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Defining Programs and Services in the OPS

APPENDIX A

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Preface

The Ontario Public Service has developed an enterprise architecture program to:

- Enable the transformation of the programs and services of the Ontario Government,
- Increase its return on investment in information and information technology.

Business architecture is an integral part of enterprise architecture and is intended to ensure the alignment of I&IT with business needs. As a central organizing principle for business architecture, the OPS has adopted a public services reference model. The key elements of this model are programs and services.

Objectives

This handbook provides techniques and methods to identify and design government programs and services. It is intended for OPS ministries and agencies that want to adopt a client-service-driven approach to planning and managing their operations.

The handbook helps readers to:

- Gain a thorough understanding of how public sector enterprises are defined in terms of programs and services
- Identify, define and design government programs and services
- Align programs and services to ensure that the intended outcomes are achieved
- Improve service delivery
- Establish appropriate performance indicators for program and service accountability.

Readers

The handbook is intended for the following readers.

Reader	Use of the Document
Business Planners, Policy Analysts, Business Analysts	<ul style="list-style-type: none">• Support for business transformation or program review of government programs and services.
Program Managers	<ul style="list-style-type: none">• Encourages a focus on client needs and delivering value• Supports service identification and design• Supports management of program and service performance
Service Providers	<ul style="list-style-type: none">• Supports improvement of service performance• Supports design of more cost effective service delivery processes
Change Initiative Project Managers & Business Architects	<ul style="list-style-type: none">• Ensures that business transformation initiatives define programs and services consistently across the OPS to support service transformation and integrated service delivery• Ensures that program and service definitions are well-formed to support alignment of information systems with program and service management requirements.

Structure of this Handbook

This document focuses on the identification, definition and design of government programs and services. It also addresses program management and service delivery. Chapter 1 proposes formal definitions for enterprises, programs, services and other related concepts. Chapters 2 and 3 provide a method for identifying and defining programs and services respectively. Chapter 4 discusses how outputs of services are aligned with the outcomes of programs. Chapter 5 discusses program strategies to determine the optimum service portfolio and business model for service provision. Chapter 6 focuses on the management and improvement of service delivery.

The appendices of this handbook include some material from the Governments of Canada Strategic Reference Model (GSRM) and the Business Transformation Enablement Program (BTEP) of Treasury Board, Canada. BTEP aims to help departments and agencies improve the reliability and consistency of transformation across governments with a more thorough, standardized approach for program and service alignment and business design that promotes design efficiency and reusability, as well as for transformation project planning and implementation. The Governments of Canada Strategic Reference Model (GSRM) is the BTEP method that enables the development of business architecture by providing a common language for generating models that map how a government enterprise, — or program or process — actually works or could work better. The GSRM uses public service vocabulary, formally defines many concepts critical to public administration such as program and service accountability, and accommodates the unique functions of government, types of government services, and patterns of public service delivery. ¹

¹ www.cio-dpi.gc.ca/btep-pt0/ Chief Information Officer Branch, Treasury Board of Canada.

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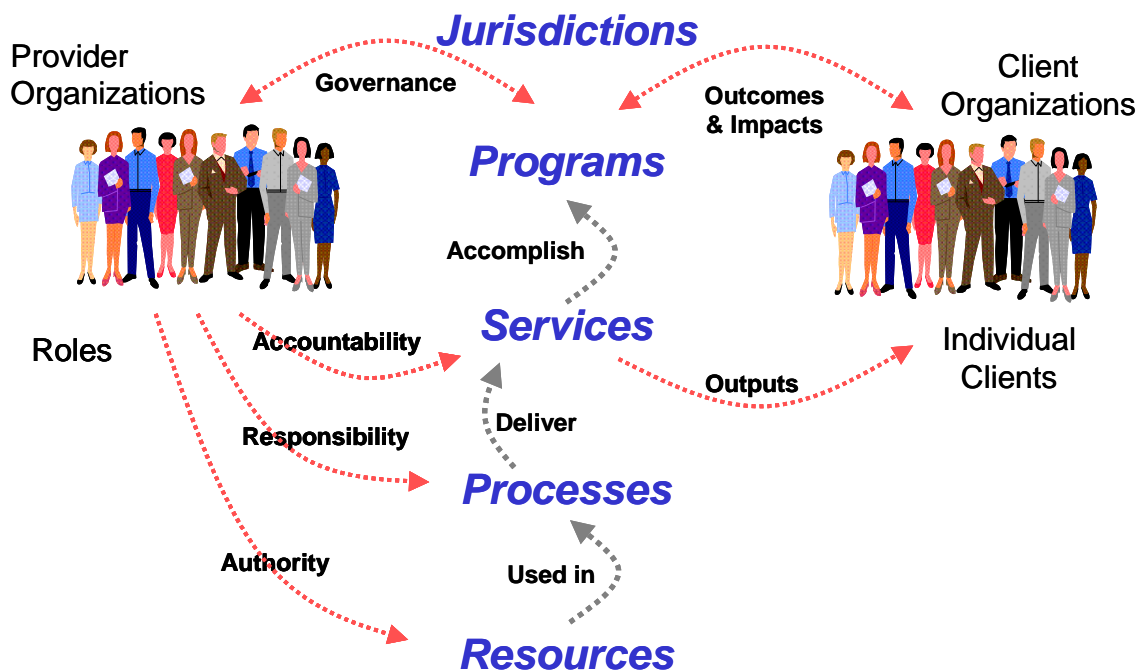
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1 Program and Service Concepts

Ontario Public Service is in the business of providing services; it creates programs and delivers services to achieve the desired goals of government. When designing and managing a public sector enterprise, programs and services should drive organizational, process and resource planning and design, rather than vice versa. Figure 1-1 is a reference model which shows the relationships among jurisdictions, programs, services, organizations, processes and resources in a public sector enterprise.

Figure 1-1: Public service reference model



The focus of traditional approaches to identifying business improvements has been tactical: re-structuring roles and responsibilities:

- Improving the productivity of resources through efficiency and time-and-motion studies
- Re-engineering business processes through transformation and continuous improvement projects.

While these approaches produce useful results, their value is limited if they are taken out of the context of the larger mandate of the enterprises of which they are a part. Program and service definition supports transformational approaches that target strategic change.

Programs and services are a sound basis for public administration because:

- Programs are defined in terms of outcomes, not processes, activities or resources;
- Programs provide the context for determining the services to be delivered;
- Program and service definition enables improved accountability for outcomes and outputs;
- Services are demand-driven instead of supply-driven, keeping them responsive to changing needs;
- Once defined, services form the basis for designing responsive processes and planning their resource requirements.

A program and service driven approach is of particular interest to ministries, central agencies, and other agencies, boards and commissions that:

- Provide services to the public;
- Provide services that support the delivery of other services;
- Wish to identify opportunities for service integration;
- Wish to use a service-based model to re-design their client offerings or re-engineer their business processes.

1.1 Benefits of Defining Programs & Services

Several forces are driving governments to rethink their programs and services today:

- The growing public demand for increased value and accountability
- The pressure to reduce or contain costs and more fully exploit electronic technology
- The need to preserve critical business knowledge over time, as experienced workers leave the enterprise.

A formal, standard method for defining programs and services across the OPS has many benefits. It allows for consistent definitions, improved portability and transparency and a foundation for common solutions and practices for business planning, budgeting, and operations.

Program definition is critical because it enables the alignment of a program with the government's priorities, by mapping the contribution of program outcomes to those priorities. It also ensures due diligence in business restructuring by defining changes in accountabilities and responsibilities for outcomes. Finally, it provides the rationale for determining the services that will be delivered.

Improving service delivery requires action on several fronts. Program managers and service providers must understand how the client sees the needs that a service is intended to meet. They must have a clear understanding of how service delivery works. Finally, they must provide the right infrastructure of human, technology, information and other resources to support program and service management and delivery.

A single, well-conceived set of services provides clarity of vision to power a host of business improvements such as:

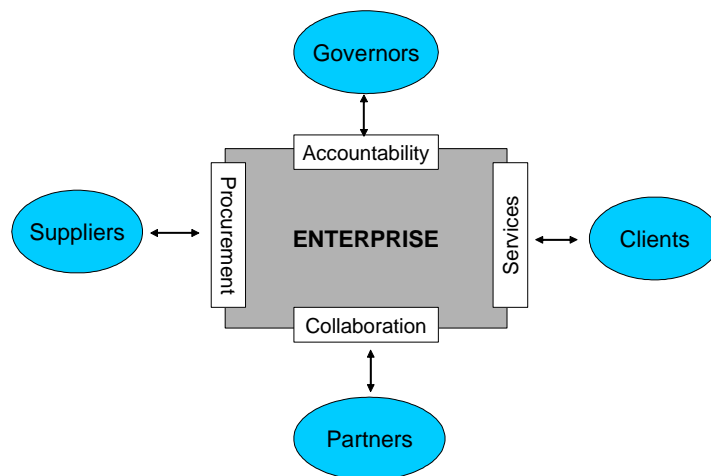
- Increased client value, including more client self-service solutions
- Quality improvements
- Service integration
- Streamlined service delivery
- Real-time collaboration among all participants in service delivery
- Better access to information by all the stakeholders in the service.

These benefits apply to all services, whether delivered directly to the public or in support of the delivery of other services. Program managers benefit by adopting a standard way of representing their world; this allows them to integrate program delivery with other OPS program managers in other jurisdictions.

1.2 Enterprise Context for Program and Services

An organization interfaces with the external world, which defines its role and responsibilities in relation to other organizations and individuals. Figure 1-2 shows a government enterprise as a “black box”, showing linkages and interfaces with the environment in which it operates.

Figure 1-2 Enterprise Context Model



An “enterprise” can be defined at any level: the entire OPS, a program or group of programs, clusters, ministries, divisions, branches, sections and units. The level at which the enterprise is defined controls the scope of the services identified. For example, if the enterprise is defined as the OPS, the only services identified will be services delivered to the public. If the enterprise is defined as a Ministry, then the services identified will include that Ministry’s public services plus any services it provides to other ministries or agencies within the OPS to support their delivery of public services.

