

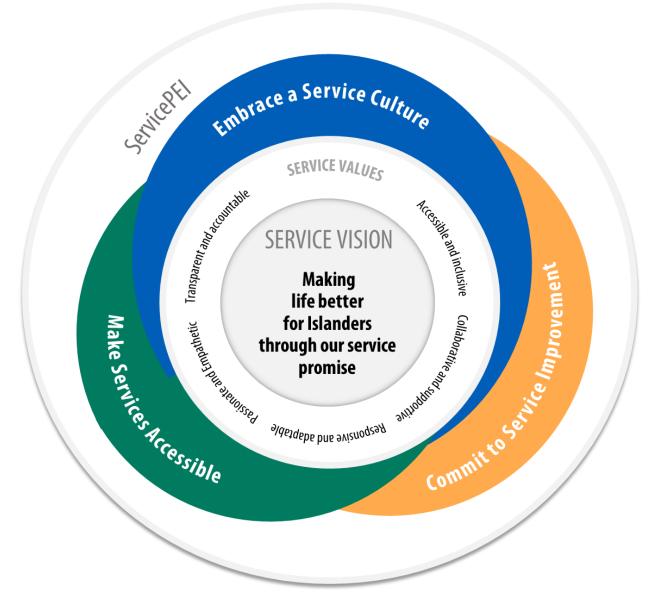
Our Promise to

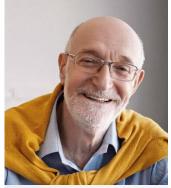
Service Strategy for Government of Prince Edward Island 2021-2025



December 2020

Our Promise to Islanders









Contents

Page

- 1 Introduction: Transforming Service Delivery
- 3 Service Vision
- 3 Service Values
- 4 Three Strategic Areas of Focus
 Embrace a Service Culture
 Make Services Accessible
 Commit to Service Improvement
- 8 The ServicePEI Model A Centre of Service Expertise
- 10 Recommendations and Proposed Next Steps

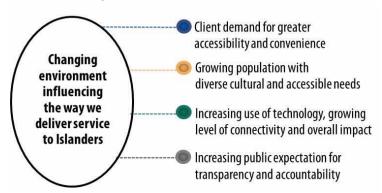
Introduction: Transforming Service Delivery

Islanders deserve quality service and consistent experiences when accessing government information, services and programs.

With Islanders at the heart of our decisions, the Minister of Transportation, Infrastructure and Energy received a mandate from

the Premier of Prince Edward Island to:

Develop a strategy and work with other departments for a single point of entry for government services online and in-person



with strong consideration for services to be developed and provided through digital delivery, including a new service model.

The public's expectations of their experience when they interact with government services continue to shift. There is an increasing demand for greater accessibility, convenience and consistent experiences, and a desire to better serve diverse population needs, including with growing immigration.

The increasing use of technology and the importance of connectivity make accessing information, programs and services in ways that Islanders want to interact with government so important. There is also a growing public expectation for transparency of information and accountability of actions.

The Service Strategy for Government of Prince Edward Island 2021-2025 has been created to provide a roadmap to transform service delivery, placing Islanders at the heart of decisions.

The global pandemic has highlighted the importance of having a service strategy for government. We are proud of our commitment to supporting Islanders, businesses and community groups to help navigate these challenging and uncertain times. The need for a more coordinated and seamless approach, built based on what Islanders are telling us, has become even more important to support the resiliency of our province for today, tomorrow and into the future.

This strategy was prepared based on the feedback provided by Deputy Ministers, Directors and other members of the leadership team

who participated in interviews and an online survey. This valuable feedback, along with trends and best practices from jurisdictions

across the country, was further discussed and developed by the Advisory Group established to support the development of this strategy. The Advisory Group represented different perspectives from within government, including programs, corporate services and enablers of service delivery, while bringing leadership on behalf of government as a whole to positively impact Prince Edward Island.











SERVICE STRATEGY FOR GOVERNMENT OF PRINCE EDWARD ISLAND 2021-2025

Advisory Group Members

Aubrey Cormier Director, Executive Council Office, Acadian and Francophone Affairs Secretariat

Charlotte Murray Director, HR and Labour Relations, Public Service Commission

Jane Mallard Director, Economic Growth, Tourism and Culture, Project ART

Judy Killam Comptroller, Finance

Mark Arsenault Director, Access PEI, Transportation, Infrastructure and Energy

Scott Cudmore Director, Enterprise Architecture, Finance, Enterprise Architecture Services

Shane MacDougall Director, Innovation PEI, Business Development and Innovation

Steve Dowling Director, Justice and Public Safety

The strategy provides a high-level framework to guide our decisions and actions. Core to the successful implementation of this strategy is the engagement of Islanders and staff to ensure services are built and delivered based on a strong understanding of needs and diversity. This means engaging Islanders when and where it truly matters to them.

