

**2012
2013**

**ANNUAL
REPORT**



A YEAR OF INNOVATIONS

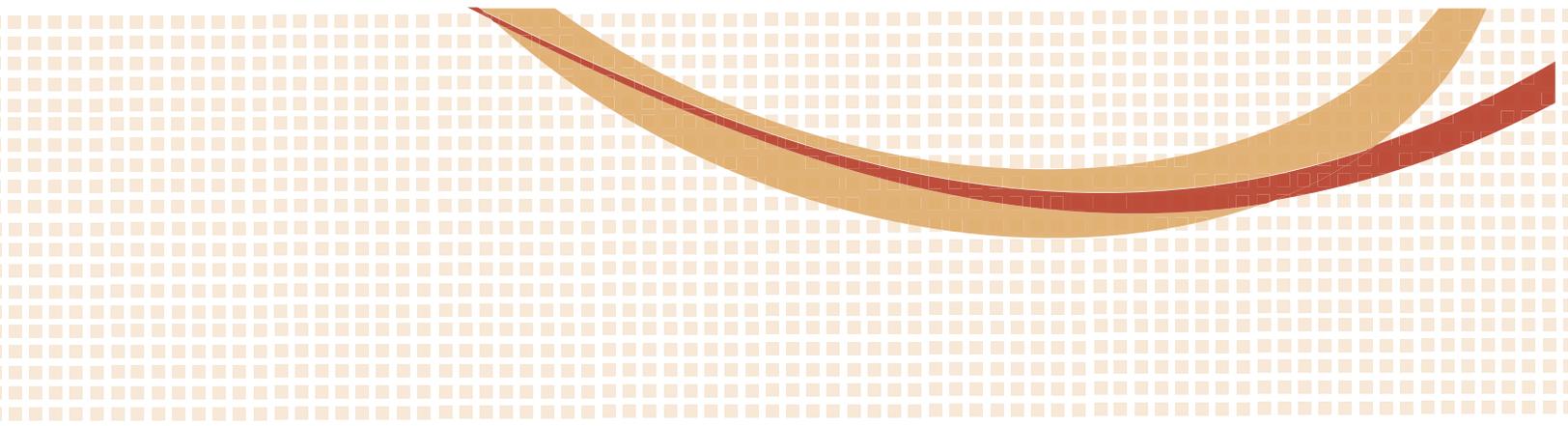
ICCS Board of Directors, Stakeholders and Community,

I am pleased to submit ICCS's Annual Report
for the year April 1, 2012 ending March 31, 2013.

A handwritten signature in black ink, appearing to read "Guy Gordon".

Guy Gordon
ICCS Executive Director

iccs-isac.org



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VISION, MISSION AND 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.

MESSAGE FROM THE PRESIDENT



Richard Steele
ICCS President

INNOVATION A Key to Success

It is my pleasure to provide you with the ICCS Annual Report 2012 – 2013. This past year was an exceptional year for the Institute for Citizen-Centred Service. The research and programs offered by the Institute continue to provide innovative ideas to help our stakeholders serve their citizens better.

The most recent accomplishment of the Institute was the publication of Citizens First 6. This latest installment of Citizens First provides service managers with information on the experiences of clients who have interacted with government through a range of channels. In addition, the Institute has enhanced the Common Measurements Tool to better serve the needs of our users and provide a competitive benchmarking tool in the industry.

The ICCS Certification and Learning Program continues to grow with its first graduates passing the Certified Service Manager/Basic Examination in September 2012. The Institute continues to offer all of the courses of the CSM/Basic curriculum to organizations from all three orders of government across Canada. In addition, the first organizational licenses for the CSM/Basic have been completed with Service BC and Service Nova Scotia. As we move into 2013/2014, the Certification and Learning program will see the development of the Certified Service Professional program for front line service providers, the refresh of the CSM Body of Knowledge and the delivery of over 25 days of learning.

MESSAGE FROM THE PRESIDENT

The ICCS Certification and Learning Program is being leveraged as an invaluable tool to entrenching and sustaining a culture of service excellence and to improving service delivery to Canadians. The CSM/Basic provides a consistent professional standard for public sector service delivery, builds credibility for the service function, increases service delivery organizational capacity and provides a vehicle for professional recognition.

