



The Future of E-Government- a Citizen-Centred Perspective

OECD E-Leaders Conference
The Hague, March 2008



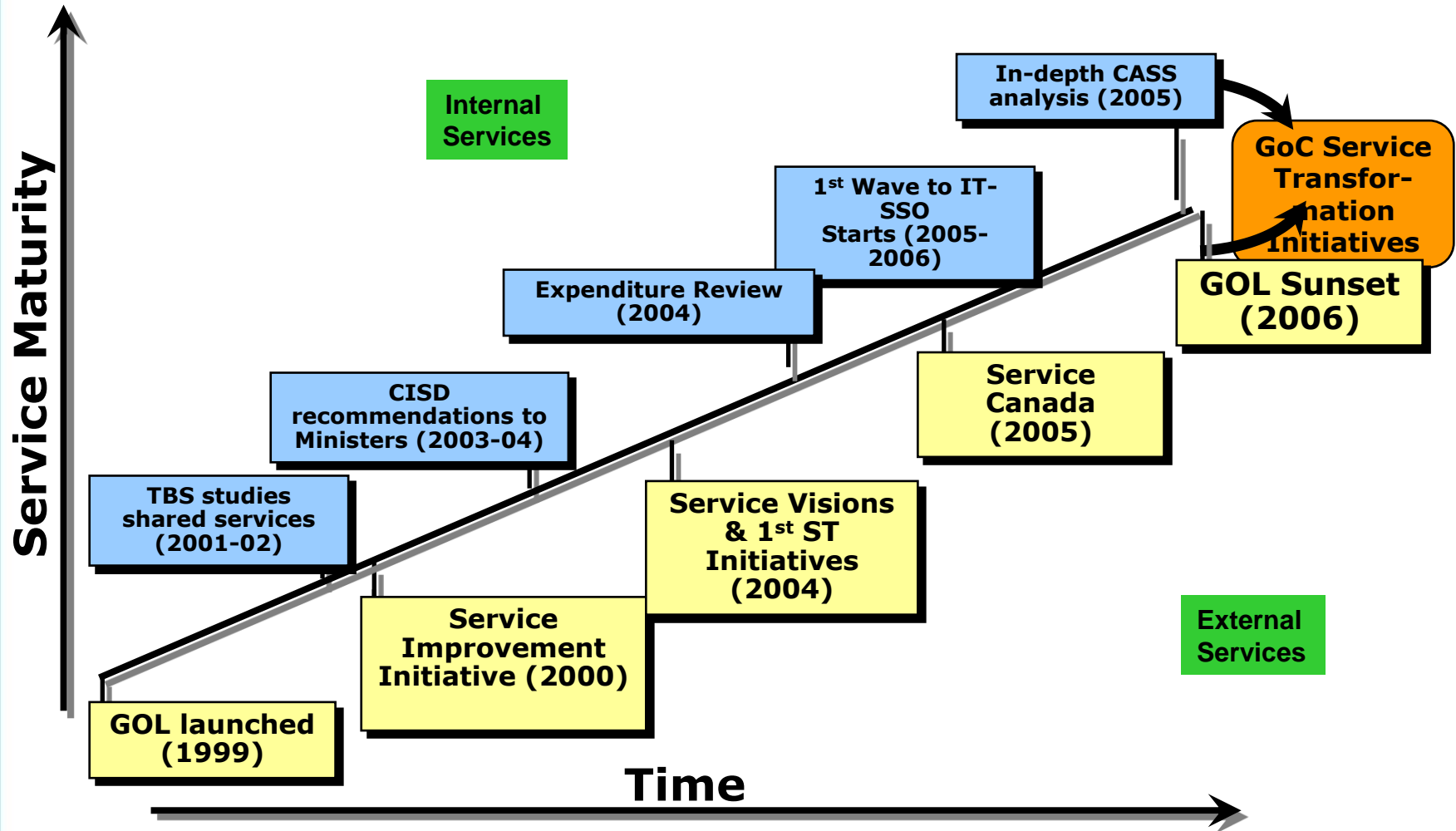
Brian Marson

Senior Advisor

CIO Branch

Treasury Board of Canada Secretariat

The Evolution of the Canadian Service Agenda



What was unique about Government OnLine?

