SERVICE MANAGEMENT STRATEGY

Innovation, Science and Economic Development Canada

2016-2021

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Foreword

We are pleased to introduce Innovation, Science and Economic Development Canada's (ISED) first Service Management Strategy.

While our Service Management Strategy is new, our focus on serving our clients is not. Each of our programs has consistently demonstrated excellence in service delivery which we are proud of. But in today's digitally connected world, service expectations rise steadily and we can only expect to succeed if we tackle this challenge as one team.

That is why we want to build on the strength across ISED to create a portfolio-wide culture of service excellence that will enable a unified, high quality, end-to-end client service experience that continually adapts and responds to our clients' needs. This is the first goal of our Strategy.

The second goal of our Strategy is to harness the power of the digital channel to integrate and improve the client experience across all phases and channels of client engagement: from simple information access using mobile devices through to omni-channel service fulfilment to meet our clients' needs, on their terms – anytime, anywhere, in person and on any device. In our consultations on Canada's Innovation Agenda, Canadians told us that they want more and improved online access to government services which will require more than just new systems capabilities.

With our Service Strategy, we hope to transform our service delivery processes and move to a truly client-centric and client-designed experience. To do so, we must put ourselves in our clients' shoes, breaking away from program-centric services and move to services designed around the needs of the client. Our Strategy will be the compass we all rely upon to guide us through this transformation.

Aligned with ISED's Innovation Agenda, the time is right to move forward as a team to provide easier, faster and smarter services for our clients, so that they can focus on growth and innovation. And when Canadian businesses thrive, so do all Canadians.

Sincerely,

John Knubley
Deputy Minister
Innovation, Science and Economic Development
Canada

Kelly Gillis
Associate Deputy Minister
Innovation, Science and Economic Development
Canada

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Prelude

Collectively, the program areas across Innovation, Science and Economic Development Canada (ISED) provide a broad set of services for businesses across multiple channels. These services have evolved over many years and are supported by a diverse, unintegrated set of processes, information repositories and systems which are now out of phase with the expectations of citizens and government. In an increasingly digital society where service fulfillment is ever more dependent on online capabilities, improving service delivery is now a key government commitment and the central driver for ISED's Service Management Strategy.

To be productive and competitive, companies must be able to access government services quickly and easily. While ISED has an important role to play as the Government of Canada lead on service for business, its services, particularly in the digital channel, have not kept pace with private sector leaders such as Amazon. This situation is not unique to ISED. In recent years, there has been clear direction to transform services across the Government of Canada. For example: Treasury Board instituted the Policy on Service in 2014 to improve service design and delivery of government services; and Budget 2016 provided funds to Treasury Board of Canada Secretariat (TBS) to create the Clients-First Service Strategy.

An analysis of the strengths and weaknesses of ISED's service context has revealed that individually, ISED's service lines offer effective and efficient client service and demonstrate service excellence; ISED invests in the e-enablement of services and adoption of digital tools; and ISED is developing a capacity for service design. However, all weaknesses point to a lack of integration: ISED does not manage client information as a single department; since client data resides in individual programs, it is difficult to aggregate the data to analyze service usage across programs; ISED digital services are not uniformly easy for clients to find and navigate; and most ISED services are not joined-up with similar services.

To build on its strengths and address its weaknesses, ISED has developed a five-year Service Management Strategy (SMS) for improving the Department's services for business. It identifies five key principles (client-centric, service excellence, collaboration and partnership, digital design, effectiveness and efficiency); a service vision to guide service improvement efforts; and an expected outcome with key performance indicators to track and measure the Strategy's effectiveness toward achieving service improvement results for clients. Finally, it outlines a multi-year service improvement plan with initiatives that support two key service improvement goals:

1. Institute a culture of Service Excellence

In 2014, employee consultations resulting from Innovation 2020, the Department's response to Blueprint 2020, identified departmental challenges in "acting as one." This lack of integration is at the source of the weaknesses identified in ISED's service context. These weaknesses can be addressed by instituting a corporate culture of service excellence.

Initiatives that support this goal will lead to common behaviours, and shared ideas and attitudes about creating high quality client service experiences. Sectors will share information and best practices, identify common opportunities for service improvements and celebrate successes.

2. *Deliver innovative, integrated client-centric digital services*

Generally, when seeking government information, businesses take approximately 11.1 minutes and look at an average of 4.5 web pages.[1] When clients have difficulty finding or completing a digital service, they often turn to the telephone channel, which is costlier for departments.[2] A recent analysis of ISED's call centre interactions revealed that 70% of client interactions with the Department's Web Services Centre are due to web navigation issues.

Initiatives that support this goal will lead to services that are responsive to client needs and expectations. This will be achieved by eliminating irritants (e.g., multiple log-ins, repeating information already provided) and integrating with related services throughout the federal-provincial/territorial/municipal landscape to increase convenience and simplify design and delivery of services. These improvements will offers clients the convenience of 24/7 services in the digital channel, saving them time so they can focus on growth and innovation. This will also provide department-wide client data to analyze service usage across programs, to inform better service, program and policy decisions, resulting in continuous service improvements.

ISED's two goals will be achieved through the following strategic approach and implementation plan:
- **Years 1 and 2:** initiatives will lay the foundations for service improvement and demonstrate quick wins.
- **Year 3:** initiatives will build on successes and widen horizons.
- **Years 4, 5 and beyond:** initiatives will increase integration and achieve transformation.

By implementing the initiatives outlined in this plan, ISED will achieve its expected outcome of improved client satisfaction through better, more efficient design and delivery of ISED services. In doing so, it will realize its service vision of **service innovation: delivering integrated, client-centric and streamlined public services for business while building a prosperous and innovative Canada.**

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[1] Institute on Client-Centered Services: Taking Care of Business 5 (2016)
[2] Fall 2013 Auditor General Report on Access to Online Services

Introduction

Overview of ISED's Service Management Strategy

Innovation, Science and Economic Development Canada's (ISED) Service Management Strategy (SMS) outlines the service improvement agenda for the Department from 2016 to 2021. It sets out clear priorities, targets and expected results over the next five years that will lead to an improved client experience and overall satisfaction through better, more efficient design and delivery of ISED services, in alignment with the service vision:

Service innovation: delivery of integrated, client-centric and streamlined public services for business while building a prosperous and innovative Canada.

Businesses interact with ISED at different times and in many different contexts. From an entrepreneur incorporating a business, to an established firm bidding on radio frequency spectrum, to an innovative company protecting intellectual property, ISED offers programs that impact every part of the Canadian economy. These programs, and the outcomes they generate for businesses and Canadians, are why ISED exists.

The SMS responds directly the Treasury Board (TB) Policy on Service. It aims to "establish a strategic and coherent approach to the design and delivery of Government of Canada external and internal enterprise services that is client-centric, realizes operational efficiencies and promotes a culture of service management excellence."[1] In support of these outcomes, over the next five years, the Department will focus on instituting a department-wide culture of service excellence and delivering innovative, integrated client-centric digital services, that is, placing the client at the centre of its operations.

