



GLOBAL TRENDS AND BEST PRACTICES IN CITIZEN-CENTERED SERVICE

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www.iccs-isac.org



Presentation Outline



- 1. The Global Transformation of Public Sector Services**
- 2. Researching Citizens' and Businesses' Service Needs and Expectations**
- 3. Implementing One-Stop Service, and Achieving Service Excellence**
- 4. Enhancing Citizens' Trust in Public Organizations**

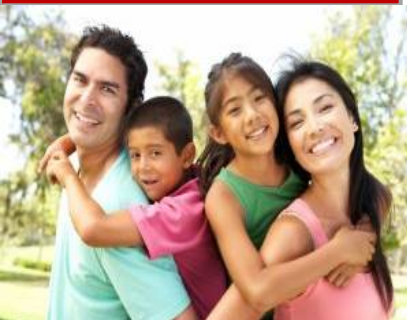


THE GLOBAL PUBLIC SECTOR **SERVICE REVOLUTION**

1. **Listening to Citizens and Businesses to Identify their Service Needs, Satisfaction, and Priorities for Improvement**
2. **Creating, Integrated One-Stop Service and E-Government Solutions to Improve Accessibility, Convenience and Efficiency**
3. **Measuring, Benchmarking and Improving Client Satisfaction to Achieve Service Excellence**

Government Service Delivery from the Citizens' ("outside-in") Perspective

UNDERSTAND CLIENTS' SERVICE NEEDS



PROVIDE ONE-STOP SERVICE

Finding/Accessing the Service or Group of Related Services

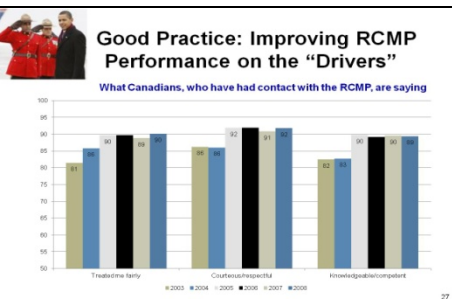
FINDING THE SERVICE

-e.g. knowing the service location or phone #

Call Center

ACCESSING THE SERVICE

- e.g. parking, or getting through on the phone or Internet.



PROVIDE SERVICE EXCELLENCE

SERVICE DELIVERY QUALITY:
 One's experience with the service provider

- why clients are or are not satisfied with the service they receive.

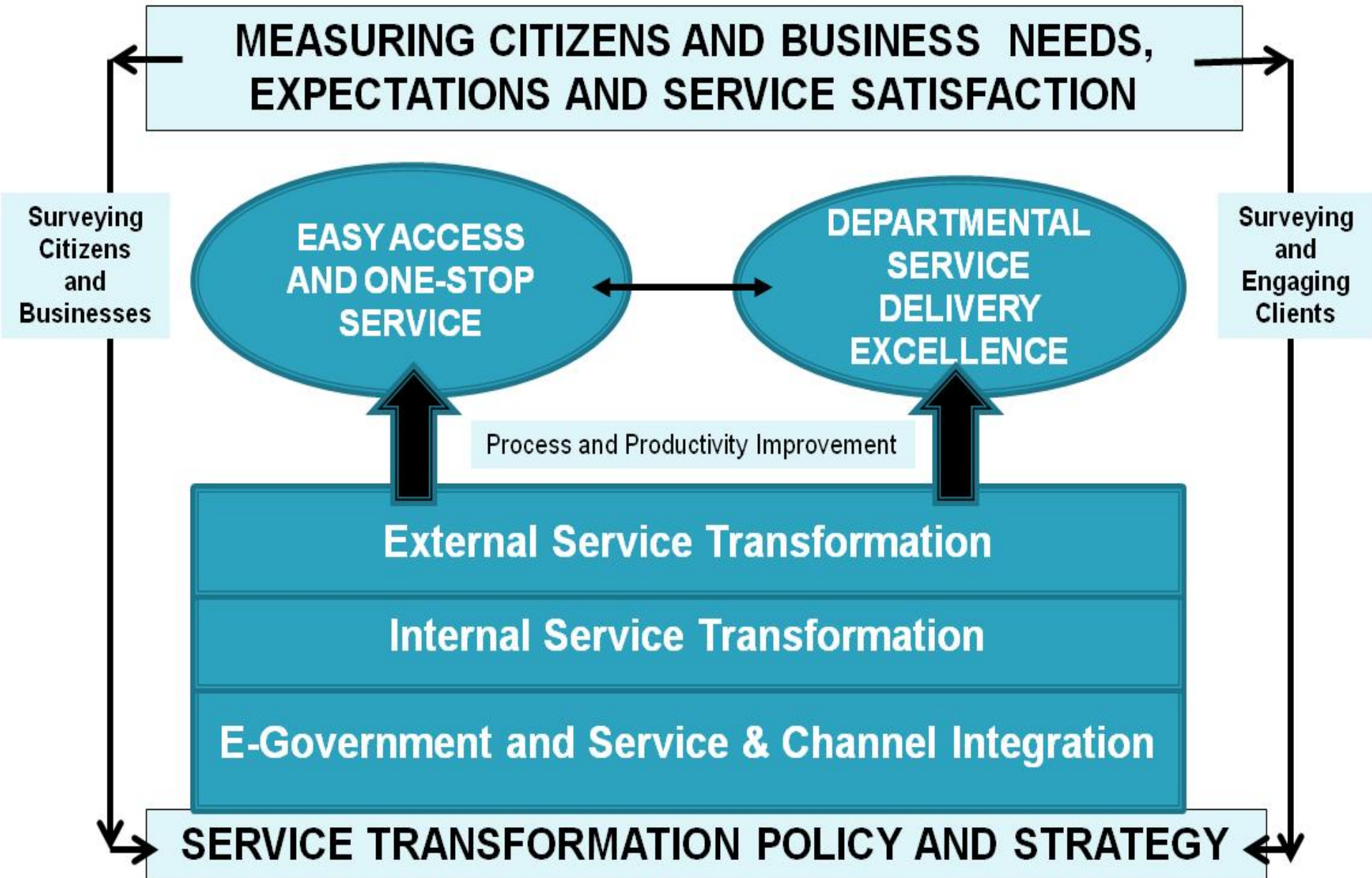


PROMOTE SERVICE IMPROVEMENT

PRIORITIES FOR IMPROVEMENT

- using the survey results to guide improvements

An Integrated Approach to Citizen-Centered Service



OPDC

Office of the Public Partner
Development Commission

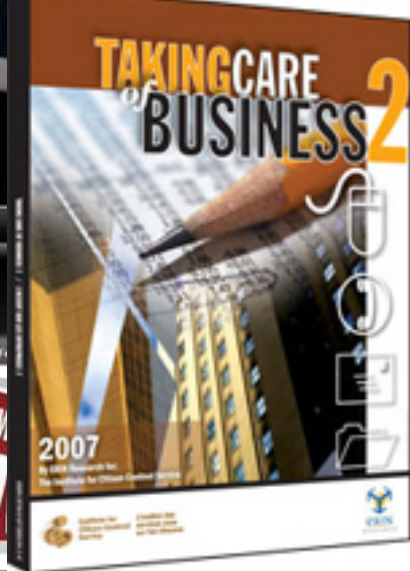
OPDC is Leading Similar Changes in Thailand:
Measuring Satisfaction with Services; e-Government;
Streamlining Processes; One-Stop Service for Citizens
and Business; and Improving Citizen Access (1111)



One Start One Stop Investment Center



Since this is an International Phenomenon: What Are Some Global Best Practices?



1. Global Best Practices in Understanding Citizens' and Businesses' Service Needs and Expectations:

Canada and New Zealand



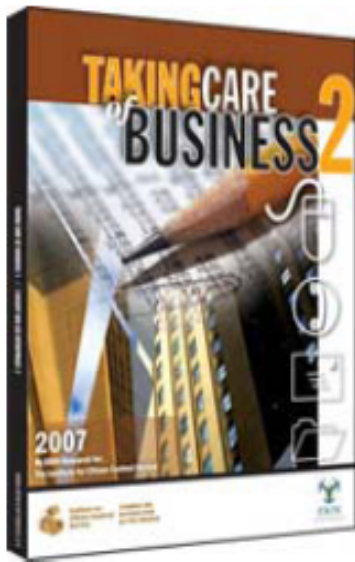
Defining Citizen-Centred Service Delivery

“Citizen-Centred Service incorporates citizens’ concerns at every stage of the service design and delivery process; that is, citizens’ needs become the organizing principle around which the public interest is determined and service delivery is planned.”



*-Task Force on Service Delivery Models,
Government of Canada*

Canada and New Zealand are Global Leaders in Regularly Surveying Citizens' Service Expectations and Satisfaction

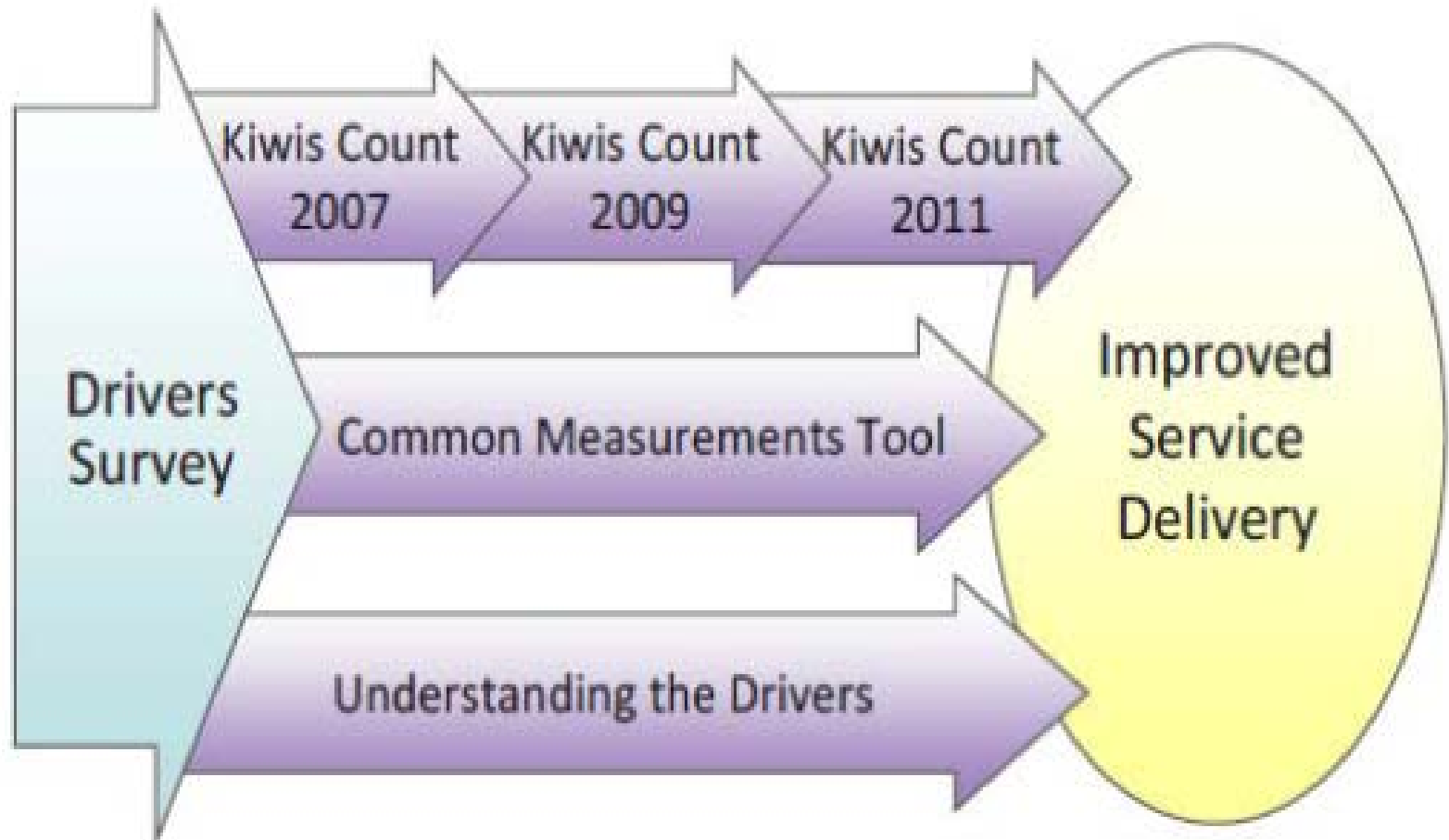


CMT User Manual



Listening to Canadians:
the 12,000 person
Government of Canada
Internet Panel

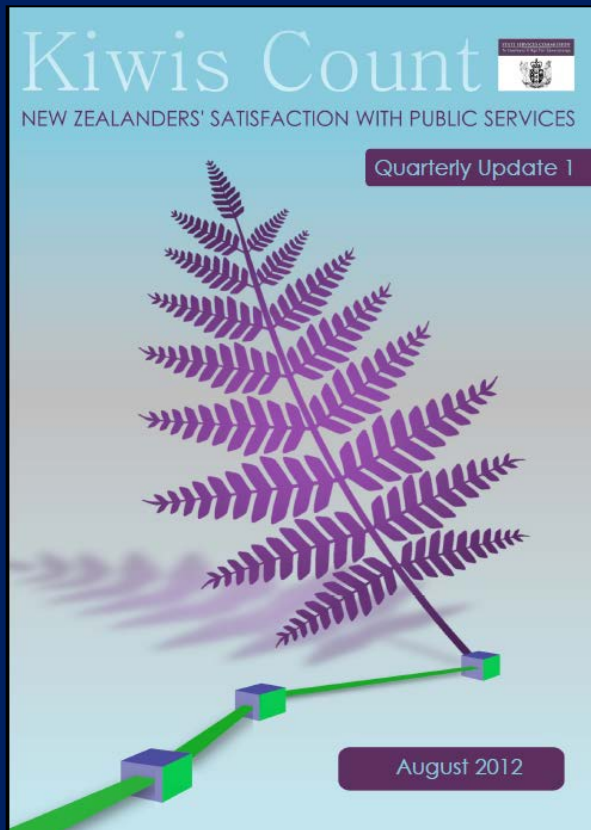
New Zealand- Surveying Citizens and Using the Results to Drive Service Improvement



