



QUALITY *Services*

A Progress Report

1996

“At a time when the needs and demands of consumers are undergoing fundamental changes, the pursuit of excellence in the provision of services has never been more relevant.”

*The Right Honourable Jean Chrétien
Prime Minister of Canada*

**MANY THANKS TO ALL DEPARTMENTS
AND AGENCIES WHO WERE INVOLVED
IN THE PREPARATION OF THIS REPORT**

Agriculture and Agri-food Canada
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Health Canada
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Indian and Northern Affairs Canada
Industry Canada
Department of Justice Canada
National Defence
Natural Resources Canada
Public Service Commission
Public Works and Government Services Canada
Revenue Canada
Royal Canadian Mounted Police
Solicitor General
Statistics Canada
Transport Canada
Treasury Board of Canada, Secretariat
Veterans Affairs

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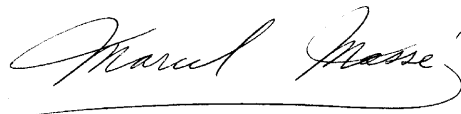
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QUALITY *Services*

The Government of Canada is committed to delivering to Canadians quality services that:

- are prompt, dependable and accurate;
- respect dignity, individual rights, privacy and safety;
- comply with the *Official Languages Act*;
- are good value for money, and consolidated for improved access and convenience;
- communicate applicable rules, decisions and regulations;
- are regularly reviewed and measured against published service standards;
- are improved wherever possible, based on client suggestions, concerns and expectations.



President of the Treasury Board

Canada

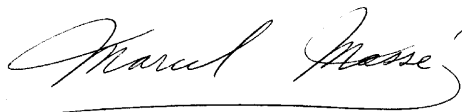
MESSAGE FROM THE PRESIDENT OF THE TREASURY BOARD

I am pleased to release this progress report on quality services. It highlights departmental progress to date to improve Canadians' satisfaction with the quality of services we, the federal government, deliver. Perhaps more importantly, it demonstrates that the government's commitment to quality—built on the principles of client involvement, leadership, employee involvement and innovation—is producing results. For example:

- with the use of electronic filing of individual income taxes, many returns are processed in 10 days or less;
- by September of 1997, turnaround times for processing first applications for veterans' disability pensions will be cut in half; and
- a passport can be processed and ready for pick-up in 5 days when a request is submitted in person.

These are just a few examples of how Canadians are being provided with better, more efficient, more responsive and more affordable services.

I do, however, recognize that in order to sustain the momentum for improvement, we need long-term commitment to change and visible leadership. Given that there is a deep and enduring public demand for better governance, we believe that such support for change is not optional. It is through the focus on clients, coupled with other government activities, that we will be able to fulfil our commitment to Canadians to get government right.



Marcel Massé
President of the Treasury Board

EXECUTIVE SUMMARY

The report provides a balanced overview of the government's progress to date with implementation of the Quality Services Initiative, a government-wide strategy to improve client satisfaction with the quality of service delivery to Canadians. The strategy outlines specific actions the government should take to improve client satisfaction with service delivery. To be phased-in over three years, the strategy is based upon four principles: client involvement, leadership, employee involvement, innovation. The report also outlines a course of action to sustain the momentum for change.

HIGHLIGHTS:

Progress to date

The departments on the whole are making good progress on implementation.

Most progress has been made in client consultation.

Departmental examples are listed in Annex A and a grid highlighting individual activities in Annex B.

The area of measuring client satisfaction will require more effort.

Departments should focus on developing a three- to five-year plan outlining specific actions to increase the client satisfaction and improve the quality of service delivery to Canadians.

As noted by the Auditor General in his recent chapter on Service Quality, more leadership is required.

Recommendations

Make measurable improvements in client satisfaction the priority in 1997-98

Develop client consultation strategies

Speed up publishing of service standards for key service areas

Include in the departmental business plans an outline of actions to be undertaken in order to improve client satisfaction

Build accountability for improvements in client satisfaction into performance agreements

Provide employees with the skills to provide quality services to Canadians

GLOBAL ASSESSMENT

Since June 1995, departments have been focusing on integrating into their organizations, the four principles behind the quality services strategy: client involvement, leadership, employee involvement and innovation. The following global assessment highlights departmental progress to date implementing each principle and focuses specifically on the requirements for the first two phases of the strategy. This assessment is followed by a series of departmental examples (Annex A) and a grid highlighting individual departmental activities (Annex B).

- √ *Client involvement*
- √ *Leadership*
- √ *Employee involvement*
- √ *Innovation*

CLIENT INVOLVEMENT

By involving clients, departments can understand and manage client needs and expectations and, where possible, adjust service delivery accordingly. This puts departments in a better position to provide quality services while ensuring client satisfaction with service delivery.

TBS focused on three key questions to assess the way that departments involve clients.

- Have departments developed a strategy to ensure that they consult with clients and seek their input?
- Did departments have service standards in place for key service areas by the end of 1995, along with a mechanism that deals with service-related complaints?
- Do departments measure and demonstrate improvements in client satisfaction with the quality of services delivered directly to Canadians?

Key components of client involvement are:

- consultation;
- service standards; and
- measuring client satisfaction.

Consultation

Departments were asked to develop a comprehensive strategy for consulting clients and to demonstrate that they are doing so. Departments are consulting with clients to varying degrees, although have few developed a comprehensive strategy for client consultation.

Typically, departments consult clients through advisory groups, focus groups, and surveys on a variety of issues, from the quality of service delivery to the creation of service standards, and from the re-engineering of services to how resources and services should be managed. For example, at Citizenship and Immigration Canada, Veterans Affairs Canada, and Transport Canada, clients have been consulted on the overall direction of these departments. In departments such as the

Citizenship and Immigration Canada consulted clients extensively throughout 1994 and then developed a strategic framework called "Into the 21st Century."

The Commissioner's Directive on Consultation (May 1996) outlines a service-wide strategy for consultation for the Royal Canadian Mounted Police

Agriculture and Agri-food Canada's St. Hyacinthe research facility has met the International Organization for Standardization's standards for quality and has been ISO9002 certified.

At the Department of Foreign Affairs and International Trade, the Trade Commissioner Service has published a service pledge and the Passport Office has published standards for service delivery.

Environment Canada has complaint mechanisms in place at points of contact in regional environmental service offices.

Atlantic Canada Opportunities Agency, clients are surveyed annually to determine their needs and the importance of various services. Revenue Canada consults clients whenever new programs are designed.

Service Standards

Departments were to have standards in place for key service areas by the end of 1995. They were also to have a mechanism in place that deals with service-related complaints. TBS's assessment of departmental progress on service standards supports the Auditor General's 1996 (Chapter 14—Service Quality) finding that more work needs to be done and that a sustained effort is required.

Departments do have standards in place, to varying degrees, for their major service lines. Revenue Canada has standards for a number of key services, such as processing individual income tax returns. Standards at Public Works and Government Services Canada form the basis for putting quality services in place in all business lines.

In some cases, such as at Human Resources Development Canada, many local offices have posted local service standards, while national standards are expected to be in place for major business lines by late 1996-97 or early 1997-98. Parks Canada (Department of Canadian Heritage) and Citizenship and Immigration Canada also have local standards in place and are currently working on national standards.

In addition, many local offices, from a range of departments, have complaint and redress mechanisms in place.

With respect to service standards for particular service areas, the Auditor General recommended that departments should apply service standards to their telephone services as many calls are going unanswered or inaccurate information is provided to callers. Treasury Board Secretariat has established an interdepartmental working group to examine this area.

Measuring Client Satisfaction

Departments were asked to measure and demonstrate improvements in client satisfaction with the quality of service delivery to Canadians. Guidance documentation has been published, but there has been little progress overall in this area of measurement. While some departments are conducting surveys as part of client consultation, few departments are surveying to determine client satisfaction with the quality of service delivery. There are a few exceptions, however, including Environment Canada, Revenue Canada, the RCMP and the Department of Justice Canada.

The overall improvement in Canadians' satisfaction with the quality of federal service delivery is best assessed when departments are measuring client satisfaction and when departments can demonstrate improvements. As such, steady progress in this area over the next year is essential.

LEADERSHIP

In order to sustain momentum for change, strong, visible leadership is required of senior management. This commitment must be long term. Equally important, it must be visible to employees. Therefore, the government-wide strategy required that departments:

- prepare a three- to five-year strategy, as part of the business plan, that outlines specific actions for measurably improving the level of client satisfaction with the quality of service delivery; and
- have senior management monitor implementation of the strategy, in part by building into the performance agreements accountability for measurable improvements in client satisfaction with the quality of service delivery.

Strategic Direction

Several departments, such as Revenue Canada, Human Resources Development Canada, and Natural Resources Canada, have a strategy for quality, be it a stand-alone document or a strategy that is integrated into the business plan. Several more are developing a strategy, including the Atlantic Canada Opportunities Agency and Health Canada. However, many departments have not. Progress in this area over the next year is essential. A strategy for quality is a key pillar supporting a client focus. Organizations that have written plans to improve or maintain quality, also tend to use other quality practices. Furthermore, the number of quality practices used in an organization typically increases with the number of years a strategy has been in place.¹

Typically, organizations that have written plans to improve or maintain quality also tend to use other quality practices.

Accountability/Monitoring Implementation

Less than half of the departments surveyed have mechanisms that track their progress on improving client satisfaction and the quality of service delivery. For those departments, monitoring varies, and can include performance agreements and appraisal systems with senior management, as well as periodic reports to deputy ministers on departmental progress. In addition, departmental Review Groups monitor implementation. It is essential that there be progress in this area over the next year.

¹ *Serving Canadians: A Survey of Practices in Support of Quality Services in the Federal Public Service of Canada*, Statistics Canada, Spring 1995

Communicating during a time of change is critical. Some departments found that newsletters were an efficient means of quickly communicating with employees as departments implemented Program Review.

Employees and clients alike are consulted regularly at Veterans Affairs Canada.

Health Canada has set up hotlines for employees to provide managers with feedback. Likewise, Canadian Heritage has established a 1-800 number for employees to discuss human resource issues.

EMPLOYEE INVOLVEMENT

For client orientation to become part of the corporate culture, employees must be involved in the process. Without employee involvement, improvements in service delivery will progress slowly. Departments were asked to develop a training strategy to ensure that employees have the skills and tools to enable them to improve the quality of service delivery. At their discretion, departments may also survey employees on quality services. These surveys highlight the need to communicate with employees, obtain their feedback and consult with them, and many departments went beyond surveying to do this.

Communication / Feedback / Consultation Mechanisms

Most use communication vehicles such as:

- newsletters and magazines (both paper and electronic);
- information sessions and working groups;
- video conferencing; and
- best practices workshops.

In using these techniques departments are able to communicate with employees quickly and efficiently. This gives employees relevant information about the direction of the department, and a better appreciation of how their units' work contributes.

In addition, employees have been consulted on a wide range of issues in various departments, from vision and mission statements to future directions.

Employees have also been offering feedback through various techniques. Departments such as Health Canada, the Canadian International Development Agency, National Defence and Treasury Board of Canada, Secretariat have used surveys. Other departments use employee focus groups and workshops, while a few departments have electronic mailboxes that employees can use to provide feedback anonymously. In some cases, such as at the Treasury Board of Canada, Secretariat, departments have created employee committees that advise the deputy minister and the departmental executive committee.

Training/Skills Development

Departments were asked to develop a training strategy so that employees have the skills they need to improve the quality of service delivery. To date, few departments have such a strategy in place. Several departments, such as Health Canada and Human Resources Development Canada, have integrated quality components into staff training. Many more departments are in the process of doing the same. For example, the Canadian Foreign Service Institute, at the Department of Foreign Affairs and International Trade, is developing modules on service standards, along with other components of quality, such as teamwork, facilitation, and client satisfaction. Some departments, such as Treasury Board

of Canada, Secretariat, Public Works and Government Services Canada, and the Public Service Commission, are developing core competency profiles that let them determine training needs so that clients get quality service.

