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## SERVICE CANADA – A NEW PARADIGM IN GOVERNMENT SERVICE DELIVERY

Announced by the Canadian government on 23 February 2005 and touted as one of the biggest single reforms undertaken on a government-wide basis, Service Canada seeks service excellence for all Canadians. It envisions a transformation of how government serves its citizens, with the current complicated channels morphing over three years into a fully-integrated network with seamless, citizen-centric, multi-channel service.

The concept of integrated service is not a new one. Many governments have undertaken related initiatives in recent years, stimulated by advances in technology. Canada itself has been recognized internationally as a leader in e-government. Nonetheless, Service Canada moves beyond e-government to a broader agenda of change. It represents a second phase of service innovation for Canada, building on over a decade of earlier projects such as the Government Online (GOL) and Modernizing Services for Canadians (MSC).

### Canada and Communication

Canada is the second largest country in the world and the ninth least densely populated.<sup>1</sup> Its vastness and dispersed populace have led it to focus on communications as the means to link communities together. In the words of one Canadian commentator, “if there were an international ‘need to communicate award,’ Canada would win every year.”<sup>2</sup>

In 1997, Canada announced its aim to become the most connected nation on earth. Through an initiative called “Connecting Canadians,” the federal government provided access to the best available communications technologies, including the Internet, in all areas of the country. Canadians have subsequently become among the world's most enthusiastic users of the worldwide web. A 2005 survey revealed that 72% of Canadians had Internet access at home, and 71% of these had used a federal government website in the previous 12 months.<sup>3</sup>

The concern with communications extends naturally to government service provision. In 1999, the government launched the GOL initiative, seeking to improve the Connecting Canadians program by using technology for service delivery. The goal was to make the 130 most commonly used services available on-line, anywhere, anytime. This was achieved in 2005.

Recognizing such efforts, Accenture has named Canada as the world leader in e-government for the past five years.<sup>4</sup>

### From On-line to Modernized Services

According to Reg Alcock, former President of the Treasury Board, the roots leading to the Service Canada reforms grew largely from “an instinct for good governance,” rather than from crisis or popular unrest.<sup>5</sup> Over the years, the government systematically re-evaluated how it provided services:

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- a. A five-year *Service Improvement Initiative* introduced in 2000 sought a 10% improvement in Canadians' satisfaction with key Government services
- b. A strategic blueprint called "*Results for Canadians: A Management Framework for the Government of Canada*," also introduced in 2000, highlighted the concept of one-stop multi-channeled services.

Most important, however, was the Government Online (GOL) project. This was Canada's flagship e-government initiative and a strategic effort to adopt a comprehensive, citizen-centric approach for online service delivery by federal departments. On completing their project in 2006, the GOL team announced they had "succeeded in making [Canada] the world's most connected country to its citizens."<sup>6</sup>

Despite this success, the GOL project also illustrated the limits of traditional e-government service.<sup>7</sup> Online service by itself did not eliminate the gap between what citizens expected and what the government delivered. Fully citizen-centric services required service integration across all service channels and jurisdictions.

Recognizing the need for further reform, the next phase was the Modernizing Services for Canadians (MSC) program. The MSC Initiative moved from improving transactions to improving relationships, or the pattern of transactions over time. It also concentrated on the development of more responsive and client-focused programs and services for Canadians<sup>8</sup> and the project was placed under the purview of Human Resources Development Canada (HRDC),<sup>9</sup> the largest federal provider of domestic services and benefits (amounting to CAD 70 billion annually).

## **Research under MSC**

As part of their work, the MSC team undertook a detailed effort to understand what service excellence should mean. The government allocated an initial budget of CAD 10 million, focusing on two key areas: (1) what Canadians expected in terms of service, and (2) what capabilities the Government needed to meet these expectations.

### *Citizens' Expectations – Understanding What They Want*

Survey research showed that, while public satisfaction for government services had recently improved to 65 percent, it still lagged behind the 80 percent satisfaction level with private services.<sup>10</sup> Canadians continued to find government frustrating, confusing, and complex, even with online services. Additionally, most citizen-government interactions were still being executed via independent departments and service channels.

The surveys suggested that citizen-centric services had not gone far enough. Canadians did not care about jurisdictional boundaries. Ninety-six percent supported accessing services through a "one-stop" shop front.<sup>11</sup> On a broader level, Canadians' satisfaction with services had a strong influence on their overall trust and confidence in government.

### *Benchmark Studies – Understand What Could be Done*

MSC deployed study teams to assess practices in other countries, including the UK, Australia and France, all of which were aggressively pursuing integrated service delivery. Australia's Centrelink, a one-stop network for social and human services, was of particular interest.

Innovations were also emerging from Canadian provinces. Service New Brunswick, for example, was a forerunner in integrating transactional services, developing one-stop approaches to services whether transacted by phone, the Internet, or in person.<sup>12</sup>

MSC study teams also studied previous large projects that had run into major problems. One example was the introduction of a National Pension System by HRDC in the 1990s. This project went through a very difficult implementation largely because (1) it was managed as a project on technology rather than change management, and (2) the initial focus was on simply automating a rules-based system, rather than reviewing the rules and possibly changing them.

