



## 5 to Stay Alive: The New Standard for Public Sector Service Excellence

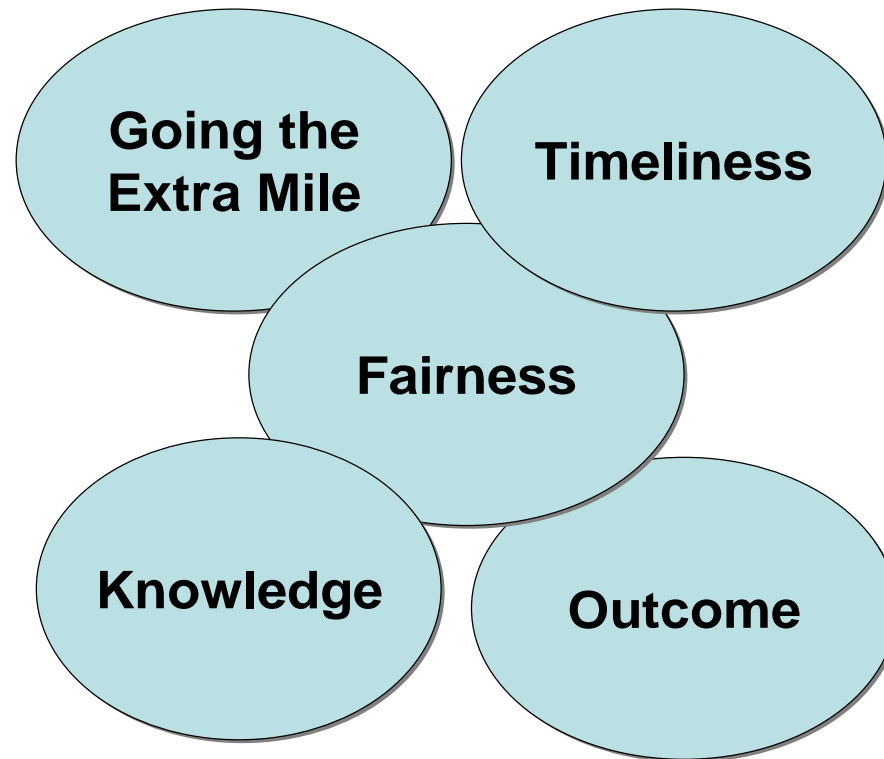
