

2014-  
2015

Annual Report



**Building for the Future, Together**



[www.iccs-isac.org](http://www.iccs-isac.org)

Institute for Citizen-Centred Service

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### ICCS Board of Directors, Stakeholders and Community

I am pleased to submit the ICCS' Annual Report for the year April 1, 2014 ending March 31, 2015.



**Guy Gordon**  
Executive Director

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## Vision Mission Mandate

### Vision

To be the leading centre of expertise to advance citizen-centred service delivery in the public sector.

### Mission

The mission of the ICCS is to champion public sector service excellence by promoting and facilitating inter-jurisdictional collaboration.

### Mandate

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;
- supports development of organizational capacity for citizen-centred service through a Certification and Learning Program;
- 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 cost effective public sector service delivery;
- acts as a global centre of expertise and a champion for citizen-centred service throughout the public sector.

## President's Message



**Donna L. Kelland**  
President

On behalf of the Board of Directors of the Institute for Citizen-Centred Service (ICCS), I am pleased to present the 2014-2015 ICCS Annual Report. I have had the honour of serving as the President of ICCS for the past year and am happy to report that we have made substantial progress in addressing key issues.

The ICCS continues to support the evolution of citizen-centred

service in public sector organizations across Canada by supporting the Public Sector Service Delivery Council (PSSDC) and the Public Sector Chief Information Officer Council (PSCIOC), and continuing to offer world-class research, certification and learning programs.

As with much of the public sector, in the past couple of years the ICCS has faced some challenges. In response, we undertook a strategic review of our organization and services, which resulted in the development of a new strategic plan. The ICCS consulted with the PSSDC and PSCIOC about how we could better serve the membership and improve our value to the public service in Canada and abroad. The new strategic plan is focused on providing our member Councils and the public sector community with services, products and insight to help them in their service delivery journey.

With the guidance of the ICCS Board and the dedication of the Institute's staff, we have made positive steps in addressing key issues for the organization.

I would like to thank my colleagues on the ICCS Board of Directors for their tremendous contributions this past year. I am also grateful to those past Presidents and Board Members, as well as Board Advisors, who have devoted their time and efforts to further the development of the ICCS. I would also like to thank the members of the Joint Councils for their patience and commitment to ICCS. I particularly thank the ICCS staff, who continue to go the "extra mile" in their service to the organization every day.

In 2015-2016, we are welcoming a new Executive Director, Dan Batista. Dan is a Senior Director from Industry Canada who brings with him a wealth of knowledge about service delivery in the public sector. On behalf of the ICCS Board of Directors, we would like to thank the out-going Executive Director, Guy Gordon of Manitoba, for his leadership, dedication and determination to increase the relevancy of the ICCS over the past six years, both across Canada and internationally.

I am proud to have served as the ICCS President in 2014-15 and look forward to continued success for the Institute in 2015-2016.

Donna L. Kelland  
President



*The new strategic plan is focused on providing our member Councils and the public sector community with services, products and insight to help them in their service delivery journey.*



## Executive Director's Message



**Guy Gordon**  
ICCS Executive Director

In a recent Canadian Government Executive article exploring “Why Citizen-Centred Service is so hard”, Roger Oldham pointed out the governments who have been most successful in going digital are those that have consistently put citizen/users needs at the centre of their digital strategy and design.

In much the same way, the Board and staff of the Institute for Citizen-Centred Service invested considerable time and effort over the past year identifying core needs and priorities of its members. This effort provided the Board and staff with invaluable insights into how the strategy and services of the ICCS need to evolve in order for the ICCS to remain relevant and valued. Moreover, the exercise demonstrated how critical it is for the ICCS to continually stay connected with PSCIOC and PSSDC members to ensure familiarity with ICCS products, services, activities and accomplishments. Encouragingly the feedback received from Council members highlighted the high value placed upon the secretariat function played by the ICCS in support of the work of the PSCIOC and PSSDC, especially with emerging priorities such as digital service delivery. In addition to supporting the regular monthly meetings of the Councils, the ICCS facilitated successful meetings in Yellowknife and Toronto. Strong secretariat support continues to build trust necessary for effective collaboration with the Councils.