INNOVATION

Fiscal realities mean that departments are looking at service delivery through a different lens. Streamlining, process improvement, and alternative service delivery are becoming common operating principles. Thus, departments were asked to:

- realign resources to support service delivery;
- show improvement in two key service delivery areas that directly affect Canadians; and
- identify "quick hits," internal changes that can be made quickly and easily.

Service delivery departments have been reallocating resources to support service delivery. This, after all, is the business they are in. There has also been progress in improving key service delivery areas and identifying quick hits, although this progress is better expressed under the headings of streamlining, process improvement, and alternative service delivery.

Streamlining and process improvement are well underway in departments. For example, self-directed teams at the Canadian International Development Agency have identified 25 areas for improvement and have recommended ways to implement these improvements. Similarly, by working as a self-directed team, staff at Canadian Ice Services, Environment Canada, provide the same level and quality of output with one quarter less staff.

Departments such as Foreign Affairs and International Trade, Transport Canada, Public Works and Government Services Canada, and Indian and Northern Affairs Canada are streamlining their processing and reducing overhead. Other departments, such as the Department of Justice Canada and Human Resources Development Canada recently collaborated on benchmarking ministerial correspondence.

There has also been a great deal of activity in alternative service delivery (ASD). For example Revenue Canada and Agriculture and Agri-food Canada are moving away from traditional models of service delivery to explore new ways to deliver programs and services that offer the best value for tax dollar. Human Resources Development Canada is using a combination of offices, kiosks, electronic on-line services, and community partnerships to integrate the department's services and improve access for all of its clients. And Environment Canada is consolidating 72 of its weather offices across the country into 17 Environmental Services Offices, through which Canadians will be provided with single-window access to the department's atmospheric services.

Natural Resources Canada offers training on quality components such as team-building, innovation, facilitation, quality awareness, and client satisfaction.

By working as a self-directed team, staff at Canadian Ice Services, Environment Canada are able to provide the same level and quality of output with 26% less staff.

By September 1997 turnaround times for processing of first applications for disability pensions will be reduced by 50 per cent due to streamlining at Veterans Affairs Canada.

RECOMMENDATIONS

More progress is needed to measure and demonstrate improvements in client satisfaction with the quality of service delivery departments provide directly to Canadians.

Departments will need to demonstrate how they are measuring client satisfaction, and whether they have improved client satisfaction with the services they provide.

To improve client satisfaction departments need to continue to address the following process-driven issues:

Client Involvement

- client consultation strategies must be developed and departments must demonstrate that they are consulting with clients and take into account their views
- service standards for key service areas must be in place to help clients understand the quality of service delivery.

Leadership

- strong, visible, long-term leadership and commitment is required in order to maintain the momentum for change.
- outlines of specific actions to improve client satisfaction with the quality of service delivery must be included in the departmental business plans.
- accountability for demonstrating improvements in client satisfaction with the quality of service delivery must be built into performance agreements with senior management.

Employee Involvement

- provide employees with the flexibility, skills, and opportunity to use their judgement and make decisions when providing a service.
- balance the value expected as well as the risk of error that comes with innovation, organizational change, and a shift to client-focus. Be prepared to stand behind employees when something goes wrong.

TBS will monitor departmental progress on these recommendations and will report in fiscal year 1997-98. As well, TBS, in conjunction with departments, will under take a series of projects to improve client satisfaction with the quality of federal government service delivery.

ANNEX A: DEPARTMENTAL EXAMPLES

The following department examples provide a glimpse of the breadth of activity underway in support of the government-wide strategy for improving client satisfaction and improving the quality of service delivery in support of getting government right.

- Citizenship and Immigration Canada
- Environment Canada
- Department of Foreign Affairs and International Trade (Passport Office)
- Human Resources Development Canada
- Natural Resources Canada
- Revenue Canada
- Veterans Affairs

REDESIGNING A DEPARTMENT: CIC'S RENEWAL AGENDA

Here is a brief description of the overall efforts at one department—Citizenship and Immigration Canada—to renew itself and reengineer all major processes.

Background. CIC Renewal was prompted by feedback delivered by Canadians during cross-Canada consultations throughout 1994, as well as by the results of Program Review. Renewal in this case means integrating change management, re-engineering processes, implementing CIC's strategic direction, and creating a departmental infrastructure. The Renewal Agenda started by developing a clear mission for Citizenship and Immigration Canada, one rooted in well-defined core functions, in a vision of the Department's future, in the opportunity to participate fully in planning, and in achieving these goals.

Objectives. CIC Renewal is about providing quality service to clients, while strengthening the integrity of the program and reducing expenditures. These objectives, set in July 1994, were reaffirmed at the September 1995 and June 1996 planning conferences, which added focus on leadership and organizational excellence.

Renewal Agenda. The department planned to meet its ambitious agenda through a four-phase process of discovery, redesign, implementation, and evaluation. In all, the discovery phase identified 18 major renewal initiatives, which are now being piloted or are at different stages of completion. CIC is complementing process redesign by restructuring its national and regional headquarters, as well as by reconfiguring the Citizenship and Immigration service delivery network in Canada and abroad. By modernizing its information systems, the department can be more efficient and provide its staff with the tools they need in a world more and more dependent on information.

The following are four examples of the projects.

- **New immigrant application processing system:** This initiative requires that applicants for permanent residence submit, up front, the information that CIC staff require to make decisions. This simplifies decision-making, diminishes file handling times, reduces costs, and enhances client service.
- **Call centres:** As clients become more responsible for completing their own applications, they also need more information about CIC's procedures. As the first point of contact for the client, Call Centre operators will have access to up-to-date information. They will also demystify the process for the client by making it more transparent and by making information more readily available.
- **Delivery of settlement services through partnering:** While ensuring an enduring federal role in policy and program development, this initiative transfers responsibility for administering settlement services and funds, from CIC, to the provincial governments or to other partners. By eliminating overlap among levels of government and service providers, the Department will serve clients better.
- **CIC / Passport Office co-operation project:** CIC and the Passport Office have teamed up to undertake four pilot projects that will improve service to the public, establish a base of increased collaboration in the future, and realize savings. The four pilot projects are: co-location and shared support services; concurrent Citizenship and Passport Office application and issuance; common card technology; and shared call centre services.

These projects improve quality of service *and* reduce costs. In fact, they should reduce spending by \$54 million in three years and position the department to meet the extra \$19 million spending cut mandated by Program Review 2.

Partnering. Pilot projects in Calgary and in Peel are helping CIC assess the effects of contracting out citizenship testing. In addition, CIC is arranging for Banque Nationale to collect fees for the Department. CIC is also planning to work with the Passport Office on joint ventures in co-location, application forms, client card technology, and call centres. This last arrangement has attracted attention as a possible model for increased co-operation among federal departments without loss of individual departments' identities. The same underlying principles and practices may increase collaboration in the federal-provincial arena.

What's Next. None of the 18 projects is seen as a "quick fix." Each involves a fundamental rethinking of what the service is and how it should be delivered. Many of the pilot projects have been completed. Most of the rest should be in place by April 1998. An evaluation of the results will follow.

Key Lessons. Maximum employee involvement is probably the most important key to success in managing change of this magnitude. CIC employees have participated actively in the discovery, redesign and implementation phases and have stayed informed through meetings and 27 issues of the *Renewal Bulletin*. CIC has sought employee input at every stage. This input has been invaluable and has ensured that the changes are realistic, given the operating environment. So far, employees involved in changes are quite enthusiastic, but those on the periphery respond with more scepticism.

As with any major initiative, senior management engagement is important. CIC started by holding strategic sessions, monthly senior management committee meetings, and planning forums.

Another important lesson has been the usefulness of the "lead" or pilot project concept. Rather than changing the whole department on the basis of theory, CIC has piloted projects and asked certain offices or regions to take the lead on particular issues. The rest of the department can follow once a proven formula has been found. An example of this, outside the mainstream of the 18 main renewal projects, is the lead shown by the British Columbian Region in decentralized delivery of training.

Conclusion. The employees of CIC are proud of their accomplishments and are acutely aware that the renewal process is a lengthy one. The employees know that continued commitment from everyone is essential for success.

Ultimately, CIC hopes the Renewal Agenda will contribute to measurably increased client and employee satisfaction, strengthen the integrity of the program, and reduce spending.

ENVIRONMENT CANADA: WORKING WITH THE CLIENT

For 25 years, the department has played a leadership role in sustaining a healthy environment and this country's environment heritage by, in part, providing high-quality direct services.

Environment Canada's Business Plan 1996-1997—1999-2000

Environment Canada's commitment to providing high quality services is driven in part by the overwhelming need for the information it provides to be accurate and timely. In the case of weather warnings, for example, poor quality information can have devastating effects. Environment Canada is acutely aware of this, and puts a premium on providing high quality services. Key to providing quality services is Environment's focus on client involvement. Two sectors in particular—each of which have direct interaction with the public, industry, and/or non-governmental organizations—are building this client involvement into the foundation of their organizations.

ENVIRONMENTAL PROTECTION SERVICES (EPS)

Tasked with the responsibility of providing leadership for improved environment protection decision-making, EPS is meeting this challenge, in part, by involving Canadians as participants in finding solutions to environmental challenges. This sector is building client involvement into each of its key policy areas. In doing so, EPS is finding that they are able to:

- carry out their leadership role
- meet the needs of their clients, partners and stakeholders
- develop programs and strategies that are endorsed by clients, partners, and stakeholders.

For example, the purpose of the Canadian Environmental Industry Strategy is to improve the industry's access to government programs and services, enabling technology development and commercialization, and assisting the industry to secure a dominant presence in both the Canadian and global market. To do so the project team:

- focused on its clients and stakeholders by holding formal cross-country consultation workshops with industry, environmental non-government organizations, and other stakeholders;
- built partnerships with stakeholders by establishing a government/industry steering committee to ensure that the strategy would be implemented as planned;

- built continuous improvement into the strategy by ensuring that review and monitoring were part of program delivery; and
- provided both internal and external training that meet the needs of the enforcement industry sector for trained employees.

This quality approach is replicated time and again in EPS.

The Enforcement Program is another successful example of a client-focused approach to management. The department and other jurisdictions recognized the need to coordinate training efforts so that regulations are fairly and consistently applied across Canada, as well as the need to have a knowledgeable enforcement staff. Thus, Environment Canada has been working with other jurisdictions to maximize the impact of training. For example, the department:

- has a bilateral agreement with Mexico, which for 1995/96 included the provision of training on import and export of hazardous waste and PCB management; (it is worthy to note that Mexico's Office of the Attorney General for the Environment has written to Environment Canada, recognizing it for providing inspector training courses on hazardous waste and PCBs under the Canada-Mexico Agreement.); and
- participates in an international working group under INTERPOL that examines opportunities to coordinate environmental enforcement activities including training (e.g.: smuggling of wildlife and hazardous waste).

By providing training to other agencies and vice versa, Environmental Protection Services:

- maximizes the use of its training dollars;
- works in partnership to provide better services; and
- improves the knowledge base of enforcement officers.

These efforts, in turn, better position EPS to respond to Canadians' demands, as recently explained in an Insight Canada research study, "for stricter enforcement and penalties as a means of meeting their environmental goals."

ATMOSPHERIC ENVIRONMENT SERVICES

Atmospheric Environment Services (AES) is another sector that is building client involvement into its organization. AES contributes to the safety and well-being of Canadians by providing high-quality environmental information and advice, and by promoting behaviour that respects the present and future conditions of the atmosphere and hydrosphere.