The MSC research noted that authority structures built around program or jurisdictional boundaries were barriers to service transformation. The programmatic approach also created redundant program-by-program networks. These networks were experiencing decreasing visits per office served amid policy changes that were becoming more costly to manage.<sup>13</sup> There was a growing recognition that incremental changes were no longer sufficient to keep up with demands.

Finally, the MSC studies underlined two key points regarding service reforms. First was the need for modularized implementation with measurable milestones. This would be crucial for demonstrating successes and galvanizing support. Second was the importance of a strong private-public partnership. Governments are increasingly partnering with private sector institutions to assist with specialized skills, competencies and systems.

By the end of 2004, the MSC had essentially completed its work at planning and capacity-building. It eventually merged with the soon-to-be concluded GOL initiative to bring in the next phase of service transformation – Service Canada.

## **The Service Canada Vision**

“The genesis of Service Canada can be traced from the MSC initiative,” according to Amanda Coe, Director (Policy), Service Canada.<sup>14</sup> For the five-year MSC research not only shaped Service Canada’s initial conceptual framework, but also provided credibility and objectivity for this more revolutionary idea.

Shaped by five years of MSC research, Service Canada is the policy response to the realization that the federal government could not transform the quality of its services without a new delivery model. The core of the vision was citizen-centric service, taking the concept of “one-stop” to the next level along three dimensions:

### *Citizen-Centricity – Putting citizens at the center*

Service Canada seeks to develop a one-stop, “single-window, multi-channeled” service network, centered on the needs of Canadians. It starts not with programs or the problems of service producers, but rather with building a compelling service experience through understanding the needs of citizens. It recognizes that multiple channels – mail, phone, and face-to-face, as well as online – are essential to ensuring maximum convenience.<sup>15</sup>

### *Whole of Government Approach*

Service Canada moves from a model characterized by program-specific channels to a fully integrated structure. Service delivery would operate as “one business,” cutting across programs, departments and jurisdictions. The unit of analysis is the entirety of government, not isolated sub-units.

### *Partnerships through a Networked Government*<sup>16</sup>

Service Canada offers a platform for partnerships with other levels of government (municipal, provincial) and the private sector. It offers incentives to collaboration and alliances for improved inter-operability.

The vision of citizen-centricity through a whole-of-government partnership approach aims to improve efficiency while also demonstrating greater effectiveness, accountability and transparency. While Service Canada focuses on service delivery, the individual departments can concentrate on policies and outcomes. The creation of Service Canada thus clarifies accountability for both policy and service.

## **An Evolving Leadership Environment**

As with most major reforms, executive leadership has been critical for Service Canada.

Maryantonett Flumian, a senior executive in the Canadian public service, played a central role in the project, serving as the first head of Service Canada. She and the HRSDC had previously been drivers of the MSC study from which Service Canada emerged. Flumian’s role was authorized and supported by Belinda Stronach, Minister of HRDC, who provided substantial political impetus and energy to move the project forward.

Along the way, critical support also came from the Treasury Board, the central management body of the Canadian public service<sup>17</sup> and overseer of administrative management and budgets. “I supported Service Canada as a means to re-orient the government towards citizen-centric services,” said Reg Alcock, then president of the Treasury Board. The project became part of the Treasury Board’s five initiatives to restructure the government,<sup>18</sup> with Alcock as a key sponsor.

During its budgetary reviews in 2004 and 2005, the government promised to reform spending on emerging critical areas. This gave priority to Service Canada not only to enhance service, but also to cut costs.

However, even as resources were being readied, a storm was brewing on the political horizon. In January 2004, Liberal Government, led by Prime Minister Paul Martin,<sup>19</sup> became embroiled in a political controversy known as the ‘sponsorship’ issue.<sup>20</sup> This centered on the misuses of CAD 250 million in public funds, intended for economic development advertising in Quebec. The changing political climate was to have a significant impact on the future of Service Canada.

## **Setting the Boundaries – Defining Service Canada**

While the vision of Service Canada was reasonably clear from the start, its eventual shape as a service delivery entity was less certain. Alcock explains:

The original concept was to model the Centrelink approach in setting up a new legal entity through a legislative change. However, following the elections of June 2004, the new minority government would be hard-pressed to push through legislative bills that involve major restructuring of the government. In addition, there was resistance from different quarters internally, which would complicate the negotiation process. Hence, although the legislative proposal was drafted, it was postponed indefinitely given the likely political costs.

### *New Organizational Structure*

Given the problems of establishing Service Canada through legislation, leaders discussed several alternatives before deciding on the following model:

- a. Instead of a stand-alone entity, Service Canada would be created as a department under HRSDC. HRSDC would provide support and a critical mass of services in the initial stage.
- b. Service Canada would be constructed from the service delivery arms of HRSDC and Social Development Canada (SDC),<sup>21</sup> as well as the public access programs of Public Works and Government Services Canada (PWGSC). Instead of a big-bang restructuring effort, a phased approach would migrate services over time from other agencies through MOUs and service agreements.
- c. Service Canada would be run by an executive head with its political accountability under the Minister for HRSDC. Funding would be primarily from HRSDC.