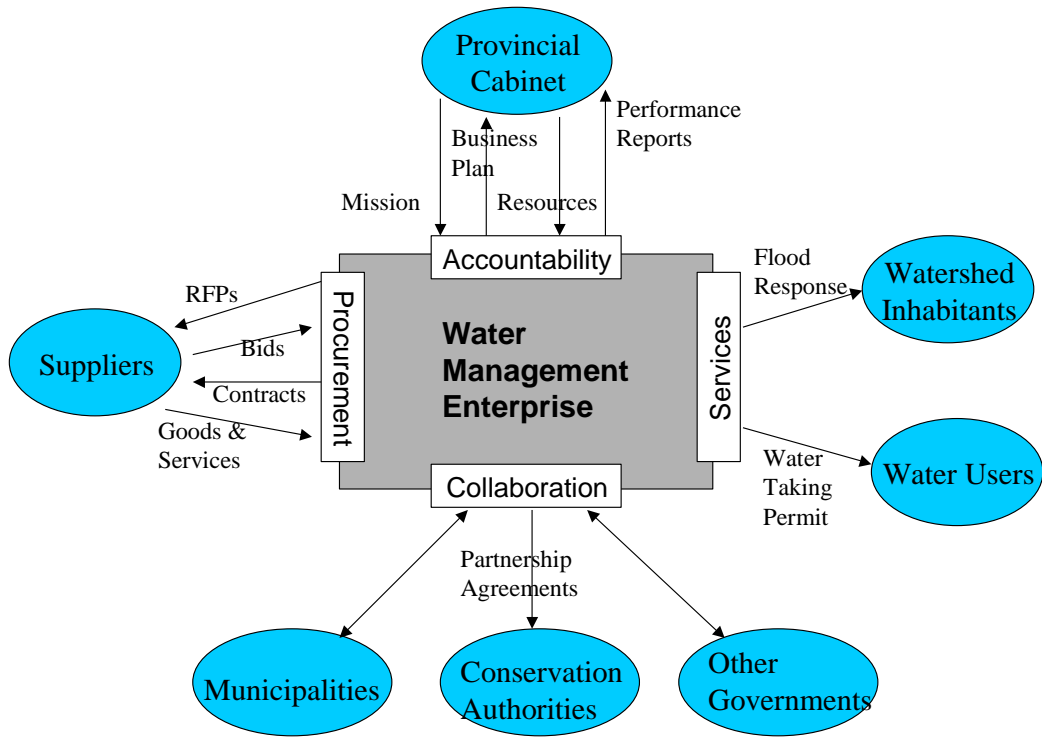
The edges of the enterprise represent its interfaces with the outside world. The **services** interface with clients. This interface receives incoming client requests for service and provides service outputs in response.

The **accountability** interface is used for governance. Governance is guided by a mandate assigned by the governors of the enterprise, who then hold the enterprise accountable for it. The governance interface also defines the rules by which government organizations operate (such as privacy legislation and policy). In the case of a ministry, the governors are the minister and the legislature. Organizations within a ministry or agency are governed by their civil service managers.

The **collaboration and procurement** interfaces are used to support program and service delivery. Collaboration relationships with enterprise partners in service delivery are often codified by a partnership agreement that features shared risk and joint accountability. Procurement arrangements with suppliers are often formalized by contracts that delineate distinct and separate accountabilities for each party.

Figure 1-3 shows an example of a complex public enterprise, in this case a virtual enterprise responsible for “Water Management” in the province. The enterprise consists of approximately thirteen Ontario Government Ministries that play various roles in the management of Ontario’s water resources and services. In order to cover all water-related services in its scope, the model also incorporates external partners such as municipalities and Conservation Authorities. This example illustrates some of the key types of interactions that make up the various interfaces with the major participants in the water management business. (The diagram is not intended to be comprehensive.)

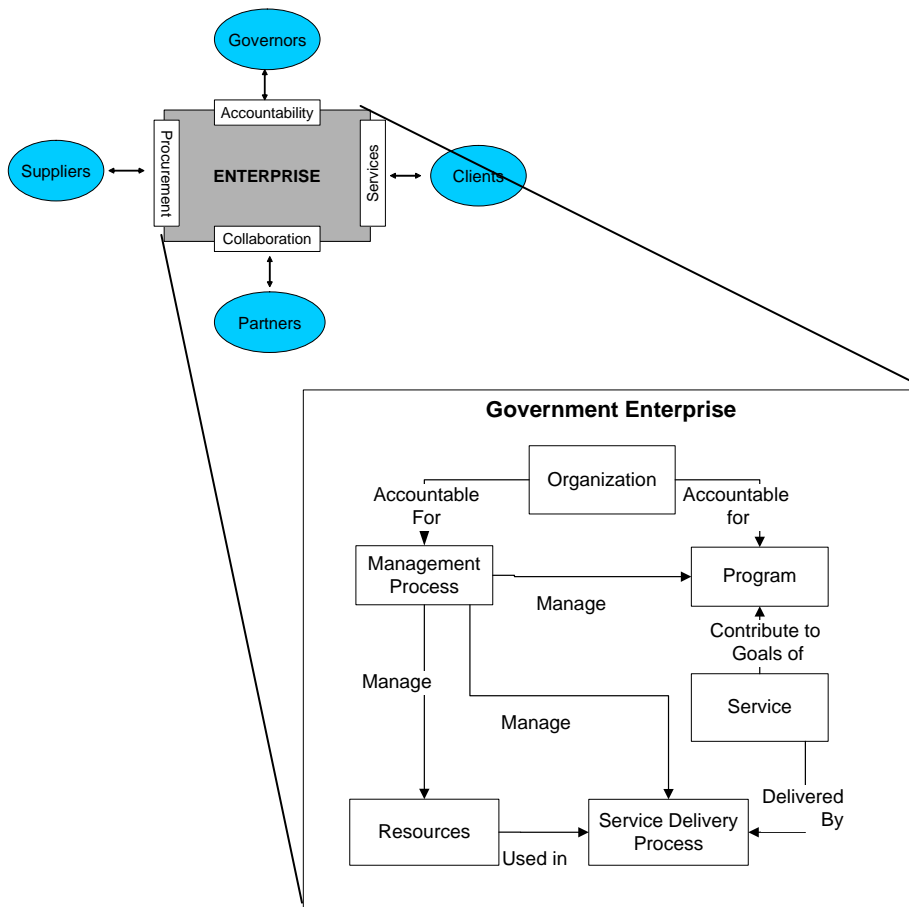
Figure 1-3 Water Management Enterprise Context Diagram



1.2.1 Inside the Enterprise - An Internal View of Service Delivery

Figure 1-4 is a generic view of the major internal elements of the enterprise. These internal business elements enable the enterprise to manage and deliver its services.

Figure 1-4: Inside the Black Box: An Internal View of Service Delivery



The components shown in Figure 1-4 are standard elements that are defined within the Ontario government’s enterprise architecture. The key components discussed in this document are:

Organization: a managed group of people, with allocated resources, that acts as a unit.

Program: represents a mandate from the governors to achieve goals and outcomes that address the identified needs of a target group within a jurisdiction. Programs are delivered through a collection of services that contribute to the program goals and comply with the program strategy. An enterprise may include one or more programs.

Service: provision of specific outputs that satisfy *the needs of clients* and contribute to the achievement of program goals.

Process: A linked sequence of activities and tasks.

Service Delivery Process: A Service Delivery process directly supports or enables the delivery of one or more service outputs.

Management Process: A Management process supports the management of an organization, including the planning, design, provision and monitoring/evaluation of programs and services.

Resource: a tangible or intangible asset used to perform activities (e.g., money, facilities, materials, information, tools, knowledge, etc.)

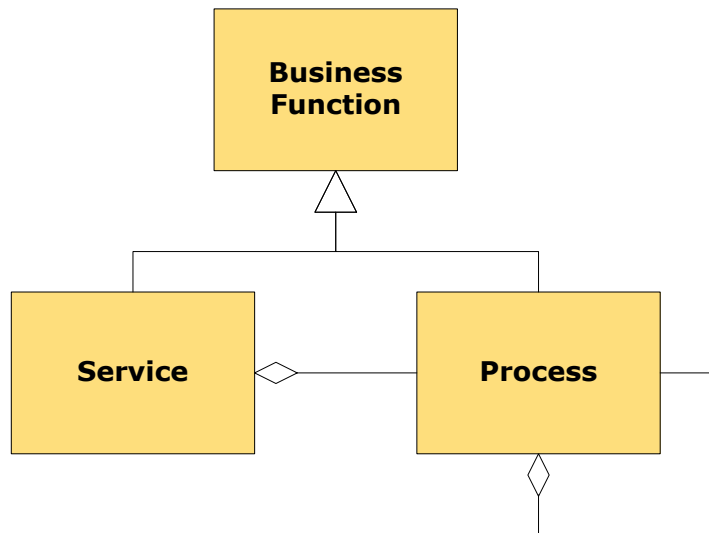
1.3 “Service” View of an Enterprise

Services are defined in terms of their final valued outputs that meet client needs. Not every business function or process is a "service". Rather, a function (or process) becomes a service when one party performs the work and the output is delivered to another party. A service transfers value, via its output, across an enterprise boundary. Public services provide outputs that have value because they meet the needs of public clients. Support services transfer value to program manager and service providers within the Ontario Public Service. Purchased services transfer value from external suppliers to the OPS.

1.3.1 Services versus Processes

In the early stages of service design, it is often not clear whether a business function is a process performed within an enterprise or a service delivered by, or consumed by, an enterprise. As a result, it is useful to use the term “business function” to mean either a service or a process. Figure 1-5 illustrates that a business function is either a service or a process. A process supports one or more services (which may be in the same or separate programs). Services typically contain a number of processes. Processes themselves may consist of sub-processes.

Figure 1-5 Business Function



For example, if a Branch contracts out all or part of its recruitment function or IT function to another party, then that internal function (or part thereof) is replaced by a purchased service from another party. If a Branch hires its own staff, then we refer to this business function as a *process*.

The term “function” is also commonly used in management circles to mean a “functional organization”, a formally recognized grouping of workers with functionally specialized skills and knowledge aligned with professional disciplines, established for administrative purposes. For example, “the HR organization” has the skills and competencies to perform the business function of managing human resources. However, we will use the term “business function” to mean either a service or a process.

2 Defining Programs

A program is a mandate and resources conferred by legislative or administrative authority to achieve outcomes within a jurisdiction and based on a strategy. Programs provide an essential management structure for services. Programs are delivered by services but are not synonymous with a collection of services. Programs provide the rationale for packaging services together into integrated solutions for clients on the demand side and the basis for developing accountability structures, business processes and resources on the supply side.

Formal program definitions lead to crisper identification of target groups, needs and outcomes and, in turn, more-sharply-focused services. Because programs are an important management tool, a more systematic and uniform approach to their definition should improve public accountability, effectiveness and efficiency.

A program is implemented through a portfolio of services that contribute to the achievement of program outcomes. New programs are commissioned and existing programs are changed or decommissioned through three major triggering events:

- Public policy changes
- Program review
- Program and service transformation initiatives.

2.1.1 Programs and subprograms

Programs may be subdivided based upon any of the elements that define them; however, they are typically subdivided based on target groups and needs. The subdivision of the public safety program follows this general rule:

- Flood safety: the target group is that portion of the Ontario population that lives or works within floodplains (floodplain inhabitants) and has the need of safety from the hazard of floods
- Forest fire management: the target group is that portion of the Ontario population that lives or works within areas that are prone to forest fires and has the need of safety from the hazard of fire
- Infectious disease control: the target group is that portion of the Ontario population that is at risk from the outbreak of an infectious disease and had the need of safety from the effects of disease.

In the Ministry of Natural Resources, there is a program called Natural Resource Management. Sub-programs under this program include: Lands, Waters, Fish and Wildlife. In this case, the programs are subdivided primarily by mandate. Specific legislative instruments govern each sub-program. Other program elements such as target group and need, for each sub-program must align with the higher-order program, in this case the Natural Resource Management Program.

