Service Canada Overview

February 14, 2013

The Service Transformation Context

- Service Canada has matured to become a key asset for the Government of Canada.

- Responsible for implementing key government priorities, including supports under the **Deficit Reduction Action Plan** in response to the global financial crisis.

- The fiscal environment and emerging technology provide the opportunity to improve service delivery while realizing efficiencies.

Service Canada

About Service Canada

Service Canada is the Government of Canada's service delivery network for citizens. Service Canada is making it easier for Canadians to get what they need from government – when and how they want it.

- Delivering key national programs and services for Human Resources and Skills Development Canada (HRSDC):

  - *Employment Insurance (EI), Canada Pension Plan (CPP) and Old Age Security (OAS).*

  - *$90B in benefits paid each year for these programs – representing about one-third of all Government of Canada expenditures.*

- Service delivery on behalf of federal partners such as Canada Revenue Agency, Aboriginal Affairs and Northern Development Canada and Passport Canada.

CLICK — Over 76M visitors to servicecanada.gc.ca in 2011/12

CALL — Over 64M calls received in Call Centres

VISIT — Almost 9M visits to 600+ Service Canada points of service across the country

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Points of Service

Current National Network (as of November 30th, 2012)

- 🔴 Service Canada Centre – 327
- 🟡 Scheduled Outreach site – 292
- 🔵 Service Canada Community Office - 2

Total: 621

Number of bilingual Service Canada Centres: 134
Number of bilingual Scheduled Outreach Sites: 53

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Drivers for Change in Public Service Delivery

- **Increased Citizen Expectations:** citizens first, customization of services, one-stop, integration and cooperation, environmental sustainability

- **Demographic Shifts:** tailored services for newcomers, ageing population, rural-urban population split

- **Economic Considerations:** search for efficiencies and cost savings

- **Technological Advancements:** predominance of electronic service delivery, evolving technology, obsolete systems and infrastructure require significant investment

- **Security Issues:** information sharing and data management, information security, identity theft

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Getting to Service Excellence

Excellent service and a strong service delivery culture do not happen by accident –key elements of building a service-oriented enterprise are allowing Service Canada to continuously improve and respond to emerging pressures.

Pre-2005

- Large, geographically-based organization with 10 Regional management structures

- Driven by individual program eligibility requirements for all services delivered by the organization

- Multiple business processes within a distributed network

- Clear need for structural and cultural change

2005 - Present

- Transforming from a program culture into a service culture;

- Adopting standard approaches and business processes; and

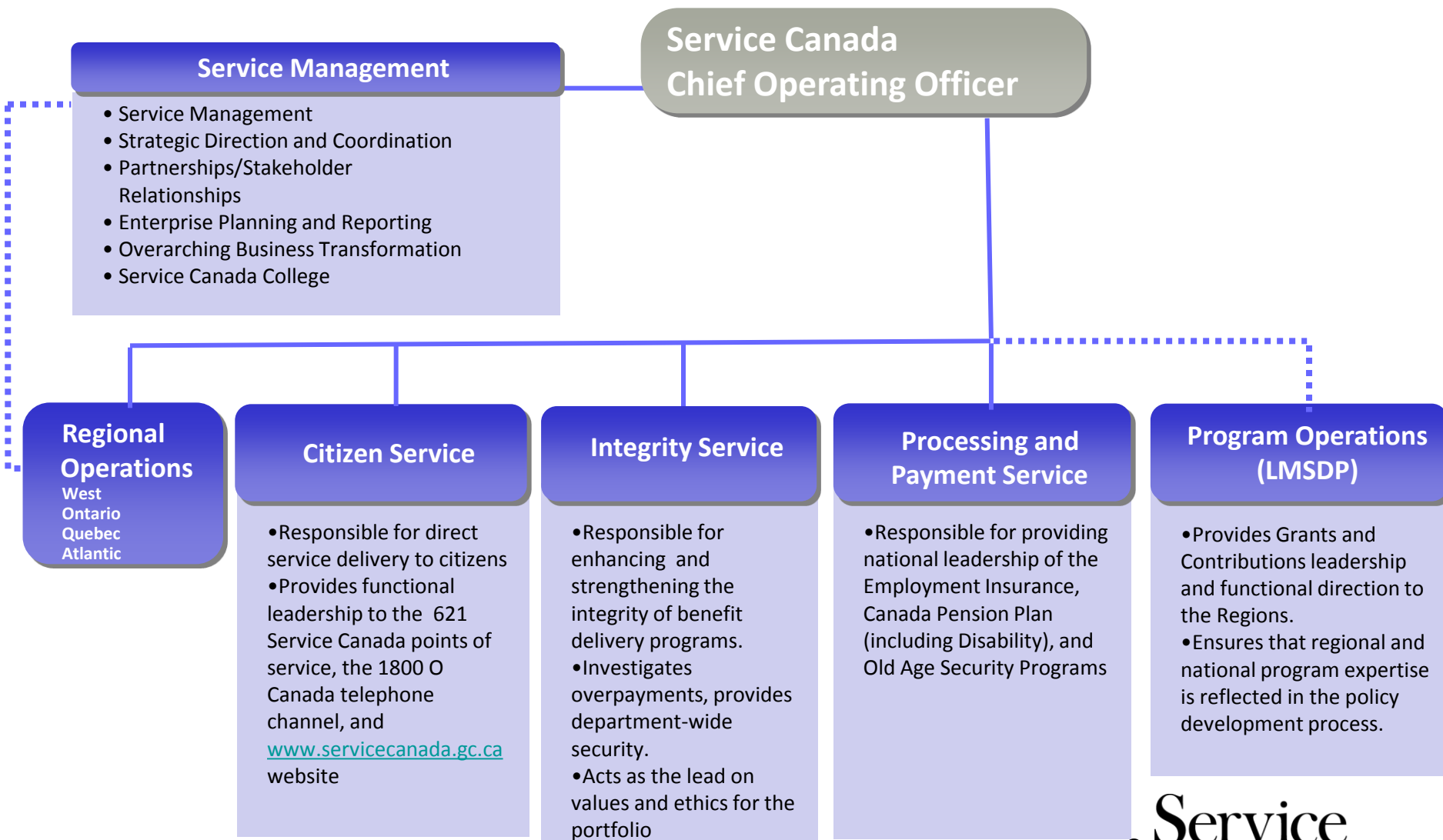- Organizing ourselves with a governance structure that supports effective service delivery.

