



GLOBAL TRENDS AND BEST PRACTICES IN CITIZEN-CENTERED SERVICE

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www.iccs-isac.org



Presentation Outline



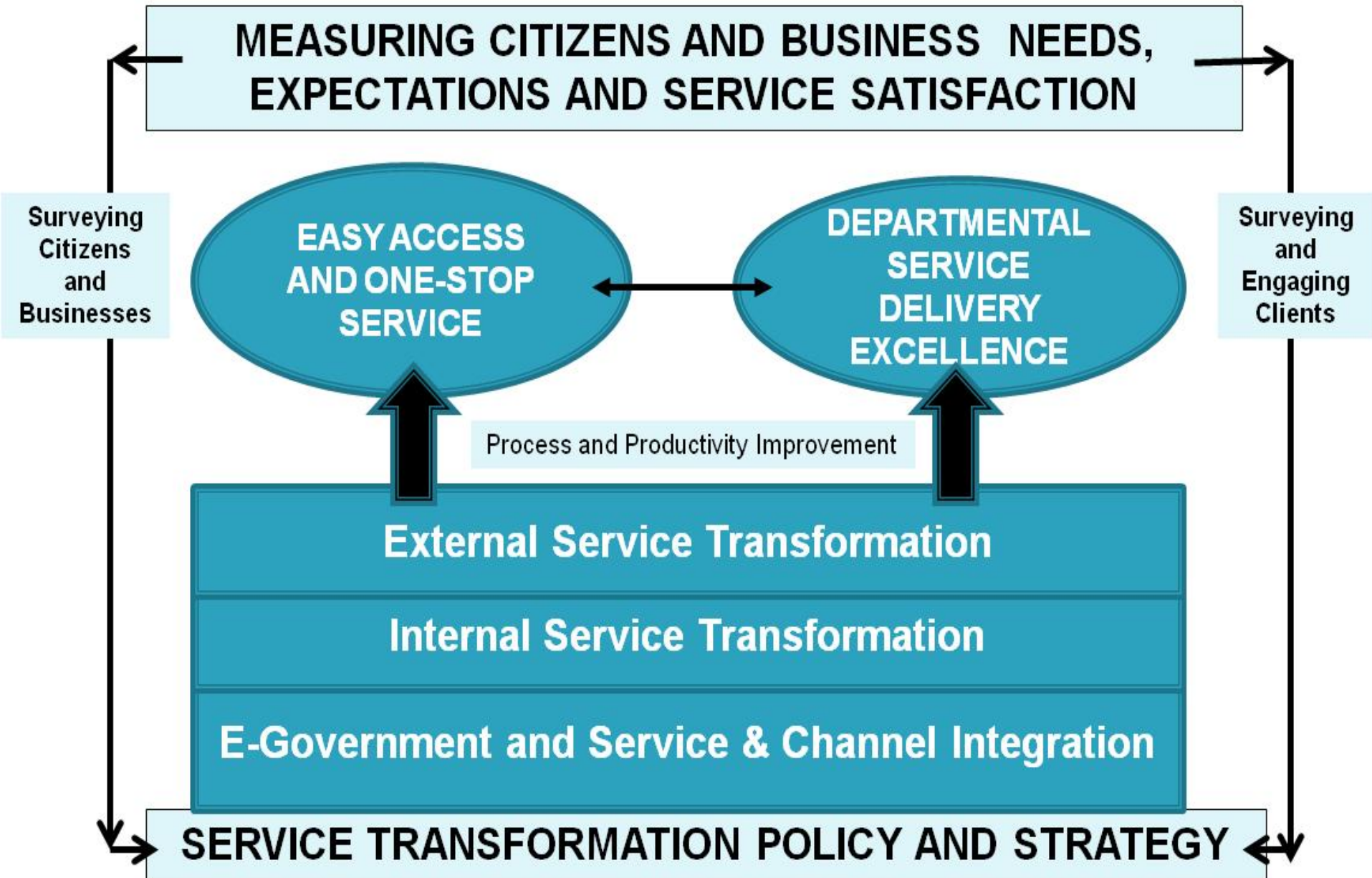
- 1. The Global Transformation of Public Sector Services**
- 2. Researching Citizens' and Businesses' Service Needs and Expectations**
- 3. Implementing One-Stop Service, and Achieving Service Excellence**
- 4. Enhancing Citizens' Trust in Public Organizations**



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**

An Integrated Approach to Citizen-Centered Service



OPDC

Office of the Public Private
Development Commission

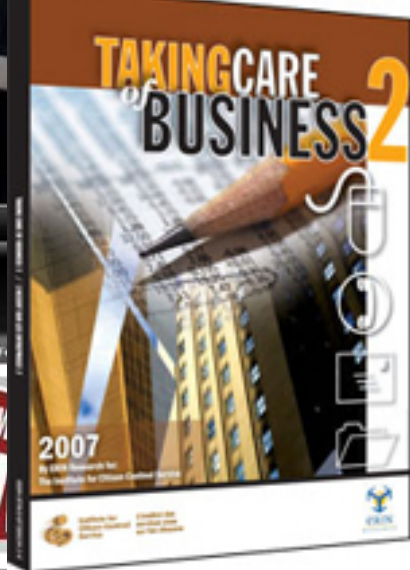
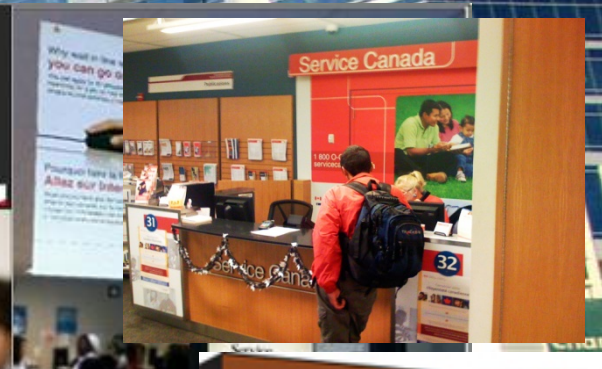
OPDC is Leading Similar Changes in Thailand:
Measuring Satisfaction with Services; e-Government;
Streamlining Processes; One-Stop Service for Citizens
and Business; and Improving Citizen Access (1111)



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



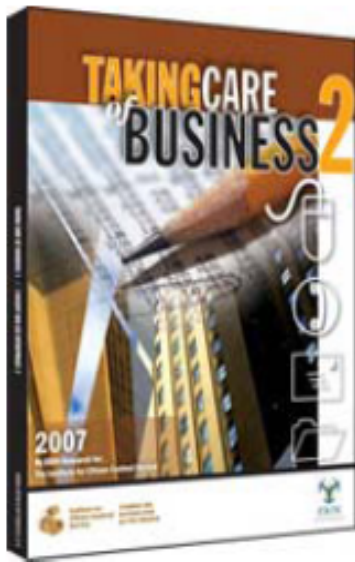
Defining Citizen-Centred Service Delivery

