

# ServiceOntario

Presentation to the Federative Republic of Brazil

Richard Steele

February 16, 2013

# Bem-vindo

# Ontario



- ▶ Population: 13.5 M
  - 86% live in urban centres
- ▶ Over 1 M square km
- ▶ 2012-13 Budget C\$ 126.4 B
- ▶ Ontario is expected to create nearly 360,000 net new jobs by 2015
- ▶ Ontario is projecting growth in real GDP of 2.2% in 2013, 2.4% in 2014, and 2.5% in 2015

# The Service Challenge *Ministry Silos*

2000

*back then...*

## Ministry Silos



## Fragmented Ministry Services:

Health Cards – Ministry of Health

Driver & Vehicle Services – Ministry of Transportation

Birth Certificates – Registrar General

Fishing & Hunting Licences – Ministry of Natural Resources...



### ► Poor Customer Experience:

- **Where** and **how** to access government services?
- Multiple interactions with different Ministries
- Long wait times

### ► High Cost:

- Duplication of delivery channels
- Duplication of functions, operations, investments
- Inefficient scale
- Inadequate use of technology

### VISION

To be recognized for meeting or exceeding customer expectations with ***our service, solutions, leadership and people... EVERY TIME.***

### MISSION

Working with our partners, ServiceOntario will be the **customer gateway** for government services.

By focusing on what is important to our customers, ServiceOntario will be at the **forefront of service delivery** on behalf of individuals and businesses of Ontario.

We will operate as a **single, high-performing, agile organization** with a **commitment to excellence, professionalism and results.**

We will be seen by Ontarians as a **reliable, consistent, trustworthy and effective** provider of government services that contribute to the quality of life and economic well-being in Ontario.

### STRATEGIC DIRECTION

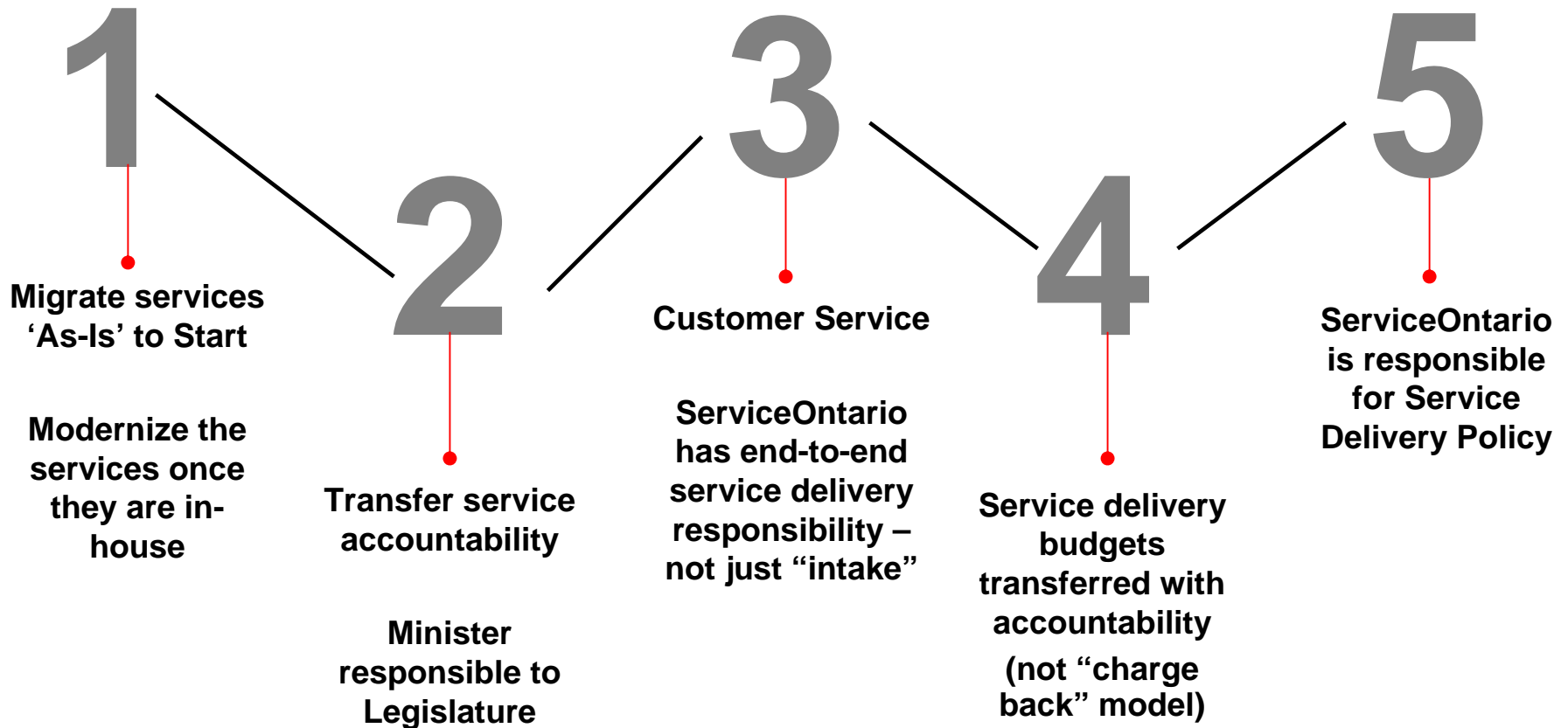
To offer a **simple, seamless** and **personalized** service experience that reduces the complexity of government by putting the **needs of individuals and businesses first.**

