



# ***Service Canada***



**APEX Symposium 2005**  
**In the Service of Canada: New Perspectives**  
*Session: New Approaches to Service*

**June, 2005**



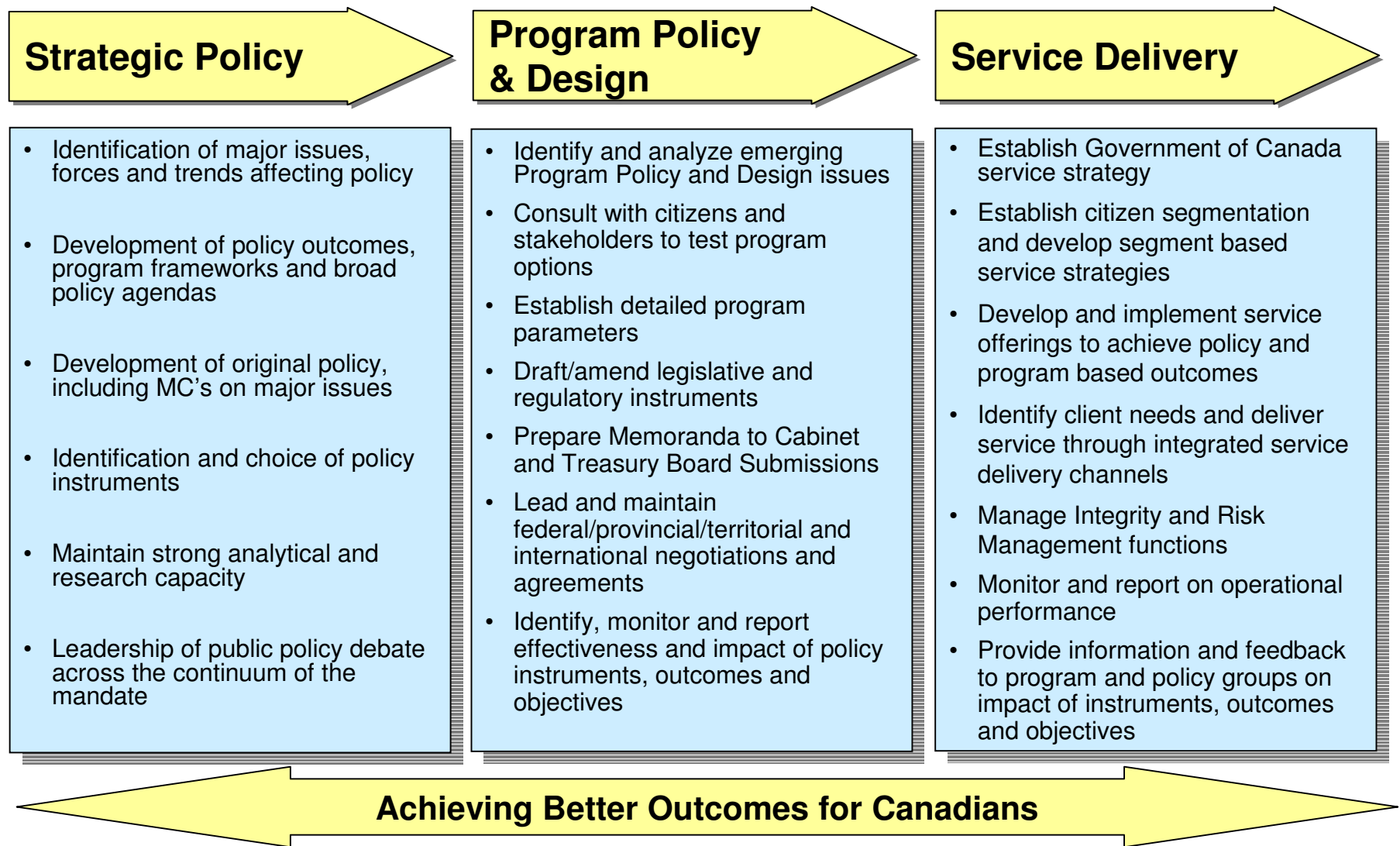
## Introducing the Service Canada Initiative