To carry out its mandate, Environment Canada's atmospheric environment program (AEP) focuses on the quality of its service delivery to ensure that information is available and accessible to clients, be it through personal contact, through partners like the media, or through information technology. In doing so, the AEP emphasizes understanding its clients' needs, their capacity to receive and use its information, and its ability to deliver the information in a timely fashion. Environment Canada's AEP is committed to assessing their ability to provide client-focused, quality services by building performance measurement, including measuring client satisfaction, into the strategy for each program.

The AEP has published service standards, which were developed in consultation with client groups, for ice services. As well, it will publish a national declaration on service quality and develop a national quality service program that will include performance measurement.

A concrete example of the AEP's commitment to client involvement is its approach for developing a performance measurement framework for the Weather Services program. This will allow continuous systematic evaluation of satisfaction levels with the program's services.

Two methods of surveying client groups allow the AEP to assess its client needs and expectations and to assess how clients value different services.

- The Department held client focus group session in six cities across Canada to find out how the public feels about the importance of such weather products as forecasts and warnings and to what degree the public uses and needs these services.
- The Department then conducted a national survey that assessed the qualities and attributes of the public weather service that are most important to Canadians. Findings from this study will help develop performance measures.

These tools have put AEP staff in a better position to determine which areas require improvements. At the same time, they provide the Department with concrete data that help determine when and where it would be appropriate to institute user fees for weather products.

Another example of maintaining a client-orientation is the Quebec Region's approach to closing weather offices. In 1995, following the decisions of Program Review, the Atmospheric Environment Branch of Environment Canada's Quebec Region closed 8 of its 10 local weather offices, and grouped its services into 3 weather and environmental services offices. To ensure that the restructuring had minimal impact on the public:

- a strategy for communication with stakeholders was developed and communication was continuous in order to assure clients that services would be maintained;
- the branch focused on good internal communications so that staff could participate in designing alternatives; and
- partners, the media in particular, were well briefed on the alternatives to maintain service quality. As well, partners were invited to information sessions where they could provide input on the restructuring.

In the end, the closures proceeded with a minimum of adverse reaction from stakeholders and the public.

ENVIRONMENT CANADA ... THE FUTURE

Environment Canada has indicated its commitment to quality services not just through the business plan, but also through the actions and activities under way in various sectors within the department. While this article has been focused on the client-orientation of Environmental Protection and Atmospheric Environment, the department is also active in implementing other components of quality such as focusing on employee training in the areas of teamwork, consultation, streamlining of operations, establishing internal service standards. This activity puts Environment in a good position to improve client satisfaction with service delivery.

THE QUALITY SERVICES INITIATIVE IN THE PASSPORT OFFICE

BACKGROUND

The Passport Office is an Agency of the Department of Foreign Affairs and International Trade and is charged with the issuing, revoking, withholding, recovery and use of passports. In addition to passports, the Passport Office provides the public with refuge travel documents and certificates of identity. The Agency also delivers procedural guidance to missions abroad, develops passport policy, and provides official travel services to officials and elected representatives travelling on business on behalf of the Government of Canada or provincial or territorial governments. As part of its commitment to the international community, it responds to international requests for advice on effective and efficient delivery of secure passports.

The Passport Office is organized into five functional and four operational divisions, with 31 points of service. It provides service directly to Canadians. Client service lies at the core of the corporate philosophy of the Passport Office, embodied in its mission, vision, and values. The mission has been reproduced as a poster, reprinted in all corporate documents and communicated to all employees. The Agency has developed, quantified, and published a number of service standards; others are being developed. The service standard for turn-around time is included in passport applications.

Clients generally define quality in terms of both the value of the product and the value of the services they purchase. The value of the product is represented by what is delivered, and can be measured quantitatively. In the Agency's case, the integrity of the passport and its good international reputation define the quality of the product. The value of the service refers to the manner in which it is delivered, and is measured qualitatively. Clients assess the quality of service as it is being performed.

The Passport Office constantly balances the variables of service, security, and cost. While striving to improve client service, the Agency balances these variables against the need for (and cost of) a high level of security. The good international reputation of the Canadian passport is maintained through the integrity of a passport, so the Agency continuously focuses on the security of both the travel document and its issuing process.

At the same time, the Agency provides quality service that meets or exceeds the expectations of the Canadian public. Enhanced levels of service might jeopardize security while keeping costs high. Conversely, increased security measures might lead to a reduced level of service and additional cost to the Passport Office. Cutting costs could seriously hamper efforts to ensure a high-quality product, efficiently delivered.

THE QUALITY INITIATIVE AT THE PASSPORT OFFICE

The Passport Office sees total quality management as a means of creating and delivering quality, which is characterized by focusing on the client, managing by facts, empowering people, and improving processes continuously. Leadership within the organization, empowerment, client focus, and employee involvement are all crucial to the successful development of a quality organization.

Leadership

“Quality” cannot be a buzzword uttered by the upper echelon of management and delegated to lower levels of management for implementation. Quality starts at the top. There has to be a visible commitment to quality from the leaders in the organization. The Passport Office is a relatively small agency. There are 550 employees and only four layers in the organization from the CEO to the front-line employees. The CEO and Directors are all involved in and committed to the continued focus on quality as a way of life in the Agency. Because the organization is relatively small and has its own corporate identity, it can incorporate a positive attitude and commitment to quality as major values.

Empowerment

Before “empowerment” became the subject of management seminars, the Passport Office had been functioning within the departmental structure as a self-contained unit. It was delegated certain authorities and accountable for its management practices and financial results.

Since 1969 the Passport Office has been operating under a revolving fund. This fund is a non-lapsing authority from Parliament to make payments for operational expenditures, capital acquisitions, and temporary financing of deficits up to \$4 million. The fund is authorized to carry forward surplus revenue to offset future shortfalls. In cases where a surplus may exist, it allows the Agency to re-invest in research and development and promote innovation within the organization.

The independence of the organization was formally recognized and enhanced in 1989 when the Passport Office became one of the first Special Operating Agencies (SOAs). While an SOA is, like the rest of the department, accountable to the Deputy Minister, what sets it apart is that it has more direct responsibility for results and the management flexibilities to perform to the best of its ability. SOA status formalized the existing relationship between the Passport Office and Foreign Affairs. This flexibility in its operations has been crucial to the success of the organization. The independence and responsibility it got in the 1970s and 1980s became the foundation for a corporate culture that embodies the principles of a quality organization.

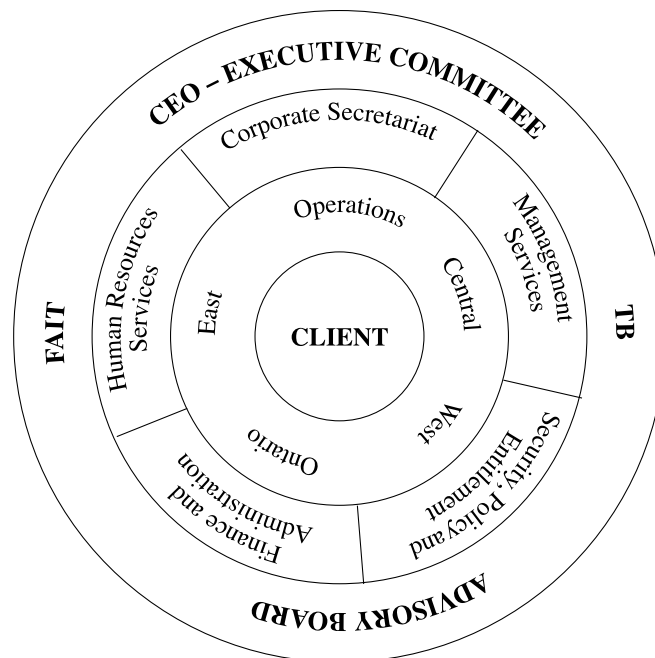
Organizational Fit

Quality processes have to be organizationally specific. The operations of the Passport Office are unique within the Canadian public service. Therefore, the strategies for implementing quality services within the organization have to fit corporate culture and processes. At the Passport Office, the CEO has the same level of delegated authority as the Deputy Minister for a number of financial, administrative, and human resources functions. This enables management to act quickly and react to operational needs while developing an entrepreneurial approach to solving problems.

Client Focus

The client has to be the focus of a quality initiative. Quality to the Agency's customers is framed in both the positive international reputation of the Canadian passport and the quality of service in Canadians' dealings with the Passport Office. The chart illustrates the relationship between the various parts of the organization and reflects the Passport Office's commitment to quality service. The client is at the core of the Passport Office activities.

Clients communicate their service expectations through a variety of means, including direct contact with staff, written correspondence, and client surveys. Clients convey their expectations and level of satisfaction daily to examiners. For the past four years, the Western Operations Division has conducted client surveys in western Canada. In 1995-96, we surveyed clients across Canada. All surveys indicated that the Agency provides a high quality of service. As a result of client input, the Agency has made a number of suggested changes and is studying the use of debit and credit cards.



Employee Involvement

Successful quality service organizations treat employees in the same professional, courteous, respectful manner in which they expect employees to treat clients. The Passport Office, in its Strategic Plan for 1992-93 to 1996-97, identified quality of working life as one of its two strategic objectives (quality of service is the other). It also recognizes that employees are the most important assets in providing improved service to the public. In this respect, it empowered employees; recognized and rewarded achievement; provided employees with the physical environment, tools and information technology conducive to productivity; and communicated corporate values and fostered a strong corporate culture. Further, it developed a Human Resources Management Plan that included a training policy and that espoused management of change and continuous learning.

Innovation

One of the key results of leadership, empowerment, client focus, and employee involvement has been an environment that fosters innovation and supports change. The Passport Office has been a leader in the international community by introducing new products and technologies to help people move across international borders. Empowering the organization and its employees made this type of innovation possible.

Risk Management

There is some risk involved in empowering organizations and individuals. Support from central agencies, parent departments, and Agency management is essential for continuous improvement. The SOA concept and the use of revolving funds are still in their infancy stages.

Conclusion

As one of the government's more visible services, the ability of the Passport Office to deliver cost-effective quality services can be seen as a touchstone for the government's quality service initiative. The public is demanding more from all levels of government. Government's ability to respond to public needs depends, not on doing "more with less," but on doing "different with less."

PROGRESS IN IMPLEMENTING QUALITY SERVICES AT HUMAN RESOURCES DEVELOPMENT CANADA

Commitment to improving service delivery to Canadians is strong and visible at the most senior levels at HRDC.

Canadians deserve the best service that we can give them and they are measuring us everyday.

*Pierre Pettigrew
Minister of Human Resources
Development Canada*

Quality services approach to management

In support of the government-wide quality services initiative, HRDC has developed a comprehensive strategy for implementing quality services. This strategy focuses on making the department a quality services organization. The strategy, to be phased in over a three-year period, continues such existing initiatives as developing and publishing service standards and related results measurement for key service lines. It also includes new major service delivery improvements, such as the Service Delivery Network, Human Resource Centres of Canada (HRCCs), and the Income Security Programs Redesign. The strategy will be communicated to all managers and employees of HRDC once it is approved and signed by the deputy head.

HRDC's quality strategy has a clearly stated vision and goals. These are driven by the need to reduce costs, to provide high-quality and affordable services, and to recognize such structural changes as partnership with other levels of government.

The strategy has a three- to five-year action plan which focuses on:

- innovation in service delivery;
- working in partnerships;
- investing in employees;
- achieving excellence in client service;
- creating service standards;
- using IT to improve service delivery; and
- measuring performance.

Strategic Partnerships, Alternative Service Delivery, and IT

Consistent with client focus, in the next three to five years HRDC's new Service Delivery Network (SDN) will use a combination of offices, kiosks, electronic on-line services and community partnerships to integrate the department's services and improve access for all of its clients. HRDC will consult with provinces and territories to establish such agreements for alternative service delivery. In the new network (SDN), programs will reflect local priorities and, through the use of new technologies there will be more points of service.