The eventual structure of Service Canada was a hybrid between: (1) a centrally imposed authority to ensure interoperability and (2) collaborative change through networked negotiation and governance.<sup>22</sup>

### *New Governance Structure*

Service Canada also represented a new model of accountability, balancing vertical accountability and horizontal operations. Before implementing the project, Prime Minister Martin set up a Cabinet Committee, whose members oversaw the services that could come under Service Canada. Its vice-chairman was Reg Alcock, and it was run by the staff of the Treasury Board. Flumian explains its importance:

The mandate of this committee was to make Service Canada happen. It moved beyond the policy debate to focus on clearing obstacles and expediting the transfer of services from federal departments to Service Canada....As the Treasury Board was the gatekeeper for the civil service budget, it also had the authority to compel departments to review their plans and utilize Service Canada for their service provision.<sup>23</sup>

In addition, Service Canada appointed a board of directors, which consisted of private sector leaders with extensive experience in large-scale transformation projects. This Board reviewed Service Canada’s plans before they were submitted to the Treasury Board. Lastly, an external audit committee was also formed to encourage greater discipline in the processes of Service Canada.

### *New Partnership Approach*

Service Canada also partnered with the private sector, which typically had been excluded from government projects, according to Flumian. Recognizing the gaps in government experience and expertise in large-scale transformation projects, however, Flumian deliberately partnered with four private technology companies – IBM, Accenture, Cap Gemini and CGI. The objectives of this multi-vendor approach were two-fold: (1) to ensure that the Canadian government would not be beholden to one vendor, and (2) to leverage their different areas of expertise.

At the time, this cooperative approach was unfamiliar even for the private sector, where companies thrive on competition. Thus, in order to foster the partnership, Flumian said she “took a rare move of not requesting for the proprietary rights to any solution by the vendors. My philosophy is ‘buy, reuse and not invent.’” This decision proved critical in persuading the four companies to come on board. In the end, these companies were instrumental in helping to define the vision, objectives and strategies behind Service Canada.

## Launching Service Canada

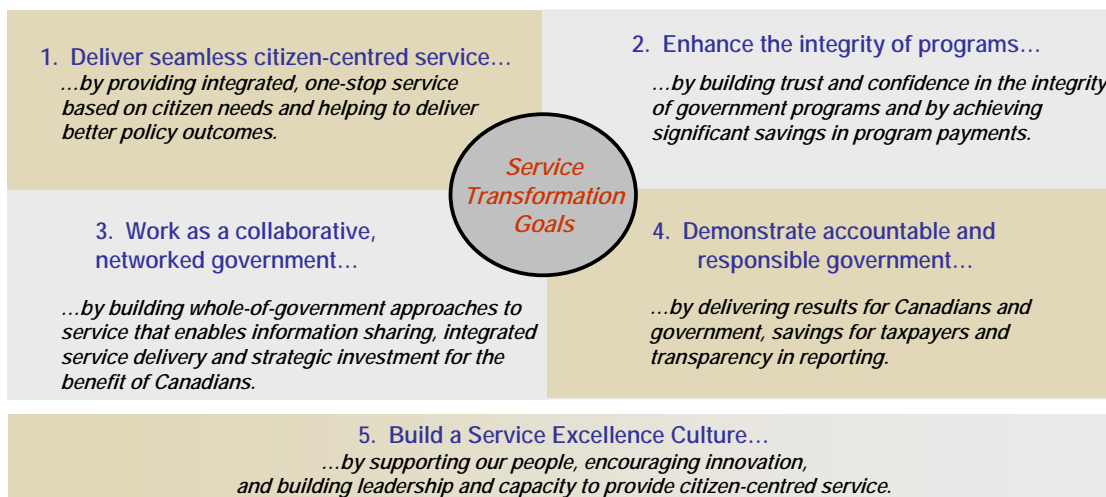
While it was framed largely as a service transformation effort, Service Canada also came with a pledge to save “about CAD 3 billion...over five years because of greater efficiency and automation.”<sup>24</sup> This translated into a net savings of roughly CAD 2.5 billion after accounting for the initial restructuring and training costs of CAD 500 million.

In May 2005, the Treasury Board approved the initial phases of an overall implementation strategy. On 8 September 2005, Maryantonett Flumian was announced as the first Executive Head of Service Canada. Thus, with all of the major components now in place, Service Canada officially opened its doors to the public on 14 September 2005.

## A Look at Service Canada

### Strategic Objectives

With a vision of achieving better outcomes for Canadians through service excellence, Service Canada seeks to provide secure, one-stop, personalized service to Canadians as its mission (see details in Appendix A). Its five objectives are below:



Source: Presentation on “Transforming Services to Canadians: The Service Canada Model,” Service Canada, April 2007

### Organizational Structure

Service Canada consists of 22,000 staff,<sup>25</sup> transferred from HRDC, SDC and PWGSC. Its organizational structure is detailed in Appendix B. To strengthen its capabilities, Flumian recruited experienced managers with private sector experience to fill the key positions of Chief Technology Officer, Chief Financial Officer and Head of Business Transformation Branch.