Scope
This Strategy applies to 34 external enterprise ISED services (see Annex A), which the TB Policy on Service defines as "provision of a specific final output that addresses one or more needs of an intended recipient and contributes to the achievement of an outcome." The successful implementation of the SMS will impact all areas of the organization, including its people and culture, processes and practices, as well as its systems. It targets all service channels (web, call centres, in-person and mail), with a focus on digital transformation in the near term. It also builds on the service improvements being implemented in sectors.

Timeframes
The Strategy outlines the Department's overall multi-year approach between 2016-2021, to managing and improving its external enterprise services. While this Strategy covers the next five years, enduring service transformation requires an ongoing commitment. There will be no finish line as innovations and changes constantly create new opportunities to improve services.

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[1] TB Policy on Service

This Strategy will be reviewed regularly to maintain its relevance to ISED's clients and service lines, and to reflect newly available data on client satisfaction and service performance as well as changes in the environment.

Governance
Service management is formally governed in the current departmental governance context. Recent progress to enhance governance includes:

- Amending the mandate of the Director General Management Advisory Committee (DGMAC) to include service management as an area of strategic management.

- Establishing the Service Working Group, a working-level committee to support DGMAC and provide service-line perspectives on service matters.

- Developing a Service Transformation Project Steering Committee to oversee the implementation of service improvement initiatives.

Governance will evolve to ensure that investment decision making, project management and oversight consider ISED's service improvement goals. As the SMS is implemented, there may be a need to amend existing governance structures and the current project management framework to enable a more streamlined and agile approach to project management.

A more detailed description of governance can be found in Annex B.

Companion Pieces
The SMS is supplemented by three companion documents listed here. The first two provide additional detail on initiatives while the last summarizes the document.

- The **Service Channel Cost Methodology** is a structured approach to calculating on an annual basis, the direct per-unit-of-output costs associated with delivering ISED services via online, in-person, telephone and mail/paper channels.

- The **Digital Transformation Roadmap** is a detailed plan of digital service initiatives and technology solutions to be deployed across the Department. It serves as the department-wide lens for ISED's work to digitally transform.

- The **Service Management Strategy Infographic** is a visual depiction of the SMS.

Departmental Context

Government Priorities

Budget 2016 includes a clear commitment to make it easier for all Canadians to access government services online. This commitment included $18 million to support the development of the Client-First Service Strategy and completion of the Canada.ca migration. Treasury Board of Canada Secretariat (TBS) is the lead on these two initiatives.

TBS's upcoming Client First Service Strategy identifies the need for significant improvements to the way in which departments provide services for citizens and businesses online. It will build upon the digital first principle for service delivery and chart a bold vision for single window integrated service delivery across the government.

In June 2016, ISED launched a broad engagement process for the development of a new Inclusive Innovation Agenda for Canada. The SMS supports one of the Innovation Agenda's three focal points: *Supporting the Scale-Up of Canadian Companies.*

ISED Mandate and Operational Context

Mandate

ISED is a service organization: its mandate is to help make Canadian industry more productive and competitive in the global economy, thus improving the economic and social well-being of Canadians. To advance its mandate, ISED provides services for business that range from enabling an entrepreneur to incorporate a business, to supporting an innovative company protecting intellectual property. ISED's services impact every part of the Canadian economy and are delivered through multiple delivery channels including online, in-person, telephone and mail/paper.

Operational Context

ISED will spend $1.2 billion delivering programs in 2016-2017.[2] Almost 90% of this spending will, directly or indirectly, support Canadian businesses.[3]

Stemming from these programs, ISED delivers 34 distinct services (Annex A) for business clients. In 2015-16, ISED interacted with its clients on many fronts. For example:
- 39,410 incorporation certificates issued, 240,000 annual returns completed by Corporations Canada;
- 51,000 trademark and 38,000 patent applications filed, as well as 317,000 maintenance/renewals processed by the Canadian Intellectual Property Office (CIPO);

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[2] ISED Report on Plans and Priorities 2016-2017: Budgetary Planning Summary for Strategic Outcomes and Programs Main Estimates
[3] IBID

- 3.2M website visits, 175,000 enquiries (phone, email and in-person) and 130K Twitter followers to Canada Business Network;
- 32,000 enquiries handled by ISED's Web Services Centre.

ISED delivers services through four main channels:
- Online – 100+ websites migrating to Canada.ca, 15 services requiring sign-in;
- In-Person – 52 service locations across Canada including drop-in centres and by-appointment offices;
- Telephone – 29 contact centres including the department-wide National Contact Centre;
- Mail/Paper – 28 services process applications submitted in paper form.

ISED's service lines invest individually in technologies and systems that will improve their clients' service experience. This is illustrated by the Department's project portfolio, which in 2016-17, counted 18 IT projects worth $37M in digital investments either planned or under way. These projects represent investments in technology solutions that intend to enhance the client service experience within individual service lines. The Digital Transformation Roadmap companion document outlines a set of projects and initiatives that will result in department-wide benefits that improve the client experience across many service lines.

In addition to investments in technology, many service lines are implementing service improvement initiatives involving the simplification of processes for their clients. For example:
- CIPO is training employees to apply the principles of LEAN (a methodology used in manufacturing and other industries that relies on a collaborative team effort to improve performance by systematically removing unnecessary processes or activities) to drive change and improve client service.
- Building on successes of 2015, when the first video support call from a citizen was received (a first for the Government of Canada), ISED's contact centre continues to explore opportunities for embracing technology to improve client service.
- To improve access to information on permits and licences needed from all levels of government to start or operate a business, ISED continues to collaborate with provincial, territorial and municipal partners on BizPaL. This service provides a single point of contact for entrepreneurs, enabling them to quickly learn which permits and licences they will need from all levels of government.

These initiatives point to strengths within service lines. However, a more comprehensive analysis of the Department's position reveals interesting opportunities for service improvement at ISED.

Analysis of Service Improvement Needs

Strengths, Weaknesses, Opportunities and Threats

To realize service improvement outcomes, ISED must build on its strengths, address weaknesses, leverage opportunities and manage threats. Annex C – SWOT Analysis provides more details on the analysis below. These attributes were identified following an analysis of various data sources. Annex D provides a list of data sources and highlights of findings.

Strengths

Individually, **service lines offer effective and efficient client service**, as evidenced by the Department's 2015-16 Management Accountability Framework (MAF) assessment, which reported that service standards for ISED's priority services were met 89% of the time.

Also, individually, **ISED services demonstrate service excellence** by continuously identifying methods for improving the effectiveness and efficiency of service delivery. Among many examples, CIPO applies the LEAN approach to assure efficient and effective service delivery.

ISED invests in the e-enablement of services and adoption of digital tools. As of December 2015, ISED's project portfolio included 18 digital projects accounting for $37M in investments.