In keeping with the tradition of providing valuable and unique insights into the service delivery expectations and experience of Canadians, the ICCS produced and published *Citizens First 7* in March 2015. *Citizens First 7* examines the drivers of service satisfaction by using of a more detailed model, which provides organizations a better understanding of service improvement priorities. The study focused on exploring and understanding the dynamics for moving Canadians on-line. The ICCS would like to thank the subscribing jurisdictions, the ICCS team and our partners at Ipsos-Reid for their support, leadership and efforts.

In 2014-15, the ICCS achieved considerable success in the promotion, development and use of the Certification and Learning program. Notable highlights included the development and approval by the Service Certification Board of the *Certified Service Professional (CSP)* designation. This program, designed for front-line service delivery staff, was successfully piloted with Service Canada. In addition, the program was delivered to employees of the Government of the Northwest Territories (NWT) and Service British Columbia.

Support and participation for the Certification and Learning program gained considerable traction with jurisdictions renewing existing licences (Newfoundland and Labrador, British Columbia); entering into new licences (Saskatchewan WCB); committing to multi-year deliveries (NWT and Service Canada); and committing to licensing and, or use in 2015-16 (Manitoba, Nova Scotia, Region of Peel, Municipal Service Delivery Organization). In addition training was also successfully delivered in the UAE – Abu Dhabi. With this support and participation now in place, the Certification and Learning program has achieved a critical sustainable mass.

To ensure the ongoing relevance and value of the ICCS Certification and Learning program to the service delivery community across Canada, a review of Certified Service Manager Body of Knowledge (BoK) was initiated in 2014-15. Teams representing participating organizations from across Canada undertook and submitted their review and assessment of the BoK. This input along with insights from executive sponsors will be used to produce an updated version of the BoK in 2016.

With regard to the Common Measurements Tool (CMT), the ICCS continued to work with the Government of Malaysia on a pilot involving nine government agencies. CMT training workshops were delivered in Malaysia to support the implementation of the CMT. The ICCS extended its CMT license arrangement with the Government of New Zealand and with Customer Service Benchmarking Australia. Other activities included hosting study tour delegations from the governments of Indonesia and Singapore. Together these activities point to on-going interest in the products and services of the ICCS and an opportunity for mutually beneficial exchange and engagement with international governments.

2014-15 represented a major step forward in financial and operational sustainability for the ICCS. Under the Board's direction and with the tremendous effort and commitment of staff, the ICCS rationalized its operations, staffing and operating costs. Equally important was the support shown and confidence provided to the ICCS Board and staff by the members of the PSCIOC and PSCIOC. Having made significant strides in reaching out and engaging its stakeholders, streamlining its operations, and developing its core business lines, the ICCS is well positioned for the future.

In closing, I would sincerely like to thank the ICCS Board for the privilege of serving as Executive Director for the past six years. It has truly been an honour to be have been supported by such a community of remarkable leaders and service champions. Finally, I would like to thank all of the staff who I had the pleasure of working with on a daily basis whose commitment and passion for Citizen Centred service is truly inspiring.

Guy Gordon  
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). The PSSDC focuses on major public sector service delivery issues confronting all levels of government in Canada and is comprised of senior officials of service delivery organizations at the federal/provincial/territorial levels of government and senior municipal representatives via the Municipal Service Delivery Organization (MSDO). The PSCIOC focuses on pan-Canadian information technology and information management issues and is comprised of the Chief Information Officers of the federal/provincial/territorial governments and senior municipal IT representatives via the Municipal Information Systems Association (MISA). Both Councils also work together as a single entity, the Joint Councils, to address issues of common concern and interest. There are a number of sub-committees of the Joint Councils, PSSDC and PSCIOC focused on key priority areas.