“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*



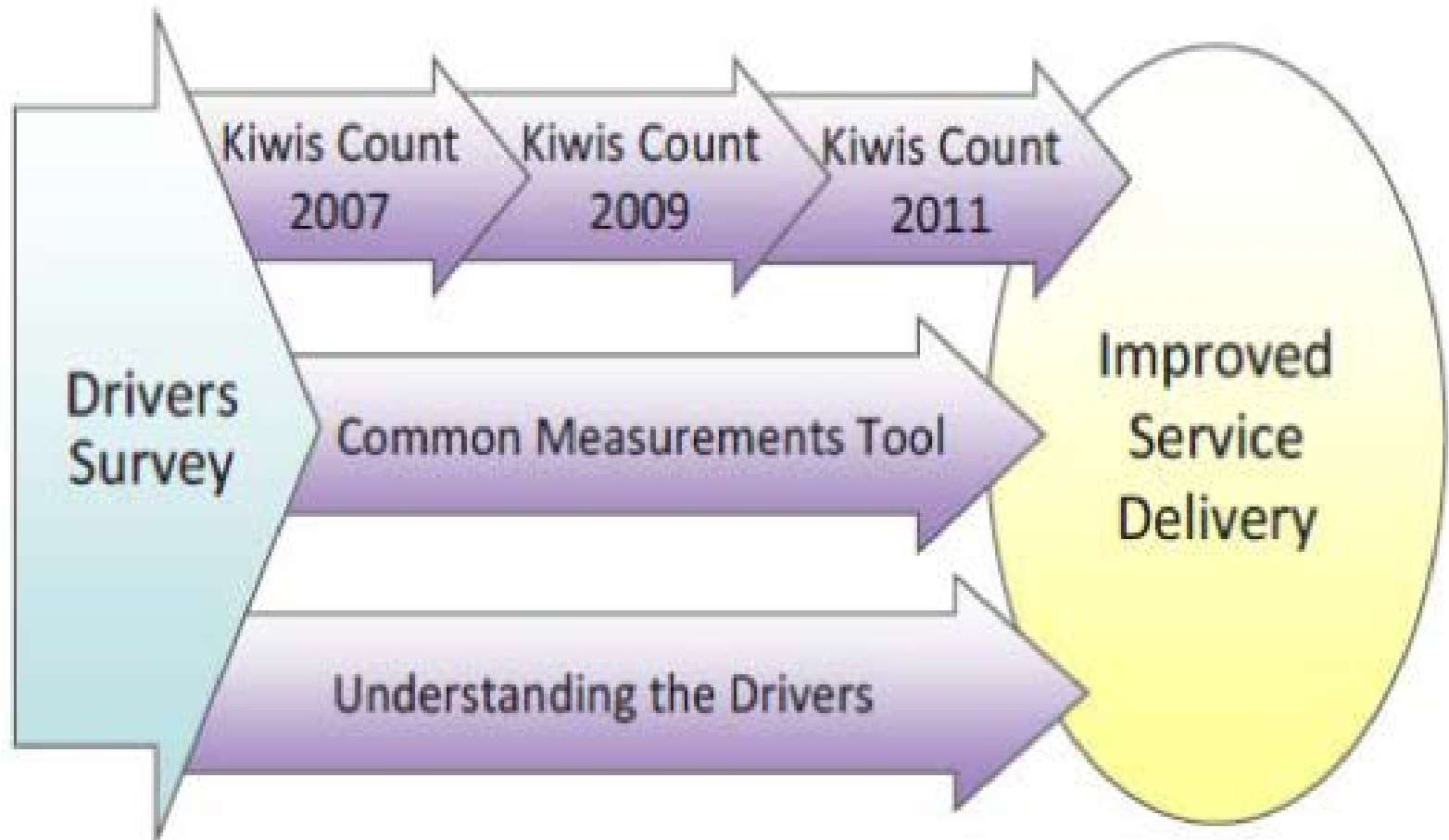
Canada and New Zealand are Global Leaders in Regularly Surveying Citizens' Service Expectations and Satisfaction



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

CMT User Manual

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



Kiwis Count



NEW ZEALANDERS' SATISFACTION WITH PUBLIC SERVICES



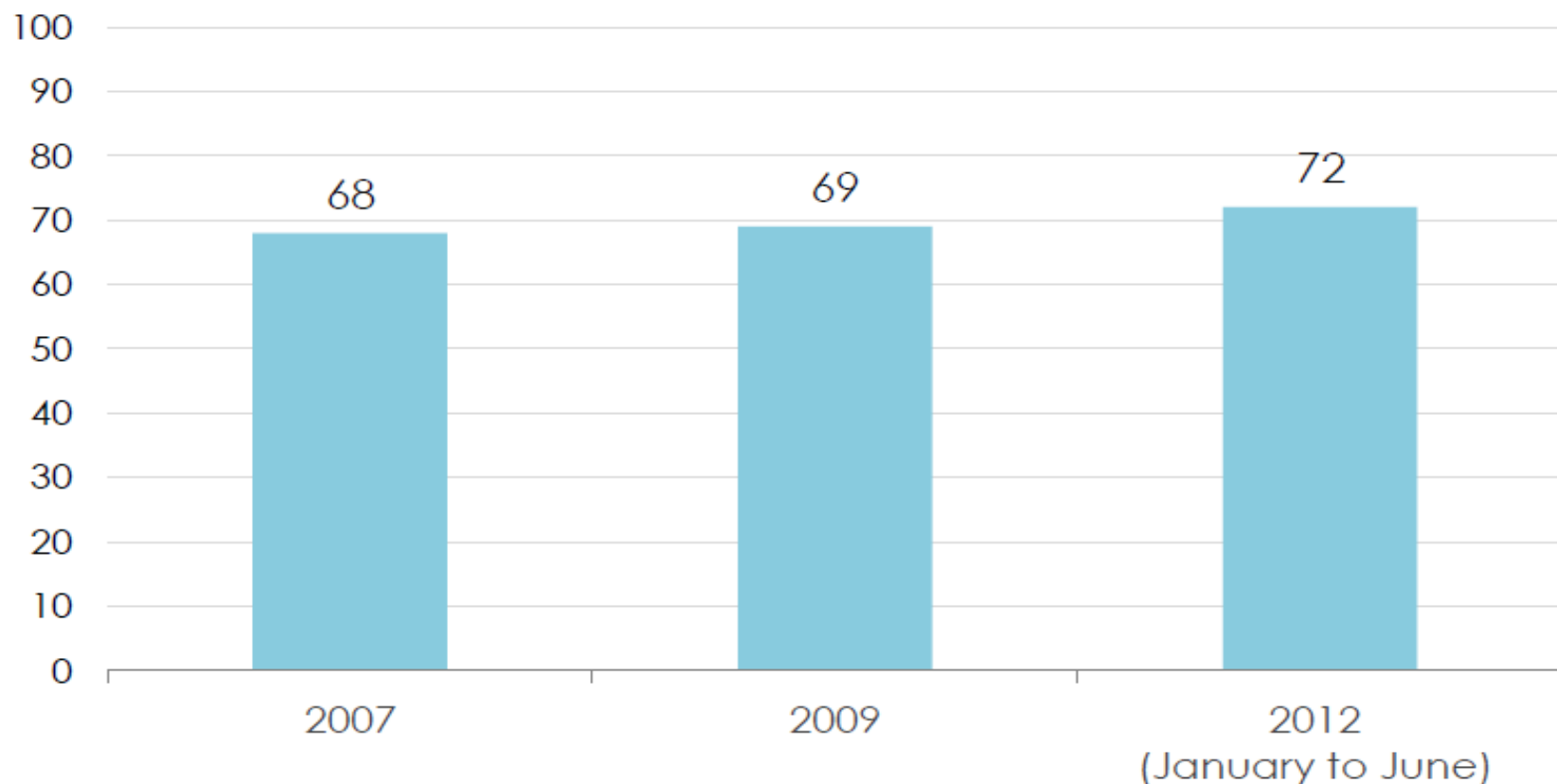
- Since 2006, the New Zealand Government has annually surveyed a random sample of several thousand Citizens to identify citizens' service Expectations, as well as Government Service Performance.
- Since 2012, the Kiwis Count surveys are conducted quarterly

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).

