. To find out more about the Service Delivery Project, please refer to the case study found within this report.

Until recently, the three main provincial service channels, over the counter, telephone and the Internet, were each located under different ministries and did not share a corporate vision for ISD. In April 2003 the three channels were united within the Ministry of Management Services. This is a major step forward for the ISD agenda in BC. To find out more about the amalgamation of BC's three-service delivery channels please refer to the case study on Ministry of Management Services.

e-Channel

Historically, GA offices have been the province's primary access point for in person services. However, GA offices also offer integrated services via telephone and provide Internet access to citizens via Community Access Terminals (CATs) located in each office. CATs were launched in the spring of 2002 and provide citizens with free access to government (provincial and federal) web sites. CATs are supported by GAB staff who have been trained to assist citizens who require help navigating government sites.

As e-channels mature, and more and more transactions move on line, CATs will continue to offer support to those citizens who need help navigating the Internet.

Move to Non-traditional Services

In 2002, the provincial government initiated a Core Review of all ministries, programs and services. One of the main goals of the review was to achieve cost efficiencies to meet fiscal targets. Seeking ways to reduce costs but maintain services in communities prompted many ministries to investigate and engage alternative service delivery channels.

In this new environment the Branch is partnering with ministries to expand Branch services from simple information/transactions into non-traditional services. New partners include the Ministry of Human Resources (MHR) and the Ministry of Advanced Education (AVED).

MHR

Specified GA offices serve as MHR service conduits for 15 communities that no longer have a physical MHR presence. Citizens and existing clients may access MHR personnel, programs and services through a toll free number, Monday to Friday 8:30 to 4:30 p.m.

The role of the specified GA offices is to provide those services deemed necessary by MHR, to ensure client authentication¹³, document witnessing and document transmittal as requested and prescribed by the designated MHR authority. Use of electronic services such as fax machines and Internet connected PCs may be made available to members of the public and clients at Government Agent offices.

The Branch and MHR have signed a cost-recovery agreement to pay for services rendered.

AVED

As a result of the Core Services Review, the Ministry of Advanced Education (AVED) is developing a new approach to industry training and apprenticeship in BC, resulting in the phase-out of the Industry Training and Apprenticeship Commission. Pending the establishment of a new industry training plan, AVED approached the Branch requesting assistance on an interim basis in the administration of trade apprenticeship exams and challenge exams for inter-provincial certification. As part of their agreement the Branch provides the following services on behalf of AVED:

- Scheduling of Apprentice exams,
- Booking appointments for Challenger and Apprenticeship Placement exams,
- Invigilating exams,
- Marking Apprentice and Challenger exams, and;
- Responding to and providing referrals to public inquiries.

The Branch and AVED have signed a cost-recovery agreement to pay for services rendered.

Partners

- Every provincial ministry, central agency and CIO's office
- Limited service level agreement with federal government (i.e. Coast Guard) and private sector (Northwest Tel)
- BC Connects (BC's web portal) and Enquiry BC (1-800 telephone channel) now located with the Branch in MSER

¹³ Authenticating identity of applicants for BC Employment and Assistance (BCEA). The Government Agent authenticates the identity of individuals applying for Income Assistance. Applications are completed by MHR staff over the phone and forwarded to the GA's office for signature.

Project Catalysts/Drivers

- Fiscal constraints, budget reduction targets and the Core Services Review are motivating ministries to investigate and utilise alternative services delivery channels outside of their ministries. Prior to these catalysts, ministries chose to maintain a silo approach to service delivery providing services individual regional offices.
- As ministries restructure government, policies and legislation, a new focus on how services are being delivered is emerging. As service experts the Branch seeks to meet clients' changing service delivery needs. It offers multi-channel service solutions and is able to provide services for non-traditional clients such as the Ministry of Human Resources and the Ministry of Advanced Education.
- Citizens are increasingly demanding services that are citizen centred. They wish to access government via multiple access points/channels. The Branch is dedicated to working with other ministries and central agencies to change the way services are provided in BC to meet citizen needs.

Achievements

Supported Community Access Terminals (CATs)

In the spring of 2002, the Government Agents Branch launched their supported CATs initiative and installed Community Access Terminals in all of their 58 offices located across BC.

Using virtual office technology via Internet access, CATs clusters on-line provincial/federal government information and services into four categories: Citizen Services, Business Services, Employment Services and Quick Connects.

GA staff provide support for each CAT. They are trained to assist customers who require aid navigating through on-line information or have questions about the material itself.

Channels Amalgamated into Ministry of Management Services (MSER)

In April 2003 the three primary service delivery channels (the Government Agents Branch, Enquiry BC and BC Connects) were amalgamated into one ministry for the first time, MSER. The channels are now working together in co-operation to reach a common integrated service delivery vision. For more information on MSER please refer the case study located within this report.

Successful Delivery of Non-Traditional Services

Due to the successful delivery of MHR and AVED services, the Branch is being recognised as a service delivery organisation that can design and deliver non-traditional services through a combination of over the counter, Internet and telephone access.

Challenges

Funding Availability and Buy-in to the ISD Agenda

One of the most difficult challenges to moving the ISD agenda forward has been obtaining agenda buy-in at all levels (political, senior bureaucratic, and partner) in order to obtain sufficient funding to achieve the ISD vision.

The Government Agents Branch was/is not exempt from the Core Review and the requirement to meet reduced budget targets. During the initial stages of the review, significant persuasion was required to demonstrate the value of an established physical service delivery infrastructure and the service ramifications that would occur with the elimination of the Branch. The Branch was able to successfully demonstrate its value and its place in the larger provincial service delivery context. Its budget will remain intact for 2003/2004 and 2004/2005 with the intent to move to a partial cost recovery model by 2005/2006.

Leadership

To initiate and sustain effective change, committed leadership at the senior level is needed. In the past, a lack of senior provincial ISD leaders (political and bureaucratic) limited the success of the ISD agenda. However, new leadership began to emerge from the Office of the Premier in 2002 after the initiation of the Service Delivery Project. Since this time ISD has seen increased buy-in from Deputy Ministers and senior executive across ministries and central agencies like the CIO's office.

Communication

The Branch continues to actively promote the ISD agenda. Constant communication and involvement in key service delivery projects such as the Service Delivery Project and the e-BC Steering Committee have been used to generate support for a provincial ISD vision. Continual communication is needed to educate ministries/people regarding the benefits and advantages of an ISD model.

Marketing/Branding

In the future the Branch would like to develop a re-branding initiative to improve public recognition and access to the newly integrated corporate channels. Acquiring funding to support such projects remains challenging.

Critical Success Factors

External Validation

The Branch has spent considerable time communicating the ISD agenda to senior bureaucrats and Ministers. The focus was on the role that the over-the-counter channel plays within an ISD framework versus total e-government approach to providing services to citizens. The most powerful validation for the work and role of the Branch came in 2003 from an external source, the Chief Information Officer (CIO). The CIO, who had recently moved from a senior bureaucratic position in Ontario, recognised the value of the Branch's services. He noted that BC has one of the strongest physical service delivery structures in the country and that the existing infrastructure could be built upon to create a stronger ISD framework for the province. The CIO communicated this message to Ministers and senior bureaucrats. This action has accelerated ISD buy-in at all levels across government.

Political Buy-in

Political support for the ISD agenda is needed to drive a broader approach to integrated service delivery across government.

Senior Bureaucratic Buy-in

In the majority of jurisdictions, senior bureaucratic buy-in is intrinsically linked to political buy-in. In order for a true integrated service delivery to occur across government, rather than within individual ministries or programs, it needs the support and buy-in from senior bureaucrats who will actively promote and drive change within their organisations.

Demonstrating ISD Value

Organisations need demonstrable examples of project successes in order to "sell" the concept of ISD to others (politicians, ministries, bureaucrats and partners). Success make ISD benefits and advantages real and more appealing, and reduces perceived risk of participating in ISD projects.

Timing

The Branch recognises that timing and fiscal catalysts created a conducive environment for ISD in the province of BC. As ministries are forced to look for new ways of doing business, they are more open to

exploring integrated service delivery in an effort to reduce costs and reach budget targets.