### Joint Councils Meeting in Yellowknife, Northwest Territories – September 2014

The Government of the Northwest Territories hosted the Joint Councils meetings in Yellowknife in September 2014. The meetings kicked off with a Learning Event program that focused on the theme of ‘*Northern Culture, Services and Technology*’ and was well received and of great value to members. His Worship, Mayor Mark Heyck, welcomed members to Yellowknife and gave a presentation on the City of Yellowknife’s ongoing projects and initiatives in the area of service delivery. There were also presentations by Sharolyn Woodward on the City of Yellowknife’s online services around the use of current technology such as CityExplorer, CityWorks, and Cityview and the future use of SeeClickFix, City Explorer 4.0, YKFix It, Transit AVL, and Open Data; there was also a presentation by George Morin, Regional Operations Supervisor, on the Government Services Officers Program (GSO), which provides services to the public through the Single Window Service Center in remote northern communities. Kristen Cameron, Manager, NWT Centre for Geomatics, gave a presentation around spatial data and the broad range of applications of spatial data for providing service within GNWT and to the public. The Learning Event

also included a guided tour of the Legislative Assembly of the Northwest Territories.

The Joint Councils’ agenda focused on identity management and authentication, open data and information, adoption of the Business Number, and the inter-relationship between the private and public sector. Each Council also had specific issues on which it focused. The PSCIOC agenda focused on topics around IT Procurement, Enterprise Licence Agreements, and the digital economy, while the PSSDC agenda focused on topics around the work of the Service to Business Task Group, Private-Public Partnerships, municipal engagement and E-service initiatives.

### Joint Councils Meeting in Toronto, Ontario – March 2015

The ICCS Secretariat organized the winter meetings of the Councils in Toronto, ON, in March 2015. The Joint Councils’ agenda focused on priorities around identity management, in particular on the Pan-Canadian ID Validation Standard and Canada’s Digital Interchange (CDI). There were also presentations on Digital Strategy and Implementation, Canada Revenue Agency’s Business Number Hub, Ontario’s Transformation of Private Security and Investigative Services Licensing, and a jurisdictional discussion on mobile technologies. Each Council also had specific issues on which it focused. The PSCIOC agenda centered around topics such as Open Government, IT Procurement, Cloud-based Computing, Big Data, and Cyber Security, while the PSSDC agenda focused on the work of the Service to Business Task Group, a presentation on Service Ontario’s Strategic Plan, jurisdictional information sharing, and a half-day Strategic Planning Session on the PSSDC’s future priorities. The ICCS Secretariat also organized a presentation on **Citizens First 7: “Priorities for Service Improvement and Insights for Moving Canadians Online”**, presented by Sandra Guiry, Senior Vice President, Public Affairs, Ipsos-Reid.

The ICCS Secretariat continues to work closely with the Council Co-Chairs and members to develop meaningful agendas for meetings and teleconferences based on issues and topics identified by members themselves.

## Research - Citizens First 7

Citizens First 7 was delivered in collaboration with Ipsos Reid Public Affairs and sponsored by twelve jurisdictions representing provincial/territorial, regional and municipal levels of government. The study has introduced a number of important changes designed to enhance the relevancy of the results, including the use of the new Client Satisfaction Model and inclusion of verbatim responses in reporting. Data collection took place from June to September 2014, and jurisdictional and national reports became available in December 2014 and February 2015, respectively.

Citizens First 7 builds on the previous waves of the research and offers new, actionable insights and practical recommendations on how to improve service delivery. The study introduces the new Client Satisfaction Model that employs a multi-item composite known as the Client Satisfaction Index (CSI) to provide an increased level of detail on client experience. The CSI incorporates both the individual service experience and the broader “cultural” environment in which the service experience takes place.

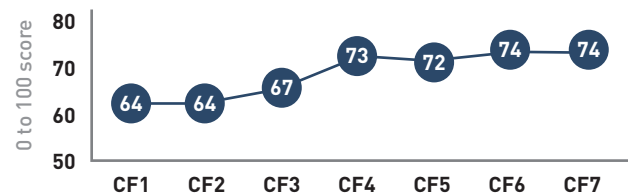


The CSI scores vary between different participating jurisdictions but all of them have received moderately good ratings, with the average CSI score of 67 out of 100. On average, only 12 percent of clients accessing government services were dissatisfied with their recent service experience. Delivery timeliness and issue resolution have been

identified as having the most impact on the CSI.

The results of Citizens First 7 tell us that service reputation scores are trending upward for governments at all levels in Canada. In fact, they are at an all-time high for municipal, regional and provincial/territorial governments. Canadians provide higher ratings for service experience even though service providers continue to be faced with significant budget constraints. For the 21 baseline services tracked as part of the National Basket of Services, the overall satisfaction has stayed at the same level since the previous iteration of the study.