ISED is developing a capacity for service design through its Service Lab, which embraces the progressive methods of design thinking, a user-centred approach to problem-solving, and innovation that employs multidisciplinary perspectives to develop solutions to complex problems. The Service Lab has assisted with 16 projects across the government, six of which were for ISED.

Weaknesses

The need to improve service is not a recent conclusion, however. In 2013, the Office of the Auditor General of Canada (OAG) issued a report covering access to online services. Among its findings, the OAG found that few online services are client focused, services are difficult for users to navigate, it is difficult to complete services from start to finish online, and there is little integration in service delivery.

In 2014, employee feedback highlighted departmental challenges in "acting as one." This issue was identified by the Department in the context of Innovation 2020, the Department's response to Blueprint 2020.

- **ISED does not have a department-wide culture of service excellence**. During consultations surrounding the development of the SMS, a clear need to develop and reinforce a department-wide culture of service excellence was identified.
- **ISED does not manage client information as a single department**, which would enable integrated client-centric digital services, such as "tell me once." In addition, since client data resides in individual programs, it is **difficult to aggregate the data** to analyze service usage across programs, to inform better service, program and policy decisions.

ISED digital services are not uniformly easy for clients to find and navigate. In the Institute for Citizen-Centred Service's (ICCS) *Taking Care of Business 5 Report*, it was found that on average, it took 11.1 minutes online and/or looking at 4.5 web pages to find the information for which

respondents were looking.[4] This leads to unnecessary telephone interactions. In ISED's case, 70% of client interactions with the Department's Web Services Centre are due to web navigation issues.

One way to increase ease of navigation is to join-up departmental services with those of other departments or jurisdictions. In the *Taking Care of Business 5 Report*, it was found that 77% of business clients wanted routine government services available online. In an earlier report, 63% wanted services to be joined-up wherever possible.[5] **Most ISED services are not integrated with other services** in this way.

Opportunities
In light of these strengths and weaknesses, the SMS will focus on two key opportunities:
- **Promoting a department-wide ISED culture of service excellence.**
- **Delivering innovative, integrated client-centric digital services.**

While there are several opportunities that ISED could leverage to achieve service improvements, these will provide a strong foundation to attain ISED's service vision.

Threats
There are three main threats to ISED's ability to realize improved client satisfaction through better, more efficient design and delivery of services:
- **Perceived and real barriers to sharing client information** across service lines could prevent achievement of expected service outcomes;
- Digital service transformation across ISED could be delayed due to **lack of resources and/or capacity** to implement changes;
- **Resistance to change** could cause delays and/or impede implementation of the SMS.

Strategies to manage these threats are outlined in Annex E – Risk Management.

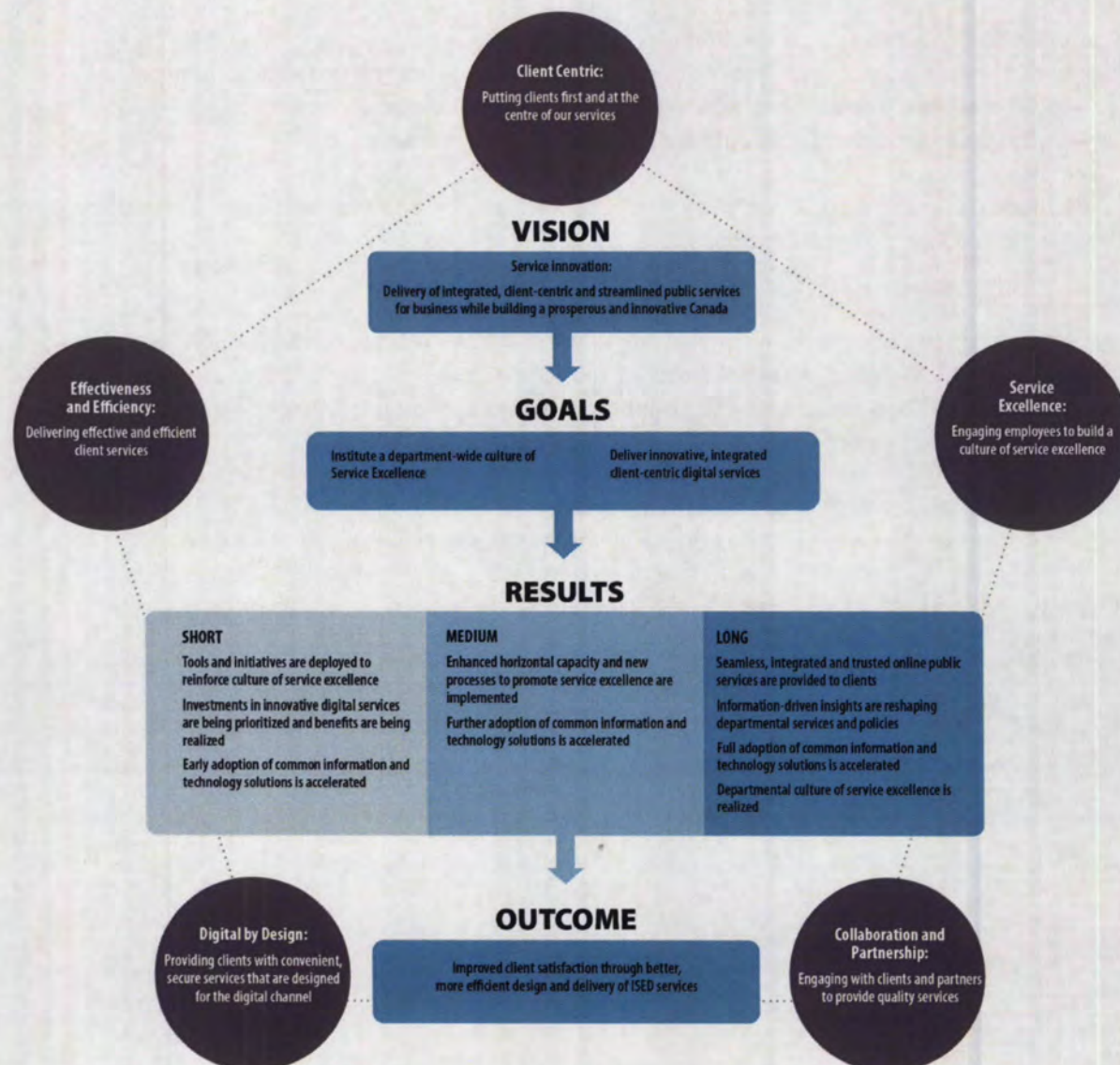[4] Institute on Client-Centered Services: Taking Care of Business 5 (2016)
[5] Institute on Client-Centered Services: Taking Care of Business 4 (2013)

Service Improvement Framework 2016-2021

Within this context, ISED has committed to the following service improvement framework, comprised of its vision, guiding principles, goals and initiatives to realize results.