Pilot Opportunities

The Branch would like to partner with the federal government to deliver federal services through the network of GA offices in BC. A recent Customer Survey (March 2003) indicates customer frustration and dissatisfaction is directly linked to the inability to access federal services in GA offices.

Service Manitoba

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Overview

In 1993, the government of Manitoba launched *Service First Initiatives*, which is now an agency called Service Manitoba. The purpose of this initiative is to search for better ways to meet the needs of the citizens of the province. The concept of Service Manitoba is simple: to find cost-effective ways to meet responsibilities, and to enhance the quality of, and access to, government services in Manitoba.

Service Manitoba offers support and co-ordination offers a variety of services and products through education, communication and recognition of successes. These include:

- free individual consulting services to departments wanting to improve their quality of customer service or manage workflow adjustments;
- workshops aimed at staff development;
- sharing of interjurisdictional best practices and common issues through participation in organisations such PSSDC; and
- management of a fund created to encourage and assist in innovations that could improve service or reduce costs.

Service Manitoba has initiated changes to government business processes that reduce paperwork and streamline delivery to the public by linking government systems together to provide services when, where and how people want them. In the years ahead, Service Manitoba will continue to encourage innovation and put the citizen first.

Initially, much of the focus of Service Manitoba and its predecessor was on technology and improving service delivery through a wider range of on-line services. This single-channel approach was largely directed at services to business. It is interesting to note that this approach (i.e. deep first, wide later) was opposite to how most jurisdictions addressed integrated service delivery. It was some time

later that the government decided that it was important to target individuals as well as businesses. At the same time it was acknowledged that more was needed than just integrated back ends and technology infrastructure; and the focus shifted to education and social services, and bridging the digital divide.

Currently, Service Manitoba is working on integrating across the three channels (i.e. Internet, telephone and counter) as well as across the ministries. In particular, the At Your Service Manitoba In-Person Service Delivery Strategy project is developing a counter network that offers customers single-window access to a wide range of basic transactions from different ministries. Rather than the deep and narrow approach of earlier initiatives, these counters will be broad and not very deep. Many ministries and services will be represented, but there will be few, if any, specialist or escalated activities offered.

It is expected that a pilot counter location will be launched in Brandon in early 2004. It will offer referral and information, all government forms, permits and basic payments.

There are currently 15 counters that are integrated in some way, and long term vision proposes approximately 30 counter locations to provide services to as many communities as possible.

A key deliverable of the At Your Service Manitoba In-Person Service Delivery Strategy is to leverage the existing single-window service offerings and brand them into a single counter network. Currently, initiatives such as the Manitoba Business Centres and the Single Window for Aboriginal Services have no relationship to each other in the public's mind. The goal is for an affiliation to a common brand called At Your Service Manitoba.

Project Catalysts/Drivers

There was a sense at the political level that though there was a lot of money spent on integration, and there were many examples of successes, the activities were not really co-ordinated. Furthermore, surveys showed that citizens sometimes found it difficult to figure out how to access government services.

At the same time, there was a desire to maximise the large investment in technology, and from these discussions came the recognition that all three channels needed to be integrated in order for service levels to really increase. Service Manitoba was seen as an opportunity to brand the province, make citizens more aware of the services that were

offered and improve service delivery by leveraging mature models of integrated service delivery in other Canadian jurisdictions.

Partnerships

For the Brandon pilot, 9 ministries collaborated with information, staff and marginal amounts of money. Two ministries are leading the initiative: Family Services and Housing, and Training and Advanced Education.

Achievements

The project is still in its early days. The pilot has been approved and there has been some funding secured.

Challenges

Culture and Identity

Bringing all the different identities (e.g. staff culture, service branding) together in a single physical location can require considerable negotiation and may include a period of co-branding as a transition phase.

Silos

No significant headway has been made in breaking down the hierarchy of organisational silos.

Physical Infrastructure

It is important not to underestimate the challenges of getting people to move and create space for others. Service Manitoba's strategy is to develop the franchise model (exact physical specifications included) and when lease renewals come up they will be able to require that Service Manitoba counters meet this standard. Existing locations will not be forced to adhere to the model, and the model will allow for variation according to availability of space and the size of the community. However, the core base of services will be consistent across offices.

Critical Success Factors

Ongoing Operational Support

Ministries need to continue to support the integrated channels beyond implementation or service levels will suffer.

Flexibility

The project team needs to be sensitive to the unique needs of each community and be able to “adjust the model on the fly” as appropriate.

Support for Staff

The quality of the service to customers is largely dependent on the front-line staff. In order to attract motivated, capable, service-oriented individuals, the government has to be prepared to keep up with the technology to keep them connected to the customer and each other. Examples include: on-line training modules, and web-enabled workstations so staff can swivel the monitor and help customers access on-line services; build a virtual network to keep them connected.

Vision for ISD

While ISD appears to be well-recognised as a concept with a lot of benefits, and different departments are moving in the direction of clustering services, it is not clearly articulated for the government as a whole. Part of the difficulty is that ISD can be challenging to work out for a number of reasons:

- Logistics
- Culture
- Policy differences and conflicting objectives
- Different rewards
- Staff committed to a particular area of government (i.e. advocates in a particular policy area who don't feel passion for government services in general)
- Branding
- Turf

Addressing these challenges is what it will take to achieve true integration. It is important to consider that ISD will never be complete because the environment and circumstances are always changing.

Winnipeg Integrated Service Delivery Initiative

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Overview – Department of Family Services and Housing Integrated Service Delivery Initiative

Vision and Goals for Integrated Service Delivery

Family Services and Housing will work together through an integrated, holistic approach to ensure Manitobans have better access to the services they require. The goals of the Department are to make it easier for Manitobans to access the services they require, and to better address the needs of Manitobans requiring services.

Background

In March 2001, a process was initiated to integrate service delivery systems for program areas related to housing and family services. The Department of Family Services and Housing began the service transformation through several workshops with staff in the summer of 2001, which resulted in the formation of a number of workgroups. These meetings were held to discuss new organisation structures and strategies to improve services to the citizens.

The outcome was a major reorganisation of the Department and consolidation of service delivery as a single division. The reorganised Department consists of three program divisions: policy and program development, central administration, finance and information technology supports and service delivery.

It was recognised that many recipients of social services had multiple, diverse issues and that it was difficult for many to contend with the fragmented service points. Furthermore, with limited resources and caseload pressures in many programs, it was becoming more difficult to address the needs of the citizens. The Department chose to address the needs of the citizens and improve the effectiveness and efficiency of service delivery through a more streamlined, co-ordinated, citizen-centred approach. The integration plan had to address alignment of front-end (public facing) with back-end (office) operations and include policy and program areas as well as field delivery systems.

The Department of Family Services and Housing is “committed to social, economic and labour market inclusion for all citizens.” It aims to provide financial support, to provide support for persons with disabilities, and to protect children and individuals and promote a healthy environment for them to live in.

Steps to Integration

As part of the integrated service delivery initiative, the Department approached integration as a process and identified the following five stages:

- Fragmented Services: separate case management and limited information sharing;
- Co-operation: separate case management and informal information sharing;
- Co-ordination: some joint case-planning and formalised information sharing;
- Collaboration: co-management of shared cases and information sharing protocols; and
- Integrated Services: seamless service delivery and inter-disciplinary teams.

The Department realised that different areas might be at different stages in the integration continuum.

Overview – Winnipeg Integrated Service Delivery Initiative

The goal of the Winnipeg Integrated Service Delivery Initiative (WISI) is to deliver a combination of health and services in an integrated fashion on a geographical basis in the City of Winnipeg. The partners, Manitoba Family Services and Housing, the Winnipeg Regional Health Authority and Manitoba Health, are committed to this approach. In some cases, service delivery will be through Community Access Centres (three currently in various stages of development) and through existing service points networking to provide a ‘virtual’ access centre. The locations and networked offices will offer one-stop shopping for a broad range of health and social services and bring services “back to the community.” For the citizen, this will mean less time and travel, ability to access multiple services through one convenient community location, improved service response times, and improved co-ordination between services. For the government, this will mean less duplication and fragmentation, and increased support and stimulus for community activity and development.