As with many other organizations, financial challenges confronted the Institute this year but were met with determination to continue with the high quality of services that have been provided in the previous years. Supported by a dedicated Board of Directors and staff and with the assistance of its sponsors, the Institute continues to offer innovative programs to move forward service delivery in the public sector.

The ICCS continues to look for ways to ensure that it remains highly relevant to key public sector decision makers by providing essential

supports to ongoing service transformation. Strong Secretariat Services to the Public Sector Chief Information Officer Council (PSCIOC) and the Public Sector Service Delivery Council (PSSDC) provides a fundamental support framework and network for inter-jurisdictional collaboration and information-sharing activities.

In 2013, the Institute in conjunction with the PSSDC-PSCIOC Research Committee published an important study on Self-Service. The report provides valuable recommendations to assist decision makers in moving forward in the area of self-service that were also highlighted in two webinars for Public Sector Service Delivery Council (PSSDC) and Public Sector Chief Information Officer Council (PSCIOC). The ICCS continues to share information and offer webinars on a range of current issues that impact governments across Canada and internationally.

All in all, the year was extremely successful. Moving forward, the Institute will continue working

diligently with its partners, the PSSDC and PSCIOC, to collaborate and share valuable information across the community.

As President of ICCS, I would like to thank the ICCS Board of Directors, staff, clients and stakeholders for their continued support and interest in the work of the Institute.

MESSAGE FROM THE EXECUTIVE DIRECTOR



Guy Gordon
ICCS Executive Director

The ICCS continues to grow its partnerships with the federal, provincial, territorial and municipal governments across Canada and is increasingly being recognized internationally as a source of expertise in public sector service delivery. The role of Institute supported by the Public Sector Service Delivery Council and Public Sector Chief Information Officer Council is to move the service delivery agenda in Canada forward. Innovative research along with a professional certification program offered by the ICCS assists public sector managers to keep pace with the rapid changes which are occurring in their jurisdictions.

Service delivery in Canada has been greatly influenced by the research of the Institute. In 2012, Citizens First 6, the latest in a series of citizen-centred research was released. The research provides valuable insights into the client experience with governments across various channels. Recognizing the need for service delivery to keep abreast of the rapidly changing environment, the Institute along with its partners expanded the Citizens First research to explore new and emerging issues of citizen satisfaction and service delivery related to social media

MESSAGE FROM THE EXECUTIVE DIRECTOR

Complementing the ICCS research is the Common Measurement Tool. This unique survey instrument and benchmarking tool was updated this year bringing it in line with the industry standards and includes our latest research, Citizens First 6. We have also embarked on an exciting partnership with the Ontario Municipal Benchmarking Initiative to introduce a Municipal Common Measurements Tool. This new, innovative product will provide municipalities with a tool to enhance the client feedback collection process and, ultimately, contribute to raising the quality of services offered by local governments.

Early last year, the Institute introduced the Certification and Learning program. The Institute has further developed the course offerings in the Certified Service Manager program and the word is spreading about this professional program across Canada and internationally.

Development has begun on the development of the Certified Service Professional program and it is expected to be available this year.

Core to the success of the ICCS is that it works closely with its stakeholders to provide innovative research and programs to support the service delivery community. I would like to thank the Public Sector Service Delivery Council, Public Sector Chief Information Council and ICCS Board of Directors for their valuable guidance and support of the Institute. We are looking forward to a very busy and exciting 2013 – 2014.

CERTIFICATION AND LEARNING

The ICCS would like to thank its valuable partners and stakeholders within the public sector service delivery community. These organizations have demonstrated considerable commitment to the ICCS and to Certification and Learning and are viewed as champions of service excellence. We are grateful to the following organizations for their role in building and participating in the ICCS Certification and Learning program:

Public Sector Service Delivery Council
Public Sector Chief Information Officer Council
Municipal Service Delivery Officials
Service BC
Province of Ontario
Service Canada
Service Ontario
Region of Waterloo
Service New Brunswick
Province of Nova Scotia
Halton Region
Treasury Board Secretariat
Yukon Territory
Province of Saskatchewan
Province of Newfoundland & Labrador
Region of Peel
Canada Revenue Agency
City of Toronto
Canada School of Public Service
Industry Canada

BUILT BY AND FOR THE CANADIAN PUBLIC SERVICE DELIVERY COMMUNITY

The ICCS Certified Service Manager/Basic (CSM/Basic) Program is the first national service certification program developed for the Canadian public sector service delivery community. The Program's aim is to standardize service delivery knowledge and share best practices across all three orders of government, and in so doing, professionalize the service function.

