



2013

2014

Annual Report

Building Bridges, Working Together

> www.iccs-isac.org





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ICCS Board of Directors, Stakeholders and Community

I am pleased to submit ICCS’ Annual Report for the year April 1, 2013 ending March 31, 2014.

Guy Gordon
ICCS Executive Director

www.iccs-isac.org

Vision Mission Mandate

Vision

The vision of the ICCS is to be recognized as the leading centre of expertise in citizen-centred service delivery.

Mission

The mission of the ICCS is to support public-sector organizations achieve high levels of citizen and business satisfaction by:

- Facilitating inter-jurisdictional collaboration;
- Sharing research, tools, resources and knowledge;
- Building organizational capacity through development of the service profession; and
- Promoting excellence in citizen-centred service.

Mandate

In support of the Vision and Mission, the ICCS:

- Provides secretariat and other support services to the Public Sector Service Delivery Council (PSSDC) and Public Sector Chief Information Officer Council (PSCIOC);
- Provides a neutral platform for inter-jurisdictional collaboration and shared learning in support of the service delivery community in Canada;
- Undertakes research into citizen and business expectations, satisfaction, and priorities for service improvement;
- Measures, monitors and promotes the progress of the Canadian public sector in improving citizen and business satisfaction with service delivery;
- Recognizes and celebrates excellence in citizen-centred service;
- Serves as a resource centre for best practices, publications, and tools that promote management improvement of cost effective public sector service delivery including electronic service delivery;
- Supports the growth of organizational capacity through the delivery of the ICCS Certification and Learning program; and
- Is a global centre of expertise and a champion for citizen-centred service across service channels and throughout the public sector.



Sharon Squire
ICCS President

*Together
we are
making a
difference
in service
delivery!*

President's Message

As President of the Institute for Citizen-Centred Service (ICCS), I am pleased to present the 2013 – 2014 ICCS Annual Report. The Institute continues to support the development of citizen-centred service and service excellence throughout Canada and abroad.

During the past year, the ICCS reviewed and amended its by-laws in accordance with the new Canada Not-for-Profit Corporation Act. The new Act required previously registered corporations to re-submit their application for incorporation. I am pleased to advise that the Institute has submitted its revised by-laws to Industry Canada. We would like to thank our members for their input in the review of the by-laws.

The ICCS was also proud to release the latest edition in the Taking Care of Business series, *Taking Care of Business 4*. Coupled with the Citizens First series, the Institute continues to provide valuable information to managers and individuals responsible for improving service to citizens and businesses.

The ICCS Certification and Learning courses were delivered in several jurisdictions and a CSM/Basic Train the Trainer Program was developed which enables local trainers to offer the Institute's courses. We are building a cohort of Certified Service Managers and are launching the development of the Certified Service Professional Program.

The ICCS continues to expertly facilitate the meetings of the Public Sector Chief Information Officer Council and Public Sector Service Delivery Council. These sessions provide members with an invaluable opportunity to network, and share information and best practices.

In addition to the many successes of the Institute, there have also been some challenges. With the strong support of the ICCS Board and our members, the Institute has developed a new strategic plan and approach to better meet these challenges and chart the way ahead.

I am proud to have served as the ICCS President. I would like to thank the ICCS team and Board of Directors for their dedication and hard work over the past year. I would also like to thank our clients and stakeholders for their contributions to ICCS. Together we are making a difference in service delivery!

Executive Director's Message

At its core, the ICCS seeks to support Canadian public sector organizations achieve high levels of citizen and business satisfaction by serving as a neutral platform for collaboration. The essential value proposition is that by “Building Bridges and Working Together” participating jurisdictions of the PSCIOC and PSSDC can understand and meet twenty-first century service expectations “faster, cheaper and better” than working alone. As evidenced by this report, the staff and the Board of the ICCS have much to be proud of in terms of what has been accomplished over the course of 2013/14. I would personally like to thank all ICCS staff and Board members who have worked so hard to make this progress possible.