2.1.2 Administrative programs versus transformational programs

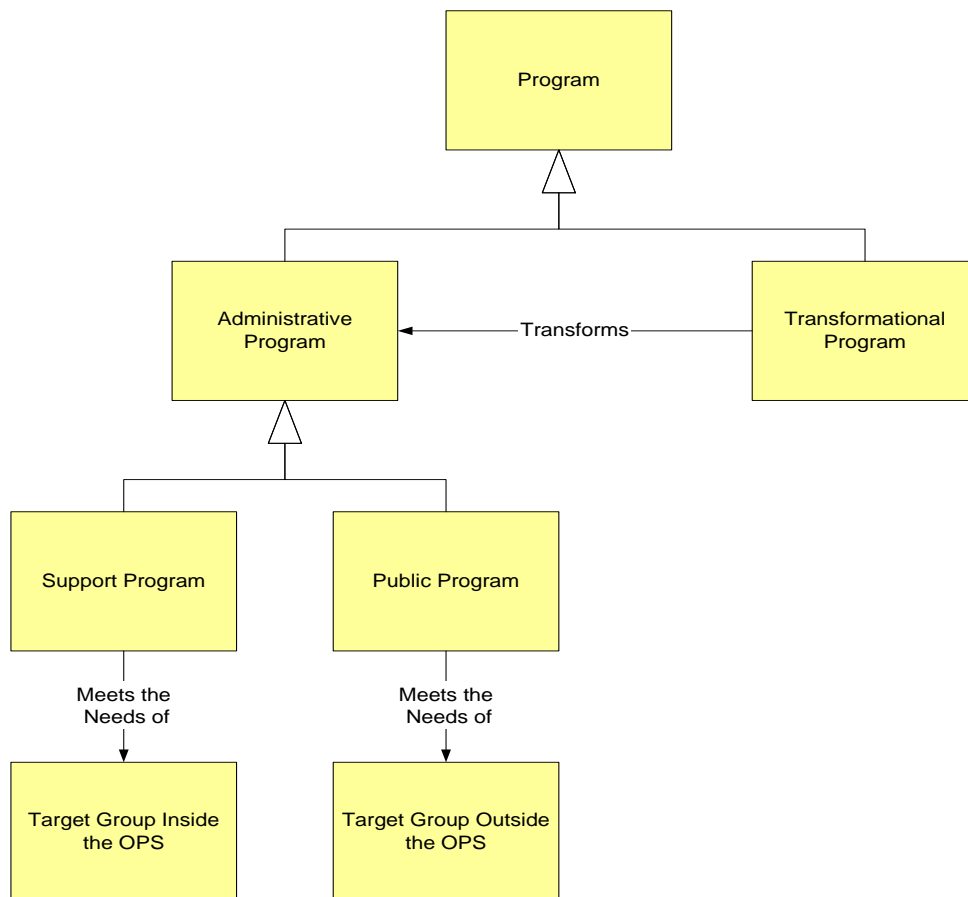
Programs are identified and defined for two reasons:

Administrative programs represent the existing operational structure of the OPS and are identified and funded as votes and items in the budget estimates. Defining administrative programs would be done to support program review, program strategic planning in support of improving efficiency and effectiveness, or determine the effect of policy change. Administrative programs run on the annual budget cycle.

Transformational programs are notional, that is, defined for the purpose of transforming the way business is carried out in the OPS. Transformation initiatives may be identified as a result of changing government mandates based largely on the electoral cycle, evolving societal issues and public priorities. A transformational program may comprise a number of administrative programs.

To become operational, a transformation program must affect a change to administrative programs. This can be complicated when transformation initiatives cross vertical administrative program silos or jurisdictions.

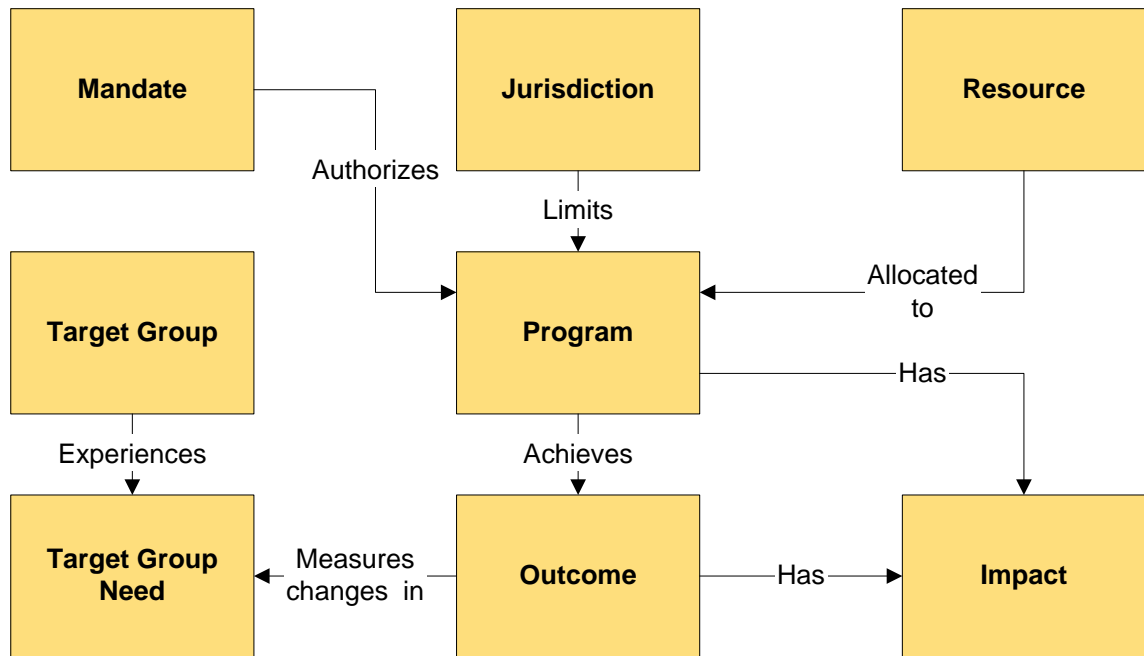
Figure 1-4 *Program Types*



2.2 Elements of a Program

A program has a structure dominated by management concepts used to support planning, direction and control. The governors of a public sector enterprise delegate responsibility for achieving a program's outcomes to the program manager. Figure 2-1 illustrates the key concepts related to a program.

Figure 1-4 Elements of a Program



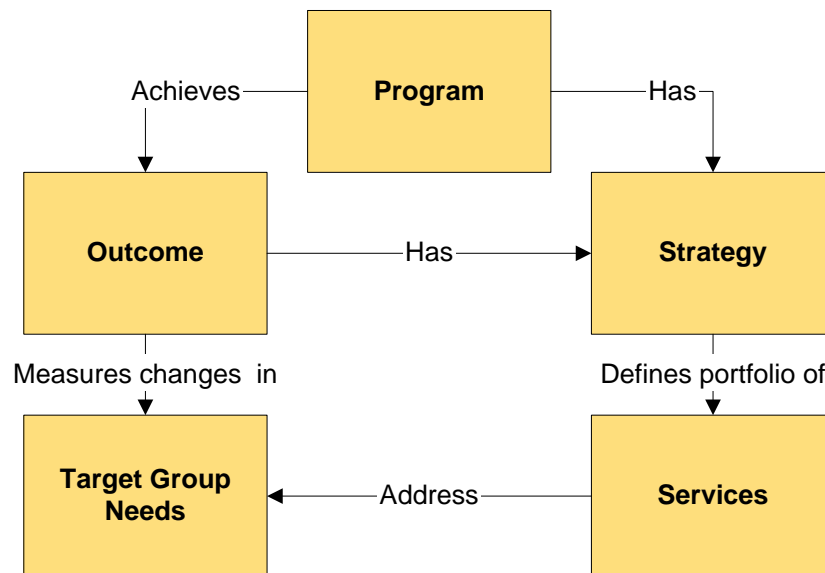
The elements of a program include:

- **Mandate**- an instrument that articulates an authoritative command from the governors as it applies to target groups, their needs and eligibility, the outcomes to be achieved, and the jurisdiction(s) within which the program operates. It identifies the program's right to exist, the authorities granted to the program manager, and the constraints within which it must operate.
- **Target Group**- that part of the population whose needs the program has a mandate to recognize and address. By classifying target groups, program managers can make explicit decisions about how the needs will be met. A target group comprises two sub-groups: client groups and interested parties. The needs of client groups are met by the services that are provided by the program. The needs of interested parties are met indirectly. For example, the safety and mobility needs of drivers (a client group) are met by a driver licensing service. The safety needs of other road users (an interested party) are met by the fact that unsafe drivers are denied their licence.

- **Target Group Need**- a statement of the condition of the target group that the program is intended to address. Target groups and needs may be found in enabling legislation, policy documents, business planning documents and public or client communication materials. Other sources include Ministry brochures, fact sheets, publications and web sites. Careful definition of the need to be addressed is critically important to defining a program, especially in cases where an open-ended definition of the need could lead to infinite demand. For example, the financial assistance program known as “Ontario Works” defines the need of its target group as employment, not as income maintenance. One of the program’s services is financial assistance to help people get back to work.

- **Outcome**- a desired and measurable change in the condition of a target group that is directly attributable to the delivery of a program. Outcomes are measurable *direct* goals of the program. They should be defined as changes in the level of target group needs or the underlying conditions that give rise to these needs.
- **Impact**- *indirect goals* of the program. Positive impacts benefit the target group. A program manager may anticipate adverse impacts when designing the program and should develop risk mitigation strategies to limit them. For example, increasing mobility by developing a highway network can adversely affect public safety through an increase in traffic accidents and fatalities. Program managers are directly accountable for outcomes (they have control); they are not accountable for impacts (they have no control).
- **Jurisdiction**- the territorial range, with defined boundaries, for which the program has a mandate, e.g., Ontario, Toronto.
- **Resources**- the funds, infrastructure etc. that are allocated to the program to ensure that it is able to achieve its outcomes.

Figure 1-4 Additional program elements



Additional core elements that define the program as shown in Figure 1-4. These elements are tightly coupled to the Target Group, as described below.

- **Strategies** are statements of direction about how the program will achieve its mandate, reduce or manage risk and achieve desired outcomes. There are broadly defined types of strategies:
 - Strategies that relate to the manner in which the program will be managed and operated in order to achieve program goals and meet its accountabilities.
 - Strategies that reflect the “program logic” for achieving program goals, and determine the types of services that will be needed to support the program
 - Strategies on "how" services will be delivered, which articulate the business model and delivery method. (For example, a service may be delivered directly by the program through electronic delivery channels.)
- A portfolio of **Services** is needed to achieve the outcomes. A program must have at least one service offering. Without any services, a program has no way to deliver solutions to meet the needs of its target group(s). The different services in a portfolio are aimed at meeting different client needs. For example, a Shelter Program for Abused Women will offer services to meet needs for accommodation, medical attention, child care, counselling, financial assistance, legal help, etc. Services may address the target group needs of more than one program. For example, vehicle licensing meets the needs of vehicle owners for safe mobility while meeting the needs of environmental protection through the Drive Clean Program.