HRDC is establishing working partnerships with other federal departments and agencies, the private sector, other governments, and training institutions to support the planning and delivery of programs and services. For example, the department is collaborating with other federal departments on a joint venture that will provide technology-based access to information and services of all federal departments. This joint effort will improve access for customers while ensuring cost-effectiveness.

HRDC is also working on a pilot project with the Alberta departments of Family and Social Services and of Advanced Education and Career Development. This project merges the front end of these operations so that clients have one-stop service.

Employee Focus and Training

HRDC's quality services strategy indicates the department's commitment to and investment in their employees. Employees are valued as an integral part of the success of the department's quality services initiative. The department is using technology to improve productivity—for example, through the use of technology to train employees and to ensure that they have at their fingertips the needed information to do their jobs effectively. Also, staff are now able to make use of multimedia courseware and other technology based products to help become proficient in the use of technology for learning purposes. A pilot project was carried out in the regional office in BC to test advanced microcomputer based technologies using CD-ROM and related technologies. This venture enhanced the skill level of employees while increasing their awareness of the complexities of creating continuous learning environment that HRDC works to foster throughout the Canadian economy.

The department is also using technology creatively to ensure that employees in remote Canadian communities are able to access training opportunities more easily. Although not explicitly stated in the strategy, quality service is an inherent theme within all staff training which is delivered with a quality of service context. Ontario Region has developed a course specifically on quality services.

Developing and Implementing Service Standards in the Major Service Areas

HRDC has a three-tiered approach for developing and publishing service standards: national, regional, and local service standards. It is expected that national service standards will be in place for the major business lines (Insurance, Income Security Programs, Human Resources Investment Fund, and Labour) late 1996-1997 or early 1997-98.

To date, the department has developed (but has not published) a national service standard for Insurance. HRDC hopes to send the first cheque to qualified applicants within 28 days after they apply.

Many local offices have posted local service standards. These include offices in Dartmouth, Nova Scotia and in the York Management Area in Ontario.

Performance Measurement

The department is committed to measuring improvements in client satisfaction. HRDC's quality services strategy commits the department's program heads to conducting formal client surveys that measure satisfaction with HRDC service delivery as a result of implementing SDN and EI legislation and to report results to Management Board including appropriate actions which may be required. In addition, executive heads of functional areas will conduct surveys in order to measure the level of client satisfaction with services and to identify areas for improvement.

HRDC has also developed a Results Based Accountability Framework, which it will put in place by September 30, 1996. This framework outlines: HRDC's key principles; values expected of managers; characteristics of a quality service organization; and key performance measures for accountability purposes.

Conclusion

HRDC's IT activities directly reinforce the department's commitment to quality service delivery. IT has given HRDC the methods and tools to work effectively with clients, to provide service alternatives to Canadians, to manage resources, and to analyse performance. These innovative approaches are critical to improving the quality of service HRDC provides to its clients.

NATURAL RESOURCES CANADA'S VISION

Natural Resources Canada will provide the leading-edge science, knowledge, and expertise that positions Canada as world leader in the sustainable development of its land, energy, forest and mineral resources, and a quality producer of resource-related products, technologies, services and research.

NRCan's Excellence Initiative

NRCan's vision focuses on the sustainable development of natural resources. Good governance is a fundamental guiding principle of the department's activities, as reflected in its commitment to quality services, along with partnerships with the provinces and other stakeholders, and protecting the health and safety of Canadians.

NRCan has had a quality initiative (Excellence NRCan) in place since November 1991. Quality initiatives have been planned, and implemented, at the departmental and sectorial levels. At the departmental level, NRCan produced the NRCan Excellence Road Map 1995-1997, which it has just updated. Each of NRCan's five sectors has recently developed its own sector-specific road map, or quality blueprint, which is intended to guide quality initiatives.

NRCan's 1995 Road Map identified three themes:

1. Managing Change (revitalization, alternate work arrangements, and best practices);
2. Measurement (baselines, accountability for managers, and upward feedback); and,
3. Integrating Excellence (developing operating principles, better using of facilitators, using a managers profile for selecting new managers, and reviewing reward and recognition systems).

The future will focus on self assessment, encouraging customer satisfaction measures, communications, strengthening facilitation capabilities and sponsoring a program for Quality Month 1996.

The critical success factors for NRCan's quality initiative depends on: senior management commitment, an adequate infrastructure, measurement, accountability, a focus on results, and consistent engagement of employees.

NRCan's action plans are beginning to be based on the categories of the National Quality Institute awards criteria. These categories include leadership, customer focus, planning for improvement, people focus, process organization, and supplier focus. The categories provide a useful measuring stick for NRCan to evaluate and report against. A participatory environment has also been an important component of their actions plans. This environment has been facilitated via faxback forms for the DM's "Update" publication, DM Dialogues, upward feedback, e-mail, managers' conferences, and retreats.

Conceptual Framework

The conceptual framework behind NRCan's Excellence Program is very similar to the framework adopted by the National Quality Institute's "Canada Awards for Excellence" program. The principals of quality, as elucidated by the NQI, are consistent with the framework originally established for "Excellence EMR" in December, 1992. The NRCan statement of principles are:

1) Client Focus

- *primary focus on customers*—every employee in the organization must understand, meet, and strive to exceed the needs of their clients

2) People Focus

- *respect for the individual and encouragement for employees to develop their full potential*—the organization must adopt values that foster mutual respect between employees that work in the organization,
- *contribution of each and every individual*—every employee within the organization must have the opportunity to use their creativity and make a positive contribution to the organization's pursuit of excellence
- *cooperation, teamwork, and partnering*—teamwork is nurtured and recognized. Cooperation, within and between organizations, and inside and outside sector borders is a cornerstone for the development of win-win relationships,

3) Process Optimization

- *process-oriented and prevention-based strategy*—as organizations are networks of inter-dependent value-adding processes, improvements are achieved through changing these processes to improve the total system. To facilitate long-term improvements, a mind set of prevention rather than correction must be
- applied to eliminate the causes of errors and waste,

4) Planning for Improvement

- *continuous improvement of methods and outcomes*—an assumption is made that there are always practical ways of providing better service and/or products to clients
- factual approach to decision making - decisions are made based upon measured data and an understanding of the cause and effect mechanisms at work,

5) Leadership

- *leadership through involvement and by example*—developing a quality approach involves a transformation in management thinking and behaviour at all levels. This can only be achieved by the active involvement of senior management to facilitate, reinforce and lead the changes necessary for improvement,

6) Supplier Focus

- *obligations to suppliers and stakeholders, including a concern for overall responsibility to taxpayers*—NRCan has important responsibilities to satisfy the expectations of its employees, clients, suppliers and all other stakeholders.

Client focus

NRCan is an innovative, Total Quality Management (TQM) organization that takes a keen interest in its employees and services to its clients. The 1996-1997 NRCan Business Plan identifies who their clients are, what NRCan is committed to do and how it will be done. As an example, NRCan will work with First Nations to assist Aboriginal communities to manage their natural resources by supporting self government efforts, developing skills and transferring technology. NRCan realizes that it is more important than ever to assess how well services are provided and to take action to respond quickly.

Client satisfaction surveys have been used by many NRCan groups (sectors/branches etc.) but not on an on-going, systematic basis. Hence formal data is not available to provide evidence of improved client satisfaction, however, the employee survey (recently undertaken) indicates that the employees felt that the quality of service has improved.

People focus

NRCan has trained many of its employees in team-building, innovation, and lateral thinking skills. A couple of years ago, NRCan sponsored training on self-directed work-teams and, in October 1995, chaired a CCMD symposium on self-directed work-teams.

NRCan began its quality journey by offering staff sensitivity or awareness training in TQM, on a sector-by-sector basis. This was followed by skill-specific training that focused on such areas as facilitation, process improvement, team-building, and customer satisfaction.

Training on continuous learning included:

- two half-day pilot sessions on flexible work arrangements;
- a two-day assessor training course that let participants train others to use the Canada Awards for Excellence criteria for assessing their organization;
- a training course called Beyond Survival and Renewal, which helps managers develop new skills for turbulent times; and,
- ongoing seminars and training that educate participants on such quality areas as benchmarking and measurement.

The senior management committee at has held discussions with employees locally and regionally, via video-conference, to discuss departmental priorities for the next few years.

As a major provider of the science, technology and knowledge on developing Canada's natural resources, NRCan works closely with the provinces, territories, and other stakeholders (industry, environmental groups and First Nations). For example, NRCan, in cooperation with other departments, will work with First Nations to assist Aboriginal communities in managing their natural resources by supporting self government efforts, developing skills and transferring technology.

Process Optimization

Efforts are being made to move towards common systems (LANs, applications) within NRCan. Corporate services are, also, being re-engineered, including the Integrated Payment and Procurement System (1997-98), the Information Management Information Infrastructure (1996-97) and the HR information system (Peoplesoft).

The Integrated Payment and Procurement System uses electronic data interchange (EDI) and credit cards to settle accounts, making the processing of monthly invoices quicker and easier. In the first year (1995-1996), over \$1 million was saved using this improved process. NRCan anticipates that savings could reach \$4 million or \$5 million per year in the future.

Planning for Improvement

NRCan has recently completed an employee survey on quality practices. 605 employees were surveyed, via telephone, to establish base-line data on the extent to which NRCan engages in quality practices and to help sectors construct their respective quality plans.

The each sectorial and departmental quality coordinators received a 2 day assessor training course, enabling them to train others to utilize the Canada Awards for Excellence criteria for assessing their organization. Once the various sector and department quality assessments are completed, the improvement plans can be finalized, focusing on the opportunities for improvements.

Leadership

The role of the Excellence Office at NRCan is one of leadership: providing expertise, coordination, advise to senior management, the promotion of a forum for the exchange of ideas as well as being the focal point for contacts outside of the department. The mandate of Excellence is " ... a management led, employee oriented approach to achieve continuous improvement in our products and services in order to meet client expectations and needs; while the goal of Excellence is "Doing the right thing right the first time and every time."

Having been involved in quality initiatives since November 1991, NRCan has drawn many useful lessons from their experiences. From NRCan's perspective, a critical success factor is the commitment, and active involvement, of senior management in the change process. Senior management is involved in championing departmental activities, providing strategic thinking and advice, ensuring the allocation of necessary resources and rewarding and recognizing appropriate behaviours.

Each of NRCan's five sectors have established a quality office headed by a coordinator. An excellence office also exists at the departmental level. The sector/branch coordinators and departmental coordinator form an "excellence coordination committee". To ensure quality messages reach senior management, the sector/branch excellence coordinators are members of their respective management committees, and three or four times a year the excellence coordinators meet with the DM, the ADM who champions quality, or the whole departmental management committee. In addition, the departmental management committee is briefed quarterly on the progress of quality at the departmental level and, semi-annually, on progress at the sectorial level. The departmental coordinator now reports through a director general to the DM, but still may contact the DM directly, if required.

Quality councils operate in a number of sectors and a departmental coordinating committee meets at least on a monthly basis. The departmental excellence office itself consists of three people a departmental excellence coordinator, an advisor, and a support person. There is approximately one coordinator (FTE) (including departmental and sectorial coordinators) per 800 employees.

Supplier Focus

NRCan works with its suppliers to enhance the quality of goods and services provided to clients. For example, the Geological Survey of Canada's Atlantic Geoscience Centre has put in place an evaluation process to ensure that all contracted goods and services meet identified quality and performance standards as well as delivery targets. The Earth Science Sector's Sherbrooke Laboratory has, for the past four years, given an Award for Excellence to the supplier who is most advanced in establishing and updating the National Database of Topographical Data.