### CRITICAL SUCCESS FACTORS

**Customer Centred** Brand  
Superior **Customer Service**  
**Integrated** Service Offerings

**Cost Effective** Service Delivery  
Strong **Partnerships**  
**High Performance** Organization

# Key Migration Principles

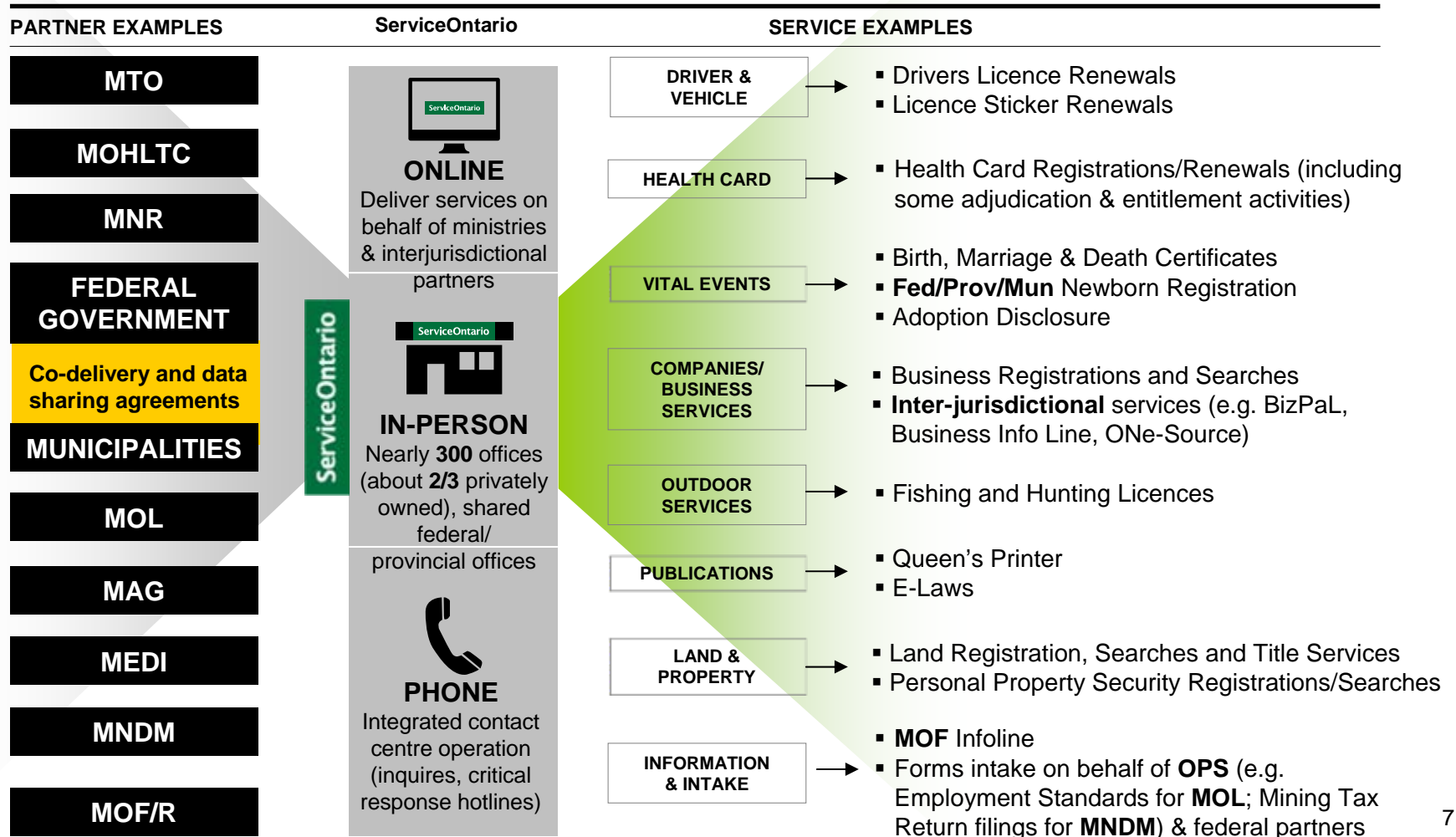


# Service Migration

ServiceOntario

Since 2006, ServiceOntario has evolved to become a government services integrator, offering information and services on behalf of OPS ministries and inter-jurisdictional partners. ServiceOntario now provides a suite of **78 service offerings** across **12 business lines** in serving citizens and businesses.

