

PUBLIC SECTOR RESEARCH

A Canadian Perspective

Presented by:
Michal Dziong
Research Manager, ICCS
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Institute for Citizen-Centered Service

ICCS AND RESEARCH



Citizen-Centred Service Philosophy

“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*



Institute for Citizen-Centred Service

ICCS Mission

- To support public sector organizations in achieving high levels of citizen and business satisfaction with public services

ICCS Lines of Business

- Provide management, secretariat and support services for the Public Sector Service Delivery Council and the Public Sector Chief Information Officers Council
- Lead and guide inter-governmental research agenda (Citizens First and Business First)
- Develop and support the implementation of the Common Measurements Tool (CMT)
- Create and deliver Certification & Learning Programs



Institute for
Citizen-Centred Service

L'Institut des services axés
sur les citoyens



ICCS Research: Citizens First and Business First



Citizens First 8

NATIONAL REPORT
2018

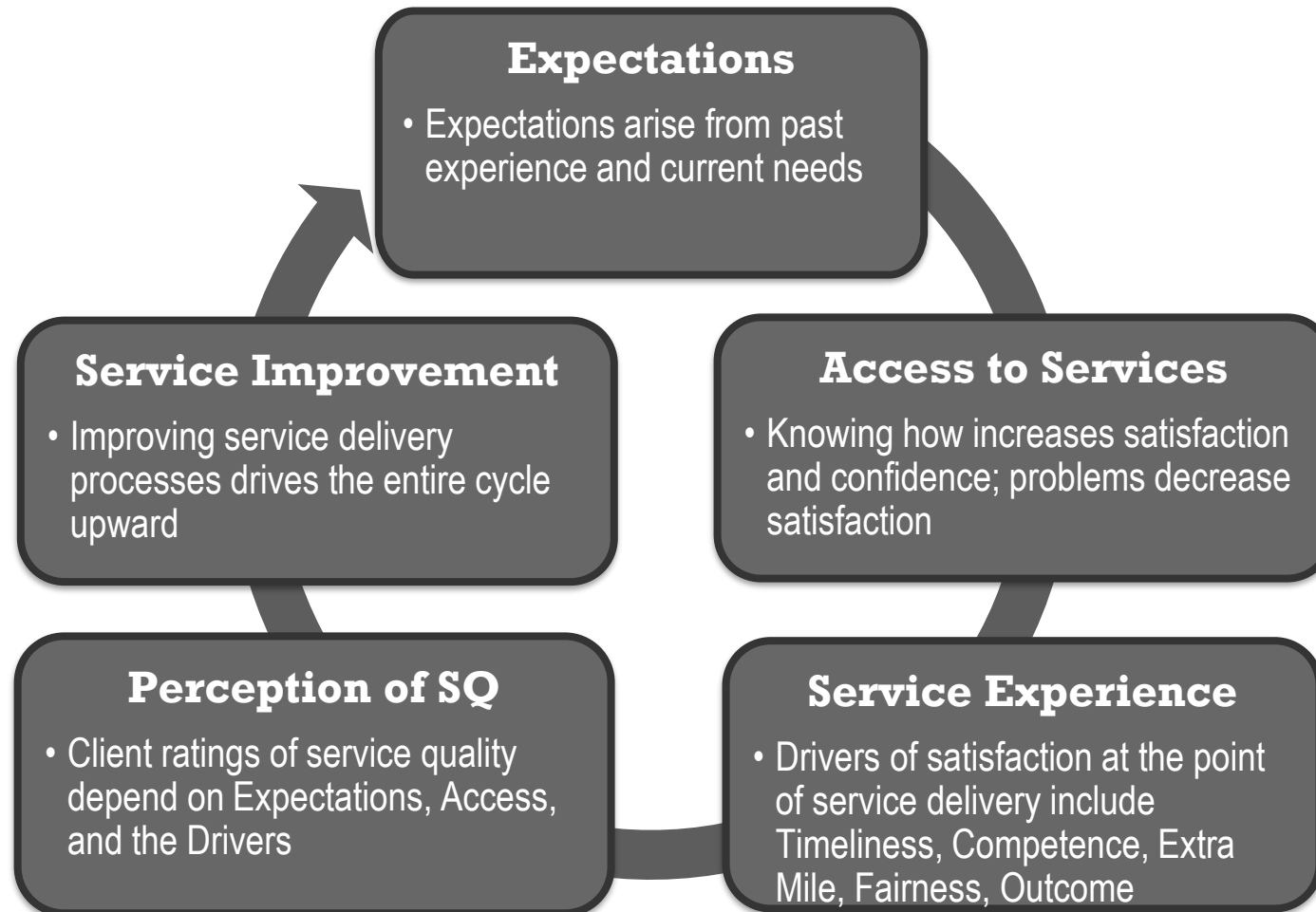
Ipsos Public Affairs 



- National studies of citizens' and businesses' views of service delivery
- First launched in 1998 and 2004, respectively, each study is conducted every 2 to 3 years
- Eight iterations of Citizens First and six of Business First/Taking Care of Business have been undertaken to date
- Each wave brings together sponsor jurisdictions representing all levels of government
- The studies include the following measures:
 - Service expectations
 - Service quality (experience)
 - Service reputation
 - Drivers of satisfaction
 - Longitudinal benchmarks
- The research also examines topics that are of special interest to public sector organizations (e.g., the most recent iterations took a focused look at the issue of migrating services online)



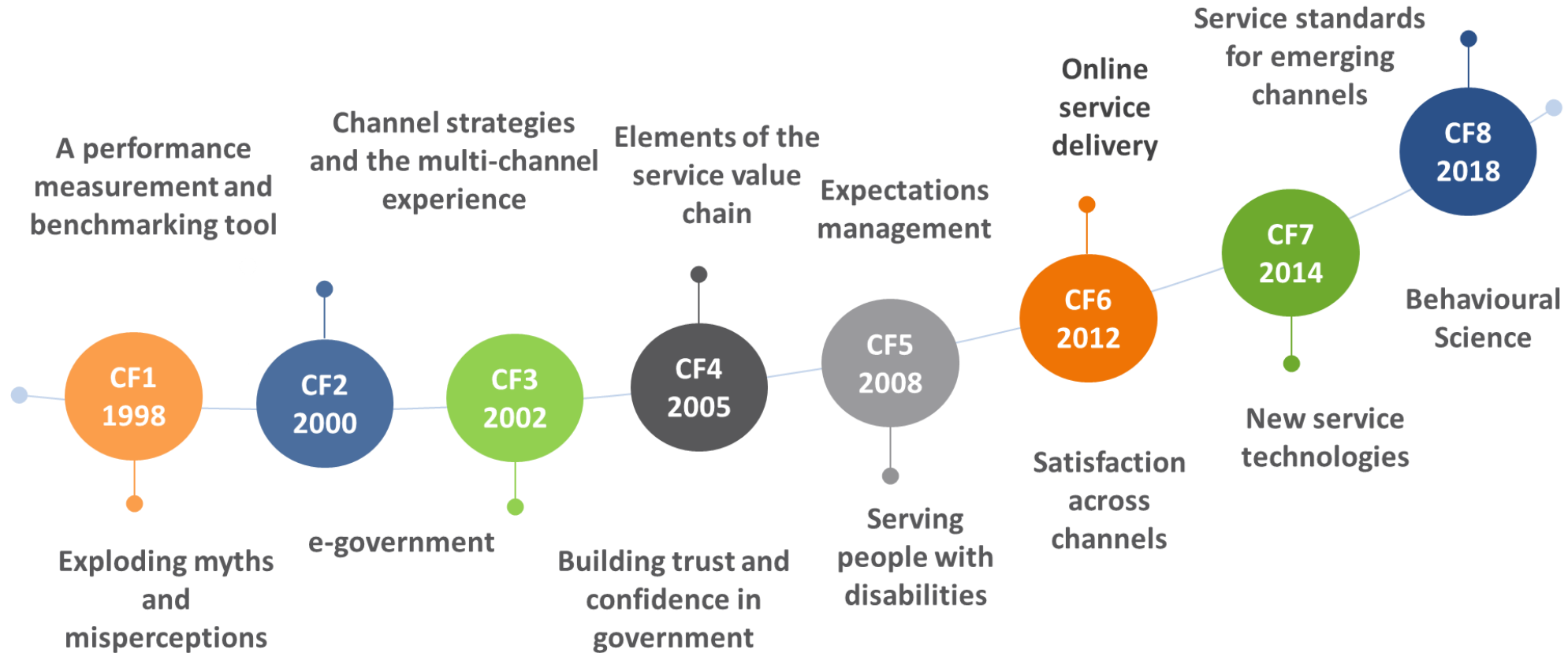
ICCS Research: The Service Delivery Framework



