



Next Generation Public Services



**Western CIO Forum
August 2005**

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2005 Budget

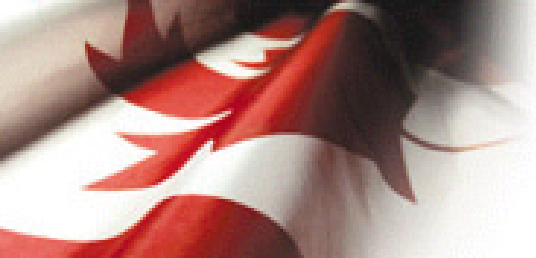
- Budget 2005: Canada's commitment to modernize management practices
- Initiatives focus in four areas:
 1. Improved service quality and efficiency
 2. Reinforced capacity of the public service
 3. Strengthened governance and accountability
 4. Sound stewardship of public resources
- *Our goal is to offer Canadians the best public service possible*





The Service Vision

- Canadians will receive the highest value from their public services through a government that:
 - Anticipates and responds to client needs and expectations
 - Values high quality service and demonstrates transparency and accountability
 - Ensures services are cost-effective, efficient and sustainable
 - Designs effective services that ensure program integrity and the achievement of policy outcomes



Key Transformation Initiatives

External Services Transformation

Other Horizontal Initiatives

Internal Services Modernization

- Consistent Approach:**
- Client focus: simplicity and speed
 - Streamlined and standardized business processes and information
 - Common enterprise systems
 - Services triggered automatically, self-serve models where possible
 - New delivery models

- Key Initiatives:**
- Service Canada
 - Business “storefront”
 - My Account

- Key Initiatives:**
- Corporate Administrative Services
 - IT Services

- Key Initiatives:**
- Procurement Reform
 - Real Property



Internal services



Vision for Internal Services

Better service quality

- Single sign-on to streamlined, self-serve administrative services, and common, effective workplace tools

Better decisions

- Timely, accurate government-wide information and reporting

Efficient, effective public administration

- Robust, cost-effective services and infrastructure
- Consistency and transparency of costs and service levels
- Agility and responsiveness to changing requirements



Implementation Strategy

- Streamlined and standardized business processes – reduce paper, reuse information, self-service
- Shared services organizations provide transactional administrative and IT services to departments
- SSOs operate primarily on cost recovery from client departments with service level agreements
- Strategic and advisory services remain in departments
- Departments focus on programs and policies



Initial Focus

- Corporate Administrative Services (\$6B annually)

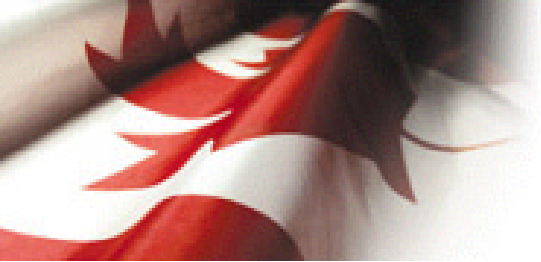
- HR, Financial and materiel management
- Eventually – asset management services

- Information Technology (\$5B annually)

- Distributed computing (desktop) support
- Data centre operations
- Network services