National Basket of Services: Long-Term Trend in Client Satisfaction



The National Basket of Services is composed of 21 baseline services across all levels of government—municipal, regional, provincial/territorial and federal. Comparable measures have been included in the Citizens First series of studies since the first wave, conducted in 1998. For more details, please refer to the Citizens First 7 report.

While satisfaction with the quality of government services is on the rise, the study also tells us that the public sector is not performing at the level expected by its clients. Service expectations are rising across all channels and, particularly when accessing services delivered by telephone and online, clients increasingly expect to receive a near-instant service. This presents a significant challenge to government service providers whose role is to meet these rising expectations.

Citizens First 7 tells us that one of the main ways of addressing the need to better respond to the evolving service environment is greater utilisation of the online channel. Given its potential convenience and speed of service, accessing services online is well placed to become the ‘new normal’ for government services. In order to get even more Canadians to migrate online, service providers will need to:

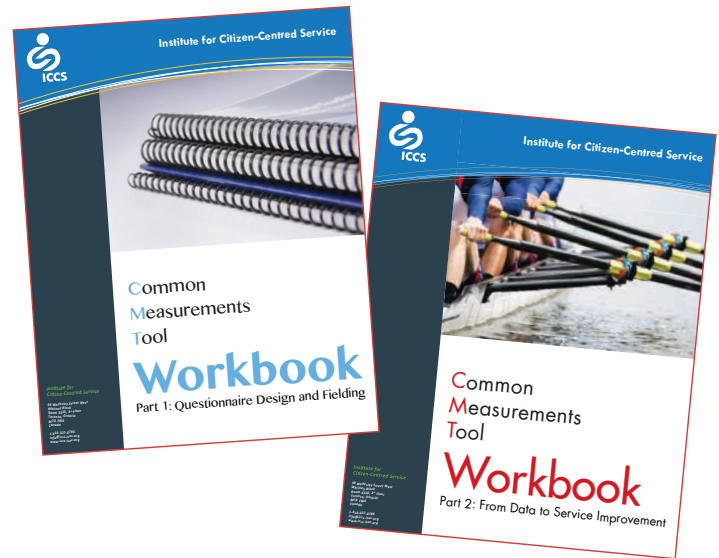
- Optimize online experiences to match the rising service expectations;
- Integrate the online channel with other channels of service delivery;
- Build stronger awareness of online services and of the benefits of using them;
- Address concerns about online security and privacy.

In conclusion, Citizens First 7 tells us that while there is a good news story regarding increased satisfaction ratings across all levels of government, there are also significant challenges ahead for government service providers in the face of rising service expectations. To assist them with overcoming those challenges, the study outlines key focus areas for service managers, such as timeliness and issue resolution, and provides actionable insights on how performance on those key drivers can be improved. One of the key takeaways is that offering better and more secure services online and making the public more aware of their availability has the potential to go a long way towards meeting the increased expectations of Canadians as far as the quality of government services is concerned.

## Common Measurements Tool (CMT)

The CMT continues to be used in client satisfaction research by jurisdictions across Canada and internationally. Many users access the ICCS' benchmarking database to obtain information relating to how their performance compares to that of their peers. In Canada, the departments and agencies employing the instrument represent all orders of government. Internationally, the CMT is currently being used in Australia, Malaysia and New Zealand.

Over the past year, the ICCS has been collaborating closely with the Malaysia Productivity Corporation on implementation of a pilot CMT project across nine public sector entities in Malaysia: six national and three municipal. The scope of the project and the tools, such as the CMT Workbooks, developed as part of its implementation have provided invaluable experience and a resource base for assisting other CMT users in the future.



## Certification and Learning Programs

The Certification and Learning (C&L) Programs offered by the ICCS have been designed to deliver high quality professional education opportunities to public sector service delivery staff, and are aligned with the core mission of the ICCS: to contribute to improving service delivery to citizens across Canada by making service delivery more citizen-centric.

2014-2015 saw many new developments for the C&L Programs, with a series of successful course deliveries, the continued revitalization of the Certified Service Manager Body of Knowledge, and most notably, the launch the Certified Service Professional (CSP) Program.