Amongst these significant accomplishments was the progress made by the two Councils in support of the priorities of Deputy Ministers' Table for Service Delivery Collaboration (i.e. identity management and authentication, open data and information, and adoption of the Business Number as a common identifier for business.) The efforts of the ICCS staff in ensuring that momentum was maintained over the past year was both important and greatly appreciated. These collaborative projects represent the fundamental building blocks of modern digital service for Canadians. Strong secretariat support contributes to the building of a pillar of trust necessary for an effective community of collaboration.

Following a tradition of designing and undertaking valuable action-orientated research, the publication of Taking Care of Business 4 represented a milestone as it featured a new customer satisfaction model and analytical framework. The feedback received from the 10 subscribing jurisdictions indicates they have found the new tools and insights to be of great value in assisting senior officials, managers and front-line staff identify the most important opportunities for service improvement.

2013/14 witnessed the ongoing development of the ICCS Certification and Learning program. Key amongst these was the development of the Certified Service Manager/Basic (CSM/Basic™) 5-day intensive

training program. This program was successfully delivered to 40+ managers in Manitoba and our first international cohort of 22 service managers from the Emirate of Abu Dhabi.

In addition, a two-day training course in support of the Certified Service Professional (front-line) was successfully piloted in the Northwest Territories in December 2013. Central to the ICCS Certification and Learning program is that each certification is grounded in a Body of Knowledge (BoK) that has been developed by and for the organizations represented by the Councils. While off to a promising start, the core challenges of the program will be achieving a critical mass, determining a sustainable delivery model and keeping the BoK up to date.

The ICCS continued to attract significant attention from international governments. Over the course of the year, this translated into several new profitable arrangements including the delivery of CSM training in Abu Dhabi, CMT Benchmarking for the Government of Dubai, and piloting of the CMT for the Government of Malaysia.

2013/14 represented a year of significant challenges for the ICCS and ICCS Board. The most pressing of which was the ICCS Board's efforts to deal with challenges of developing a sustainable financial model for the ICCS. Also, this was the second consecutive year that the ICCS experienced a loss. During the year, the Board introduced several measures to control costs, improve budgeting, manage cash flow, and seek additional revenues. To support the longer term, the ICCS Board initiated a strategic planning process based on increased stakeholder engagement and collaboration in an effort to develop a viable long-term financial and business model. By continuing to draw on the collaboration and expertise of the ICCS Board, staff members and the Councils, the ICCS will continue to move forward.



Guy Gordon
ICCS Executive Director

National Councils Secretariat

The ICCS provides Secretariat services to two pan-Canadian Councils – the Public Sector Service Delivery Council (PSSDC) and the Public Sector Chief Information Officer Council (PSCIOC). Each Council consists of senior officials representing the federal, provincial/territorial and municipal levels of government. Through organizing biannual meetings and regular teleconferences of the Councils, the Secretariat facilitates inter-jurisdictional collaboration and information-sharing on public sector service delivery issues and information technology/information management issues. As well, the Secretariat maintains public and Council members-only websites on the ICCS site; provides a central on-line repository for inter-jurisdictional initiatives; and, manages the Councils' budgets and accounts.

The ICCS Secretariat has completed another busy year. In September 2013, the Secretariat organized meetings of the Councils in Fort McMurray, Alberta. As part of the learning event associated with the meetings, participants were able to experience, firsthand, the large scale processes and challenges involved in the development of the province's oil sands resources. With respect to the meetings themselves, the participants stated a high level of overall satisfaction, with the PSSDC's rating at 4.31 out of 5 and the PSCIOC's rating at 4.64 out of 5.

This year, the Councils decided that their winter meetings should be held as two-day events (without a learning event) in a central Canada location, for ease of access by all members and in recognition of busy work schedules and tight budgets. As a result, the Secretariat organized meetings of the Councils

in Toronto, Ontario, in March 2014, which were well attended. The PSSDC's overall satisfaction rating for the Toronto meetings was 4.35 out of 5 and the PSCIOC's overall satisfaction rating was 4.42 out of 5.

