Canadians’ Views On Joint Service Delivery
Presentation to Forum of Federations

ROUNDTABLE: JOINT SERVICE DELIVERY IN CANADA AND OTHER FEDERATIONS

October 21, 2011
From Research To Action – Our Agenda

Canada’s Citizen-Centred Service Research Agenda

- Citizens First
- Taking Care of Business
- Other studies

Canadian’s Views Respecting Joint Service Delivery

- Citizens First 5
- Taking Care of Business 3

Emerging Wave Of Joint Service 2011-2020 Initiatives – Implications For Future Research

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What is the ICCS?

What we do:

- Support two National Service Delivery Councils
- Manage Inter-Governmental Research agenda
- Gather, Preserve and Disseminate Knowledge and Innovative Practices
- Provide universally applicable Tools and Learning content:
  - Common Measurements Tool
  - Service Certification and Learning
- Build Capacity
Citizen-Centred Service Defined

“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.”

- Deputy Ministers’ Task Force on Service Delivery Models (Ottawa, 1996)
How Government Service Looks From The “Outside-in”

Using survey results to guide improvement

Knowing the service location or phone #

Citizen’s Needs and Expectations

Priorities for Improvement

Finding the Service

Service Delivery Quality

Accessing the Service

One’s experience with the service provider

Parking, getting through on the phone or internet
Canadian Governments are moving quickly

- Service Canada
- Canada Revenue Agency
- Service B.C.
- Service Ontario
- Services Quebec
- Saskatchewan
- City of Calgary
- City of Toronto
- City of Ottawa
Strategy And Tactics Founded In Research

- Citizens First (1-5)
- Taking Care of Business (1-3)
- Answering the Call
- Clients Speak
- Integrated Service Delivery
- Public Sector Service Value Chain
Citizens First

- Who does it cover?
  - It covers the pan-Canadian public sector at all three orders supported by the ICCS

- What does it assess?
  - Survey of how Canadians perceive public services: satisfaction, service expectations, special issues

- Where is it used?
  - Canada, (+ New Zealand, Qatar, Singapore)

- When was it used?

- Why is it important?
  - To understand key service issues in ways that drive strategic improvements, track trends over time, and provide empirical evidence
What have we learned?

The long-term trend is upward

Average Service Quality Rating (0-100)

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Drivers are the key to satisfaction

- **Timeliness**: the single most important driver across all services and all governments

- **Staff**: Customers appreciate knowledgeable staff who treat them fairly, “go the extra mile”, and make that extra effort

- **Positive outcome**: “I got what I needed”

- **Ease of access**

- **Citizens’ recent experiences** with public services

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Key Milestones CF 1-5

- **CF 1**
  5 Drivers
  Service standards
  Public Sector Services > Private Sector

- **CF 3**
  Trust and Confidence

- **CF 4**
  10-12% Improvement in Service Reputation

- **CF 5**
  10 year trends
  Multi-channel use
  Disability
  Trust in Government
  Trust in Public Sector

Service reputation scores
Citizens First 1 to 4

*What was the quality of the service for your… government in general?*

- Municipal: CF1 50, CF2 54, CF3 60, CF4 62
- Provincial/Territorial: CF1 47, CF2 53, CF3 56, CF4 57
- Federal: CF1 47, CF2 49, CF3 58, CF4 57
About “Taking Care of Business”

- Taking Care of Business (TCOB) is a national survey that asks Canadian businesses about their perceptions and priorities regarding the quality of public services.
- The TCOB studies are sponsored cross-jurisdictionally by the Institute for Citizen-Centred Service. The OPS joined 8 other Canadian jurisdictions in the TCOB3 study.
  - TCOB is now in its 3rd iteration and was first conducted in 2003.
  - TCOB3 is based on a representative sample of over 4,000 Canadian businesses in every province and territory, with an Ontario sample of more than 1,230 in 2010.
- TCOB is modelled on the Citizens First series of studies. Both studies are used by participating jurisdictions to track service quality performance measures and identify priorities for improving service quality.
- All Canadian public sector organizations benefit from the insights gained into service expectations, the drivers of satisfaction and channel use.)
TCOB3 examines how various service pieces fit together

- Perceptions
- Expectations
- Requirements
- “The Service”
- Preferences
- Satisfaction Drivers
- Outcome
- POST-SERVICE RESULTS

PRE-SERVICE EXPECTATIONS
Good government is essential to a healthy business environment, but Canadian business perceptions of government service has declined.

Access matters.

Multiple channels are valued by businesses, with growing support for online interaction.

Online services rapidly gaining favour.

Efforts to improve service quality are working.

Timeliness of service delivery remains the main driver of satisfaction.

“Red Tape” perceived to have increased.
Drivers of satisfaction: telephone (n=1,787)

Overall Satisfaction
- Overall satisfaction
- Satisfaction with Channel

Organization was easy to contact $\beta = .113$
Able to obtain information / resolution desired $\beta = .175$
Options / next steps clearly explained $\beta = .252$
Amount of time it took to get service $\beta = .317$
I was treated fairly $\beta = .158$
Information received was clear and easy to understand $\beta = .082$

$R^2 = .812$
Attitudes of Canadians to Joint Service Delivery
Online service and Joint Service Delivery is a rapidly expanding opportunity for Canadian Business

- Would like to do all routine business online: 51% total respondents who agreed/strongly agreed, 27% total respondents who disagreed/strongly disagreed.
- Can now do all routine business online: 41% total respondents who agreed/strongly agreed, 32% total respondents who disagreed/strongly disagreed.
- Would benefit if all gov't services were seamlessly linked: 63% total respondents who agreed/strongly agreed, 18% total respondents who disagreed/strongly disagreed.
- Confidence in online security to validate identity: 58% total respondents who agreed/strongly agreed, 19% total respondents who disagreed/strongly disagreed.

TCOB 3

% of respondents
Red tape burden has increased for Canadian businesses

“During the past three years, regulatory burden (red tape) has increased, decreased, remained the same”

n = 4,111
Example - NYC - BusinessExpress

■ One Stop Service to Business

■ easy access to information and ability to manage all regulatory and reporting requirements with 20 departments through one place
Effectiveness of incentives to encourage web/online service access

- Provide a way to connect to a live person: 78
- Provide a rebate or reduced cost to online users: 73
- Create single user account: 69
- Allow for use of credit card for online payments: 61

n = 3,827 to 3,937

TCOB 3
Privacy and security – Critical for online services and Joint Service Delivery – Citizens First 5

- There is an ongoing need to balance ease of use with security and privacy
- Citizens who use the Internet indicate ease of use is important
- Most support a common ID to access all government services
Overall response to privacy and security questions

Overall response to privacy and security questions

Same user ID for all federal services
Average = 70/100

- Strongly disagree: 11
- 20
- 40
- 60
- 80
- Percent of respondents

- Strongly agree: 44

Same user ID for services of all governments
Average = 64/100

- Strongly disagree: 15
- 20
- 40
- 60
- 80
- Percent of respondents

- Strongly agree: 39
Regular Internet users favour a common user ID

A single ID for:
- Federal services
- All gov't services

Frequency of Internet use
- Rarely, never
- Monthly
- Weekly
- Daily

Average agreement (0-100)
- 55
- 60
- 63
- 66
- 72

Regular Internet users favour a common user ID
Joint Service Delivery Agenda – Research Implications

- Identity Management – Privacy and Security
- Channel Utilization – Potential utilization by channel/service cluster/key client segment
- Channel Utilization – Switching behaviours: design, incentives, disincentives, and or “nudges”
- User centric on-line service design – How deep and personalized should services become

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THANK YOU

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