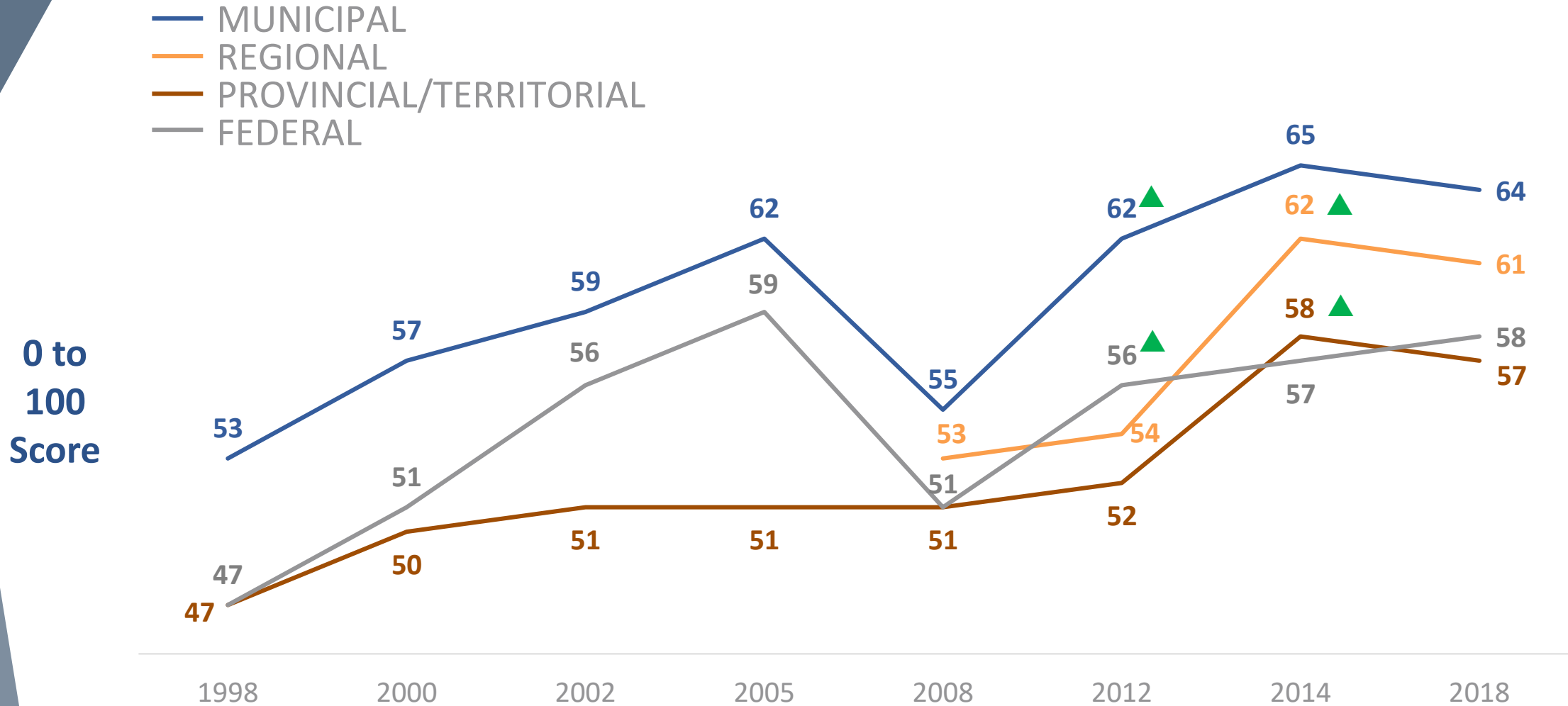
CITIZENS FIRST



Citizens First 1-8: Focus Areas



Citizens First 1-8: Service Reputation



* 0 to 100 scores are scaled from 0% for Very Poor (1), 25% for 2, 50% for 3, 75% for 4 through 100% for Very Good (5).

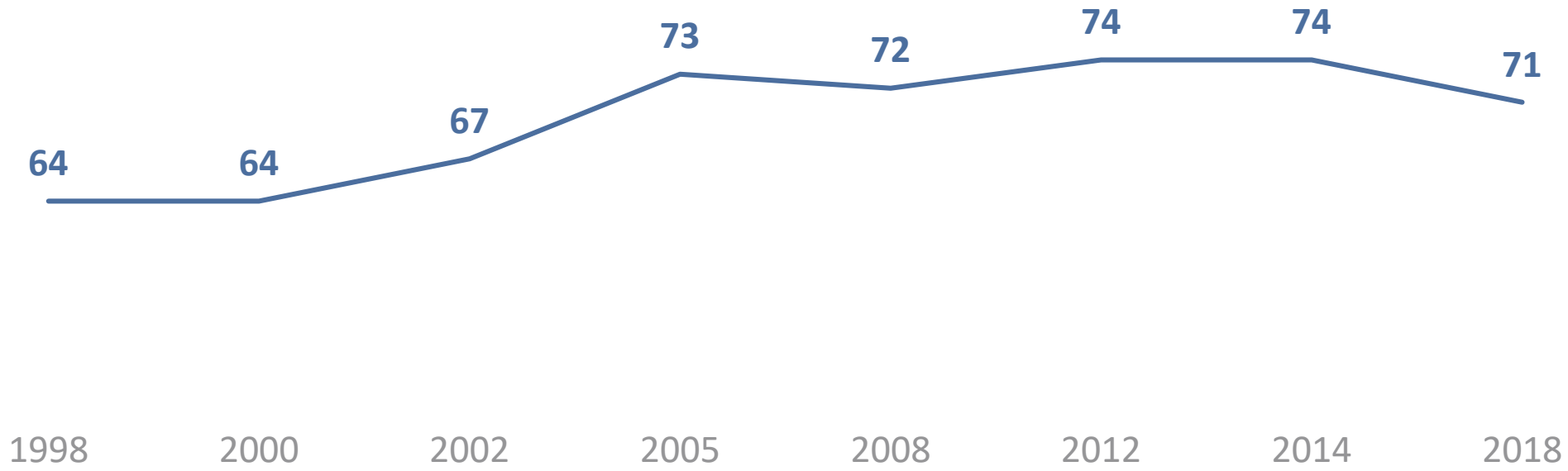
▲ ▼ Significantly higher/ lower than the previous wave (Stat testing provided between CF5 to CF8 only)