Kiwis Count



NEW ZEALANDERS' SATISFACTION WITH PUBLIC SERVICES



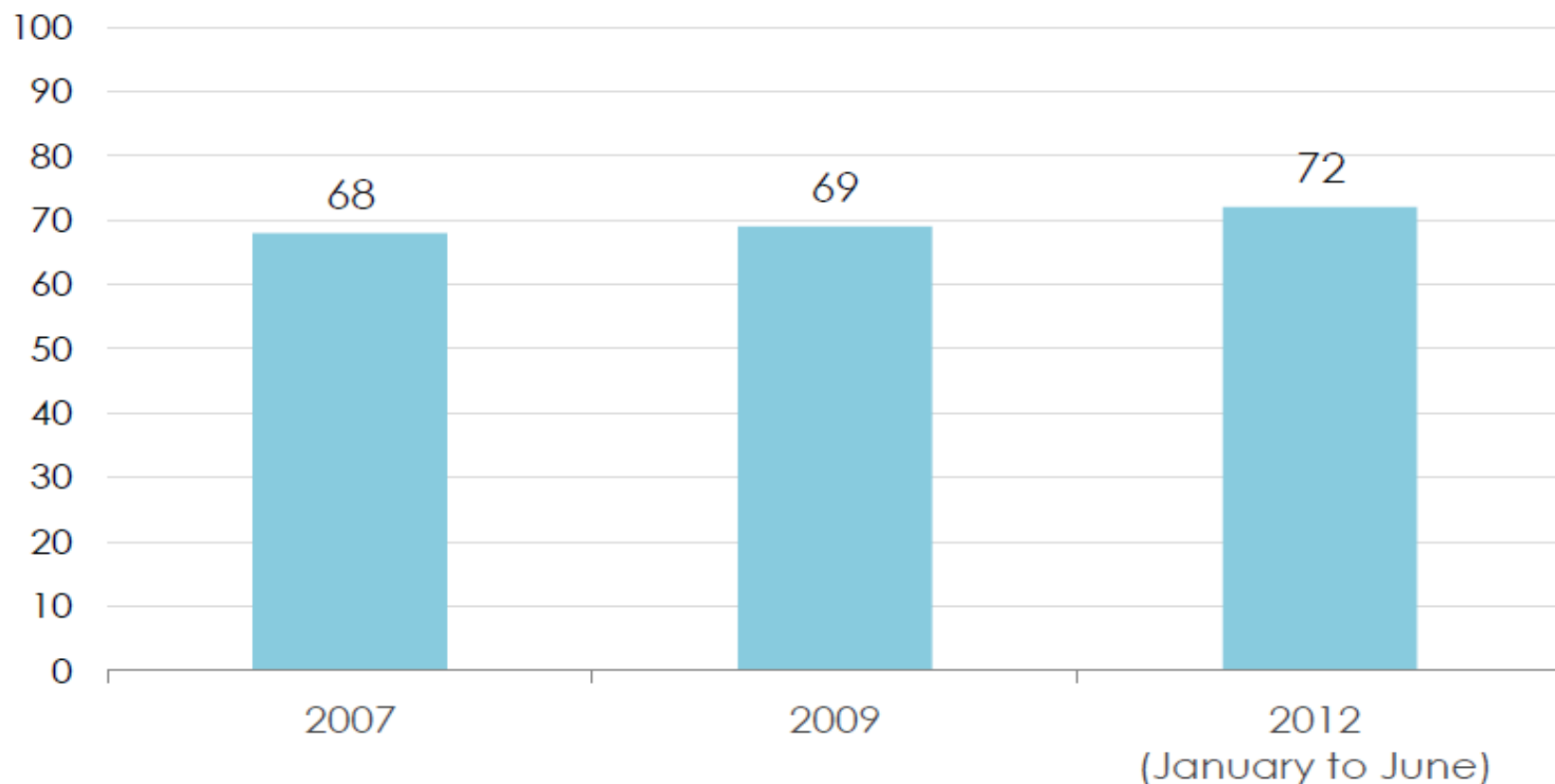
- Since 2006, the New Zealand Government has annually surveyed a random sample of several thousand Citizens to identify citizens' service Expectations, as well as Government Service Performance.
- Since 2012, the Kiwis Count surveys are conducted quarterly

Kiwis Count



NEW ZEALANDERS' SATISFACTION WITH PUBLIC SERVICES

Service Quality Score Trend: All Services (2007 to 2012)



New Zealand: Improving Government Service Satisfaction Scores through Citizen Surveys

Service Quality Scores: Service Groups

Service Group	Service Quality Scores		
	2009	June 2012	Change in SQS (2009 to 2012)
Border Services	71	77	6
Taxation & Business ⁷	62	68	6
Justice & Security	63	67	5
Environment & Recreation	72	75	3
Local Government	69	72	3
Health	69	72	3
Social Assistance & Housing	68	70	2
Passports & Citizenship	77	78	1
Education & Training	68	69	1
Motor Vehicles	.	79	.
Service Quality Overall	69	72	3

New Zealand- Satisfaction Scores are Rising

Service Quality for Individual Services

27¹²
Increased

The *Kiwis Count* data collected between February 2012 and June 2012 showed that 27 services improved since *Kiwis Count 2009*. Twelve of these increases were statistically significant (up from nine in 2009). The largest increases came from the services *Importing goods into New Zealand or customs duties* and *New Zealand superannuation*. Both increased by nine points.

03
No change

Three services recorded the same service quality score in the first six months of 2012 as they did in the 2009 survey.

06¹
Decreased

Six services recorded decreases in service quality, although only one, *Applying for or receiving a student loan or student allowance*, was a statistically significant decrease (four services recorded significant declines in the 2009 survey).



New Zealand
POLICE
Nga Pirihimana o Aotearoa

Citizens' satisfaction with New Zealand Police services hits record high

Wednesday, 15 May 2013 - 10:13am, National News

Public satisfaction with Police services has hit record high levels, a recent survey shows. Monthly results for April 2013 in Police's ongoing citizens' satisfaction survey have recorded the highest ever level of satisfaction with Police service delivery, - contributing to a overall satisfaction rating of 83% - up 1% for the year to date

(NOTE: in 2006 it was 58%).

“Also really pleasing is that public trust and confidence in Police remains high at 78%, a rating that would be the envy of many overseas police jurisdictions.” (www.police.govt.nz)

Canada: Systematic Listening to Citizens and Business, and Improving Performance

Understanding the Big Picture (Citizen Level)

- ▶ Citizens First national surveys every two years
- ▶ Taking Care of Business national surveys every two years
- ▶ Annual Canada Internet Panel (13,000 people)
- ▶ National focus groups (e.g. telephone service)

Departmental/Program Level (Client Level)

- ▶ The *Common Measurements Tool* (CMT)
 - ▶ Developed by public managers for public managers
 - ▶ Housed at the Institute for Citizen Centred Service

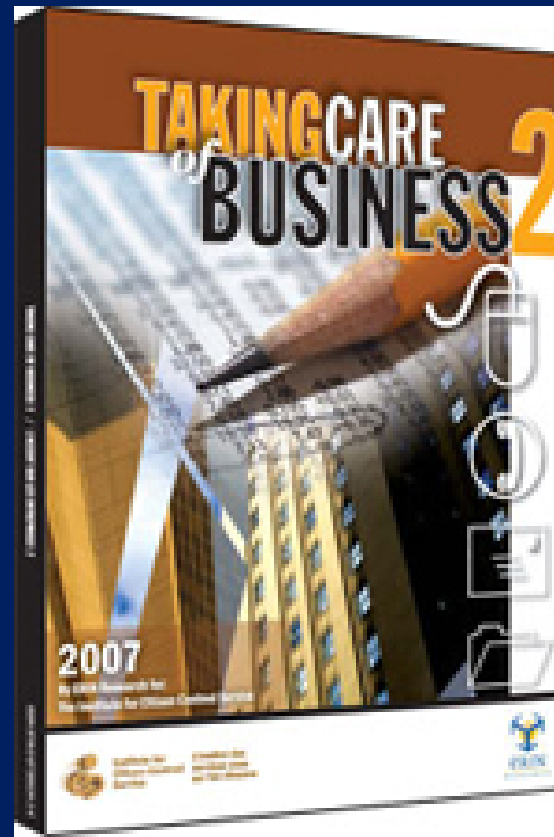
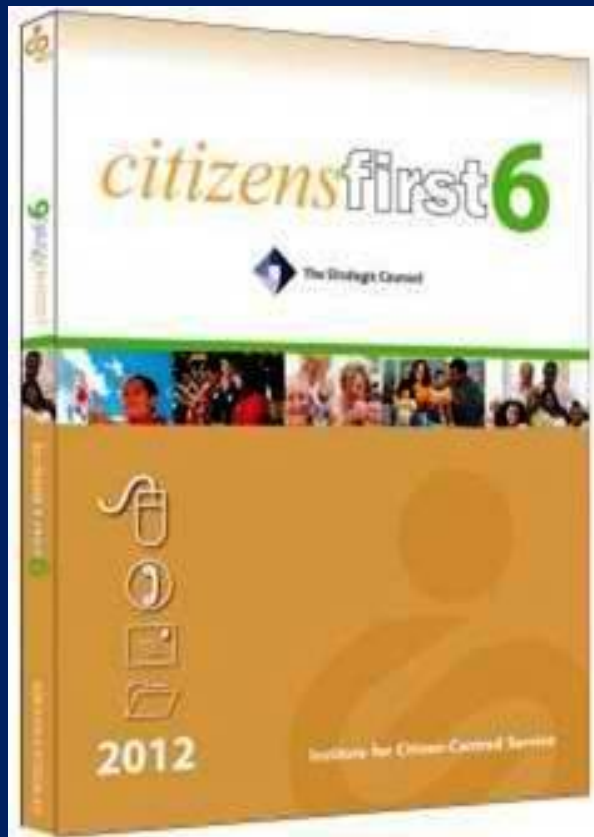


www.iccs-isac.org



- ▶ The CMT is based on the known “drivers” of client satisfaction
- ▶ The CMT permits programs to benchmark their results with others

Listening to Citizens' and Business' Service Expectations and Satisfaction in Canada: Systematic Biennial National Surveys (sponsored and funded by all levels of government)



Engaging with Canadians: the Government of Canada Internet Panel



Canada has used Internet-based citizen panels for over a decade.

- ▶ Over 13,000 Canadians have been recruited to the Canada Internet Panel each year;
- ▶ Several general surveys on service satisfaction and service issues are conducted with the panel throughout the year;
- ▶ Individual departments use the Internet Panel to test service proposals, such as new websites, as well as policy, program design and delivery issues;
- ▶ On-line focus groups are conducted on service issues

“Canada also leads the world in its systematic engagement with its citizens’ views. The Internet Research Panel recruits over 10,000 people from across the country each year to participate in online polls, discussions and focus groups, covering every topic from online services to foreign policy.” – Computing.co.uk

Canada: the Surveys are Conducted by the Governmental Institute for Citizen Centred Service

- The Institute is Governed and funded by two Councils: the Service Delivery Council and the Chief Information Officers Council, representing all three levels of Government.



www.iccs-isac.org

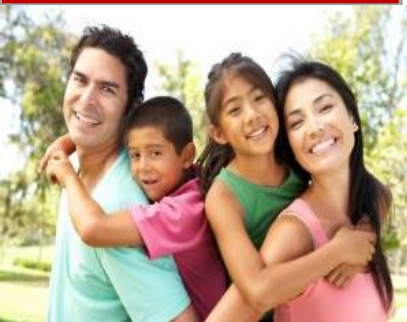
“The Institute for Citizen-Centred Service, works with governments across Canada and around the world to improve citizen satisfaction with public sector service delivery.....Canada's focus on self-examination and its relentless pursuit of user feedback have allowed it to continue to build what is clearly one of the world-leading customer-focused government programs...setting the standard for the rest of the world.”

.....,,,,Accenture



The Survey Research Tracks Government Service Delivery from the Clients' ("outside-in") Perspective

UNDERSTAND CLIENTS' SERVICE NEEDS



PROVIDE ONE-STOP SERVICE

Finding/Accessing the Service or Group of Related Services

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-e.g. knowing the service location or phone #

Call Center

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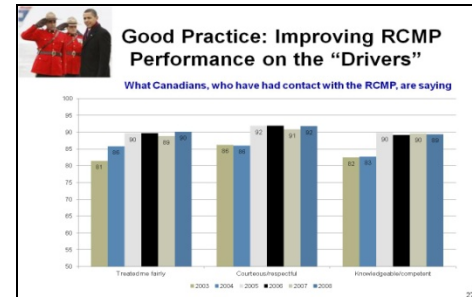


PROVIDE SERVICE EXCELLENCE

SERVICE DELIVERY QUALITY:

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PROMOTE SERVICE IMPROVEMENT

PRIORITIES FOR IMPROVEMENT

- using the survey results to guide improvements

How Do Citizens Experience Government Service?



Citizens' Needs & Expectations

Over 90% of Citizens expected as good or better service from the public sector than the private sector.

Citizens often needed more than one government service – especially when dealing with life events such as birth, death, travel, unemployment and migration

Finding the Service

40% of Citizens did not know where to start to find the service they needed:

- confusing blue or Web pages
- services not well advertised, (CF5)

Two thirds of Citizens said it was difficult to access the people or information they needed:

- busy telephones
- voice mail or IVR
- “not my department”
- broken links on Web sites (CF5)

Citizens are often required to manage the “white space” between related services (service bundles/clusters)

Accessing the Service

Service Delivery: Citizens' Experience with the Service Provider

Public services received an average service quality score of 72 out of 100 (CF5)

Five factors drive service satisfaction: timeliness, knowledge & competence, courtesy/extra mile, fairness and outcome.

When all five are performed well, public services score 87 out of 100; when one driver fails the score drops to 74/100, when four fail – 37/100 (CF3)

Timeliness is most important driver across all services & the telephone channel remains their priority for improvement.

The Canadian and UK Research: Five Main Factors Drive Service Satisfaction

These satisfaction drivers and their relative importance are those found in the *Citizens First Studies*

Citizens First

CLIENT SATISFACTION




©ICCS-
ISAC 2005

* Drivers vary by type and strength with the business line and channel

Canada: A Steady Increase in Citizens' & Businesses' Service Satisfaction through Listening and Responding to Citizens

	Average score (0-100)						Best in Class
	National						
Service Satisfaction	CF1	CF2	CF3	CF4	CF5	CF6	CF6
Overall* National – 25 services	64	64	67	73	72	74	81



 ↑ 10 points or 15%

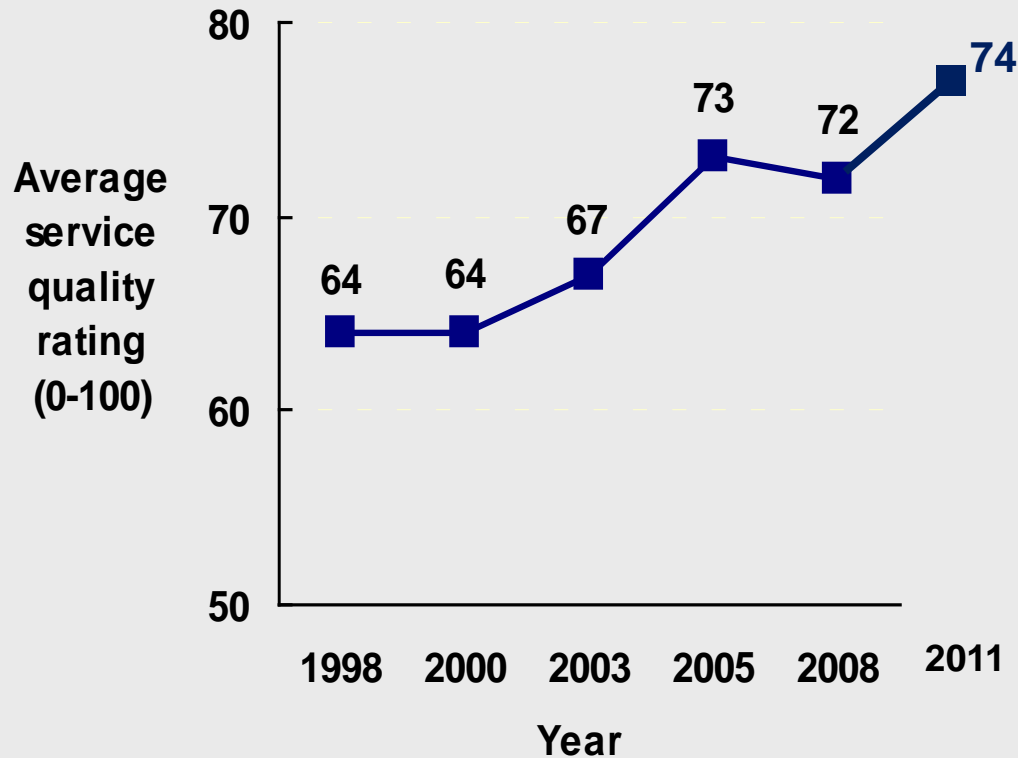


Source: ICCS CF6

www.iccs-isac.org

Improving performance..... making a difference for citizens

Long-term trend for 26 services



2. Some Global Best Practices in One-Stop Service and E-Service:

Australia, Canada, Portugal,
Singapore, USA and Malaysia



Malaysia's New One-Stop Services for Citizens and Businesses

**NOW
A SINGLE CONTACT NUMBER
FOR ALL MINISTRIES**

03-8000 8000

1Moccc
1 MALAYSIA ONE CALL CENTRE

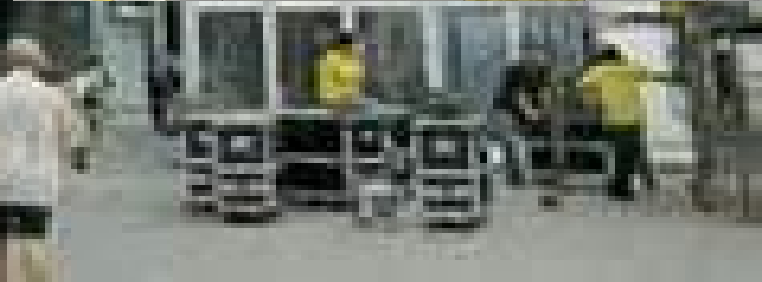
LEAD AGENCY **MAMPU** STRATEGIC PARTNERS **M F** **JPA** **7M**

Logos of various Malaysian government agencies are displayed, including MAMPU, M F, JPA, and 7M. The background features a collage of people using various communication methods like mobile phones, laptops, and faxes.