Partners

- Manitoba Family Services and Housing (services include Child and Family Services, Child Day Care, Children's Special Services, Employment and Income Assistance, Housing, Employment Supports for Adults with Disabilities)
- Winnipeg Regional Health Authority (services include Community Mental Health, Home Care, Long Term Care, Primary Care Public Health, Services to Seniors)
- Manitoba Health

Prior to WISI, each organisation had separate program mandates, delivery systems and boundaries. There were multiple locations for accessing services, and many offices were located outside the community they served. The vision of integrated community-based health and social services is the provision of efficient, effective and holistic services which are person/family focused and seamless, and which recognise the principles of population health and primary health care.

The guiding principles of this integrated service delivery initiative are:

- commitment to involving the community in decisions that affect their lives;
- programs and services that are person and family centred, and community based;
- service delivery that is accessible, coherent, responsive, flexible, seamless and comprehensive;
- a service system that is output-based and accountable;
- commitment to a shared vision and culture;
- commitment to decentralised and streamlined decision making;
- commitment to continuous quality improvement and evaluation;
- commitment to open two-way communication and reciprocal responsibility; and
- commitment to value staff.

Challenges

Developing a Common Culture

Programs can bring very different philosophies and cultures to an integration initiative, and this can lead to clashes. Furthermore, some staff have specific passions and areas of expertise and are concerned that a more 'generic' approach to service may hurt the quality of service under the current delivery structure. However, staff feel that service to citizens is their highest priority (based on a survey of staff

conducted fall 2002). As such, support for integrated service delivery is based on service improvement. Building pride in a bundle of programs rather than an individual program is the current focus. Time and effort will be required to provide training and information support to ensure that staff are comfortable in a multi-program environment. Bringing together disparate groups so that service delivery is consistent yet respects differences involves:

- Considering the needs of staff and managers in different regions;
- Identifying and rationalising the core business;
- Establishing a plan for training staff and ensuring continuous career opportunities;
- Co-ordinating policy development and identify significant differences that would affect policy development; and
- Ensuring a smooth transition and the management of change.

Creating a Sense of Ownership

Currently, WISI is in the co-location phase. Staff have not yet changed physical location, but planning for co-location and aspects of integration is underway. The first joint ACCESS centre is scheduled to open in the fall of 2003. Managers are currently meeting with staff to involve them in developing plans for integration. The goal is to create sustainable integration by creating a sense of ownership amongst the staff.

Allowing for Difference

It is important to recognise that citizens in different parts of the province may have different needs, and that different solutions for service delivery are acceptable within the boundary of established service standards. Decisions about the “what” will be made centrally, but decisions about “how” are devolved to the regions to the greatest extent possible.

Managing the Project Effectively

Planning for ISD and WISI has been going on for a little more than two years. Timelines could have been shortened and scope creep avoided if task groups had been asked to do less and focus more. The fact that the individuals assigned to the task groups also had “day jobs” did not make this easier to address. Dedicated project groups might help move timelines along more quickly, but there can be drawbacks to this approach as well. A team that is buried on a specific project can lose grounding in how programs/services and citizens needs are changing. Whichever approach is chosen – a special project team or team members that take on a project in addition to their regular duties – there has to be enough co-ordination between the work groups to cross the boundaries between them and make sure the pieces fit together.

Agreeing to a high-level end state vision is an important part of negotiating the partnership. However, perfecting it can be to the detriment of actually achieving substantive change for the citizen. Time may be better spent setting checkpoints along the way and concentrating on short and medium term deliverables. Transformation is never as precise over the long term as people want it to be, and inertia often results from trying to control what cannot be controlled.

Integrated service delivery can be difficult to negotiate logistically, culturally and politically, and while each challenge is unique, overcoming any one independently is insufficient for realising sustainable change.

Critical Success Factors

Leadership

In choosing the team to lead a change initiative, it is important to choose individuals with both a high-level of commitment and a track record of success in integrating service delivery. This instills confidence that the group will stay the course and see the initiative through to implementation.

Managed expectations

When seeking input from citizens about service delivery, questions should only be asked if you are able to address the concerns or wishes raised in the answer.

Citizen Focus

Integrated service delivery will improve access to government services and programs. By focusing on the citizen and knowing that the initiative being worked on is fundamentally a good thing for the public, it is easier to continue when the work gets frustrating.

NEW BRUNSWICK

Service New Brunswick

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Overview

In 1992, in response to pressure for change, New Brunswick embarked on a project for a single-window government service centre. Service New Brunswick (SNB) is a crown corporation with the mandate to make government services more accessible through one-stop service centres, through the Internet and over the phone.

At SNB Centres, customers can obtain a wide range of services including:

- apply for birth, marriage or death certificates
- purchase hunting and fishing licenses
- register for educational courses
- pay their telephone bills, driver license and other permit renewals
- register motor vehicles
- obtain maps, pamphlets, application forms and other information
- pay water and sewer bills from the local municipality

In addition to the counter services, SNB also operates a telephone call centre. The call centre provides a cost-efficient, alternative means of accessing government services and obtaining information on government services and programs. One of the major benefits of the call centre is that it provides access to those who reside in remote communities as well as the expanded hours the call centre offers.

Meanwhile, the Internet continues to provide opportunities for the New Brunswick government to provide services and information to citizens. The SNB Online website represents a significant transformation in the way citizens access government information, services and products, and there is a growing list of services that can be completed online.

Building an integrated, cost-effective, citizen-centric service delivery for accessing government services is the key to success in the SNB initiatives. Service New Brunswick leverages the use of technology to maximise and achieve customer satisfaction. Citizens want government services that are as accessible, convenient and seamless as possible, and the New Brunswick government has responded by adopting the one-window approach.

SNB is also looking beyond the easy wins to more complex integration initiatives that require a business case that demonstrates sustainability. For example, with Student Financial Services, SNB is now the sole delivery agent. Students use SNB to find forms, which can then be sent electronically through the SNB site directly to the Department of Education. When the student calls to follow-up on the status of the application, SNB picks up the call, accesses the Department of Education database, and provides the relevant information. There is a legal contract in place about the use of the personal information contained in these files according to the Privacy of Personal Information Act. The Department of Education retains control of assessing eligibility and distributing the loan money. The improvement in the level of services to students has been significant.

Project Catalysts/Drivers

For the last 10-15 years, the Department of Education had been experiencing difficulty responding to the volume of telephone calls. This was especially true during peak times (end of summer and January), when only about 20-25% of calls were being answered. Focus groups had examined the issue and put forward two solutions: hire more staff, or partner with someone else.

SNB proposed that a partnership be established between themselves and the Department of Education in which SNB would answer their calls, absorb the seasonal “bump” in volume, and improve the response rate to 90-95%. A price per call answered was negotiated, and a contract was signed.

Both parties were able to win in this arrangement: SNB brought new business to their agency, and the Department of Education solved a problem they could not address as effectively on their own.

Achievements

From the point of view of the customer, the partnership has been very successful: the phones are now being answered. The satisfaction of the taxpayers will be quantified and the results used in subsequent contract negotiations.

SNB and the Department of Education have recently undertaken a survey to determine internal satisfaction levels – is the service being provided to external customers satisfactory, and are the SNB staff getting the information to do their job effectively?

Challenges

Balancing Co-operation and Givens

Especially when the negotiation has been drawn out and challenging, it can be tempting to make concessions in order to complete the process. It is very important for all partners to draw up a list of sacred things that should not or cannot be given up to the cause of integration. Customer service could be jeopardised more than it is being helped if provisions accepted to further integration negatively affect the original core business of the organisation.

Funding

In the process of negotiating agreements, partners have to be careful to secure enough funding to support the project. Complex initiatives that involve more than one department have costs associated with the integration that might not exist or cost as much as an initiative limited to a single organisation.

Critical Success Factors

Culture of Growth and Service Improvement

Customer orientation and the desire to take on new work is very important, given that most integration initiatives involve at the very least changes to existing work. At SNB, this is instilled in staff from the beginning through training programs and team-building workshops. SNB front-line staff always have the opportunity to provide input into the changes that will affect their jobs, which gives a sense of ownership and control over the process. Service representatives also know that their performance and the performance of the organisation are measured by customer satisfaction. This includes being courteous as well as being accurate.