### Lessons from Service Canada





Service  
Canada

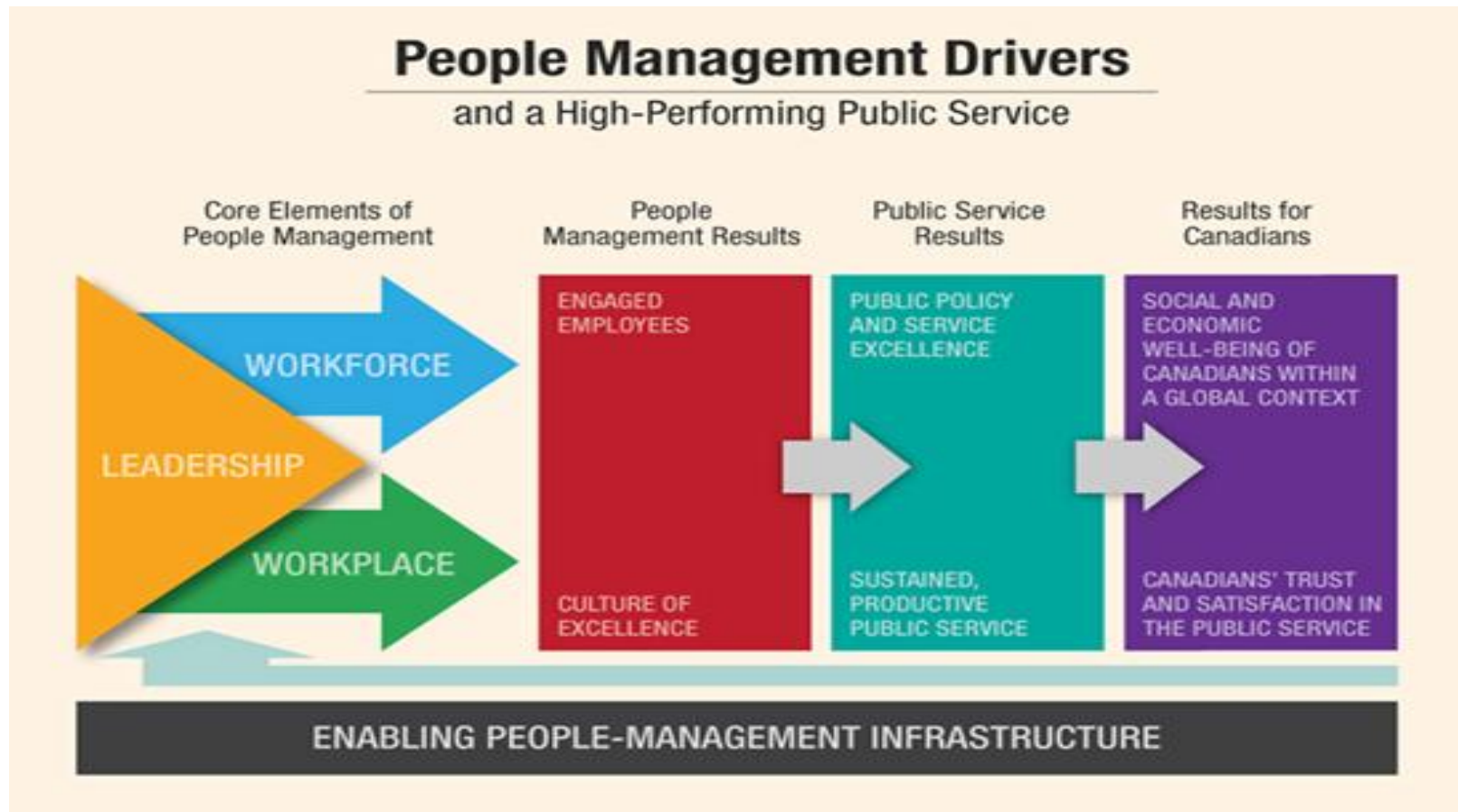
# Service Excellence from the Perspective of Clients