Malaysia`s New Urban Transformation Centres:

Government `Department Stores` : 3 Levels of Government, Offering 70 Services; Open 7 days a week from 9am to 10pm



Australia's Centrelink: over 300 one-stop offices for citizens and businesses, plus mobile vans, one-stop E-service, and call center service



Portugal's “Citizen Shops” Offering 50 Services



The “**citizen shops**” across the country come under the Institute for the Management of Citizen Shops, a public sector institute under the authority of the Ministry of Finance.

- ▶ Services co-located include social protection, pension funds, civil status certificates and extracts, plus business and taxation services. There are also services provided by the Ministry of Health, the Post Office, the railways and the national tourism agency (over 50 government and other agencies are included).
- ▶ Private companies such as banks and telecommunication services, and notary services are also involved. The “citizen shops” issue official documents: passports, identity cards and driving licenses.

Canada: has 600 One-Stop Service Delivery Centers for citizens and business at the National, Provincial and Local Government Levels, plus a 1-800-OCANADA call center, and award-winning E-service

ServiceOntario
making it easier



Fast – Friendly – Easy Access to Ontario government services all at the click of a mouse!



- ✓ Birth, death and marriage certificate applications*
- ✓ Business registrations*
- ✓ Licence plate sticker renewals
- ✓ Integrated address change
- ✓ Access to more than 400 government forms and so much more...

*We even have money-back guarantees on select online services.

www.ServiceOntario.ca

Paid for by the Government of Ontario

Service Canada  **Canada**
People serving people

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[Home](#) > [My Personal Page](#)

Edit My Profile
Change your personal preferences

My Benefits
Employment Insurance
Apprenticeship Grant
See all benefits I might qualify for

My Services
Job Bank
Employment
See more services

Log Out
Leave your personal account area

Page Tools
Read to Me
Increase Text Size

Mobile **Subscribe** **RSS** **Podcasts**

My (Secure) Personal Page
Welcome Back Charles

Please note that we have not received your reporting cards for the week ending 22 January, 2011.

- If you have forgotten, please complete them as soon as possible.
 - [Submit your EI reports online \(Video Tutorial\)](#)
- If you have found work, please advise us by [completing this online form](#)

On your last visit you accessed the following services:

- Employment Insurance information
 - [Apply for Employment Insurance](#)
 - [Submit EI Record of Employment](#)

Tell us what you would like to do today? 

Suggestions based on your previous activities:

- [View your EI Claim Status](#)
- [Obtain EI Tax Information Slips for the 2010 tax year](#)
- [Find out about the Career Transition Assistance Program](#)
- [Find out about a job in your area](#)

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Date Modified: 2011-01-27

[Top of Page](#) [Important Notices](#)

Canada: 600 one-stop Service Canada offices



Inter-Governmental One Stop Centers: all levels of government are co-located at Ottawa City Hall



One-Stop Health and Social Services – “211Ontario” Involves all levels of Government and Health & Social Service NGOs

**211Ontario is a One-Stop Service
for Integrated Health and Social Services**
(Internet and Telephone Channels)



211Ontario.ca

Service Canada

 **211Ontario.ca**



**211Ontario.ca Online
Directory of Services**
A bilingual directory of more than
56,000 agencies and services
together on one searchable web
site.
[211Ontario.ca Partner Sites](#)
Find local 211 Ontario sites



Easy access to community,
social, health and related
government services
in Ontario

► **English**



L'accès facile aux services
communautaires, sociaux,
de santé et gouvernementaux
connexes en Ontario

► **Français**



Ontario **Canada**



TORONTO



United Way
of Canada

E-Service Development Supports Both One-Stop Service and Ministry Service Improvement



Online web chat available
Talk to us today!

[Click Here](#)

or call (02) 737-1111

NSO Birth
Certificate
Delivery

(02) 737-1111
birthcertificates.com.ph

UN Country Rankings by E-Service Maturity



Table 2.1 Top 20 countries in online service delivery

Country	Online service index
Republic of Korea	1.0000
Singapore	1.0000
United States	1.0000
United Kingdom	0.9739
Netherlands	0.9608
Canada	0.8889
Finland	0.8824
France	0.8758
Australia	0.8627
Bahrain	0.8627
Japan	0.8627
United Arab Emirates	0.8627
Denmark	0.8562
Norway	0.8562
Israel	0.8497
Colombia	0.8431
Sweden	0.8431
Estonia	0.8235
Saudi Arabia	0.7974
Malaysia	0.7908

USA.gov: One-Stop Web Portal

[Home](#) | [FAQs](#) | [Site Index](#) | [E-mail Us](#) | [Chat](#) | [Publications](#)

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1-800-FED-INFO (333-4636)

[Search Trends](#) | [December Traditions](#) | [Women in Service](#) | [SEC Charges Fraud](#) | [Santa Tracker](#)

[Get Services](#)

[News](#)

[Explore Topics](#)

[Find Government Agencies](#)

Contact Government

Help Veterans Get Jobs



Win a cash prize by developing a badge system to help Veterans link skills acquired in the military and the duties performed in civilian jobs.

[CONTEST RULES](#)

POPULAR TOPICS

1. Government Jobs
2. A-Z List of Agencies
3. Grants, Loans, and Financial Assistance
4. Government Auctions
5. Unclaimed Money

Just for You ...

- Citizens
- Businesses and Nonprofits
- Government Employees
- Visitors to the United States
- Seniors
- Military and Veterans

[MORE AUDIENCES](#)

U.S. Postal Service App

Track packages, find Post Offices, look up a ZIP code and many more tools.

[More on U.S. Postal Service App >](#)



[FIND MORE APPS](#)

Take Our Poll

How much do you plan on spending on the holidays this year?



- Less than \$100
- \$100-\$300
- \$300-\$500
- More than \$500

[VOTE TO SEE RESULTS](#)

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USA: The State of Texas Inter-Governmental One-Stop Web Portal

THE OFFICIAL WEBSITE OF THE STATE OF TEXAS

TEXT SIZE [A](#) [A](#) [A](#)

LANGUAGE [English](#) ▼



texas.gov

Search

Find almost anything on Texas.gov



[More search options »](#)

Popular searches this week

Vehicle Registration, Lottery, Driving Record, CHIP, Voting Info

Quick Links

- Vehicle Registration Renewal
- Driver License Renewal
- Concealed Handgun License
- Texas Veterans Portal
- Emergency Preparedness



State of Texas

[Governor's Website](#)
[Legislative](#) | [Judicial](#)

Do.

Take it online! Access Texas government services here.

- Renew Vehicle Registration
- Order Driver Record
- Renew Driver License/ID Card
- Order Vital Records
- Pay CHIP
- Pay Sales Tax

[Do More](#) ▶

Discover.

Look here for Texas information by category.

- Agency Finder
- Assistance & Benefits
- Business & Professional
- Employment & Jobs
- Information Near You
- Licenses & Permits

[Discover More](#) ▶

Connect.

We have many ways to keep you informed. Meet us here!

- Social Media
- Mobile Applications
- Notifications & Alerts
- Community Ideas
- Open Data
- Photo Gallery

[Connect More](#) ▶

Ask.

Sometimes it's easier to ask. Go ahead, we're here to help.

- FAQs
- Live Chat
- Find an Agency
- Contact Information
- Community Questions
- 2-1-1 Texas

[Ask More](#) ▶

Singapore: One-Stop Portal for Business

BizFile- One Day to Register a Business Online

(The World Bank Ranks Singapore Number 1 in East Asia for Ease of Doing Business)

bizfile

ACRA's one-stop business services portal

CONTACT
INFO

FEEDBACK

SITE
MAP

Home

About Bizfile

e-Services

e-Guides

ACRA Home

e-Services

QUICK ACCESS

> By Entities

> Public Accountant
Related Services

> Deposit Services

> Transaction Status
Enquiry

> Payment

> Refund

> Referral Authority

SEARCH [Learn More](#)

- Entities (Including [PA](#) and [PAF](#))
- Public Accountants
- e-Services



Search By Name

SEARCH



LOGIN

> [SingPass](#) 



Comparison Table

BUSINESS FIRM (SP or Partnership)	LOCAL COMPANY (Public/Private Ltd)	FOREIGN COMPANY
LIMITED LIABILITY PARTNERSHIP		LIMITED PARTNERSHIP

What is a Business Firm?

A business is a [sole proprietorship \(SP\)](#) or a [partnership](#).



ANNOUNCEMENTS

1) Revision of Information Fees

Wef 1 Jan 2012, there will be a fee increase in subscription services and iShop products.

Pls refer to the iShop brochure for more information.

Singapore- 25 “Citizen Connect” Offices



- ▶ **There are 25 One-stop centres with easy and convenient access to government services via internet stations**
- ▶ Among the 1600 Government services available, residents can pay government bills, renew and apply for season parking tickets, pay for library fines, apply for business licences or even find out more government policies, such as the baby bonus, at Citizen Connect, without needing to travel far.

India: Community Service Centers - 100,000 Kiosks in Rural Villages, via a set of Public-Private Partnerships



- ▶ **CSC is meant to be a low cost vehicle for Government institutions to deliver eGovernment services to the rural population of India in the most cost-effective manner.**
- ▶ **They are the physical front-end for delivery of eGovernment Services to citizens and accepting requests for government services from the citizen via eForms. They are also be used for delivery of services and interaction with private service providers.**
- ▶ **The program has created 100,000 CSCs across India`s rural and remote locations of India as of 2012.**

Conclusion: Three Types of One-Stop Centers are Emerging Globally

1. Information Gateways (One-stop Websites, Information Counters, and Call Referral Centres)



2. Service "Department Stores" which provide a wide range of government services in one place, either on-line or store-front (e.g. Service Canada or the Malaysian UTCs)



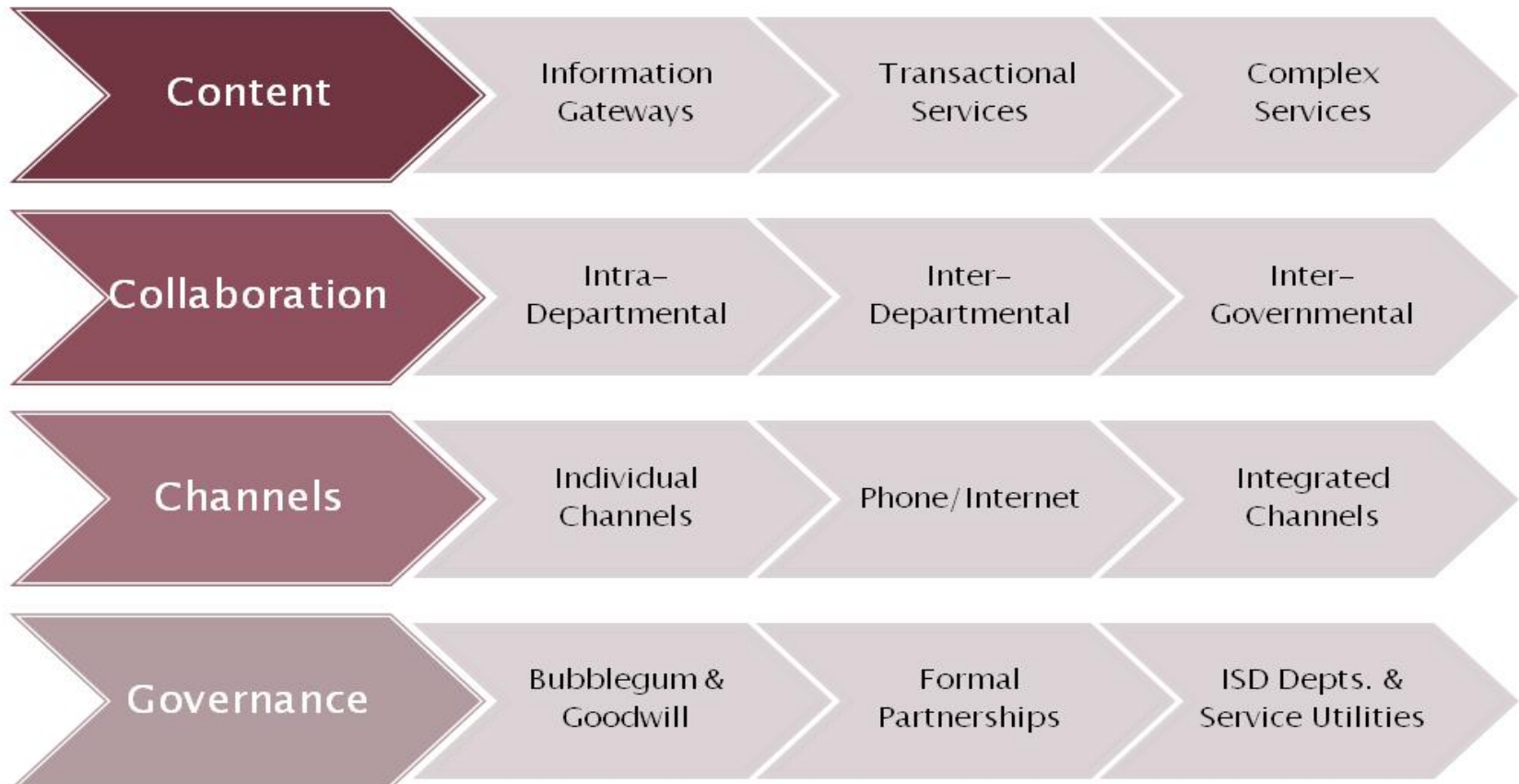
3. Service Boutiques with one-stop services bundled by client or by related services (e.g. businesses, senior citizens, health and social services)



There Are Four Trends in One-Stop Service

The Evolution of Integrated, One-Stop Delivery Models

Four Trends in Service Collaboration

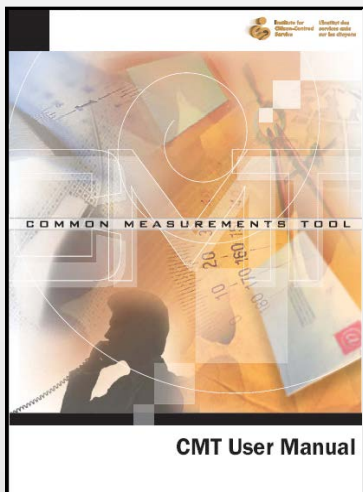


3. Global Best Practices in Measuring and Benchmarking Client Satisfaction to Achieve Service Excellence:

Canada and New Zealand



Best Practice in Measuring and Benchmarking Client Satisfaction: Canada's Common Measurements Tool



Institute for
Citizen-Centred
Service

L'Institut des
services axés
sur les citoyens

- A multi-channel instrument for designing client satisfaction surveys; has a “bank” of standard questions;
- Based on empirical research into the “drivers” of service satisfaction
- Designed by public servants, for public servants; free to the Canadian public sector
- Enables public organizations to benchmark results with others if the “core questions” are used;
- Being used at all three levels of government across Canada and in a number of other countries like New Zealand, Malaysia, UAE