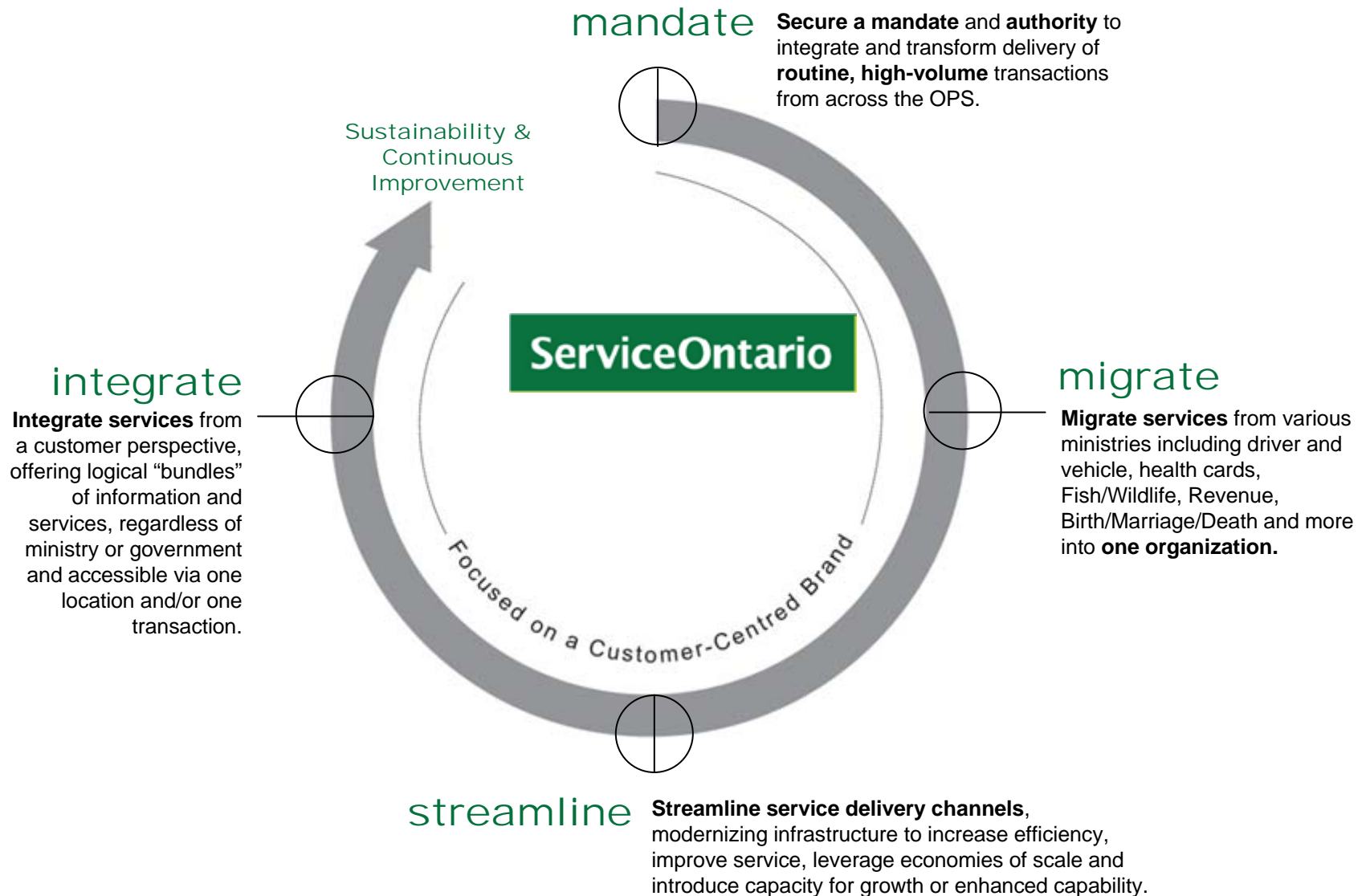
A recognized leader in government services integration, ServiceOntario offers value for tax dollars, a 94% customer satisfaction rate and expertise in service delivery transformation.