Note that program policies are not made explicit in the elements above, because the term “policy” overlaps with so many of the above elements such as target groups, needs and strategies.

2.3 Conventions for Program Definition

1. *Programs are uniquely defined by target group and target group need.*

No two programs should have the same target group and need. For example, the Road User Safety Program uniquely defines its target group as Road Users and their needs as safety and mobility. Programs can be partitioned by splitting the target group into two or more segments, based on different needs or different levels of need. This effectively creates new sub-programs. For example, the Income Maintenance Program is partitioned into two sub-programs, one for disabled people and the other for able people.

2. *A program has a single point of accountability for each of its jurisdictions.*

This is often defined in the empowering legislation. Where a program requires multiple jurisdictions for the purpose of assigning responsibility and accountability to different parties, a delegation of responsibility or accountability from the “lead” ministry is required. For example, responsibility for some Women’s Programs in Northern Ontario is delegated to The Ministry of Northern Development and Mines (MNDM) from the Ontario Women’s Directorate. In the case of partnerships such as this one, accountability and risk may be shared.

3. Defining Public Programs

Public programs have public target groups. Because existing Government programs have been developed over many years by different ministries, there may be some overlap among them. For example, many ministries have programs that deal with water management, with somewhat different perspectives. As existing programs are reviewed over the next few years, a focus on the target groups and their needs may help to break down existing silos and encourage more multi-ministry initiatives. Administrative public programs exist as votes and items in the OPS.

4. Defining Support Programs

Support programs have target groups that are inside the Ontario Public Service. They meet the need for greater effectiveness and efficiency in delivering public programs and improving accountability to OPS governors. In many cases, these programs manage key enterprise resources on behalf of public programs and services. They manage financial resources, human resource, information and information technology resources, facilities and other assets, etc. They are often managed by functional organizations that are motivated by the efficiencies that can be realized through economies of scale (e.g., Shared Services Bureau). Administrative support programs exist as votes and items in the OPS.

5. A program's goals are quantified or qualified outcomes.

Program goals are stated as quantified or qualified outcomes, expressed as targets for measurable changes in the level of need or underlying condition of the target group.

2.4 Classifying programs by need

The mandate and outcomes of a program are defined in terms of the level of need in a target population (e.g., increasing safety of road users). Programs can be classified by needs (e.g., programs that deal with safety can be found in many OPS ministries and the Federal Government).

Classifying programs by need enables identification of programs that participate in a “community of interest” within a jurisdiction and across jurisdictions, for example: all programs concerned with public safety or public health or economic development. When programs are classified by need, it facilitates identification of programs with overlapping target groups and needs that may become part of a broader business transformation initiative (e.g., the Ontario Food Safety Strategy involved the Ministry of Agriculture and Food, the Ministry of Health and Long-Term Care and the Ministry of Natural Resources).

Treasury Board has developed a standard set of program classifications based on a broad area of need:

- For public programs, these are needs of the public that are recognized by the government

- For support programs these are needs of program and service provider organizations that are recognized by the government.

An example of program classification by need is the Governments of Canada Strategic Reference Model (GSRM)², originally developed by Treasury Board Secretariat. It has identified 23 program types for public and provider programs (see Appendix A2).

² BTEP (Business Transformation Enablement Program) Service Identification and Classification manual

2.5 Completing a Program Profile

After programs have been identified, they can be defined using a Program Profile. An example of a completed profile for MTO’s Road User Safety Program is shown in Appendix A5. The Program Profile contains the following minimum data about a program needed for business planning, service planning and program review:

Program Profile		
Type:	<i>[Refer to section 2.1.2 for clarification; pick one. Please refer to the <u>Expenditure Estimates</u> for the Vote and Item numbers]</i>	
	<input type="checkbox"/> Public (External Target Groups) <input type="checkbox"/> Support (Internal Target Groups)	
	<i>Vote:</i>	<i>Item:</i>
Program Classification by Need:	<i>[Refer to section 2.4 for clarification]</i>	
Name:	<i>[The program name: this is usually defined through the mandate statement from an authoritative source such as <u>Expenditure Estimates</u>]</i>	
Description:	<i>[Plain language description of the program, this is derived from the mandate and other authoritative sources but should convey the basic points of the program in plain language.]</i>	
Mandate Statement:	<i>[Describe the program’s mandate, in ‘plain language’ terms, with clear references to the following elements: Target Group; Target Group Need; Jurisdiction and Authority]</i>	
Owner:	<i>[The individual (party/role) accountable for the program]</i>	
Target Group: <i>[Is the part of the population whose needs the program has a mandate to satisfy. See section 2.2 for clarification]</i>	Client Group	
	<i>[Name of Client Group]</i>	
	Interested Party	
	<i>[Name of Interested Party]</i>	
Recognized Need(s): <i>[Condition or situation in which something is required, desirable, or useful for a given target group]</i>	Name	Description
	<i>[Name the need]</i>	<i>[Describe the need(s) of the target group that is being addressed by the program]</i>

Goal(s): <i>[Desired change in the target group]</i>	Strategic Goals		
	<i>[Describe the long term goals of the program]</i>		
	Outcome(s)		Impact(s)
	<i>[Describe the measurable results directly attributed to the Program]</i>		<i>[Describe results influenced by the Program]</i>
Strategies: <i>[Statements of direction about how the program will achieve its mandate, reduce/manage risk and achieve desired outcomes.]</i>	Program Management Strategy		
	<i>[Strategy, below are examples. Articulate important management strategies which enable your organization to meet your goals</i>	<i>[Description]</i>	
	<i>Knowledge Management</i>		
	<i>Information Management</i>		
	<i>Resource Management</i>		
	<i>Risk Management</i>		
	<i>R&D Management</i>		
	<i>Audit]</i>		
	Program Delivery Strategy		
	Select the applicable strategies from the list below <i>[Refer to section 5.1.1 for clarification]</i>		
<input type="checkbox"/> Supply Capacity	<i>[If applicable, describe how you are implementing this strategy]</i>		
<input type="checkbox"/> Enhance Capability	<i>[If applicable, describe how you are implementing this strategy]</i>		
<input type="checkbox"/> Enable and Influence	<i>[If applicable, describe how you are implementing this strategy]</i>		
<input type="checkbox"/> Regulate	<i>[If applicable, describe how you are implementing this strategy]</i>		
<input type="checkbox"/> Establish Rules and Govern Change	<i>[If applicable, describe how you are implementing this strategy]</i>		
Service Portfolio:	Service Name	Description	Output
	<i>[Name the Service]</i>	<i>[Describe the service, in 'plain language' terms]</i>	<i>[Describe the final valued output delivered to the client – avoid GSRM type]</i>

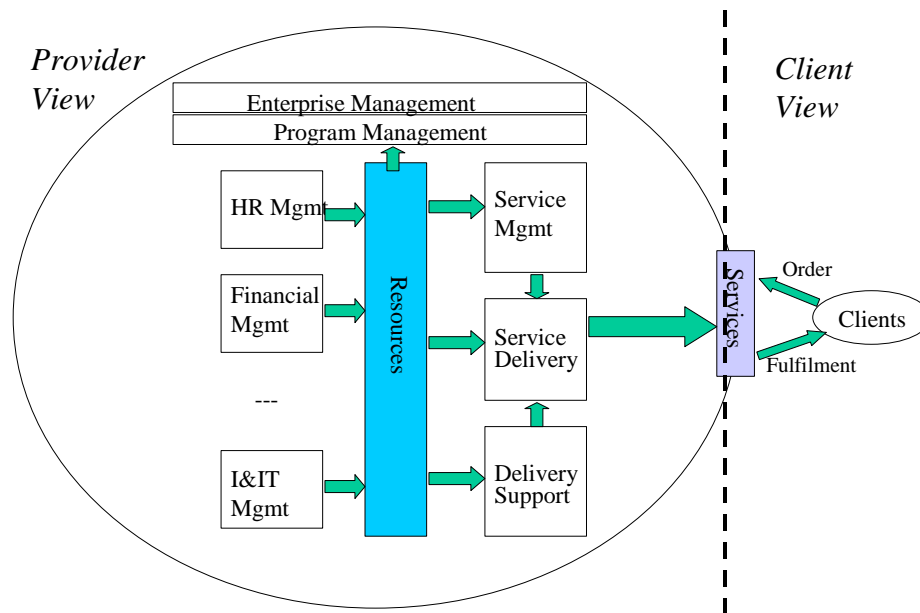
3 Defining Services

A service provides a specific output that satisfies the needs of a client and contributes to the achievement of public goals.

3.1 Client vs. provider views of a service

Clients are interested in the value they receive from the service, rather than the supporting processes and resources that the service provider uses to deliver the service output. Providers of services view a service in terms of processes and resources consumed. Figure 3-1 illustrates these contrasting views. The client focuses on service requests (“order”) and service outputs (“fulfilment”) and the value provided by those outputs. The provider must handle all dimensions of service management, service delivery and support. The provider is concerned that the necessary human, financial and information resources are available to enable delivery, and the costs associated with those resources.

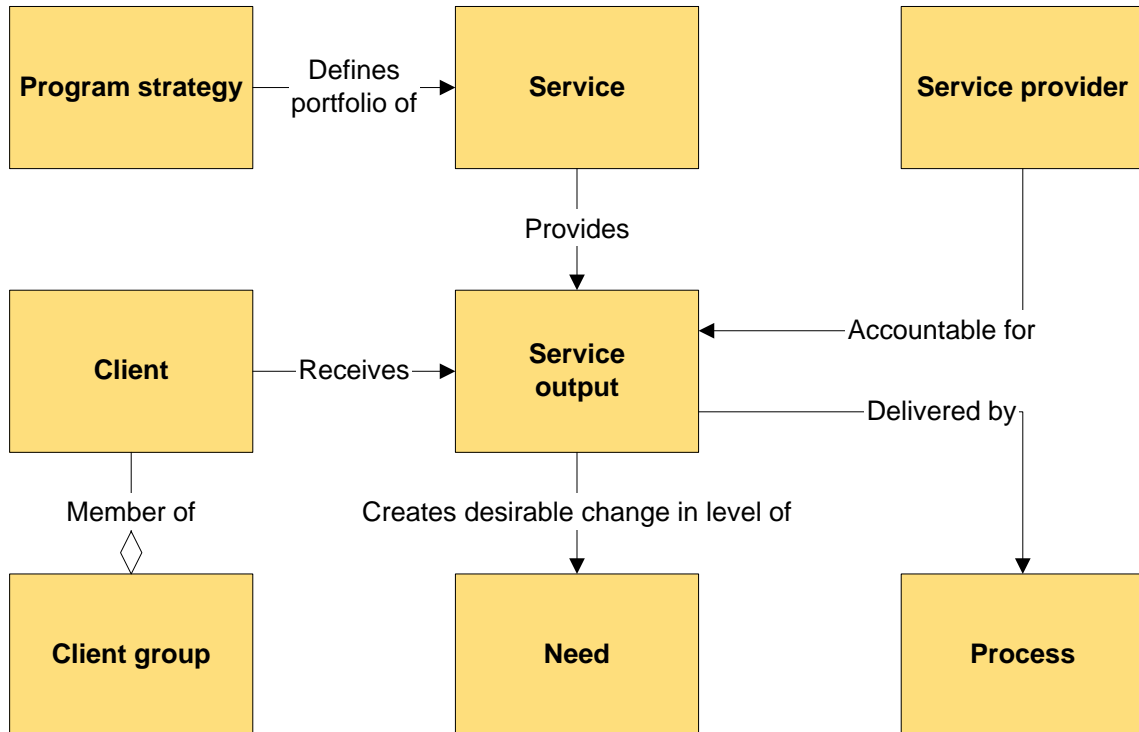
Figure 3-1 Client vs. Provider Views of Service



3.2 Elements of a Service

Figure 3-2 illustrates the main elements of a service. The program strategy determines the portfolio of services required to meet the needs of the target groups of the program. The service is defined by its final valued output received by the client. A service provider is accountable for the output of the service. The reach of the service is limited by the jurisdiction of the program. And finally, the client experiences the value of the service output.