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- Work to **transform service for Canadians** has been ongoing for over two years
- Now have **GoC Service Transformation** plan and creation of Service Canada as the focal point for GoC service delivery
- **Service Canada** Initiative announced in Budget 2005 as one of the “biggest federal reforms ever in federal operations.”
- Over a **three-year period**, it will:
  1. Provide a One Stop Service Experience for GoC
  2. Deliver a broad set of integrated cross-government service
  3. Fundamentally transform the way we serve Canadians, through seamless citizen-centred service offerings
- Will realize **significant savings** in operations and program spending (\$3.05B in total savings, \$0.5B in investment, \$2.55 in net savings)
- Clear that **horizontal nature of Service Canada** is fundamental to success



# Transforming the management of policy, programs and service





## Service Canada will create a focal point for GoC service...

***Service Canada will transform service to Canadians by providing one-stop, integrated access to a full range of Government of Canada services and benefits***

### 1. Deliver seamless citizen-centred service...

*...that is integrated, easy to access, simple to use, tailored for the individual circumstance, efficient and sustainable*

### 2. Enhance the integrity of programs...

*...building public trust and confidence and ensuring that the right client receives the right service or benefit at the right time and for the intended purpose*

**Service  
Transformation  
Objectives**

### 3. Work together as a collaborative, networked government...

*...developing new models for information sharing and building common and interoperable service delivery*

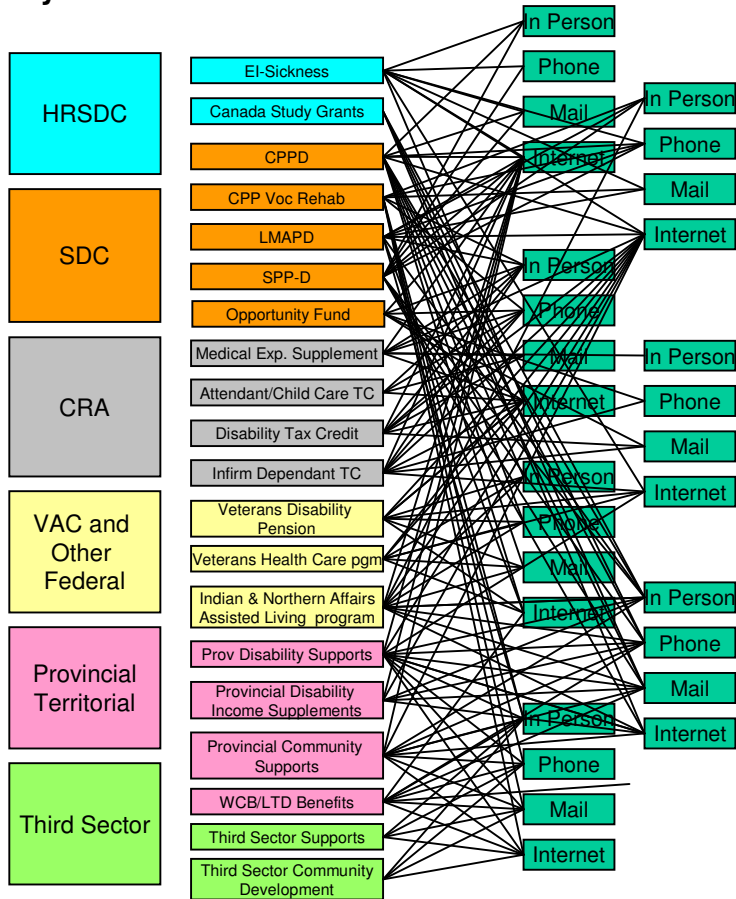
### 4. Demonstrate accountable and responsible government...

*...delivering results for Canadians, savings for government and greater transparency and visibility to Parliament*