# Service Migration:

## *Integrated Service Delivery Approach*

ServiceOntario





# Service Culture

As the primary **service gateway** between government and Ontarians, ServiceOntario is the “face” of government services

- ▶ We are **committed** to continuously improving service by focusing on and **listening** to what our customers are saying
- ▶ Organizational planning that **embeds** Service Excellence, Diversity, Accessibility and Inclusion Strategies
- ▶ Professionally-delivered services guided by our **4 Key Principles**:
  - **Responsive**
  - **Reliable**
  - **Accountable**
  - **Caring**
- ▶ Data-driven decisions that improve service and create valuable customer experiences



# Employee Engagement



**Majority** of our staff have **direct** contact with the public. To increase customer satisfaction and deliver valuable customer experiences, we **invest in the people** who make our 'brand' through:

- ▶ Key Measures
- ▶ Leadership Development
- ▶ Minimize Management Layers
- ▶ Coaching Culture
- ▶ Inclusion

An **engaged** ServiceOntario workforce contributes to improved **customer experiences** and **builds public trust** when dealing with government

ServiceOntario functions using a successful mix of service delivery models

### Publicly Delivered

Delivers services directly to the public on **behalf of the Ontario Government** (e.g. driver & vehicle services, health cards, vital stats)

### Teranet Partnership

Long-standing partnership with **Teranet Inc.**, to develop and deliver electronic land registration services

ServiceOntario

### Inter-jurisdictional

Delivers in collaboration with **other orders of government** (e.g. BizPal services for business, integrated newborn registration bundle, etc.)

### Privately Delivered

Operates a successful **hybrid public-private in-person network** (200 of approx 300 offices privately operated)

# Organizational Integration

## Structural Transformation to Customer-Centric



- ▶ 3 Major Phases (2007-2011)
  - **Phase 1** - Accommodate upcoming migrations
  - **Phase 2** - Support a functional organization
  - **Phase 3** - Establish new management and leadership structure to put managers closer to staff, improve customer response and employee engagement
- ▶ Standardized job classifications

## Channel Integration: *In-person*

ServiceOntario



- ▶ Bring high volume government services under one roof – with ServiceOntario branding.
- ▶ Completed December 2010.
- ▶ 95% of Ontarians now within 10 km of a ServiceOntario centre compared to 68% before – yet 60 + offices closed.
- ▶ Access to health insurance registration services increased from 27 to nearly 300 locations.
- ▶ Significant increases on access to government service in rural and northern Ontario.
- ▶ Integration of publicly and privately operated networks

# The Service Challenge: *In Person*

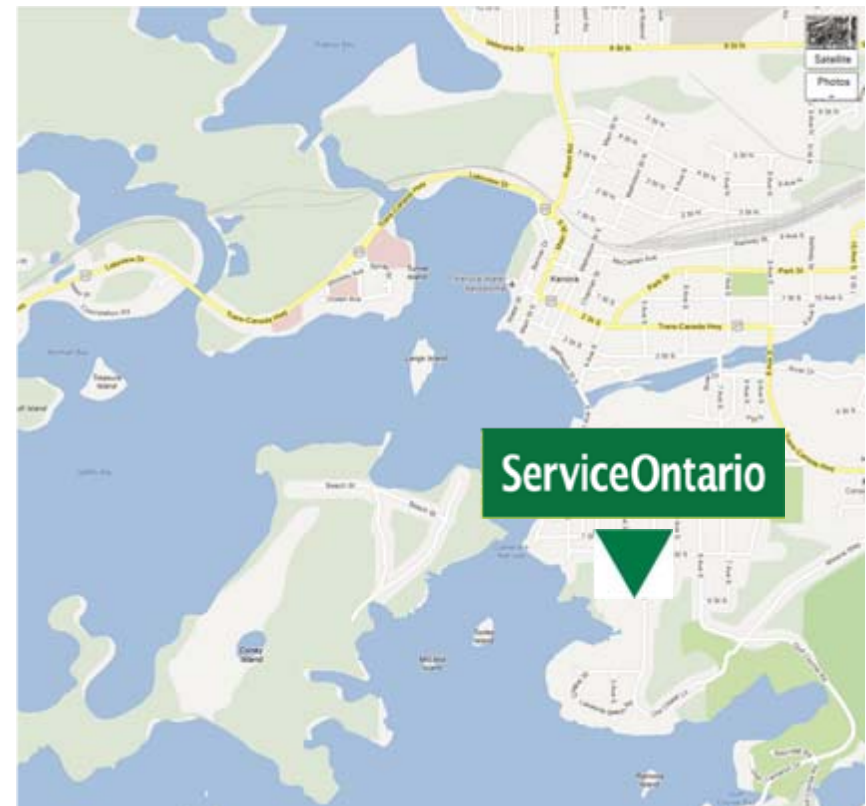
Example: Kenora, Ontario – Population: 15,000

*Back then...*



4 Offices located within 5 KM of each other providing separate government services

*Today*



**One** Integrated Office for **One-Stop** Shopping 14

# Channel Integration: *Contact Centre*

## Contact Centre Modernization

ServiceOntario



- ▶ Migrated multiple contact centres from Ministry partners:
  - Line of business specific
  - Small scale
  - Inconsistent technologies
  - Different job classifications
- ▶ Significant investment in enterprise contact centre platform.
- ▶ Integrated approach allows efficient call routing and optimization.
- ▶ Supports skill-based call routing, development and classification structure across multiple lines of business.