Achievements

The progress made in the area of quality, within NRCan and its two predecessor departments (EMR & FC), after the first four years of implementation has been significant. NRCan's achievements, for which they should be praised, include:

- the stream lining and simplification of many processes, resulting in cost reductions and enhanced client satisfaction;
- greater focus on the needs of clients, the fulfilling of those needs and the measurement of client levels of satisfaction;
- utilizing the innovative ideas of employees in resolving the challenges faced by the department; maximizing the effectiveness of meeting/retreats/planning sessions/conferences through the use of in house facilitators; opening up the lines of horizontal and vertical communications, thereby providing all departmental employees with timely information; and,
- use of innovative management techniques such as self directed work teams and participative decision making.

CHANGING THE WAY REVENUE CANADA DOES BUSINESS

The employees of Revenue Canada have transformed their departments into one of the most efficient public revenue agencies in the world.

*Gordon Feeney
Vice-Chair of the Royal Bank Financial Group
June 6, 1996*

REVENUE CANADA'S FACTORS FOR SUCCESS

Since the late 1980's the challenge for Revenue Canada has been to change the way it does business. In response to this challenge, the department has and continues to evolve, seeking to improve and provide high-quality services in response to client needs. Revenue Canada has succeeded because it focuses on developing a corporate culture that hinges on:

- Client Orientation
- Leadership
- Employee Involvement

Client Orientation

In changing the way it does business, Revenue Canada aims to become a client- and service-oriented organization. Key to this, is the departments renewed client-orientation.

The department is committed to providing service delivery that is "visible, accessible, open, and responsive to our clients." This client-orientation is reflected in From Vision to Implementation: Key Corporate Development Documents for Revenue Canada. This series of documents is comprised of:

- the Corporate Plan 1995-1996 to 1997-1998;
- the Framework for Managing Revenue Canada;
- the Corporate Accountability Framework;
- the Service Quality Strategy;
- "Planning and Managing Consultations in Revenue Canada;" and
- "A Strategy for Corporate Development."

While the Department has an extensive quality services strategy for improving client-focused service delivery, the Department's client-orientation goes beyond the strategy. This orientation is integrated into each of the key corporate documents, thus ensuring that the orientations will be sustained.

As part of its client-orientation, Revenue Canada consults and communicates with its clients on a regular basis. It consulted extensively when designing major programs, such as the Goods and Services Tax and Business Number projects. At the same time, Revenue Canada consults with more than 100 key provincial, national, and international interest groups concerning the statutes that it administers. Revenue Canada also has a number of advisory committees that facilitate consultation with specific client groups, such as the Large Business Advisory Committee, the Seniors Advisory Committee, and the Small Business Advisory Committee.

The following is an example of the level of consultation involved in designing a major program.

New Business Relationships For Importers

Revenue Canada held focus group interviews, lasting between three and seven hours, with representatives (clients) from 25 Canadian companies when defining the “New Business Relationships for Importers”. Clients described their business, their views on current procedures and what they wanted as the main characteristics of a new business relationship. These interviews provided an opportunity to “concept test” about 200 inspired reforms in such categories as “electronic commerce”, “streamlined reporting and release”, “periodic entry processing”, etc. These consultations were very successful in providing “tailored solutions” and major savings for industries and companies.

As with any organization, there is always room for improvement. Revenue Canada assesses its service performance using information from various management information systems, service rating cards, complaints monitoring, periodic client surveys, internal audits, and program evaluation studies. This information is used in assessing the efficiency and effectiveness of Revenue Canada’s service delivery, and helps identify areas for improvement.

In addition, Revenue Canada plans to develop an approach to client satisfaction measurements that will provide ongoing performance measures, and, on a periodic basis, more comprehensive information on clients’ views of service. As well, the department plans to develop a client service index to improve corporate monitoring/reporting and to provide a standard measure of the quality of service provided by the department.

The emphasis on client-orientation is having a positive impact on Revenue Canada’s relationship with its clients and many clients view the department as cooperative and ready to meet their needs.

Leadership

Virtually everyone, including Revenue Canada's clients, has agreed that the key to its success has been the importance of the leadership exercised by senior managers. The value of this leadership cannot be overstated, given that the success of an organization can be strongly linked to the quality of leadership provided by senior management.

Revenue Canada's senior managers have set out a clear vision of a corporate culture, which focuses on fulfilling their mandate and providing quality services through client involvement, leadership, and employee involvement. This vision has been published, distributed, and is communicated continuously throughout the department. As well, the Department communicates the role of the senior management team to employees. The published role becomes an accountability mechanism that can be used to assess the senior management team.

Revenue Canada promotes leadership at all levels of the organization. In fact, "A Strategy for Corporate Development" indicates that "leadership, at all levels, and innovative management practices are the most important factors in pursuing the departmental vision and continuing to develop as an organization." Such strong statements about leadership, coupled with the actions of leaders, their encouragement, support and involvement, have demonstrated to the organization and clients, the commitment to quality, clients, employees and the organization.

Employee Involvement

Revenue Canada's commitment to team work and employee involvement is found throughout the department's strategic documents. For example, the Framework for Managing Revenue Canada indicates that "our success as an organization lies with our highly skilled and professional employees who share a commitment to high-quality service". Revenue Canada recognizes that its success is in the hands of its employees, and therefore, places a premium on employee involvement.

At Revenue Canada, employee involvement manifests itself in many ways. Three areas of key importance are: teamwork, training, and rewards and recognition.

Working in Teams: Revenue Canada's success depends on teamwork and employee participation. Many of the change initiatives of the last several years put in place processes to identify problems and solutions, set goals, improve services and work methods through teamwork and involvement. Through multi-functional team work, the department has undertaken to simplify its business operations in order to provide accessible, responsive services combined with responsible enforcement. For example, the re-engineering of the customs program has resulted in the reduction of the processing times for trucks at the border from hours to 20 seconds. Similarly, the time and cost of collecting common GST and Taxation accounts has been reduced for both the department and its clients.

Training: Maintaining a highly skilled quality workforce requires a commitment to training. Revenue Canada recognizes this and has articulated its commitment to training in the following corporate documents:

- the Strategic Plan for Learning in Revenue Canada;
- the Guiding Principles for Learning in Revenue Canada; and
- the Accountability Framework for the Management of Training, Development and Learning in Revenue Canada.

The department has made a concerted effort to ensure that employees are provided with the skills and tools to support a team-oriented culture and provide quality, client-focused services, by integrating quality components into its training.

Rewards and Recognition: Equally important to retaining a highly skilled workforce is recognizing and rewarding the work of employees. Revenue Canada recognizes this and has had a successful Employee Recognition Program. In keeping with continuous improvement, the program is currently being re-designed and enhanced to meet the needs of the consolidated Department. As part of this re-design process, Revenue Canada conducted a formal program evaluation and surveyed over 7000 of its employees to obtain their input.

The Results

Is Revenue Canada's focus on providing quality, client focused service delivery paying off? Is its corporate culture permeating throughout the department? Clients and employees would argue that it is. The following examples demonstrate the pay offs to Revenue Canada, the government and the country as a whole.

- **Electronic Filing of Individual Tax Returns**
EFILE permits the electronic filing of individual tax returns. In the 1995 tax year, 4.5 million of the 21 million individual income tax returns were filed electronically. EFILE reduced costs related to data entry and error correction; reduced paper burden and provides for refund processing in record time, for example many of the returns filed electronically were processed in 10 days or less.

- **New Business Relationship**

The goal of the new business relationship is to assist businesses and significantly reduced the cost and complexities of importing commercial goods and to facilitate the competitiveness of Canadian companies by customizing and streamlining systems to suit the needs of particular industry sectors. Aerospace and automotive test participants of the new business relationship have already estimate savings of about \$180 million over the next ten years as a result of the new relationship.

Revenue Canada, with its focus on building a strong corporate culture based on client and employee involvement, leadership and is not only in a position to meet current and future challenges, but to provide leadership to others.

Revenue Canada ... the future

“Rethinking the federation and restructuring the public service is being driven, in large part, by fiscal, economic, social and technological imperatives. More importantly, Canadians are demanding more efficient, responsive and transparent government. To respond to these challenges, we must proceed with a clear vision of how we intend to transform public institutions, and a commitment to both excellence and innovation.”

*The Honourable Jane Stewart, P.C., M.P.
Minister of National Revenue*

ENSURING CLIENT FOCUSED QUALITY SERVICE AT VETERANS AFFAIRS

Through the efforts of our employees, our partners, effective program and service delivery mechanisms, meaningful dialogue and clear and consistent communication, Veterans Affairs will continue to fulfill the government's commitment to veterans and, at the same time, ensure that Canadians obtain the best value for their tax dollar.

Veterans Affairs Business Plan 1995-96 to 1997-98

Veterans Affairs has a strong client focus, service standards for the majority of service areas, an effective human resources management plan, strategic alliances as well as numerous innovations situate Veterans Affairs at the forefront of Canadian quality management practices.

These and a number of other achievements reached by Veterans Affairs in the area of quality service implementation can be summarized under three main themes: client consultation, service standards, and measurement.

Client Consultation

In Veterans Affairs, client consultation is an ongoing process. Clients are considered to consist of both internal and external stakeholders. At Veterans Affairs, consultation helps to respond to client expectations concerning program objectives, mandates and levels of service. Client consultation also identifies aspects of service that clients believe are important and so may contribute significantly to client satisfaction. Consultation provides insight into the extent to which expectations vary within segments of the clientele and whether these expectations are realistic, given program mandate and resource levels.

Consultation has played a critical role in the overall success of a number of Veterans Affairs initiatives and is viewed as a longterm process. For example, in the development of service standards for the Portfolio, client consultation was accomplished through a series of focus groups which were able to assess the appropriateness of proposed standards and their readability, clarity, overall usefulness and client's comfort with the print size. To ensure employee participation, a working group on service standards has been established. As part of planned service standard measurement activities for the current year, input will also be obtained from managers across the Portfolio in the form of a management questionnaire to supplement other measuring tools such as file reviews and existing performance data.

Consultation at Veterans Affairs not only works to engender involvement but also the successful implementation of several standards that improve the quality of service delivered to clients.

Another example of client consultation is Veterans Affairs' ongoing Pension Reform Initiative. This project was initiated following the enactment of Pensions Reform legislation on September 15, 1995, and will result in a 50% reduction in turnaround time within two years for first application for a disability pension. This improved level of service is now being successfully pursued, in large part, as a direct result a client feedback in the form of a client survey.

Service Standards

"[Veterans Affairs]" is dedicated to providing quality service based on the principles of courtesy, speed and fairness".¹

In May 1995, the Veterans Affairs Portfolio published a set of client-based service standards for its major programs in a brochure entitled "At Your Service". A companion employee brochure, "At Your Service; Questions and Answers", was also distributed to Portfolio personnel.

Thirty seven standards, based on existing work practices, were developed during the initial phase of this project. Twenty eight of these standards directly relate to the Portfolio's three major programs—Disability Pensions, Income Support and Health Care while nine general standards, applicable to any program, were also developed.

In addition to detailed service delivery targets and pertinent information such as benefits and entitlements, "At Your Service" also includes the organizational mission statement and a client complaint mechanism. Both employees and clients worked together to develop the VA service standard guide and it is readily available in public areas at District Offices, Regional Offices and Head Office. Upon request veterans' organizations and other government organizations have also obtained copies for information and reference purposes.