The C&L Programs are pleased to have partnerships with Service British Columbia, Government of Newfoundland & Labrador, Government of Northwest Territories, Government of Manitoba, Government of Nova Scotia, Region of Waterloo, Region of Peel, Service Canada, the Saskatchewan Workers Compensation Board, and Municipal Service Delivery Officers (MSDO).

### Certified Service Professional (CSP) Program

The ICCS is proud to have successfully launched the Certified Service Professional (CSP) Program, designed to offer front-line staff working in service delivery the opportunity to be professionally recognized. The CSP program offers a consistent professional standard, while promoting a shared culture of service excellence. We are excited to announce that the Certified Service Professional Body of Knowledge (CSP BoK) is now available in both English and French, along with the corresponding CSP Notebook, designed to complement and reinforce the theories and teachings found within the CSP BoK.

In addition to the successful delivery of the 2-Day version to a cohort of over 30 service delivery professionals from the Northwest Territories in September, 2014, the ICCS successfully partnered with Service Canada, administering the CSP program in an entirely online format to over 40 employees. Additional deliveries for Northwest Territories, Service BC, the Saskatchewan Workers Compensation Board, Government of Newfoundland and Labrador and Service Canada will take place in 2015.



## Certified Service Manager/ (CSM/B) Program

Interest in the Certified Service Manager/Basic (CSM) Program continues to grow, with new registrants from Service British Columbia and the Ontario Workplace Safety and Insurance Board pursuing their Certified Service Manager/Basic (CSM) certification under our self-study model. To date, the ICCS has certified over 70 Certified Service Manager/Basic (CSM) candidates.

In order to guarantee that the Certified Service Manager/Basic (CSM) Body of Knowledge (Certified Service Manager/Basic (CSM) BoK) remains a comprehensive reference source that contains the key knowledge areas in public sector service management, the ICCS has begun the process of updating the Certified Service Manager/Basic (CSM) BoK. We have completed our initial review of the Certified Service

Manager/Basic (CSM) BoK, with contributions from service delivery professionals from across all levels of government and jurisdictions. An updated version of Certified Service Manager/Basic (CSM) BoK will be released in 2016.

In 2014-2015, a number of Certified Service Manager/Basic (CSM) courses were delivered to a wide variety of service delivery professionals, including: Certified Service Manager/Basic (CSM 101) & Certified Service Manager/Basic (CSM 102) to participants attending the Municipal Service Delivery Officials annual conference; Certified Service Manager/Basic (CSM 203) to the Region of Waterloo; and, a 5-day delivery to a second cohort from the Emirate of Abu Dhabi, UAE.

More Certified Service Manager/Basic (CSM) deliveries are scheduled for the Northwest Territories and Saskatchewan Workers Compensation Board in 2015 along with the possibility of a third cohort from the Emirate of Abu Dhabi, UAE.

## We are proud of our graduates:

To date, 72 individuals have graduated with Certified Service Manager/Basic (CSM) Certification. We have 61 graduates from within Canada and 11 international graduates. Twelve individuals have graduated as ICCS Certified Trainers in Newfoundland and Labrador, Nova Scotia and British Columbia. Thirty-four individuals have graduated as CSP Certified.



## ICCS Heintzman Leadership Award Winner



**Deborah Lipscombe**  
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 include: Art Daniels, Dave Millar, Lori MacMullen, Brian Marson, Andrew Mellor, Scott Campbell, Roy Wiseman, Bob Stark, Sue Corke, David Szwarc and Dan Batista.

The ICCS is proud to announce Deborah Lipscombe as the 2014 Heintzman Leadership Award winner. As the Regional Director at Service BC, Deborah has provided outstanding and collaborative leadership on several projects within the BC Public Service, and established an important partnership with Service Canada. Deborah's strong leadership and drive are illustrated in her many projects, which have contributed to transformational change.

Beginning in 2004, Deborah worked on the Leading the Way project in BC which included the bundling of services so citizens and businesses would have streamlined decision making and ministries would be able to free up resources. She led a special project team to pilot the feasibility of the

Front Counter BC concept. Under Deborah's leadership, the project was a success and there are now 29 Front Counter BC locations across British Columbia.