Citizens First 1-8: Service Quality Scores

LONG-TERM TREND IN SATISFACTION WITH THE NATIONAL BASKET OF SERVICES

0 to 100 Score*



**The CF8 National Basket of Services score is based on an average 0-100 rating for a group of 22 services provided by all levels of government. (Refer to the Citizens First 8 report for details). Services of Canada Revenue Agency were added for the first time in Citizens First 8. Without this service, the National Basket score is 72.*



CF8: Client Satisfaction Index

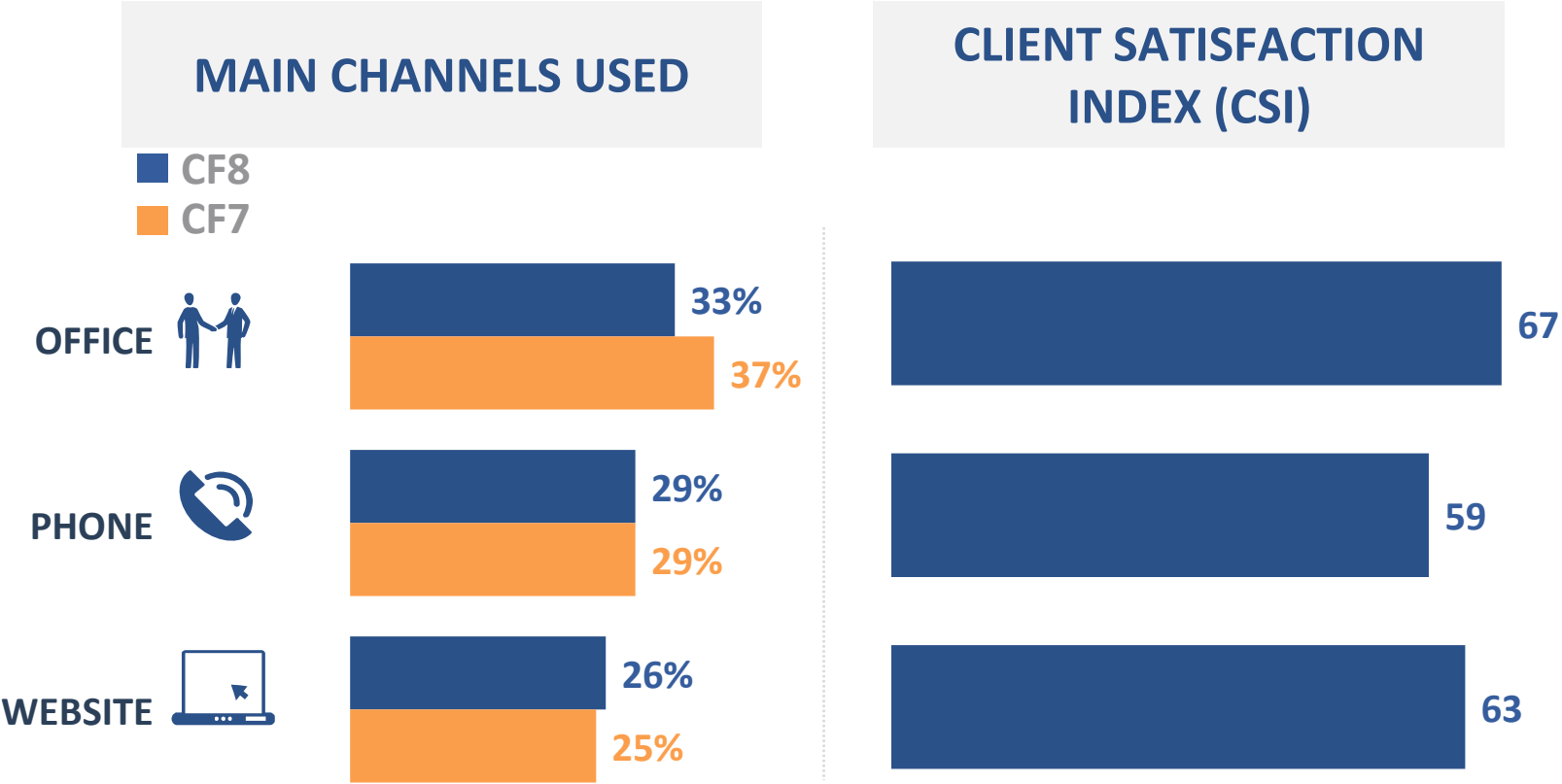
CLIENT SATISFACTION INDEX, 2018