### Breadth and Depth of Services

Service Canada inherited the largest service network of the government. Its staff serves over 32 million Canadians and 1.3 million employers in various communities across the country. In the initial stages, it took over the responsibility for the Canadian government’s one-stop telephone call center and internet portal to catalyze the shift toward “single-window, multi-channelled” service. Its touch-points include:

- a. Visit – a network of 326 Service Canada centers across the country
- b. Mail – a network of 110 mail and processing centers

- c. Call – a toll-free national hotline of 1 800 O-Canada, operated by 24 networked call centers
- d. Click – online services through a central Service Canada website at [www.servicecanada.gc.ca](http://www.servicecanada.gc.ca), supported by 4 IT centers

At the service level, Service Canada offers a wide range of over 50 different programs and services. Its activities each year (as of January 2007) include:

<i>Service Canada serves:</i>	<i>Service Canada Delivers:</i>	<i>Service Canada Manages:</i>
<ul style="list-style-type: none"> <li>• 32 million Canadians</li> <li>• 50 million or 80% of calls to the government of Canada (except Canada Revenue Agency and Canada Post)</li> <li>• 2.5 million Canadians using e-services and tools each week</li> <li>• 25,000 emails received</li> <li>• Over 250,000 direct client contacts through Outreach and 55,000 contacts with community organizations</li> <li>• 20 million letters mailed</li> <li>• 500,000 interviews conducted with clients</li> </ul>	<ul style="list-style-type: none"> <li>• CAD 70 billion in government benefits (CAD 190 million per day) to nearly eight million Canadians, equal to 5% of Canada’s Gross Domestic Product and 30% of Government of Canada expenditures;</li> <li>• 124 million individual payments to Canadians for Employment Insurance, Pension Plan, Old Age Security and other benefits;</li> <li>• Processing five million applications from Canadians for government benefits.</li> </ul>	<ul style="list-style-type: none"> <li>• Issuance of eight million records of employment (ROE) per year</li> <li>• Processing of three million employment insurance claims per year</li> <li>• 500,000 Canada Pension Plan applications and 485,000 Old Age Security applications.</li> <li>• 1.5 million requests for social insurance numbers (SIN) per year</li> <li>• Posting of 800,000 job advertisement</li> </ul>

Full implementation of the project is expected by the end of fiscal year 2007-2008.<sup>26</sup>

## Reactions from Stakeholders and the Public

Reactions from the stakeholder groups were somewhat muted initially, but they quickly intensified, along with the press coverage, after Service Canada’s actual debut in September 2005.

Most stakeholders supported the objectives behind the creation of Service Canada. As highlighted by a *Globe and Mail* editorial, “While good businesses cater diligently to their customers’ satisfaction, governments are often oblivious to the very notion. Hence such revolutionary thinking (of Service Canada) is long overdue.”<sup>27</sup> Nonetheless, concerns arose from certain segments of the population.

Anxiety grew amongst the staff of HRDC, SDC and PWGSC, who were concerned about job security and changes in job scope. The government’s announcement that “2,800 to 3,000 people may lose their jobs arising from the CAD 11 billion cost-cutting measures” exacerbated these concerns. Minister Stronach, however, gave the public her assurance that “there would be no net job losses, as resources would be allocated from processing to having more people serving Canadians directly – in our offices and mobile outreach efforts.”

Nevertheless, a number of departments resisted the loss of existing resources and autonomy to Service Canada. Public sector unions were unhappy that they were not consulted in advance of such significant changes.<sup>28</sup> In addition, the Public Service Alliance of Canada expressed concern over the possible use of service consolidation as a means to reduce the number of public servants.<sup>29</sup> Consequently, Service Canada has made efforts to engage the unions through monthly meetings and briefings on current and future plans.

Accountability was another key concern of the Canadian public, particularly in the absence of a legislative mandate for Service Canada. Certain members of Parliament were also skeptical about the value of such a “mega-agency.”<sup>30</sup>

Lastly, as an initiative to consolidate government services and databases, Service Canada naturally gave rise to concerns over the privacy and security of confidential information. However, a nongovernmental organization, Crossing Boundaries National Council, found that most Canadians were willing to make trade-offs between better services and possible privacy dangers.

## **Accomplishments in the First Year of Operations**

During its first year of operations, Service Canada proved many of its critics wrong. It recognized at the outset that it needed to demonstrate quick and significant improvements in service delivery in order to win support and credibility. In the year following its launch, Service Canada achieved the following (details in Appendix C):

- a. Expanded its presence by 167 points of service. Enabled 93% of Canadians to have access to services within 50 kilometers of where they live.
- b. Ensured that 90% of the most commonly requested programs and services were accessible on the Service Canada website.
- c. Accumulated savings of CAD 292 million in fiscal year 2005-2006.

### *I. Focusing on Citizen-Centricity and Expanding its Service Presence*

MSC research noted that many Canadians, such as retirees, still preferred in-person services. Therefore, instead of reducing the number of offices, Service Canada followed the example set by banks, which experienced greater customer loyalty by extending their hours of operation and increasing office locations. Thus, despite operating the largest network of offices in the government, the decision was made to expand its service touch-points even further.

To do this, Service Canada adopted two innovations. First, it introduced new outreach sites,<sup>31</sup> giving Canadians in previously underserved communities access to government assistance. Second, it implemented the Multi-Language Extension Services (MLES) system, which offered services in other languages, such as Punjabi and Cantonese.

Service Canada also adopted strategies to reduce gaps and overlaps in service for certain client segments, such as families, youth, and seniors. These strategies sought to bundle relevant services according to citizens' needs. Appendix D illustrates an example of this and shows that enhancing access and choice results in enhanced equity.

