



ICCS Service Benchmarking Tools

Citizens First & the Common Measurements Tool

Forum of Federations, Queen's University, October 19th, 2012

Institute for Citizen-Centred Service

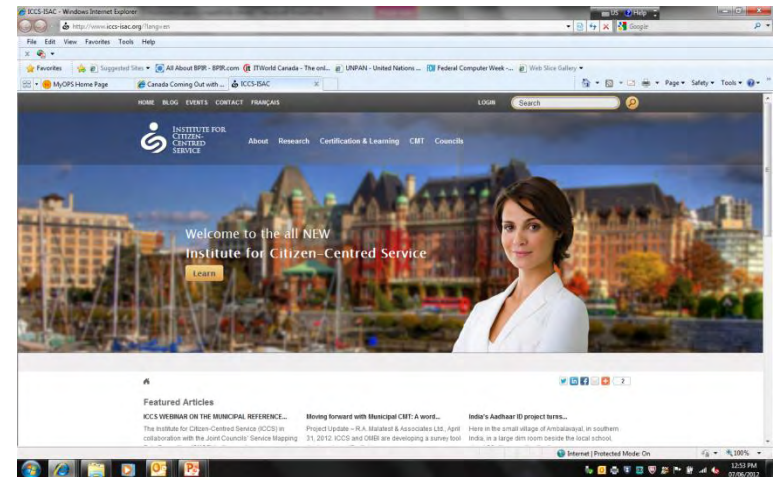




What is the ICCS?

The mission of the ICCS is to support public-sector organizations in achieving high levels of citizen and business satisfaction with public services

www.iccs-isac.org



The ICCS is an inter-jurisdictional platform for Canadian federal, provincial/territorial and municipal governments.

It is sponsored by the:

- Public Sector Service Delivery Council*
- Public Sector Chief Information Officers Council*

ICCS Pan-Canadian Research Program



- *Citizens First* series(1-6)
- *Taking Care of Business* series (1-3)
- *Other Studies*
 - *Answering the Call*
 - *Clients Speak*
 - *Etc.*