Transforming how we deliver service to Islanders includes:

- Better connecting Islanders to government through accessible and convenient access to information, programs, and services in ways they want to interact.
- Successfully implementing a user-centred approach to service design, delivery, and ongoing improvement.
- Forming a centre of service expertise to lead and support this transformation of how government interacts with Islanders.

Thank you to those who have contributed to creating the Service Strategy for Government of Prince Edward Island, and most importantly to Islanders and partners for their ongoing and future contributions to transforming how service is delivered through Our Promise to Islanders.

Service Vision

Making life better for Islanders through our service promise

Service Values

With Islanders at the heart of our decisions, our service delivery will be guided by five core values:

ACCESSIBLE AND INCLUSIVE COLLABORATIVE AND SUPPORTIVE

RESPONSIVE AND ADAPTABLE PASSIONATE AND EMPATHETIC

TRANSPARENT AND ACCOUNTABLE

These values are reflective of how we see ourselves as we carry out our roles within government and contribute to our communities.

The Vision in Action – Our Service Promise

Working together:

We promise to put the needs of Islanders first

We promise to make services more accessible to all Islanders

We promise to be responsive to the diverse needs of Islanders

We promise to be passionate and empathetic about meeting the needs of Islanders

We promise to be open and accountable to Islanders 🥏 🛴





Three Strategic Areas of Focus

To successfully transform how we deliver service, we must embrace a service culture, and in doing so, make services accessible to Islanders.

This requires a commitment to ongoing service improvement as the needs of Islanders and a growing PEI population evolve.

Embrace a Service Culture

Government-wide commitment to our Service Promise Established centre of expertise in service delivery Increased transparency and accountability

> **Islanders** at the Heart of Decisions

> > Improved quality Increased efficiency Greater levels of engagement

Make Services Accessible





SERVICE STRATEGY FOR GOVERNMENT

Inclusive, easy to access, and user-friendly experiences for Islanders

Cohesive and seamless access

regardless of Islanders' needs

Improved experience by Islanders when accessing government service

Strategic Area of Focus Embrace a Service Culture

Goal

Build capacity to enhance quality service

Transforming our service culture to reflect the needs of today and into the future requires knowledge, capacity,

and the commitment of the people who bring their talent, skills, and passion to work for government.

Strategies

- Foster a commitment to our Service Promise for Islanders and create an accountability framework to reinforce the Service Promise
- 2. Create a culture of continuous learning in service delivery
- 3. Build internal service expertise and capacity through a newly established ServicePEI, mandated to enable quality service for Islanders through partnerships and a shared commitment
- 4. Be agile and apply a user-centred lens to the design of programs and service based on consultation with Islanders and government partners
- 5. Evaluate and report on performance in service delivery

Outcomes

We will work towards:

- Government-wide commitment to our Service Promise
- Established centre of expertise in service delivery
- Increased transparency and accountability





Make Services Accessible Goal

Provide access to services in the way that Islanders want

Transforming our service culture means changing the lens through which we design and deliver services from program requirements to the needs of Islanders, recognizing needs continue to evolve with our population growth and diversity.



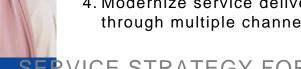
Strategies

- 1. Gain a strong understanding of the diverse and evolving needs of Islanders, working with users, community partners, subject matter experts
- 2. Ensure our frontline staff is representative of a diverse population and trained to serve various populations

Strategic Area of Focus

- 3. Provide a streamlined, easy to navigate, and consistent experience to Islanders, throughout their journey when accessing government information and services
- 4. Modernize service delivery and provide support through multiple channels

5. Proactivel y identify bundling of crossgovernme nt services and other opportuniti es to better meet the needs of Islanders



Outcomes

We will work towards:

- Inclusive, easy to access, and user-friendly experiences for Islanders
- · Cohesive and seamless access regardless of Islanders' needs
- Improved experience by Islanders when accessing government services







Strategic Area of Focus Commit to Service Improvement

Implement continuous improvement and innovation in how services are delivered

Transforming our service culture requires dedication and an environment that fosters ongoing improvements

and promotes the testing and development of new service approaches.

trategies

- Promote and support a culture of continuous improvement for programs and services
- 2. Build strong collaboration through effective knowledge management and common processes
- 3. Make strategic investments in essential infrastructure and policy development
 - to ensure services are modern, consistent, and secure
- Explore and adapt innovation to best meet evolving and emerging needs
- 5. Encourage and support the sharing of knowledge and use of data to inform decisions, leveraging regional and national networks

6. Develop a strong governance model to oversee the commitment to our Service Promise

Outcomes

We will work towards:

- Improved quality
- Increased efficiency
- Greater levels of engagement



The ServicePEI Model – A Centre of Service Expertise

A new centre of service expertise, ServicePEI will be established with the following mission:

On behalf of the Government of PEI, ServicePEI enables the Service Promise to Islanders through knowledge, innovation, and partnerships.