Measurement

"The evaluation of performance against goals is important, but it is the possession and pursuit of goals that makes you a real winner."²

Veterans Affairs is committed to the principle of continuous improvement. As such, the Portfolio has begun the development of a measurement framework to report on service standards entitled "Veterans Affairs Service Standards Options—1995-96 to 1996-97". Created by a internal working group committed to service improvements, the purpose of this framework is to:

- ensure service is as effective as possible
- ensure programs meet, to the extent possible, client expectations and support Portfolio mission and strategic direction

¹ Veterans Affairs, At Your Service, 1995:5

² Veterans Affairs Presentation, June 1996

- provide feedback to management and staff as to success in providing quality service
- provide recognition for service achievements
- provide opportunities for client consultation
- demonstrate to stakeholders how well VA programs are performing
- encourage continuous improvement and,
- show leadership in service quality
- focus services and business processes on clients

A key principle of the framework is to measure what is important strategically as well as that which can be translated into corrective action. When the framework is fully implemented to measure performance against 1996-97 standards, the use of a wide spectrum of qualitative and quantitative measurement instruments is projected, including management/employee questionnaires, the review of existing performance data, audit and evaluation studies, stakeholder focus groups, client surveys/comment cards and complaints mechanics. Veterans Affairs recognizes that numerical measures alone are not sufficient indicators of performance achievement.

Any road to success is undoubtedly filled with challenges. Veterans Affairs recognizes that the adoption of this framework will necessitate senior management commitment and agreement on the implementation strategy. It will also depend upon the efficacy of committed working groups, the ability to integrate measurement with existing systems, the clarity of communication, and workload implications. Already, there are indications of support in many sectors of the Portfolio for the newly embarked upon measurement phase of VA's Quality Services Program. Wider acceptance across the Portfolio is still a goal to be attained through further consultation and communication.

A Future Look

The approach to implementing client-focused service delivery at Veterans Affairs is national in scope and is linked to broader strategic and operational planning issues within the Portfolio. Continuous improvement, an important characteristic of quality, places Veterans Affairs in a good position to meet its stated commitment of ensuring the best value for taxpayers' dollars.

ANNEX B:

HIGHLIGHTS OF DEPARTMENTAL ACTIVITIES

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
|---------------------------|---|---|--|---|---|---|--|---|--|
| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| Agriculture and Agri-Food | <ul style="list-style-type: none"> • service standards being developed in consultation with clients • publishing in 1997, along with complaints mechanism • St. Hycacinthe Research facility has been ISO9002 registered | <ul style="list-style-type: none"> • Market and Industry Services Branch uses report cards from clients • internal clients surveyed (Corporate services) • Research Branch has Advisory Groups for each Research Station and at Corporate level for both consultation and satisfaction | <ul style="list-style-type: none"> • consultation group exists to try to eliminate duplication in consultation between AAFC, other Federal department, and provinces • Food Protection and Inspection branch has extensive consultation with clients; launched with business alignment program | <ul style="list-style-type: none"> • has been presented to the Departmental Management Committee | <ul style="list-style-type: none"> • full-time quality coordinator appointed • ADM corporate services • each branch head is responsible for implementation | <ul style="list-style-type: none"> • employees are provided with opportunities to have discussions with ADMs • employees consulted on mission | <ul style="list-style-type: none"> • competency profiles being set up • designing a strategy for learning and quality will be included | <ul style="list-style-type: none"> • Single Food Agency will be implemented in 1997. | <ul style="list-style-type: none"> • ASD Framework developed and provided to all managers • corporate-rate coordinator • Advisory Committee established |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
|--------------------------------------|--|--|---|--|---|--|---|---|--|
| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| Atlantic Canada Opportunities Agency | <ul style="list-style-type: none"> completed in 1993 plus each region has standards for application turnaround and cheque disbursement informal complaints mechanism | | <ul style="list-style-type: none"> yearly client surveys done by all offices to determine client needs and the importance to clients of various services | <ul style="list-style-type: none"> in the process of developing a plan standing committee on quality exists; chaired by the VP of Regional Programming | | <ul style="list-style-type: none"> workshops for all employees to discuss future direction of ACOA departmental magazine used to communicate successes | <ul style="list-style-type: none"> training requirements on quality to be identified | <ul style="list-style-type: none"> self-directed work teams benchmarking skills of Atlantic business owners against international skills levels | <ul style="list-style-type: none"> many partnerships |
| Canadian Heritage | <ul style="list-style-type: none"> some service standards for corporate services and Parks Canada Parks is developing a declaration and is looking to develop a national standard on client satisfaction and service to the public | <ul style="list-style-type: none"> Parks is starting to standardize regional surveys Corporate Services has user surveys | <ul style="list-style-type: none"> Parks consults widely | <ul style="list-style-type: none"> low key, supportive approach | <ul style="list-style-type: none"> review group mandated to look after quality services implementation | <ul style="list-style-type: none"> 1-800 number "open lines" to employees on HR issues newsletters, electronic bulletin boards | <ul style="list-style-type: none"> 1/2 day sessions on service standards planned | | <ul style="list-style-type: none"> Parks is looking at a number of delivery options |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
|---|---|---------------------|---|---|---------------------------|--|--|---|---|
| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| Canadian International Development Agency | <ul style="list-style-type: none"> • service standards mostly for administrative process; some have been published • looking at areas where standards should be established, both internal and external to the department • currently reviewing existing standards to bring them to "publishable" form | | <ul style="list-style-type: none"> • constantly consulting its partners and developing countries to determine their needs and expectations | <ul style="list-style-type: none"> • renewal plan looks at improving effectiveness of programs and services • ongoing and continuous emphasis to increase efficiency and effectiveness of processes | | <ul style="list-style-type: none"> • self-directed work teams • two employee surveys • employee committees • electronic bulletin boards • monthly agency forum showcasing and sharing development successes | <ul style="list-style-type: none"> • training sessions on client quality services: Finance • client service orientation: one of six major areas to be focused on | <ul style="list-style-type: none"> • re-engineering: recommendations are approved and are being implemented • adoption of a three-year performance review plan • result-based management • new Interdepartmental Settlement Advice Data Exchange system, which allows the electronic exchange of financial information between CIDA, PWGSC and other government departments • a new contracting system | <ul style="list-style-type: none"> • partnerships, e.g., adoption of a policy on cost sharing with Canadian non-profit organizations |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
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| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| Citizenship and Immigration * | <ul style="list-style-type: none"> comprehensive departmental approach to service standards has been approved and will be introduced across all major business lines with the initial focus on service timeliness service standards that are now in place by mode of service (e.g. processing centres) in Canada and abroad will be incorporated into this approach | <ul style="list-style-type: none"> key in the redesign of the departmental process Call Centres during the pilot stages of process reengineering, efforts were made to gauge client reaction post-implementation evaluation will include client survey Centres to provide easier access to accurate and timely information upon initial contact with the Processing Centres; ability to complete the majority of transactions by mail, with continuing access for clients requiring in person interviews | <ul style="list-style-type: none"> extensive client consultations throughout 1994 resulted in development of strategic framework "Into the 21st Century" extensive consultations with partners, stakeholders, and client representatives continue in the development and implementation of the renewal initiatives, reconfiguration of service delivery and policy/program initiatives | <ul style="list-style-type: none"> the long-term departmental strategy has as its priorities: quality service to clients, strengthened integrity of the program, reduction of expenditures, leadership and organizational excellence quality is to be integrated into the organization through the Renewal agenda | <ul style="list-style-type: none"> implementation to be included in management performance agreements | <ul style="list-style-type: none"> renewal bulletin distributed to employees use of teams, workshops and focus groups are a regular practice union involvement on committees and working groups best practices workshops for employees DM awards for teamwork | <ul style="list-style-type: none"> redesigned processes incorporate training component Citizenship Branch has begun training employees in teamwork; other sectors have started training on various components of quality | <ul style="list-style-type: none"> several of renewal initiatives involve process redesign, e.g., new immigrant application processing system, integrated enforcement process, and citizenship application processes redesign | <ul style="list-style-type: none"> several of the renewal initiatives involve ASD, e.g., settlement services to be delivered by provinces and/or other partners, medical assessment redesign involves greater use of non-departmental personnel, on demand application printing contracted to third party |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
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| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| Correctional Services Canada: | <ul style="list-style-type: none"> • service standards published for six different client groups | | <ul style="list-style-type: none"> • Commissioner's Directive on Consultation (May 1996) outlines a service-wide strategy for consultation • use of Gallop polls for measurement, as well as informal tools such as focus groups | | | <ul style="list-style-type: none"> • employee survey conducted in 1995 • another survey to be conducted in order to compare with other jurisdictions • quarterly newsletter | | | |
| Environment Canada* | <ul style="list-style-type: none"> • For its direct service to the public, EC is continuing to develop service standards, e.g., standards for aviation services are in development and will be part of the contractual agreement with NAVCAN • standards have been published in a number of administrative areas | <ul style="list-style-type: none"> • AES: National Omnibus Survey conducted, in part to assess what aspects of weather services are important to Canadians and their satisfaction with weather products | <ul style="list-style-type: none"> • EC is committed to using consultation as a way of doing business: operating principle in each sector, e.g., advisory groups consist of stakeholders and clients | <ul style="list-style-type: none"> • quality is integrated into the business planning process • AES & EPS: responsibility has been integrated within the management contract between the ADMs of AES and EPS and the DM | <ul style="list-style-type: none"> • quality aspects are a specific part of EC's generic review framework and therefore assessed in all departmental reviews • EPP (Canadian Environmental Technology Centres): funding depends on review of the business plan and previous performance. | <ul style="list-style-type: none"> • AES: "Quality Services" page is planned on Green Lane (electronic bulletin board), to showcase quality services activities, publish standards, and to allow for feedback • involved in the development of the service standards | <ul style="list-style-type: none"> • Administrative Directorate: two electronic self-training tools were developed for employees • frontline staff of Atmospheric Environment components in EC regions have taken training in customer relations (had service provision) | <ul style="list-style-type: none"> • EC is engaged in an extensive federal/provincial harmonization exercise: will lead to more efficient and effective use of resources, while at the same time ensuring high quality environmental management • Administrative Directorate: leader in Locally Shared Support Services. | <ul style="list-style-type: none"> • ECS: Green Corps program will facilitate access to EC's scientific expertise by arranging short-term or temporary loans/assignments to private sector firms, foreign governments, international organisations |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
|------------------------------|---|--|--|----------------------|---------------------------|--|---|---|---|
| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| Environment Canada* (cont'd) | <ul style="list-style-type: none"> Atmospheric Environment Service (AES) has published many standards, e.g., ice services and draft for marine and public weather services complaint mechanisms are in place at points of contact in regional environmental service offices | <ul style="list-style-type: none"> for the Atmospheric Environment Program a performance measurement framework is being developed to evaluate, in a continuous fashion, satisfaction levels with Weather Services evaluation framework of strategy for controlling toxic substances to include regular assessment of client satisfaction | <ul style="list-style-type: none"> consultation with stakeholders and/or clients on areas such as control of toxic, Canadian Environmental Industry Strategy, Pollution Prevention Strategy, National Pollutants Releases Inventory, Hazardous Air Pollutants, Strategic Options Process, Accelerated Reduction and Elimination of Toxic, Priority Substances List II | | | <ul style="list-style-type: none"> EPP (Enforcement Program-Standard Operating Procedures): employees involved in all aspects of standards development. | <ul style="list-style-type: none"> self-directed work team training was provided to all Canadian Ice staff (AES), upon implementation resulted in the same level and quality of output with 26% less staff | <ul style="list-style-type: none"> Enforcement Program: training efforts are coordinated to maximize the impact of courses, including giving training to other agencies and vice versa | <ul style="list-style-type: none"> Atmospheric Environment Program integrated service delivery: consolidation of 72 weather offices across the country into 17 Environmental Services Offices through which Canadians will be provided single window-access to the department's atmospheric services |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
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| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| Fisheries and Oceans | <ul style="list-style-type: none"> standards for Fisheries Management Sector | <ul style="list-style-type: none"> linking managing operations to client expectations | <ul style="list-style-type: none"> clients are involved in the decision-making and play a greater role in determining how resources and services are managed, as well as which services will continue to be provided by government consultation on service levels | | | <ul style="list-style-type: none"> communicate electronically periodic regional meetings | | <ul style="list-style-type: none"> examining costing of key services. | <ul style="list-style-type: none"> partnering with provinces, industry and conservation groups etc. |
| Foreign Affairs and International Trade | <ul style="list-style-type: none"> standards in place in many units within the department Trade Commissioner Service has published a service pledge <ul style="list-style-type: none"> –Library services has feedback mechanisms for clients –Passport Office has published standards for service delivery –Consular Affairs implemented service standards based on clients surveys and departmental practice | <ul style="list-style-type: none"> Trade Commissioner Pledge includes redress mechanism Human Resources and Disarmament directorates conduct annual consultations with clients | <ul style="list-style-type: none"> part of the way the department does business, e.g., extensive network of sectoral trade advisory groups exists for consultation on trade policy and business development issues | <ul style="list-style-type: none"> the Executive Committee has committed itself to an ongoing review of operations with a view to improving quality | <ul style="list-style-type: none"> Passport Office reports annually on performance in meeting targets. | <ul style="list-style-type: none"> Panorama is a weekly newsletter for employees electronic communications system annual merit awards for excellence in foreign policy, consular affairs and administrations and teamwork on special projects. | <ul style="list-style-type: none"> the Canadian Foreign Service Institute is in the process of developing modules on service standards and other quality components quality components are being integrated into other training modules, e.g., Mid-Career Professionals Program | <ul style="list-style-type: none"> Passport Office has completely streamlined its operations, re-focusing on providing client-oriented, quality services sharing of premises and cooperation in provision of service abroad. Network of Honourary Consuls | <ul style="list-style-type: none"> Passport Office and Property Programs are separate entities, both able to see products and services and retain earnings |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
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| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| Health Canada | <ul style="list-style-type: none"> standards in most service areas, e.g., Corporate Services and Cost Recovery areas of Health Protection and Medical Services Branches | <ul style="list-style-type: none"> client satisfaction surveys used program literature encouraging client feedback on quality of service | <ul style="list-style-type: none"> client surveys to gather information consultation ongoing, e.g., on issues such as regulatory review, Family Violence Clearing House, Indian Health Services Devolution | <ul style="list-style-type: none"> has laid out its priorities with respect to quality; will be included in the business plan for 1997-98 coordinating committee in place to help with | <ul style="list-style-type: none"> managers assessed against innovative approaches to management | <ul style="list-style-type: none"> feedback mechanism in place, e.g., ADM electronic mail-boxes, hotlines to provide managers with feedback –employee survey in 1995 –employees involved in decision-making process leading to possible SOAs | <ul style="list-style-type: none"> learning centres in all regions quality integrated into training of staff | <ul style="list-style-type: none"> benchmarking use of information systems | <ul style="list-style-type: none"> working on SOAs and devolution of health services to First Nations |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
|-------------------------------------|--|--|---|---|--|---|--|--|---|
| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| Human Resources Development Canada* | <ul style="list-style-type: none"> three-tiered approach for the development and publication of service standards: national, regional and local standards national standards expected to be in place for major business lines by late 1996-97 or early 1997-98 many local offices have posted local service standards | <ul style="list-style-type: none"> the quality strategy commits the department to conducting formal client surveys to measure the level of satisfaction with service delivery | <ul style="list-style-type: none"> client consultation is included in the departmental strategy and its implementation plan. | <ul style="list-style-type: none"> comprehensive strategy for implementing quality services, to be phased in over a three year period (1995-1998) results-based accountability framework has been developed and will be put in place by September 30, 1996; the framework outlines the department's key principles, values expected of managers, characteristics of a quality service organisation and key performance measures | <ul style="list-style-type: none"> outlined in strategy | <ul style="list-style-type: none"> a corporate communications strategy has been developed. | <ul style="list-style-type: none"> continuous learning environment quality components are integrated into all staff training | <ul style="list-style-type: none"> a number of initiatives are under way, e.g. Service Delivery Network, Income Security Programs Redesign Project, Re-engineering of Unemployment Insurance. | <ul style="list-style-type: none"> partnership, e.g., Service Delivery Network: uses a combination of offices, kiosks, electronic on-line services, and community partnerships to integrate the department's services and improve access for all of its clients. |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
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| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| <p>Indian and Northern Affairs Canada (note: approx. 90% of the dept.'s services are provided via transfer payment)</p> | <ul style="list-style-type: none"> services provided by INAC are covered by sets of service standards which have been tailored by each region | <ul style="list-style-type: none"> First Nations and INAC have established three principles for local accountability, i.e., transparency, disclosure, and redress; these are fundamental to ensuring client satisfaction various regional complaint mechanisms have been established to allow First Nations and their members to seek redress from the department for perceived problems with INAC's services (note: each First Nation is accountable to its membership for service delivery) | <ul style="list-style-type: none"> ongoing dialogue with First Nations is an essential part of conducting departmental business, whether it involves the development of service standards or legislative action; the departmental planning and accountability cycle explicitly recognizes such dialogue as a fundamental component | <ul style="list-style-type: none"> in 1995-96 the quality services initiative was implicitly strengthened through the launch of the departmental Resourcing Our Priorities (ROP) exercise, aimed at reallocating resources to highest priority needs, improving how INAC does business and finding additional partnership opportunities all staff are viewed as leaders the following leadership "competencies" are stressed: good communication, team building, and facilitation of win-win negotiating -ability to see the "big picture" -risk taking for innovation | <ul style="list-style-type: none"> monitored through the departmental planning and accountability cycle, through which Assistant Deputy Ministers and Regional Directors General establish their priorities with the Deputy Minister and meet bi-annually with him to review progress | <ul style="list-style-type: none"> expanded internal communications with the Deputy Minister via the use of an enhanced e-mail system accessible by most staff senior management encourage staff to participate in ROP upward feedback is in place | <ul style="list-style-type: none"> training program has a variety of quality-related components | <ul style="list-style-type: none"> through ROP numerous projects were launched to improve departmental / First Nations / northerner linkages, e.g., streamlining of funding arrangements continue with the view to consolidating INAC's and other departments' funding arrangements with First Nations over 200 suggestions for process and other improvements were received from staff during the course of ROP | <ul style="list-style-type: none"> INAC's devolution program is an example of alternative service delivery, as most federal funding to territorial governments and First Nations now provided through transfer payments |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
|-----------------|--|--|--|--|--|--|---|--|--|
| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| Industry Canada | <ul style="list-style-type: none"> • campaign for excellence includes service standards • senior management is committed to service • development of performance measurement in; policy sector, consumer products, Canadian Tourism Commission. | <ul style="list-style-type: none"> • Strategis – monthly feedback report reports client satisfaction levels. • CIPO conducts client satisfaction survey • CBSC in Ontario conducts client satisfaction survey | <ul style="list-style-type: none"> • consultation strategy is key (bigger role or region-specific feedback) • CIPO conducting customer research with target goals and annual client survey | <ul style="list-style-type: none"> • campaign for excellence and accountability framework | <ul style="list-style-type: none"> • campaign for excellence and accountability framework | <ul style="list-style-type: none"> • new emphasis on internal feedback from clients (upward feedback - 1996-97). • employee advisory board: revitalization and recognition | <ul style="list-style-type: none"> • entrepreneurship seminars and teamwork training a priority • other areas of focus include: client service skills, communication and people management skills | <ul style="list-style-type: none"> • will be developing a consumer policy (1997-99) • Strategis is strong information provider for public and private partners • other examples: CIPO, CBSC's | <ul style="list-style-type: none"> • partnerships exist at all levels. • SchoolNet has connected youth in regions to Internet and information sharing. • CIPO in benchmarking pilot with Britain, Sweden, Australia |
| Justice | <ul style="list-style-type: none"> • service standards developed for most areas of the legal practice | <ul style="list-style-type: none"> • surveys done by the department as a whole, as well, individual sectors conducted surveys • satisfaction measured against the published standards | <ul style="list-style-type: none"> • consultation of clients of various legal operations areas • clients involved in major "Client-Driven Services" initiative | <ul style="list-style-type: none"> • management improvement strategy developed | | <ul style="list-style-type: none"> • use of teams • completed first upward feedback exercise: 80% employee participation | <ul style="list-style-type: none"> • developed new management training program | <ul style="list-style-type: none"> • re-engineering of ministerial correspondence • re-engineering of legal operations • Investment Fund Committee: reviews proposals for efficiency projects | <ul style="list-style-type: none"> • partnering with provinces (e.g., Firearms) |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
|------------------|---|---------------------|---------------------|--|---------------------------|--|--|--|--|
| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| National Defence | <ul style="list-style-type: none"> standards for Fin/Adm | | | <ul style="list-style-type: none"> vision, mission and operating principles are linked to quality | | <ul style="list-style-type: none"> national survey in 1995 sharing of successes newsletters, Web site | <ul style="list-style-type: none"> looking at integrating quality components into promotion criteria and training | <ul style="list-style-type: none"> streamlining and reducing overhead using business-case evaluation to determine if no-core activities should be done in-house or externally process improvement: CFB Esquimalt reduced the procurement process from 117 steps and at least 20 "hand-offs" to 17 steps and 2 "hand-offs". The groups stayed within their budget for the first time in 11 years; customer request filled in 1 or 2 days versus 10 Defence 2000 investment fund which encourages DND/CF units to pursue cost saving renewal initiatives otherwise beyond their means or budgets | <ul style="list-style-type: none"> Militia Training Support Centre at Meaford, Ontario, a government owned and contractor-operated project Canadian Forces Housing Agency, the Personnel Support Program(PSP) Defence Service Agency |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
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| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| Natural Resources Canada* | <ul style="list-style-type: none"> standards are developed but not published two map production units are in the process of becoming ISO-9000 certified. | <ul style="list-style-type: none"> measurement a key theme in their strategy satisfaction surveys used in many sectors but there is no systematic approach | <ul style="list-style-type: none"> clients are consulted often, e.g., for service standards development | <ul style="list-style-type: none"> Excellence strategy in place since 1991 creation of an Excellence Office to provide advice, expertise, and coordination business plan contains sections on quality; also woven throughout the plan each sector has developed an action plan / roadmap based upon the National Quality Institute's criteria for quality | <ul style="list-style-type: none"> status reports made to the Departmental Management Committee quarterly for departmental initiatives and semi-annually for sectoral initiatives – each sector has reporting methodology built into their respective quality plans | <ul style="list-style-type: none"> employee survey of quality practices employees addressed locally and regionally via video-conference to discuss the priorities for the future | <ul style="list-style-type: none"> training in team-building, innovation, facilitation, quality awareness, customer (client) satisfaction | <ul style="list-style-type: none"> corporate services are being reengineered (Integrated Payment and Procurement System (1997-98), Information Management Infrastructure (1996-97) and HR information system Peoplesoft)). efforts are being made to move towards common systems (LANs, applications) within NRCan streamlining and simplification of many processes, resulting in cost reductions and enhanced client satisfaction | <ul style="list-style-type: none"> partner with provinces and private industry |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
|---------------------------|---|---|--|--|--|---|--|---|------------------------------|
| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| Public Service Commission | <ul style="list-style-type: none"> • some service standards already in place; new ones are being created | <ul style="list-style-type: none"> • measured through surveys/ evaluations for some programs | <ul style="list-style-type: none"> • looking at developing an overall more integrated reporting structure for client consultation | <ul style="list-style-type: none"> • being developed in the context of the Performance Measurement Strategy | <ul style="list-style-type: none"> • quality services reporting and monitoring underway | <ul style="list-style-type: none"> • employee surveys every three years • Efficiency Committee comprised of employees and managers • upward feedback used • coffee with ADM (Corporate) • self-directed work teams in Fin/Adm • Deputy Minister accessible to all employees through an anonymous e-mail box | <ul style="list-style-type: none"> • a learning management framework has been approved • framework for monitoring the HR management is in place in the 'bilang social' format • self-directed learning courses available in the corporate network; computerized training catalogue and electronic data bases in the training area • ad hoc training tool developed to respond to a workforce facing transition | <ul style="list-style-type: none"> • staffing system being jointly revised with TBS • alternate dispute resolution models for appeals recently implemented • rethinking the Competency Profile developed for identifying competencies required for jobs • shared common services put in place | |