# Channel Migration

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- ▶ Preferred channel for routine transactions
  - Cost
  - Service integration potential
- ▶ Some lines of business now completely or largely online:
  - Birth registrations and certificates
  - Land registration
  - Companies registration
- ▶ Slower progress with some other lines of business...



# Service Integration: *Newborn Registration*

ServiceOntario



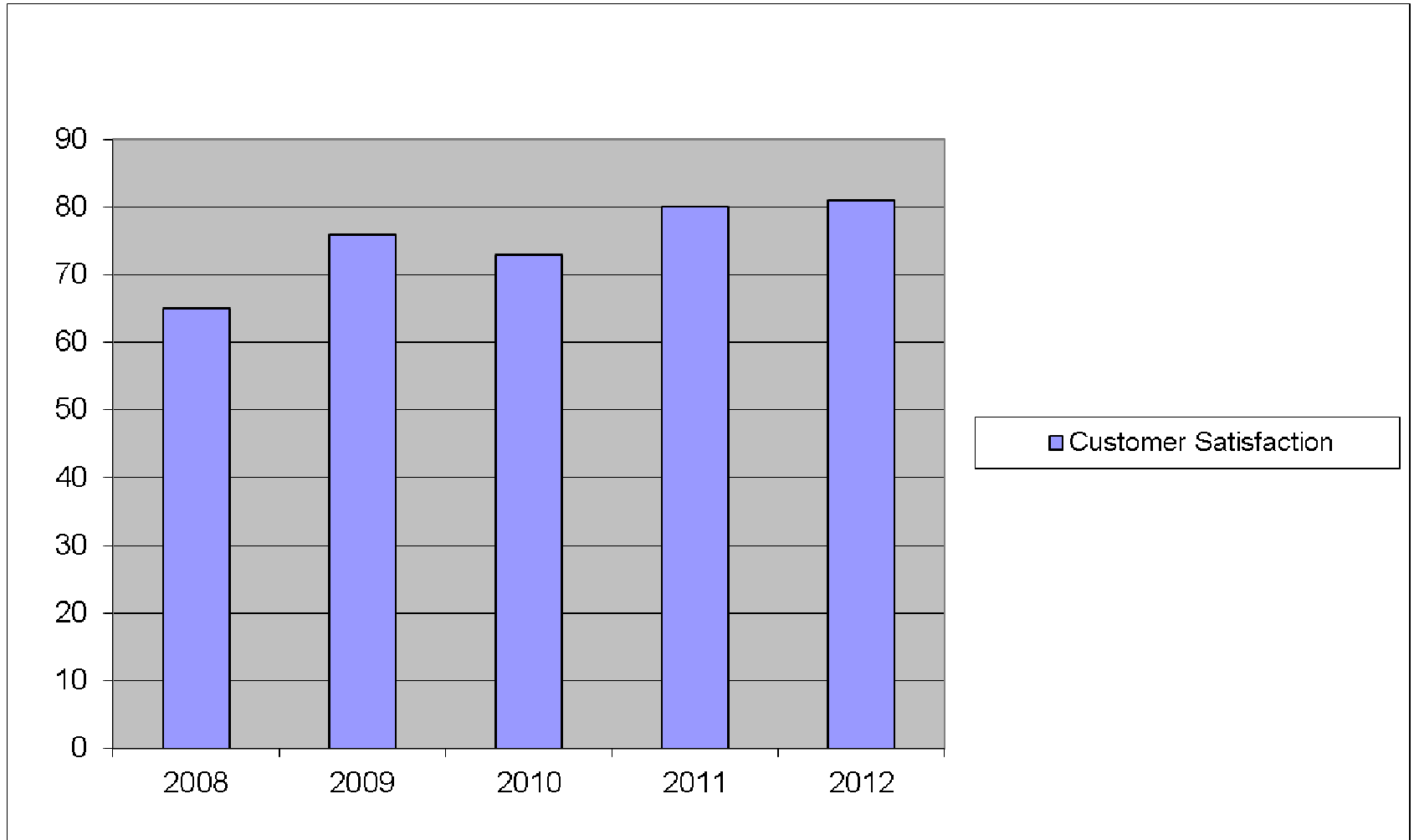
## ***Back then...***

- ▶ Multiple, paper-based, consecutive processes involving
  - Municipal;
  - Provincial; and
  - Federal Governments
- ▶ Up to 6 months to complete all required registrations

## ***Today...***

- ▶ “4 in 1” integrated, electronic process completed in days
- ▶ Used by over 90% of new parents

## Measuring Success - % Customers “Very Satisfied”



# Measuring Success: Executive Scorecard

ServiceOntario

## ServiceOntario Executive Scorecard

ServiceOntario

Customer Satisfaction	2011-12				2012-13	Targets
	Q1	Q2	Q3	Q4	Q1	2012-13 <sup>3</sup>
Overall Satisfaction	80%	78%	81%	81%	81%	80%
Online	73%	75%	76%	75%	76%	74%
Retail Offices	88%	84%	88%	89%	86%	85%
Telephone	69%	64%	67%	70%	71%	73%
Kiosk	66%	66%	68%	68%	68%	73%

3. 2012-13 targets under review.