Obtain from: www.iccs-isac.org

IPAC Gold Award

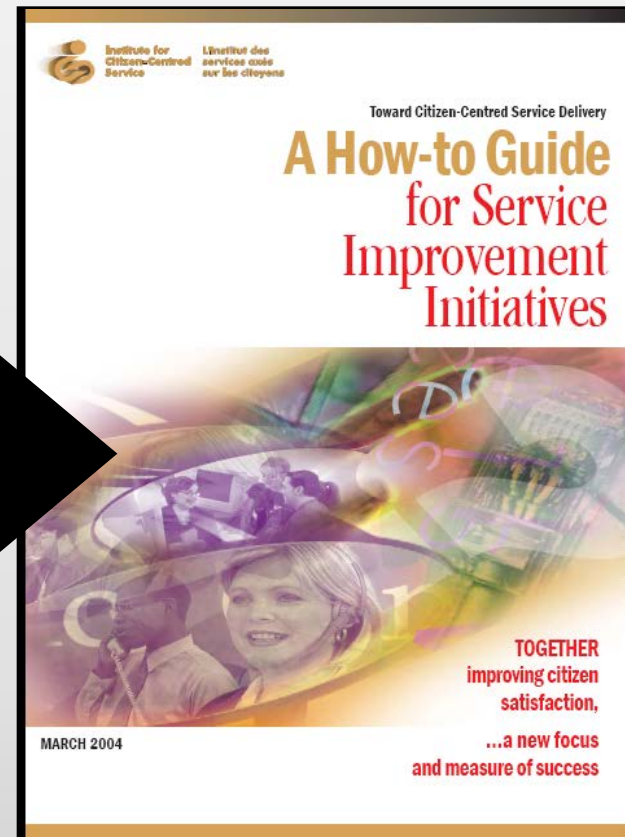


CAPAM Silver Award



Used by Canada, Australia, Malaysia, New Zealand UAE, Qatar, and other countries

Listening to Clients and Improving Service Satisfaction in Canada: The Common Measurements Tool, and the Service Improvement Guide

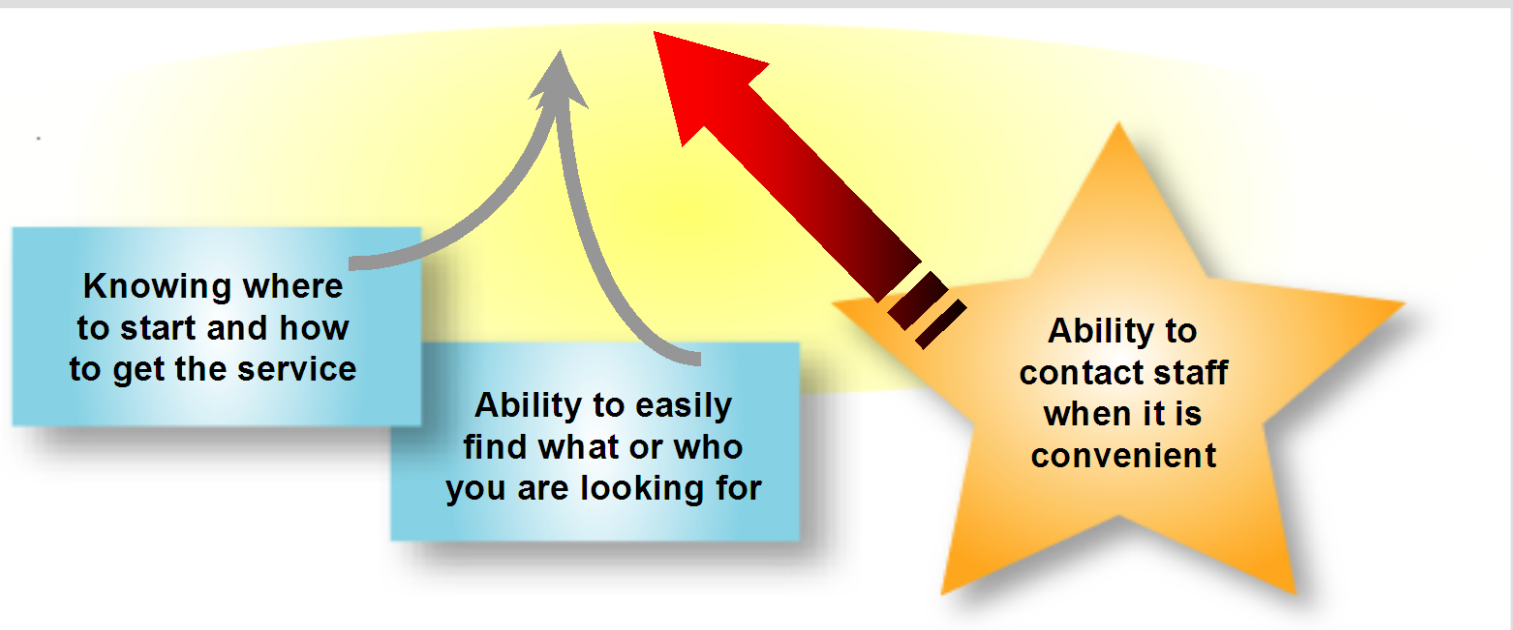


The CMT is used across the entire Canadian Public Sector and under license in New Zealand, Australia, Malaysia, UAE, Qatar and several other countries

Citizen Access to Services: Drivers of Client Satisfaction

Successful access concludes with contacting staff when it is convenient – the key driver

Citizens First 4 **ACCESS**



Research has Identified Five Main “Drivers” of Service Satisfaction*

These satisfaction drivers and their relative importance are consistent with those found in the biennial *Citizens First* Studies

Citizens First 4

CLIENT SATISFACTION

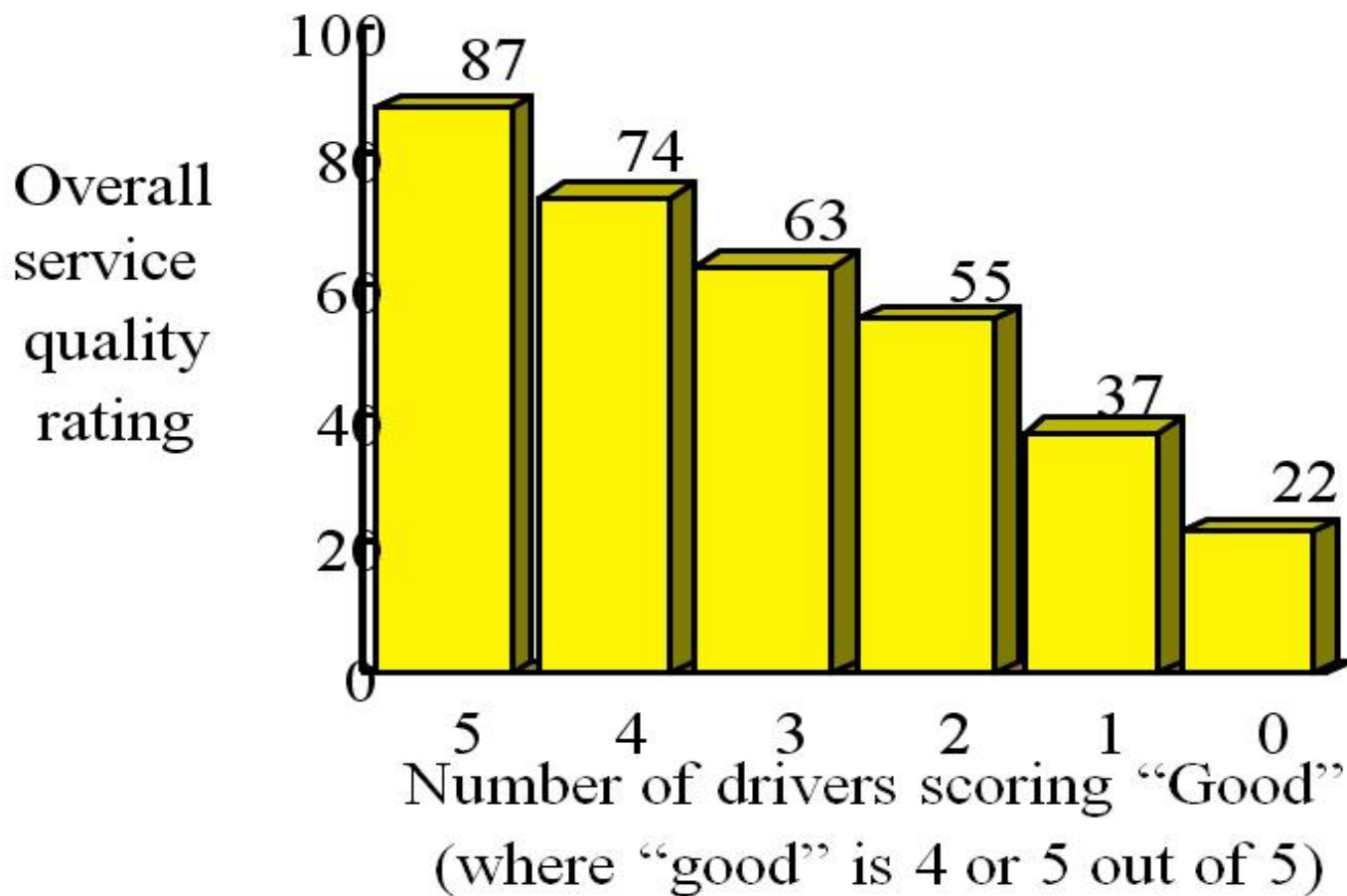


©ICCS-
ISAC 2005

* Drivers vary by type and strength with the business line and channel

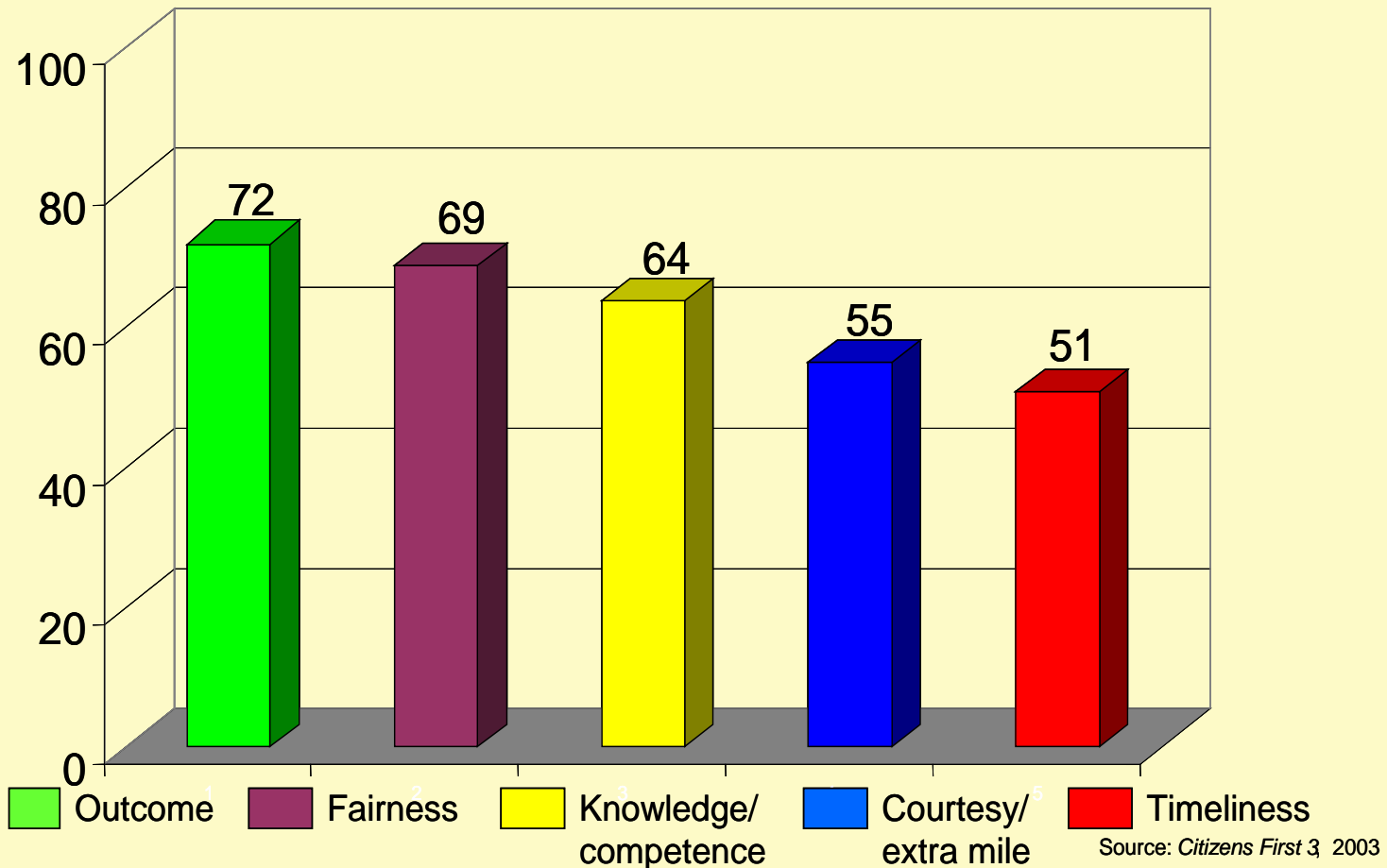
Performance on the Five “Drivers” Determines Overall Client Satisfaction

**These clients rated service 4 or 5
out of 5 on all five drivers**



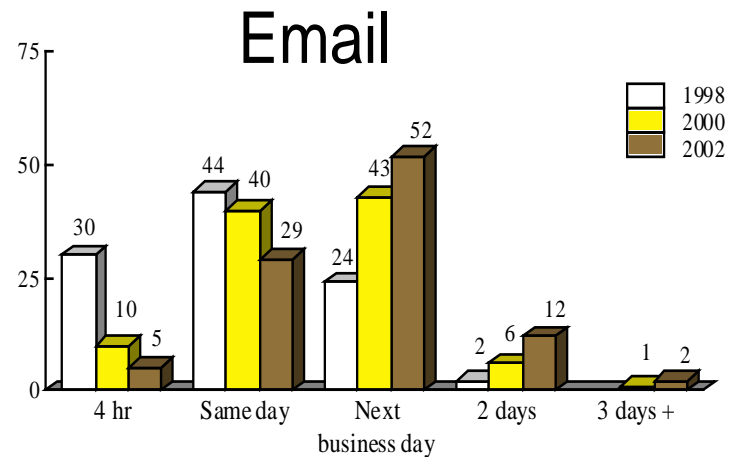
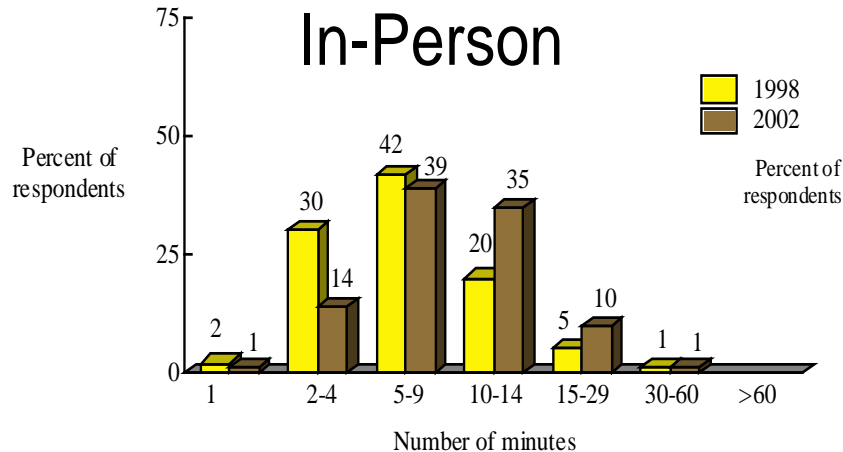
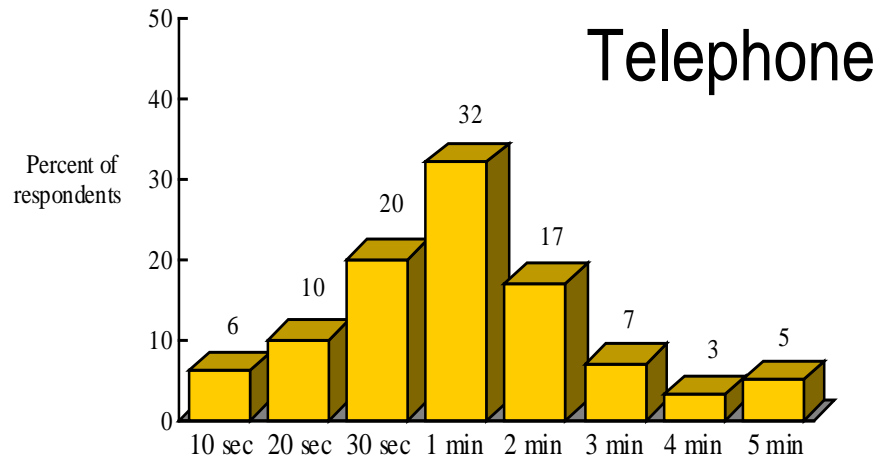
Which Drivers Most Need Improvement? *

How are we doing on the "drivers"?