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Fostering a Service Culture

✓ Putting clients at centre and developing a holistic approach to **meet their expectations**

✓ Leveraging learning by training frontline staff to be **service professionals**

✓ **Reaching** clients through effective marketing and service various channels

✓ Using **client feedback** to inform internal procedures, policy design, program development and service delivery

Service Canada's about 15,000 employees are trained to aim for service excellence. The **Service Canada College** is Service Canada's national corporate learning institution, sets the direction for and integrates all learning activities and learning priorities within the organization, and is the organization's strategic lever for achieving cultural change.

Governance

Establishing a clear governance structure around which to organize our work has enhanced our ability to work as a team and keeps us aligned as an organization.

**Service Canada
Chief Operating Officer**

Service Management

- Service Management
- Strategic Direction and Coordination
- Partnerships/Stakeholder Relationships
- Enterprise Planning and Reporting
- Overarching Business Transformation
- Service Canada College

Regional Operations
West
Ontario
Quebec
Atlantic

Citizen Service

- Responsible for direct service delivery to citizens
- Provides functional leadership to the 621 Service Canada points of service, the 1800 O Canada telephone channel, and www.servicecanada.gc.ca website

Integrity Service

- Responsible for enhancing and strengthening the integrity of benefit delivery programs.
- Investigates overpayments, provides department-wide security.
- Acts as the lead on values and ethics for the portfolio

Processing and Payment Service

- Responsible for providing national leadership of the Employment Insurance, Canada Pension Plan (including Disability), and Old Age Security Programs

Program Operations (LMSDP)

- Provides Grants and Contributions leadership and functional direction to the Regions.
- Ensures that regional and national program expertise is reflected in the policy development process.

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Partnerships In Pursuit of Service Excellence