Percent of customers very satisfied with their most recent ServiceOntario experience.

Employee Satisfaction	2011-12				2012-13	Targets
	Q1	Q2	Q3	Q4	Q1	2012-13 <sup>3</sup>
Engagement - % of staff who would recommend ServiceOntario as a great place to work	48%	50%	52%	48%	44%	72%
Absenteeism - Sick days taken per ServiceOntario employee	3.8	4.0	3.9	3.6	n/a <sup>1</sup>	2.7
Turnover <sup>4</sup> - % of staff leaving ServiceOntario	4.2%	3.2%	3.1%	3.6%	2.7%	4.0%

1. Data is incomplete until Managers approve absences in WIN.

3. 2012-13 targets under review.

4. Turnover result is calculated based on processing dates, not the effective date of employee departure. Financial efficiency is now calculated net of one time investments made in the organization (I.e. Open for Business).

## Customer Satisfaction

## Employee Satisfaction

## Brand Awareness

## Financial Targets

Percent awareness of the ServiceOntario brand

Brand Awareness	2011-12				2012-13	Targets
	Q1	Q2	Q3	Q4	Q1	2012-13 <sup>3</sup>
Citizens - Surveyed every 3 months	67%	72%	71%	78%	76%	75%
Businesses - Surveyed every 6 months	—	79%	—	85%	—	75%
OPS staff - Surveyed annually	n/a <sup>2</sup>	—	—	—	—	94%

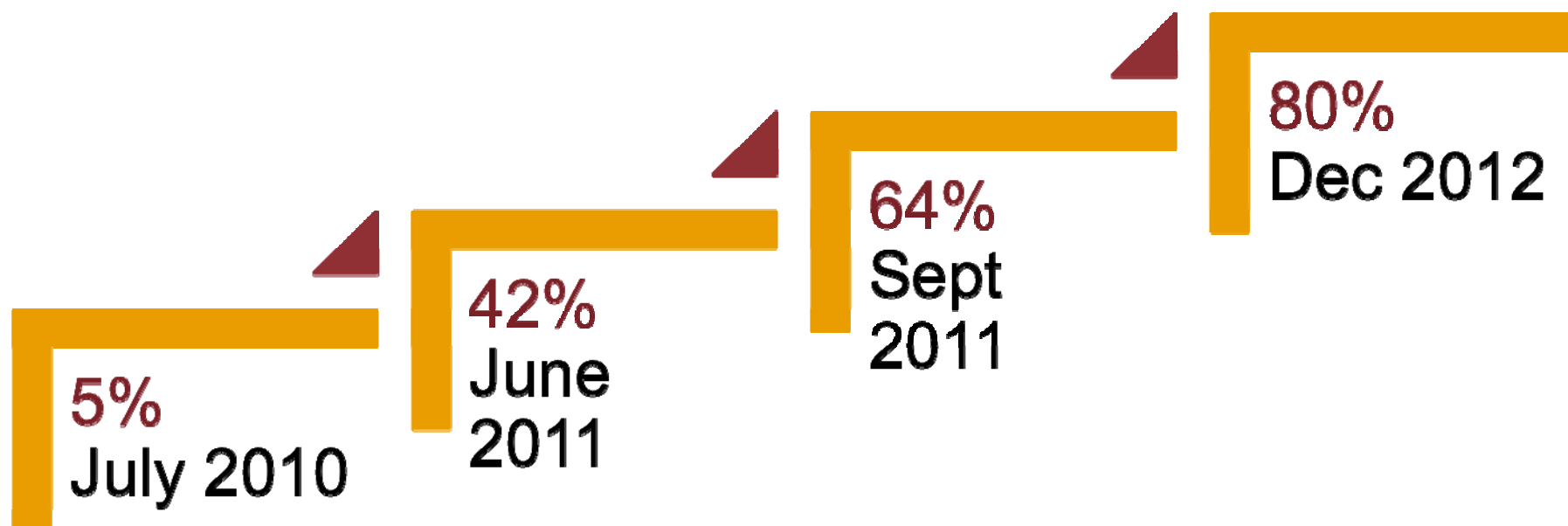
2. OPS Awareness Study was not approved for F2011-12.

3. 2012-13 targets under review.

Financial Targets	2011-12				2012-13	Targets
	Q1	Q2	Q3	Q4	Q1	2012-13 <sup>3</sup>
Financial Efficiency - ServiceOntario average unit cost for 12 months ending in the quarter	5.61	5.64	5.86	5.44	5.47	5.26
New Service Revenue - \$ million fiscal year to date ending in the quarter	0.6	1.7	2.6	3.6	0.6	2.1

3. 2012-13 targets under review.