Figure 3-2 Elements of a service



As discussed in the previous chapter, the program strategy dictates the portfolio of services that a program administers to meet the needs of members of a target population.

Key elements of a service include:

- **Client:** a role that is the intended direct recipient of a service.
- **Client Group:** a population of individuals, or organizations that are the intended recipients or users of a service. The client group is that subset of the overall target group of a program that is eligible to receive services that are administered by the program.
- **Process:** a linked sequence of activities and tasks that delivers a service, manages a resource, or operates an organization.
- **Service Output:** the final valued output of a service delivered to a client, measured by quantitative “units of service delivery”.
- **Service Provider** - a role that is responsible for providing service outputs to clients through the operation of a service.

3.3 Conventions for Service Definition

Conventions are guidelines for good service definition. They are not black and white rules and should be applied with considerable judgment by the service designer. The following conventions have been built into the method for screening proposed service to see if they fit generally accepted service design principles.

1. *Completeness* –services should provide a complete solution to the client’s need, wherever possible (“one-stop shopping”). That said, a government service may act as a “gateway” to other services; the public service might provide, as its output, a referral to a qualified service provider. The output must achieve closure from both the provider and recipient’s perspective.
2. *Separability* – a well-defined service should be “stand-alone” or independent of other services, e.g., it is separately initiated and delivers an independent output. For example, many public services provide an appeal mechanism to clients dissatisfied with their treatment. Clients unhappy with a decision about their application for Income Maintenance benefits can appeal it to the Social Assistance Review Board (SARB). Handling appeals is a separate service as far as the SARB itself is concerned; that is all they do. Appeals are separately initiated by clients (they are not automatically triggered by the Income Maintenance service), go through a separate process, and deliver an independent decision. On the other hand, SARB appeals would not exist if it were not for the Income Maintenance Service – the existence of appeals depends on their related service. Appeals of service-related decisions are not separate public service, but should be identified as a process of the service.

3. *Service Offerings*– generally should not be treated as separate services. To do so would result in a vast proliferation of services. Service offerings represent variations or sub-types of the output that change over time. Most variations should be positioned as “flavours” or options of the main service that the client can select and customize. For example, an employment training service may have a number of offerings including skilled trades training, administrative skills training, computer training etc. A human resources organization providing a policy development service may have a number of service offerings including health and safety policy, compensation policy, performance measurement policy etc.
4. *Access and Delivery channels* - the use of different “channels” to provide access to a service does not constitute a new service. This becomes clear if you consider the result or the change in state delivered to the client. Whether a license is obtained via the Internet or over the counter or by mail does not materially alter the nature or the value of the public service output. However, processes and business rules may differ by channel (typically, those specifically related to delivery). Although a different access channel does not define a new service, the provision of an access channel can be a support service For example; the phone company provides a telephone channel to the public service provider to offer a telephone or interactive voice response channel.
5. *Single Output* – a service should have one output. A service with multiple separable outputs should be split into several services. However, some services are very complex and a measure of output may include a number of components. For example, the Long Term Care service for seniors has a composite output measure such as the number of “days of care”, which includes bed nights, meals, personal care, nursing service, recreation, prescription administration, etc. Over time, these composite outputs may be “unbundled” and funded separately. The accommodation and meal portion of a day of care might be funded by a co-payment from the client while government may fund the health care services.
6. *Client* – by definition, the client(s) for a service must be outside the enterprise and the output of a service must be delivered outside the boundary of the enterprise. In order to identify services delivered inside a Ministry, it is necessary to define the scope of the enterprise at the level of the service provider. For example, to identify intra-ministry communications services, the enterprise might be defined as the Communications Branch of the Ministry.
7. *Formal Interface* – a formal service requires a formal interface to transact with potential clients. The service interface provides a mechanism for the client to request services and to receive the service outputs. If no such formal mechanism exists, the function may be an internal process and not a service. For support service, the interface would be formalized through a service level agreement, an operating agreement, or other formal agreement.

An example illustrates some of these conventions. The Ministry of Natural Resources (MNR) operates provincial parks. It carries out a number of business functions (these are notional, for the purpose of illustrating an example only) that could be considered as candidates for public services, including:

- Recreation: Provision of recreational opportunities such as trails, canoe routes, etc.

- Information: Provision of information on park recreational opportunities as well as information about the natural environment;
- Reservations: Opportunity to reserve a campsite;
- Campsites: Opportunity to use a campsite.

There are a number of probable public service offerings here:

- **A Provincial Park Recreation Service** delivers access to provincial parks for day use. People can enjoy these recreational opportunities, whether or not they occupy a campsite.
- **A Park Campsite Service** that provides designated camping sites on a reserved basis.
- **A Parks Information Service** that provides information to the public on park natural environments (including those parks that do not provide recreational opportunities).

Campsite Reservations provides an access channel that is a part of the value chain for the campsite service. It is not a public service in its own right. As such, this function is a process of campsite service. The campsite public service has outsourced this process to a third party provider. The third party provides a support service (booking reservation) to the campsite service.

Some Parks Information is needed to support clients in making decisions about what parks are available, rates, facilities, etc. and is provided as part of both the Park Recreation and the Park Campsite services. It is not considered a separate service, but a process. However, providing information that supports learning and awareness of natural environments can be a service since it is the end in itself. Alternatively, the service could be a Parks Natural Environment Awareness Service where the output is information.

3.4 Classification of Services

Services can be classified by the type of client or by the type of output.

3.4.1 Classifying by Client Type

There are two broad classes of clients:

- Public clients
- Program managers and service providers.

Classifying services by client type leads to two kinds of services: public and support services.

Public Services

Public services are delivered to public clients. Public clients are members of a client group recognized by a public program.

Support Services

Support services are delivered to program managers and service providers. Support services are formed to gain economies of scale by performing a business function that is required by a number of program managers or service providers. Business functions can be formalized as support services and may include a wide range of processes including:

- Policy and planning
- Allocation and management of enterprise resources including finance, human resources, information and information technology, facilities, etc
- Service delivery processes (e.g., access, fulfillment, payment processing)
- Professional services (e.g., legal services).

Common business functions may be outsourced to a third party service provider or in sourced (e.g., procurement services handled by Shared Services Bureau or IT services provided by ITS). A support service should increase the efficiency, quality and effectiveness of the program managers and service providers that are its clients.

3.4.2 Output Types

Services can also be classified by the type or form of the output that they generate.

Classifying by output type has a number of benefits. It enables the definition of service delivery patterns that can be used for:

- Identifying best strategies or “business models” for service delivery (e.g., some classes of service may be better candidates for outsourcing than others)
- Planning for service resource requirements
- Developing performance measurement indicators
- Grouping and analyzing similar services to identify opportunities for common service components
- Identifying “communities of practice” (e.g., all those service providers who issue a similar output type) that may enable collaboration across programs.

For example, many programs have services that issue licences, certificates or permits (e.g., a driver licence). These services are members of a class of service that issues “periods of permission”. These services may have common processes including:

- Examinations, inspection and investigations that produce a “finding”;
- Enforcement that produces a sanction.

Each output type will typically have a similar series of processes that manage it through its life cycle. When common processes are identified, the opportunity exists to have one provider (of a common process) that leads to economies of scale in service delivery and to improve client satisfaction. For example, a single provider could offer integrated permit application, renewal and payment services to a range of public licensing and permitting services.

An example of service classification by output is the Governments of Canada Strategic Reference Model (GSRM)³, originally developed by Treasury Board Secretariat. It has identified 19 service output types (see Appendix A3).

Within a public program area, the services offered may include any or all of the various output types. Health services, for example, provide a wide range of service output types as illustrated in Table 3-1.

³ BTEP (Business Transformation Enablement Program) Service Identification and Classification manual

Table 3-1: Health Service Output Types

Output Type	Health Service Example
Funds	OHIP claim payments
A period of permission	Nursing Home licenses
A finding	Nursing Home Inspection Reports
A care & rehabilitation encounter	Public Hospitals
An advisory encounter	Public health advisory notices
An intervention	Ambulance dispatches
A period of protection	Long Term Care resident trusteeship

3.4.3 Linking Support Services to Public Services

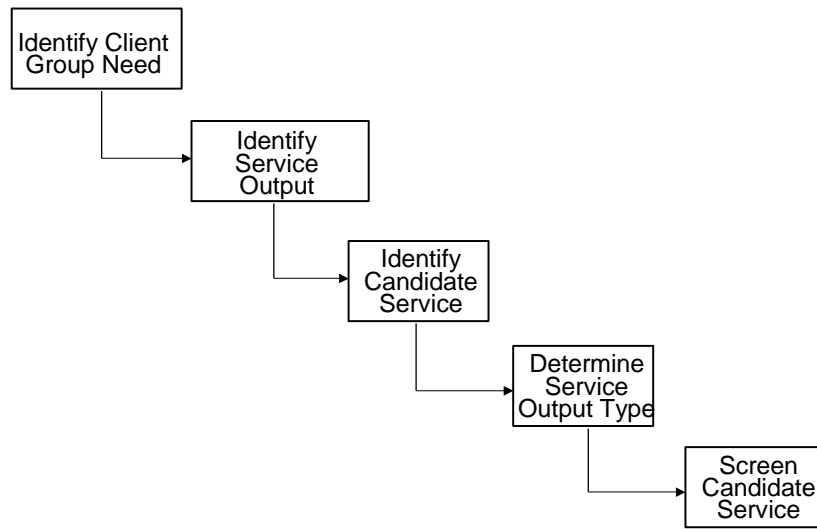
Support services are critical to the management and delivery of many public services. For example:

- The Kingston Card Production Centre produces digital photo cards for driver licences and health insurance.
- Service Ontario kiosks supports several public services, including maintenance of permit holder addresses and processing of routine licensing transactions (e.g., vehicle licence renewals).
- Shared Service Bureau provides employee and business support services to ministries and agencies across the OPS.
- The I&IT Clusters and ITS provide information and information technology services to support OPS programs and services.