Service Canada has placed a high priority on collaborating with counterparts to increase the integrity of government programs and improve the citizen's service experience.
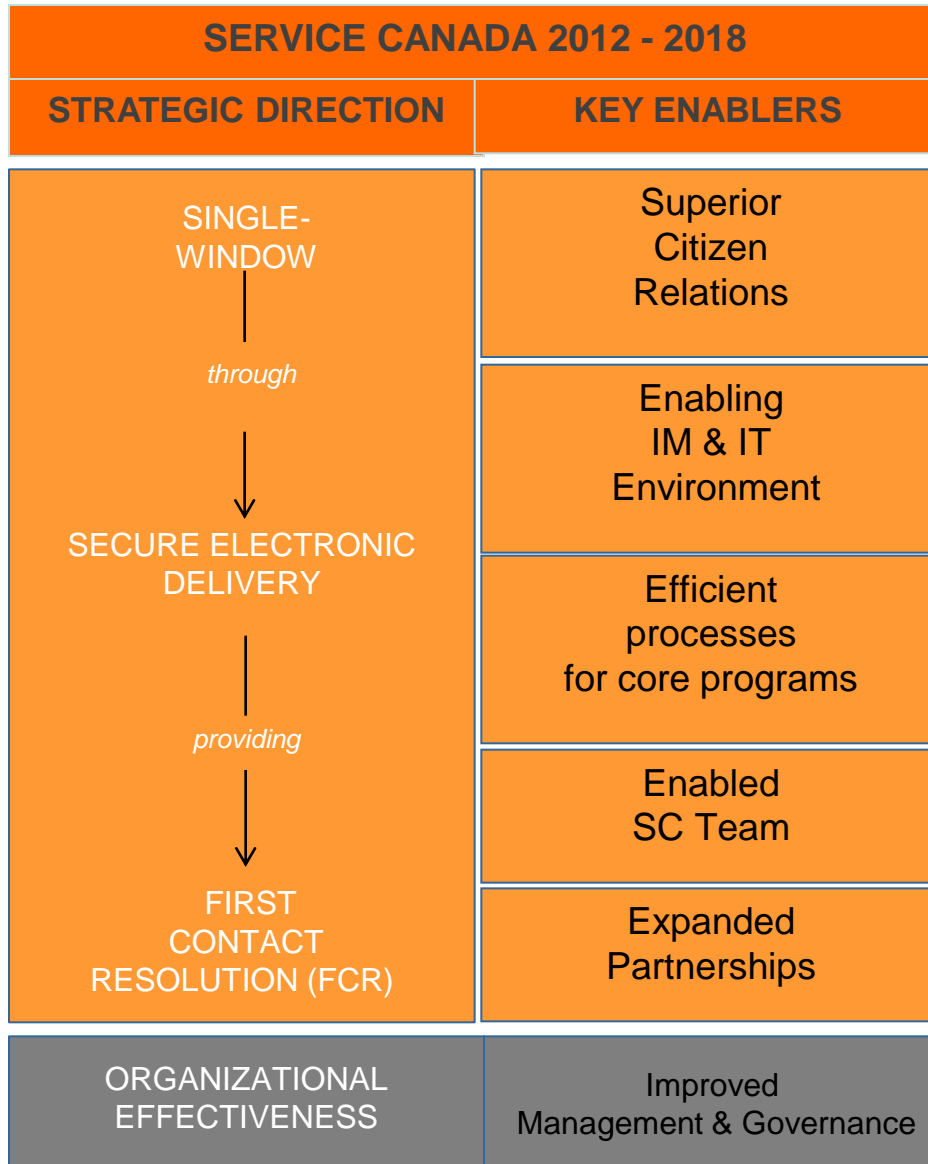

- More than 70 client-focused service offerings delivered on behalf of Human Resources and Skills Development Canada and 13 other Government of Canada departments and agencies.

- Pan-Canadian collaboration through the Federal-Provincial-Territorial Deputy Ministers' Table on Service Delivery Collaboration and Public Sector Service Delivery and Chief Information Officer Councils on key service delivery enablers such as Identity Management and Authentication.

  - ✓ The federal government recently implemented its **Standard on Identity and Credential Assurance** to support a federated approach to identity management with partners

- We continue to implement vital statistics data sharing agreements to enable service enhancements such as the Newborn Registration Service (launched in 8 provinces to date).

- Learning from and leveraging the experience of our international counterparts.

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Modernizing Our Business

> The Government of Canada is committed to delivering programs and services that are efficient and effective, aligned with the priorities of Canadians and financially sustainable over the long term. To achieve savings, Service Canada is changing the way it does business.

- **Employment Insurance Automation:** expanding the automation of EI claims processing to increase accuracy and realize efficiencies.

- **Canada Pension Plan/Old Age Security Modernization:** modernizing the approach to benefits delivery for seniors, including implementing Old Age Security auto-enrollment at age 65 to enable the Department to respond to significant increases in volumes due to an ageing Canadian population in a cost-effective manner.

- **Enabling greater levels of self-service and online transactions:** continuing work to advance My Service Canada Account as the organization's e-service portal, and to explore the creation of My Government of Canada Account – a single account for access to government services.

- **Expanding service delivery on behalf of other federal departments**: discussions continue, for example, with Passport Canada to build on the investment the GC has made in SC's service infrastructure in support of other federal programs and services.

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Service Canada Vision

SERVICE CANADA 2012 - 2018	
STRATEGIC DIRECTION	**KEY ENABLERS**

SINGLE-WINDOW *through* SECURE ELECTRONIC DELIVERY *providing* FIRST CONTACT RESOLUTION (FCR)	Superior Citizen Relations
	Enabling IM & IT Environment
	Efficient processes for core programs
	Enabled SC Team
	Expanded Partnerships
ORGANIZATIONAL EFFECTIVENESS	Improved Management & Governance

Service Canada is aligning its vision as the single window for service delivery to Canadians, through online self service, in order to support clients and resolve their issues at first point of contact.