### *II. Ensuring Transparency, Accountability and Service*

Service Canada also made a commitment to accountability and transparency, based on the following elements:

- a. A service charter that outlines Service Canada's commitment to its citizens and describes the services offered to them. The program also created an Office of Client Satisfaction as a neutral and autonomous body to receive, review, and implement suggestions.
- b. Nine service standards to establish the level of service to be provided, as well as the protocol for an annual performance scorecard. Feedback surveys are also conducted, including a Public Awareness Baseline Study, which examines the service delivery expectations of Canadians, and a Client Satisfaction Survey, which assesses clients' level of satisfaction.

The results from Service Canada's first annual client satisfaction survey show that 84% of Canadians are satisfied with the quality of service they receive. "Canadians have told us they want responsive, helpful and accountable service, and we are meeting that objective," said Minister Stronach.<sup>32</sup>

### *III. Establishing Stronger Partnerships*

Service Canada is also establishing stronger partnerships with other federal departments. It now delivers over 50 services for 15 such partners, with the potential to expand to 200 services in the future, and they continually identify potential opportunities for cooperation.

At the same time, it is critical to extend these partnerships across jurisdictions and with other levels of government. For example, Service Canada is communicating with provincial governments to streamline the process of notifying the central government of major life events (i.e., birth, marriage and death).

It is also developing practical experience in multi-government, one-stop service centers. For instance, the Service Canada team set up a service center in collaboration with the City of Ottawa and the Government of Ontario, offering services from all three jurisdictions in one place (see example in Appendix E).

#### IV. *Managing Change and Transforming Culture*

Service Canada emphasizes service excellence within its ranks. Over 10,000 staff have been trained in a program entitled, “May We Help You.” In conjunction with that initiative, Service Canada has instituted a career development and recognition program for service delivery. Additionally, the team launched a new Intranet site for employees in July 2006, consolidating the tools and information of over 40 separate sites. Lastly, it set up the Service Canada College in September 2006, which will provide a service delivery training certification program to enhance the professional development of its employees.

### **Challenges for Service Canada**

While its first year was generally positive, many challenges lie ahead for Service Canada.

#### I. *Political and Governance Structures*

**As an entity for citizen-centric service, Service Canada’s aim is to foster horizontal governance, cutting across a traditional, vertical hierarchy.**<sup>33</sup> However, since it lacks a legislative mandate, Service Canada has been unable to provide certain services on behalf of other departments. For example, Service Canada receives passport applications on behalf of Passport Canada, and while both departments would like to deepen the partnership, Service Canada is not able to perform beyond a post-box function because of the legal constraints.

This tension between Service Canada’s mission and accountability puts a strain on its aim of extending across boundaries. The legal difficulties will likely exacerbate the situation going forward, unless the Prime Minister decides to establish a new political mechanism for the project.<sup>34</sup>

#### II. *Funding and Resources*

Another impact of Service Canada’s legal status is a lack of dedicated funding for the program. Currently, funding for Service Canada comes primarily from its parent department – HRSDC – and is allocated to specific programs under the departments.

There is no funding dedicated to providing services on behalf of other agencies, except through the MOUs signed with them. One possible solution has been to adopt the provider-purchaser funding model of Australia’s Centrelink. However, Service Canada is reluctant to proceed with this, because it may adversely affect its relationships with client departments.<sup>35</sup> Therefore, it is necessary to adopt an appropriations-based funding model for Service Canada to ensure sustainable funding for the initiative.

#### III. *Partnerships*

Partnering with other federal departments and levels of government is a key dimension for Service Canada. Thus, it is critical for it to seek closer cooperation in joint service delivery if it is to be truly effective.<sup>36</sup> However, this multi-jurisdiction intersection poses the hardest challenge, given that interests at different levels can often conflict.

To facilitate the process of service integration across jurisdictions, the government established a forum for Deputy Ministers at the federal and provincial levels to share information on their initiatives and explore potential for partnerships. Its effectiveness remains to be seen.

#### IV. *Technology*

In 2004, the GOL initiative implemented a program called “Secured Channel,”<sup>37</sup> which provided a common technological infrastructure across all federal departments. Building on this, Service Canada is developing an integrated telecommunications network to connect service and outreach centers. Technological improvements are also allowing it to automate more of its processes and reduce rates of error.

Additionally, Service Canada’s challenges going forward will include:

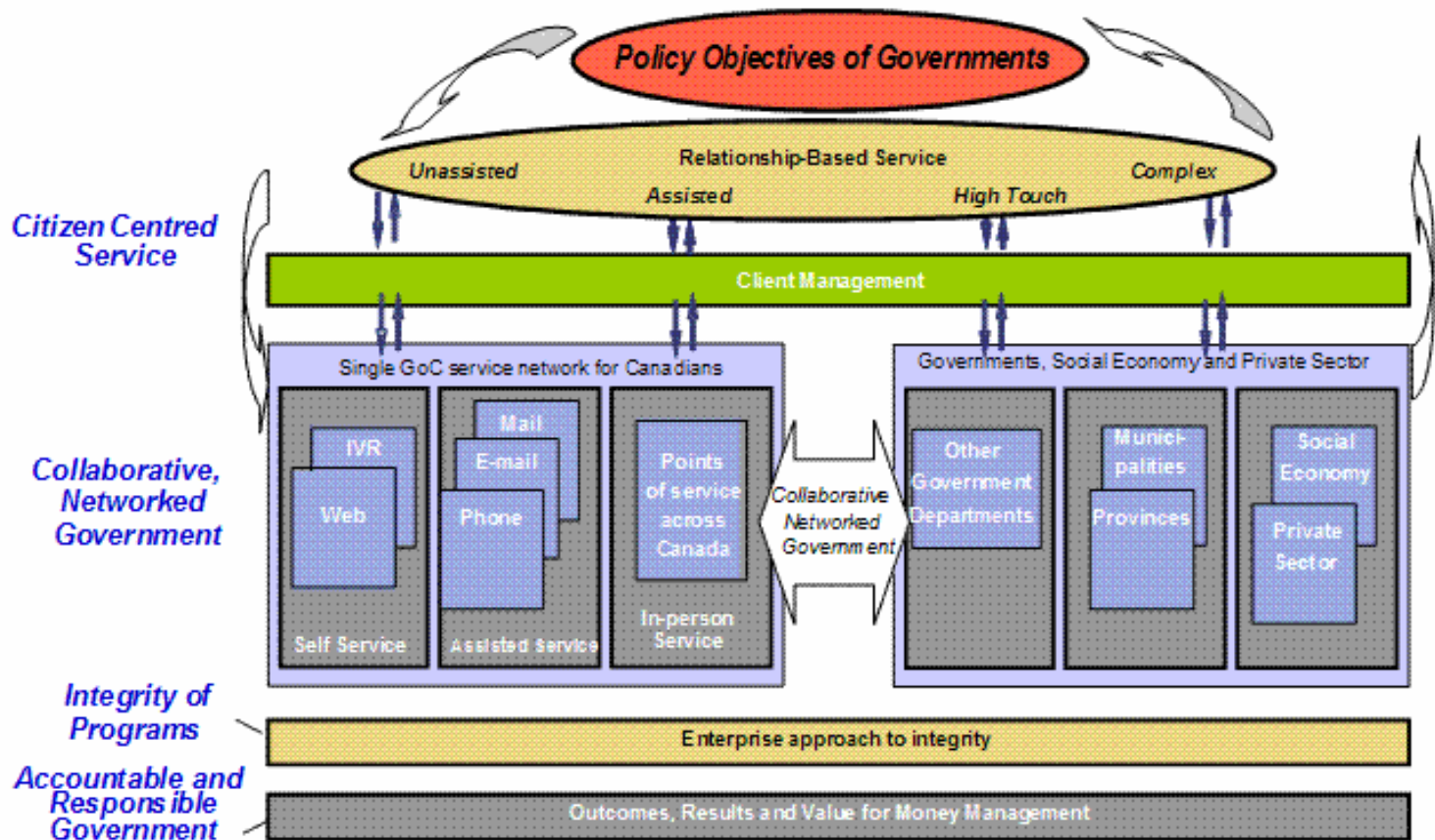
1. Leveraging new technologies for greater public value

2. Fostering greater interoperability by bringing provincial and municipal agencies aboard this common infrastructure
3. Achieving integration of back-end systems

As Alcock highlighted in 2005, “the government can’t (fully) improve its counter or “front-office” service to Canadians until it fixes its back-office systems.”<sup>38</sup>

Thus, one of Service Canada’s key objectives should be to foster a collaborative and networked government that will facilitate such interoperability.

## A more coherent and coordinated government-wide service model



Appendix B  
Organizational Chart of Service Canada (Pending)

## Appendix C

### Key Activities and Changes of Service Canada in its First Year of Operations

#### **Visit – Expanded in-Person Services**

An estimated 7.6 million Canadians visited Service Canada Centers.

- Expanding network of centers and outreach services. By September 2006, it opened 167 new points of service, well on the way to its three year target of doubling its presence.
- Reaching out to targeted groups of Canadians through a program called Multi-Language Extension Services that provide information and services in other languages, e.g. Punjabi, Cantonese, and Mandarin.

#### **Click – Enhanced Online Services**

The new Web Site, [servicecanada.gc.ca](http://servicecanada.gc.ca), received 5.5 million visits, or more than 15,000 visits a day on average.

- Re-designing the Service Canada Web Site, and adding new services, such as more on-line applications.
- Bundling services in a way that is tailored, relevant for citizens, based both on life event and demographic-based approaches.

#### **Call – Improved Telephone Services**

Canadians made 56 million calls to Service Canada in the first year.

- Integrating the services of the 1 800 O-Canada line and the 23 call centers that provide specific information on Employment Insurance, Canada Pension Plan, Old Age Security and other related programs.
- Working towards the larger plan to build an integrated call centre network for Service Canada with one single contact number and interactive voice response systems.