Jurisdictional Average

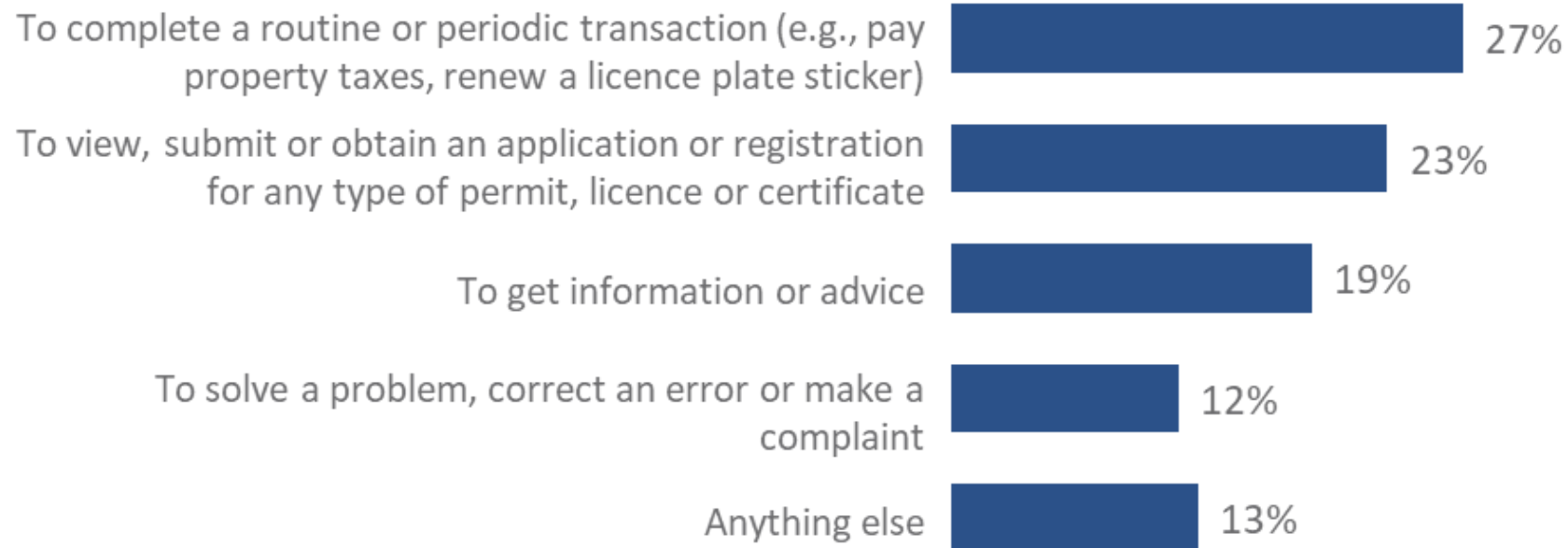
0 to 100 scores



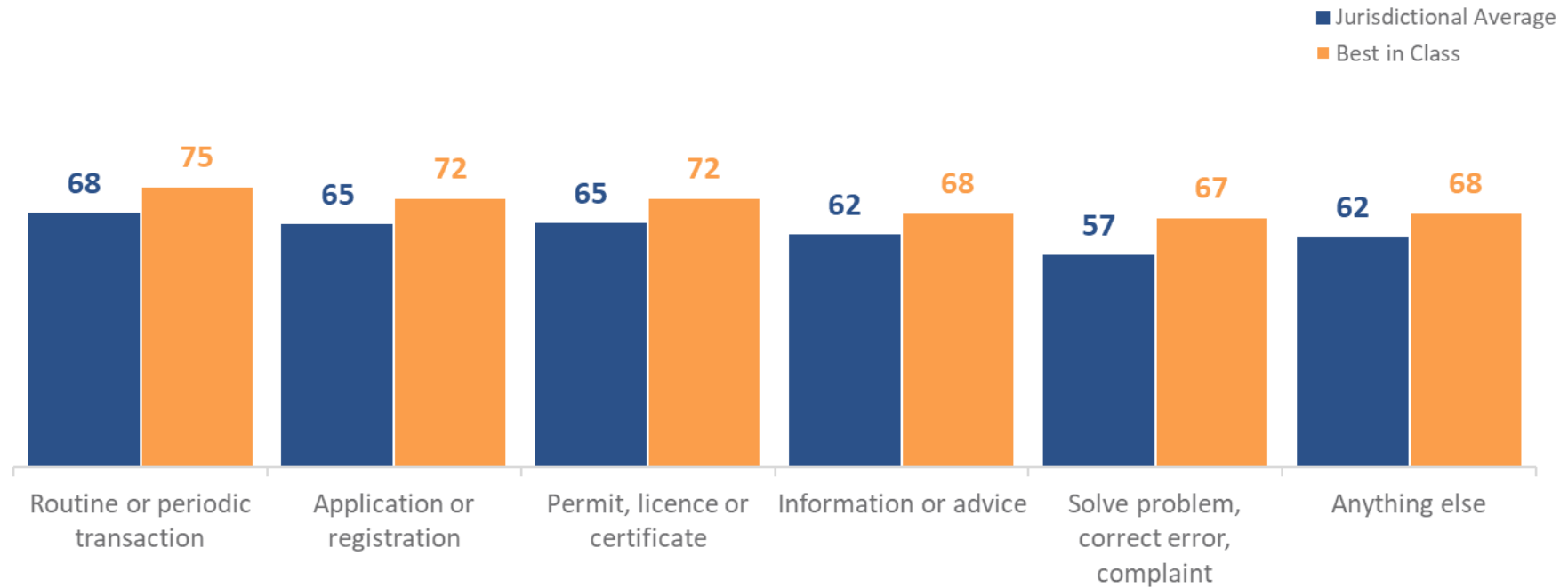
CF8: Channel Usage and Satisfaction



CF8: Nature of Service Interaction for Recent Service Experience

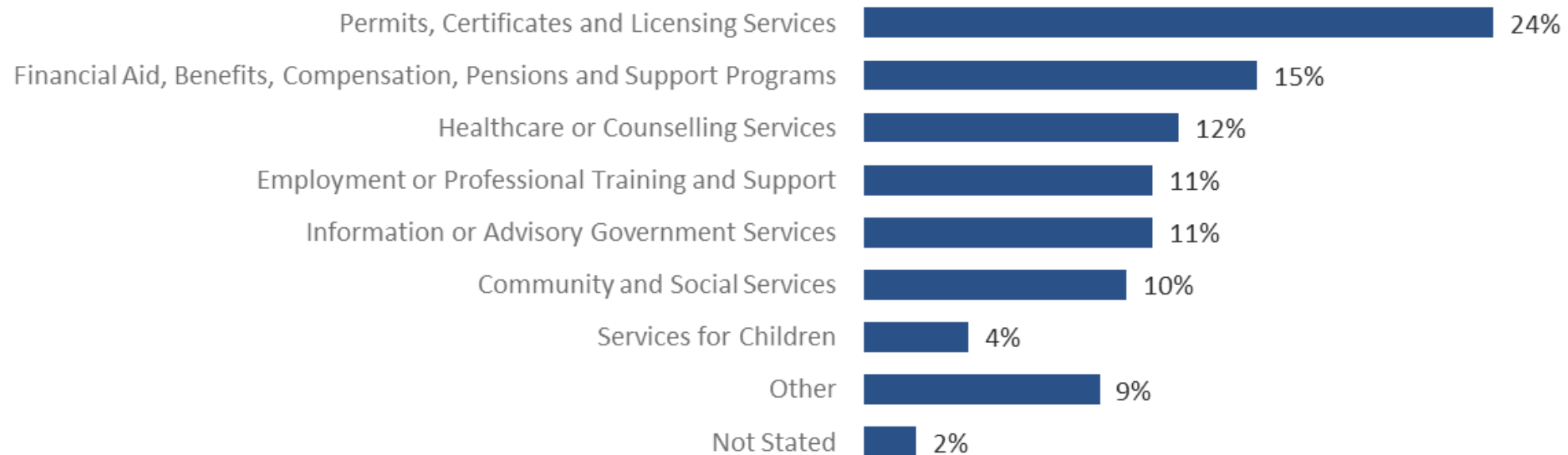


CF8: CSI by Nature of Service Interaction



CF8: Service Categories for Recent Service Experience

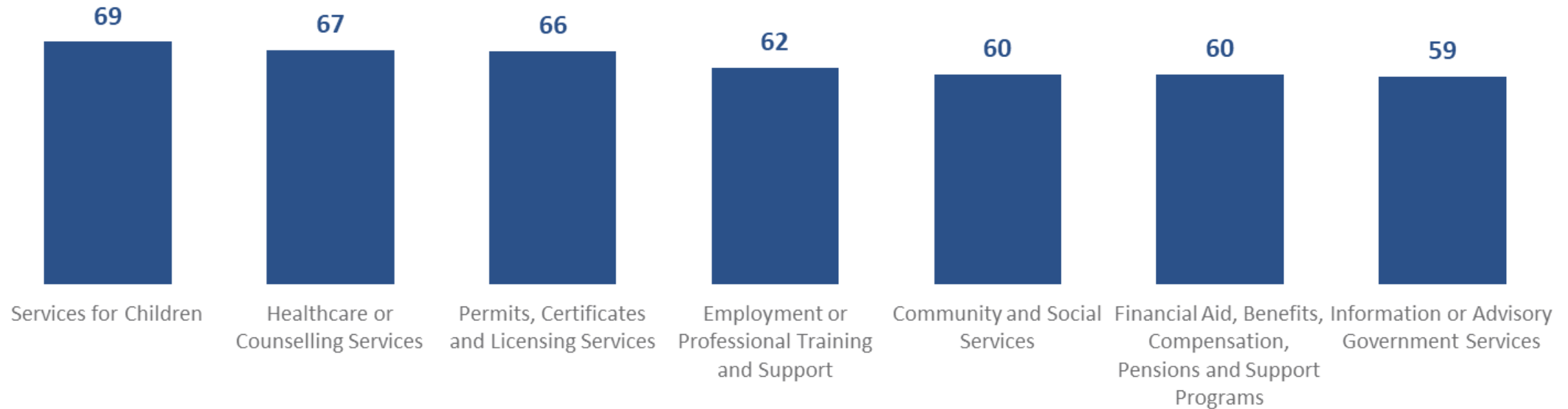
Jurisdictional Average



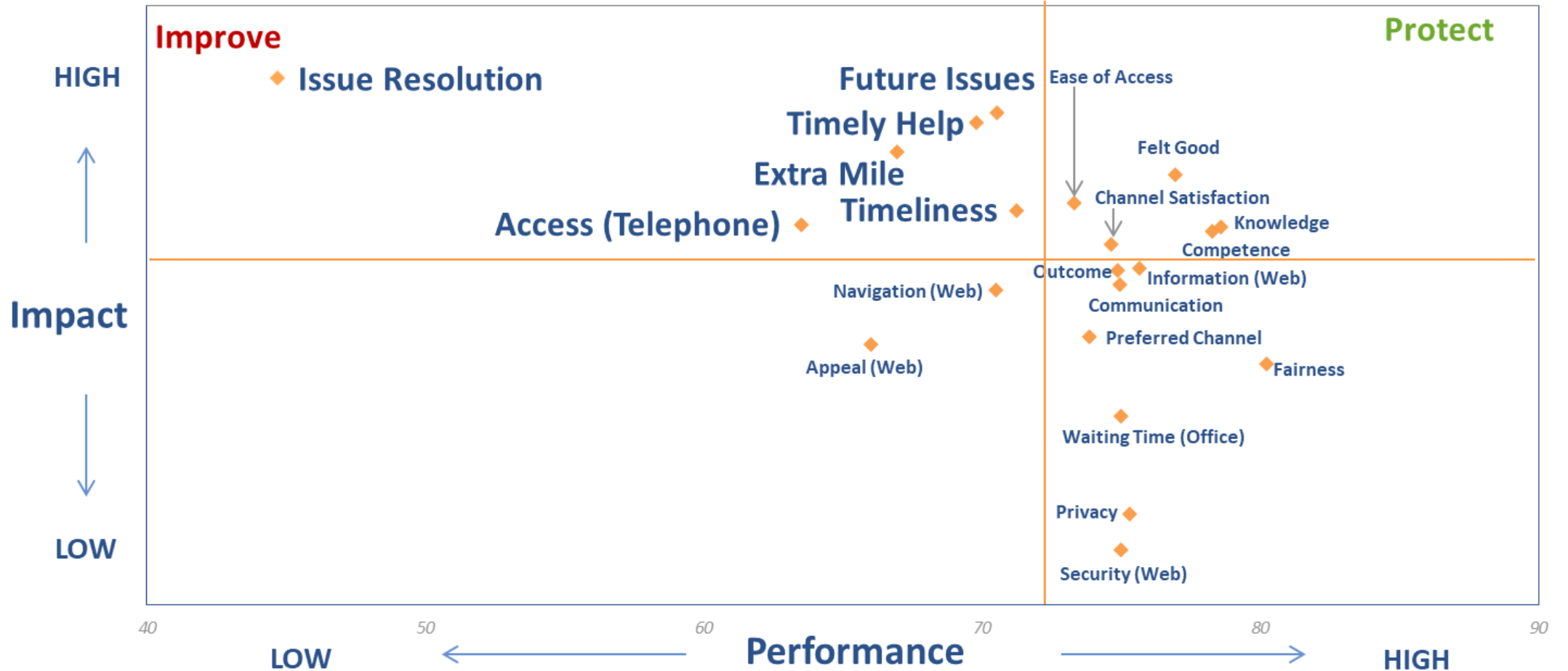
CSI by Service Category

CLIENT SATISFACTION INDEX BY SERVICE CATEGORY

Jurisdictional Average