The Secretariat continues to work closely with the Council Co-Chairs and members to develop meaningful agendas for meetings and teleconferences based on the issues and topics identified by members themselves. The Secretariat also continues to strive to ensure that all presentations, speakers, networking events and venue logistics are of high calibre, well-organized and well-managed.

An important objective of the Secretariat is to ensure that action items that have been identified by the Councils are acted upon expeditiously by the assigned parties. This helps to ensure that momentum for the Councils' priorities is maintained. This year, the priorities of the Joint Councils (PSCIOC and PSSDC together) continue to reflect those of the Deputy Ministers' Table for Service Delivery Collaboration (i.e. identity management and authentication, open data and information, and adoption of the Business Number as a common identifier for business). The Joint Councils also commissioned a study on mobility and government which was presented at the March 2014 meeting. Each Council has also had specific issues on which it has focused. For example, at its Toronto meeting, the PSCIOC focused on the digital economy, while the PSSDC had a robust discussion on the longer-term strategic agenda for service delivery. The Secretariat played a central role in coordinating the planning and development of these agendas.

Research - Update

ICCS has been actively promoting its research tools and approaches and working with both Canadian and international partners on their effective implementation.

Taking Care of Business

Taking Care of Business 4 marks the fourth wave of the research designed to capture perceptions and satisfaction with government services by businesses. The study continues to highlight what is working well, as well as to identify the key drivers of satisfaction and priorities for improvement. The report with the results of Taking Care of Business 4 was published in early 2014.

Citizens First

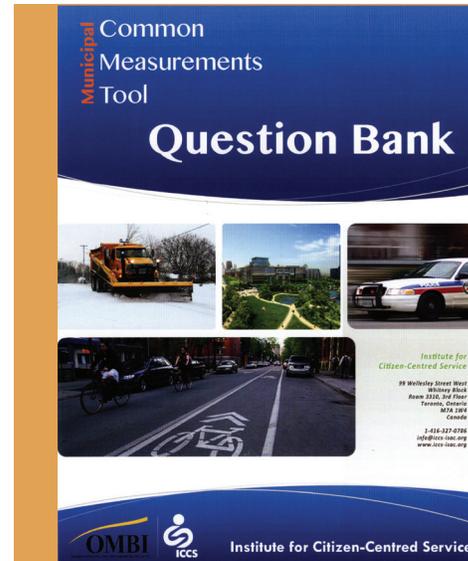
In December 2013, a single vendor was selected for the next iterations of both the Citizens First and Taking Care of Business studies. With twelve provincial, territorial and municipal subscribers on board, Citizens First 7 is currently in the study design and development phase with the fielding being scheduled for May and June 2014. Citizens First 7 will build on the previous iterations of the research and will move into new areas identified by the Canadian public sector service community.

Enhanced CMT

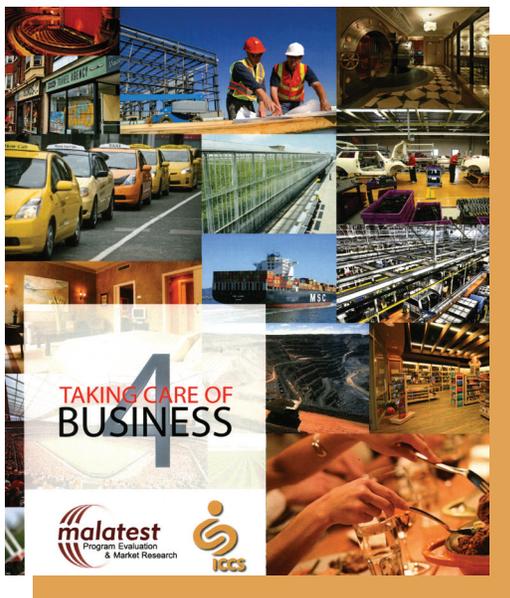
ICCS continues to provide support to users of the Enhanced CMT through licensing as well as consultative and benchmarking services. In 2013, the ICCS had implemented a new licensing framework for the Enhanced CMT and expanded the support framework available to the users of the instrument. The Institute continues to be engaged in actively promoting the Enhanced CMT both in Canada and internationally.