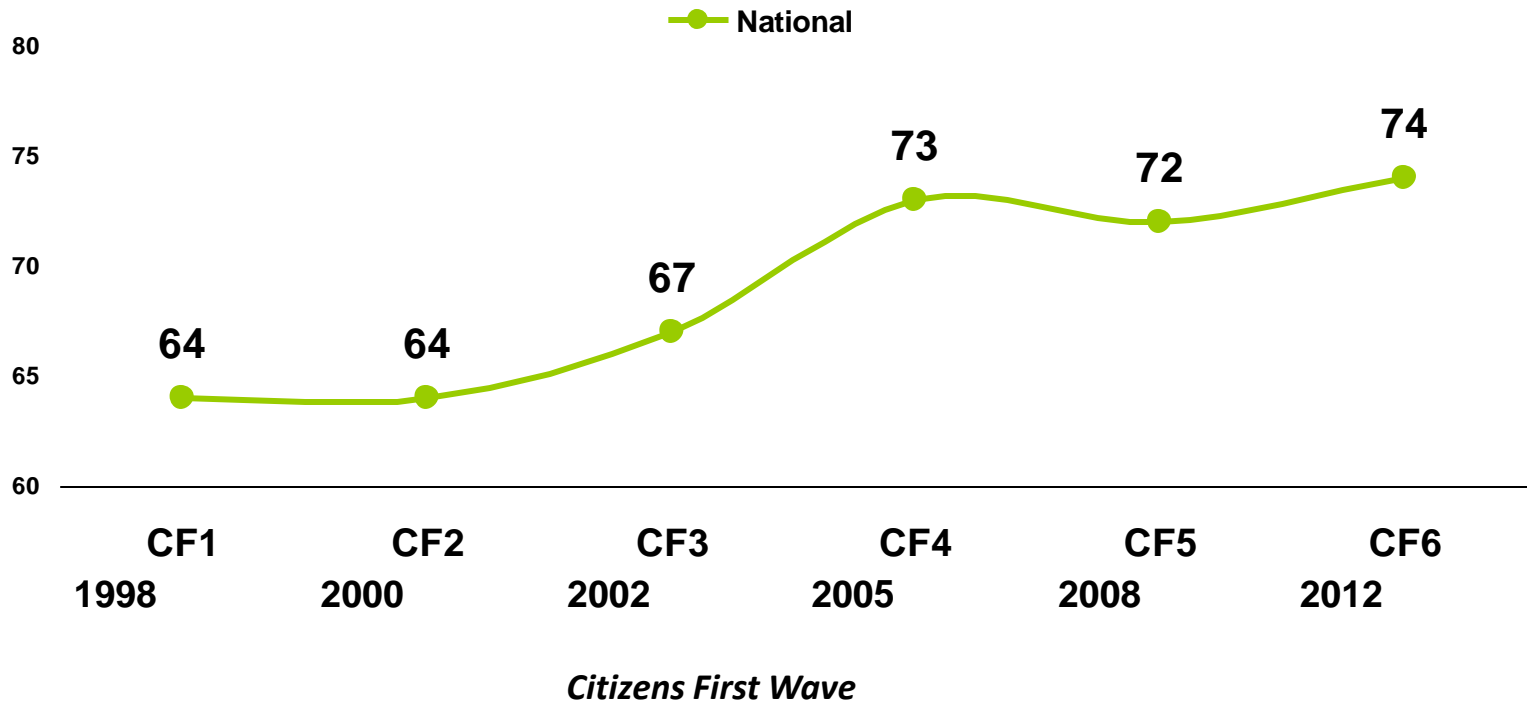
Longitudinal Benchmarking

Citizens First Trend Data



Service Quality Index Trend Data

Average Score (0-100)*



*Created from a basket of 25 services which have been tracked since CF1

Longitudinal Benchmarking

Shifts in Service Type Ratings

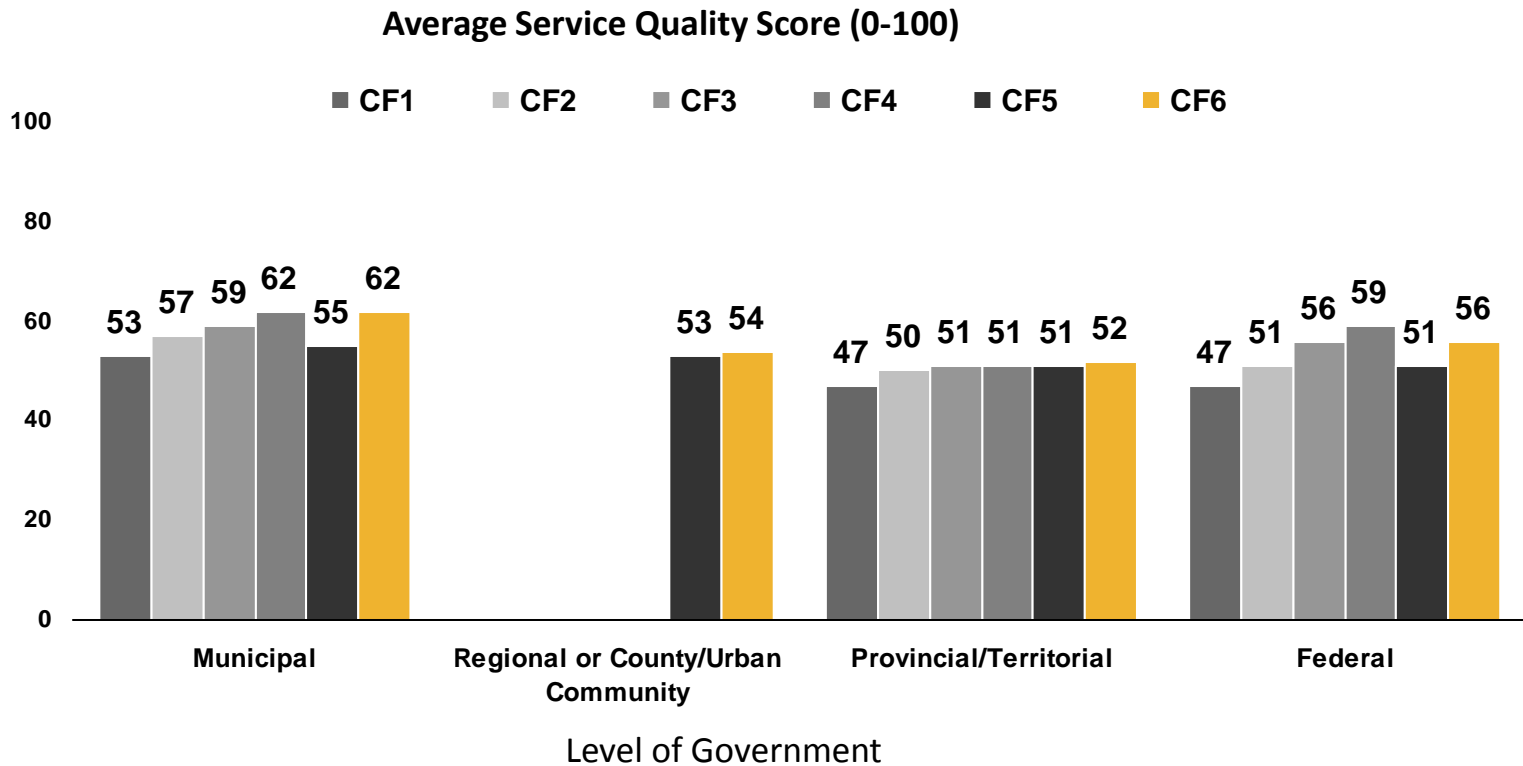


Provincial/Territorial and Local/Municipal Services		Federal Government Services	
Service Item	Point Increase from CF5 to CF6	Service Item	Point Increase from CF5 to CF6
Health card application or renewal	5	Obtained or provided consumer information	5
Contacted your municipality regarding property taxes	5	Used the Job Bank	5
Visited a public library	5	Visited one of Canada's national parks or heritage sites	5
Obtained vaccinations	5	Obtained tax information	7
Visited a doctor's office or clinic	5	Obtained or received CPP, OAS, GIS	7
Taken a course or completed a program of study at a provincial college or university	5	Used the services of the National Film Board, National Museums, National Arts Centre, National Archives, National Gallery	8
Health card application or renewal	5	Obtained or renewed a license or permit for Fisheries and Oceans, Canadian Firearms, Transport	10
Contacted your municipality regarding property taxes	5	Accessed services provided by Veterans' Affairs Canada	10
Birth, marriage, death registration and certificates	6	Obtained or renewed a passport	19
Stayed in hospital to receive care	6		
Used a municipal recreation centre	6		
Received hospital services as an outpatient	7		
Visited a provincial/territorial park or campground	7		
Contacted the fire department for help	8		
A housing subsidy	9		
Contacted the municipal police force for help	10		