3.5 Identifying Services

Program Managers adopt strategies that lead to the identification, definition and design of the services required to achieve program outcomes. These services should be defined from the client's viewpoint, with the client's needs and convenience in mind. Program managers can do this by imagining their enterprise as a black box and looking at it from the client's perspective: from the outside, looking in. This view hides the internal features of an enterprise such as organizational structure, processes and resources. Figure 3-3 shows a simple process for identifying services. The process assumes that the services are offered by a program that has already identified its target groups and recognized their needs.

Figure 3-3 Service Identification and Classification



3.5.1 Identify Client Group Need

The first step is to identify the client group and need that the service is to satisfy. The program manager must ensure that:

- There is a clearly-identified client group (service recipients) that is a subset of the program target group
- There is a well-defined need which the program is responsible for meeting
- There is a defined contribution of the service to program outcomes.

3.5.2 Identify Service Output

If a reasonably comprehensive and well-defined list of services already exists (from business planning, the architecture repository or another source), it makes sense to use that as the starting point for candidate service outputs. But if the existing list of services is incomplete or inconsistent, the best approach is to identify a set of candidate service outputs afresh.

A properly defined service output should be final and valued:

- Final: when produced, the output achieves closure from both the provider's and recipient's perspective (e.g., the client holds a driver license)
- Valued: it represents the highest and best value achievable by the recipient expressed in terms of the recipient's need being recognized by the provider (e.g., the driver's safety and mobility needs are met by the licence).

3.5.3 Identify Candidate Service

If the proposed output passes the preceding tests, one service can be proposed to produce it, and that service should be tested as follows:

- *Repetitive*: the proposed service must produce the same output, and only that output, repeatedly (e.g., the issuance and renewal of driver licences).
- *Two or more independent recipients*: the proposed service must have two or more potential recipients who are independent of each other in terms of their motivation and ability to take up the service's output (e.g., all Ontario adults that meet program eligibility criteria may hold a driver licence).
- *Independence from other services*: the proposed service must be independent of all other services, meaning that if any other service disappears for some reason, the service in question continues to exist and remains unchanged in terms of its output (e.g., if Ontario decided to end the requirement for vehicle licensing, there may still be a valid reason to continue licensing drivers.)

3.5.4 Determine Service Output Type

Determine the *one* output type that best classifies the output of the service. This helps to qualify the service and avoid the trap of listing all the transactions with client that are related to that service. For example, a license may require initial applications and subsequent renewals, but the final valued output from the client's perspective is the period of permission. Applications and renewals are processes carried out by the service; they are neither final nor valued in themselves by the client).

3.5.5 Screen Candidate Service

Review the candidate service using the Service Identification Method listed below to ensure that it is well formed.

The method contains several multi-part questions to evaluate each proposed service offering. If a candidate service does not meet these tests, it may not be a stand-alone service – it may be scoped too broadly or too narrowly. Service definition can be difficult in some cases, and considerable judgment may be required to reach the right formulation.

The template for the “service identification method” follows. An example of a completed template can be found in Appendix A5.

Service Identification Method

Purpose: to determine consistently whether a candidate service is an actual service or a process.

1. Name of Candidate Service: _____
2. Name of Service Provider: _____
The position or organization responsible for providing the outputs of the service.
3. Who is the client (or “client group”) for this service? _____
 - a. Is the client group recognized by the public program (in the case of public services) or the administrative program (in the case of support services)
NO – re-define the client.
YES – continue
 - b. Is this client the direct recipient of the service output?
NO – re-define the client.
YES – continue
 - c. Is the client inside the service provider organization?
YES – This is an internal process, not a service.
NO – continue.
 - d. Are the clients countable?
NO – re-define the client more precisely.
YES – continue.
4. What client need does this service address? _____
 - a. Is the service provider wholly or partly responsible for meeting this client need?
NO – redefine the client and possibly the service.
YES – continue.
5. What is the service output? _____
 - a. Is the service output final?

The proposed output when produced must achieve closure from both the service provider's and recipient's perspective. This means that their engagement with each other moves to a different state in which production of the output is no longer a mutual objective or their mutual intent. This concept does not preclude engagement activities after the output is produced.

NO - Determine what else is required to satisfy the client need and redefine the service output to reflect the expanded scope. If the output is final for the responsible enterprise, but not for the client, then the client may be incorrectly identified (this can happen when support services are not properly classified as such)

YES – Continue.

b. Is the service output valued?

The proposed output must represent the highest and best value delivered to the recipient expressed in terms of the recipient's need being recognized by the provider. There may be many intermediate outputs produced by the provider (example: an application form or inspection) on the way to the valued output. The concept of delivered value does not preclude cases where for any reason production of the intended output stops short of completion (example: the recipient does not qualify to receive the output).

NO – Redefine the service output to reflect the value provided.

YES – Continue.

6. What is the program to which this service contributes? _____

a. Is the same organization both the service provider and the program manager?

NO – Coordinate the contribution of this service (to the outcome) with the organization responsible for the program. (Continue)

YES – Continue.

7. Is this service complete and distinct?

a. Is this service an offering of another service already defined?

When two separately identified outputs appear similar in most respects, there may or may not be two services. Two services should be identified if a) the outputs are produced by different organizations, jurisdictions, or for different purposes or b) if there are material differences in the processes and/or types of resources used to produce the two outputs. Otherwise only one service should be recognized.

YES – Redefine as a service offering or variant of the main service.

NO – Continue.

b. Is this “service” a process (i.e., a component or channel) supporting a service?

Similar to buying an appliance or automobile, government service outputs can have optional features, requiring “configuration” and optional processes before delivery. Identifying different services to distinguish alternate output configurations should be avoided.

YES – re-define as a service offering of the main service.

NO – continue.

- c. Is this service independent of other services?

The proposed public service must be independent of all other services, meaning that if any other service disappears for some reason, the service in question continues to exist and remains unchanged in terms of its output.

NO – Redefine as a process or service offering of the main service.

YES – Continue.

8. Is this service repetitive? The proposed service must produce the same output, *and only that output*, repeatedly.

NO – Redefine the client (target group), the need, the output, or any of the three

YES – Continue.

9. Does this service potentially have two or more clients?

The proposed service must have two or more potential (there may initially be only one) recipients who are independent of each other in terms of their motivation and ability to take up the service’s output.

NO – Redefine the service or define it as a process instead.

YES – Continue.

10. What is the service output type? _____ **(SEE APPENDIX A3)**

For each service, confirm which one service output type best classifies the output it produces. This helps to qualify the service and avoid the trap of listing all the transactions with a client that are related to that service. For example, a license may require that an application form be completed first, but if you decide that the final valued output from the client’s perspective is the license (service output type: period of permission) you can disregard the application transaction (it is a process carried out by the service, and is addressed in a more detailed model).

- a. Does the service output type appropriately classify the output of the service?

NO – Examine the service output and service definition. Redefine either the output or the output type. If the output is redefined, return to step 3.

YES – The candidate service is a true service, complete the Service Profile.

3.6 Completing a Service Profile

After services have been identified, they can be further defined using the Service Profile shown in appendix A5.

The Basic Profile contains the minimum data about a service needed for business planning, integrated service planning, and program review.

Service Name – each service offering should have a unique descriptive name.

Service Provider – the name of the individual or organizational body for managing and delivering the service.

Program – the program that the service contributes to – i.e., to which the service offering is administratively attached. Although a service can support multiple programs, it is administered by only one program (its parent program).

Service Description – a brief explanation of what the service does, that reflects the elements of the service, such as the accountable party, client, output, and need met. Significant variations should be described, where applicable, e.g., “a Fishing License comes in two types: Resident and Non-resident”.

Client Group – the population of individuals or organizations (of the target group) that meet the eligibility criteria that determine target group membership and right to request services, and that are the direct consumers of the service to whom the output is directed.

Client Type – indicates whether the client is *public* (e.g., the service is targeted at individuals and organizations that are targeted by public programs of the Ontario Public Service) or *internal* (e.g., the service is targeted at service providers within the Ontario Public Service or outside the OPS, that themselves support OPS programs and services).

Client Need – specific description of the client group’s need addressed by the service, and how this service satisfies the need. For example, vehicle drivers need safety and mobility on public roads and highways, and that need is satisfied by the output of a period of permission to drive to safe and responsible drivers from the Driver Licensing Service. A precise definition of the need is critical to good service definition.

Output – a brief description of the service output, with an associated measurable unit of quantity. A service has a single valued output. For example, the output of MTO’s Driver Licensing Service is a period of permission to drive, conveyed by a valid driver’s license, which meets the client’s need for safety and mobility. For complex services such as “Access to Long Term Care”, the unit of output may require a compound measure such as “days of care”, which incorporates bed nights, meals served, hours of nursing care, etc. The description should also differentiate between the output (erg, a period of permission) and the token that signifies the output, (e.g., permits and photo cards).

Output Type: – service output classification, as defined in Appendix A3.

Service Delivery Model: - the main strategy used for providing the service. Service delivery models and their variations are described in Section 5.1.2.

Performance Measures: - identify key measures for three dimensions of service performance:

- *Efficiency* quantifies the relationship between service outputs and consumption of resources required to deliver service outputs, e.g., unit cost
- *Quality* quantifies compliance with service standards, e.g., defect rate
- *Effectiveness* quantifies or qualifies the extent to which service outputs contribute to program outcomes, e.g., reduced percentage of unsafe drivers holding valid driver licences.

A full discussion of performance measures is provided in Section 4.3.

Business Level Performance Requirements are used to establish the business objectives for Availability, Recoverability and Scalability. The business interpretations are as follows:

- Availability measures when and where a service should be operational to meet the needs of their clients.
- Recoverability measures, how long it takes to restore the service following a disruption in order to maintain a defined level of service.
- Scalability is the ability for a business to react to expected and unexpected changes in demand for access to a service.

These metrics must be captured by delivery model and channel.

Key Service Processes are used to identify common components of a service, *from a client viewpoint*. Service components can affect the client. For example, if a service requires a reservation or appointment, the client must request the reservation or make the appointment. As applied to services, processes often describe significant pre-requisites, access mechanisms or convenience aspects.

A process that is common to more than one service may have implementations that can be generalized and offered as a service to those other services. An automated process can be offered as a common systems application component. Processes are divided into “Access” and “Delivery”. For example, if access to a service requires that the client be enrolled, check the “Registration” process. If the service requires payment of a fee, check the “Fee Collection” box. If a service deliverable has to be sent to the client, check the “Physical Delivery” process.

Access / delivery channels indicate the methods clients can use to request service and receive delivery of the service output. For example, the Internet can be used to get information about a license renewal, to apply for it, and to actually receive the license renewal.

The template for a service profile follows. An example of a completed profile can be found in Appendix A5.