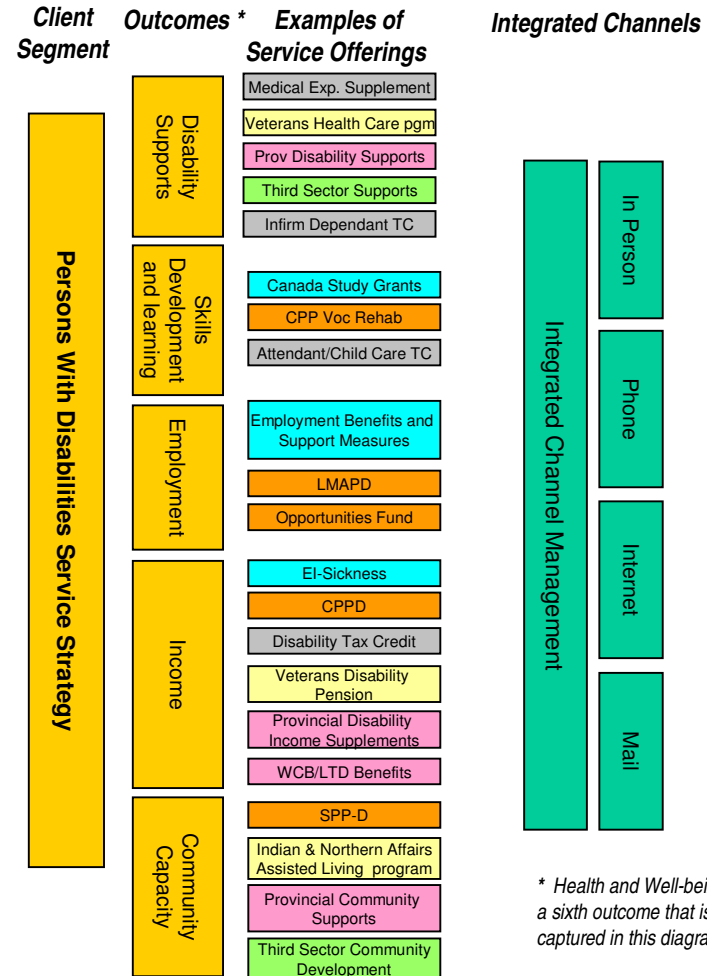


# ... And implement a Citizen Centred Service Strategy A Person With Disabilities Example

## Today



## Future



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

- **Today's** programs are through multiple departments, with multiple programs, each with their own independent service delivery channels, which has led to duplication, overlap and gaps in service
- **Tomorrow** we will organize around client needs and deliver service to support outcomes through common, integrated delivery channels
- Clients will experience improved and easier access to service & government will achieve better outcomes and more efficient service delivery



# Citizen Centred Service Offerings

## Service focused on the client

- Children, Youth, Working Age Adults, Seniors
- Aboriginal People, Persons with Disability, Official Language Minorities

## Designed around helping to achieve policy outcomes

- Which are seamless to Canadians
- Coherence between policy departments

## Delivered through integrated channels

- In Person, Internet, Call centres, Mail

## Resulting in:

- Greater focus on policy and outcomes
- A more efficient and effective service delivery organization
- Better outcomes for Canadians
- Enhanced feedback to policy departments on the needs of Canadians
- Better and more integrated service for Canadians
- Improving the service delivery experience

## Service focused on clients not departments or programs

### Service Enhancements

- May we help you?
- CPP Disability Application Process Simplification
- Simplified Application for Grants and Contributions
- Instant Social Insurance Number

**Immediate** service enhancements to make us more efficient and improve customer service

- Outreach

### Cross Government

- Canadian Agriculture Skills Service
- Passport Services
- Integrated Accident & Disability Adjudication
- Integrated Employment Service
- Official Language Minority Support

**Within the first year**, cross government service offerings will enhance federal presence and allow access to service or benefits from across departments

### Transformational

- My Account
- Identity Service - Integrated Death Notification
- Identity Service – Integrated Birth Services
- Integrated Benefits Application and payments with Provinces

**Within two years**, transformational service offerings will fundamentally change the way we deliver service for Canadians

Day 1

## Service Offerings make the transformation visible to Canadians



## Implications for Accountability

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### Policy and Program Development