The CSM Program assists in building organizational capacity through the development of service profession, facilitating inter-jurisdictional collaboration and promoting excellence in citizen-centred service by creating a community of service professionals.

As an Individual,
Certification provides an opportunity:

- / to become a recognized "professional"
- / to demonstrate leadership
- / to evaluate and update one's own knowledge basis

OPPORTUNITY

As a Senior Official responsible for Service Transformation, Certification provides an opportunity:

- / to improve service management skills of staff
- / to develop next generation of service leaders
- / to leverage resources all jurisdictions have contributed to an invested in

CERTIFICATION AND LEARNING

Where learning provides service delivery professionals with the knowledge and skills in service design, management and delivery; certification provides verification of that individual's knowledge and competence.

The CSM/Basic program is founded upon the CSM Body of Knowledge (CSMBoK) - a comprehensive reference source that captures key knowledge areas concerning public sector service management. With its value being recognized at home and abroad, the CSMBoK also contains innovative trends and best practices in service delivery while leveraging ICCS research, Citizens First and Taking Care of Business.

SUPPORTING CORPORATE TRAINING AND PROFESSIONAL DEVELOPMENT

The ICCS Certified Service Manager (CSM) program works in support of both corporate training for the organization and professional development for the individual service provider. ICCS curriculum is based upon the CSM Body of Knowledge and as such designed specifically for public sector managers and supervisors with responsibility for managing direct service to the public.

CSM/BASIC CURRICULUM

100-Level Courses

- > CSM/B 101: Public Sector Service Fundamentals
- > CSM/B 102: Advanced Public Sector Service Fundamentals

200-Level Courses

- > CSM/B 201: Effective Service Management
- > CSM/B 202: Human Aspects of Service Management
- > CSM/B 203: Service Improvement
- > CSM/B 204: Understanding and Enhancing Citizen Access
- > CSM/B 205: Effective Service Standards

Designed by public service experts for public service professionals, ICCS offers training for service managers and supervisors on effective service management, enhancing citizen access, service improvement, setting effective service standards and the importance of leadership and the human aspects of service management.

How your organization can support Certification and Learning?

Organizational uptake of the CSM/Basic requires a license and/or ICCS membership. Delivery can be customized onsite by the ICCS or developed in-house via the ICCS CSM/B Train-the-trainer program.

How you can get certified?

Certification requires mastery of the content within sections 1 – 6 of the CSM Body of Knowledge; a successful 'pass' of the CSM/Basic Exam, and; Review and awarding of certification by the ICCS Service Certification Board.

CERTIFICATION AND LEARNING

The CSM/Basic: Year 1 in Review

The Certified Service Manager/Basic program was launched in April 2012 and has been met with much interest and uptake across the Canadian service delivery community.

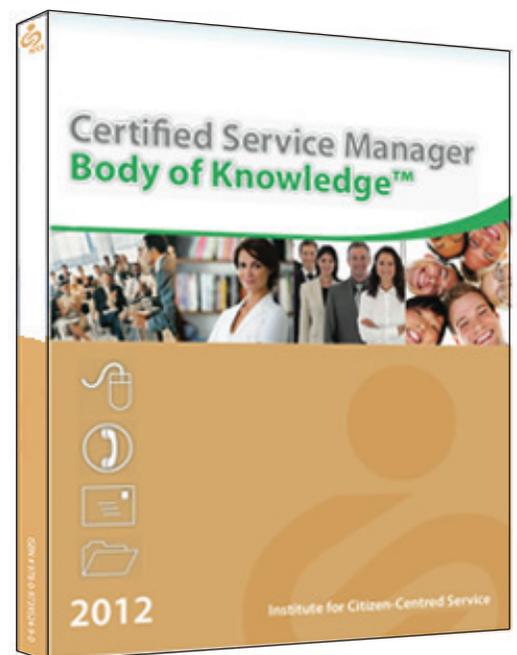
> While ICCS training targeted to service delivery managers and supervisors has been embraced by hundreds of service professionals from coast to coast, so too has certification with representation from the first cohort spanning all three orders of government. Licenses to incorporate the CSM/Basic program have been confirmed with ServiceBC, the Province of Nova Scotia, and Service Canada College while arrangements with Service Ontario and others are currently underway. In addition, the first international license has been confirmed between the ICCS and the General Secretariat of the Executive Council of Abu Dhabi (GSEC).