Municipal CMT

A number of jurisdictions in Canada and abroad are implementing the Municipal CMT as part of their client satisfaction surveys. The user base is steadily growing and the ICCS continues its efforts to further promote the instrument.



Taking Care of Business 4



survey has continued to provide insights on the performance of the public sector vis-à-vis the business community. It has been examining recent service experience and identifying the key drivers of satisfaction and priorities for improvement. The research has also been used to explore new and emerging issues and trends that are of importance to the public sector and that will inform the ways in which services are provided to business clients in the near future.

What's new?

TCOB4 is the first study in either TCOB or Citizens First research series to incorporate the new ICCS Client Satisfaction Model. By addressing both the individual service experience (personal experience) and the broader “cultural” environment in which the service experience takes place (societal context), the new approach adds significantly to the understanding of what impacts client's satisfaction with services.

Building on the past

Taking Care of Business 4 (TCOB4) is the fourth iteration of the research series designed to focus on the Canadian business perspective of public sector services. Since it was first launched in 2004, each iteration of the nation-wide

Unlike previous iterations, TCOB4 analyzes recent service experience according to service types such as transactional, informational/advisory, regulatory and non-regulatory. These service groupings bring together services that are delivered in a similar way or share a similar service context.

Special topics

One of the special topics tackled by TCOB4 is the issue of government services in the digital world and, in particular, the self-service option. The importance of these issues emerges as an increasing number of Canadian businesses want to access government services online. For this reason, TCOB4 was designed to explore in greater detail the motivators and barriers to moving services online.

TCOB4 also looks in more detail at issues related to red tape and regulatory burden. The study's objectives included measuring perceptions of government with respect to the regulatory burden and asking businesses whether they felt that they had been adequately consulted in the development of new policies impacting their operations.

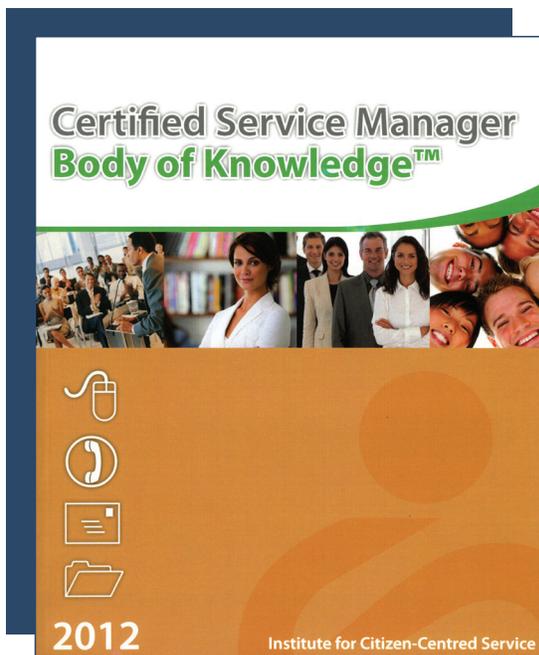
What have we learned?

The results of TCOB4 tell us that, while the overall perceptions of government services are improving, the overall satisfaction score has experienced a slight decline from 64.1 in 2010 to 63.4 in 2013.

The study has also shown that there is a growing interest in accessing government services over the internet. Over 75 percent of respondents indicated that they would be interested in receiving services through that channel. In fact, the preference for the online channel has, for the first time, exceeded that for the telephone.

The findings also suggest that regulatory burden continues to be a factor when it comes to satisfaction levels. The vast majority of respondents indicated that red tape burden had either increased (48%) or stayed the same (49%) since 2010. Client Satisfaction Index scores for those who felt that regulatory burden had increased were significantly lower than for those who were of the opinion that it had decreased or remained at the same level as before.