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

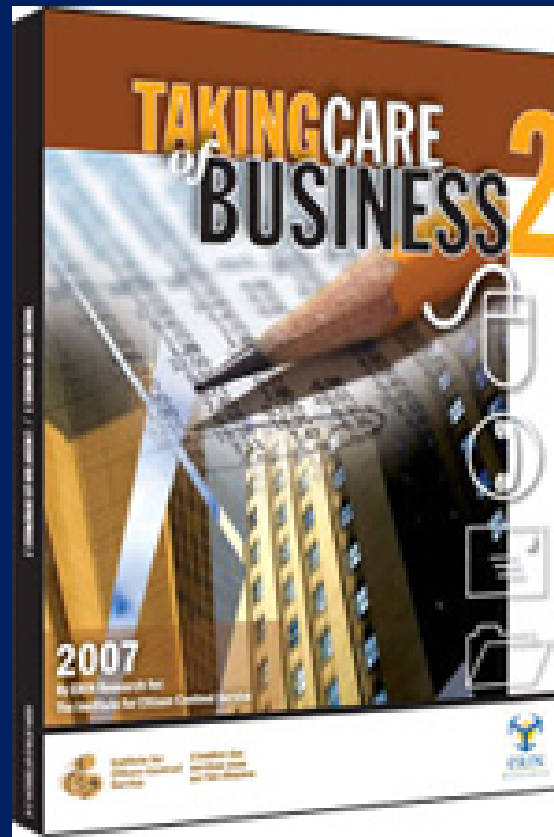
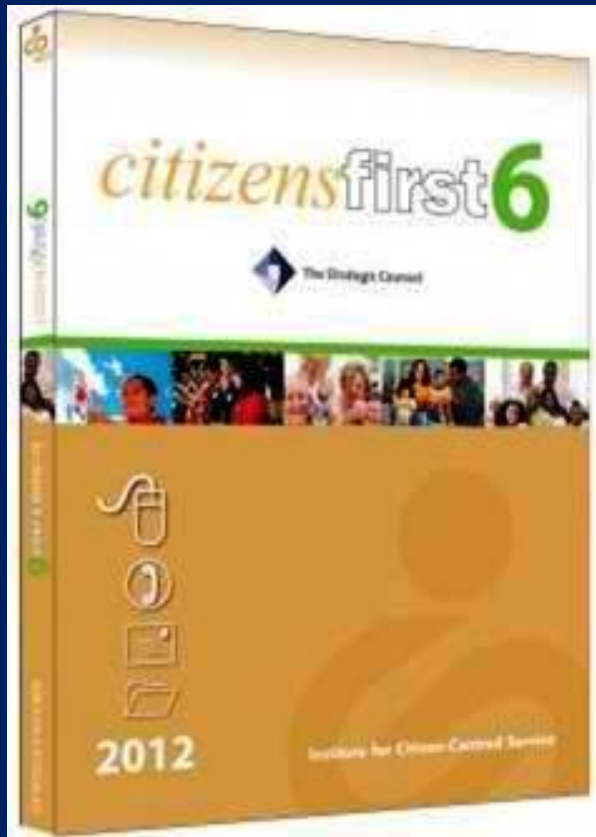


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- ▶ The CMT is based on the known “drivers” of client satisfaction
- ▶ The CMT permits programs to benchmark their results with others

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

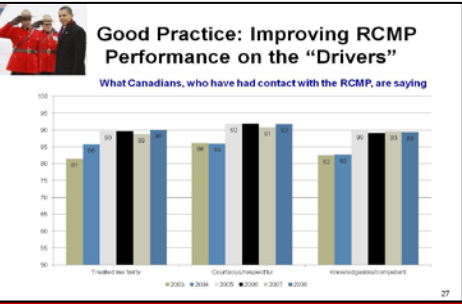
FINDING THE SERVICE

-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



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

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

Australia, Canada, Portugal,
Singapore, USA and Malaysia



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

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.

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**

The banner features the Malaysian coat of arms, a man in a suit, and various icons representing services like E-MAIL, FAXS, and TELEFON. It also includes logos for MAMPU, M, F, JPA, and TM.



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”



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 bodies 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.

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.**

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

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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](#)

Phone Number: BC, P 12345

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)



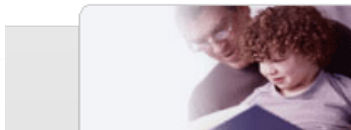
211Ontario.ca

Service Canada

 **211Ontario.ca**

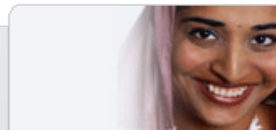


**211Ontario.ca Online
Directory of Services**
A bilingual directory of more than
56,000 agencies and services
together on one searchable web
site.
[211Ontario.ca Partner Sites](#)
Find local 211 Ontario sites



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



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

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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 »

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)



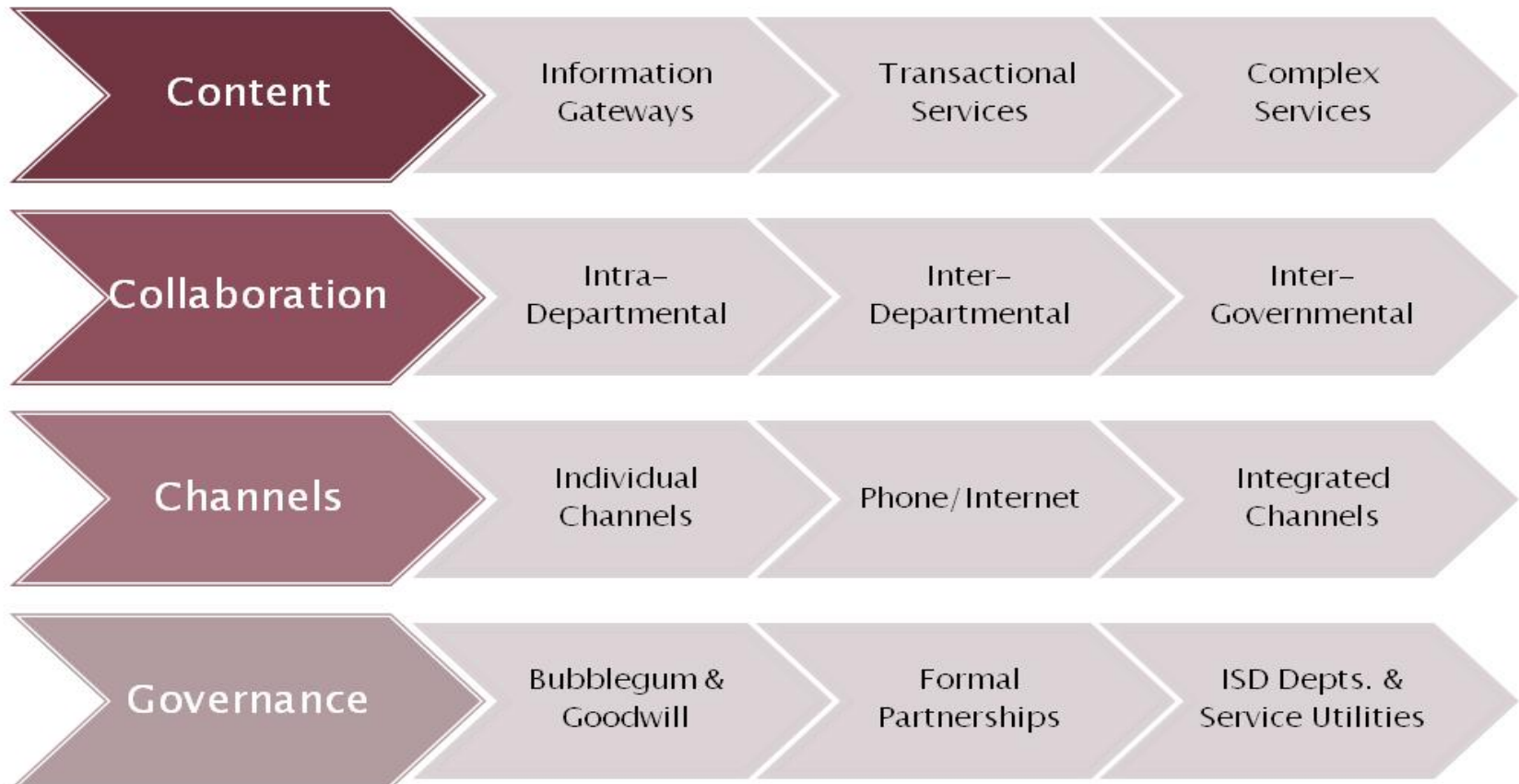
3. Service Boutiques with one-stop services bundled by client or by related services (e.g. businesses, senior citizens, health and social services)