## How Well Known Are We?



Ontarians' awareness and understanding of ServiceOntario has been on an upward climb over the past 3 years – key to solving the “where do I go?” question...

# ***Measuring Success:*** **Online Service Guarantees**

ServiceOntario

Delivery Guaranteed or your money back.

Available at ServiceOntario.ca for:

- ▶ **Birth Certificate**  
5 or 15 Day Delivery Guarantee
- ▶ **Marriage Certificate**  
5 or 15 Day Delivery Guarantee
- ▶ **Death Certificate**  
5 or 15 Day Delivery Guarantee
- ▶ **Master Business Licence**  
2 Day Delivery Guarantee
- ▶ **Publications**  
6 Day Delivery Guarantee
- ▶ **Personalized Licence Plates**  
28 Day Delivery Guarantee

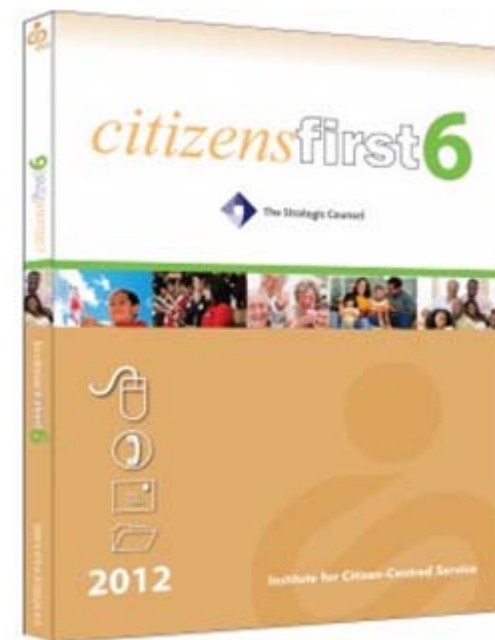


**Click. Done.**  
**Guaranteed.\***

Service Guarantees support and demonstrate Government success in delivering **modern** and **efficient** public services (over **99%** achievement).

## Institute for Citizen Centered Services – **Citizens First 6 Survey**

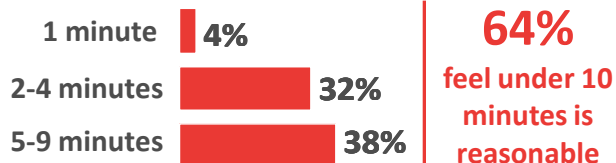
- ▶ Patterns of channel use suggest that further value to citizens, and potentially **cost savings**, could be gained by driving **more** services online.
- ▶ **77%** of Canadians want to be able to conduct full transactions online.
- ▶ **51%** of Canadian businesses would like to conduct all routine business online i.e. One-stop Service.
- ▶ **Privacy** and **security** concerns continue to be the **key barriers** to obtaining government services online.
- ▶ **Speed** and **convenience** are the main motivators to driving a higher volume of service interactions online.
  - Charging **lower fees** for a service online relative to receiving the same service at a higher cost from other channels also helps drive customers online.



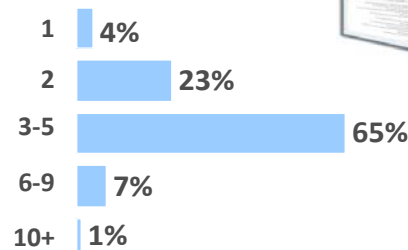
## Service Standards for **Government Websites**: What Canadians Consider to be Good Service



What is a reasonable amount of time to spend online finding the information you need?



What is the maximum number of web pages you should have to look at in order to find the information you need?



### Expected Response Time for Routine Transactions vs. Complaints

Expected Response Time for a  
ROUTINE TRANSACTION



EMAIL



Expected Response Time for a  
COMPLAINT LOGGED



# 30+ Online Services

ServiceOntario is continually expanding its online service offerings to provide quick and easy access to government services in delivering valuable customer experiences:

- ▶ **Access Now** (Personal Property Security Registrations)
- ▶ **Accessible Parking Permit**
- ▶ **Appointment Booking System**
- ▶ **BizPal** (Business Permits and Licences)
- ▶ **Building Code**
- ▶ **Central Forms Repository**
- ▶ **Change of Business Information**
- ▶ **eLaws**
- ▶ **Notice and Statement of Live Birth**
- ▶ **Email Notification Service**
- ▶ **Enhanced Business Name Search**
- ▶ **New Born Registration Service**
- ▶ **ONe-Source for Business**
- ▶ **Certificates** (Birth, Marriage and Death)
- ▶ **Organ and Tissue Donor Registration**
- ▶ **Service Location Finder**
- ▶ **Online Status Inquiry**
- ▶ **Ontario Gazette**
- ▶ **Ontario Private Career College Search**
- ▶ **Private-Sector Service Providers**
- ▶ **Publications eCommerce**
- ▶ **Registration for Career Colleges**
- ▶ **INFO-GO**
- ▶ **Address Change**
- ▶ **Driver and Vehicle Services**
- ▶ **Personalized License Plates**
- ▶ **Licence Plate Sticker Renewal**
- ▶ **Used Vehicle Information Package**
- ▶ **Vehicle and Driver Abstracts**
- ▶ **Online Feedback Service**
- ▶ **Integrated Business Services Application**
- ▶ **ServiceOntario Website**