Comparative Benchmarking

Trends Across Levels of Government

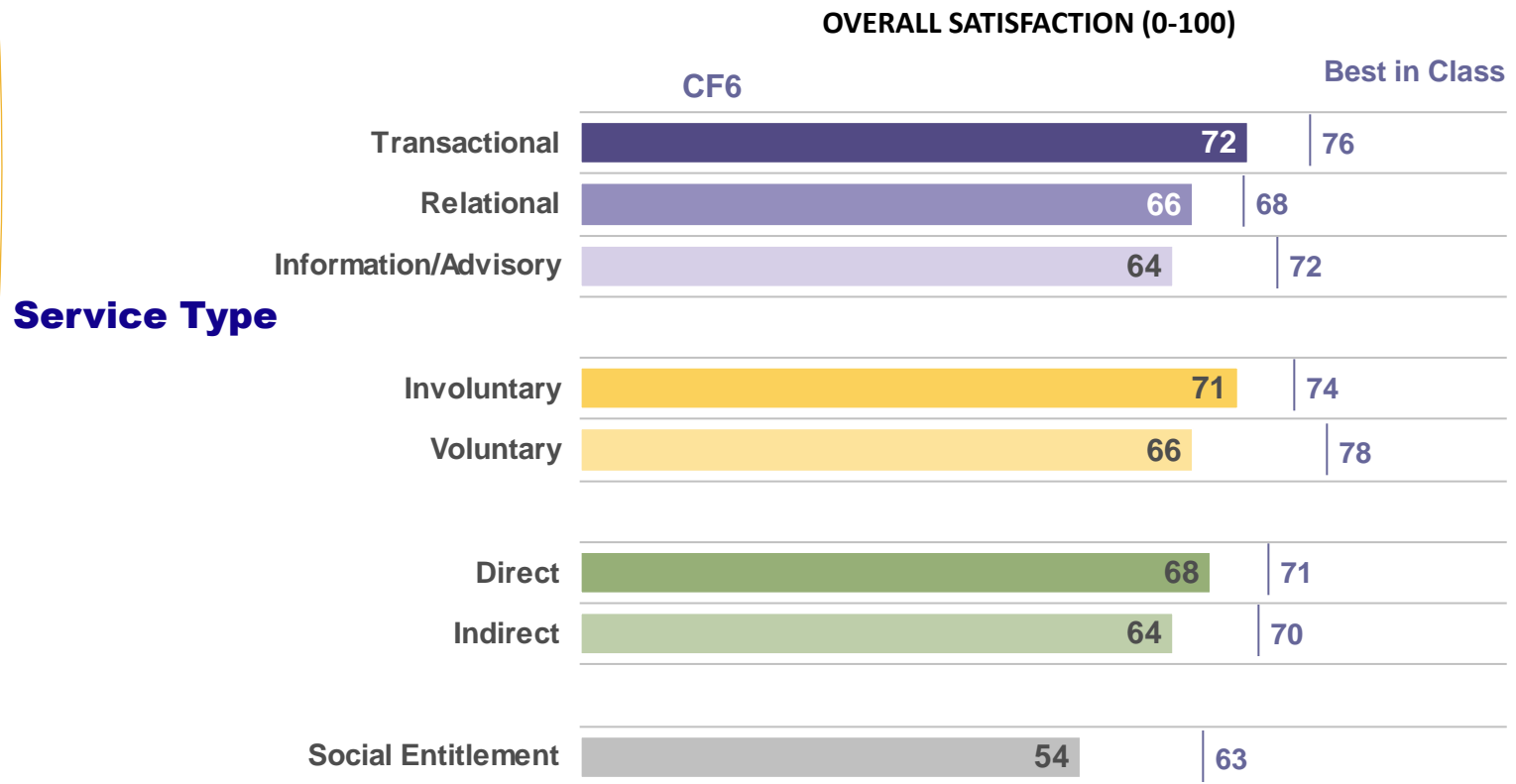


Comparative Benchmarking

Variation Across Types of Service



“Thinking about the entire experience, how satisfied were you with the service you got?”



Benchmarking as a Guide to Action



For Jurisdictions

- *Comparative benchmarking helps to determine whether there is a need for improvement*
- *Longitudinal benchmarking indicates whether or not progress is being made over time*
- *Benchmarking for best practices indicates whether other practices are available to review and potentially emulate*

ICCS Role

- *Supplies comparative data and analysis to participating jurisdictions*
- *Elicits identification of best practices from leading jurisdictions*
- *Facilitates cross-jurisdictional partnerships to replicate best practices*



Benchmarking Using the Common Measurements Tool

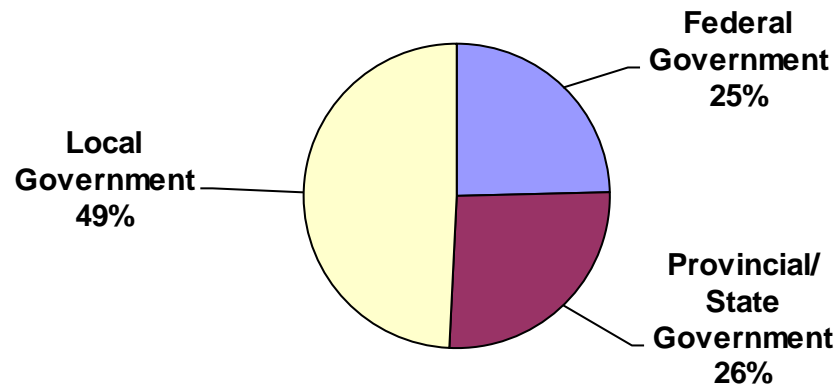


- *The CMT is a client survey tool for “real time” use by both external and internal programs at all levels of government*
- *It incorporates the key drivers of Client Satisfaction identified and validated through the Citizens First studies*
- *A central database of CMT data allows organizations to anonymously compare results against peer organizations including:*
 - *Longitudinal benchmarking*
 - *Comparative benchmarking*
 - *Benchmarking for Best Practices*

CMT Benchmarking Database



Leveraging over 400 survey data sets in the ICCS database “analytical lenses” have been developed to facilitate benchmarking



Existing Comparative Lenses

- **Overall**
- **International**
- **Single-Window**
- **Social Services**
- **Financial Services & Payments**

Emerging Service Area Lenses

- **Regulatory / Compulsory**
- **Relational**
- **Internal**
- **Indirect**
- **Client-facing**