There Are Four Trends in One-Stop Service

The Evolution of Integrated, One-Stop Delivery Models

Four Trends in Service Collaboration

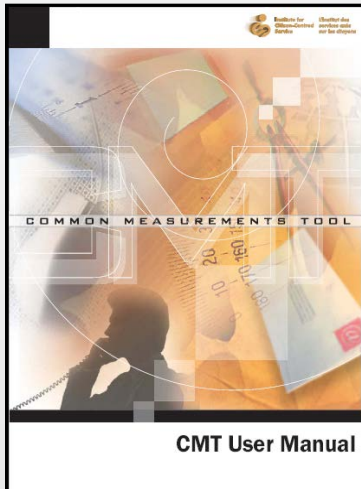


3. Global Best Practices in Measuring and Benchmarking Client Satisfaction to Achieve Service Excellence:

Canada and New Zealand



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



- 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

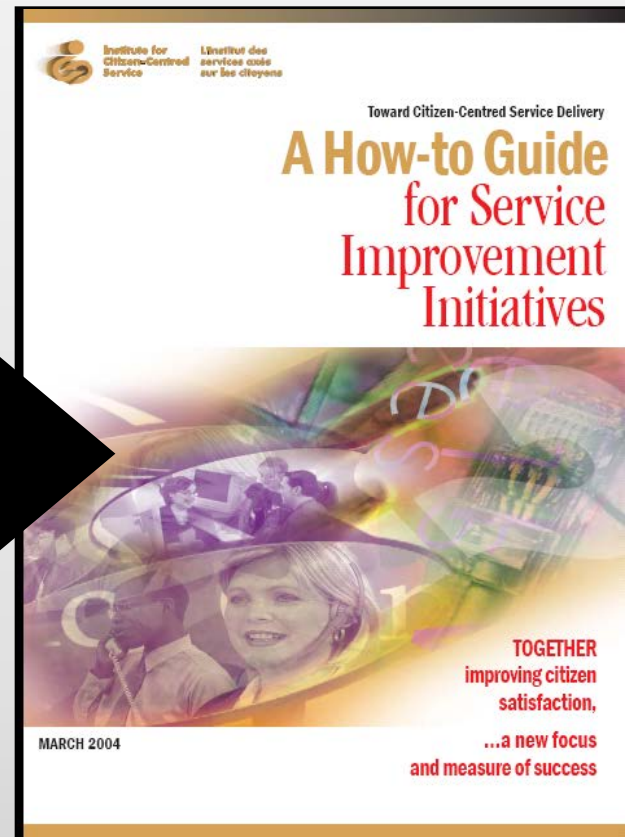


CAPAM Silver Award



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