> Interest in adapting the CSM/Basic program for internal service delivery providers has also been a focus for the ICCS – an initiative spearheaded by champions among the PSCIOC and other organizations committed to service excellence.

In response to community demand, as we move into Winter 2013 the ICCS will be readying the launch of the latest certification designation, the Certified Service Professional (CSP).

> The CSP is targeted to front line service delivery providers and will offer both a professional designation as well as optional core learning. Development of this new certification is again supported by organizations across all three orders of government.

> This first year of program operations has been a learning experience for the ICCS, marked by the achievement of several milestones. As we move into 2014 and the program continues to gain momentum, the ICCS will work to push certification and learning across Canada; reaching out and bringing home a program truly built by and for the public sector service delivery community.



NATIONAL COUNCILS SECRETARIAT

The ICCS provides Secretariat services to two pan-Canadian Councils of senior public sector officials – the Public Sector Service Delivery Council (PSSDC) and the Public Sector Chief Information Officer Council (PSCIOC). The Secretariat facilitates inter-jurisdictional dialogue, through: encouraging information-sharing and collaborative projects amongst jurisdictions designed to increase efficiency and effectiveness; providing a central repository for collaborative inter-governmental initiatives; and encouraging on-going communication between the three orders of government on service delivery, information technology and information management issues.

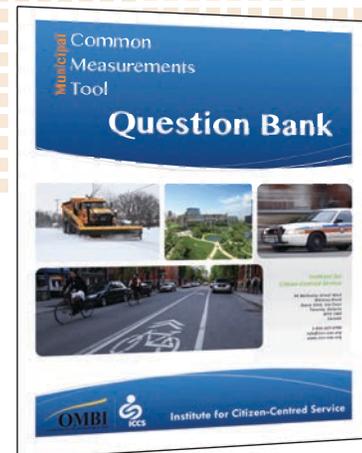
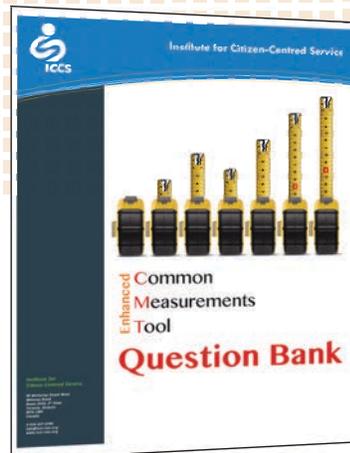
The ICCS Secretariat has completed a very busy year which has included organizing regular teleconferences of each of the Councils as well as managing two in-person meetings of PSCIOC, PSSDC and the Joint Councils (i.e. both Councils meeting together). The two-day in-person meetings and half-day learning events took place in Regina in September 2012 and Halifax in February 2013. The Secretariat has

worked closely with the Co-Chairs of the Councils and Members to develop meaningful agendas for these meetings based on needs and requests identified by Council Members. The Secretariat also has strived to ensure that all presentations, speakers, networking events and venue logistics are well-organized and well-managed. Post-meeting evaluation results from Council Members indicate a high level of on-going satisfaction with these meetings.

An important objective of the Secretariat is to ensure that key issues and action items that have been identified by the Councils are followed up expeditiously by the appropriate parties. This helps ensure that momentum for the Councils' priorities is maintained and moving forward. This year, significant areas of interest to the Joint Councils (PSCIOC and PSSDC together) has included: identity management and authentication, resulting in the creation of an Identity Management Sub-Committee; open data and open government resulting in the creation of an Open Data and Information Working Group; and self-service opportuni-

ties resulting in the commissioning of a consulting firm to undertake a Self-Service Study. Each Council has also had specific priorities that it has focused on. For example, at the Halifax meetings, the PSCIOC focused on shared services opportunities and IT procurement issues while the PSSDC focused on a deeper dive into self-service issues and citizens' perceptions of self-service. Significant behind-the-scenes activities that the Secretariat continues to undertake on behalf of the Councils include: managing the finances of both Councils; updating and improving the ICCS' public website as well as the Members-only sites; and, maintaining information on all PSCIOC, PSSDC and Joint Councils sub-committees, including membership lists, terms of reference and latest update reports. Through specific Memorandums of Understanding, the Secretariat has provided secretariat and IT services to the Joint Councils' Service Mapping Sub-Committee. The ICCS Secretariat also successfully fulfilled its responsibilities regarding the PSSDC's 2012 Excellence in Service Delivery Award program which concluded at the end of 2012.