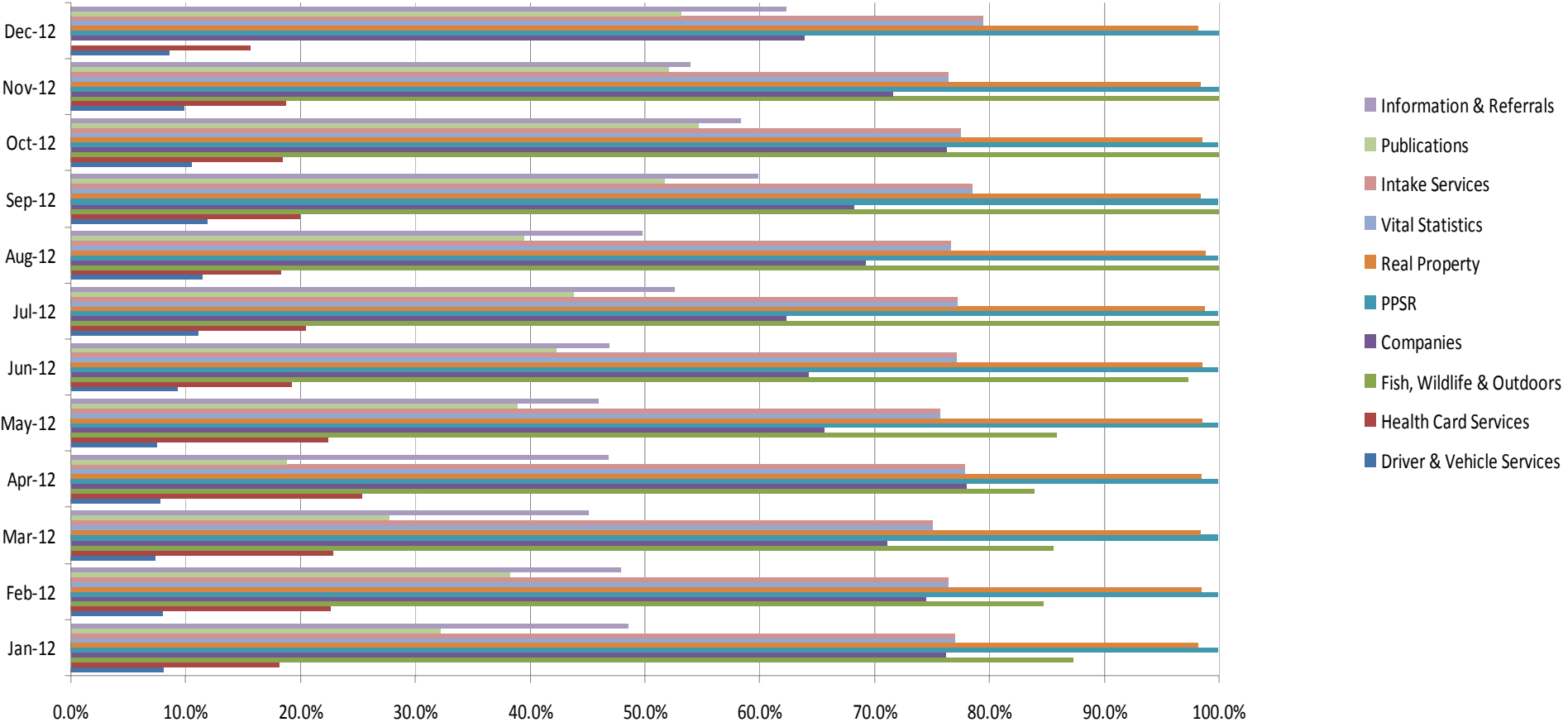




# Measuring Success: Online Transactional Services



Online Service Transactions  
Monthly Percentage By Line of Business  
Calendar 2012



# Moving Forward

- ▶ Maintain focus on evolving citizen needs
- ▶ Opportunities for ServiceOntario to support broader Government transformation, for example:
  - Business permitting and licensing
  - “Transactional” support for social benefits integration
  - Contact centre
- ▶ Continued channel focus on electronic channels
- ▶ “Government Services and Service Providers Act 2012” to enable:
  - Extending ServiceOntario’s partnerships with the private sector
  - Transfer of additional service delivery policy authority
  - A continued strong privacy framework

## Questions & Discussion:



**Richard Steele**

Assistant Deputy Minister

Business Development and Service Delivery  
Strategy

ServiceOntario

[Richard.Steele@ontario.ca](mailto:Richard.Steele@ontario.ca)