CF8: Identifying Priorities for Improvement



Note that "Impact" represents squared Pearson's correlation coefficients (pairwise against the dependent variable (the 3-item CSI)) and "Performance" represents the average score among participating jurisdictions (0 to 100) for each driver (independent variable). Base: Jurisdictional Survey respondents who rated a specific service (bases vary)



CF8: Key Drivers of Satisfaction



Issue Resolution/Future Issues



Timely Help



Timeliness



Extra Mile



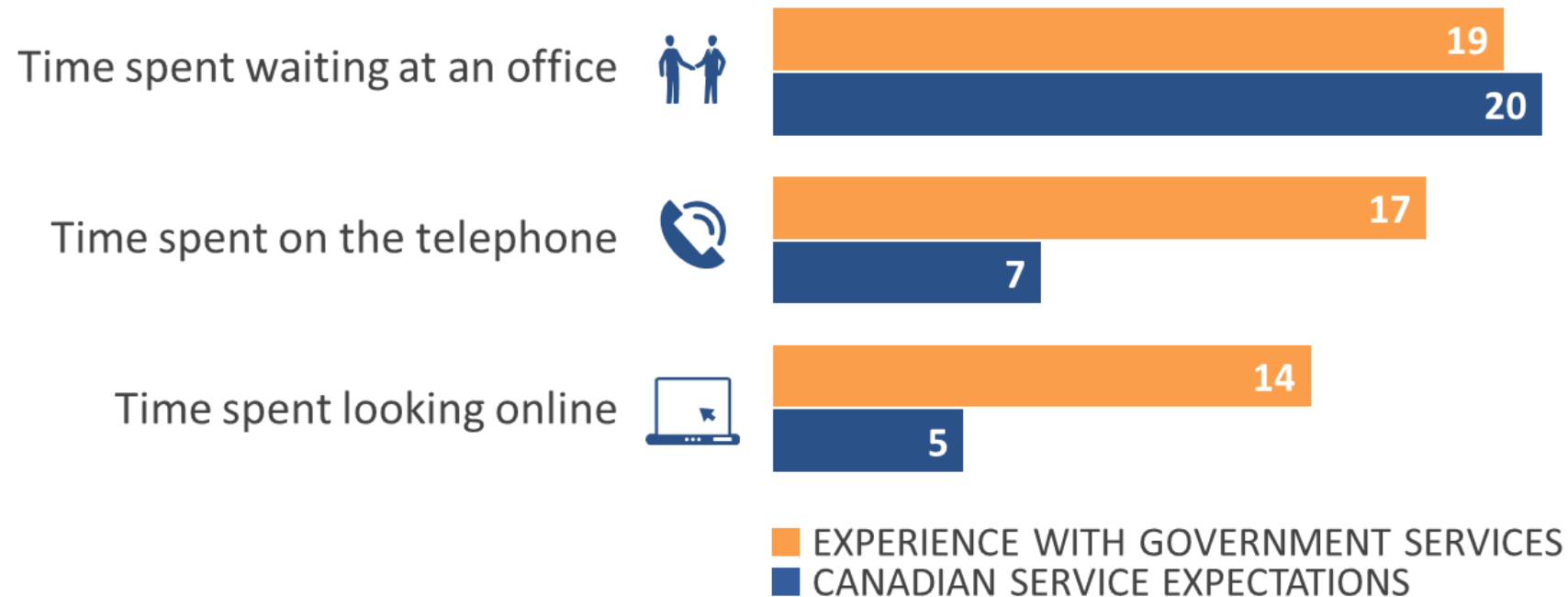
Access (Telephone)