INNOVATIONS IN THE COMMON MEASUREMENTS TOOL



2012-13 witnessed significant innovations in the Common Measurements Tool (CMT). The next generation of the instrument, the Enhanced CMT (E-CMT), was launched in early 2013. At the same time, the Municipal CMT (M-CMT), the version of the CMT geared specifically to the needs of municipalities, has been under development and is expected to be launched later this year.

ENHANCED CMT

The E-CMT introduces enhancements that bring the CMT into line with the recent research and the current needs of the public sector service community. Some of the key improvements to the question bank include:

- > a more user-friendly language and layout;
- > a more efficient approach to channel-specific issues;
- > alignment with the latest iterations of the Citizens First and Taking Care of Business research.

The revised instrument is applicable to a broader range of service types and includes content relevant to the emerging digital service delivery channels. In addition, the Enhanced

CMT User Manual now offers much more comprehensive support for beginners as well as an expanded range of analytical options for advanced users.

The rollout of the E-CMT has been accompanied by a concerted marketing push to reach both current and potential users of the CMT. In order to reach the diverse target audiences, both in Canada and internationally, the ICCS has also placed ads in public sector publications and delivered interest group and conference presentations and webinars.

MUNICIPAL CMT

A joint project between the ICCS and the Ontario Municipal Benchmarking Initiative (OMBI), the M-CMT is being founded on the core elements of the E-CMT supplemented with input from municipal service managers. It will offer a new and unique way to gauge client satisfaction with municipal services across a full range of service areas.

The new instrument incorporates municipal drivers of satisfaction as one of the key elements. It also allows municipal service managers

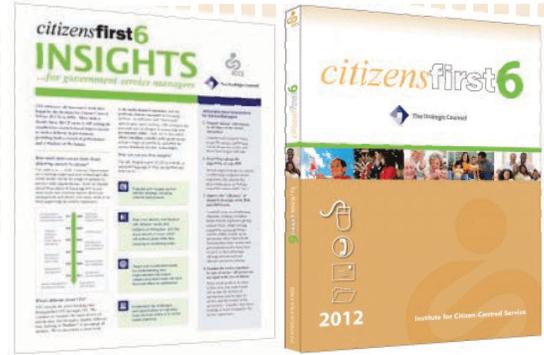
to select survey questions most relevant to their service type. This approach enables benchmarking of similar service areas across jurisdictions.

The M-CMT is scheduled for launch in 2013 and will become available to both OMBI and non-OMBI municipal jurisdictions. Over the next year, the ICCS will work closely with OMBI and individual municipalities to develop an effective M-CMT benchmarking framework, training and support for M-CMT users.

CMT LICENSING AND THE COMMUNITY OF PRACTICE

Organizations wishing to use the E-CMT can take advantage of flexible licensing options that include either a stand-alone E-CMT license or ICCS Membership granting access to the full suite of ICCS products and services. The Province of Ontario and the Government of New Zealand number among the currently licensed jurisdictions. Benefits to CMT licensees include access to the CMT Benchmarking Service and membership in the CMT Community of Practice.

INNOVATIONS IN RESEARCH



2012-13 was a year of innovation and new departures for the ICCS research program.

CITIZENS FIRST 6

The ICCS “branded” Citizens First (CF) and Taking Care of Business (TCOB) research program continued to provide jurisdictions with actionable insights to improve client satisfaction. *Citizens First 6* was released in December of 2012. Polling nearly 10,000 Canadians across the country, CF6 confirmed the strongest drivers of satisfaction - timeliness, ease of access, outcome and staff qualities – that together explain well over 80% of overall satisfaction scores. New to Citizens First 6 was a special issues focus ‘part two’ that allowed us to dive deeper into the emerging use of digital channels and social network platforms in service delivery.