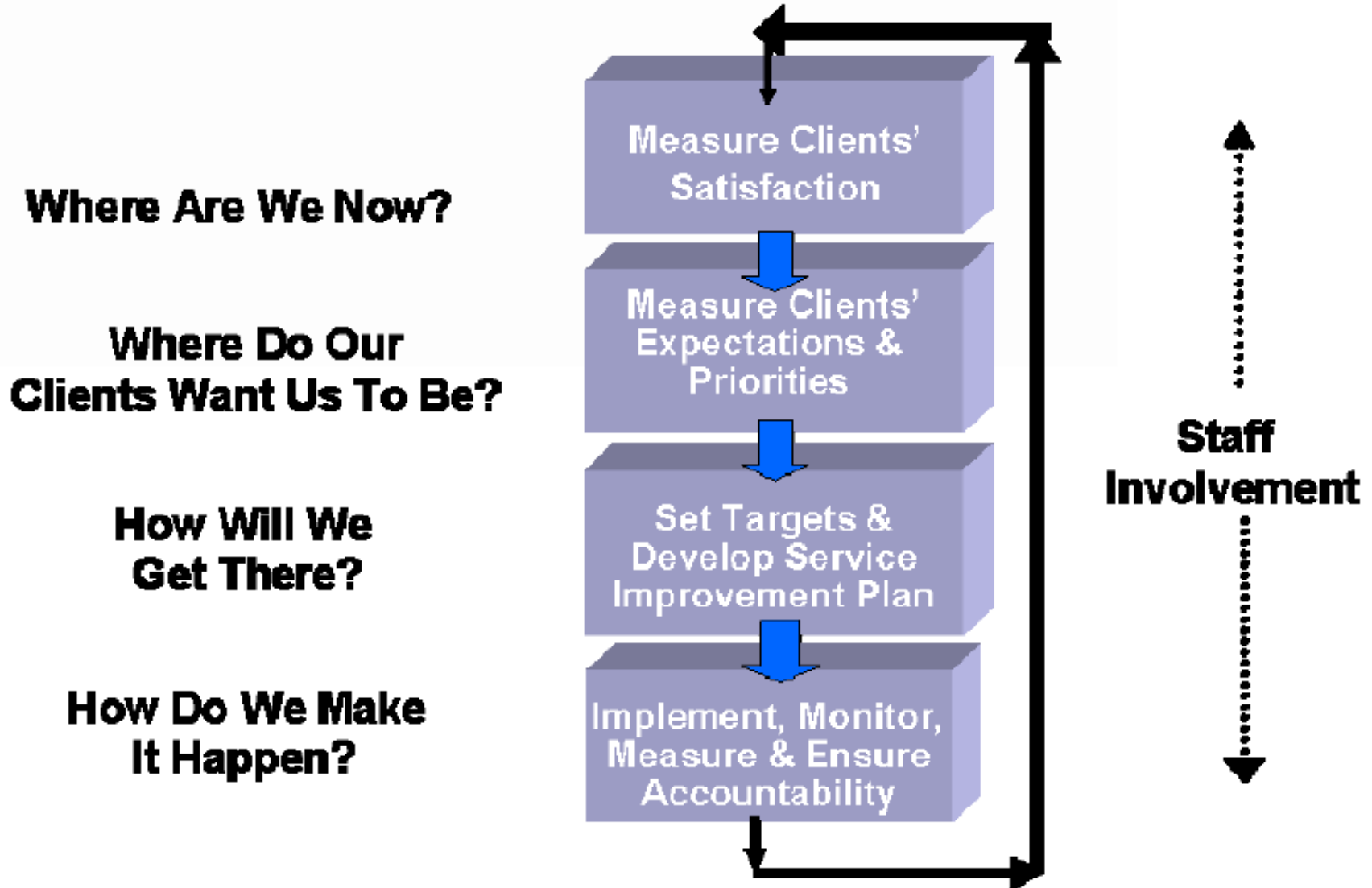


* Canadian research data- will vary by department and country

Canadian Service Standards: Identifying Citizens' Expectations



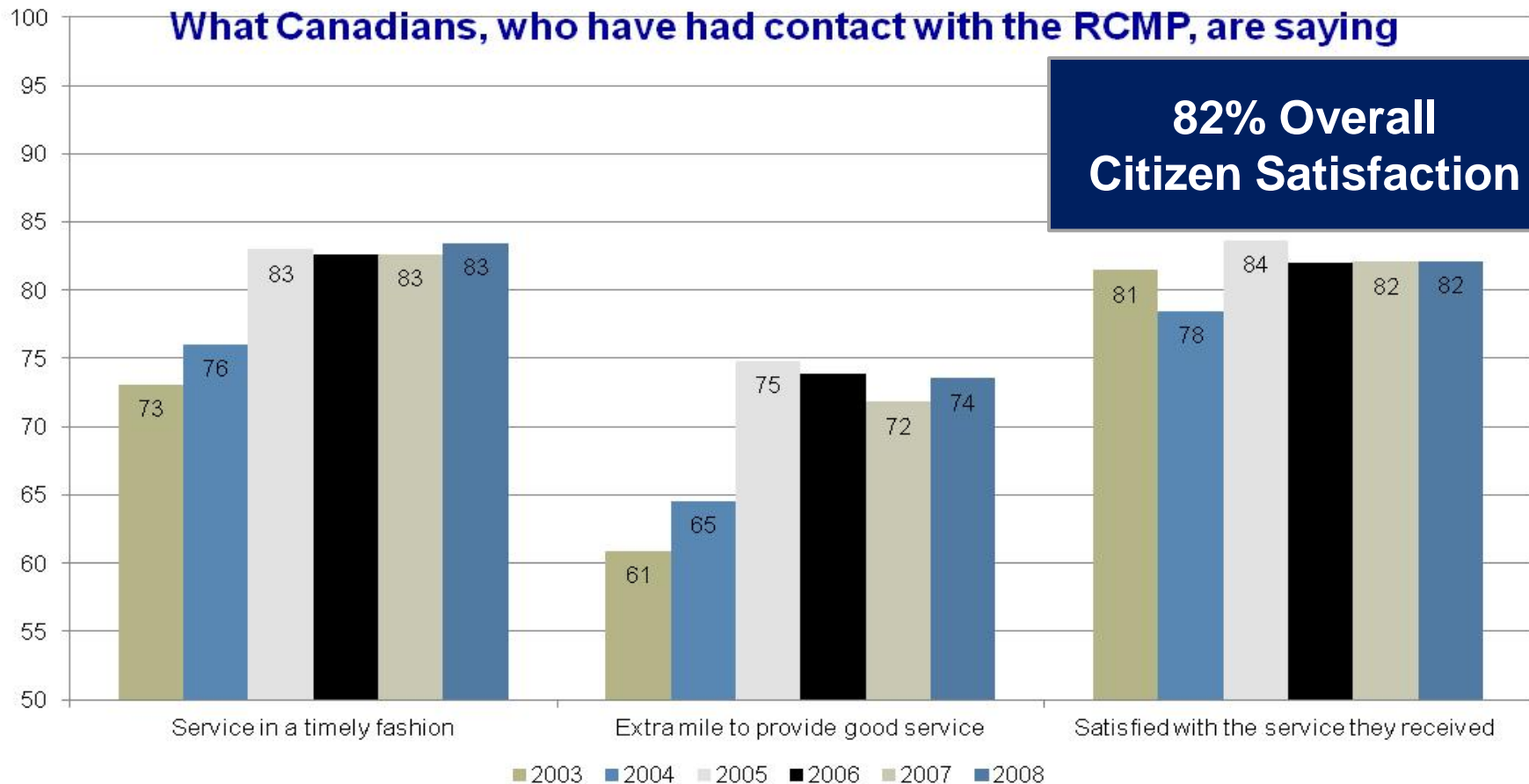
The Canadian Public Sector's Service Improvement Process



Improving Client Satisfaction through Surveys



The Royal Canadian Mounted Police Surveys over 7,000 Citizens Annually Using the Common Measurements Tool Survey Tool, and Use the Results to Improve Service



Service South Australia - Using Client Feedback to Promote Excellence in One-Stop Client Satisfaction

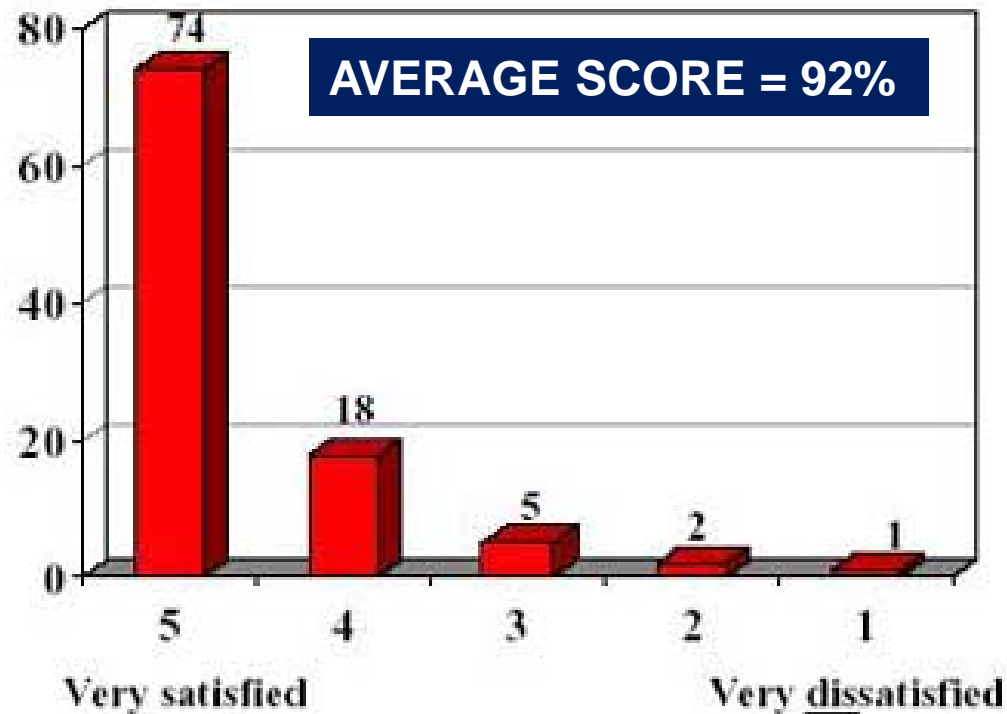
(Using the ICCS Common Measurements Tool)



Client Satisfaction with the Service Provided by the Government of Canada's One-Stop Call Center

(5-point scale; 5 = very satisfied, 1 = very dissatisfied)

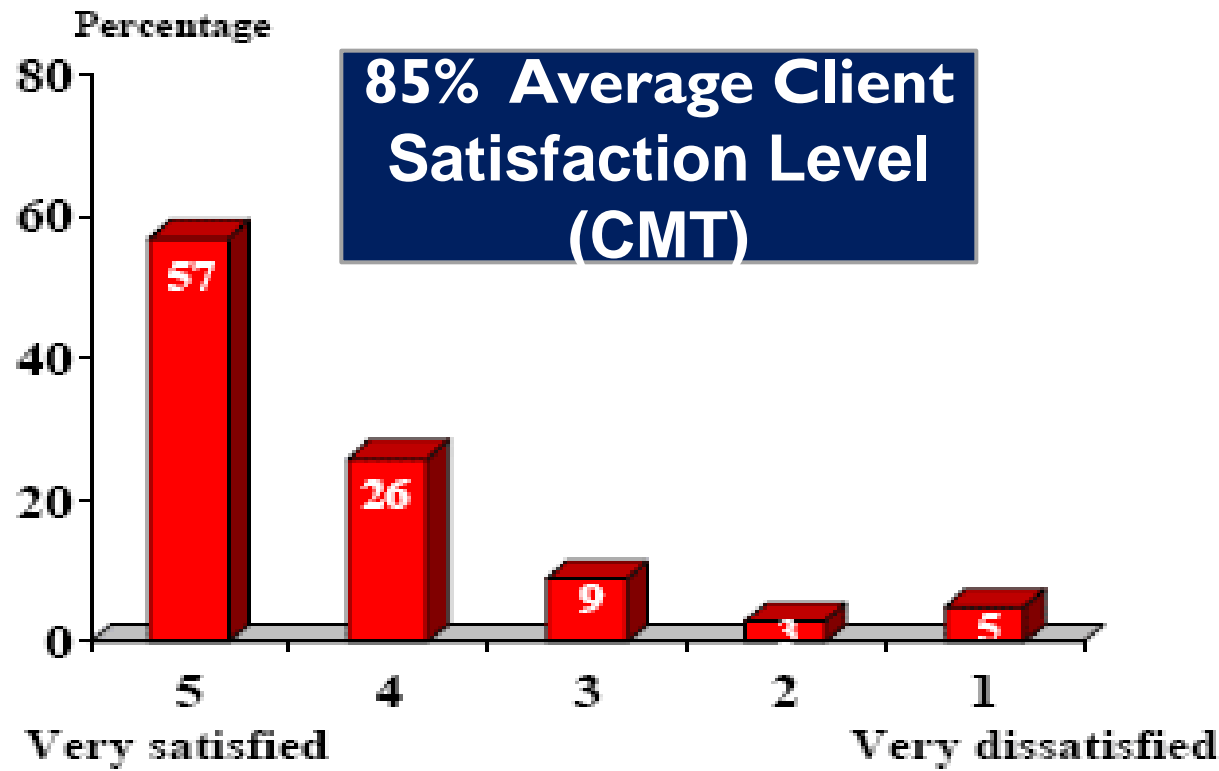
(N=416; asked of those who called 1-800 O'Canada)



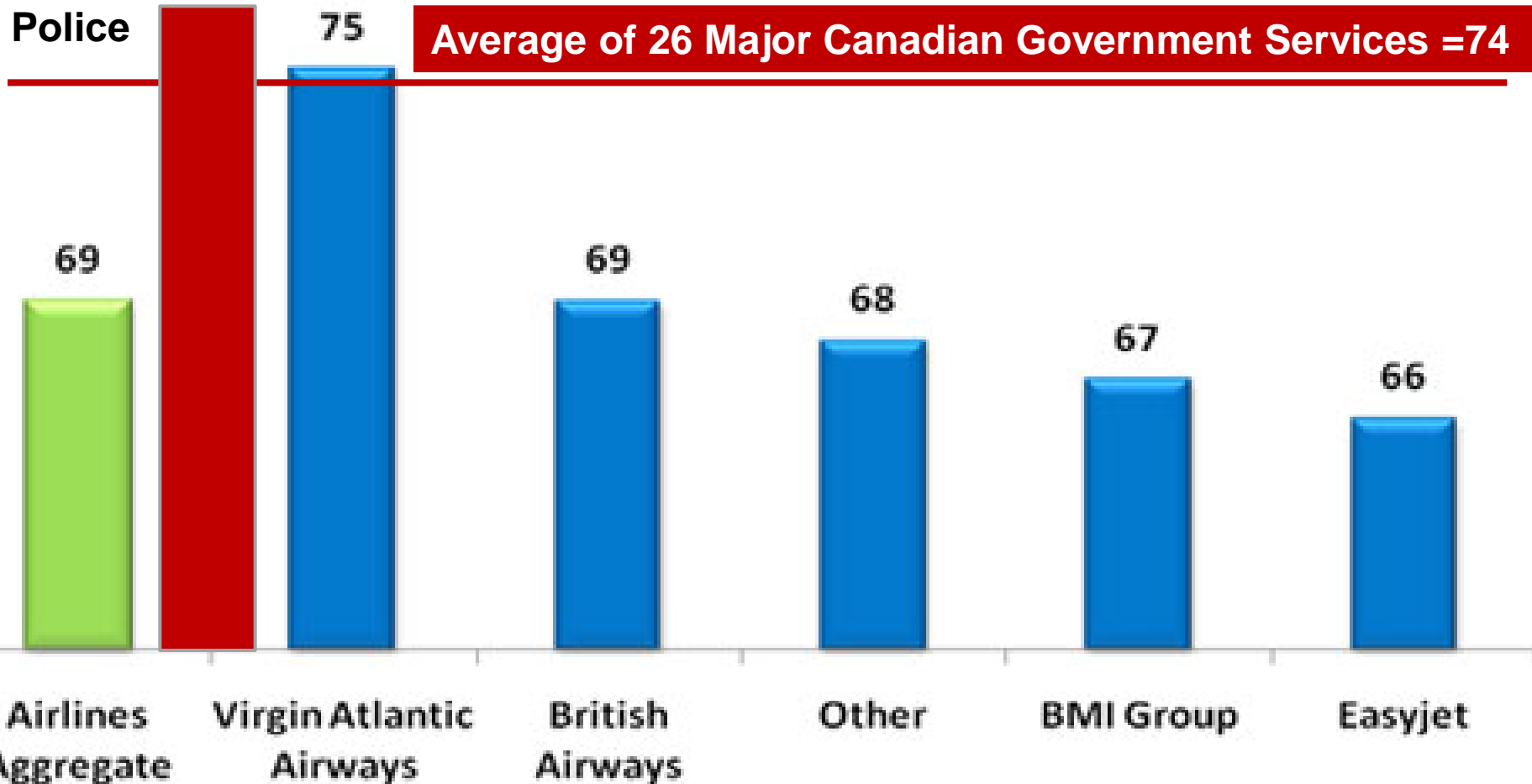
Canada One-Stop Business Service Centres- Achieving Excellence in Business Satisfaction

Overall Satisfaction with Quality of Service

Q15. How satisfied were you with the overall quality of service you received from the Canada Business Network during the last six months?