In 2006, Deborah worked with Service Canada to develop a network of Service Canada/Service BC outreach services for remote communities, to provide "short term" outreach in the northern community of Mackenzie BC.. Through her leadership, she assisted Service Canada in co-locating staff to provide integrated services to citizens. Under Deborah's leadership, this model of federal/provincial service delivery continues today; her work helped establish a template for integrated service delivery across Canada that is customized to the local needs of the community and its citizens.

In 2010, Deborah led a cross-jurisdictional team consisting of Labour and Citizens' Services, Justice, Forests Lands and Natural Resource Operations and Social Development to create a model for a single point of contact for citizen centred services that could be replicated in small rural communities. Both of these projects have received Premier's Awards.

Finally, in 2013, with the launch of the Service BC card, Deborah's can-do approach and innovation once again helped BC improve service delivery to its citizens. According to Ted Ockenden of the Insurance Corporation of British Columbia (ICBC), "Deborah ensured a high degree of cooperation between the ICBC and Service BC, which was a significant undertaking that required considerable change management, process and information technology adaption with minimal staff impact and optimal customer impact!"

The winner of the 2014 award truly exemplifies the high expectations embodied in the ICCS Heintzman Leadership Award.

Congratulations, Deborah Lipscombe!

# Statement of Financial Position March 31, 2015

ASSETS		
	2015	2014
<b>CURRENT</b>		
Cash	\$ 123,882	\$ -
Accounts receivable	299,747	255,169
Government remittances receivable	-	12,606
Prepaid expenses	2,093	7,174
	425,722	274,949
<b>LONG-TERM</b>		
Learning and Certification Program	169,729	254,595
	\$ 595,451	\$ 529,544
LIABILITIES		
<b>CURRENT</b>		
Bank indebtedness	\$ -	\$ 71,461
Accounts payable and accrued liabilities	187,982	122,351
Government remittances payable	5,139	-
Deferred revenue	98,111	322,600
	291,232	516,412
NET ASSETS		
Per statement	304,219	13,132
	\$ 595,451	\$ 529,544

# Statement of Operations For the year ended March 31, 2015

	2015		2014
	Actual	Budget (Unaudited)	Actual
<b>PROGRAM REVENUES</b>			
Sales - services	\$ 287,878	\$ 30,857	\$ 39,150
Sales - products	120,486	71,829	116,672
Registration fees	148,769	288,000	497,838
Contributions	817,500	882,000	653,233
Contributions in kind	152,230	154,861	203,001
Other program revenue	(1,862)	36,208	21,849
	1,525,001	1,463,755	1,531,743
<b>PROGRAM EXPENSES</b>			
Amortization of Learning and Certification Program	84,866		84,866
Conference	68,840		88,840
Consulting services	359,652		351,504
Miscellaneous	3,184		4,462
Other direct services	32,775		35,272
Salaries and employees' benefits	234,308		276,356
Subcontractor labour	325,853		505,906
Travel	63,270		85,528
	1,172,748		1,432,734
<b>PROGRAM SURPLUS</b>	352,253		99,009
<b>OTHER REVENUE</b>	1,813		3,745
<b>EXPENSES</b>			
Awards	735		765
Bank charges	1,800		4,471
Conference	777		1,012
Dues and fees	1,240		2,147
Equipment repairs and maintenance	9,291		3,735
General and office	(32,063)		58,416
Insurance	1,553		3,048
Occupancy cost	31,038		28,523
Professional fees	38,427		45,681
Travel	10,181		23,867
	62,979		171,665
<b>EXCESS OF REVENUE OVER EXPENSES (EXPENSES OVER REVENUE)</b>	\$ 291,087		\$ (68,911)

# 2014-2015 ICCS Team

**Guy Gordon**, Executive Director

**Alex Denike**, Program Coordinator, Certification and Learning

**Michal Dziong**, Research Manager

**Linda Robins**, Office Manager

**Maria Luisa Willan**, Program Manager, National Councils

We would like to thank the members of the ICCS team who moved to new opportunities in 2014 for their valuable contributions:

**Roda Contractor, Bernadette De Souza, Nicholas Prychodko, Ashley Walker, Robert Ha, Bruce Ratford and Anna Shaula**