Comparative Benchmarking



A dashboard of comparative results with similar service organizations/programs

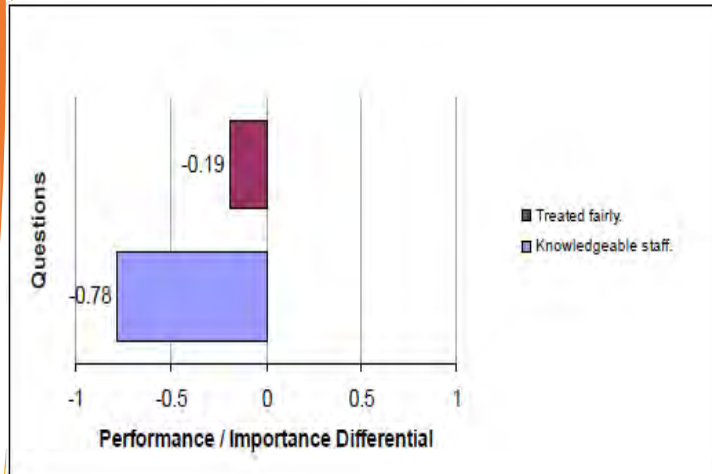
Questions	Your Org	Group 1	Group 2	Group 3
Overall service quality satisfaction.	3.75	4.20	4.00	4.00
Overall accessibility satisfaction.	3.94	4.10	4.30	4.10
Treated fairly. Agreement.	4.57	4.30	4.30	4.30
Treated fairly. Importance.	4.76	4.60	4.70	4.60
Knowledgeable staff. Agreement.	4.03	4.30	4.20	4.20
Knowledgeable staff. Importance.	4.81	4.60	4.80	4.70
Overall satisfaction. Time.	3.28	3.90	4.00	3.90

Colour-coding enables easy identification of problem areas as well as quick assessment of the overall performance.

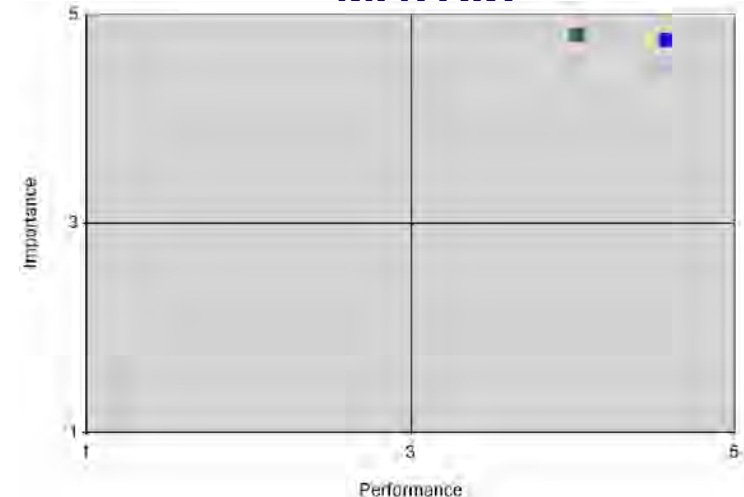
Priorities for Service Improvement



GAP ANALYSIS



PERFORMANCE/IMPORTANCE MATRIX



Question	Performance	Importance	Gap
● Treated fairly.	4.57	4.76	-0.19
■ Knowledgeable staff.	4.03	4.81	-0.78

The benchmark report offers various methods of identifying the areas in need of improvement

Leveraging Best Practices



In line with the ICCS' stated goal of becoming a repository of information about best practices, the CMT Benchmarking Reports offer examples of actions taken by different organizations in connection with specific drivers of satisfaction.

WHAT LEADERS ARE DOING . . .

- Veterans Affairs Canada has shifted from a program-centred to a client-centred approach by first identifying the needs of individual clients and then enabling easy access to the right services by coordinating departmental and community resources. [Learn more...](#)
- The Government of Ontario increased accessibility by making multiple services available over multiple channels. Many of them have extended hours of service. [Learn more...](#)
- The Region of Peel's Contact Centre has improved accessibility by ensuring that its customers do not experience busy signals, extended periods on hold or inadequate automated systems. [Learn more...](#)

Each example is linked to online content providing further illustration of best practices.



Building a Community of Practice

- *The ICCS is increasingly moving beyond simple comparative benchmarking, towards a culture of collaborative knowledge-sharing.*
- *Alongside many Canadian jurisdictions, an increasing number of governments around the world are looking to participate in a collaborative framework of this type. This includes governments from Australia, New Zealand, the UAE, the UK, and the US.*





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