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| Public Works and Government Services Canada | <ul style="list-style-type: none"> service standards are in place for all PWGSC business lines and form the basis for implementing quality services | <ul style="list-style-type: none"> measuring client satisfaction is one of the ways in which PWGSC has traditionally improved its services. both formal and informal methods of measuring client satisfaction are in place for all business lines. some branches and SOAs (CAC in particular) are developing even better measures of service and client satisfaction and related quality. | <ul style="list-style-type: none"> all business lines recognize that client consultation is the best way to learn about client perceptions and expectations. improving as a result of the consultation is demonstrated by Real Property Services, as the "flagship" in the area of quality, attempting to move "within a heartbeat of its clients." | <ul style="list-style-type: none"> the PWGSC strategy for improving the quality of its services is through: promoting and measuring quality; promoting the use of standards; using alternative methods of service delivery; and regularly measuring client satisfaction. the PWGSC Business Plan highlights the strategy in a chapter on service quality, identifying it as one of the department's four key priorities | <ul style="list-style-type: none"> the Business Board (PWGSC's senior decision-making committee) reviews the performance against Branch and SOA individual Business Plans that support the Department's plan. service quality is one of the four major priorities being considered by the committee for the Department | <ul style="list-style-type: none"> well-established consultation mechanism with employees. the union-management consultation committee and the Department's Quality Services Working Group communicate information on quality services initiatives conducted employee survey in 1994/95 Supply Operations Service has an "E-cubed" (energy, excellence and enthusiasm) strategy to foster an environment that builds on employees abilities and talents | <ul style="list-style-type: none"> is implementing a quality services learning strategy, based upon a Departmental Learning Strategy that supports continuous learning, curriculum management, and competency profiles as well as quality services requirements | <ul style="list-style-type: none"> is involved in the reengineering and continuous improvement; successfully implemented direct deposit which has saved resources and improved service | <ul style="list-style-type: none"> commitment to explore ASD initiatives, through SOAs, privatization (e.g., Canada Communication Group), outsourcing initiatives, Federal/Provincial joint arrangements, and Employee Take-overs (ETO), etc. |

*See Annex A: Department Examples

| DEPARTMENT | CLIENT INVOLVEMENT | | | LEADERSHIP | | EMPLOYEE INVOLVEMENT | | INNOVATION | |
|-----------------|---|---|--|---|---|--|---|--|---|
| | Service Standards | Client Satisfaction | Client Consultation | Strategy for quality | Monitoring implementation | Communication/ feedback/ consultation mechanisms | Training/Skills development | Streamlining Services/Process Improvement | Alternative Service Delivery |
| Revenue Canada* | <ul style="list-style-type: none"> • service standards are being developed • have developed service standards for a number of key services, such as, processing time for individual income tax returns including filing by EFILE; • currently developing standards for Commercial Operations and Travellers within Customs Border Services, Charities Division and Appeals Program.; • has an on-going committee for service standards development. | <ul style="list-style-type: none"> • uses surveys and service rating cards • developing a metric to better measure client satisfaction with service delivery • developing an efficient methodology for client satisfaction measure | <ul style="list-style-type: none"> • consultation with clients when designing programs • use of focus groups, survey • over 100 key interest groups and a number of client- oriented advisory committees, such as, the Small Business Advisory Committee and the Customs Commercial System Consultative Committee • active participation in the Joint Forum on Paper Burden Reduction. | <ul style="list-style-type: none"> • Service Quality Strategy to assist program design has been distributed throughout the department • many actions identified to further progress | <ul style="list-style-type: none"> • has a number of decision-making bodies made up of senior executives that provide integrative organizational support and a mechanism for monitoring and accountability | <ul style="list-style-type: none"> • working in teams • framework for managing • survey of employees prior to revamping the Rewards and Recognition Program | <ul style="list-style-type: none"> • National Learning Forum • quality integrated into training courses | <ul style="list-style-type: none"> • E-FILE, Customs Line Release System • TELEFILE being piloted • CANPASS program, for pre-approved travellers to use express lanes at certain land border crossing • Accelerated Commercial Release Operations Support System (ACROSS) • payroll deduction tables on microcomputer diskettes • imaging technology to allow businesses to use CD-Roms to keep books and records for tax purposes • a single collection process for all accounts; a system to allow business to offset a liability with a refund or credit | <ul style="list-style-type: none"> • partnering with provinces • working with industry • will become an agency • examples- Business Numbers/ Business Windows; • Canada -United States Accord on Our Shared Border; • electronic data interchange and automated services. |

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| Royal Canadian Mounted Police | <ul style="list-style-type: none"> developed in consultation with clients (communities, employees, organizations) | <ul style="list-style-type: none"> client satisfaction measurement practices have been and are continuing to be established, e.g. Models of Policing Studies in Saskatchewan, Burnaby, B.C., Manitoba | <ul style="list-style-type: none"> client consultation and partnerships use of focus groups, surveys, community consultation committees, etc. | <ul style="list-style-type: none"> Commissioner's Directional Statement (1996) Community Policing Service delivery is RCMP response to Quality Initiative RCMP's strategy includes: establishing cross-functional teams; deployment strategies; community mobilization; customer service; and –a legitimization approach | <ul style="list-style-type: none"> quality services elements built into commanding officers' performance appraisal demonstration projects client input surveys | <ul style="list-style-type: none"> Shared Leadership Visioning Process: involved employees in the development of a shared corporate vision consulted on strategic direction and priorities Pony Express for internal communications Commissioner's Directional Statement provides direction for employees town hall meetings, focus groups, surveys, communiqués used as vehicles for communications/feedback with employees | <ul style="list-style-type: none"> basic recruit training CAPRA problem solving (client, acquiring, analyzing, partnering, response, assessment) promotes client-based, problem-solving approach to service delivery in-service training: leadership training, demonstration projects, team-building training, alternative dispute resolution | <ul style="list-style-type: none"> regionalization HQ restructuring – alternate organizational structures decentralization | <ul style="list-style-type: none"> separate employee status to explain service delivery models/ opportunities partnerships cross-functional teams |

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| Solicitor General | <ul style="list-style-type: none"> standards published for the corporate services sector mechanisms to measure/ monitor performance against standards are being developed | | <ul style="list-style-type: none"> consultation with SGC agencies, other departments, and key stakeholders on the department's core strategies | | | <ul style="list-style-type: none"> examples of employee consultation: proposed departmental policies, department's newsletter electronic newsletter "Scoop" | <ul style="list-style-type: none"> continuous learning environment promoted | <ul style="list-style-type: none"> pilot projects: electronic routing process for ministerial correspondence electronic media monitoring | <ul style="list-style-type: none"> working in partnership with other departments, other levels of government, non-government organizations, e.g., First Nations Policing Policy and Program |
| Statistics Canada | <ul style="list-style-type: none"> standards in place since 1980s formal complaint and redress mechanism scheduled for 1996-97 | <ul style="list-style-type: none"> client survey planned for 1997-98 | <ul style="list-style-type: none"> advisory committees established federal/ provincial consultation committees | <ul style="list-style-type: none"> plan developed and ratified by DM | <ul style="list-style-type: none"> DM monitors daily information publications | <ul style="list-style-type: none"> employee survey financial bonuses upward feedback | <ul style="list-style-type: none"> training is linked to organizational priorities, including quality management training includes a focus on quality client service marketing and satisfaction courses exist | <ul style="list-style-type: none"> 1-800 toll free number for clients | <ul style="list-style-type: none"> operating in partnership with provinces |

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| Transport Canada (special case due to transition) | <ul style="list-style-type: none"> services will be enhanced with the establishment of Transport Canada (TC) centres closer to clients | <ul style="list-style-type: none"> a number of organizations have completed or are developing measurement strategies for client satisfaction | <ul style="list-style-type: none"> consultation with clients throughout the transition period | <ul style="list-style-type: none"> corporate services very involved in developing a strategy/vision for service improvement; many projects underway | <ul style="list-style-type: none"> a pilot project in one region will monitor the impact of the new TC centres | <ul style="list-style-type: none"> regional representation at executive committee meeting | <ul style="list-style-type: none"> re-orientation training for the new TC is currently under development; the pilot project includes substantial training on tools | <ul style="list-style-type: none"> being achieved through new technology, the establishment of regional directors general and the TC centres; corporate services is streamlining important human resource and the processes to facilitate such activities as classification and staffing | <ul style="list-style-type: none"> examples include airports, Air Navigation System, Marine Ports and Ferry Services and the Blainville Vehicle Test Center |
| Treasury Board Secretariat | <ul style="list-style-type: none"> standards have been published by corporate services | <ul style="list-style-type: none"> attention to better client-portfolio relationships is a key part of the TBS reorganization and improved "single-window" approach for clients | <ul style="list-style-type: none"> focus groups with TBS clients -external advisory boards used extensive client consultation on hold until after reorganization | <ul style="list-style-type: none"> sectors examining how Quality Services best applies to their individual business lines executive committee endorsed Quality Services Training for all employees and their managers management representative involved in the development of Quality Services Guide XIII: A Manager's Guide to Implementation | | <ul style="list-style-type: none"> employee survey employee advisory committee provides the Senior Management Committee with advice working in teams: e.g., business plan review teams, Financial Information Strategy project team. | <ul style="list-style-type: none"> continuous learning strategy training on quality services available developing competency profiles | <ul style="list-style-type: none"> effective use of information technology in providing improved access to TBS information, guidelines, and policies, e.g., publications and policies on CD-ROM and Internet site, Interdepartmental Quality Network site, Innovation and Quality Exchange | <ul style="list-style-type: none"> partnerships: TBS works in partnership with departments and others. For example, in May 1995 TBS co-hosted InfoTech Audit '95 with several departments, professional organizations and private sector firms. |

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| <p>Veterans Affairs* input relates to the portfolio of Veterans Affairs rather than the Department</p> | <ul style="list-style-type: none"> standards, which were developed in consultation with clients, exist for a majority of service areas published a brochure At Your Service | <ul style="list-style-type: none"> key components of the service culture measurement framework has been developed; details measurement methods and evaluation criteria for each service standard in place | <ul style="list-style-type: none"> considered an ongoing process; clients are consulted on a regular basis often use focus groups client survey formed the basis for reforms to the Veterans Affairs' Pensions Program | <ul style="list-style-type: none"> draft strategy has been approved in principle; reaffirms current quality practices themes: client focus, service standards, leadership, employee involvement, teamwork, rewards and recognition, etc. | <ul style="list-style-type: none"> visible management support for quality, e.g., ideas generated by employees to improve the quality of services offered by the group are rewarded by management during National Public Service Week | <ul style="list-style-type: none"> employees are consulted on a regular basis newsletter serves as a means of internal communications; 80% of content is submitted by employees | <ul style="list-style-type: none"> objective of the next three years is to develop training courses to correspond with the quality services program self-learning centres opened at VA locations across the country | <ul style="list-style-type: none"> number of key initiatives in place to improve organizational effectiveness and service delivery methods, e.g., Pensions Reform Initiative will reduce turnaround times for processing first applications for a disability pension by 50% by September 1997 | <ul style="list-style-type: none"> strategic alliances include a federal partnership for the co-ordinated delivery of health-care supplies and services, and an education and awareness program in co-operation with provincial ministries of education and provincial teachers federations |

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