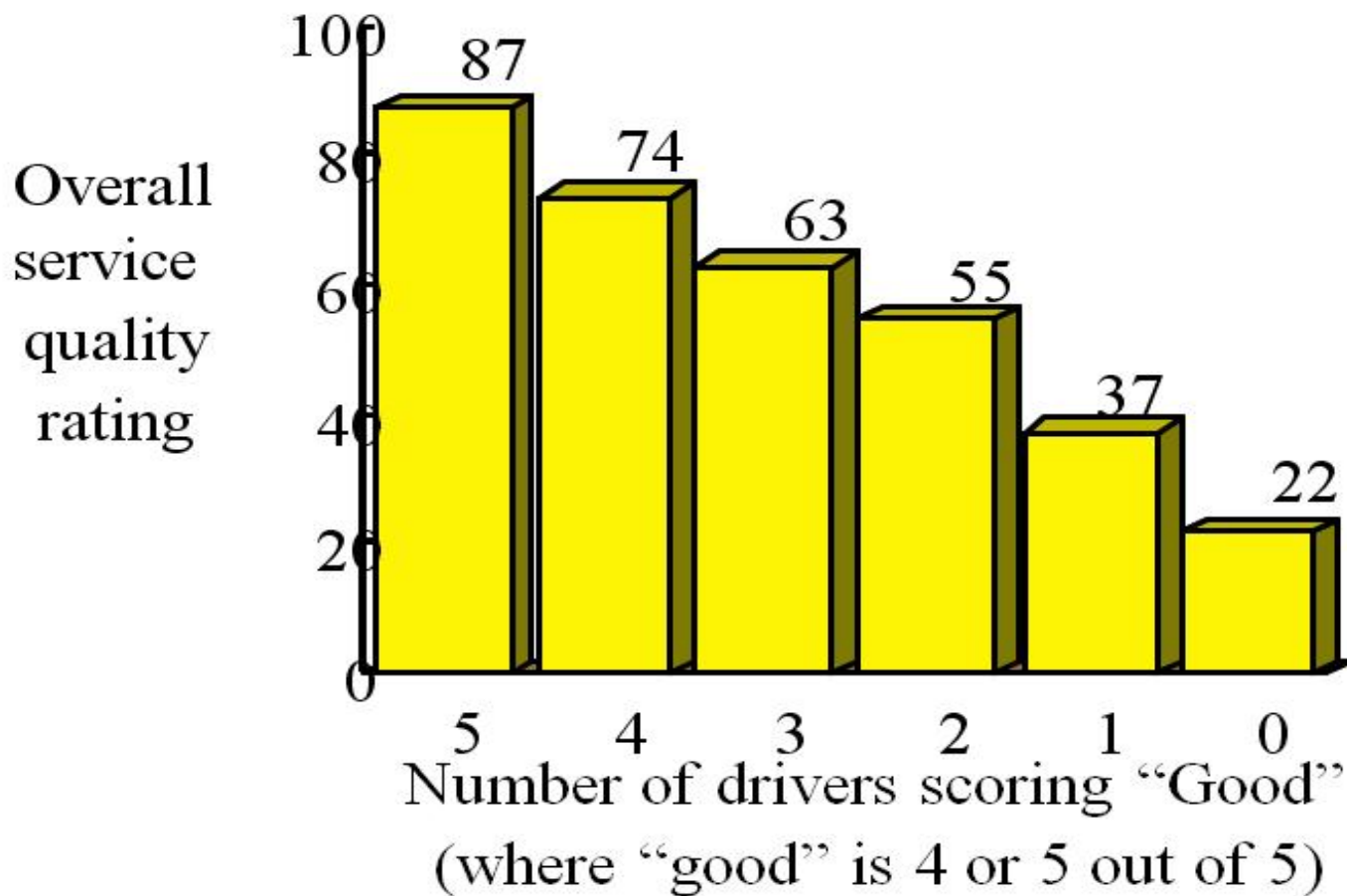


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ISAC 2005

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

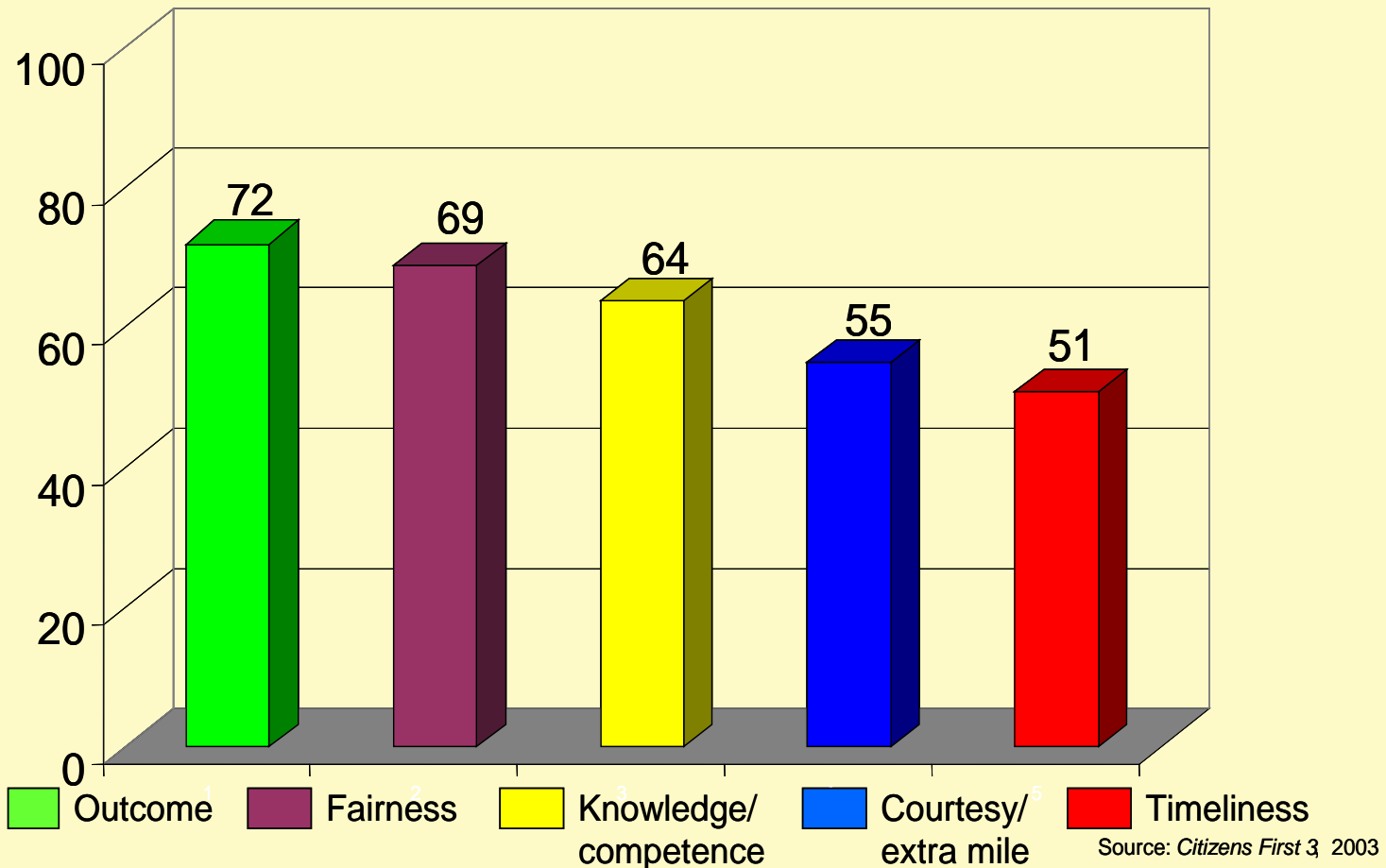
Performance on the Five “Drivers” Determines Overall Client Satisfaction

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



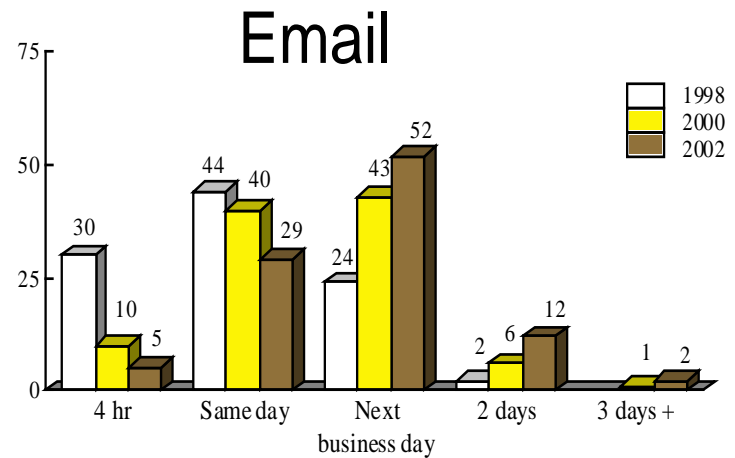
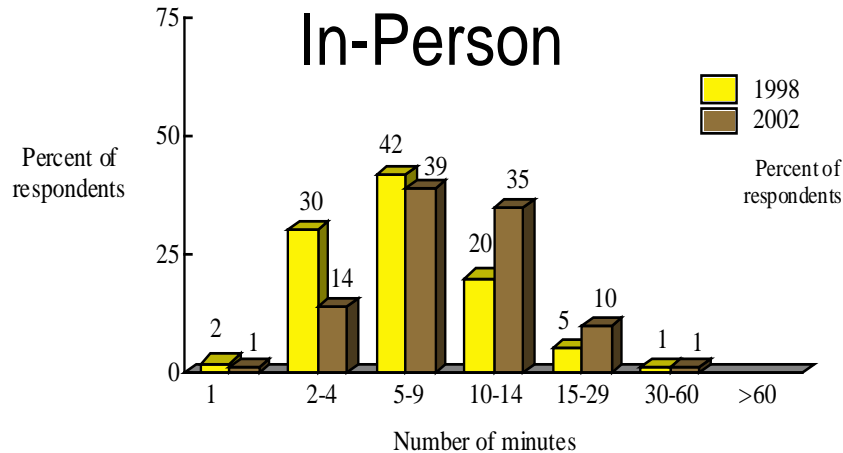
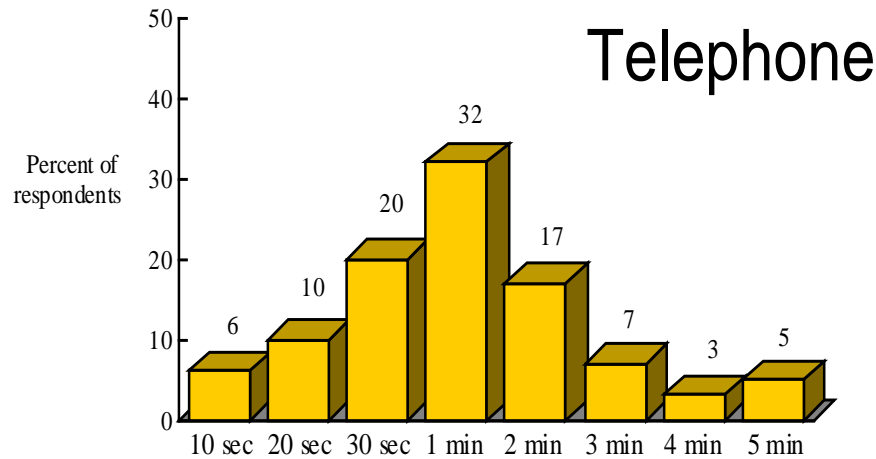
Which Drivers Most Need Improvement? *

How are we doing on the "drivers"?