Defined Issue

Having an issue to resolve that demands change, as well as offering the solution to address it, is the easiest way to convince partners to come to the negotiating table. A major initiative has been to offer the advantages of the existing comprehensive SNB service delivery infrastructure to municipalities who wish to enhance service delivery to their citizens. Forty-two (42) of municipalities now use one or more of SNB's service delivery channels to provide information and payment-taking services to their citizens. This represents more than 80% of the population who live in municipalities.

Commitment to Customer Service

Both partners must be committed to customer service. Any gap in this fundamental issue is likely to lead to frustration and difficulty in the relationship. For example, technology and facilities management partners can have a different sense of urgency than do front line organisations. This can be addressed by having a contract in place that specifies the acceptable length of time to correct a problem with the system. The service delivery front end should not take the hit for program area responsibilities.

Vision for ISD

SNB enjoys very strong central government leadership at both the political and staff level. Customer service is very much the focus. The relatively easy wins were implemented early in the life of SNB. Those left to be integrated are much more complex and challenging.

With the maturation of the multi-channel service offerings to the citizen of NB, SNB has been adding emphasis in a number of areas:

- Services to Business – SNB has been working with various business groups to develop a sectoral approach to improving how they deal with government.
- Citizen Engagement – Recognising that the advantages of electronic contact between citizen and government for information and service delivery can be extended to e-government, SNB is developing tools to enhance how citizens can use the Web to interact with government.
- From effectiveness to efficiency – With the level of maturity in service delivery, SNB is now looking to identify any cost-savings that can allow for new services at minimum incremental cost.

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Vision for Integrated Service Delivery

The vision for ISD in Ontario is clear: a single transactional organisation with one multi-channel access point. Effort has been made to move toward this goal with a focus on the life cycle of an individual and the life cycle of a business. Ultimately, the goal is to link in with other levels of government – first by building within Ontario, then by working together through PSSDC.

How Do We Get There?

To achieve this vision, agency models such as Service New Brunswick and Centrelink Australia should be pursued. This model involves being accountable to a government and a board of directors, and allows some control over reinvesting and developing infrastructure. As it stands now, roles and responsibilities between ministries are not delineated clearly enough and partners can lose out because there is not a contract in place – an agency model would add rigour through contracts. There is also a benefit to agency status because it is more straightforward for other jurisdictions to work with an agency than with a ministry e.g. SNB can make deals – the language of agencies working together allows, and agencies can be much more collaborative. Current systems, on the other hand, are too cumbersome and can lack the business dynamic of an agency. Other examples include Canada Customs and Revenue Agency, Technical Standards and Safety Authority (Ontario) and Canada Post.

Drivers

In Ontario, the transformation toward an integrated service delivery agenda has been in incremental steps rather than a bold leap forward. This allows ministries and the culture of silos to dictate the pace of change; transformation encounters resistance for reasons of turf, culture, roles, and capacity. In Ontario, the Ministry of Transportation has proven it can operate comfortably outside the boundaries of its silo, but there are few examples of a single ministry transforming itself from the inside in this way. It is much harder to instil cultural change in each organisation individually than it is to have a strong central drive to integrate.

Citizen expectations and demands are the biggest driver to breaking down silos. This is where to get our leverage to break down the barriers between jurisdictions and implement integrated service delivery models.

Potential Cross-Jurisdictional Initiatives

Ontario Life Event Bundles could easily be national/cross-jurisdictional. Significant changes come into everyone's life - such as birth, marriage, retirement, or having a child. Similarly, businesses go through a series of predictable events in their life cycle – such as initial registration of the new business, relocation, filing of forms and reports to government. These are referred to as life events.

The Government of Ontario is using Life Events as a new way to organise information and services - in groupings that cross government jurisdictions and ministerial lines in order to bring everything on a subject together in one place. Life Event bundles provide access to all relevant government information and services through a single Web site for individuals and another single access point for businesses, regardless of which level of government is responsible for that subject.

The aim is not to duplicate what is already available online. Instead, value is added by bringing information together in a single place.

It would be possible to implement these nationally/cross-jurisdictionally quite easily.

Start at the channel level first

It makes sense to start merging at the channel level first – e.g. COBSC is a good collaborative model for counters, 1-800 Canada could be

cross-connected with a 1-800 Ontario for call centre integration, Life Event Bundles could be a pilot for integration of electronic service delivery

Engage Municipalities

More work needs to be done through PSSDC to engage the municipalities in integrated service delivery initiatives.

Call for Leaders

Volunteers are required to step forward and lead some initiatives with tangible deliverables to move toward cross-jurisdictional implementation.

Ontario Rental Housing Tribunal

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Overview

The Ontario Rental Housing Tribunal (ORHT) is one of Ontario's administrative Tribunals. Administrative Tribunals are designed to make decisions of a "quasi-judicial" nature, which require specialised abilities. In the case of ORHT, this requires the Tribunal's adjudicators to have an in-depth knowledge of the *Tenant Protection Act*, which was proclaimed in June 1998.

The *Tenant Protection Act (TPA)* defines the rights and obligations of residential tenants and landlords in Ontario. The Act allows for both landlords and tenants to file applications to determine whether their rights have been compromised. The TPA also sets rules governing when rent increases can be taken, how notice of rent increases must be served and, in some cases, the amount of the rent increase.

The TPA covers all areas of residential tenancies including maintenance, termination of tenancies because of rent arrears or behavioural issues, sublets, etc.

In general, the mandate of the Tribunal is to:

- Resolve disputes between landlords and tenants through mediation or adjudication, or in some cases, a combination of both, and
- To educate the public about their rights and obligations under the TPA.

If a landlord or a tenant has a dispute, they may file an application with ORHT to have their dispute resolved. There are fees for all applications, except for applications where a tenant believes that their rights have been denied or violated.

The Tribunal's website includes up-to-date information and announcements. The website offers applications, forms and notices that must be served within the rules of the Act. The website also offers applicants the opportunity to find information about the status of their application online.

Clients who are looking for information on the Act and how the Tribunal works will find easily downloaded pamphlets and brochures.

The website is divided into four parts which mirror the life cycle of an application. They are:

- Your Rights
- How to Apply
- Progress of the Application
- The Order

This provides a simple citizen-centric service to the residents of Ontario. By the summer of 2003, filing an application on-line will be possible.

Vital Statistics

- One head office, eight regional offices and a virtual call centre
- Eight offices co-located with Ontario Government Information Centres
- Planning is underway to co-locate the last remaining ORHT field office
- Volumes per year: 75,000 to 80,000 applications files, 800,000 telephone calls
- 90% of applications are from landlords whose tenants are in arrears of rent
- 10% of the cases are the most complex ones that deal with tenant's rights
- The work of the Tribunal represents nearly 50% of the government's total adjudication caseload and operates with 15% of the adjudicative resources

Partners

The partnership between the OHRT, the Ministry of Consumer and Business Services (MCBS), and the Ministry of Northern Development and Mines (MNDM) demonstrates a clear improvement in customer service while at the same time realising cost efficiencies. The ministries worked together to provide ORHT services at the MCBS

Government Information Centres (GICs); MNDM operates the GICs in the North through a Memorandum of Understanding with MCBS.

Project Catalysts/Drivers

Counter services across the province are critical to the ORHT's success. While clients can choose to file applications through other channels, most prefer to make their application in person. Initially, the ORHT used the Ministry of Transportation's (MTO) Private Issuers' Network (PIN) as the point of access for counter clients, but began to look for another network as it became clear that the cost was not only prohibitive to the ORHT, but that their clients were not comfortable sharing their information with a private sector intermediary. In October 2001, the ORHT, MCBS and MNDM began to explore the idea of partnering to deliver ORHT services.

An agreement was reached in which ORHT application services would be transferred from low-volume private Document Filing Centres to the GICs, and higher volume ORHT Customer Service Offices would be co-located with the GICs.