*Source: Citizens First Research, ICCS*



## A Wider Perspective: The Public Service Value Chain

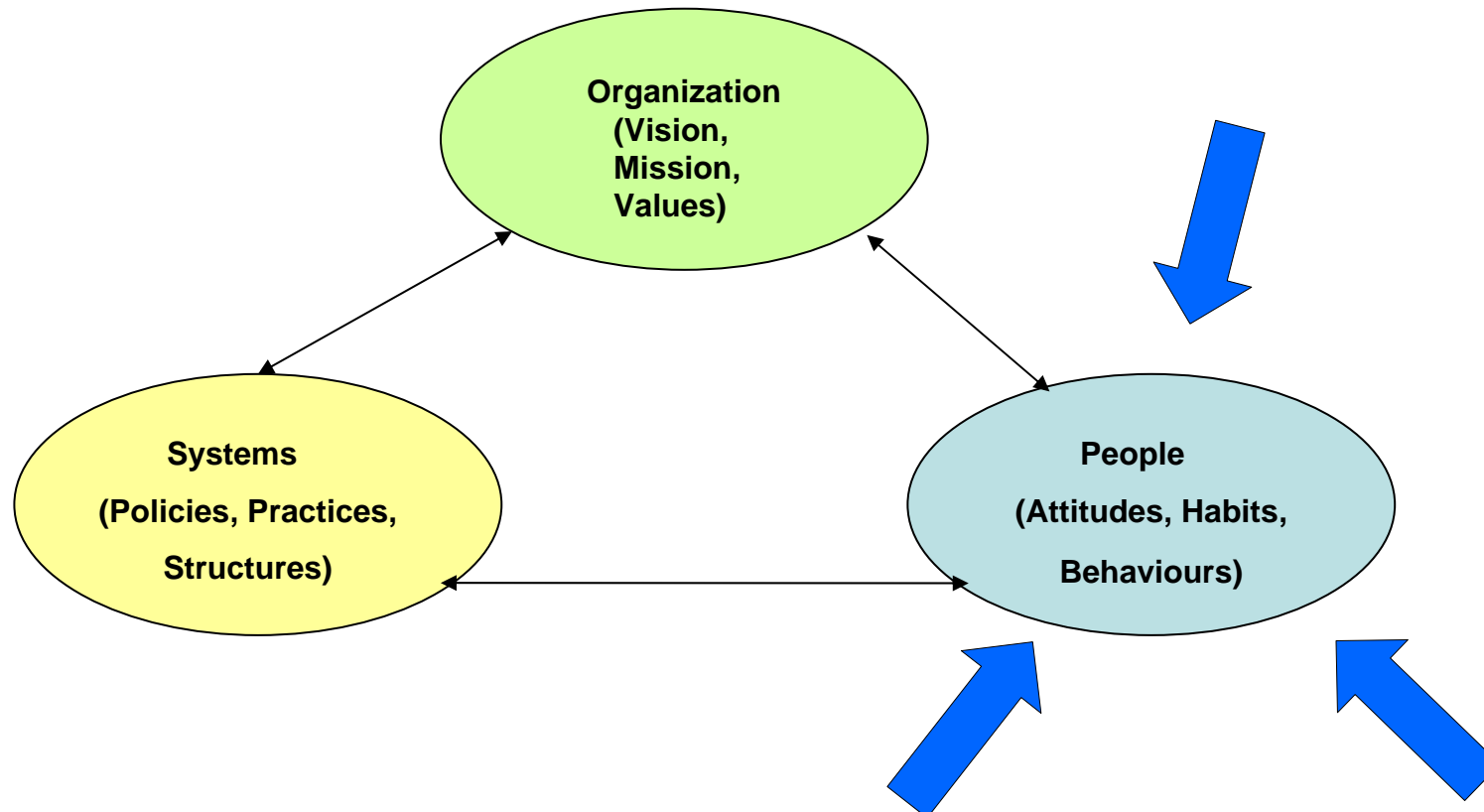


**A 2% increase in employee engagement yields a 1% increase in client satisfaction**



## Conditions for Successful Culture Change

- Leading research states that the general method to implementing organizational culture change involves targeting concurrently the three pillars of an organization:



## A Bold New Idea: Service as a Profession

- **Promote** service excellence culture as the heart of transformation;
- **Organize** the work to deliver on the organization's mandate;
- **Build** a work force defined by its service competencies;
- **Design** career paths that attract and retain employees and enable progression;
- **Establish** a learning organization and certify employees in service excellence;
- **Manage** for high performance; and
- **Reward** service excellence among employees and teams.