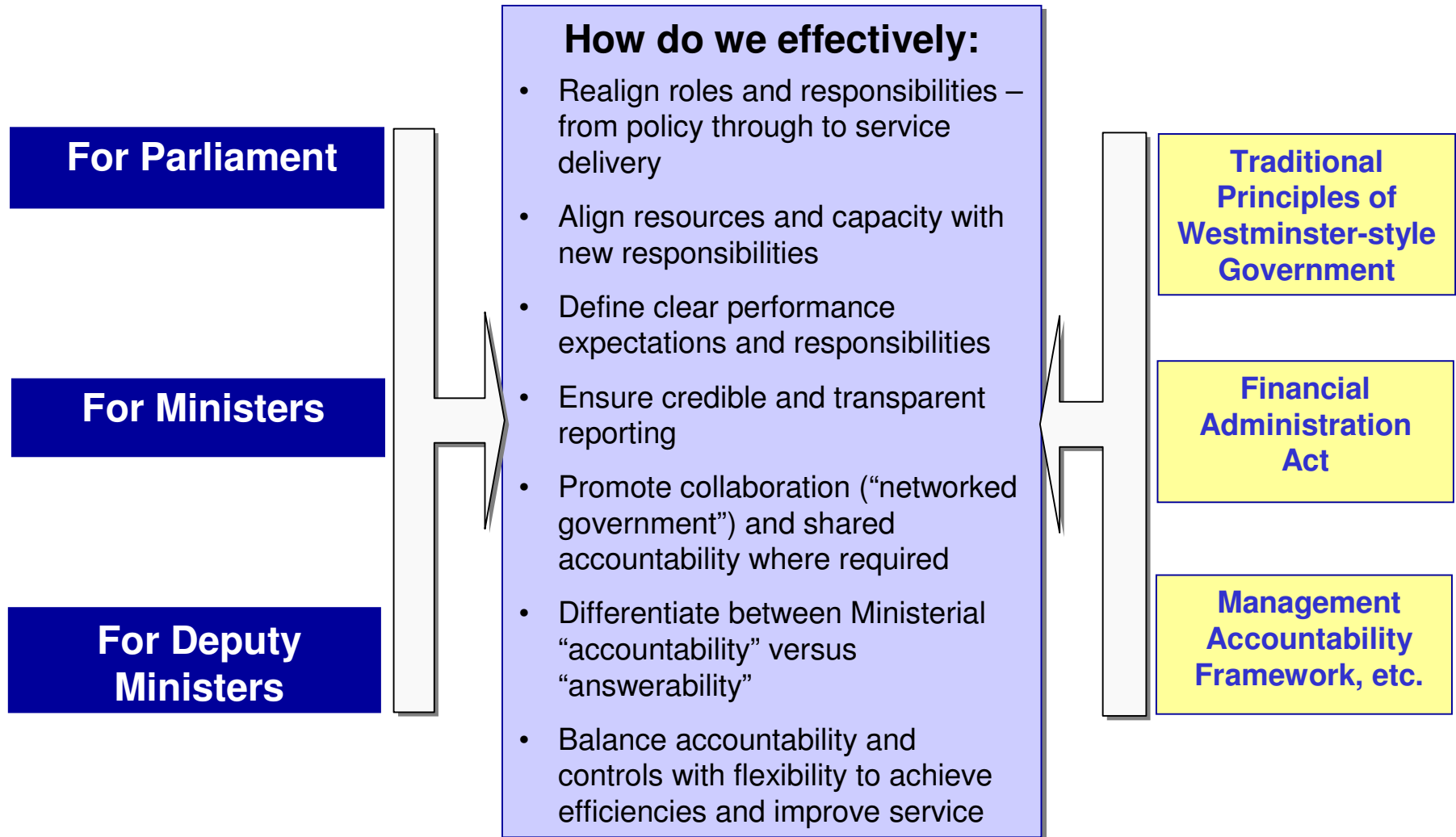
- Policy departments will no longer need to build and maintain separate service delivery networks for their programs
- Enables a concentration on the development of coherent, outcomes-focused policy and meaningful programs
- Feedback from integrated service delivery enables more coherent program design to achieve whole-of-government approach to socio-economic outcomes
- Clear accountability for program performance and the achievement of socio-economic outcomes

### Service Delivery

- New “integrated” focus on citizen-centred service and service delivery effectiveness
- More effective coordination across government for rationalizing investments in service delivery and common services (e.g. Secure Channel, Information Technology)
- More consistent, coordinated levels of service across government
- Dedicated, more efficient service delivery capability will provide more flexibility for the introduction of new programs and services
- Clear accountability for the quality of service delivery to Canadians, including accessibility, choice, accuracy, timeliness, etc.