Service Profile			
Type:	<i>[Refer to section 3.4.1 for clarification]</i> <input type="checkbox"/> Public <input type="checkbox"/> Support		
Name:	<i>[Name the Service - each service must have a unique descriptive name]</i>		
Description:	<i>[Provide a brief and precise description of the service with emphasis on what the service is all about and the value it provides]</i>		
Output:	<i>[Describe the final valued output that is delivered to the client]</i>		
Output Type:	<i>[Select the most appropriate classification - Refer to section 3.4.2 for clarification]</i>		
Contribution to Program Goal:	<i>[Describe in plain language how the service contributes to the goals of the program]</i>		
Service Owner:	<i>[The position or organization accountable for the overall performance of the service]</i>		
Service Provider(s):	<i>[The position or organization responsible for the delivery of the service]</i>		
Client Group:	Name:		
	<i>[Name the consumer group of the service]</i>		
Need(s) Addressed:	<i>[Describe the needs of the client group addressed by this service]</i>		
Performance Measures: <i>[Forms the basis of an SLA]</i>	Efficiency: <i>[Measures the relationship between units of service delivery and consumption of resources requires to deliver it]</i>	Quality: <i>[Measures the compliance with service standards]</i>	Effectiveness: <i>[Measures the extend to which the service output contributes to the program goals]</i>
	<i>[Identify the measures that will be used to monitor the costs of delivering the service]</i>	<i>[Identify the measures that that will be used to monitor the quality of the service. A quality is a characteristic that a service must have. For example, service must be reliable, useable, and repairable]</i>	<i>[Identify the measures that will be used to monitor how well the service works]</i>
Business Level Performance Requirements			

Delivery Model: <i>Identify the delivery model that is being used to deliver the service</i> <i>[Refer to section 5.1.2 of GO-ITS 56.2 Defining Programs and Services in the OPS for clarification]</i>	Channel: <i>Identify the channels that are used to deliver the service</i>	Hours of Operation: <i>Enter the time period when each channel is to be available to clients</i>	Recovery Time Objective: <i>Enter the maximum length of time the business will allow for the channel to be restored after a disruption in order to avoid unacceptable consequences e.g. 3 days (Max)</i>	Peak Period: <i>Enter the time period when each channel is the busiest.</i> a) Occurrence: <i>Enter daily/weekly/monthly/quarterly/yearly/special events, or specify calendar date (s)</i> b) # of clients: <i>Enter the number of clients that need to be concurrently serviced</i> c) Expected growth: <i>+/- _ % in 2 years</i> <i>+/- _ % in 3 years</i> <i>Enter the anticipated growth</i>
<input type="checkbox"/> Direct Delivery	<input type="checkbox"/> Over-the-counter			
	<input type="checkbox"/> Mail/Fax			
	<input type="checkbox"/> Telephone			
	<input type="checkbox"/> Kiosk			
	<input type="checkbox"/> Internet			
	<input type="checkbox"/> In Person			
<input type="checkbox"/> Managed Provider	<input type="checkbox"/> Over-the-counter			
	<input type="checkbox"/> Mail/Fax			
	<input type="checkbox"/> Telephone			
	<input type="checkbox"/> Kiosk			
	<input type="checkbox"/> Internet			
	<input type="checkbox"/> In Person			
<input type="checkbox"/> Partnership	<input type="checkbox"/> Over-the-counter			
	<input type="checkbox"/> Mail/Fax			
	<input type="checkbox"/> Telephone			
	<input type="checkbox"/> Kiosk			
	<input type="checkbox"/> Internet			
	<input type="checkbox"/> In Person			42

Process Checklist:	
<i>[Below is a list of Generic Processes which may be related to the business being modelled - Refer to Appendix A4 for clarification]</i>	
<input type="checkbox"/> Appeal process <input type="checkbox"/> Case management <input type="checkbox"/> Client Account maintenance <input type="checkbox"/> Client Self Service <input type="checkbox"/> Client self-reporting <input type="checkbox"/> Client survey/feedback <input type="checkbox"/> Eligibility assessment <input type="checkbox"/> Physical Delivery <input type="checkbox"/> Post Delivery help/support <input type="checkbox"/> Reservation/appointment scheduling <input type="checkbox"/> Service Fee Payment <input type="checkbox"/> Service-related client education & training <input type="checkbox"/> Other (specify)_____	
Processes:	
Name	Description
<i>[Identify all processes needed to access, produce and fulfill the service]</i>	<i>[Provide and brief description of each process]</i>

3.7 Managing Services

Defining and describing services would be a meaningless exercise if it did not transform the way that the organization does business. Becoming a service-driven organization has implications and benefits for enterprise managers.

Relations with clients:

Managing the enterprise using services provides a stronger client focus. Defining and describing services provides a vehicle for improving relations with clients. Communicating with clients is essential to better understand their needs and forecast client demand.

Strategic Direction Setting:

Program and service definition provide a basis for making more strategic decisions when an enterprise has to respond to external demands for change. The enterprise can adopt strategies that focus on high value-added services to clients. This provides the basis for a more systematic approach to organizational change.

Annual (Operational) Planning:

Services provide the context for annual planning. This includes:

- Forecasting demand for the coming year; and allocating resources to services;
- Establishing contractual relationships with clients (such as service level agreements)
- Providing the context for setting priorities and making in-year changes;

Performance Measurement

Services are a good basis on which to measure performance of the organization and report results to governors (see Section 4.3 on Performance Measurement). Services should be included in management tools such as service level agreements and annual performance contracts with staff.

Performance Improvement:

Because services are defined at an atomic level, they are the basis for improving performance. Processes that support service delivery can be automated, streamlined or outsourced.

Identifying common processes that support a number of services (e.g. credit card payment) is the first step to defining automation or outsourcing opportunity.

The service profile provides some of the information required to manage the enterprise using services. However, additional information about services may be required to achieve some of the benefits noted above. Additional information requirements include:

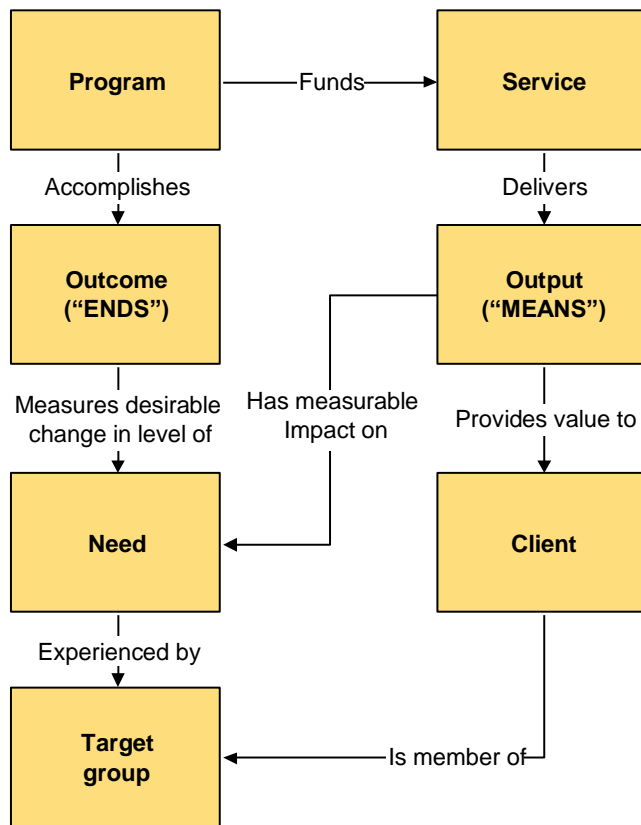
- Demand forecast including historical trends would be required for annual planning;
- Client group demographic projects (changing needs in the target population) would assist with strategic planning;
- Resources allocated to service (staff, funding and other resources) are required for performance measurement and priority setting;
- Key processes supporting service delivery are necessary for improving performance.

4 Aligning and Integrating Services

4.1 Program and service alignment

Alignment occurs when the output of a service contributes to the outcome of a program. The output must demonstrate a measurable impact on reducing the target group needs (see Figure 4-1)

Figure 4-1 Program Outcome and Service Output Alignment



A program and service alignment matrix can be used to illustrate the contribution each service makes towards attaining the outcome of the program. For example, the Road User Safety program recognizes the safety and mobility needs of drivers. It has defined a direct outcome to reduce the number of unsafe drivers holding valid licenses. To accomplish this, it administers a public service, Driver Licensing, whose purpose is to allow competent drivers to drive legally on Ontario's roads.

This service provides a *period of permission* to drive on Ontario roads. It has also established two support services to:

- A Driver Examination service, whose purpose is to screen applicants to ensure that only competent drivers are permitted to drive. It provides a *Finding* output (assessment of driving knowledge and skills).
- A Driver Performance and Monitoring Service whose purpose is to detect and punish bad driving behaviour. This service provides a *Period of Sanction* output to the client. All three services contribute to reducing the number of unsafe drivers holding valid licenses.

A sample program and services alignment matrix is included in Appendix A5.

4.2 Results-based Management

Results-based management in the OPS is predicated upon a few key concepts:

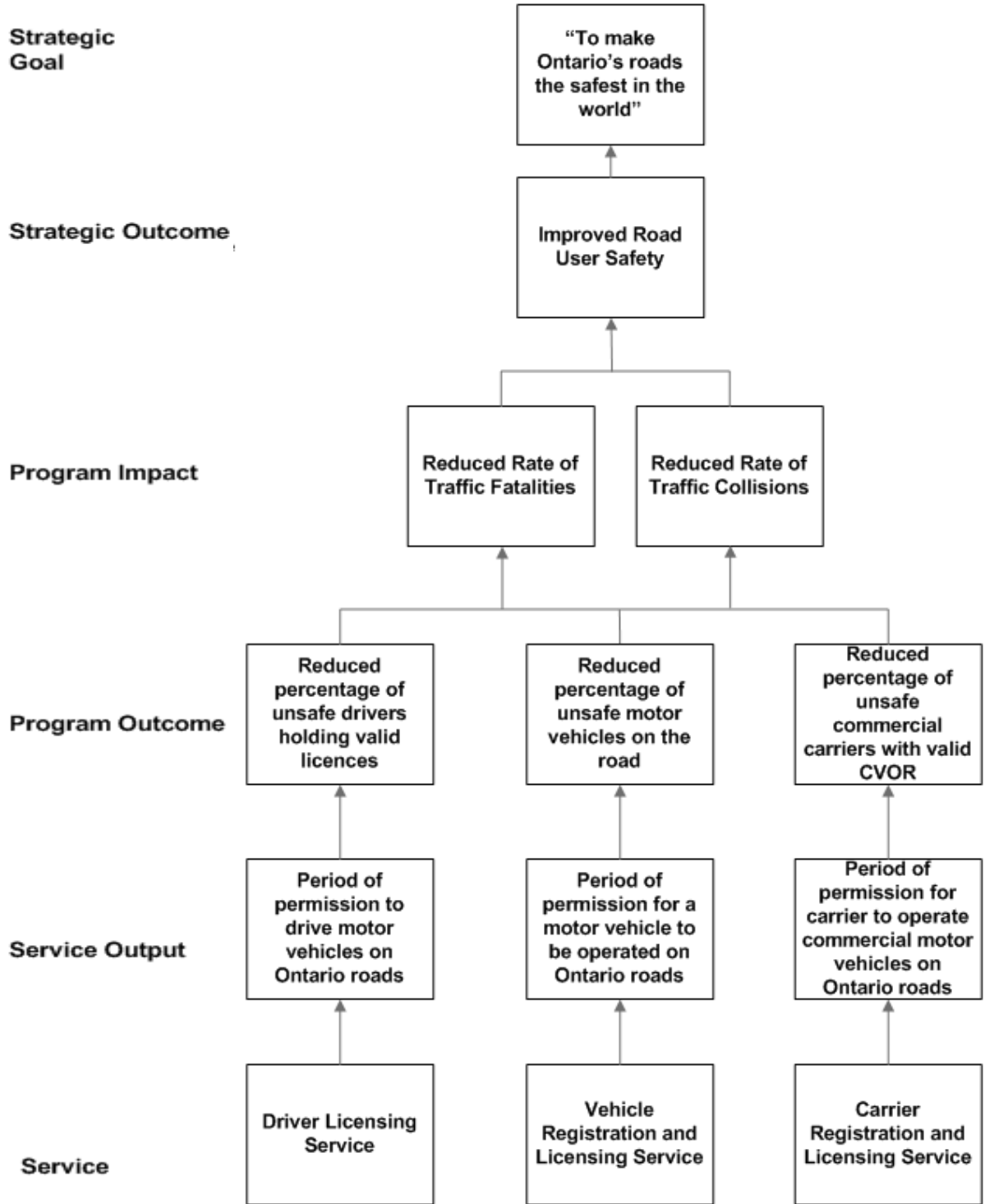
- OPS programs must contribute to the overall strategic goals established by government. The contribution may be direct or indirect. Many programs across the OPS may have to work in concert to achieve the strategic goals.
- Service outputs should contribute to a strategic direction set by government.