Service Vision

Service innovation – delivery of integrated, client-centric and streamlined public services for business while building a prosperous and innovative Canada

Client Centric:
Putting clients first and at the centre of our services

VISION

Service innovation:
Delivery of integrated, client-centric and streamlined public services for business while building a prosperous and innovative Canada

Effectiveness and Efficiency:
Delivering effective and efficient client services

Service Excellence:
Engaging employees to build a culture of service excellence

GOALS

Institute a department-wide culture of Service Excellence

Deliver innovative, integrated client-centric digital services

RESULTS

SHORT
Tools and initiatives are deployed to reinforce culture of service excellence

Investments in innovative digital services are being prioritized and benefits are being realized

Early adoption of common information and technology solutions is accelerated

MEDIUM
Enhanced horizontal capacity and new processes to promote service excellence are implemented

Further adoption of common information and technology solutions is accelerated

LONG
Seamless, integrated and trusted online public services are provided to clients

Information-driven insights are reshaping departmental services and policies

Full adoption of common information and technology solutions is accelerated

Departmental culture of service excellence is realized

OUTCOME

Improved client satisfaction through better, more efficient design and delivery of ISED services

Digital by Design:
Providing clients with convenient, secure services that are designed for the digital channel

Collaboration and Partnership:
Engaging with clients and partners to provide quality services

Service Improvement Principles

To guide ISED's service improvement efforts, five key principles have been identified. These principles are ideals that will guide actions and decisions throughout ISED's service improvement journey, helping ISED to achieve its expected outcome of improved client satisfaction through better, more efficient design and delivery of ISED services.

Principle 1, Client Centric, means putting clients first and at the centre of ISED's services, so that services are tailored and responsive to their needs.

Principle 2, Service Excellence, involves engaging employees to create a department-wide culture of service excellence.

Principle 3, Collaboration and Partnership, encompasses engaging with the client community and partners, including government partners, to provide quality services.

Principle 4, Digital by Design, consists of providing clients with convenient, secure services that are designed for the digital channel first, and then adapted to other service channels.

Principle 5, Effectiveness and Efficiency, involves focusing on making sure that services deliver the expected outcomes (effective) while exercising sound stewardship of public funds (efficient).

Service Improvement Goals

To achieve impactful service improvement, ISED will:
- **Institute a department-wide culture of service excellence.**
  A service culture exists when the common behaviours, shared ideas and attitudes at all levels of the organization support effective, efficient and empathetic service delivery.

- **Deliver innovative, integrated client-centric digital services.**
  Such services will increase convenience and simplify design and delivery by eliminating irritants (e.g., multiple log-ins, repeating information already provided) and integrating with related services through the federal-provincial/territorial/municipal (FPTM) landscape.

Achievement of these goals will support improved client satisfaction through better, more efficient design and delivery of ISED services. This outcome will be measured by the percentage of: client satisfaction, service standard attainment, and digital services uptake, as outlined in Annex F – Performance Measurement Framework.

Approach to Implementation and Overview of Initiatives

Based on the findings of the SWOT analysis, ISED will progressively implement corporate initiatives over the next five years to build on opportunities to advance its service agenda. Initiatives will target the client experience, service management and delivery, engagement and communications, as well as governance and strategic management. These initiatives are further detailed in Annex G.

These initiatives will result in services for clients that are more convenient, accessible, reliable, timely, secure and personalized. Taken together, it will result in services that are responsive to client needs and expectations. For example, the internal adoption of client relationship management (CRM) software will enable sharing of client information across services and tracking responses to inquiries to ensure they are answered within service standards. Adoption of the Business Number will reduce the burden on clients associated with having to repeat information.

We have focused our service improvement plan along four axes of action. Engaging clients is fundamental to understanding their needs and prioritizing our actions. Focusing on service management and delivery will provide outcomes that matter for clients and help to ensure continuous improvement in service delivery. Engaging employees is key to strengthening service excellence across the Department. Governance and strategic management provide the structural support necessary to make institution-wide changes.

	Years 1 and 2 (2016-17, 2017-18) Initial foundations and quick wins	**Year 3** (2018-19) Build on successes and widen horizons	**Years 4, 5 and beyond** (2019-20, 2020-21...) Increase integration and transformation
Client Experience	Identify and deploy initiatives to digitize new or further digitize existing services	Continue the digitization of new and existing services	Integrate call centres and digital channels
	Review priority services for effectiveness and efficiency	Continue to review priority services for effectiveness and efficiency	Ensure 100% of priority services are reviewed for efficiency and effectiveness on a five-year cycle
	Implement tools to support the design and delivery of effective and efficient services	Continue to promote use of tools to support the design and delivery of effective and efficient services	Ensure 100% of ISED services can be completed end-to-end online, where possible
	Partner / collaborate to pilot joined-up service delivery (single window, expediting business start-ups, one-stop G&Cs)	Continue to pilot joined-up service delivery	Scale up joined-up service delivery across FPTM landscape
	Baseline client satisfaction measures and develop proposal to measure horizontal client satisfaction	Measure horizontal client satisfaction and analyze results	Incorporate data-driven service improvement initiatives into the SMS
Service Management and Delivery	Begin deployment of Digital Transformation Roadmap initiatives (client relationship management or CRM, Business Number adoption, identity management or	Expand adoption of Digital Transformation Roadmap initiatives to new group of early adopters	Deploy Digital Transformation Roadmap initiatives across ISED

	Years 1 and 2 (2016-17, 2017-18) Initial foundations and quick wins	Year 3 (2018-19) Build on successes and widen horizons	Years 4, 5 and beyond (2019-20, 2020-21…) Increase integration and transformation
	IdM, e-payment, real-time status updates)		
	Incorporate adoption of Digital Transformation Roadmap initiatives into sector business plans	Track implementation of Digital Transformation Roadmap initiatives through sector business planning process	Continue to track implementation of Digital Transformation Roadmap initiatives through sector business planning process
	Analyze client and service data to inform initiative prioritization	Identify and implement new service improvement initiatives based on data (included in the update of the SMS)	Continue client and service analysis to identify continuous service improvement initiatives (continuous update of the SMS)
	Document and share program-specific service improvement initiatives		
	Develop a dept.-wide Service Health-Check dashboard	Continue reporting on Service Health-Check Dashboard	Present Service Health-Check Dashboard quarterly at DMC
	Pilot new delivery-channel cost methodology	Expand roll-out of refined delivery-channel cost methodology	Analyze costing information to inform decision making
Engagement and Communications	Develop an integrated dept.-wide client consultation agenda	Continue client and employee engagement	Refresh client and employee engagement strategies
	Assess current state of ISED culture of service excellence	Integrate recommendations from current state assessment into ISED's SMS and implement related recommendations	Evaluate progress on reinforcing a culture of service excellence and implement new initiatives
	Implement an employee engagement strategy		
	Deliver events to build service excellence capacity (e.g., dept.-wide service learning plan, dept.-wide service summit)	Deliver more events to build service excellence capacity (e.g., Launch DM's award for Service Excellence)	
	Launch a client advisory board on service	Continue consultation of client advisory board	
Governance and Strategic Management	DMs – impassioned service champions		
	Introduce horizontal service-related prioritization criteria for investments	Introduce service prioritization criteria into IB, IOC and CIO intake	Assess effectiveness of governance to address service matters and adjust if required
	Incorporate service into management agenda (i.e., departmental governance processes and investment	Deliver first annual report on SMS progress at DMC	Deliver second annual report on SMS progress at DMC

	Years 1 and 2 (2016-17, 2017-18) Initial foundations and quick wins	Year 3 (2018-19) Build on successes and widen horizons	Years 4, 5 and beyond (2019-20, 2020-21...) Increase integration and transformation
	planning		
	Consider inclusion of service improvement as part of the Multi-Year Risk-Based Audit Plan or the Multi-Year Evaluation Plan		

ANNEX A – 2016-2017 List of Services

In light of relevant TBS Guidance on the Policy on Service, the following are the criteria used to determine ISED's priority services:

1) If the service is among ISED's high-volume regulatory authorizations as defined by the Guide on Improving Service Performance for Regulatory Authorizations.