# Implications for Accountability

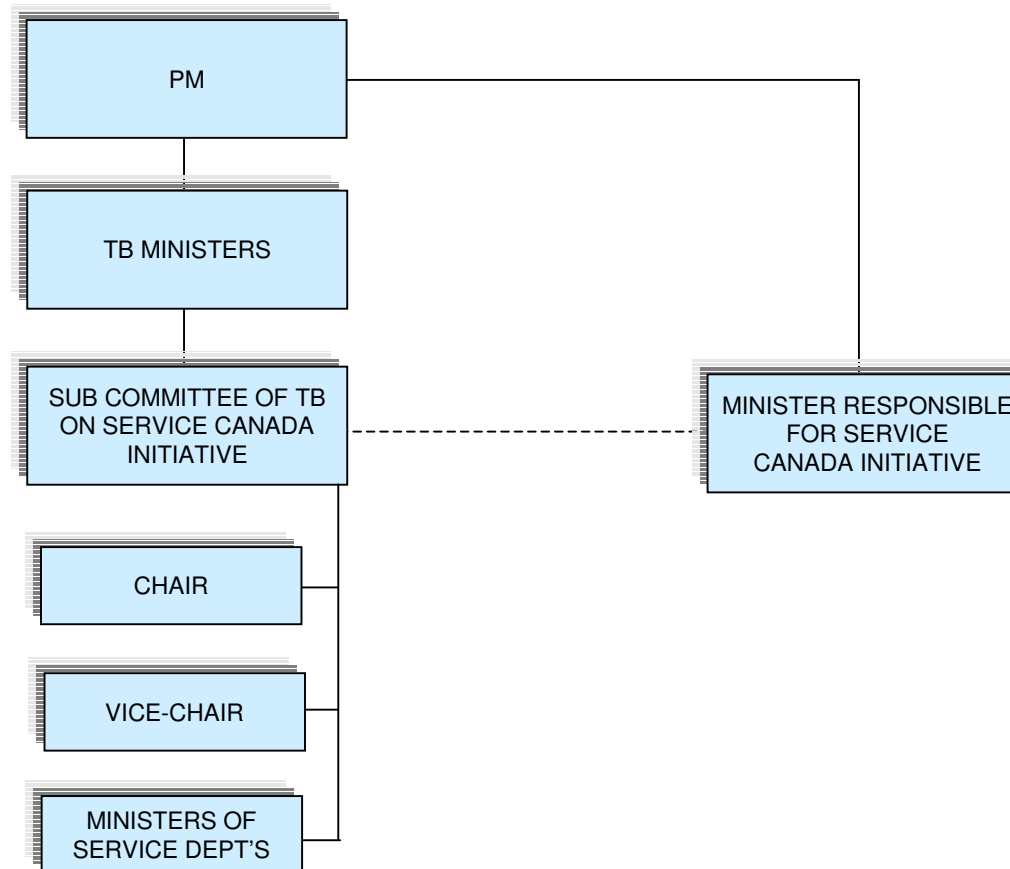




# Cabinet Oversight and Governance

## CABINET OVERSIGHT

## SERVICE CANADA INITIATIVE





## Deputy Minister Governance

**TBPAC**

**STAC**

**Committee of DMs**  
(Implementation Committee)

**DM Trilateral  
Committee**

- The Treasury Board Portfolio Advisory Committee (TBPAC) serves as the focal point for ensuring Treasury Board's integrated management agenda
- The Service Transformation Advisory Committee (STAC) provides oversight on the government-wide service transformation
- An Implementation Committee of Deputy Ministers will guide the implementation of the Service Canada initiative. Membership includes:
  - The DM of HRSDC
  - The DM of SDC
  - The DM of PWGSC
  - The Associate DM of HRSDC and SDC
  - The Secretary to the Treasury Board
  - The Deputy Secretary to the Cabinet at PCO
- The DMs for HRSDC and SDC and the Associate DM of HRSDC and SDC are members of TBPAC and STAC



## Conclusions

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- Cross government initiatives are complex but essential for successful, citizen centred transformation
- Separation of policy and program development from service delivery can also enable:
  - More coherence in both the strategic intent and the design of policies and programs
  - Stronger focus on performance results and on achieving desired and meaningful outcomes
- It is possible to manage “horizontal” service delivery in a way that maintains and improves:
  - Responsiveness and transparency to Parliament
  - Ministerial and DM accountability