Certification and Learning



CSM/Basic Year in Review

CSM/Basic 5-Day Training Program

In 2013-14, we saw some fantastic developments for the Certification and Learning Program. Most importantly has been the development of the Certified Service Manager/Basic (CSM/Basic™) 5-day intensive training program. This new product was developed at the request of our first international cohort from the Emirate of Abu Dhabi, UAE. It incorporates the key materials from all of the ICCS' existing courses into a condensed format. It was so popular that they have requested a second cohort for the 2014-15 fiscal year.

“Not only is the ICCS delivering training on service excellence but it is also setting the example by listening to the needs of their clients and making modifications based on those needs.”

Trevor Craig, Program Manager
Certification and Learning Program

The 5-day intensive training program has received high praise from participants and senior management. In fact, due to its success, the ICCS delivered another session to 40 service managers from the province of Manitoba. This new course model is also going to be explored for future delivery (such as potential contracts with ServiceOntario and the Northwest Territories, etc.).

Certified Service Professional Program

Another program that commenced was a 2-day Certified Service Professional (CSP) training program. This program is targeted towards front-line employees that interact directly with Canadian citizens. The program was launched in the Greater Northwest Territories to a cohort of 30 very engaged participants representing many communities and departments. It was quite successful. Here are just a few testimonials from the attendees:

“It was one of the best courses I have taken that I felt comfortable talking and adding my input.”

“I would recommend this course to everyone, Managers included.”

“Thank you very much – it far exceeded my expectations.”

“It was well done.....more than that though.....it was one of the best training programs I’ve ever attended..... and I feel pretty confident with the material and nature of client service – I can’t say enough about it. Guy {Gordon} was a skilled and confident facilitator – it was laid out very well – some fundamentals for sure – but it was presented as ‘new’ fundamentals and very relatable. Thank you to everyone involved (the CIO) for offering this training; I intend on pursuing it further.”

Bodies of Knowledge

For the Certified Service Manager™ (CSM) and Certified Service Professional™ (CSP) Programs, there is a requirement to have comprehensive reference sources that contain the key knowledge areas in public sector service management. This year, we have started the initial consultation process to identify the key stakeholders for an Advisory Committee. This Committee will be responsible for identifying and refreshing the CSM Body of Knowledge.

Also, we have embarked on a new journey for the CSP Program. The ICCS has begun to develop the CSP Body of Knowledge to support the continued development of this new certification which is supported by all three orders of government.

It is anticipated that both Bodies of Knowledge will be completed in 2014/2015.

Courses

In the past year, as we continue to promote the professionalization of service management, the ICCS has delivered courses across Canada and internationally. Some of these deliveries include:

- Region of Waterloo
- Manitoba Jobs and Skills Development
- City of Vancouver
- City of Ottawa
- Northwest Territories
- Municipal Service Delivery Officials (MSDO)
- Greater Toronto Area
- Emirate of Abu Dhabi, UAE

Marketing and Promotion

The ICCS is continually marketing the Certification and Learning Program across Canada and the world through varied media sources. There has been some expressed interest from many different areas including Singapore and Malaysia. As well, the ICCS was contacted by the American Society for Quality to promote the Certification and Learning Program and to increase awareness of the products offered. In response, an article was prepared for their Spring 2014 newsletter.

The ICCS Certification and Learning Team will continue to review and revise the structure of the program to ensure the success of the programs.



Dan Batista
ICCS Heintzman
Leadership Award Winner

ICCS Heintzman Leadership Award Winner

The Institute for Citizen-Centred Service's (ICCS) Heintzman Leadership Award is a national award presented annually to an individual who has demonstrated outstanding leadership within the Canadian public sector in the promotion of citizen-centred service delivery. In particular, recipients of the Award have demonstrated superior and sustained leadership that has resulted in transformational change to the quality of public sector service delivery, both within their own jurisdictions and across jurisdictional boundaries. Past winners representing all three orders of government include: Art Daniels, David Millar, Lori MacMullen, Brian Marson, Andrew Mellor, Scott Campbell, Roy Wiseman, Bob Stark, Sue Corke and David Szwarc.