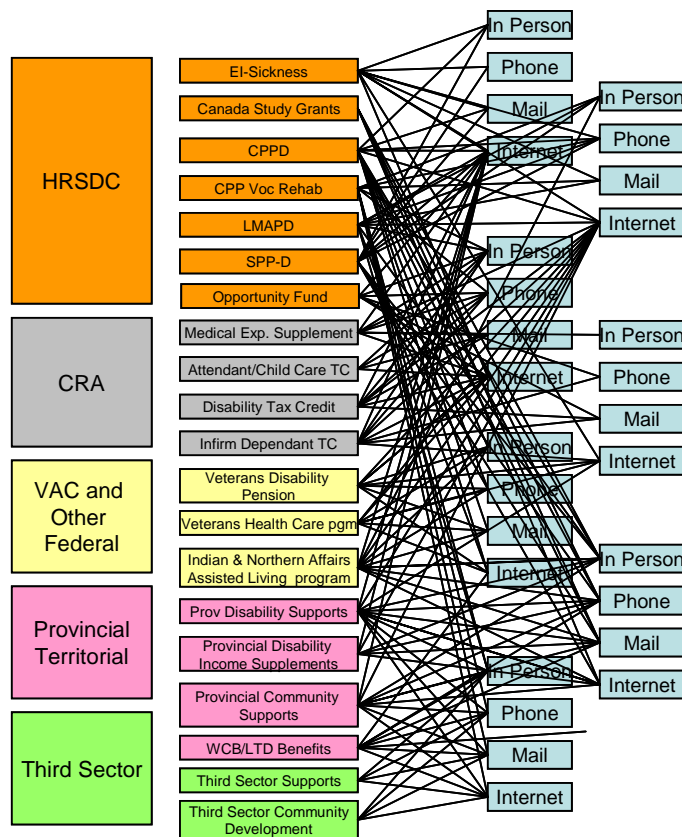
#### **Mail – More Consistent Services**

Service Canada processed CAD 190 million worth of payments each day, and sent 20 million letters about programs and services to Canadians each year.

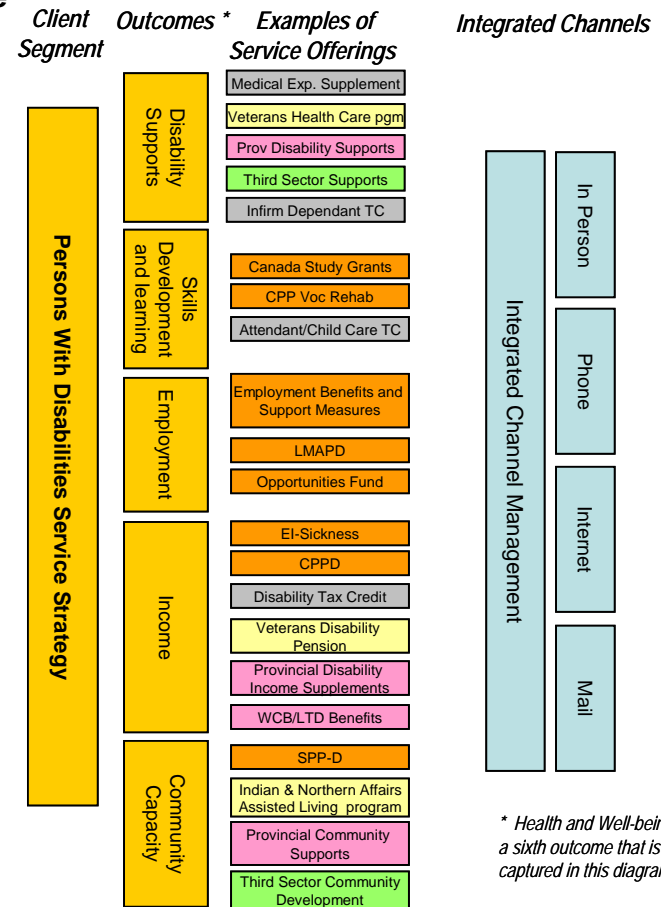
- Introducing more standardized and consistent ways of processing benefit applications and other transactions in locations across Canada.

# A Citizen Centred Service Strategy for People with Disabilities

Today



Future



\* Health and Well-being is a sixth outcome that is not captured in this diagram

## Appendix E

### ONE-STOP CENTER IN REGINA, SASKATCHEWAN

In 2002, the Canadian government purchased the Scotia Centre building, also known as the Galleria, in downtown Regina. This building, covering a total of three blocks, was refurbished to provide a one-stop focal point for federal and government services. This plan was in the making for four years.

In September 2006, the building re-opened with Service Canada as its anchor tenant. In addition to the front office, the back-end processing departments were also housed there. Other government departments and agencies, as well as province and municipality partners, were also encouraged to co-locate within the same building to improve access to programs for area residents.



The Service Canada office adopts a citizen-centric approach in facilitating the customer experience. When a citizen first steps into the office, he or she will be met by one of the four floating staff who would then direct them to the relevant areas organized by service bundles. The environment, lighting, music and fittings are customized to the age groups of the targeted customers.

The new Service Canada College is also located within the same building, training the existing and new generations of Service Canada staff. The location of Service Canada within the Galleria has in turn helped to revitalize downtown Regina and its economy.