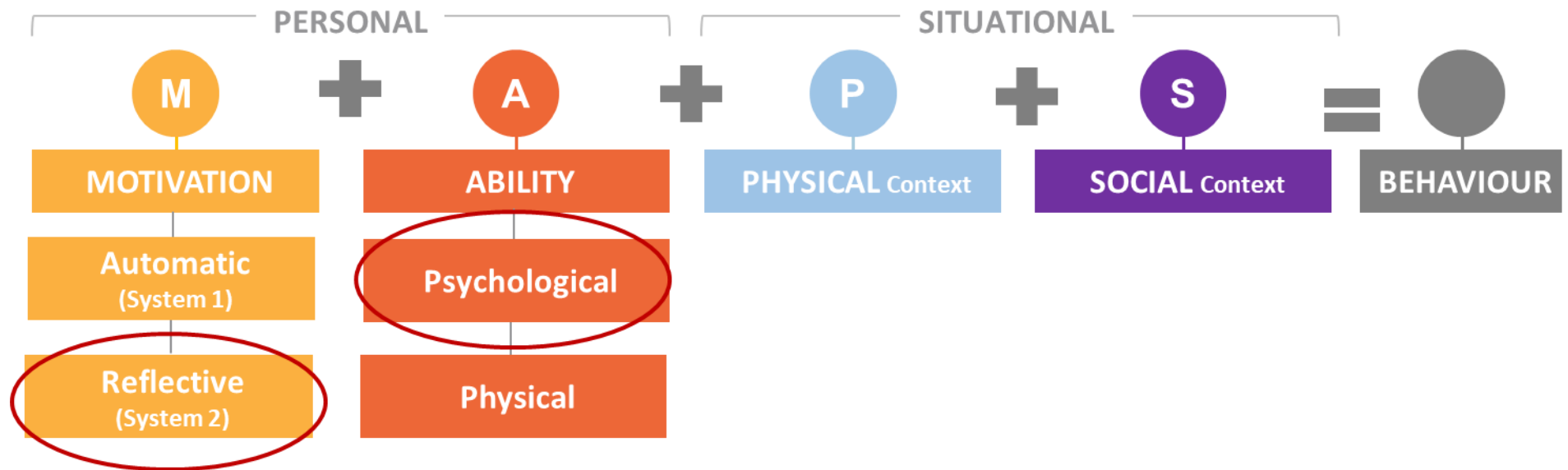
CF8: Timeliness - Expectations vs. Experience

TIMELINESS: EXPECTATIONS VS. EXPERIENCE

Amount of Time (Minutes)



CF8: Motivating Clients to Use the Online Channel (I)



CF8: Motivating Clients to Use the Online Channel (II)

Main Drivers of Behaviour:	Leverage Points:	Interventions:	Examples of Interventions:
Reflective Motivation (rational thought, i.e., beliefs consequences, beliefs capabilities, goals, etc.)	Ease and confidence in the website and online support.	<ul style="list-style-type: none"> • Education • Persuasion • Incentivization, Coercion 	<ul style="list-style-type: none"> • Information about behaviour and consequences • Feedback on behaviour • Feedback on outcomes • Monitoring of behaviour
Psychological Ability (i.e., knowledge, memory)	Feeling knowledgeable and experienced with using websites or apps and online government services.	<ul style="list-style-type: none"> • Education • Training • Enablement 	<ul style="list-style-type: none"> • Information about behaviour and consequences • Demonstrations, instructions, feedback • Social support • Goal setting



CF8: Support for Online Interactions

Would be more likely to access government services online if....

There is a person you can chat with online if you have any questions



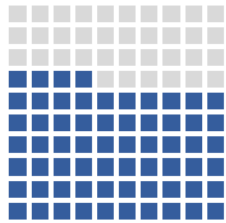
There is a telephone number that you can call if you need help understanding how to use the website



You could leave a question at the website that would be answered by email within 24 hours

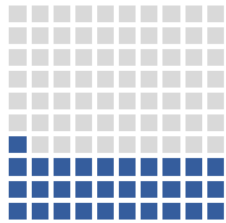


CF8: Online and Social Media



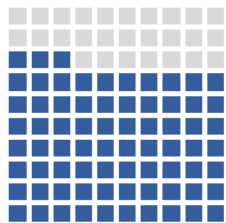
64%

RECEIVED SERVICES OR TRANSACTED WITH
GOVERNMENT ONLINE IN PAST 12 MONTHS



31%

INTERACTED WITH GOVERNMENT
USING SOCIAL MEDIA



73%

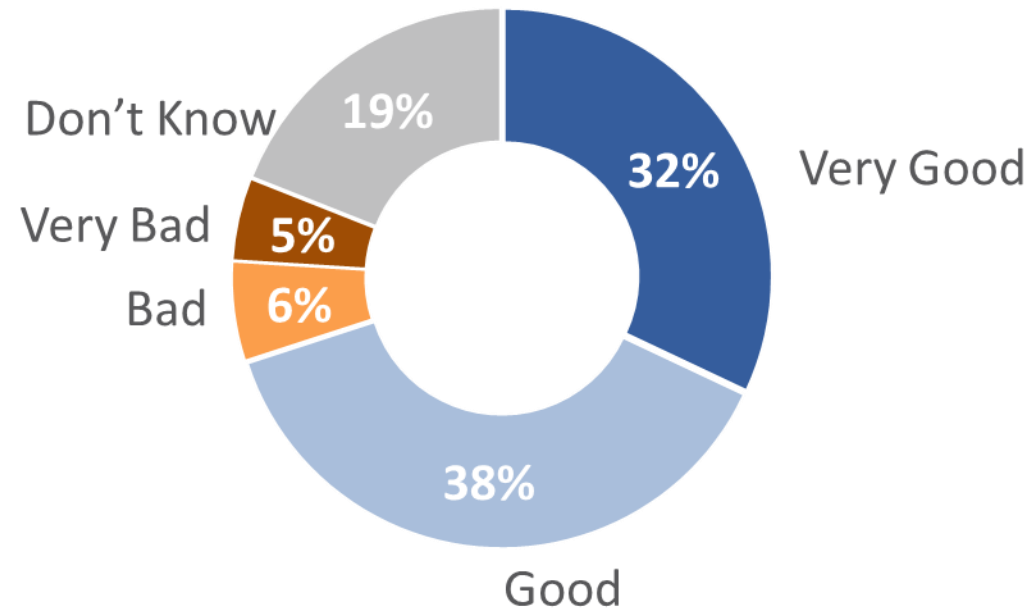
INTERESTED IN GETTING EMERGENCY ALERTS VIA
SOCIAL MEDIA

Base: National Survey respondents who use online services at least occasionally



CF8: Common Services Card

Do you think a common services card is a good or bad idea?