Service  
Canada

## Service Canada College: At the Heart of Service Canada's Culture Strategy

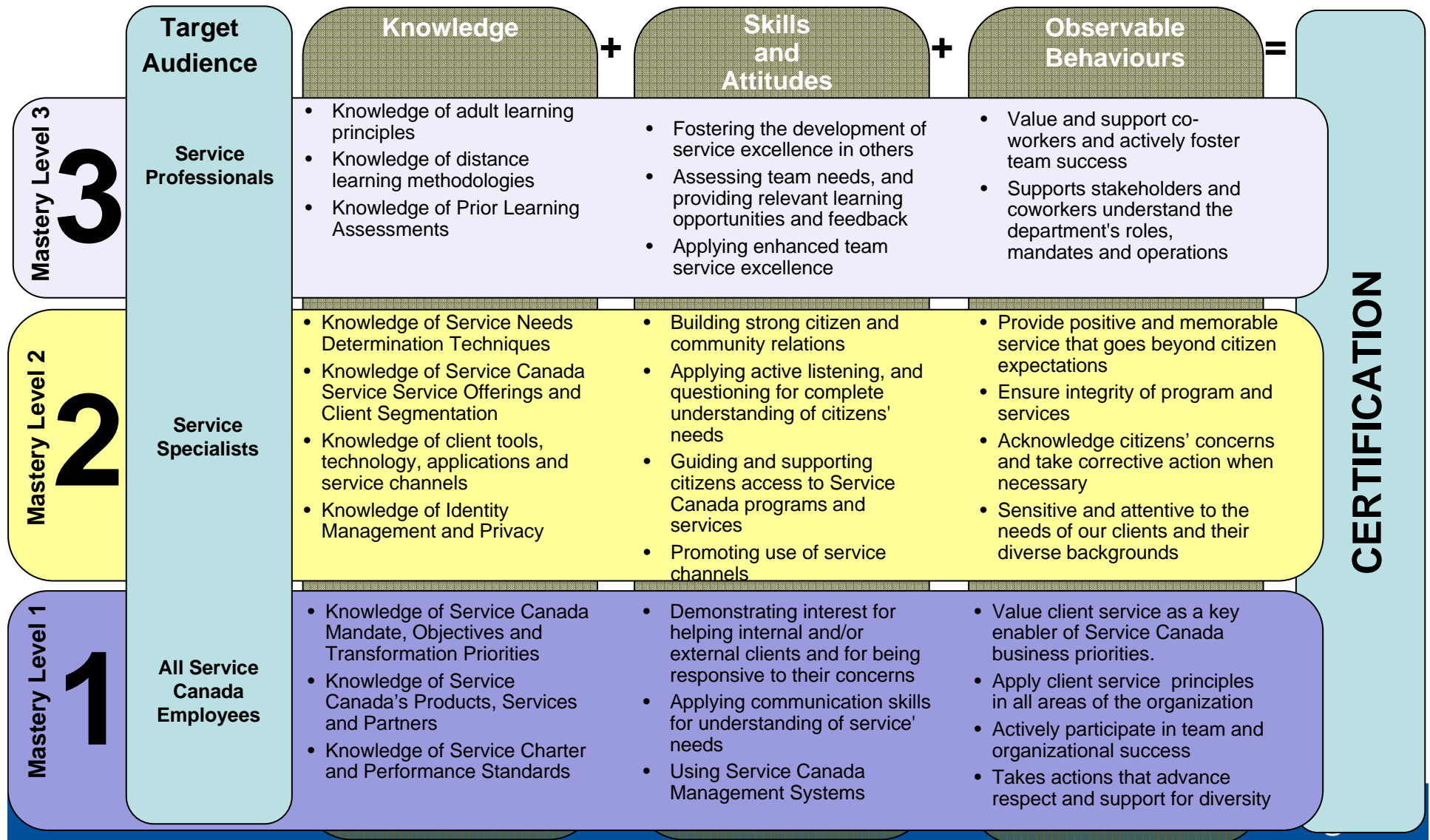
### PROGRAMS NOW AVAILABLE!

- Putting Citizens First
- Putting Colleagues First
- Putting Clients First
- Putting Communities First
- Putting Learners First
- Team Service Excellence
- Service Leadership Programs