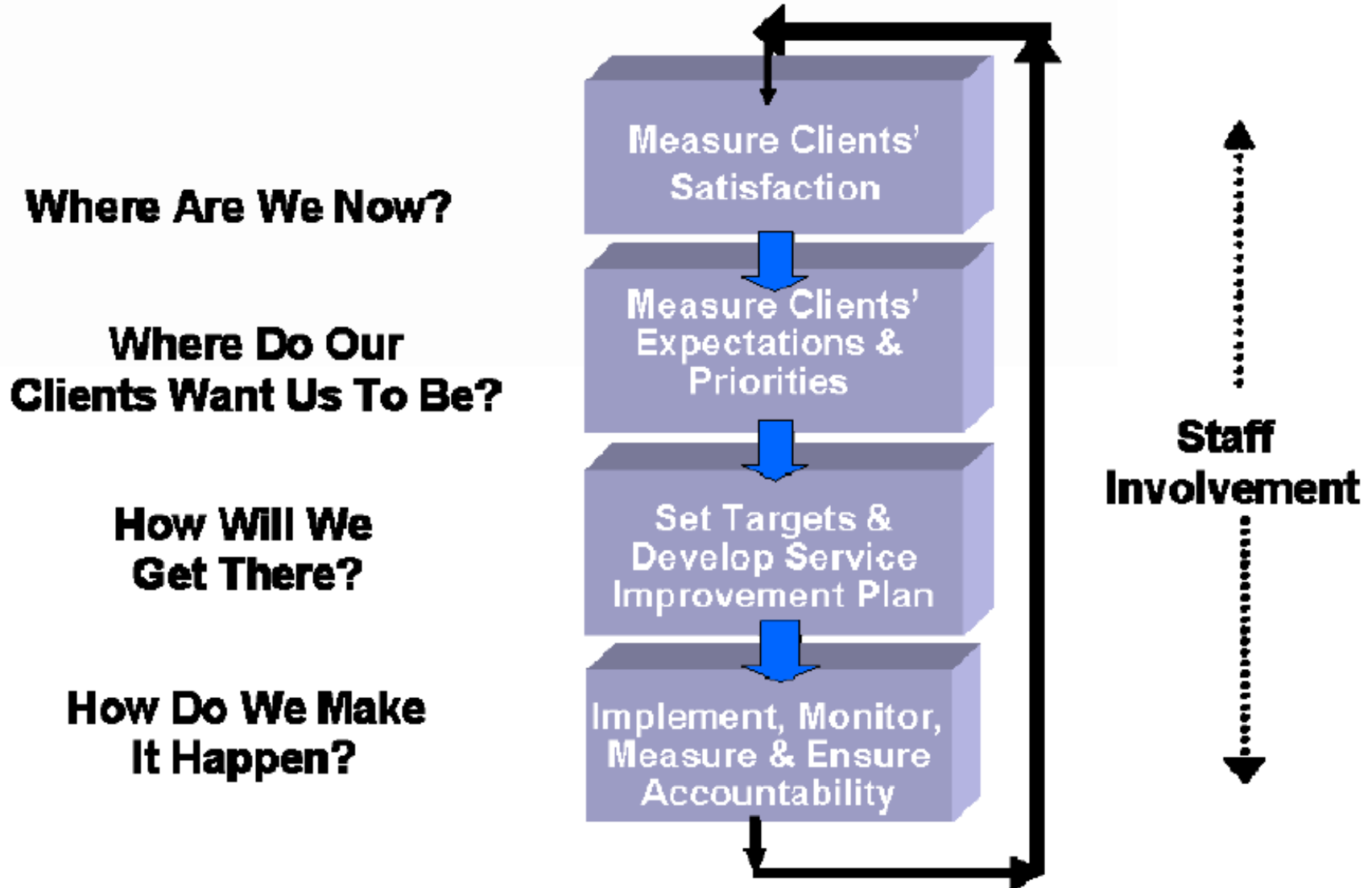


* Canadian research data- will vary by department and country

Canadian Service Standards: Identifying Citizens' Expectations



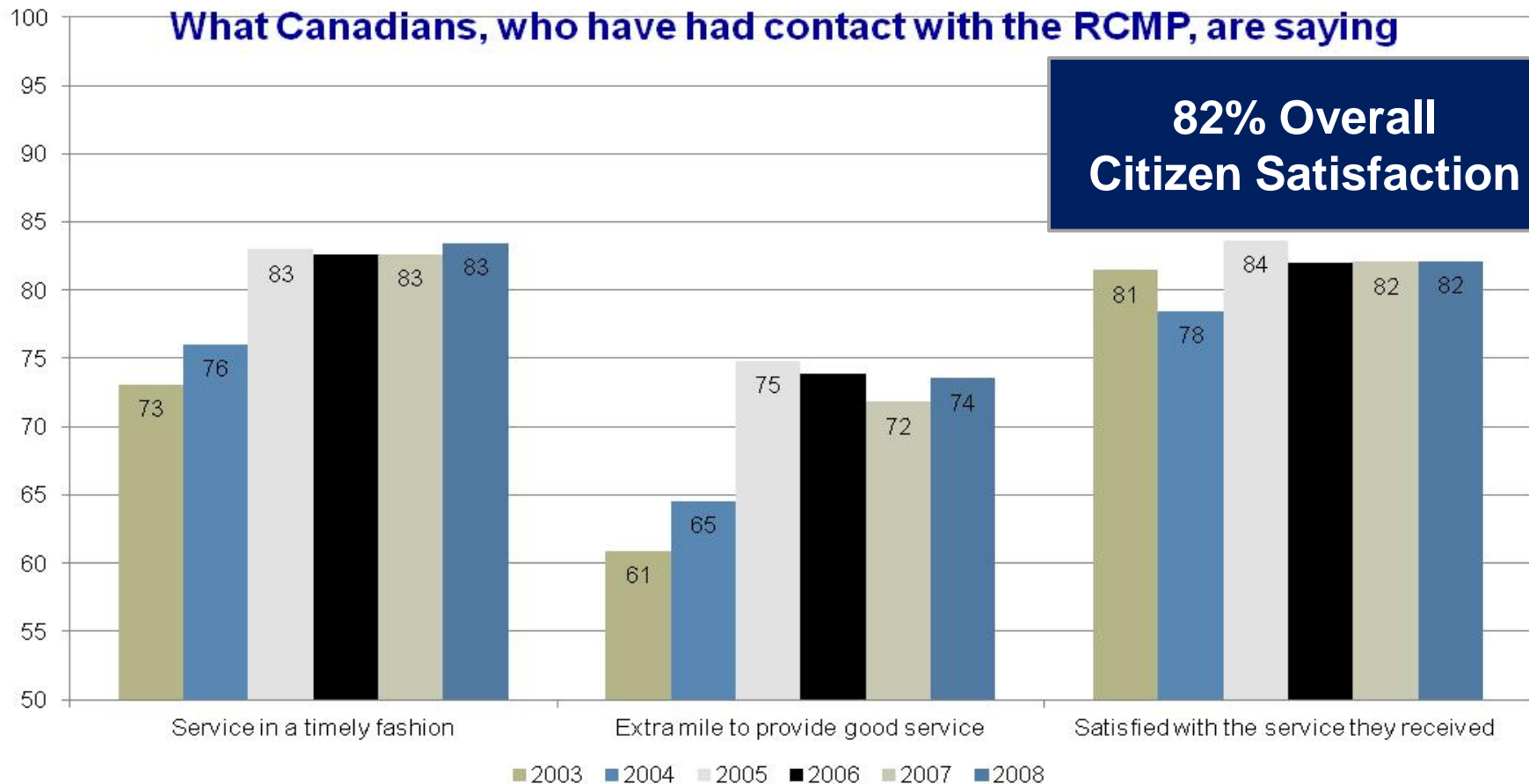
The Canadian Public Sector's Service Improvement Process



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

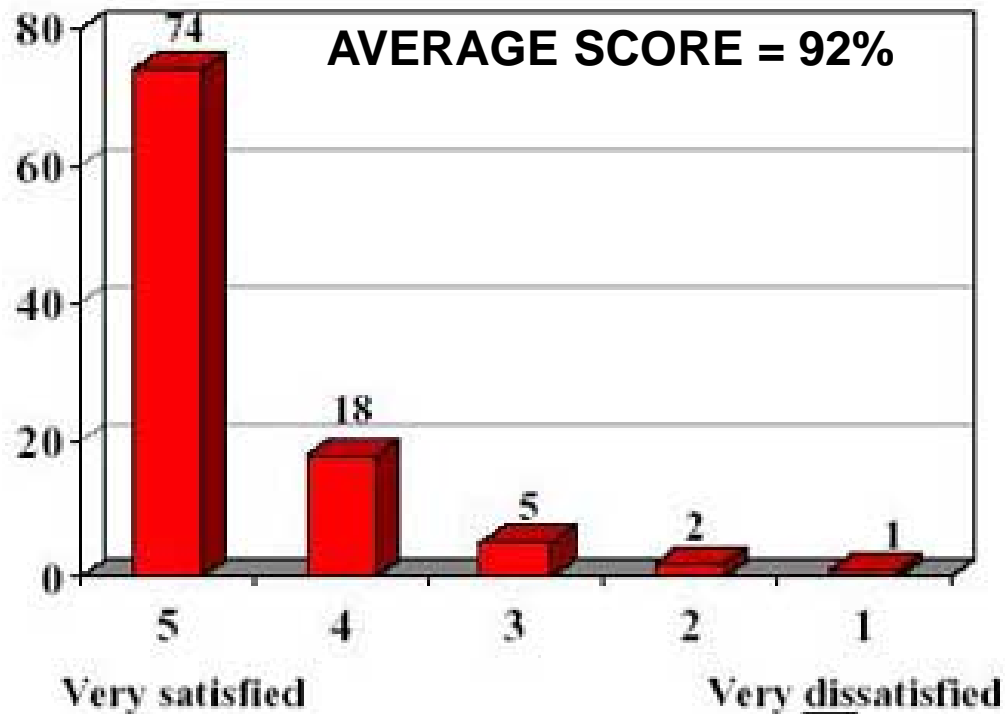
(Using the ICCS Common Measurements Tool)