Canadian and New Zealand Government Services Outperform the Major Airlines





Citizen Centered Service in Canada: Outperforming the Private Sector

“Many public sector services outperform mainstream private sector services in the eyes of Canadians” (Citizens First-4 Survey, 2006)

How do public and private services compare? <i>Citizens First 1 and 4</i>				
Services	Mean Service Quality Score (0-100)			
	Private		Government	
	CF1	CF4	CF1	CF4
Visited a public library	-	-	77	84
Supermarkets	74	71	-	-
Canada Post	-	-	57	70
Private mail carriers and courier companies	68	74	-	-
Used municipal public transit (bus, streetcar, subway)	-	-	58	68
Taxis	57	64	-	-
Average rating across services shown	66	70	64	74

Service Excellence: Achieving World Class Levels of Client Satisfaction

**Royal
Canadian
Mounted
Police**



**82%
Client
Satisfaction**



211Ontario.ca

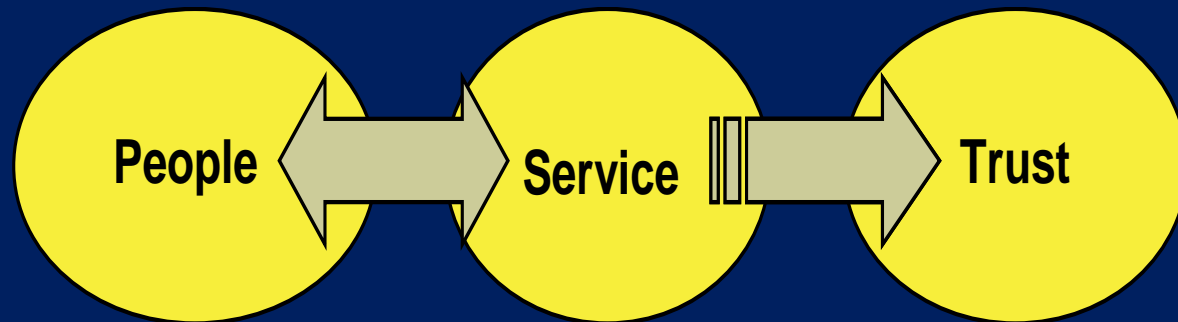
**92%
Best
Public
Sector
Call
Centers**



**Service
British
Columbia**

**95%
Client
Satisfaction**

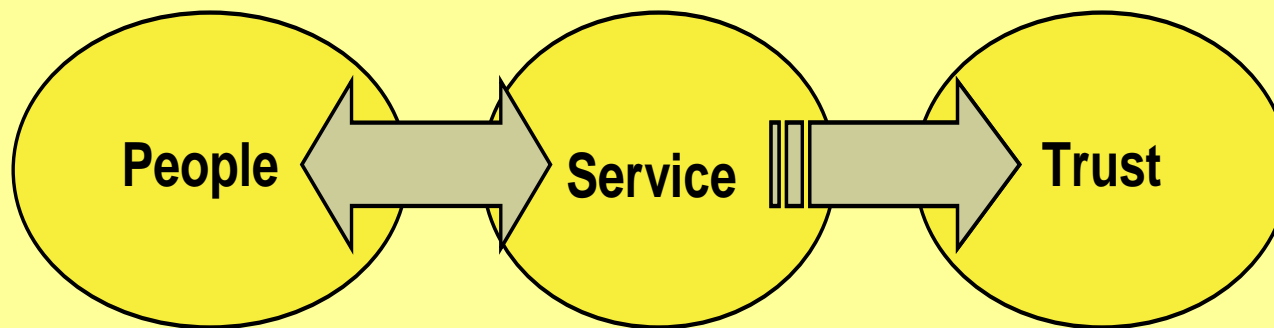
4. Citizen-Centered Service and Public Trust: The Public Sector Service Value Chain



Linking the People, Service and Public Trust Agendas

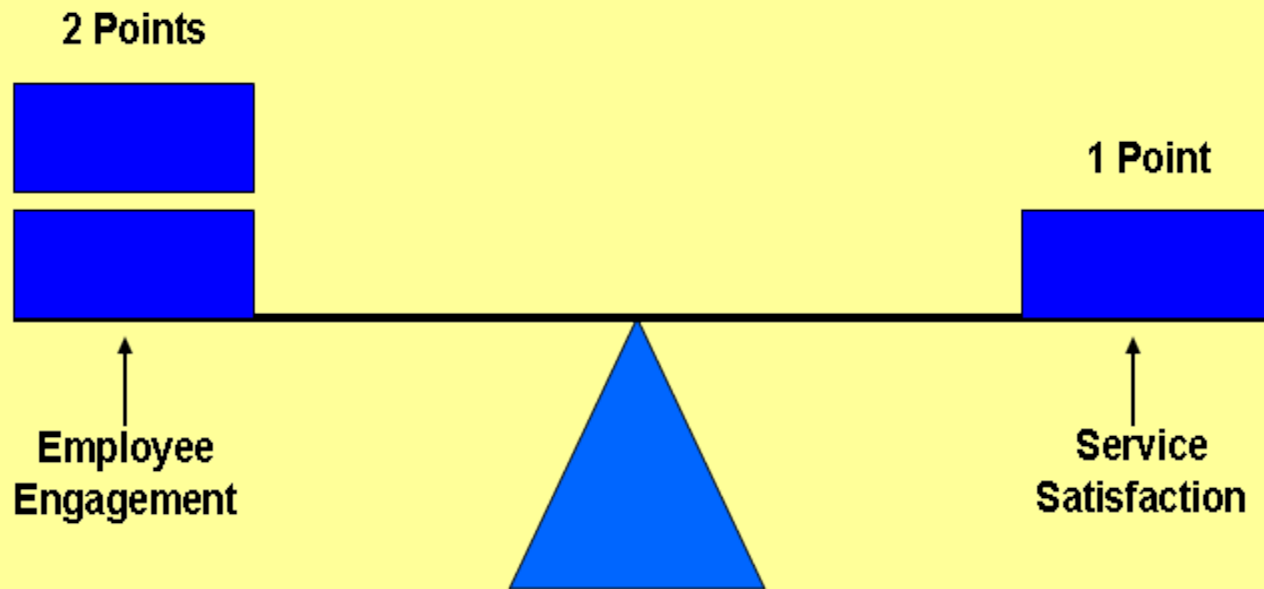
The **Public Sector Service Value Chain** concept proposes that these three aspects of public management are linked:

- ▶ **LINK ONE:** Engaged employees provide better service, and in the other direction good service to clients results in proud and engaged employees
- ▶ **LINK TWO:** Excellent service is one important factor that helps build trust and confidence in public institutions



Higher Levels of Employee Engagement Drive Higher Levels of Client Satisfaction

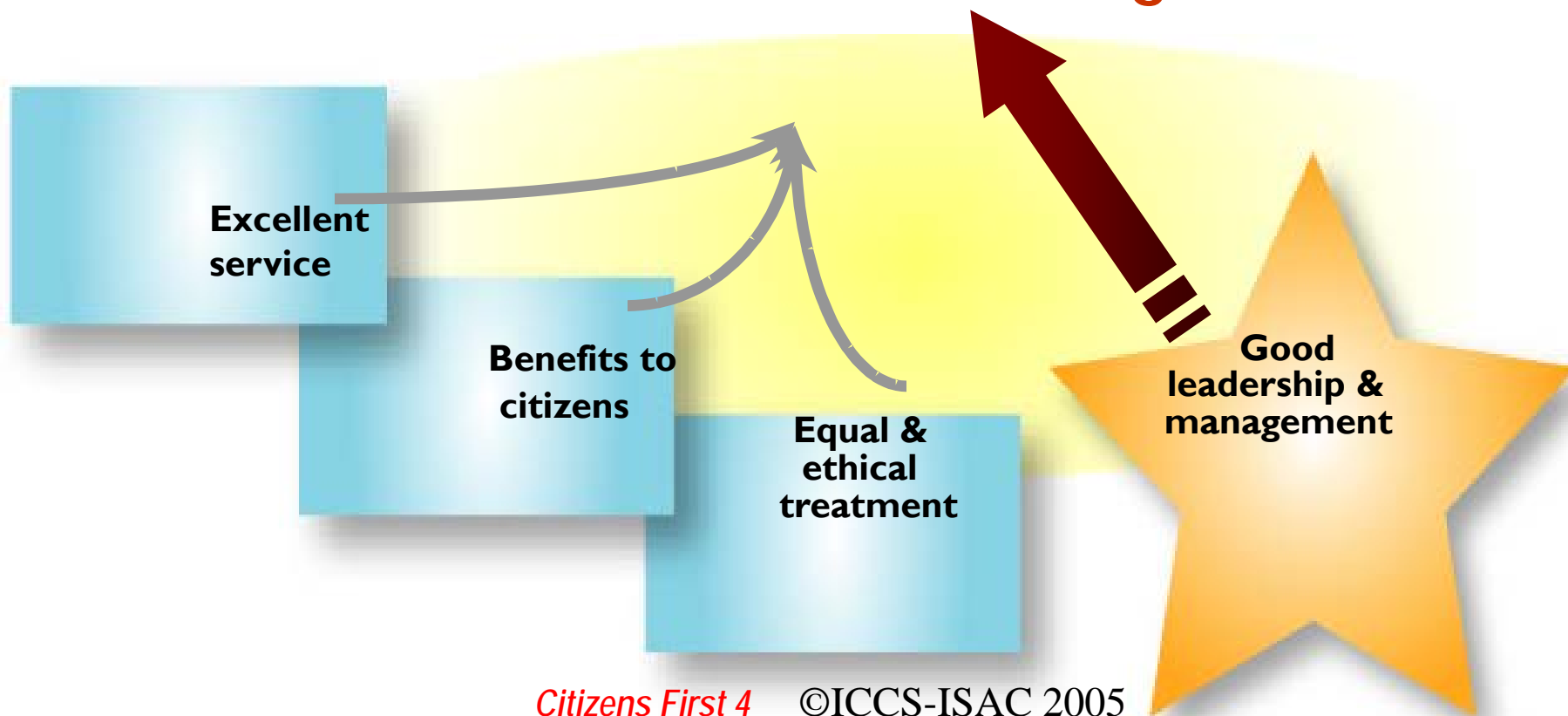
Increasing employee engagement leads to improvements in service satisfaction.



For every 2 point increase in employee engagement, citizen service satisfaction increased 1 point.

Excellent Service and Good Management Drives Citizen Trust and Confidence in Public Organizations

CONFIDENCE In the Public Organizations



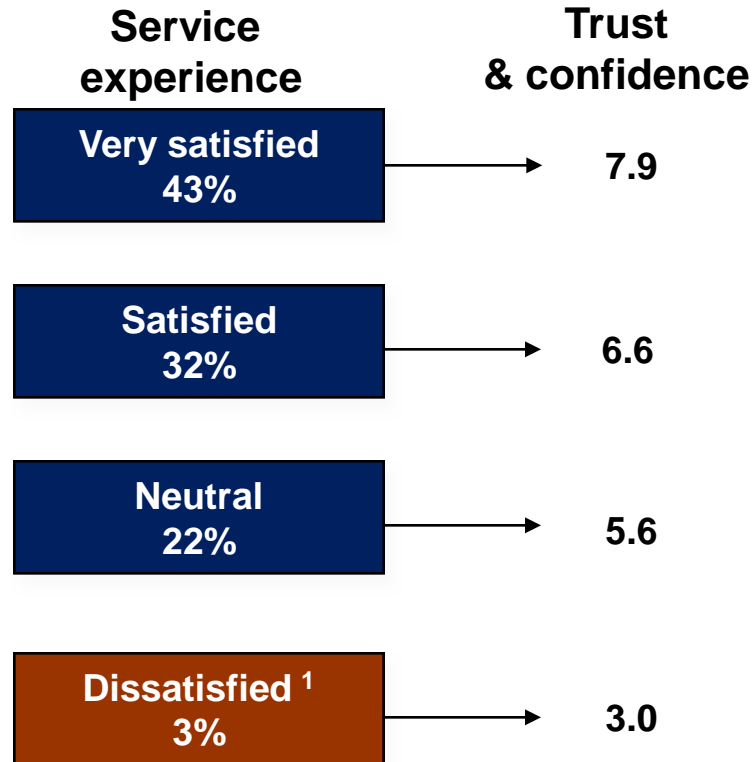
Drivers of Citizen Trust and Confidence in Public Institutions

- **Leadership and Management** (50-65% impact)
 - Listen to citizens and the views of the community;
 - Admit mistakes when they happen;
 - Conduct business in an open and accountable manner;
 - Do a good job of managing tax dollars (no scandals);
 - Have strong and competent leaders, and are well managed.
- **Equal and ethical treatment** (10-15% impact)
 - Deal honestly with citizens;
 - Treat people fairly and equally.
- **Deliver Quality services** (10-20% impact)
- **Deliver services that meet citizens' needs** (10-25% impact)



Region of Peel (Toronto) Research in 2011

The Impact of Service on Trust & Confidence in Peel



When clients are very satisfied with their service experiences (averaging above 8/10), overall trust and confidence in Peel is 7.9 out of 10.

When clients are dissatisfied with their service experiences (averaging less than 5/10), trust and confidence is 3.0 out of 10

This illustrates that, trust and confidence in the Region of Peel rests in part on satisfaction with Regional services.