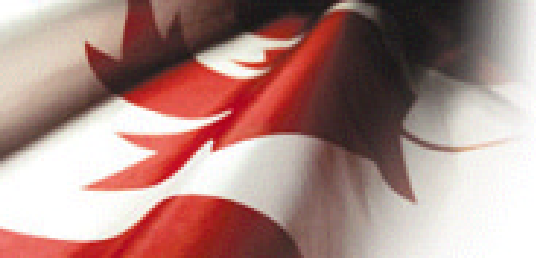


External services






Broad Range of Services


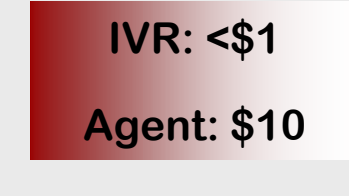
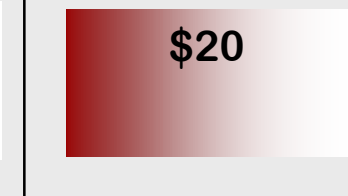
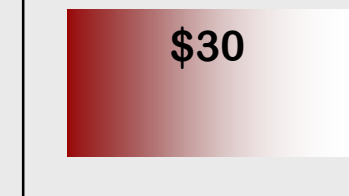
- Government of Canada services directly impact the lives of most Canadians – as individuals, businesses and while abroad
- To name just a few:
 - Social and tax benefits
 - Geographical information
 - Passports, visas
 - Regulatory / licenses
 - Support for art, culture, sports
 - Health / promoting wellness
 - Services for Aboriginal Peoples
 - Information for parents
 - Consumer recalls
 - Safety information
 - Statistical indicators
 - Knowledge on air and water quality
 - Minimizing risks to Canadians
 - Study permits in Canada
 - Independent living of veterans
 - Rural economic programs
 - Science and technology support
 - Information on travel
 - Youth, families, disabled
 - Business start-up

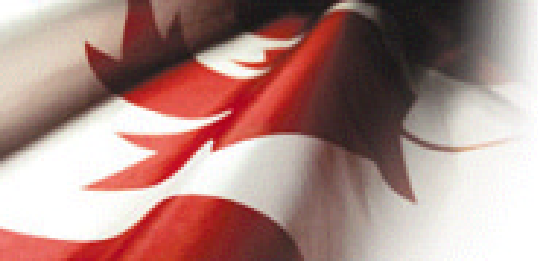


Delivered Across Canada

1615 Points of Service, 31,300 employees
Direct annual costs:\$3 billion

Internet	Phone	Mail	In-Person
 <p>800+ National Websites</p>	 <p>130+ Call Centres</p>	 <p>30+ Processing Centres</p>	 <p>800+ Offices</p>

COST PER INT.	 <p><\$1</p>	 <p>IVR: <\$1 Agent: \$10</p>	 <p>\$20</p>	 <p>\$30</p>
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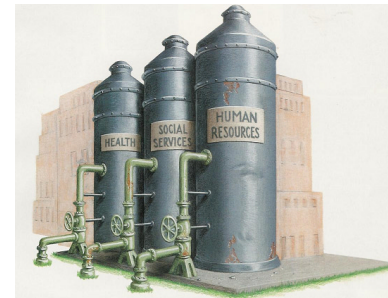
Mature On-Line Services

- One-stop Internet access through Canada Site and topic / client portals
- Common look and feel for all websites
- 130 most frequently used services on-line – 30% of transactions completed on-line in 2004
- Citizen satisfaction with government services improved; Internet users most satisfied
- Common security and interoperability platform (Secure Channel)



But Pressures for True Transformation

- Demographic and economic pressures and social imperatives demand fundamental rethinking
- Siloed services and unmanaged channels cannot be sustained
- Must behave as an enterprise
 - Services must add up to policy outcomes
 - Need consistent, timely data to manage performance and harvest enterprise dividends
- Untapped cost savings and service improvement opportunities in service delivery, grants, etc





1. Transform Services and Service Delivery

- Tie together under one agenda the transformative work underway – the vision and strategy
- Service Canada will consolidate infrastructure and provide one-stop, integrated service delivery
- Key client segment leaders to shape and drive service integration
- Strategy to migrate clients to lower-cost channels
- Client view of government(s): “My Account”