The ICCS is proud to announce Dan Batista as the 2013 Heintzman Leadership Award winner in recognition of his substantial contributions to the promotion of, and commitment to, citizen-centred service delivery in Canada.

As Senior Director, Service Delivery and Partnerships, at Industry Canada, Dan Batista has provided instrumental leadership which led to significant accomplishments for Canadian businesses and multi-jurisdictional partners. Dan has been involved in three major on-line projects: the Business Gateway Portal, Canada Business Network and BizPal. Working with partners from other departments, provinces, territories and municipalities, Dan has led the improvement of services to business entrepreneurs across Canada.

Dan Batista's strong leadership is demonstrated in his willingness to establish and improve collaboration with other government departments and other orders of government in support of service to businesses. Dan not only empowers his own staff in the improvement of service to business but also staff and senior executives from his and other federal departments and jurisdictions. He has led various projects that exemplify innovation, partnership and portability, proving what can be achieved when multiple orders of government work together to streamline services to Canadians.

The winner of the 2013 award truly exemplifies the high expectations embodied in the ICCS Heintzman Leadership Award.

Congratulations, Dan Batista!

2014 Financial Statement

INCOME AND EXPENSES – Fiscal 2014	
Sales of products and services	\$ 157,322
Registration and membership fees collected	518,743
Contributions recognized in year	653,233
Other revenues	26,292
Total revenues	\$ 1,355,590
Human resources expense	\$ 579,260
Other program expense	646,298
General and administrative expense	159,841
Total expenses	\$ 1,385,399
Net surplus (deficit)	\$ (29,809)
<p>Note: The above figures do not include the value of “contributions in-kind” received from several jurisdictions, which have an estimated value of \$203,001.</p>	

FINANCIAL POSITION - as of March 31, 2014	
Cash and investments	\$ (71,462)
Other current assets	287,546
Long-term investment in Certification Program	254,596
Total assets	\$ 470,680
Current liabilities	418,446
Net surplus (deficit)	\$ 52,234

Notes

In fiscal 2014, the Institute for Citizen-Centred Service (ICCS) sustained a shortfall of \$29,809, due to lower than anticipated revenues. Sales of products and services were hampered by the fiscal restraint that is being exercised by all levels of government.

A key initiative continued to be the certification program, with 2014 being the second full year of delivery of this program. Several jurisdictions have made significant investments in this program to train their staff. This is seen as a long-term investment by ICCS, with the development costs capitalized. These are being amortized over five years, starting in fiscal 2014.

Other major initiatives included completing Taking Care of Business 4 (TCOB4), and gearing up for Citizens First 7 (CF7). Most of the contributions received for this latter still constitute deferred revenue. Such deferred revenues constitute about two-thirds of the current liabilities shown.

Contributions provided about half of the Institute’s funding in 2014, with the sales of goods and services (e.g. publications and benchmarking reports) and registration fees for meetings and courses and membership fees providing the bulk of the balance. Other revenue includes reimbursement of costs incurred on behalf of clients, and interest earned on the GICs formerly held by the institute, and redemption of travel points. Due to shortage of ready cash, ICCS had to cash in the GIC’s formerly held at maturity.

Lastly, ICCS has receivables outstanding worth \$251.9K as of the end of the year. The bulk of these are unpaid pledges to CF7. There have been no bad debts in fiscal 2014.

2013 – 2014 ICCS Team

Guy Gordon, Executive Director

Roda Contractor, Program Manager, National Councils

Bernadette De Souza, Director of Strategy & Culture

Nicholas Prychodko, Director of Research & International Relations

Ashley Walker, Program Manager, Service Certification & Learning

Cody Dodd, Research Project Manager

Michal Dziong, CMT Project Manager

Robert Ha, IT Consultant

Bruce Ratford, Accountant

Linda Robins, Executive Assistant

Anna Shaula, Program Analyst

Maria Luisa Willan, Program Coordinator, National Councils