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)



Service Excellence: Achieving World Class Levels of Client Satisfaction

**Royal
Canadian
Mounted
Police**



**83%
Client
Satisfaction**



211Ontario.ca

**92%
Best
Public
Sector
Call
Centers**



**Service
British
Columbia**

**95%
Client
Satisfaction**

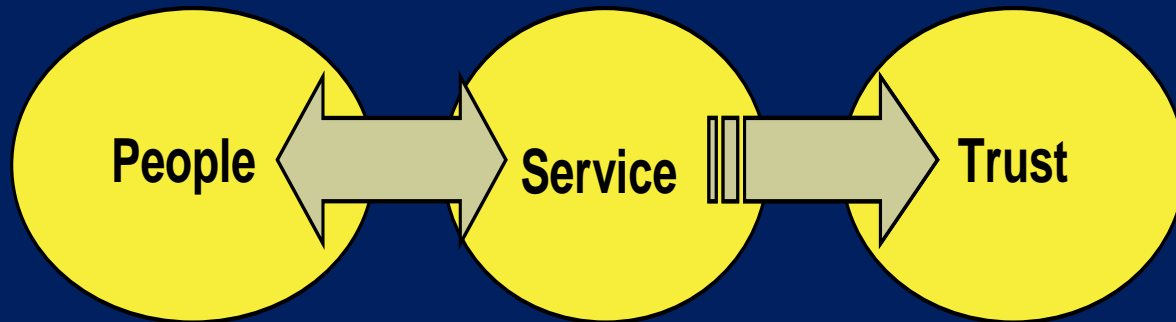


Citizen Centered Service in Canada: Outperforming the Private Sector

“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

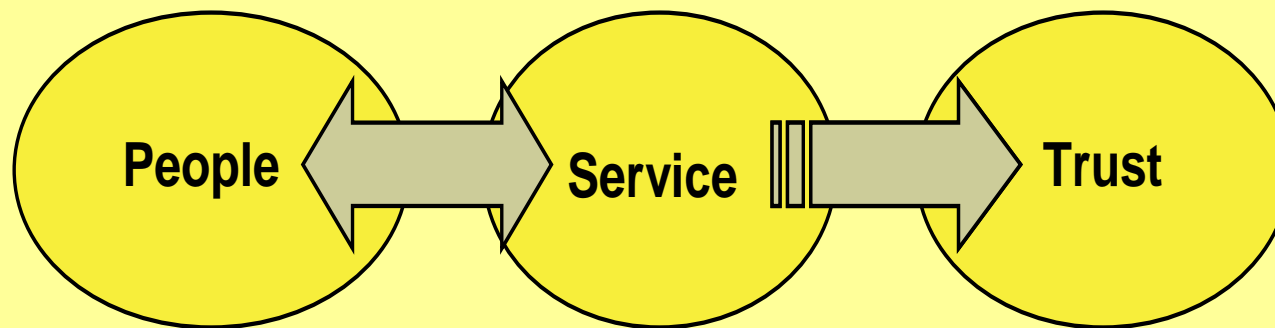
4. Citizen-Centered Service and Public Trust: The Public Sector Service Value Chain



Linking the People, Service and Public Trust Agendas

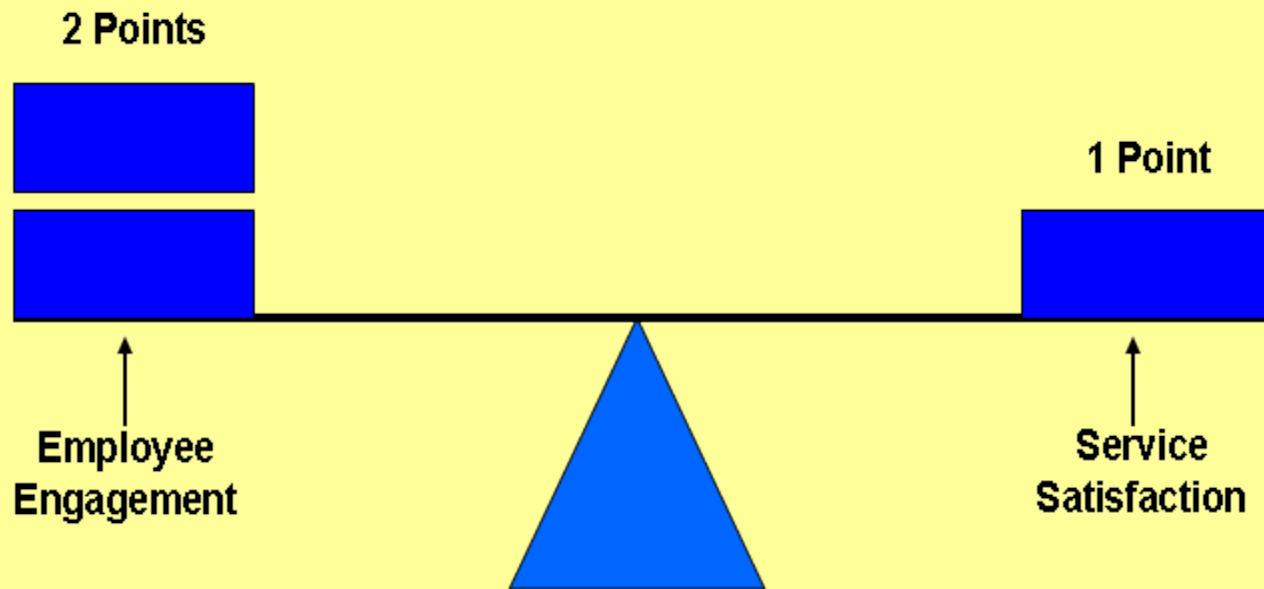
The **Public Sector Service Value Chain** concept proposes that these three aspects of public management are linked:

- ▶ **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

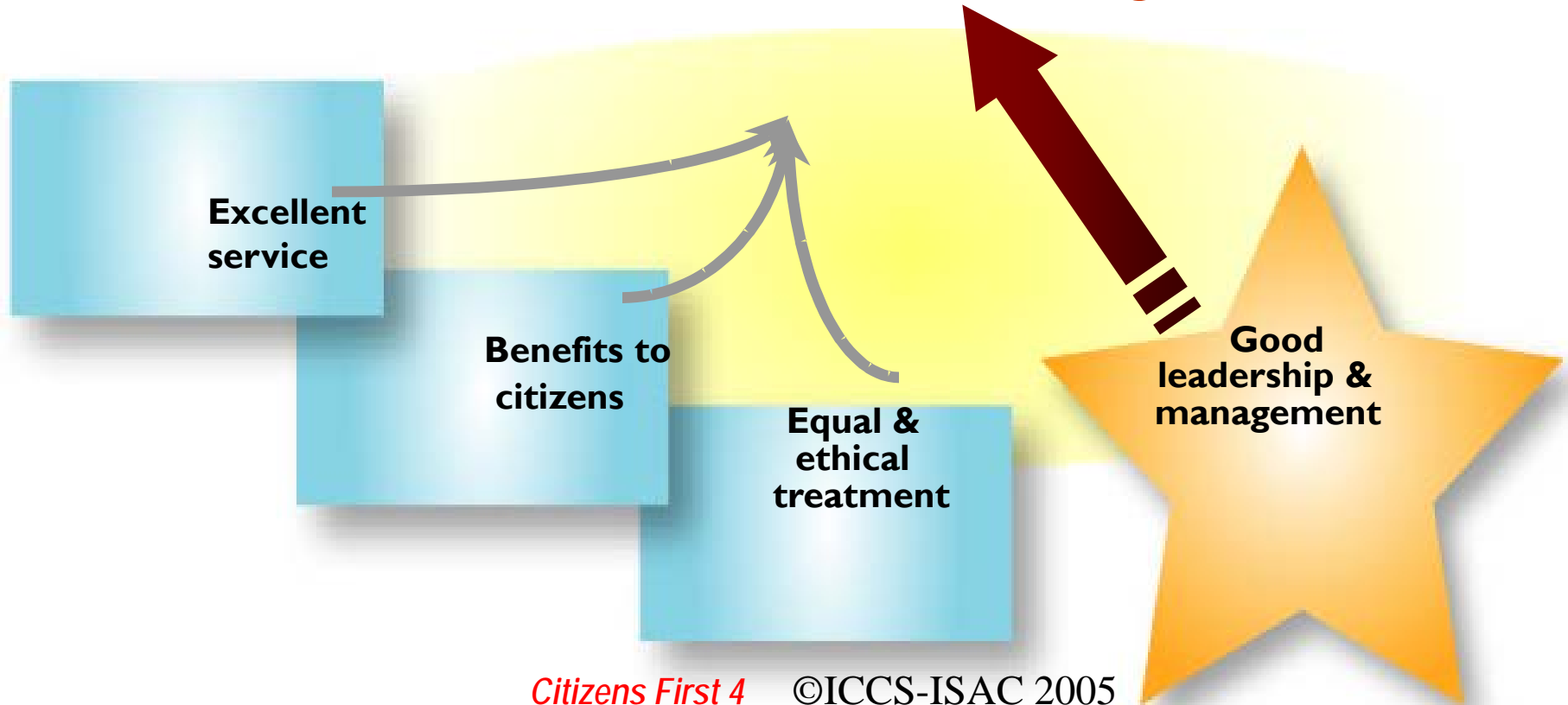
Increasing employee engagement leads to improvements in service satisfaction.