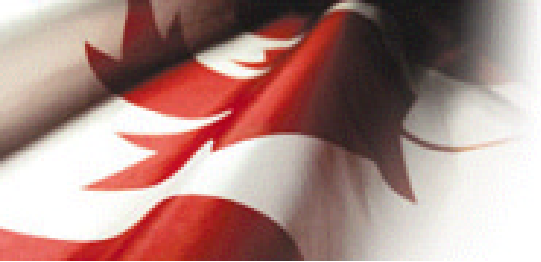


2. Modernize Management of Service Delivery

- Performance indicators and standards
 - To support accountability, areas for improvement, enterprise-level investments and decisions
- Continuous improvement
 - Service managers to measure client satisfaction and respond to the findings
 - Global satisfaction assessment every two years
- Simplify and strengthen business processes
 - Document key processes, add or eliminate steps as needed, then automate where it makes sense

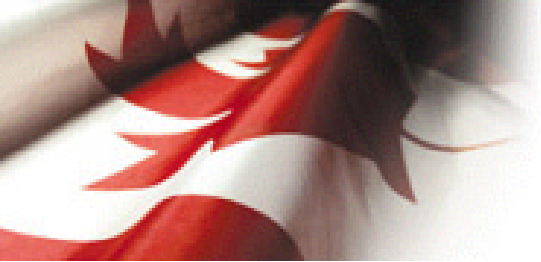


Putting it all together



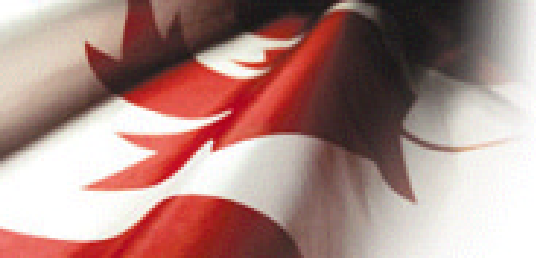
Managing as an Enterprise

- Enterprise governance
- Common definition and view of business lines
- Common view of the client we serve
- Common business processes across all lines of business and shared enterprise information
- Common identification of employees
- Common measurements against corporate goals
- A single infrastructure to support services