Source: Region of Peel



Peel Region (Toronto): Service Value Chain Measurement

(average score out of 10)

Outcomes

Employee
Engagement
7.0

Client
Satisfaction
8.0

Citizen Trust
& Confidence
7.0

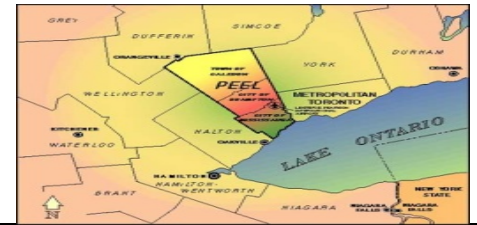
Drivers

- Clear and promising direction
- Respectful treatment & recognition
- Learning and growth
- Work and performance demands
- Immediate supervisors
- Value to customers
- Confidence in leadership
- Pay and benefits
- Colleagues

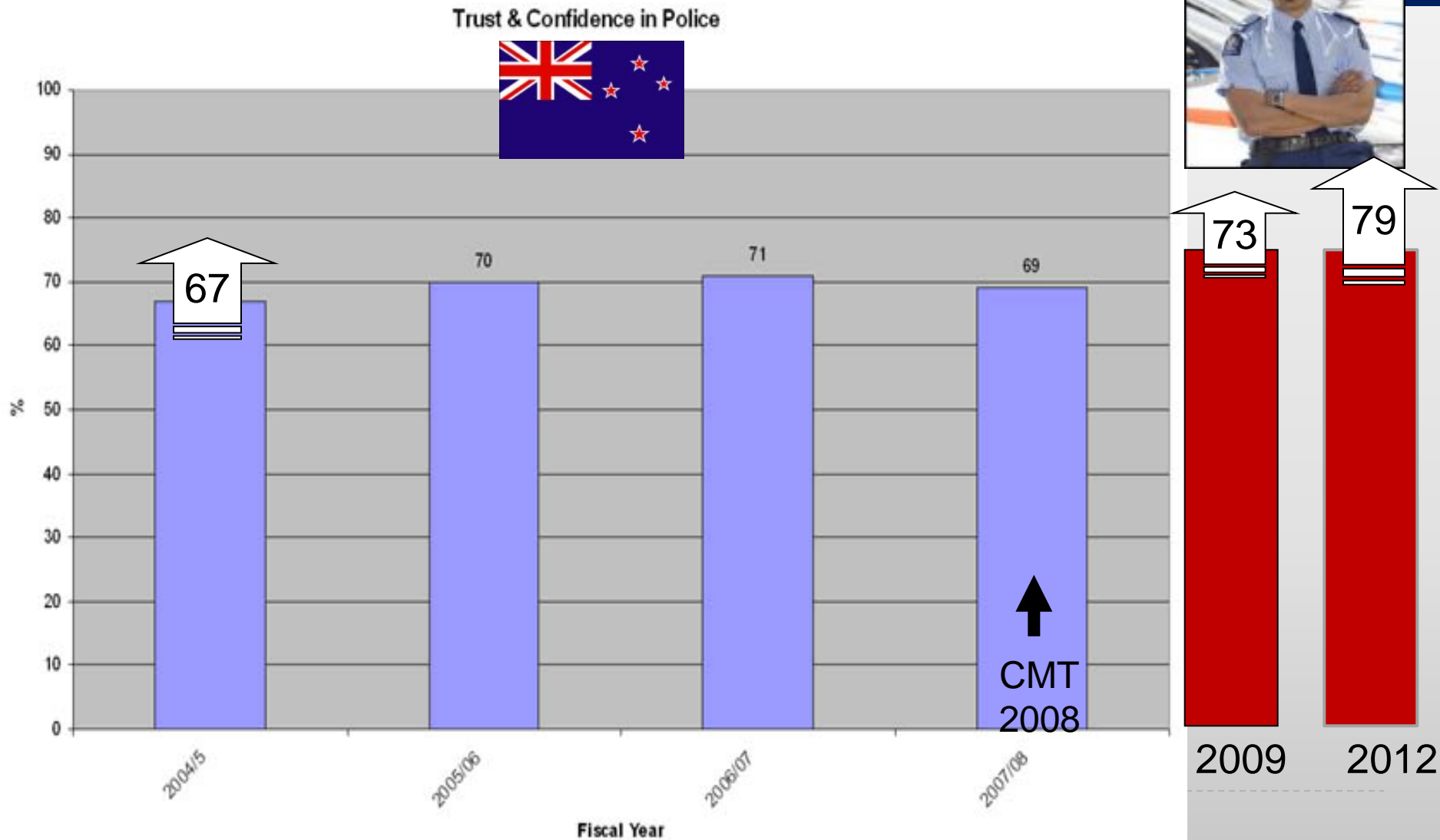
- Timeliness
- Service outcome (client got what they needed)
- Staff
 - made a real effort
 - gave clear and accurate information
- Process
 - is easy to follow
 - clear what to do if there is a problem

- Quality of Life
- Satisfaction with waste collection, water quality and billing
- Satisfaction with roads
- Peel staff service commitments
- Readily access services
- Peel meets needs of this diverse community

 **Region of Peel**
Working for you



Using Service “Drivers” to Improve Public Trust in the New Zealand Police



Conclusion: Citizen-Centered Service Delivery Builds Citizen Satisfaction and Public Trust

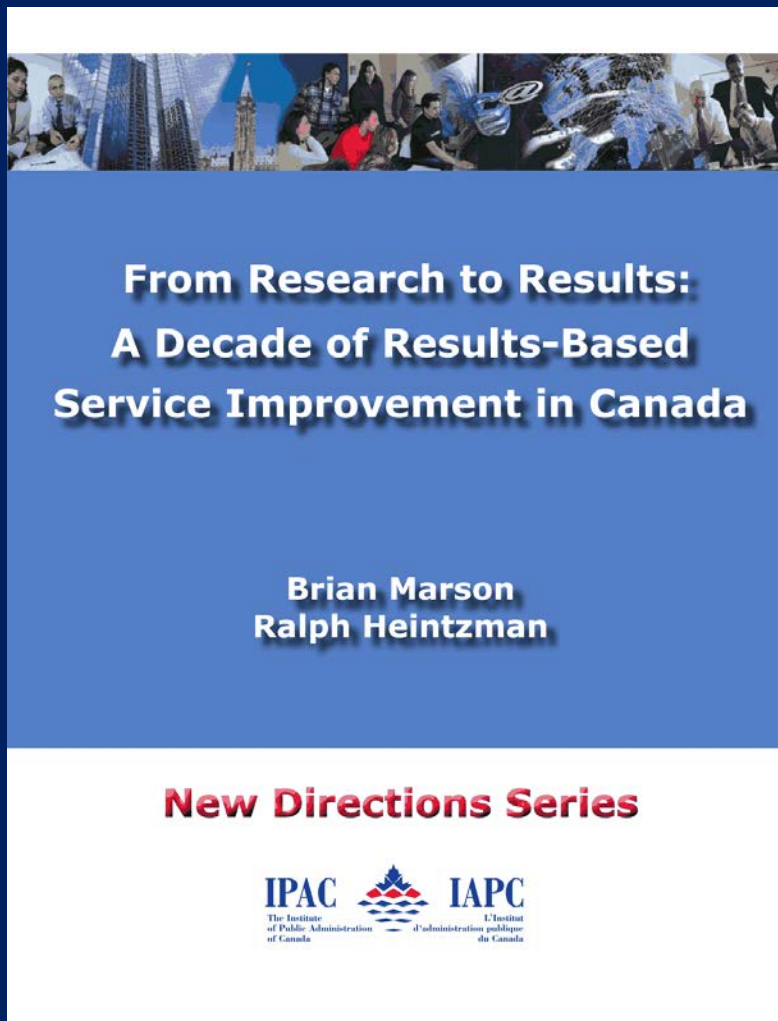
Each service experience is a moment of truth

Strengthens or weakens confidence in public institutions and democratic citizenship

Both the challenge and the glory of service delivery in the public sector



CANADA`s JOURNEY: Collaboration, plus Research, Plus Best Practices = World Class Performance



I. **From Research to Results –Marson and Heintzman**

<http://www.ipac.ca/documents/NewHorizonsmarsonandheintzman.pdf>

The Story of How Inter-Governmental Collaboration and Research Helped Canada to Become an Innovator in Citizen-Centred Service



**From Research to Results:
A Decade of Results-Based
Service Improvement in Canada**

**Brian Marson
Ralph Heintzman**

New Directions Series



▶ THE MISSION GIVEN TO THE CANADA SCHOOL ▶ OF PUBLIC SERVICE

“Within five years, using your action research approach, achieve a ten percent improvement in citizen and business satisfaction with government service delivery, across all levels of government, and across the whole country.”

-Jocelyne Bourgon, Head of the Canadian Public Service

Innovation and Service Improvement in the Canadian Public Sector ("From Research to Results")



- ▶ **IDENTIFY:** A Public Sector Community of Practice was created, and Knowledge gaps were identified by the CoP
- ▶ **CREATE:** Research was undertaken to fill the knowledge gaps, both citizen surveys and best practice case studies
- ▶ **STORE:** The Institute for Citizen Centred Service was created to store the knowledge (www.iccs-isac.org). A Formal BODY OF KNOWLEDGE was created and stored.
- ▶ **SHARE:** The ICCS website, Publications, Learning Events, and the Certified Service Managers Program were used to share the knowledge across the public sector.
- ▶ **APPLY:** Canadian Public Sector organizations (and other countries) have applied the knowledge base to improve citizen and business satisfaction with government services, and to provide innovative solutions to service delivery issues.



STEP ONE: IDENTIFY THE PROBLEM

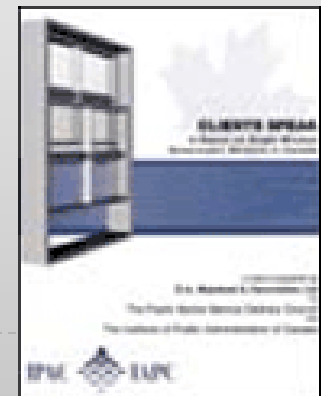
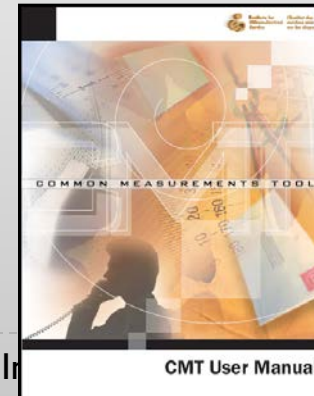
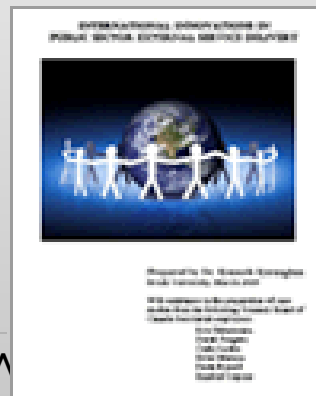
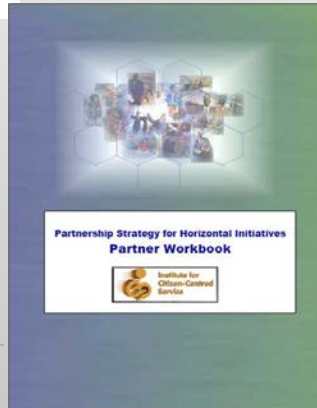
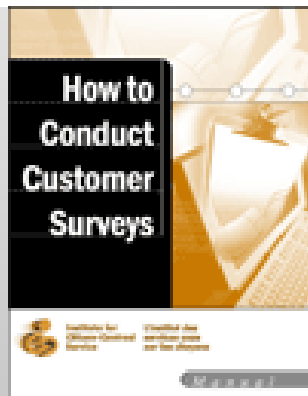
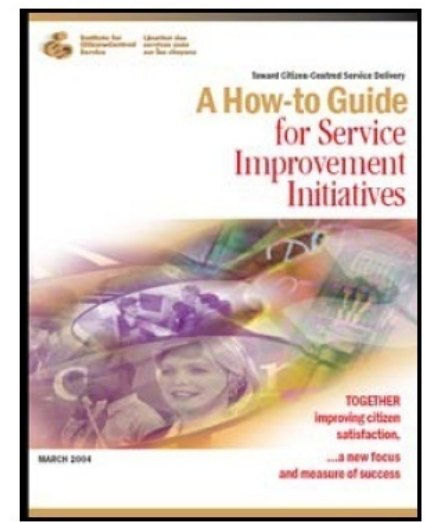
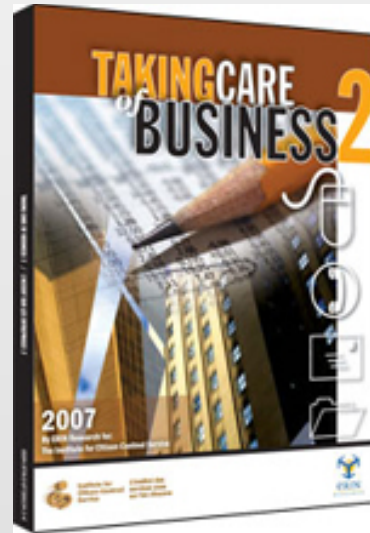
- ▶ The first step, reflecting the action research approach, was to convene a meeting in Ottawa, involving thirty-six senior service “champions” from across the Canadian public sector, together with knowledgeable academics, for two days. The participants from all three levels of government, and most regions of the country, were asked to consider the following issues:
 - **From the citizen’s perspective, how well is Canada’s public sector performing on service delivery?**
 - **What research would we need to do in order to provide an empirical foundation for a results-based service improvement strategy for the public sector?**
 - **How would we need to work together in order to implement a research-based service improvement strategy in Canada?**

STEP TWO- CREATE

- ▶ A Community of Practice was created, called The Citizen Centred Service Network to guide the knowledge creation. The main pillars of the CCSN research program were:
 - A review and overview of previous public sector service research in several countries, including an analysis of the research gaps that needed to be filled;
 - The Citizens First national survey of over 3000 Canadians, to determine their views on public sector service delivery, their service needs, their satisfaction levels, their service expectations, and their priorities for service improvement;
 - A study on Best Practices in Citizen-Centred Service;
 - A study of Innovations and Good Practices in Single-Window Service;
 - The creation of a Common Measurements Tool, to enable public organizations to measure client satisfaction in a common way, and to pave the way for benchmarking between organizations.

STEP TWO- CREATE

This began an ongoing program of creating and collecting “actionable” knowledge



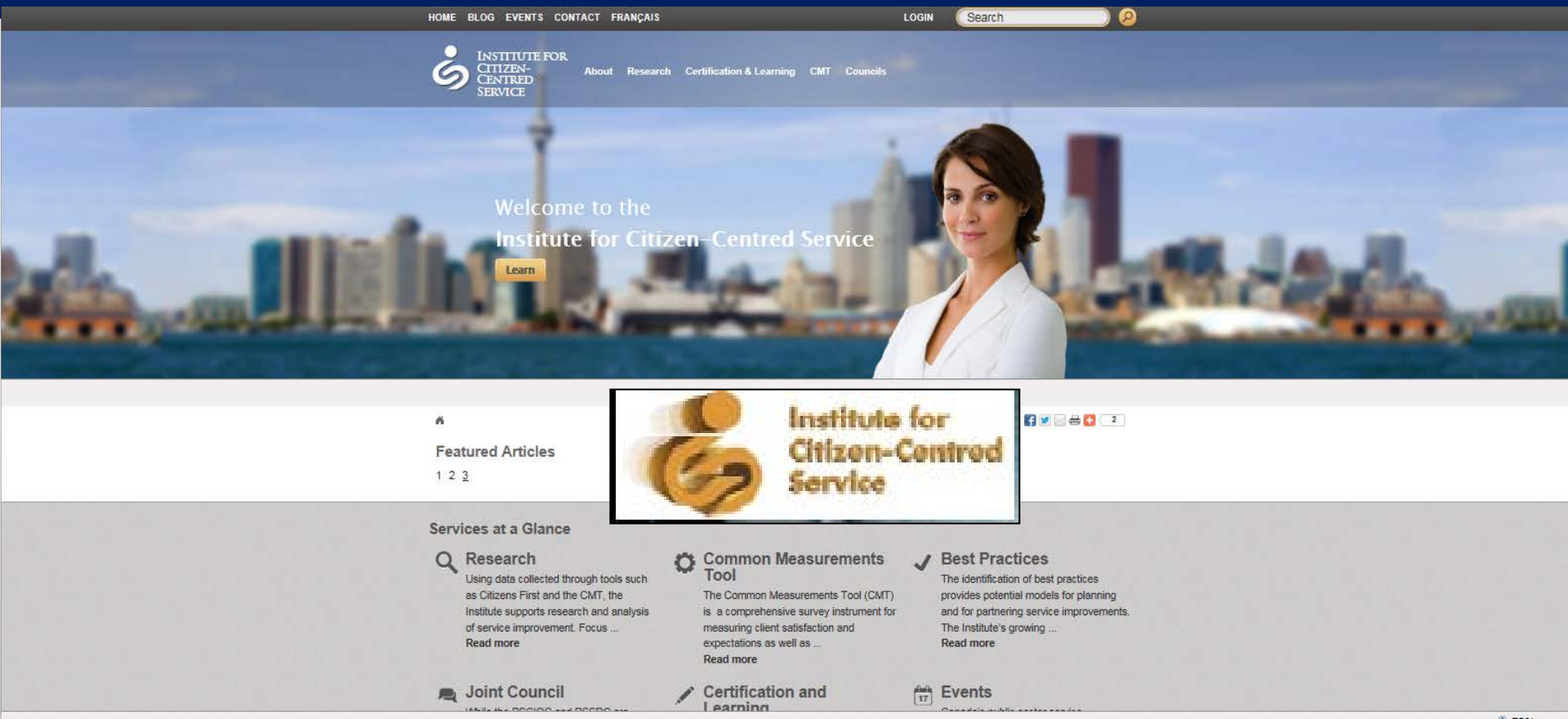


Creating New Knowledge Through Action Research: the Citizens First Survey

- ▶ The survey was designed to fill the key knowledge gaps, and the results of the Citizens First study had an enormous impact in terms of improving citizen and business satisfaction.
- ▶ The survey sought to determine what drives citizens' satisfaction with public sector services. The survey discovered that the “drivers” of satisfaction vary somewhat by service channel (e.g. telephone, in-person, Internet, mail) and by the nature of the service, but it was able to identify five main drivers of satisfaction with government service. This discovery was a major breakthrough for the public sector,
- ▶ Not only did Citizens First identify the key drivers but, for the first time, it also provided insights into citizens' expectations for service standards. The Citizens First research identified for the first time what citizens' expectations actually were.