The opportunity was clearly beneficial to both parties: the ORHT has realised a onetime savings of approximately \$500,000 with another million dollars in savings expected over the next three years, while MCBS benefited from the addition of a new stream of revenue at the GICs. The mutual advantage was derived from the fact that the volume at some ORHT offices was not enough to support more than one full-time staff member. Logistically, however, at least two people are required in an office to allow for lunch breaks, vacations and sickness. The issue of physical security can also not be underestimated. ORHT staff had typically been housed in a relatively isolated location yet were facing angry tenants and landlords. Co-location has diffused this issue and allowed the sharing of security costs. Furthermore, Tribunal staff at the co-located offices feel more part of a team than they did prior to this initiative. MCBS has benefited from the support for its corporate Over-the-Counter Strategy as will the showcasing of the GIC network as a viable alternative for other ministries delivering counter programs.

Critical Success Factors and Challenges

Committed Leadership

Critical to the success of this partnership has been the clear leadership from all levels of the partner organisations. At the political level, the Minister of Municipal Affairs and Housing provided clear direction and

support for the integration. One clear indication of this support was ensuring the integration project was put into the Deputy Minister's performance contract. In MCBS, the ADM and the Director responsible for the GICs provided similar direction and support and ensured that MCBS paved the way for a smooth integration of ORHT services. All leaders provided clear direction throughout the project and infected champions at all levels in the organisation with their enthusiasm.

Shared Purpose and Culture

An important factor in any relationship is developing a shared purpose or objective, and to the extent possible, this should be developed by the partners rather than imposed by one on the other(s). Managers at the working level from the partner organisations held a series of clear and open discussions on the outcomes and givens that were required to make the project a success. The financial framework was also clearly established at the beginning of the project. A business case was developed to assess the impact of the transition. This supported a shared understanding of the roles and responsibilities of each group and paved the way for a strong relationship based on a shared understanding of the broad objective: providing the public with convenient access to government services and information.

The ORHT did not, at the time of negotiation, have a backlog of cases, and it was vital to them that this level of service continue. Clear direction on requirements versus negotiables meant a common understanding of the importance of the customer and has led to a positive impact on customer service. At co-located counters, Tribunal clients like the idea that while multiple services are available at the same physical location, a separate person addresses their ORHT needs. In a survey conducted by MCBS at counters where services were transferred from Document Filing Centres, clients responded positively about the change and, in fact, commented that GICs were preferable to the private Document Filing Centres.

Integrated Planning

Regular meetings were held to define, together, all aspects of the transition to integrated service delivery of ORHT services through the GICs. This includes operational environments, process concerns and customer service standards. More specifically, cancellation of the existing contract with the MTO PIN was co-ordinated with MTO well in advance of the formal notice to ensure a smooth service transition.

Lessons Learned

In hindsight, the areas that did not go as smoothly as they could involved the logistics of the project itself. More clarity was needed up front in terms of communication processes and meetings. An agreed upon framework to allow “synchronised yet speedy” results would have helped to streamline some of the interactions. There also needed to be more effort in ensuring there was a consistent vision from all people in the vertical organisations. Some inconsistencies were identified between the different locations – both in philosophy and energy level. Finally, there was room for improvement in ensuring effective interaction at the local level and enable decision-making at the lower levels.

On-going Relationship Management

There is a sense by both partners that the overall process has been a resounding success. As a result of the overall success of this initial phase of the partnership, MCBS and ORHT have expanded the partnership to provide service at more than 60 GICs. Work is currently taking place to streamline areas where the pilots showed some inefficiencies. These include:

- clear accountability within the project team and within each partners’ organisation;
- co-ordination for such operational issues as counter requirements for taking on new business, acceptable methods of payment etc.;n and
- earlier consideration of such issues as physical security and the impact of the new services

There is a shared culture of co-operation and commitment to continuous improvement by each of the stakeholders. And, as in any good partnership, the details of the agreement are evolving based on the changing context and needs of those involved.

What will it take to achieve truly integrated service delivery?

- Framework where partners move forward in step with each other
- Iron clad workplan that was developed and approved together
- Consistency with funding
- An accountability framework
- A workplan framework that could be re-used
- Time to do some foundation work on all the pieces that need to be co-ordinated and brought together

Possible Pilots

Building Regulations

Area of building regulations – federal government, municipalities, Ministries of Labour, Consumer and Business Services, Municipal Affairs and Housing, Environment, Finance all involved

Enforcement Activities

Call Centres

The challenge with call centres will be figuring out how to integrate program information provision without saddling all staff with knowing everything. There needs to be a decision made on how people access information about their government in a consistent way. Will take integration behind front end, but need one telephone number, one web site, and one counter network.

Integrated Service Delivery Division

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Overview

The Integrated Service Delivery Division is developing and implementing an adaptive, cost effective, customer-centered, multi-channel service delivery system to provide individuals, businesses and other organizations with seamless, speedy access to government information, services and products and offer choice in how, when and where they access these services.

This means to strive:

- For superior customer service ratings compared to leading organizations (public or private sector)
 - High usage rates through our integrated channels
 - Customer-driven/centric, save customers time and money
 - Increased number of services and transactions available through the integrated channels
- To be “the” service delivery partner sought out by other ministries and jurisdictions to help them provide cost-effective quality service to customers and make it easier for them to deliver their services
- To be the world leader in providing electronic access to government informational and transactional services
- To be the government champions and active supporters of integrated service delivery

The division’s strategic goals include:

- To identify, develop, implement and grow a unique value-added integrated service delivery business offering on behalf of the Ontario Government that meets customer needs and partner business requirements
- To develop agile, sustainable, scaleable partner relationships that support effective integrated service delivery
- To develop and promote a program and customer-centric division culture, structure and protocols regarding the way that works

internally and with our partners that enables achievement of ISD business goals and plans

- To attract customers to integrated channels and encourage customer trust
- To influence government policies and processes to enable fundamental change that promotes accountability but enables the way to do business

Challenges

Resources Required

Partners tend to underestimate the time and resource commitments it will take to create and maintain a partnership, and instead assume that a partnered process will take the same amount of time as a process over which they have complete control. Experience has shown, however, that there is additional work required to develop and maintain a partnership.

There is a need to identify and articulate what is different about a project/initiative when a partner is involved, and then improve our capacity to do partnering work. This needs to include accounting for the less tangible work required on building relationships. While nurturing the relationship is often the first activity to get dropped off the agenda when schedules are tight, it is a fundamental element in the success of a partnership. Examples of activities that cannot be side-stepped in the interest of time or capacity include setting common goals, establishing common assumptions, and building trust between the partners.

Developing a Common Culture and Shared Benefits

In order for a partnership to work, there has to be a sense of shared culture amongst the partners. This does not mean that one partner imposes its culture on the other(s), but rather that the partners work together to have a common understanding, vision and goals about why and how they will come together and work toward something. Clearly, a common culture is even more difficult to establish the more different the partners are (e.g. private/public, large ministry/small ministry, province/municipality). Just how difficult depends on the strength of the common interest. While both partners need to be able to articulate what they have to offer (i.e. a clear understanding of their own strengths and constraints AND the needs of their partner), there also has to be a compelling reason for the partners to engage in a joint venture. A partnership only works in the long term if both partners will benefit from the success of the partnership and both parties will feel negative consequences if the partnership fails. Unevenness of benefits

or consequences makes it too easy for one partner to abandon the relationship when something in the partnership is not working well.

Current Funding Mechanisms

Research shows that the public does not distinguish between branches, divisions, departments, ministries or levels of government. Yet, our silo approach to conducting business, strongly reinforced by policy and legislative requirements, continues to impede the flexibility and innovation required to finance integrated service delivery initiatives:

- Traditional funding approaches are based on annual business cycles (BPA process) and do not allow for straightforward multi-year operational / financial planning.
- Complex cross-organisation projects are more likely to carry a multi-year deficit prior to realising a return on investment (be it financial, political, operational or other). This makes it more difficult to secure funding in an environment of fiscal restraint.
- Inter-ministry funding requests are more complicated than those originating in a single ministry. Inter-jurisdictional projects add a further level of complexity that has not been fully addressed.

Critical Success Factors

Committed and Active Champions

Any partnership requires champions at the senior level that are willing to step in and make the partnership a priority at the working level.