# Putting Citizens First Service Excellence Certification Program Mastery Levels



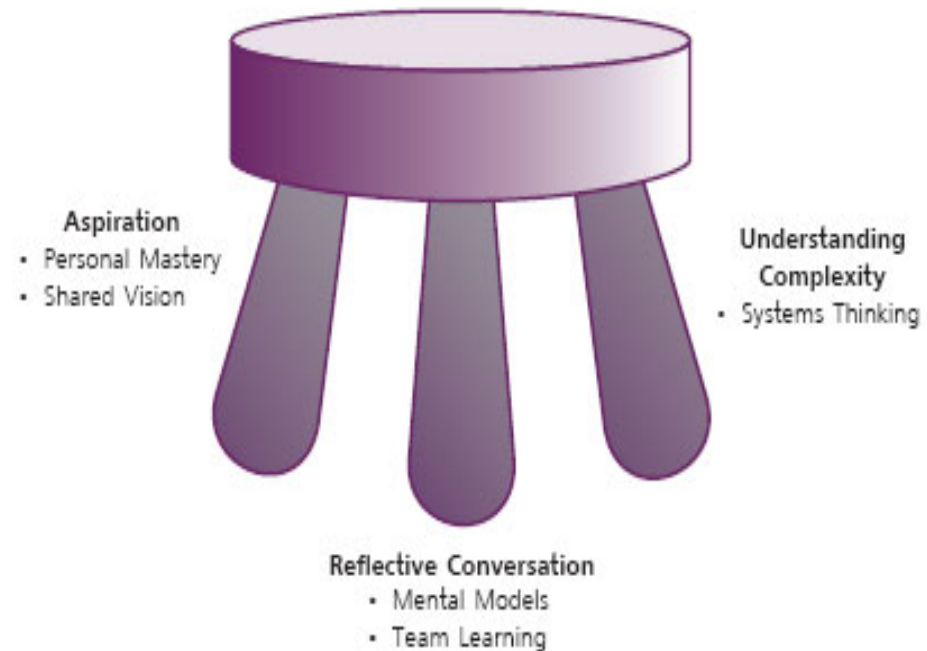


## The Goal: A Learning/Service Excellence Workplace

- According to Peter Senge, a learning organization is:

*“where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.”*

Figure 1: Core Learning Capabilities of Organizations



Source: Adapted from Peter Senge. 1994. *The Fifth Discipline*. New York: Currency Doubleday.



## The Test of a True Learning Organization

- ✓ People feel they're doing something that matters.
- ✓ Every individual in the organization is somehow enhancing their capacity to create.
- ✓ People are more intelligent together than they are apart.
- ✓ The organization continually becomes more aware of its underlying knowledge base, particularly the knowledge in the hearts and minds of employees.
- ✓ Visions of the direction of the enterprise emerge from all levels. The responsibility of top management is to manage the process whereby new, emerging visions become shared visions.



## The Test of a True Learning Organization

- ✓ Employees are invited to learn what is going on at every level of the organization, so they can understand how their actions influence others.
- ✓ People feel free to enquire about each other's (and their own) assumptions and biases. There are few, if any, sacred cows or undiscussable subjects.
- ✓ People treat each other as colleagues. Mutual respect and trust are evident in the way they talk to each other and work together, no matter what their position may be.
- ✓ People feel free to try experiments, take risks, and openly assess the results. No one is censured for making a mistake.

*Source: Peter Senge*



## The Challenge = Prevailing System of Management

1. Management by Measurement
  - Citizen-centred approach focuses only on short term metrics
  - Devaluing intangibles
  
2. Compliance – based cultures
  - Getting ahead by pleasing boss
  - Suppressing conflict
  
3. Right answers and wrong answers
  - Technical problem solving
  - Management by fear

## The Challenge = Prevailing System of Management

4. Uniformity
  - Diversity is a problem to be solved
5. Predictability and Controllability
  - To manage is to control
6. Excessive Competitiveness and Distrust
  - We've been sold a bill of goods
  - We achieve through competition
7. Loss of the Whole
  - Local innovations do not spread



## Service Excellence Evidence of Progress

### Enhanced Service to Citizens



- 12% increase in citizen and client satisfaction
- Powerful stories of service excellence

### Service Excellence Culture



- Clear roles and responsibilities
- 10,000 employees trained as service professionals
- Leadership capabilities at all levels
- 84% of employees say that Service Canada is an excellent place to work

### Effective Partnerships



- With provincial orders of government
- With post-secondary institutions
- With the Institute for Citizen-Centred Service
- Recognized as a world leader in service delivery excellence



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# What's Your Pickle?