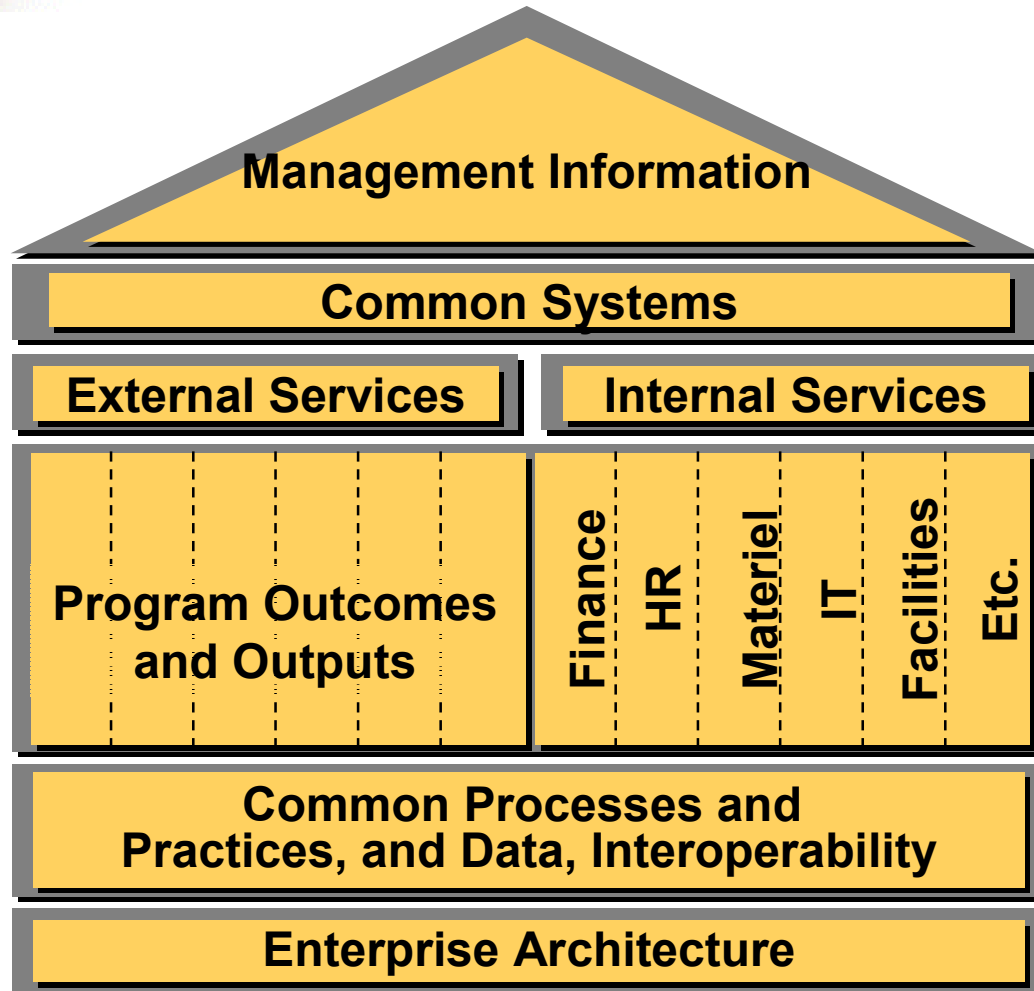


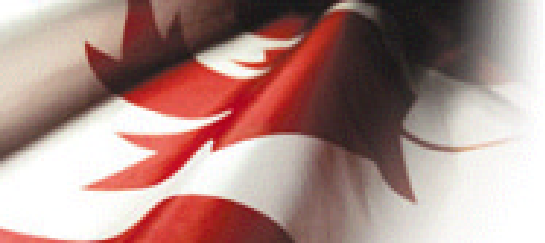
Some Key Enablers

- Secure channel services
 - PKI-enabled electronic credentials (*epass*)
 - Third party privilege management
 - Service broker
- Identity Management / Protection
- Architecture for interoperability and transformation
- Information management program
- IT security program



An Architecture for Alignment





The Role of the CIO

Informatics

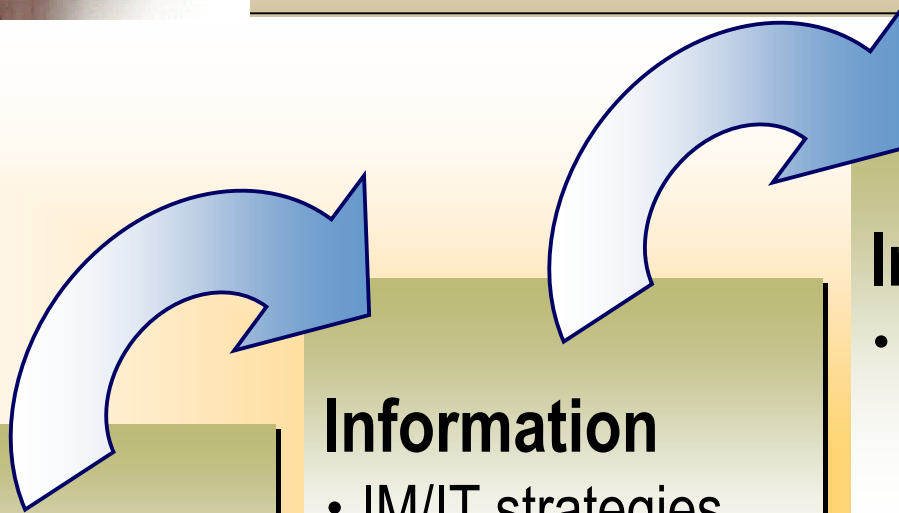
- IT standards, policy, architecture and interoperability

Information

- IM/IT strategies, architectures and interoperability

Innovation

- IM/IT and service strategies, architectures, and interoperability
- Reduced cost and complexity, increased transparency



1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005+

Canada 