Proactive Relationship Management

In addition to establishing clearly defined goals and objectives at the outset of the relationship, it is imperative that the partners check back with each other at regular intervals on these goals and objectives. While it can be easy to become focused on developing policy and implementation plans, partners should also ensure continued alignment of original assumptions. There must always be a clear benefit to each partner of staying in the relationship, and it is much easier to address diverging expectations before the gap becomes too wide. The dynamics of the partnership will evolve, and the partners must devote time and energy to the relationship to keep it healthy.

Project Management Capacity

Managing a partnership is inherently different and often more complex than managing an initiative contained within a single organisation. There is a certain skill set, mindset *and* knowledge base required. This must be defined and recognised in individuals so that an appropriate project team can be built.

Understanding Change Management and Integration

The literature of change management is often focused on resistance to change within an organisation and how to overcome this. This notion does not allow the legitimate reasons for resistance to surface because it allows the changer to label any dissent as “resistance-based.” It is not always true, however, that people who resist change “just don’t get it.” Resistance at all levels of the organisation can stem from inadequately addressed risks to customers or stakeholders as well as from comfort with existing policies and processes. It is important to take the time to figure out which kind of resistance is being met. Part of this process is researching and listening to partners to understand their business, their customers and their operational reality.

Enablers for Integrated Service Delivery

- Change management guidelines: there are many methodologies; the key is to choose one and stick to it.
- Policy Analysis framework: there is also considerable research into the area of policy analysis. These frameworks can also serve as a useful tool for partnering for service delivery because they help to work through an issue systematically.

Integrated Service Delivery Wish List

- That the client be at the centre of the picture.
- That there be more latitude to work out issues with the client as the common goal.
- Partnerships live or die by relationships: technology could be used better for video conferencing and net meetings – ways of working together to overcome the realities of geography and the expense and difficulty of attending inter-jurisdictional meetings.

Access PEI

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Overview of Access PEI

"The appropriateness of the service, the universality of its coverage, the sensitivity with which it is rendered to the human need can be measured, changed, and appropriately improved, only when the people rendering the services are close to the people receiving them."

Being accessible means making it easy for the client to find out what services are available where and when. Access PEI is a customer-centred service concept built on the base provided by the Regional Services Centres, which were established in 1972 and 1973 to bring service access points closer to Islanders in rural communities. Centralised service delivery was recognised as an impediment to community development as well as quality service delivery. These Centres offered a broad range of services to the public through line department staff housed in one facility.

Access PEI is founded on three key principles:

- Taxpayers have a right to good, accessible Service
- Service should be organised to serve the client first
- The needs of the customer and staff must be balanced

Citizens can visit any of the several Access PEI locations across the province, contact Access PEI by telephone or use the single government electronic service channel. They can obtain licenses/permits/registrations, pay for fees, fill in applications or obtain information on government programs. By providing a citizen-centric approach and eliminating red-tape barriers to businesses and social development, Access PEI aims to provide multi-level single window service delivery to the citizens of Prince Edward Island.

Strategic Planning for Access PEI anticipates four ways by which Access PEI will provide service to the public:

- through facilitated counter service
- through Community Information Resource Centres
- by telephone
- over the Internet.

Project Catalysts/Drivers

Human Resources and Development Canada (HRDC), Prince Edward Island's provincial social insurance programs and Access PEI came together in the same physical location for three reasons:

- To satisfy the mandate of Access PEI to improve customer service
- It was expected that HRDC would move from downtown Summerside to another location on the outskirts of town. Given that most cities are striving to revitalise their downtown cores, this issue was politically charged.
- The uptake rate for government services online, and the addition of new Access PEI Centres, meant that some of the offices in Summerside were seeing a decline in business. By co-locating with HRDC, there was greater confidence that the government offices would remain active and relevant.

Access PEI is the brand on the building where other government offices are located. While HRDC moved in, the probation function of Justice moved to a new location. This alleviated some security issues and proved to be a better fit from a customer service perspective – the customers don't care what level of government they were interacting with and prefer to have more of their needs met under the same roof.

Achievements

The co-location is complete and operational issues are currently being fine-tuned.

Challenges

Operational and Cultural Differences

- Difficulties can arise when different organisations and individuals have different approaches
- It can be difficult to negotiate a common set of standards and reach agreement on how those standards should be applied.

- Different organisations are more or less agile for a variety of reasons including size and access to resources. For example, while individuals at the federal level may be very committed to an initiative and making it happen, the size of the organisation and the intensity of its bureaucracy can be daunting.

Funding

- Making the project work financially with no new funding
- Distribution of resources and balancing the contribution from each partner, including reaching agreement on what the contribution should be
- Attracting funding for ISD projects can be a challenge

Stakeholder satisfaction

- How to satisfy a broad range of stakeholders by determining how to meet their needs and then actually meeting them

Human Resources

- Who does what?
- How are staff shared?

Overall, the challenge of integrated service delivery is that it means a transformation of the way ministries and individuals traditionally do business. People are accustomed to owning a certain area of responsibility. Integration means that you no longer own complete control, and even worse, you can find yourself negotiating to keep any stake at all in the area. ISD is also more complex, at least at the stage of setting up the relationship and delivery system. People would often much rather just do things themselves than go to hassle of negotiating the service delivery etc. ISD must be driven by a common desire to increase customer service.

Critical Success Factors

Broad Buy-in

It can be very difficult to get all stakeholders to agree that a particular initiative is a good idea. To achieve this buy-in, all groups at the table need to feel that their needs are being met – or at least that there is a benefit to them of participating. Those negotiating the partnership need to be open to recognising every individual's needs; dictating how the project will proceed can very easily lead to the failure of the project.

Vision for ISD

Vision: a multi-channel Access PEI brand integrated across multiple physical counter locations, a virtual call centre, and over the Internet. Inter-jurisdictional services available wherever possible.

PEI has been working hard on integrated service delivery. Access PEI is a successful walk-in/counter channel, but now it needs to be fully integrated across channels. Moving toward a multi-channel model should be a priority before integrating across jurisdictions. While structural and organisational problems associated with crossing ministry boundaries are being resolved, the big hurdle they face is connecting the front-end applications back end databases.

Potential Cross-Jurisdictional Initiatives

Electronic service delivery is still at an early stage, and there isn't much infrastructure yet that can be shared across jurisdictions. Neither the provinces nor the federal government has a truly robust system, with the **possible** exception of the Canadian Customs and Revenue Agency partnerships for online business registration. Opportunities for leveraging and mutual benefit between the provinces should also be explored more fully. Specific initiatives to advance the integrated service delivery agenda include:

Canadian Customs and Revenue Agency

The need to exploit the capacity for common business registration for those provinces that don't already provide this integration exists.

Joint technology venture

All jurisdictions face similar legacy system issues: new front-end applications for integrated service delivery don't connect readily to existing back end databases. The very best thing to advance integrated service delivery in Canada would be for a core group to tender a middleware application that would serve as the bridge between the front end application and databases in different formats. The middleware application would be designed for plug and play and sharing with others, rather than as a piece of code that couldn't be separated from the whole entity. A middleware application such as described doesn't exist yet, and it would be an opportunity for whoever won the contract to build it to become a world leader in this area. There is enormous potential in this infrastructure investment, and Online Licensing and Permitting could be a good starting point to make it happen.

SASKATCHEWAN

Canada-Saskatchewan Career and Employment Services

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Vision

Department of Social Services

Saskatchewan people, regardless of differences in needs or circumstances, have opportunities to contribute and be included in the economic and social life of the province.

Overview

In 1996 the federal government initiated the process of devolving responsibility for labour market related activities in Saskatchewan, formerly the purview of HRDC, to the provincial government. At the time, Saskatchewan's employment and career development responsibilities were limited to providing assistance to people receiving social assistance and delivered through the New Careers Corporation – a Crown Corporation. Recognising that the integration of federal and provincial programs would provide better services to citizens and significantly reduce program duplication, Saskatchewan was keen to unite the federal and provincial agencies.

