

SERVICEONTARIO - CASE STUDY

BACKGROUND:

- Envisioned as the “Retail Face” of Ontario government
- ServiceOntario delivers services on behalf of other Ministries through a multi-channel service delivery network: 108 ServiceOntario/Land Registry locations, 3 Call Centres, 70 kiosks, www.ServiceOntario.ca

THE SITUATION:

Internal

- Different cultures as each new ministry merged
- Low employee morale, concern about job loss and new environment
- Low customer focus, limited understanding of how individual functions related to customer delivery
- No common performance metrics

External

- Three-in-four (73%) Ontarians *cannot identify* one place where they can go to access information about, or to use Ontario Government services
- Only 33% of citizens feel they can readily access the government services they need
- Service reputation not as strong as other jurisdictions
- Inconsistent “look and feel” and customer experience across customer touch points
- Timeliness and extra mile needed special attention in Ontario
- Graphic identity failed to communicate a service focused organization with a single vision
- Private industry providing more integrated, customer-focused service offerings in response to customer demands and competitive pressures

ACTION PLAN:

- Developed Corporate Vision, Mission, Business Strategies
- Developed Brand Framework: Brand Values, Brand Positioning, Creative Strategy
- Developed internal and external Marketing and Communications
 - Developed logo and brand look and feel
 - Developed all support materials for new logo, look & feel supported by comprehensive online and offline marketing tool kit (i.e. Graphics Standards Manual, document templates, voicemail, email, brochures, signage, etc)
 - Developed Intranet, Managers Huddles and monthly newsletter ServiceOntario News as key internal communications tools
 - Developed advertising strategy and initial advertising (brand, tactical)
 - Refreshed and expanded all collateral



- Launched Customer Experience Office (CEO) to establish and monitor service delivery standards
 - Introduced Service Principles (service delivery declaration) internally and externally with supporting collateral and training for all employees.
 - Developed Code of Practice with supporting collateral and training for all employees
 - Established qualitative and quantitative understanding of customer expectations when accessing government services
 - Launched pilot for Customer Feedback Card program
 - Established standards for escalated customer input (online, email, mail, telephone)
 - Established base Key Performance indicators (KPI's)
- Launched ServiceOntario YOU as the overarching framework for all internal learning & development
 - Established Training Advisory Council as a cross-functional advisory committee
 - Developed overall learning and development plan for organization with focus on implementing a Branded Customer Experience
 - Developed and implemented bi-annual 2 day Leadership Summits to focus on middle management level supported by monthly Managers Huddles
 - Developed and implemented bi-annual All-staff training sessions across province (5 regions)
 - Developed Orientation Manual to introduce and support new employees (internal, external hires) within the ServiceOntario culture
 - Built Learning Management System (communication, support and tracking) for all training activities into Intranet
- Developed Employee Recognition Program (INSPIRE) for ServiceOntario
 - Implemented first phase of recognition program
 - Layered behavioural metrics over existing performance metrics
 - Established internal employee satisfaction research to assess employee engagement and identify actions needed for improvement

Results:

- Increasing Awareness & Understanding (Omnibus, Focus Groups)
- Increasing Customer Satisfaction (Comment Cards, Surveys, Focus Groups)
- Increasing Employee Engagement (Survey, Focus Groups)
- Measurable improvement in deliverables
 - Money-back guarantees (Birth, Death & Marriage Certificates, Electronic Master Business Licence,)
 - Multi-Jurisdiction (Birth Registration, Birth Certificate, SIN)