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

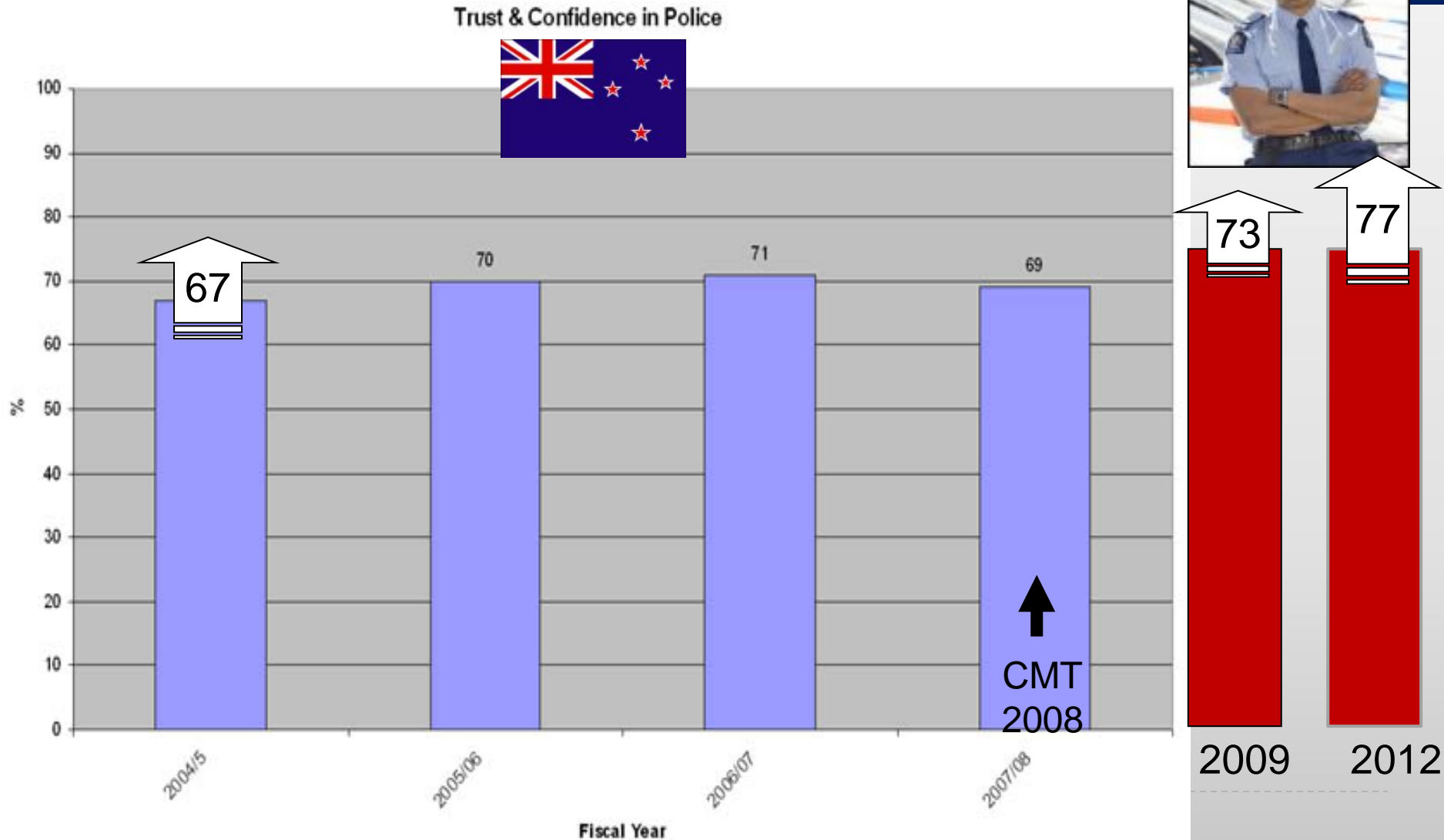


Drivers of Citizen Trust and Confidence in Public Institutions

- **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)

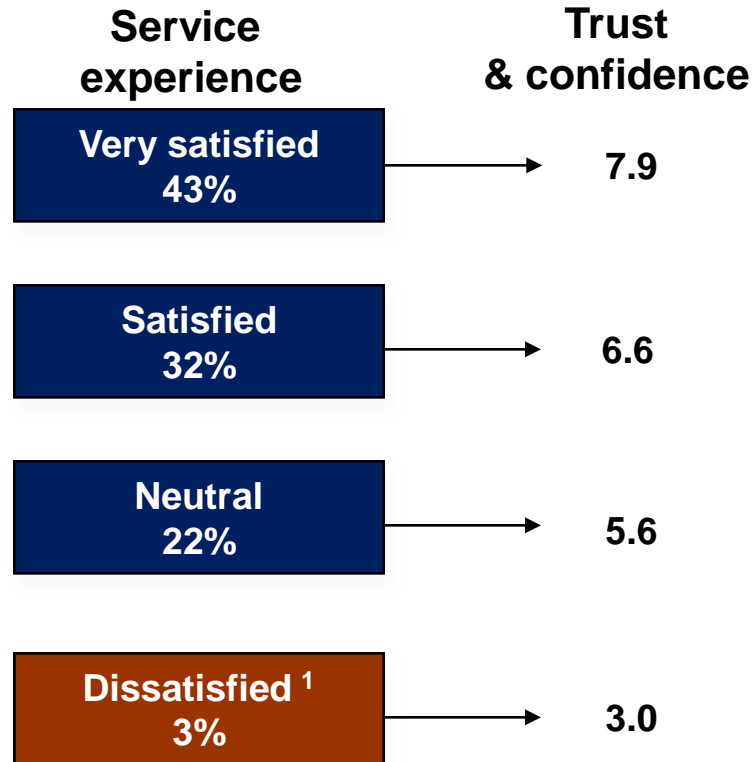


Using Service “Drivers” to Improve Public Trust in the New Zealand Police



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

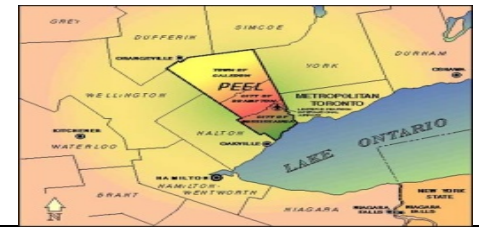
Drivers

- 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



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



Conclusion: Global Experience Demonstrates that a Citizen-Centered Service Strategy Can Build Both Citizen Satisfaction and Public Trust

Kop Koon Krup!



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>)