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Achieving our Vision

> Our ultimate objective of service excellence is the same. However, we must align to evolve the "how to" to reflect the realities we are facing.

- To achieve the vision, we will need to make changes to our organization. These changes will affect:
    - Our relations with the citizen through an enhanced multi-channel service delivery network that empowers them for self-service
    - Our information & technology (IT) infrastructure to support automation, electronic delivery (My SC Account) and First Contact Resolution
    - The programs, benefits, and services that we deliver – by simplifying and redesigning business processes
    - Our partnerships with other federal departments – to enhance and expand our relationships; and
    - Our workforce – the SC team – to recruit, train and retain highly skilled, professional work force appropriate for a modern service delivery organization.

- These changes will also demand corresponding changes to our management and governance, and to our financial structure.

- New approaches to integrity and identity management will ensure the right individual receives the right benefit

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Future Direction

We have a great deal of work ahead, but Service Canada is committed to provide the most effective and efficient service possible to Canadians. Service that will be sustainable and capable of meeting the client demands of the future.

- Service Canada is positioning itself to provide Canadians with a modern service experience that operates efficiently.

- The result will be improved service offerings and channel approaches, with the required human resources capacity in a sustainable business model.

- Service Canada will continue its efforts to modernize service delivery, streamline and eliminate inefficient processes, and increase the uptake of electronic services to meet current and future demands.

- This delivery direction would leave scope for whole-of-government service delivery for both citizens and businesses.

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ANNEX

Core Services (2011-12)

- **Employment Insurance**: over $17B in benefits, almost 25M payments

- **Canada Pension Plan**: over $33B in benefits, almost 57M payments

- **Old Age Security**: over $38B in benefits, over 58M payments

Most frequently requested services

- Employment Insurance, Social Insurance Number, Passports, Referrals to other departments, and Canada Pension Plan.

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Other Services

- SC also delivers Apprenticeship Incentive Grants, Apprenticeship Completion Grants, and the Wage Earner Protection Program, issues Social Insurance Numbers, and takes in applications for Passports.

- In addition, we provide Canadians with help or information on such life events as finding a job, getting an education, having credentials recognized, raising a family, retiring, living with a disability, starting a business, and much more.

Service Canada also delivers Grants and Contributions (Gs&Cs) which help partners achieve public policy objectives.

- Through Gs&Cs, individuals and organizations receive funding to deliver services and programs to Canadians, such as employment, skills or social and labour market development programs.

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Federalism in Canada

The work of governing Canada is shared by the federal and provincial or territorial governments, which allows the government to meet the common needs of all citizens, while also being able to serve the special interests and characteristics of the country's various regions and cultural/linguistic communities.

Federal
Canada-wide

The federal government has responsibility for **matters that concern all Canadians**, most, notably matters that cross interprovincial and/or international borders.

- Banking
- Citizenship
- Criminal law
- Foreign Policy
- Immigration
- International Trade
- National Defence
- National social supports (Employment Insurance, Canada Pension Plan, & Old Age Security)

Provincial / Territorial
10 provinces + 3 territories

Provincial governments have jurisdiction in matters of local interest.

The territorial governments have similar responsibilities as the provinces, but do not control land and natural resources.

- Driver's Licences
- Education
- Health Care
- Highways
- Property and Civil Rights
- Social Services
- Social Assistance

Municipal
4,000 Cities, Towns, Villages, Metropolitan Regions

Municipalities are set up by provincial legislatures and have only such powers as the provinces give them.

- Airports
- Building Permits and Zoning
- Recreation, Libraries, and City Parks
- Emergency Services
- Road Maintenance
- Policing
- Public Transit
- Utilities
- Waste Collection (garbage and recycling)
- Water and Sewer Services

Shared Responsibilities

- Some areas of responsibility are shared by the federal and provincial governments. For example, in the area of **transportation,** the federal government has jurisdiction in matters involving movement across provincial or international borders (aviation, marine transport and rail), whereas the provinces look after provincial highways, vehicle registration and driver licensing.
- Control over **agriculture, immigration** and certain aspects of **natural resource** management are also shared.

Aboriginal People

- First Nations Bands' Chiefs and Councils have major responsibilities on First Nations reserves, including housing and schools.
- There are a number of provincial, regional and national Aboriginal organizations that are a voice for First Nations, Métis and Inuit people in their relationships with the federal, provincial and territorial governments.

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