2) If the service is referenced in ISED's mandate and priorities (e.g., in recent Ministers' speeches) or broader Government of Canada priorities (e.g., Speech from the Throne, federal budget, etc.).

3) If the service has been identified as a mission critical service per the Department's business continuity plan.

ID Number	Sector	Service Name	Priority Service	Channel			
				Online	Person	Phone	Mail
1	**Competition Bureau**	Merger review - Competition Law Enforcement	No	Yes	No	No	Yes
2	**Competition Bureau**	Information Centre - Law enforcement	No	Yes	No	Yes	Yes
3	**Competition Bureau**	CA Identification Number Application and updates	No	Yes	No	No	Yes
4	**Competition Bureau**	Written Opinions	No	Yes	No	No	Yes
5	**Canadian Intellectual Property Office**	Grant patents rights	Yes	Yes	Yes	Yes	Yes
6	**Canadian Intellectual Property Office**	Register trademark rights	Yes	Yes	Yes	Yes	Yes
7	**Canadian Intellectual Property Office**	Register copyrights	Yes	Yes	Yes	Yes	Yes
8	**Canadian Intellectual Property Office**	Register industrial designs	Yes	No	Yes	No	No
9	**Communications and Marketing Branch**	Web Services Centre	Yes	Yes	No	Yes	Yes
10	**Industry Sector**	Automotive Supplier Innovation Program	No	Yes	No	Yes	Yes
11	**Industry Sector**	Automotive Innovation Fund	No	Yes	No	Yes	Yes
12	**Science and Innovation Sector – Industrial Technologies Office**	Strategic Aerospace and Defence Initiative	No	Yes	No	Yes	Yes
13	**Science and Innovation Sector – Industrial Technologies Office**	Technology Demonstration Program	No	Yes	No	Yes	Yes

14	**Small Business, Tourism and Marketplace Services**	Canada Business Network	No	Yes	Yes	Yes	Yes
15	**Small Business, Tourism and Marketplace Services**	BizPaL	No	Yes	No	No	No
16	**Small Business, Tourism and Marketplace Services – Corporations Canada**	Process annual return, change of directors and registered office CBCA/NFP Act Federal Corporations	Yes	Yes	No	No	Yes
17	**Small Business, Tourism and Marketplace Services – Corporations Canada**	Review Arrangements and Exemptions - CBCA/NFP Act Federal Corporations	No	No	No	No	Yes
18	**Small Business, Tourism and Marketplace Services – Corporations Canada**	Provide compliance and existence certificates - CBCA/NFP Act Federal Corporations	No	Yes	No	No	Yes
19	**Small Business, Tourism and Marketplace Services – Corporations Canada**	Issue certificates of incorporations, amendment and dissolution (NFP and CBCA)	Yes	Yes	No	No	Yes
20	**Small Business, Tourism and Marketplace Services – Measurement Canada**	Measuring Device Prototype Approvals	No	No	Yes	No	Yes
21	**Small Business, Tourism and Marketplace Services – Measurement Canada**	Complaint Investigation of Suspected Inaccurate Measurement	No	Yes	Yes	Yes	Yes
22	**Small Business, Tourism and Marketplace Services – Measurement Canada**	Authorized Service Provider Renewal	No	Yes	Yes	Yes	No
23	**Small Business, Tourism and Marketplace Services – Office of the Superintendent of Bankruptcy**	Insolvency Registry	No	Yes	No	Yes	Yes (faxes)

24	**Small Business, Tourism and Marketplace Services – Office of the Superintendent of Bankruptcy**	Trustee License Renewal	Yes	No	No	Yes	Yes
25	**Small Business, Tourism and Marketplace Services – Office of Consumer Affairs**	Contributions Program for Non-Profit and Voluntary Organizations	No	Yes	No	Yes	Yes
26	**Spectrum, Information Technologies and Telecommunications**	Issuing radio / spectrum licences	Yes	Yes	No	No	Yes
27	**Spectrum, Information Technologies and Telecommunications**	Issuing radio operator certificates	Yes	Yes	Yes	No	Yes
28	**Spectrum, Information Technologies and Telecommunications**	Issuing broadcasting certificates	No	Yes	No	No	Yes
29	**Spectrum, Information Technologies and Telecommunications**	Radio and terminal equipment certification	Yes	Yes	Yes	Yes	No
30	**Spectrum, Information Technologies and Telecommunications**	"New" Broadband Program (formerly Connecting Canadians)	No	Yes	No	Yes	No
31	**Strategic Policy Sector – Federal Economic Development Initiative for Northern Ontario**	Northern Ontario Development Program (NODP)	Yes	Yes	Yes	Yes	Yes
32	**Strategic Policy Sector – Federal Economic Development Initiative for Northern Ontario**	Community Futures Program	Yes	Yes	Yes	Yes	Yes
33	**Strategic Policy Sector – Federal Economic Development Initiative for Northern Ontario**	Economic Development Initiative	Yes	Yes	Yes	Yes	Yes
34	**Strategic Policy Sector – Federal Economic Development Initiative for Northern Ontario**	Canada 150 Community Infrastructure Program	Yes	Yes	Yes	Yes	Yes

ANNEX B – Governance

Organizational Structure

ISED is organized by 11 sectors, each of which has responsibility for program delivery as well as internal and external service delivery. The Department is also supported by a number of internal services including the Chief Information Office, Communications and Marketing Branch, Corporate Management Sector and Human Resources Branch.

In December 2015, ISED created a Chief Digital Officer (CDO) for the Department. The CDO leads digital transformation across the Department and government-wide adoption of the Business Number, and drives improvements to the government's ability to interact digitally with businesses. The Digital Transformation Hub (DTH) was established to support the CDO in this role. The DTH is the custodian of the policy on service for the Department and as such, manages the SMS and the service inventory.

Decisions surrounding service improvement efforts at ISED are made through the committee structure that follows.

Role of the Chief Digital Officer (CDO)

The CDO is responsible for leading the development and supporting the adoption of the SMS within ISED.