STEP THREE: STORE THE KNOWLEDGE

The Community of Practice needed an institution to manage the **CREATION, STORAGE and SHARING** of the growing knowledge base (**Body of Knowledge**), so created the **Institute for Citizen Centred Service** to undertake and institutionalize those three functions.

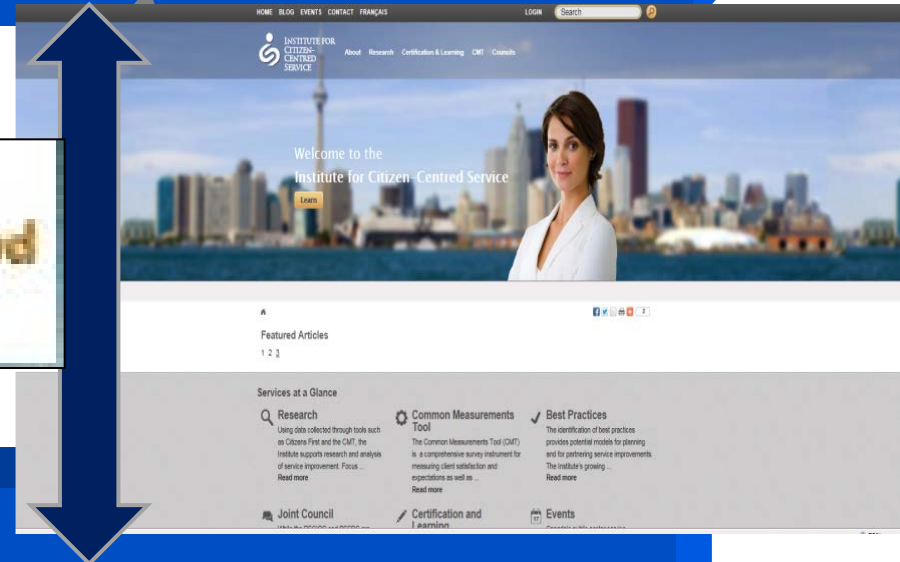


Defining Communities of Practice

- ▶ A self-organized network of colleagues with diverse skills and experience in an area of practice or profession.
- ▶ Such groups are held together by the members' desire to help others (by sharing information and knowledge) and the need to advance their own knowledge by learning from and with others.

Institutionalizing Service Collaboration

The Public Sector CIO Council



Public Sector Service Delivery Council
(Federal-Provincial-Territorial members)

The Citizen Centred
Service Network

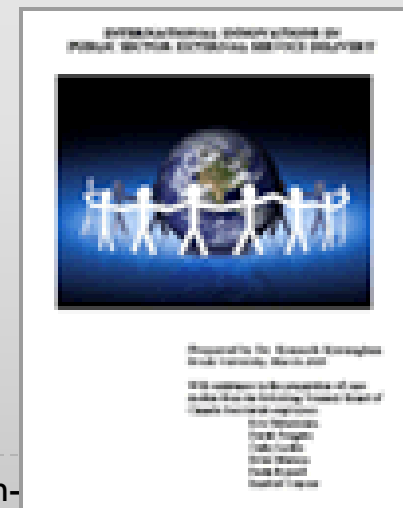
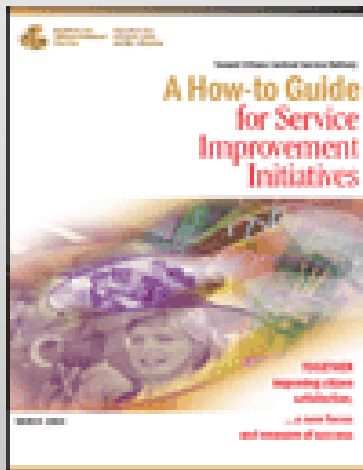
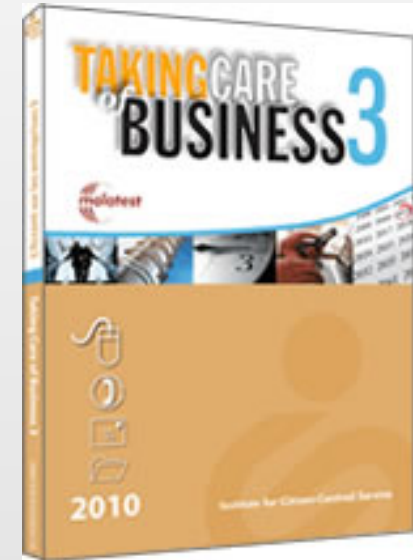
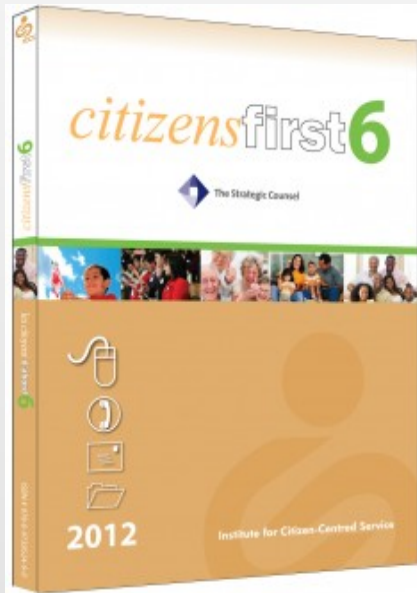
YEAR ONE

YEAR THREE

STEP FOUR -SHARE: Creating a Place Where the Knowledge and the Tools are Shared: The Institute for Citizen-Centred Service



STEP FOUR- SHARE: Via Publications



SHARE: The Body of Knowledge through the Certified Service Manager Program (CSM)

THE BODY OF KNOWLEDGE



THE CSM PROGRAM

- ▶ The accumulated Body of Knowledge on public sector service delivery is being shared with public managers world-wide through a seven module Certified Service Manager training program.

Graduates will receive the professional CSM designation, awarded by the Institute for Citizen Centred Service in Toronto.

STEP FIVE- APPLY:

THE RESEARCH, THE BEST PRACTICES. THE MEASUREMENT TOOLS, AND THE BENCHMARKING

Royal
Canadian
Mounted
Police



82%
Client
Satisfaction



211Ontario.ca

92%
Best
Public
Sector
Call
Centers



Service
British
Columbia

95%
Client
Satisfaction

Mission Accomplished!

CONCLUSIONS

1. World Class Performance can be Achieved through Collaboration, Research and Best Practices

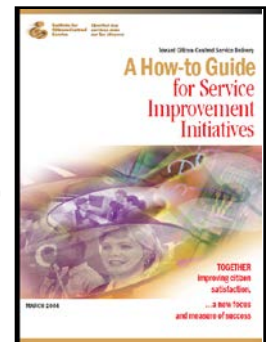
2. Public Sector Service Management is now Becoming a Knowledge-Based Profession

3. Thailand Could benefit from Joining the ICCS International Community of Practice in Service:

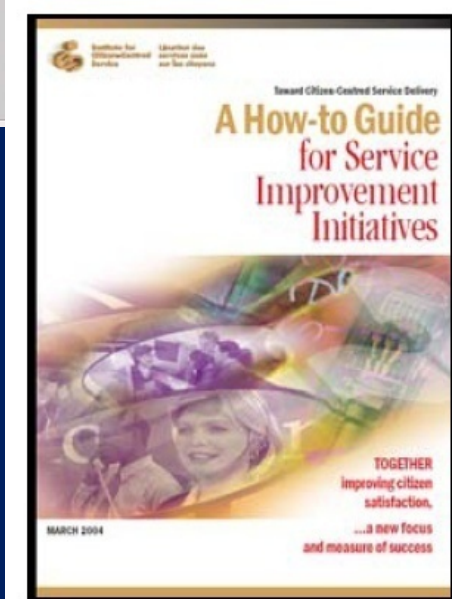
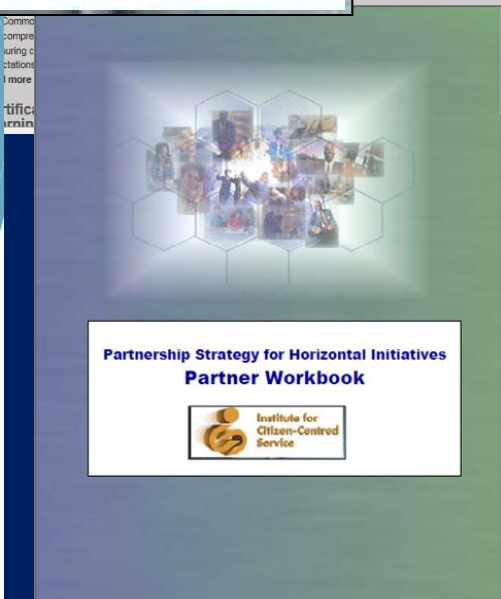
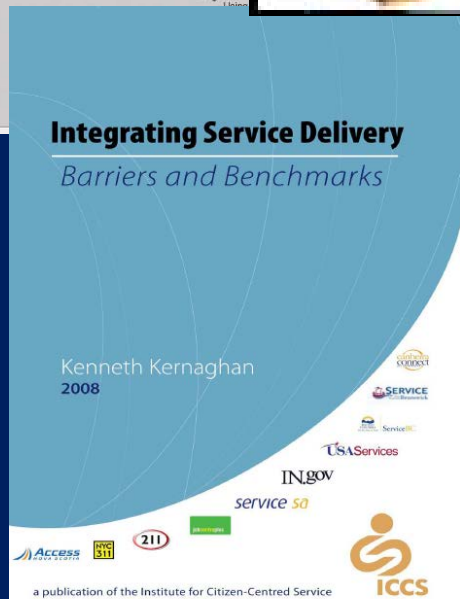
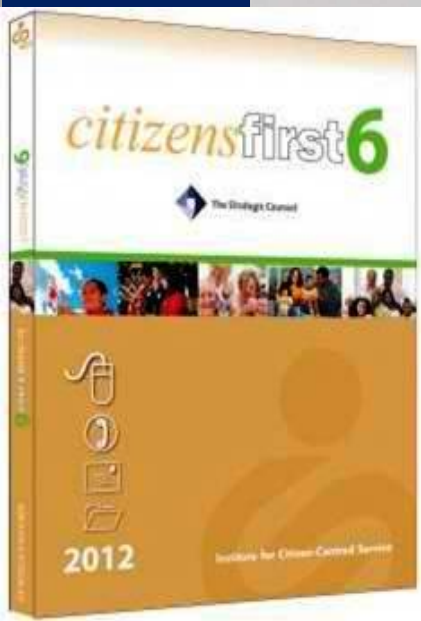
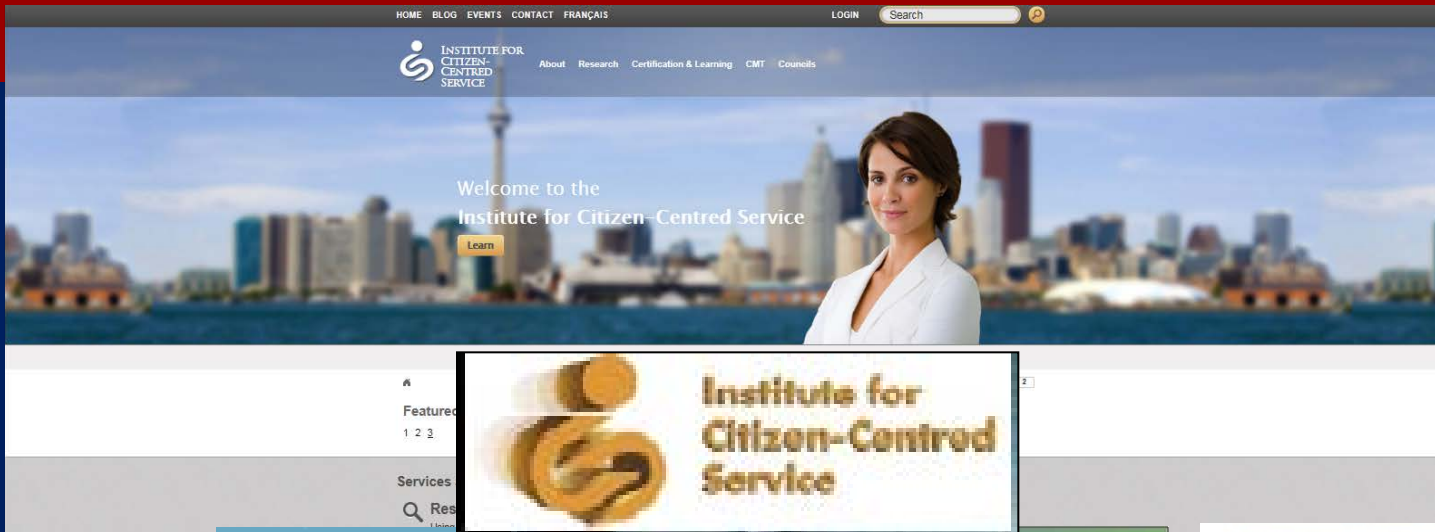
- **To Document the Expectations of Citizens**
 - **To Apply International Best Practices**
 - **To Expand One Stop Services**
- **To Promote and Achieve Service Excellence**
 - **To Benchmark Service Performance**
 - **To Professionalize Service Management**

BEST PRACTICES IN CITIZEN-CENTERED SERVICE REFERENCE DOCUMENTS AND WEBSITES

1. **Institute for Citizen Centred Service** (www.iccs-isac.org)
2. **Partnership Workbook** (<http://www.iccs-isac.org/en/pubs/Ontario%20Horizontal%20Partnerships%20Framework.pdf>)
3. **Integrating Service Delivery Across Levels of Government** (<http://www.businessofgovernment.org/report/integrating-service-delivery-across-levels-government-case-studies-canada-and-other-countries>)
4. **Integrating Service Delivery- international case studies** (<http://www.iccs-isac.org/research/publications-sale/integrating-service-delivery/>)
5. **A How-to Guide for Service Improvement Initiatives** (<http://www.iccs-isac.org/en/pubs/How%20To%20Guide%20for%20Service%20Improvement%20Initiatives%20-%20May%202007.pdf>)
6. **How to Conduct Customer Surveys** (http://www.iccs-isac.org/en/pubs/OPS_Guide_E.pdf)
7. **Measuring and Benchmarking Client Satisfaction with the CMT**
8. (<http://www.iccs-isac.org/cmt/about-the-cmt/?lang=en>)
9. **From Research to Results –Marson and Heintzman** (<http://www.ipac.ca/documents/NewHorizonsmarsonandheintzman.pdf>)



The Institute for Citizen Centred Service in Toronto is a Repository for Research and Best Practices in One-Stop Service, and Service Excellence (www.iccs-isac.org)





Kop Koon Krup!