TAKING CARE OF BUSINESS 4

The latest iteration of the TCOB study series, *Taking Care of Business 4*, was launched in March 2013. Along with measuring client satisfaction, confirming its drivers and analyzing channel use, TCOB4 will also explore issues concerning ‘red tape’ and ‘self-service’ that are of keen interest to the public service across Canada.

Drawing on a decade and a half of growing insight into Client Satisfaction (CSat) since the first CF in 1998, the ICCS has evolved its conceptual thinking to the next level. This is reflected in a new more robust model of CSat that incorporates the use of indices or sets of component questions/dimensions rather than single questions measuring satisfaction and its constituent drivers. This model has been validated through initial statistical testing and will be fully validated and refined through its application in TCOB4.

Over 2013, the ICCS will be working further to establish a more regularized production cycle for CF and TCOB with the goal of producing one study each year. This will provide subscribing jurisdictions with predictable input into their strategic and operational planning processes and allow for better fiscal planning both for subscribers and the ICCS.

OTHER RESEARCH

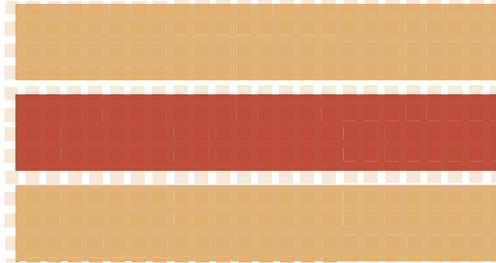
In addition to its own “branded” research program, the ICCS has become increasingly involved in supporting the topical research priorities of the Public Sector Service Delivery Council and the Public Sector Chief Information Officers Council. Working with the Councils’

Research Committee, the ICCS has supported two key projects related to the topic of Self-Service. These included a study by Dr. Ken Kernaghan titled “Anywhere, Anytime, Any Device: Innovations in Public Sector Self-Service Delivery” completed in August 2012, and a study commissioned from Deloitte & Touche titled “Study of Innovative Self-Service Practices” completed in March 2013.

Finally, the ICCS research program has been gaining increasing recognition with the broader academic, performance measurement and service quality communities. The ICCS was an invited speaker at forums such as the:

- > Canadian Evaluation Society national conference
- > Municipal Service Delivery Officials Forum
- > Rutgers University Annual Public Performance Measurement and Reporting Conference
- > American Service Quality Conference
- > Queens University conference co-sponsored by the Forum of Federations, Institute of Intergovernmental Relations and Cardiff Business School

FINANCIAL STATEMENT



2013 FINANCIAL STATEMENT

INCOME AND EXPENSES - FISCAL 2013

Sales of products and services	\$ 147,374
Registration and membership fees collected	164,003
Contributions recognized in year	836,244
Other revenues	7,480
Total revenues	\$ 1,155,101
Human resources expense	\$ 559,637
Other program expense	474,731
General and administrative expense	152,414
Total expenses	\$ 1,186,782
Net surplus (deficit)	\$ (31,681)

Note: The above figures do not include the value of "contributions in kind" received from several jurisdictions, which have an estimated value of \$229,189.

FINANCIAL POSITION - AS OF MARCH 31, 2013

Cash and investments	\$ 20,137
Other current assets	197,054
Long-term investment in Certification Program	339,461
Total assets	\$ 556,652
Current liabilities	474,609
Net surplus (deficit)	\$ 82,043

NOTES

In fiscal 2013, the Institute for Citizen-Centred Service (ICCS) sustained a shortfall of \$31,886, 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, 31th 2013 being the first full year of delivery of this program. This is seen as a long-term investment by ICCS, with the development costs capitalized. These will be amortized over five years, starting in fiscal 2013.

Other major initiatives included completing Citizens First 6 (CF6), and getting underway with Taking Care of Business 4 (TCOB4). 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 nearly 75% of the Institute's funding in 2013, 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 held by the institute, which are currently worth \$120K.

Lastly, ICCS has receivables outstanding worth \$185.9K as of the end of the year, and there have been no bad debts in fiscal 2013.

2012-2013 ICCS TEAM

Guy Gordon	ICCS 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	CMT Project Manager
Michal Dziong	Research Project Manager
Robert Ha	IT Consultant
Bruce Rafford	Accountant
Linda Robins	Executive Assistant
Anna Shaula	Program Analyst
Maria Luisa Willan	Program Coordinator National Councils



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