Whole of Gov't

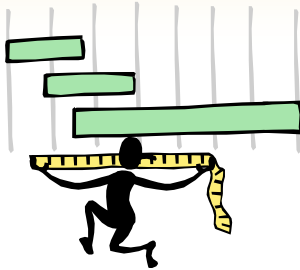


Citizen Centric

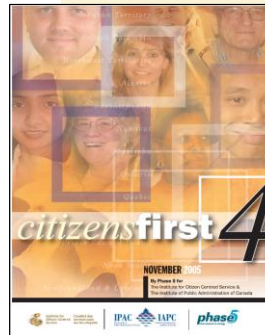
BizPaL



Setting of and Measurement of Targets



Public Opinion Research



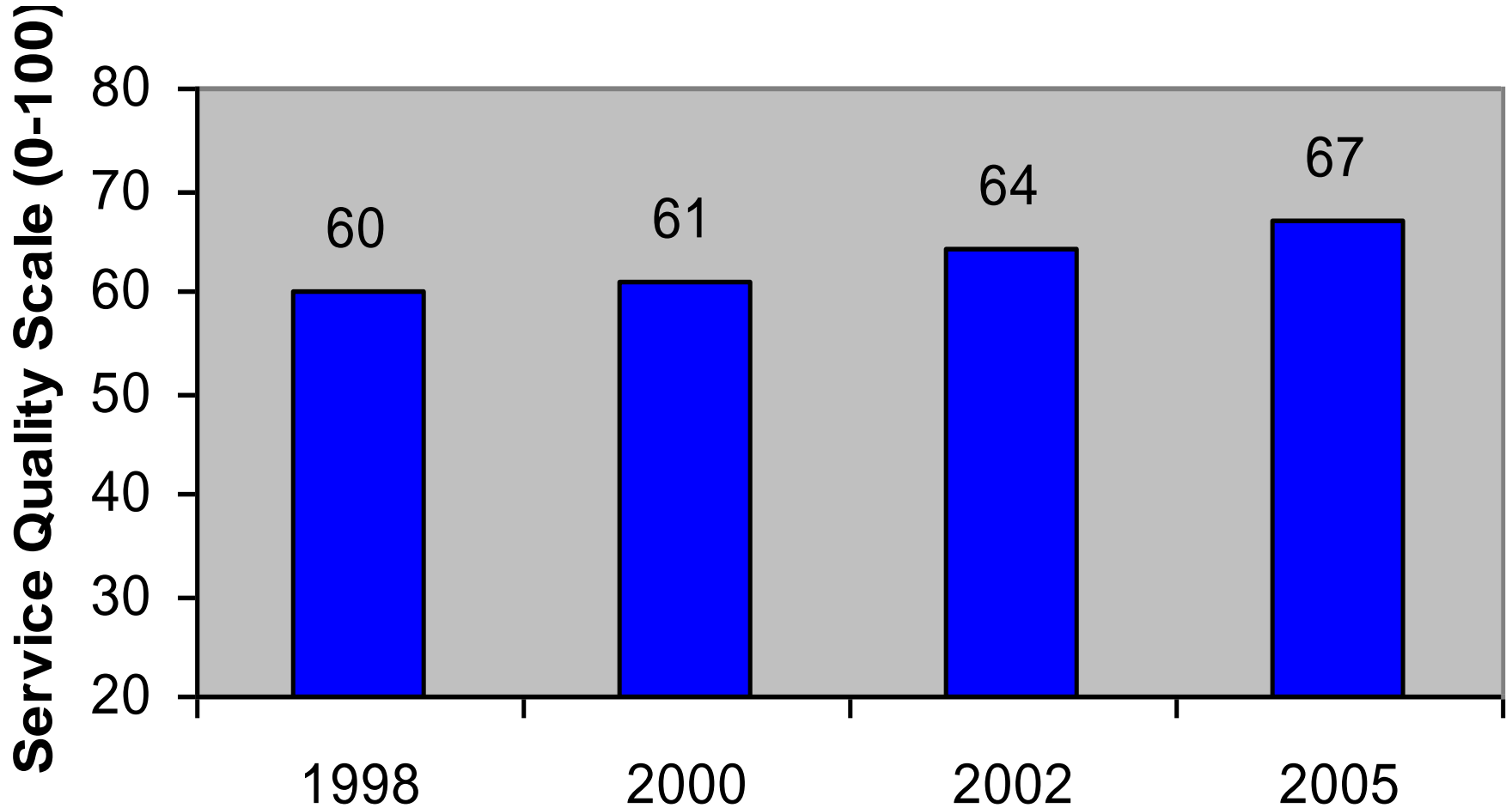
Cross Jurisdictions



What Results Have We Achieved?

The Government of Canada's Service Strategy Has Resulted in a 12% Improvement in Citizens' Satisfaction with Government Service

Compared to *Citizens First* 1998 (18 Core Services 1998-2006)



Looking Back: Some Lessons Learned

- For four decades, surveys show citizens want: (1) better access to services and (2) improved service delivery;
- Central to Canada's success is a results-driven, citizen/client-centred service satisfaction strategy, balanced by the need to improve efficiency for taxpayers, to maintain visibility for politicians, and to achieve good working environment for staff;
- Action research has been an essential foundation for Canada's public sector service improvement results;
- Collaboration can improve service and reduce costs; Going forward, stronger governance arrangements, collaborative platforms, and political support are needed to unleash the potential of technology and service collaboration;
- New technology needs to be harnessed in a citizen-centred way, and effectively integrated with existing delivery systems and channels;
- Employee Engagement, Service Delivery and Public Trust are connected (The Service Value Chain)

Looking Forward: Some Potential Elements of the Next-Generation Service Agenda

1. **Listening to and Engaging Citizens and Clients:** Government service strategies are based on regular research and consultation with citizens and clients, and on citizens' priorities for improvement
2. **Next-generation Service Policy** embodies a results-based approach to: external service; internal service; integrated, one-stop service; cost-effective channel management, and strikes a balance between excellence in service outcomes for clients and cost-effectiveness for citizens .
3. **Improving Access for Citizens and Business** “No wrong door” across the public sector, underpinned by an e-data base (311, 211 etc) and N11-integration;
4. **Integrated Service Delivery and Integrated Channel Management** -expanded one stop shopping, both “department stores” and “boutiques”. Focus on improving telephone service and on integrating T-service with E-service; Web 2.0 applications are applied to internal management, external service, and citizen engagement;
5. **Personalization and Customization:** the Internet is used to personalize and customize service to individual client needs;
6. **Horizontal Governance and Service Collaboration:** collaborative platforms and new governance arrangements are developed within and across governments
7. **Internal Service Transformation** focussed on cost-effective e-solutions, and on measuring and improving internal client satisfaction
8. **The Service Value Chain:** public organizations use the SVC concept to link, measure and improve employee engagement , service outcomes and public trust and confidence
9. **Results Measurement and Benchmarking:** shared ways of measuring service performance emerge internationally and benchmarking occurs across the public sector (e.g the CMT& MAF)
10. **Training and Development:** Public sector service delivery becomes a profession based on a growing empirical body of service management knowledge (www.iccs-isac.org)