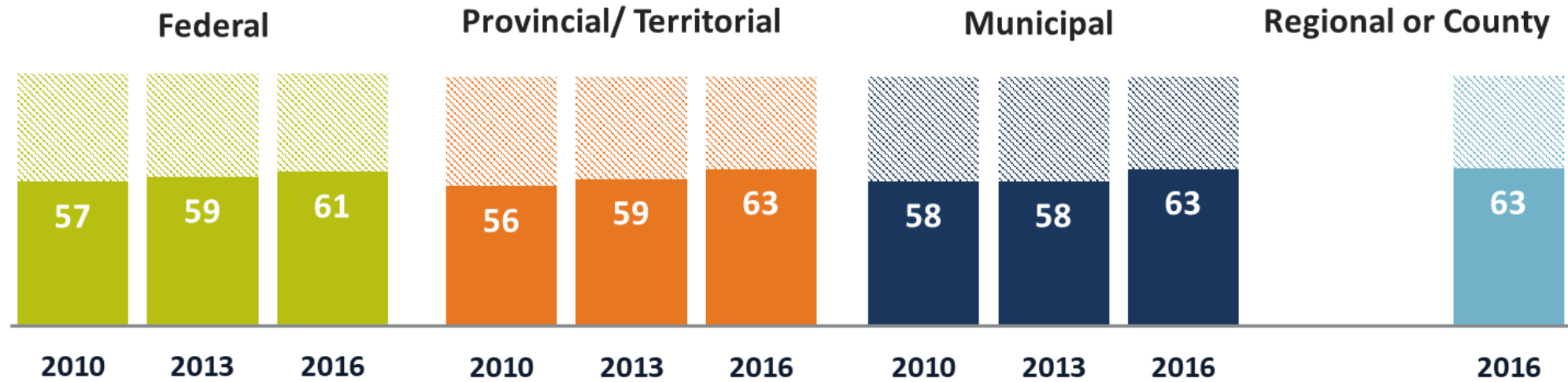


BUSINESS FIRST/ TAKING CARE OF BUSINESS

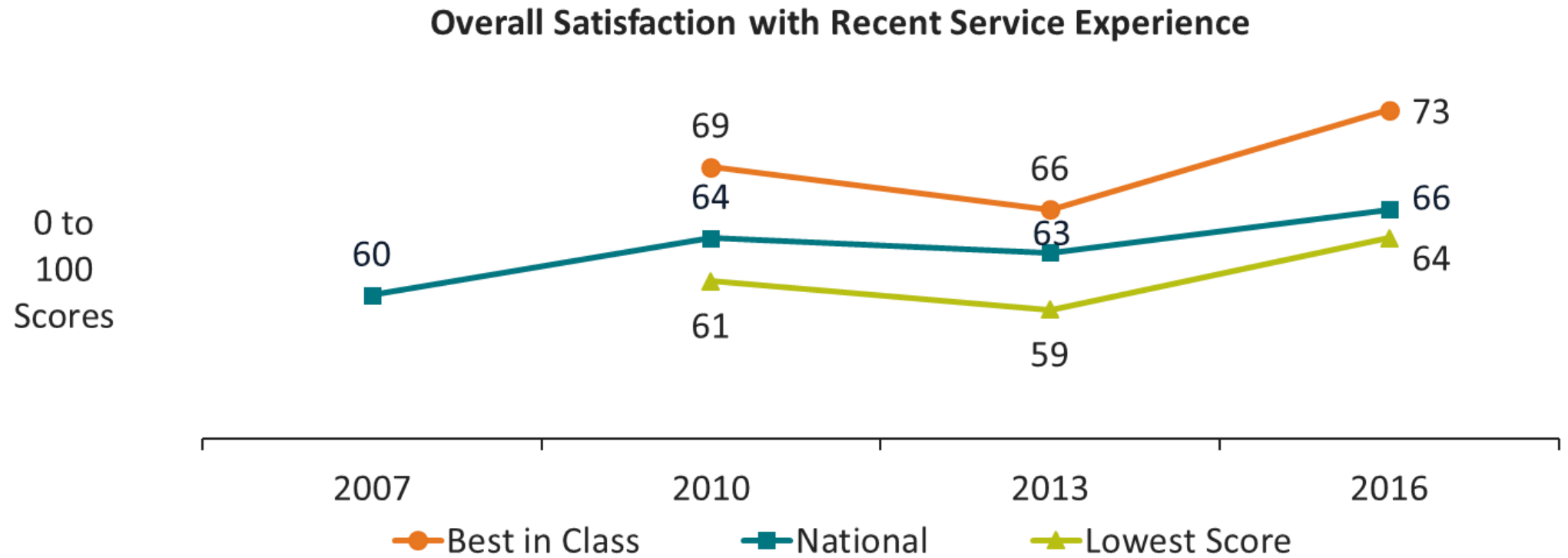


TCOB3-5: Service Reputation

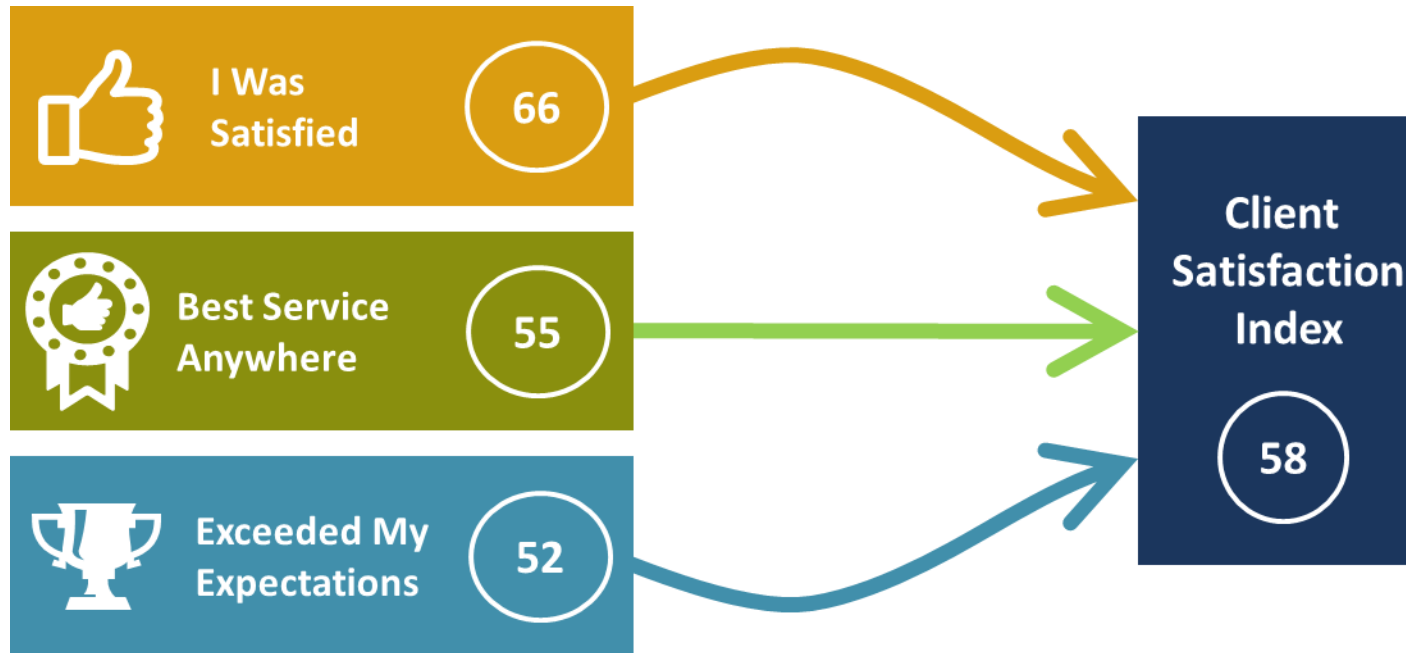
Service Reputation Scores



TCOB2-5: Business Client Satisfaction

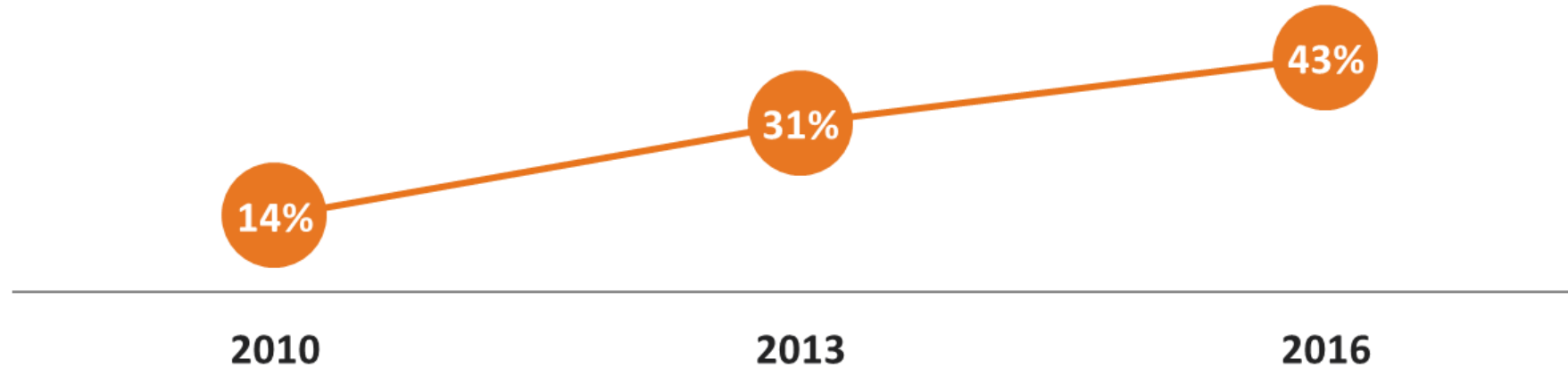


TCOB5: Client Satisfaction Index



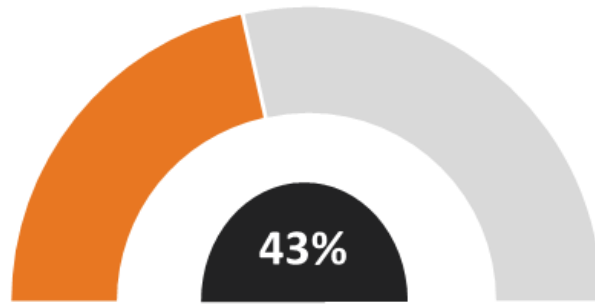
TCOB3-5: Online Usage (I)