In February 1998 the *Canada-Saskatchewan Agreement on Labour Market Development* was signed and the transfer of the responsibility for delivery of federal employment and labour market initiatives was finalised. The provincial Crown Corp was dissolved and federal and provincial employees were merged together to form the Canada-Saskatchewan Career and Employment Services offices. These offices were part of the Department of Post-Secondary Education and Skills Training (PSEST).

The Department of Post-Secondary Education and Skills Training established 20 Canada/Saskatchewan Career and Employment

Centres across the province. The centres are modelled much like libraries and any individual can access labour market information both physically, through a varied selection of resource materials, and virtually, via computers with Internet access and printers for hard copies. Centres are supported by staff who help people find the information they need. Individuals use the centres to search for new employment/career opportunities, information on starting a business, or to obtain help to prep for potential jobs.

The Canada/Saskatchewan Career and Employment Centres continue to focus on programming specifically targeted at people on Social Assistance and/or Employment Insurance. In addition, there is on going development in the work with employers. Employers also use Canada/Saskatchewan Career Centre services to undertake some preliminary human resource planning, post job opportunities and assist in searching for workers.

Partnerships

Federal and Provincial Unions

During the transition of services from federal to provincial jurisdiction, over 115 federal employees were absorbed into the new provincial agency. This required significant co-operation and negotiation between the two unions. The partnership between these two groups worked smoothly and the transfer of employees to the provincial government was successfully achieved.

Community Based Organisations

To provide stable points of services to citizens across the province the Canada/Saskatchewan Career and Employment Centres partner with community based organisations (CBO) to deliver programs/services on their behalf. These partners enter into multi-year contracts and many of the CBOs have established solid reputations with both the employers and citizens for finding work and providing services.

Achievements

Canada/Saskatchewan Career Centres

Establishment of 20 offices located across the province dedicated to providing career and employment services.

Internet Site SaskNetWork

The development and launch of the SaskNetWork web site. The site helps the people of Saskatchewan connect to the resources they need

in the areas of jobs, work, education and training, career planning, self-employment, labour market information, financial help and the workplace. Citizens can use the site to post/search resumes, post/search jobs and match skills to jobs.

<http://www.sasknetwork.gov.sk.ca/pages/aboutus.html>

Challenges

Cultural Difference

The transformation of any organisation, especially the merging of two formally separate federal and provincial agencies, faces fundamental cultural changes as it grows and adapts into its new identity. Like these organisations, the Canada/Saskatchewan Career and Employment Centres faced a fundamental cultural change. Factors affecting workplace culture included the move of 80 staff from a provincial Crown Corp to a Department, the transfer of 115 federal staff into the provincial department and the change in policy which required staff, some of whom who were not accustomed to providing customer service, to work with the public. In addition, a new customer service policy was adopted moving from passive customer service to more active/responsive service.

In order to address these challenges, the executive decided to use the situation as an opportunity to define a new collective vision for the organisation. Using extensive staff consultation, a common language and vision was created and staff provided additional input on the development and modification of programs. Staff were trained on the new customer service policy and began to move towards a model of mutual obligation and responsibility on all parties (customers as well as employees) to provide efficient and effective customer service.

New Technology Development and Implementation

Soon after the merge, Canada/Saskatchewan Career Centre developed a new case management computer application. The intent of the program was to move staff from using a paper-based system to a technology based system. The introduction of the technology required extensive on-going training for all staff and fine-tuning of the application continues.

Critical Success Factors

Senior Leadership

Visible, on-going senior leadership and communication has been key in helping the new organisation move through its initial transition stages into a well functioning, customer service focused organisation. At the early stages of the transition senior leadership (DM/ADM/Executive Management) met in regional offices to provide visible leadership and to get to know and understand the challenges of front line staff. This interaction opened communication between senior management and front line staff and helped pave the way for greater co-operation and input from staff.

Staff Training

In order to foster a new customer service culture in the organisation, essentially translating customer service policy into practice, appropriate staff training was required. Training focused on providing skills to staff who were previously inexperienced in delivering customer services as well as changing how all staff interact with the public, moving from passive to active customer service and personal responsibility.

Saskatchewan Public Service Commission

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Overview

Saskatchewan has not progressed as far as other provinces in furthering their ISD agenda. In the past the two main challenges have been a diverse population located in small cities across the province and no dedicated ISD driver or champion in the government. The lack of a co-ordinated approach to ISD has led to the implementation of ad hoc ISD projects/policies across government. Despite the ad hoc approach, Saskatchewan realises the importance of providing seamless integrated services to the public and continues to move the ISD agenda forward. Recently, the position, Chief Service and Information Officer (CSIO), was made responsible for the ISD agenda.

The CSIO will co-ordinate cross government ISD initiatives and foster/encourage the understanding of the benefits of ISD to citizens as well as government.

Achievements

CSIO Position

Position is responsible for furthering Citizen-Centred services and the ISD agenda in Saskatchewan.

Challenges

ISD Agenda

Keeping ISD on the provincial agenda has proven challenging. The challenge has been compounded by a lack of ISD/Citizen-Centred champions to promote and encourage cross ministry partnerships and initiatives.

Senior Bureaucratic Buy-in

It has been difficult to stimulate senior bureaucratic buy-in for ISD/Citizen-Centred initiatives. In order to foster buy-in, the new CSIO will have to demonstrate the value of ISD initiatives particularly how they relate to budget efficiencies and overall advantages for the public as well as government.

Critical Success Factors

ISD Champions

The CSIO needs to develop a critical mass of ISD champions within government. These champions will actively support and encourage new ISD projects within and across ministries. In order to gain these champions the CSIO will need to:

Increase ISD dialogue among ministries – articulate the advantages of Citizen-Centred services and citizen's desire/demand for these types of services as detailed in research such as Citizens First 3.

Demonstrate value and tangible results gained through successful ISD initiatives. Build on these successes and encourage new projects and partnerships.

Incremental Approach

Start small and use an incremental approach to develop and implement new ISD initiatives. Focus attention and resources on "one-off" projects that can later be used to demonstrate the value of ISD initiatives to both citizens and government.

Effective reporting and accountability mechanisms

Until ministries are made accountable for ISD initiatives/achievements, ISD will remain low on the government agenda.

Service Yukon

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Vision

Service Yukon

To support the provision of efficient convenient ways for the public to access government services, protect public safety through driver and vehicle programs and provide community educational opportunities through public library programs.

Please refer to Enablers section to read more about Service Yukon's goals and objectives for 2003/04.

Overview

Global Change of Address

Service Yukon actively seeks ways to improve Citizen-Centred services. Prior to 2001, citizens/business were required to visit individual government/branch offices to change their addresses. This process was a source of frustration for many Yukoners. In 2001, the Yukon government began working on an initiative to design and implement a system for completing global address changes for citizens as well as businesses. The result was the global Change of Address Request Form.

Today, citizens/businesses complete one Change of Address Form and submit it to a government office. The government is then responsible for ensuring that all the departments/branches that the citizen selected are notified and complete the address change as requested. Changes are made within approximately five days of completing the form. The policy for contacting only those offices the

customer selects was developed with the citizen's right to privacy of personal information in mind.

The majority of Yukon departments/branches participate in this initiative. The City of Whitehorse is also a partner providing citizens the choice to request address changes at the municipal level as well. However, there are a few territorial departments who are non-customer facing or have issues regarding privacy/authentication and are presently not party to the initiative. Service Yukon is working to include these groups and address their issues so all departments/branches within the Yukon government can/will participate in the initiative.

Citizens/businesses can obtain a copy of the request form through either a physical point of contact (government office) or they can download it from the Internet and mail it in to the Government of Yukon. The next phase in this project is the development of an on-line system so citizens can complete and send in address changes via the Internet.

Partnerships

- 23 Departments/Branches (territorial and municipal) are listed on the Change of Address Request form for citizens
- 20 Departments/Branches (territorial and municipal) listed on the Change of Address Request form for Businesses.

Project Catalyst/Driver

Citizens/businesses were frustrated with the cumbersome process for changing their addresses with multiple government agencies.

Service Yukon is interested in improving Citizen-Centred services and recognised the need to streamline the process for changing addresses. Previously they had three forms: one for citizens, one for employees, and one for businesses. They combined the citizens and employees form, reducing the number of forms to two.