Role of the Director General Management Advisory Committee (DGMAC)

The DGMAC is responsible for informing ISED's Departmental Management Committee discussions. In spring 2016, the mandate for the DGMAC was expanded to include service management. A Service Working Group was formed, under the direction of the DGMAC, to ensure that a coherent, relevant and well-designed approach for service improvement is articulated in the SMS.

Role of the Departmental Management Committee (DMC)

The DMC provides direction and endorses the proposed strategies, frameworks, plans and initiatives that support management of the Department, including the SMS.

Sector Heads

Assistant Deputy Ministers (ADMs) and their equivalents are responsible for implementing SMS initiatives that apply to the respective services under their control.

Role of the Chief Information Officer (CIO)

The Chief Information Office is responsible for:
- establishing IM/IT strategies and policies that support the overall mandate of the Department and are consistent with established funding envelopes;
- aligning IM/IT resources with departmental priorities and IM/IT plans through a practical governance structure;
- providing high-quality, affordable IM/IT services to departmental business partners;
- providing high-quality and responsive support to departmental IM/IT users;
- establishing department-wide technology standards and architecture to maximize opportunities for investments in IM/IT across the Department; and
- directing and supporting a program of IM activities to ensure the effective and efficient management of information within ISED.

Role of the Investment Board

The Investment Board is responsible for managing ISED's portfolio of projects and major acquisitions. It sets the Department's investment priorities, principles and criteria; makes decisions on which proposed investments should be included in the investment plan; and tracks the performance of these investments.

With a strong focus on digital, service improvement initiatives affecting the digital service delivery channel will increasingly be looked at from a department-wide perspective, and be brought to the Investment Board by the CDO.

Role of the Investment Oversight Committee (IOC)
The objective of the IOC is to promote sound stewardship of ISED's resources by ensuring that grants and contributions, major procurement activities and projects conform to government requirements (legislation, policy) and ISED processes, as well as support departmental priorities and objectives.

Proposed New Committee

Role of the Proposed Service Transformation Project Steering Committee
The objective of the Service Transformation Project Steering Committee (STPSC) is to promote sound stewardship of departmental resources by ensuring that projects related to objectives in the SMS, which include the digital services noted in the Digital Transformation Roadmap, are individually and collectively well-managed, and that these projects generate expected benefits.

To achieve this objective, the STPSC is mandated to provide oversight, strategic guidance and advice for the individual projects that make up the Department's service portfolio. It assesses whether projects are effectively scheduled, managed and on track to realize expected outcomes and benefits within approved boundaries for scope, budget and timelines. This committee is co-chaired by the CDO and the Chief Executive Officer of the Canadian Intellectual Property Office.

ANNEX C – SWOT Analysis

Strengths:

ISED service lines have strong and long-standing relationships with their clients.

ISED service lines provide high-quality, easy-to-use client services within their own area. For example, an online survey of Corporations Canada's (CC) self-filers found that 83% of respondents reported that it was easy to find what they were looking for on the website, and 90% found it easy to complete the incorporation request.

Individual ISED programs provide high quality services for their clients.

Each ISED priority service has established service standards that are being met 89% of the time.[6] Other examples of high quality client service include clients of CC, who can incorporate online in less than 10 minutes. This commitment to client service excellence is a key factor for why Canada ranks #1 among G7 members for starting a business in the World Bank's "Ease of Doing Business" index.

ISED invests in the e-enablement of services and adoption of digital tools.

In December 2015, a Chief Digital Officer (CDO) for the Department was announced, along with a new unit to marshal the Department, called the Digital Transformation Hub. As of December 2015, ISED's project portfolio included 18 digital projects that account for a planned investment cost of $37 million.

ISED is developing a capacity for service design.

ISED's Service Lab provides design services across the Government of Canada to help teams better understand clients' experiences when using services, and to explore problems in service design, as well as policy, program and related issues. The lab has assisted with 16 projects across the government, six of which were for ISED. Also, a digital service for business playbook is under development that will contain strategies that ISED services can employ for designing and delivering integrated client-centric services.

Weaknesses

ISED does not have department-wide client data that would inform integrated client-centric digital services.

There is currently no single source of data to provide a single client view across all service lines. By adopting the business number and updating systems, ISED can create department-wide client data to inform better policy and program decisions, including those related to client segments, service tiers and prioritization of service improvement initiatives.

ISED digital services are not uniformly easy for clients to navigate.

Currently, 70% of client interactions with ISED's Web Services Centre's are related to web navigation issues. By simplifying digital services, ISED can increase convenience for clients who want to interact with the Department digitally, while reducing navigation-related call centre interactions.

Most ISED services are not joined-up with those of other departments or jurisdictions.

Very few ISED services are joined-up with other departments and jurisdictions. This creates irritants for clients who wish to move easily between services offered by different departments and jurisdictions. ISED can do more to simplify the client service experience by increasing the number of client-centric inter-jurisdictional services such as BizPaL and Canada Business Network.

As a whole, ISED does not sufficiently embrace practices that support a department-wide culture of service excellence.

There have been no known cases within ISED where a client has interacted with more than one ISED service and ISED has shared client information between each service, even in instances where common tools were being used. Service improvement initiatives that collect and use client feedback are undertaken inconsistently within ISED. Procedures taken to collect client input varied from simple web tools to formal consultations with stakeholders.

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[6] Final ISED MAF Submission, 2015-16

Opportunities

ISED can simplify sign-in and enrolment using the Business Number and ID Management.

There is an opportunity that implementing the Business Number along with ID Management will enable the Department to more easily identify businesses and the individuals contacting ISED on their behalf. In doing so, ISED services can be accessed more quickly, leading to a more convenient and simpler client experience.

ISED can design user interfaces that are easy to use and connect to other services.

There is an opportunity to reorganize and reconfigure user interfaces to be more user-friendly and connected with other departmental or government services as services are developed or periodically reviewed. Once developed, ISED's playbook and digital accelerator would assist in this endeavour.

ISED can share client information across service lines to improve service outcomes.

There is an opportunity to facilitate improved service delivery by managing client information at an enterprise level instead of through separate information repositories across the Department. Managing data at an enterprise level will reduce the frequency that clients have to provide the same information to the Department's front-line service contacts.

ISED can support employees with winning strategies for services to employ in future service enhancements and design.

There is an opportunity for ISED to design and develop a digital service for business playbook so that service areas are able to, and capable of, implementing proven approaches that will facilitate service delivery and advance a department-wide culture of service excellence.

Threats

Perceived and real barriers to sharing client information across service lines to improve service outcomes.

There is a threat that perceived and real barriers to sharing client information across service lines prevent the achievement of integrated service outcomes.

Digital services transformation across ISED could be delayed due to lack of resources and/or capacity to implement changes.

There is a threat of delays in the implementation of digital transformation across ISED due to limited resources and capacity, as well as to competing priorities across the Department.