## End Notes -----

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- <sup>1</sup> With a population of only 33 million in 2006. Nearly 90% of Canadians live within 200km of the border with the United States.
- <sup>2</sup> Quote obtained from presentation on “Transforming Services to Canadians: The Service Canada Model,” April 2007 <obtained from Service Canada>
- <sup>3</sup> By Ekos Research. “CA: Impressive e-government take-up in Canada,” e-Government News, 8 April 2005 <retrieved from <http://europa.eu.int/idabc/en/document/4083/5800> on 9 April 2007>.
- <sup>4</sup> Accenture, “Leadership in Customer Service: Building the Trust,” 2007.
- <sup>5</sup> All quotes from Reg Alcock were from an interview on 2 Apr 2007.
- <sup>6</sup> Government Online Initiative, “Government Online Report 2006,” 2006.
- <sup>7</sup> As Accenture pointed out in their annual survey report in 2006 for some countries. Accenture: “Leadership in Customer Service: New Expectations, New Experiences,” 2006.
- <sup>8</sup> By building a new citizen-centric foundation, the MSC aimed to change the focus of HRDC from the business of conducting transactions to a new emphasis on building relationships with citizens.
- <sup>9</sup> HRDC was reorganized in December 2003 into two separate departments – Human Resources and Skills Development Canada (HRSDC), and Social Development Canada (SDC). In February 2006, the two departments were consolidated to create the Department of Human Resources and Social Development Canada (HRSDC).
- <sup>10</sup> Service Canada’s first Annual Report – 2005 to 2006.
- <sup>11</sup> Citizens First National Survey, Ekos Research and Service Canada, January 2005.
- <sup>12</sup> Service New Brunswick is a provincial agency, established as a crown corporation to facilitate a new service interface for citizens and companies on a government-wide scale. Most provinces have now adopted similar concepts - British Columbia, Ontario, Nova Scotia.
- <sup>13</sup> Presentation on “Transforming Services to Canadians: The Service Canada Model,” April 2007.
- <sup>14</sup> Interview with Amanda Coe, Director of Policy, Service Canada, 11 Apr 2007.
- <sup>15</sup> While Internet transactions have quadrupled since 1998, other transactions with government have not decreased much. Source: “Muchmoretodo.gc.ca,” *Ottawa Citizen*, 2 April 2005.
- <sup>16</sup> Elaine Kamarck, “Applying 21<sup>st</sup> century government to the challenge of homeland security,” PriceWaterHouseCoopers Endowment for the Business of Government, June 2002.
- <sup>17</sup> The Treasury Board is a Cabinet committee of the Queen’s Privy Council of Canada. It is responsible for accountability and ethics, financial, personnel and administrative management, comptrollership, approving regulations and most Orders-in-Council.
- <sup>18</sup> Rick Boychuk, “Irregular Service,” *South China Morning Post*, 5 October 2005.
- <sup>19</sup> Paul Martin became the Prime Minister of Canada on 12 December 2003 and stepped down after the loss of his Liberal party in the 2006 General Elections of 23 January 23 2006.
- <sup>20</sup> The sponsorship issue arose as a result of a Canadian federal government “sponsorship program” in the province of Quebec and involving the Liberal Party. The program was originally established to raise awareness of the Government of

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Canada's contributions to Quebec industries and other activities. But in January 2004, the Federal Auditor-General, Sheila Fraser, revealed corruption in its operations, involving misuse and misdirection of these public funds for political party purposes. <Source: "Tory hopes to slay Grit giant," *Winnipeg Free Press*, 12 June 2004>

<sup>21</sup> The two departments latter merged in February 2006 to become the HRSDC.

<sup>22</sup> Jeffrey Roy, "E-service delivery and new governance capacities: 'Service Canada' as a case study," *International Journal of Services Technology and Management*.

<sup>23</sup> Interview with Maryantonette Flumian, former Head of Service Canada, 4 and 7 May 2007.

<sup>24</sup> Kerry Gillespie, "Ottawa cuts back on red tape," *Toronto Star*, 15 September 2005.

<sup>25</sup> The creation of Service Canada left HRSDC with 2,400 employees for largely policy work.

<sup>26</sup> The fiscal year of the Canadian federal government is from April 1 to March 31.

<sup>27</sup> *The Globe and Mail* (Canada), "Service, what a concept," Editorial, 14 October 2005.

<sup>28</sup> David Zussman, "Contracting out complicates government management," *Ottawa Citizen*, 25 April 2005.

<sup>29</sup> Rick Boychuk, "Irregular Service," *South China Morning Post*, 5 October 2005.

<sup>30</sup> "Program raises gun-registry fear," *The Gazette* (Montreal), 22 September 2005.

<sup>31</sup> Outreach services bring Service Canada staff into communities on a regular, part-time basis. Mobile services take Service Canada staff into communities in times of special needs.

<sup>32</sup> "Service Canada open the door to improved services for Canadians," Press Release, Canadian Government, 14 September 2005.

<sup>33</sup> Jeffrey Roy, "E-service delivery and new governance capacities: 'Service Canada' as a case study," *International Journal of Services Technology and Management*.

<sup>34</sup> Maryantonett Flumian, Amanda Coe, Kenneth Kernaghan, "Transforming Service to Canadians: the Service Canada Model," February 2007, draft paper obtained from Service Canada.

<sup>35</sup> Based on the interview with Amanda Coe, 11 April 2007.

<sup>36</sup> Alex Binkley, "Yes, but...Service Canada comes under fire," CIO Canada Government Review, 15 June 2005.

<sup>37</sup> Secure Channel is the product of a partnership between the federal government and a consortium of leading information technology firms as part of the GOL initiative.

<sup>38</sup> Kathryn May, "Untangling the red tape," *Ottawa Citizen*, 3 September 2005.