Achievements

Global Address Change

Using the Change of Address Request form, citizens/businesses notify select government departments/branches of their address changes through one government contact.

Improved Levels of Customer Service

Service Yukon has received positive public feedback on the initiative.

Partnerships

Service Yukon worked extensively with other departments and branches to achieve the global address change. It would like to expand the initiative to include all territorial departments and additional municipalities as well.

It is hoped that this partnership and its successful results will pave the way for future cross ministry service improvement initiatives.

Challenges

Privacy and Authentication

Some departments are reluctant to participate in the Global address change initiative due to privacy and authentication issues. The form need not be presented in person (mail/fax are currently acceptable), and the government relies upon consistency of information provided (e.g. driver licence #) for proof of identity, rather than on presentation of “foundation” identity documents. Policy work consistent with national identity initiatives is underway to determine appropriate authentication processes.

Relationship Management

Active involvement with participating departments and municipalities was critical to the project’s initial success. Additional work to bring them in as fully participating partners is necessary.

Business Process Integration

Current system is not integrated from the front end. When the Change of Address form is received from the citizen/business, the information is incorporated into an e-mail message to the relevant agencies, who must then enter the information into their own systems.

Funding Horizontally in Silo System

Securing funding to maintain this horizontal initiative remains a challenge; however, it is not insurmountable as the program is not costly to operate. An additional financial challenge is that one of the partners, the City of Whitehorse, is not able to contribute monetary

resources. Service Yukon recognises the value of including the City of Whitehorse in the initiative, so it funds the entire initiative.

Differences in Ministry Cultures

Some departments do not see themselves as client focused and, as such, are not eager to participate in the initiative.

Critical Success Factors

Clearly articulated mission/goals/strategy

The project was very focused with clear goals. This helped the partners stay focused and achieve their goals in a timely manner.

Effective Marketing/Communication Campaign

Service Yukon successfully communicated its new initiative to citizens/businesses through a dedicated marketing campaign. A combination of print ads and eye-catching brochures were used to target their audience. Separate pamphlet racks, providing brochures and forms in both English and French, were widely distributed to government offices.

Pilots

Service Yukon is keen to explore a partnership with the federal government on the global address change initiative. The addition of the federal government would create seamless service and improve customer service.

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 he 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 found

- 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 Accountability Framework

As Ontario moves toward more seamless provision of government services through common access and delivery interfaces, expanding service delivery channels and the number of transactions available to public customers will necessarily cut across all levels of government and involve more complex relationships with partners, stakeholders, and internal and external service providers. This shift will require a similar change from the traditional vertical functional accountability to horizontal accountability relationships introduces a number of new challenges and requires a formal approach to establishing horizontal accountability to support public service delivery.

Clear accountability is essential to developing and promoting the goals and plans of customer-centric integrated service delivery (ISD), particularly in the following areas:

- Relationship development and management;
- Risk management;
- Program accountability and efficiency; and
- Change management.

The need to define horizontal accountabilities is especially relevant within an ISD context, as an integrated service management strategy holds a variety of service providers accountable for many of its mission critical processes, including the capture and processing of the public client service requests. Without a clear demarcation of individual roles and accountabilities in support of negotiating and defining clear service level agreements, there is a risk of impact to ISD service quality, efficiency and effectiveness.

The objectives of this project were to create an overarching ISD accountability framework, based on the fundamentals of Business Architecture, to identify and clarify existing and possible “to be” organisational relationships between ISD, clients and service providers, in support of the ISD mandate. It was envisioned that the framework would:

- Clarify accountability, responsibility and authority within both vertical and horizontal contexts;
- Clarify relationships between ministries, and delivery partners, across channels and jurisdictions;
- Address roles and responsibilities;
- Address functions/activities in an horizontal accountability/responsibility context; and
- Identify hand-off points across the value chain and throughout the lifecycle of the service delivery system.

The framework provides a disciplined approach to clarifying roles, and provides a common platform for evaluating and assigning responsibilities and accountabilities between and among ISDD, our program area partners and our service providers. This will help ISD programs manage change during transition and transformation, by supporting sustainable service delivery systems from strategy through to implementation and operations. Although the focus of the framework is on clarifying roles and relationships associated with integrated service delivery, the framework and its techniques and principles can also be applied to define accountabilities and responsibilities associated with ISDD internal operations.

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

Selected Resources

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Rounce, Andrea D. and Norman Beaudry. *Using Horizontal Tools to Work Across Boundaries: Lessons Learned and Signposts for Success*. Canadian Centre for Management Development, 2002.

Websites

Canadian Centre for Management Development

www.ccmd-ccq.gc.ca

IBM Endowment for The Business of Government

www.businessofgovernment.org

Industry Canada

The Public-Private Partnership (P3) Office

<http://strategis.ic.gc.ca/SSG/ce01401e.html>

The Institute of Public Administration of Canada

<http://www.ipaciapc.ca/>

Organization for Economic Co-operation and Development

www.oecd.org

Treasury Board Secretariat

<http://www.tbs-sct.gc.ca/>

Conclusion

It is clear from the analysis of the information collected that successful implementation of an integrated service delivery initiative depends on the ability of the partners to address diverse and noteworthy challenges. What is equally evident is that there is already a significant body of experience and expertise across PSSDC in overcoming these challenges. A further result of this analysis is a body of knowledge and experiential insight that will assist PSSDC members in anticipating the challenges they may encounter when developing their respective initiatives, and, more importantly, a range of strategies, best practices and adaptable solutions that they can share. This in turn will help reduce duplication of effort, reduce the risk associated with implementing ISD initiatives, and assist PSSDC member jurisdictions with gaining support for the ISD agenda.

Appendix A: ISD Interview Questionnaire

Overview of ISD Initiative

1. *What are the key ISD initiatives that you have worked on or are currently working on in your jurisdiction?*

By ISD this means initiatives to deliver public facing services that cross-traditional boundaries of ministry, jurisdiction or sector. This includes single-window service, one-stop delivery, one-stop access, one-stop shopping, and service clustering. It does not include such internal services as sharing payroll services between ministries.

Catalyst for ISD

2. *What was the driver that prompted the development of your ISD initiative? (e.g. improve customer service, increase efficiency, contribute to an e-government mandate)*
3. *Where did this direction come from?*

Scope

4. *What was the scope of ISD project (i.e. description, objectives and deliverables?)*
5. *What did you hope to achieve?*

Achievements

6. *What has the ISD Initiative achieved to date?*

Partnerships

7. *Did you form any partnerships to accomplish the goals of your ISD project?*

By partnerships, this means collaborative arrangements that cross-traditional boundaries of ministry, jurisdiction or sector.

- a. *If so, with whom?*

Challenges and Lessons Learned

8. *What were some of the most significant challenges your jurisdiction and you faced (are still facing) on your way to implementing this ISD initiative?*
9. *How did you overcome or how are you working on resolving these challenges?*
10. *Are there any challenges that you have not been able to overcome?*
 - a. *If so, why not?*
 - b. *What would you do differently next time? (lessons learned)*

Critical Success Factors

11. *What are two key Critical Success Factors that have contributed most to the success of your ISD initiative?*
 - a. *Please describe your experiences of how each factor was necessary to the success of your ISD initiative.*
12. *Are there any critical success factors that are not on the list that should be?*

Enablers

13. *Have you and/or other groups within your jurisdiction developed ISD strategies/frameworks/models that have paved the way for integrated service delivery?*
14. *Examples from other jurisdictions include project charters, business models, strategies and frameworks.*
15. *Would you be able to provide us with e-copies of this material for sharing with PSSDC?*
 - a. *Are they available on the Internet?*

Vision for ISD

16. *What is the vision for ISD in your jurisdiction?*
 - a. *Is this generally supported by the whole of government or just a part?*
 - b. *In your opinion, what would it take to get to the vision?*

Opportunity for Pilots

17. *Are there any initiatives that you would like to develop that would be well suited to an interjurisdictional ISD pilot?*
18. *Has work been started in this area?*
 - a. *If so by whom and with whom?*
19. *Can we share this idea more broadly?*
20. *Should we follow up on this with you or is there someone else we should contact?*