Resistance to change delays and/or impedes implementation of the Service Management Strategy (SMS).

There is a threat that the SMS will not achieve its intended goals if employees do not understand the need for a corporate approach to service improvement.

ANNEX D – Client Feedback and ISED Service Data

Client Feedback

Since 2013-2014, ISED has conducted or participated in various opinion surveys and client feedback exercises. These activities generally focused on specific program-related issues and questions. However, they identify issues that could lead to improvements across many ISED services. Results are reflected in the sections below.

ISED Programs – client surveys

A number of ISED service lines have undertaken targeted surveys to understand client viewpoints on issues stemming from industry trends, delivery of a specific program or the outcome of a promotional activity. These include:

- SPS – survey of business strategies in innovation
- SITT (via StatCan) – business trends in digital and online use
- CIPO – issues in patents, trademarks and industrial design
- SBTMS – SME financing and credit
- OCA – consumer trends
- SITT – advertising effectiveness

Of note, results point to a need to accelerate the adoption of the online channel among Canadian businesses:

- Canadian small businesses lag in the adoption of an online presence, given that less than half have a website (42%)
- Canadian businesses buy a greater percentage of goods/services online than they sell
- Canadian businesses of all sizes lack mature mobile-capacities
- Government of Canada websites carry a high level of credibility. As such, there is an expectation that content/information is accurate and complete. Consequently, the Government of Canada is well-positioned to encourage digital uptake among Canadian companies by providing convenient, client-centric online services.

Sponsored Research – client opinions

ISED has funded and/or participated in client-focused research and surveys. These have been completed through the Department's on-going collaboration with the Institute for Citizen-Centred Service and contracts with specialized firms (e.g., Accenture). They include:

- Citizens First 6 (ICCS) – 2013
- Citizens First 7 (ICCS) – 2014
- Taking Care of Business 4 (ICCS) – 2013
- Taking Care of Business 5 (ICCS) – 2016
- Accenture Digital: Visioning Workshop – 2015
- Digital at Depth (Accenture) – 2015

Of note, results point to a common set of expectations and needs. These include:

- Clients can find services but don't know how to navigate the processes
- Clients prefer to use the online and telephone channels
- Clients want to be able to complete tasks in the channel they choose
- Clients want to move easily between services offered by different departments and jurisdictions
- Clients want to protect identities online
- Clients favour the use of a common service identifier

ISED Service Data

ISED uses a variety of tools to track client activity and the outcome of service interactions across its websites, web apps and authenticated services, as well as through its network of telephone call centres. These include:

- Client Enquiry Reporting Tool (CERT)
- AWESOME - Web usage tracker
- Web Trends - analytics tool
- MAF Evidence - 2015/2016
- ISED Sector Performance Management Strategies/Results

These results point to trends that emerge from the choices clients make through service interactions with the Department.

Of note, results suggest that ISED has an opportunity to improve the effectiveness of its multi-channel approach to service delivery:

- Most businesses choose to interact with ISED by telephone (75%)
- Small businesses and start-ups are more likely than large businesses to use the online channel for transactions
- ISED requires clients to create user-accounts that provide access to only one service
- Client information is not shared between ISED services
- Service lines manage stand-alone systems for activities that are common across ISED, e.g., case management, payments, account/identity management, database searches

ANNEX E – Risk Management

Risk #1 – Perceived and real barriers to sharing client information	Likelihood: Medium	Impact: Medium

Drivers

Inconsistent interpretation of policy and legislation leading to an unwillingness to share client information among ISED programs.
Competitive/confidential client information collected in some service lines.

Risk Statement

There is a risk that perceived and real barriers to sharing client information across programs and departments will impede ISED's ability to transform its services, leading to lower client satisfaction and higher reliance on other, costlier service channels (i.e., telephone).

Main Impacts

The unwillingness or inability to share client information across service lines could impede ISED's ability to provide a seamless, single window service experience to clients.

Mitigation Strategy

ISED has clarified requirements related to the Business Number, confirming that there are no legal impediments to sharing client business information (including the Business Number) within the GC ecosystem for service improvement purposes.
As ISED continues to implement service improvement initiatives, it will continue to consider any possible legislative or policy barriers, addressing them, where possible, and adapting solutions to accommodate barriers, where necessary.
ISED will continue to engage with service lines to reach achievable adoption schedules for services that can be improved for the client through digital delivery.

Risk #2 – Resources and capacity	Likelihood: Medium	Impact: High

Drivers

Finite financial resources and competing priorities.

Risk Statement

There is a risk that insufficient funding, in the context of competing priorities, will impede ISED's ability to implement its service improvement agenda.

Main Impacts

Insufficient funding and/or capacity for implementation could scale back the extent or extend the timelines of service improvement, leading to sub-optimal client outcomes and delayed impacts. It could also hinder efforts to create a department-wide culture of service excellence and digital transformation of services, maintaining the status quo service experience for ISED clients.

Mitigation Strategy

In order to mitigate this risk, ISED has requested funding for implementation of the Service Management Strategy through the Budget 2017 process.
The Service Management Strategy will be integrated into ISED's integrated and investment planning processes so that prioritization and assessment criteria are aligned.
Strategic governance improvements are also underway with the proposed establishment of a Service Transformation Project Steering Committee, reporting to the Investment Board and Investment Oversight Committee. It will ensure that projects related to objectives in the Service Management Strategy, which include the digital services noted in the Digital Transformation Roadmap, are individually and collectively well-managed, and that these projects generate expected benefits.
The DTH will continue to meet with service lines to identify an implementation schedule that is achievable given sectors' plans and resources.

Risk #3 – Resistance to change		Likelihood: Medium	Impact: High
Drivers			
Given the unavailability of client data across services, it is difficult to show client service usage patterns across departmental services. Further, there is a perception that rules (i.e., privacy legislation and other government policies) prevent collaborative, client-centric approaches to service delivery.			
Risk Statement			
There is a risk of organizational resistance to change as ISED implements the Service Management Strategy.			
Main Impacts			
If ISED fails to adopt a culture of client-centric service delivery, it will miss significant client service improvement opportunities, leading to lower client satisfaction with ISED's services.			
Mitigation Strategy			
ISED will develop a comprehensive change management strategy, targeted to both working level and management tables, that will include a communications plan to minimize resistance to change. Operational performance indicators will be established; they will be monitored by DGs at DGMAC.			

ANNEX F – Performance Framework

ISED's service management strategy will generate measurable service improvements for its clients. Sectors will monitor progress against the service improvement initiatives through the Department's integrated business planning and reporting process. In addition, a Service Transformation Project Steering Committee will ensure projects related to objectives in the Service Management Strategy (SMS), which include the digital services noted in the Digital Transformation Roadmap, are individually and collectively well-managed, and that these projects generate expected benefits.

Though all service lines are to track progress toward the implementation of SMS initiatives that apply to them, the Department intends to report more broadly on the benefits that these initiatives provide to its clients. ISED intends to show that its efforts are achieving their intended outcomes by tracking the performance indicators below. Effort in the next two years will concentrate on baselining and establishing methodologies.