Percent Using Website as the Main Channel



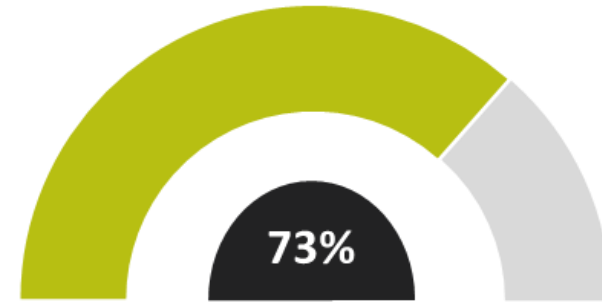
TCOB5: Online Usage (II)

Actual usage for recent transaction



Percent of transactions done online

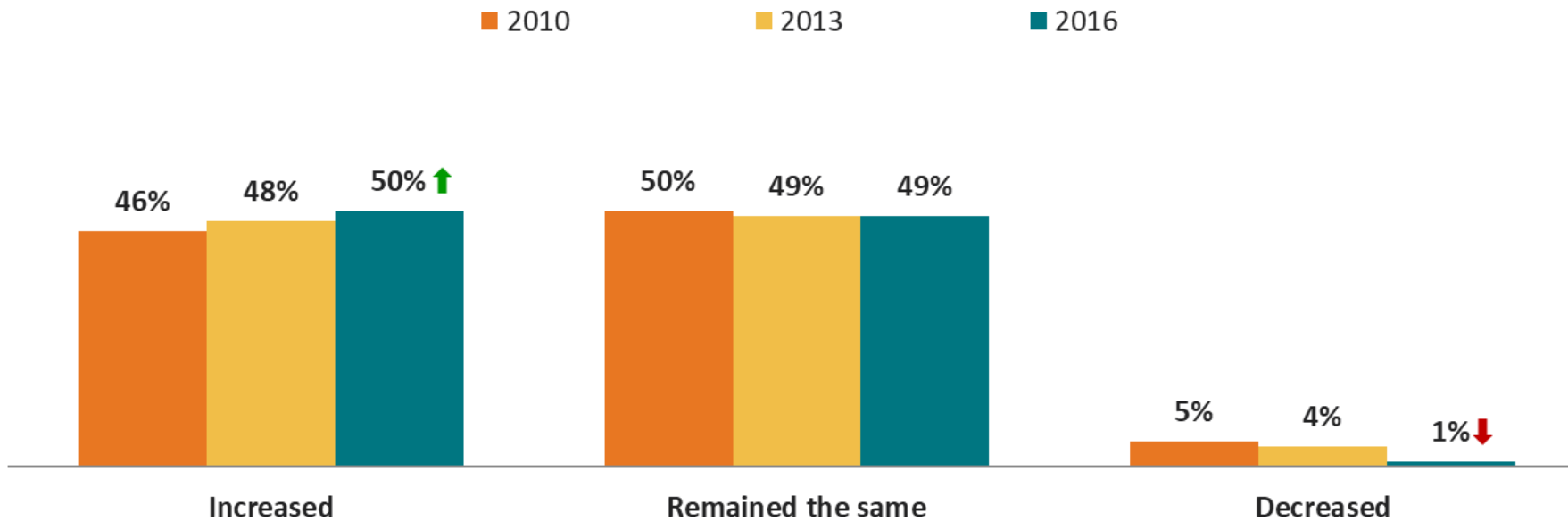
Preference for routine transactions



Percent who would like to be able to access all routine government services online



TCOB5: Attitudes toward Regulatory Burden



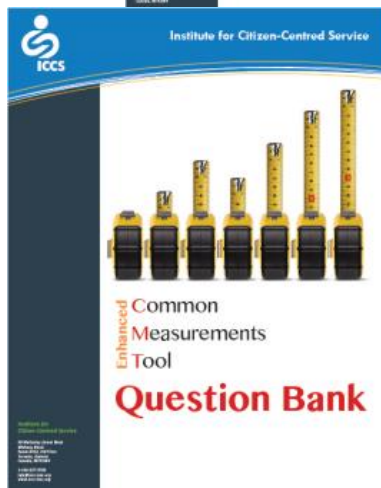
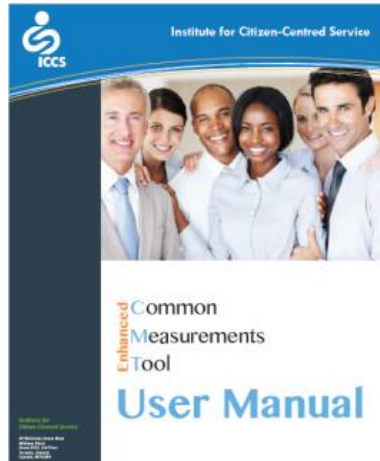
↑↓ Arrows indicate statistically significant differences



COMMON MEASUREMENTS TOOL



Common Measurements Tool (CMT): Measuring Service Quality at Organizational and Program Levels



- First developed in 1998
- Created by the public service for the public service
- Enables collection of data related to client satisfaction
- Can be used across the full range of service channels
- Is applicable to both external and internal client contexts
- Facilitates benchmarking
- Used in Canada and internationally by all levels of government and across a broad range of service areas



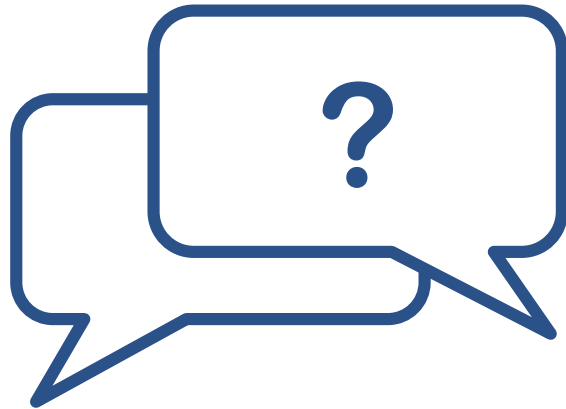
LESSONS LEARNED



What we've learned over the past 20 years...

- Visionary leadership is essential, as is developing a common purpose and theme.
- Research must be action-based, as leaders, managers and staff must know what the most important opportunities for improvement are.
- Ongoing measurement is critical to facilitating adjustments and sustaining engagement.
- Success rests on developing and nurturing a spirit of community, partnership and collaboration across and within jurisdictions.
- To excel, leaders must focus on creating a “Service Culture” – tools alone will not achieve transformational change.
- Creation of a neutral platform for horizontal collaboration such as the ICCS is extremely important.





Michal Dziong

Research Manager, ICCS

michal.dziong@iccs-isac.org

www.iccs-isac.org