ServicePEI will carry out this mission by:

- Fostering a culture of service excellence and a commitment to our Service Promise;
- Building and sharing expertise, knowledge and capacity in service delivery;
- Delivering value to Islanders and our government partners; and
- Collaborating with other areas of government and jurisdictions.

Keys to successfully delivering on this mission is to bring leadership to champion the service culture and engaged staff, knowledgeable of what it takes to deliver quality service. Being open and transparent to Islanders and incorporating agile and nimble approaches to support continual development to user-centred service design and delivery will enable a quality and consistent experience when accessing government services, information and programs.

The proposed model for leading the transformation in service delivery includes strong leadership, oversight, and integration.

Chief Citizen Experience Officer



Our Promise to Islanders

A new position of Chief Citizen Experience Officer (CCEO) will be responsible for establishing the centre of service expertise. The CCEO will lead the development of service design and delivery, implement an engagement strategy, connect various government partners, promote and celebrate the service culture, and oversee the evaluation and reporting of performance. This individual will be a forward-thinker, able to lead a team, build relationships, and foster engagement and continuous performance improvement.

Corporate Services - Centre of Service **Expertise**

ServicePEI will establish expertise responsible for developing, fostering and growing service partnership agreements, cultivating our Service

Governance Committee

Service Working Committee

ServicePEI ITSS

Digital Services

Online portal and digital identification

AccessPEI

Modernized, welcoming, inclusive and accessible in-person services at rural and urban centres across PEI

ContactPEI

New contact centre service support Islanders and government partners, improving navigation and access to programs and services

Corporate Service Functions

Forming service partnership agreements, cultivating our Service Promise, citizen engagement, knowledge management and sharing, data collection, and performance evaluation and reporting

STRONGINTERNAL **GOVERNMENT PARTNERSHIPS**

- Departments
- ITSS, Finance, Communications
- Public Service Commission
- Privacy Commissioner
- French Language Serwa
- Immigration Service
- Other governmen dervices

CROSS-JURISDICTION PARTNERSHIPS

- Leverage best practices from other provincial and federal jurisdictions
- Share resources
- Pursue cost-sharing opportunities and investments

ENGAGEMENT AND DECISION MAKING

- Design and implement a strategic process to seek, evaluate and incorporate user feedback
- Seek feedback from various groups (e.g., Indigenous, newcomers, vulnerable populations, businesses)
- Work with local businesses and post-second edy agon to advance priorities
- orporate best practices across the co
- Gate and Dack of Inform decisions







Our Promise to Islanders

Promise through education and training, and engaging Islanders and incorporating feedback into the design and delivery of quality service. As a centre of service expertise, ServicePEI will share knowledge, best practices and experience. Designing processes to evaluate and report on performance will also be part of the team's expertise.

Governance Structure

A Governance Committee will be established to provide oversight and direction and will be made up of senior leadership within government. The Committee will meet 2 to 3 times a year.

A new Service Working Committee will be made up of government partners, including department programs and corporate services. The Committee will meet regularly to share information, discuss service improvements, and evaluate performance.

Recommendations and Proposed Next Steps

A phased-approach is recommended, with the proposed next steps as follows:

- Achieve buy-in and commitment to the Service Strategy and Service Promise, recognizing everyone plays a role in serving Islanders
- Initiate a new ServicePEI brand as the internal corporate service delivery expertise
- Create the Chief Citizen Experience Officer position to lead the transformational service culture, working in partnership within government and with Islanders
- Mobilize the team to effectively establish ServicePEI and a leading service delivery model, including forming partnerships, championing the service culture, engaging Islanders, and monitoring and reporting on progress and performance
- Develop a partnership between ITSS and ServicePEI for integrating all channels of service delivery
- Establish the new contact centre (ContactPEI) PEI is currently the only province without a contact centre to support citizens
- Further develop existing and new service partnerships with departments
- Design and implement an evaluation/reporting framework

• Form a governance committee responsible for oversight and a service working committee to focus on service delivery improvements and to facilitate the sharing of information