Service Standards

Service standards are integral to good client service and to effectively managing performance. Having service standards in place helps to clarify expectations for clients, and drive service improvement. All ISED services that have a user fee in place have established and report against service standards. For services where service standards do not exist, ISED will establish them, if possible, and incorporate them into baselining efforts in 2016-17 and 2017-18. Services line will be responsible individually for tracking and reporting their results against their service standards.

Client Satisfaction

Measuring client satisfaction will provide ISED with reliable information on the degree of its clients' satisfaction with the services they received. ISED will establish a consistent approach and methodology to measuring client satisfaction across the Department, in services where it makes sense to do so and without interfering with client satisfaction measurement processes that are already underway.

Digital Service Uptake

As ISED increases the availability of digital services and improves existing services in the digital channel, clients will be able to complete services any time and from any device. It is expected that this will result in fewer routine, simple interactions in high-touch channels (such as telephone and in-person) and a corresponding increase in digital interactions. ISED is proposing to measure this shift toward the digital channel as a measure of the success of its digital transformation program.

Indicators	Targets		
	2016-2017	2017-2018	2018-2021
% rate of client satisfaction across all channels	Establish methodology /approach	Establish methodology /approach and baseline	TBD
% increase in digital services uptake	Establish standards and/or baseline	Baseline	TBD
% of ISED services that meet published service standards	Establish methodology /approach	Baseline	TBD

ANNEX G – Service Management Work Plan

Each goal is tied to specific initiatives that frame department-wide service improvement. This list is not intended to be fully implemented by all ISED services. Rather, ISED services will implement those that apply to their sector and make sense in their context. Services must also implement initiatives that support the objectives of creating the single client experience and data sharing. Implementation will be supported by DTH and other service functions, where applicable, such as CIO, CMB and CMS.

Years one and two (current-2018) Initial Foundations + Quick Wins

	Corporate Initiatives	Area Responsible	Target Date
Client Experience	• Identify and deploy initiatives to digitize new or further digitize existing services	Sectors/DTH	Ongoing
	• Review priority services for effectiveness and efficiency	Sectors	March 31, 2018
	• Implement tools to support the design and delivery of effective and efficient services	Service Lab/DTH	Ongoing
	• Partner/collaborate to pilot joined-up service delivery (single window, expediting business start-ups, one-stop G&Cs)	Sectors/DTH	Ongoing
	• Baseline client satisfaction measures and develop proposal to measure horizontal client satisfaction	Sectors	March 31, 2018
Service Management and Delivery	• Begin deployment of Digital Transformation Roadmap initiatives (CRM, BN, IdM, e-payment, real-time status updates)	Sectors/ CIO/DTH	March 31, 2017
	• Incorporate adoption of Digital Transformation Roadmap initiatives into sector business plans	Sectors	March 31, 2017
	• Analyze client and service data to inform initiative prioritization	Sectors	March 31, 2018
	• Document and share program-specific service improvement initiatives	Sectors/DTH	March 31, 2017
	• Develop a dept.-wide Service Health-Check dashboard	Sectors/DTH	March 31, 2018
	• Pilot new delivery-channel cost methodology	Sectors/DTH	March 31, 2017
Engagement & Communications	• Develop an integrated dept.-wide client consultation agenda	CMB/DTH	March 31, 2017
	• Assess current state of ISED culture of service excellence	Sectors/DTH	March 31, 2018
	• Implement an employee engagement strategy	CMB/ DTH	Ongoing
	• Deliver events to build service excellence capacity (e.g., dept.-wide service learning plan, dept.-wide service summit)	Sectors/DTH	Ongoing
	• Launch a client advisory board on service	Sectors/DTH	March 31, 2017

	Corporate Initiatives	Area Responsible	Target Date
Governance & Strategic Management	• DMs – impassioned service champions	DTH	Ongoing
	• Introduce horizontal service-related prioritization criteria for investments	CIO, CMS, DTH	March 31, 2018
	• Incorporate service into management agenda (i.e., departmental governance and investment planning)	CIO, CMS, DTH	March 31, 2017
	• Consider inclusion of service transformation as part of the Multi-Year Risk-Based Audit Plan or the Multi-Year Evaluation Plan	AEB, DTH	June 30, 2017

Year three (2018-2019) Build on Successes and Widen Horizons

	Corporate Initiatives	Area Responsible	Target date
Client Experience	• Continue the digitalization of new and existing services • Continue to review priority services for effectiveness and efficiency • Continue to promote use of tools to support the design and delivery of effective and efficient services • Continue to pilot joined-up service delivery • Measure horizontal client satisfaction and analyze results	Sectors/ DTH	March 31, 2019
Service Management and Delivery	• Expand adoption of Digital Transformation Roadmap initiatives to new group of early adopters • Track implementation of Digital Transformation Roadmap initiatives through sector business planning process • Identify and implement new service improvement initiatives based on data (included in the updated SMS) • Continue reporting on Service Health-Check Dashboard • Expand roll-out of refined delivery channel cost methodology	Sectors/DTH	March 31, 2019
Engagement & Communications	• Continue client and employee engagement • Integrate recommendations from current state assessment into ISED's SMS and implement related recommendations • Deliver more events to build service excellence capacity (e.g., Launch DM's award for Service Excellence) • Continue consultations of client advisory board	Sectors/DTH	March 31, 2019
Governance & Strategic Management	• Introduce service prioritization criteria into IB, IOC and CIO intake • Deliver first annual report on SMS progress at DMC	CIO/Sectors/ CMS/DTH	March 31, 2019

Years four, five and beyond (2019-2020 and 2020-2021) Increase Integration & Transformation

	Corporate Initiatives	Area Responsible	Target Date
Client Experience	• Integrate call centres and digital channels • Ensure 100% of priority services are reviewed for effectiveness and efficiency on a five-year cycle • Ensure 100% of ISED services can be completed end-to-end online, where possible • Scale up joined-up service delivery across FPTM landscape • Incorporate data-driven service improvement initiatives into the SMS	Sectors/DTH	Ongoing
Service Management and Delivery	• Deploy Digital Transformation Roadmap initiatives across ISED • Continue to track implementation of Digital Transformation Roadmap initiatives through sector business planning process • Continue client and service analysis to identify continuous service improvement initiatives (continuous update of the SMS) • Present Service Health-Check Dashboard quarterly at DMC • Analyze costing information to inform decision making	Sectors/DTH	March 31, 2020 and beyond
Engagement & Communications	• Refresh client and employee engagement strategies • Evaluate progress on reinforcing a culture of service excellence and implement new initiatives • Deliver more events to build service excellence capacity Continue consultations of client advisory board	Sectors/DTH	March 31, 2020
Governance & Strategic Management	• Assess effectiveness of governance to address service matters and adjust if required • Deliver second annual report on SMS progress at DMC	CIO/Sectors/CMS/DTH	March 31, 2020

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