A **Program Logic Model** provides one method of modelling the results-based management approach, as it provides a foundation for developing performance measures that will support decision-making. Development a program logic model can help define strategies and activities in relation to government priorities.

The Program Logic Model also provides a visual representation of the alignment of services to programs as it shows how outputs produced by services contribute to program outcomes, program outcomes support program impacts and impacts support strategic outcomes as shown in figure 4-2. With this model, a program manager is able to map service and their outputs to the strategic direction set by Government.

Figure 4-2 provides an example of a program logic model for the Road User Safety Program.

Figure 4-2 Road User Safety Program Logic Model



The program logic model (PLM) and the public service reference model (PSRM) are closely aligned. Outcomes are derived from programs in the PSRM and outputs from services or processes. The program is accountable only for the direct outcomes. Intermediate and strategic outcomes depend upon contributions from peer programs.

4.3 Performance Measurement

Increasingly, program managers and services providers are being asked to provide evidence of the contribution of program outcomes and service outputs against the mandate of the government and to account for the cost effective use of public funds and other resources.

The performance of program managers and service providers is increasingly governed by performance agreements with specific measurable indicators of the effectiveness, quality and efficiency of the programs and services they administer. Well-defined programs and services support the definition of measurable indicators of outcomes and outputs.

4.3.1 Goals, objectives and performance indicators

The performance measures for a program or service should focus on a few key business goals, objectives and indicators (“less is more”), and should represent a balanced view of performance across the three dimensions: efficiency, quality and effectiveness.

Program goals are stated as outcomes and impacts (described in Section 2.2). Most program goal statements address outcomes for target groups, since programs have a direct responsibility for outcomes.

A business goal states the longer-term direction (e.g., increase, decrease, sustain) of a desired change (e.g., increased safety on the roads, reduced program and service operating costs, etc). An objective or result establishes near term targets that measure progress towards a goal (e.g., 10% reduction in traffic fatalities, 5% reduction in operating costs).

Key performance indicators (KPI) measure attainment of an objective or result for which someone is accountable. Increasingly, senior managers have objectives, measured by key performance indicators, written into their performance agreements.

When these indicators are defined within a well-defined business model of programs and services, the business will be able to increase its capability to measure its performance. It will be able to define much more specific management information requirements for its IT systems in particular.

4.3.2 Measurement dimensions

Program and service goals and objectives can be set for three major dimensions to ensure a balanced approach to governance and accountability.

Effectiveness

Effectiveness indicators quantify or qualify the extent to which service outputs contribute to program outcomes and outcomes, in turn, contribute to broader public goals. Effectiveness indicators will typically measure the impact of a service output or program outcome on a target group need. For example, the driver licensing service might measure its effectiveness on the percentage of safe or unsafe drivers that hold valid driver licenses (see program logic model, Figure 4-2). The Road User Safety Program might measure its effectiveness based on the traffic fatality rate where driver errors or vehicle malfunctions were major factors.

Efficiency

Efficiency indicators measure the relationship between outcomes or outputs and the consumption of public resources required to deliver program or service. At the program level, efficiency may be measured based on the program cost per outcome or the program cost per member of the target population. At the service level, it is typically measured as a unit cost per service output. The efficiency of the driver and vehicle licensing services in Figure 4-2 might be measured by the cost to maintain an “in-force” licence.

Quality and Customer Satisfaction

Quality indicators measure compliance with program and service standards. Standards may be written into accountability agreements (e.g., performance agreements, transfer payment agreements, service level agreements, etc). For public services, they are frequently published on websites or at points-of-service.

Service quality can also be measured through customer satisfaction. Customer satisfaction is “the degree to which the intended recipients or beneficiaries of a product or service indicate that the product or service meets their needs and expectations for quality and efficiency”.

Program managers and service providers often wrestle with the trade-off between effectiveness and efficiency when setting service standards. Higher standards may lead to greater program and service effectiveness but the costs meeting these standards may go beyond current program budgets. Finding the right balance between effectiveness and efficiency is a key consideration in setting service quality standards.

Table 4-1 summarizes the performance indicators that can be used to measure program and service performance based on the dimensions of effectiveness, quality and efficiency. It also gives examples that might be used in a driver and vehicle-licensing program.

Table 4-1: Program and Service Performance Indicators

Program Performance Model			
Program Goal Statements	<ul style="list-style-type: none"> • To meet the target group need for <need type>. • To achieve the program outcomes at the lowest possible cost. • To meet a <recognized> quality standard for a program of this type 		
Measurement Dimension	Effectiveness	Efficiency	Quality
Program Objective	Objective statement: <ul style="list-style-type: none"> • To reduce the level of need of the target group by <X%> by <date> 	Objective statement: <ul style="list-style-type: none"> • To achieve the program outcomes at <\$X> the price by <date> 	Objective statement: <ul style="list-style-type: none"> • To meet the <jurisdiction> quality standard
Key Performance Indicator	Measure	Measure	Measure

Service Performance Model			
Measurement Dimension	Effectiveness	Efficiency	Quality
Service Objective	Objective statement: <ul style="list-style-type: none"> • To <reduce the level of need> of the client group by <date> 	Objective statement: <ul style="list-style-type: none"> • To produce a <service output> at <%> the price by <date> 	Objective statement: <ul style="list-style-type: none"> • To have a <%> client satisfaction rating • To meet the <jurisdiction> quality standard
Key Performance Indicator	Measure	Measure	Measure

5 Managing Programs and Services

5.1 Program Strategies and Business Models

Program strategies are established during program design (see figure 5-1) based on government policy. Strategies are statements of direction about how a program will achieve its mandate and the desired outcomes:

- Program management strategies determine how a program will be operated to achieve goals and meet its accountabilities. It is achieved through a range of program management functions.
- Program delivery strategies set the direction of the program in achieving its mandate to meet the needs of its target groups. It is achieved through the provision of services.
- Service delivery strategies determine how a service will be delivered to clients.

During program design, the enterprise governors and program managers address three major strategic elements to ensure program and service alignment:

1. A service portfolio that defines the optimum service outputs to achieve program outcomes.
2. A provider selection model that articulates the best way to deliver the services
3. Service funding that specifies how the program funds are expended on service provision.

Development of program strategies is the responsibility of the program manager in consultation with enterprise governors.

5.1.1 Program Delivery Strategies

There are five broad strategies from which enterprise governors and program managers can choose to determine the optimum mix of services to achieve program outcomes.

Supply Capacity

The program may choose to supply resources to enlarge the target group's capacity to act. For example, the government may choose to provide grants to students to ensure that they can participate in postsecondary education, such as OSAP grants and bursaries.

Enhance Capability

The program may fund services that enhance the target group's capabilities for action. For example, the government may choose to provide hands-on training and certification to individuals to enable them to work in occupations requiring skill sets in industry, such as mining or crane operation.

Enable and Influence

The program may fund services that facilitate and influence the target group's actions. For example, the government may choose to provide "best management practices" to farmers through agricultural extension services.

Regulate

The program may establish controls that protect the target group from harmful actions and circumstances. For example, the government may choose to establish regulatory services within the meat slaughter industry to safeguard consumers. These services would include licensing meat packers, inspecting premises and processes, investigating incidents of non-compliance and enforcing licensing terms and conditions.

Establish Rules and Govern Change

The program may choose to manifest the social contract between the government and the public through the development of services which establish rules (laws, regulations, policies, strategies, plans, designs, and standards) and the implementation of social and economic changes. For example, the province may influence property development through the publication of the building code.

5.1.2 Service Delivery Strategies

The program manager must adopt strategies for how services should be delivered and determine who should be the accountable party. The program manager has the following business models to choose from:

Direct Delivery Model

Under direct delivery, the same organization that is accountable for program outcomes is accountable for delivering services. For example, the Ministry of Natural Resources provides recreational opportunities in Provincial Parks directly to park users.

The market model is a variant of the direct delivery model. The market model is characterized by the program having a service that provides resources (e.g. funds) to its clients to acquire a service from a third-party service provider. For example, the Ontario Student Assistance Program provides grants and loans to students to purchase post-secondary education from an institution of their choice.

Another variant on the direct delivery model is the "insurance" model. Here, the program manager offers a period of insurance coverage to the client to protect them against specific risks. OHIP, Employment Insurance and Workplace Safety Insurance are all examples of the insurance model. The client normally pays premiums that may fully or partially fund the program. The program then pays claims if the client is exposed to the defined risk (e.g., health problem, job loss, workplace accident, etc).

Managed Provider Model

The program manager may elect to have another organization be accountable for service provision. This is called the managed provider model. Under the managed provider model, one organization is accountable for the program's outcomes while another organization is accountable for the service outputs and service performance. Often, these other organizations are Broader Public Sector (BPS) organizations, including OPS agencies, boards, and commissions, as well as public organizations such as municipalities, school boards and hospitals.

For example, the Ministry of Education is accountable for public education outcomes in the province (e.g., as measured by the literacy rate, numeracy rate, etc). The Ministry delegates responsibility for providing elementary and secondary education services to the school boards and schools of the province. The program manager supports the service provider with services such as transfer payments to school boards and curriculum standards. Boards are accountable to the province for the use of public funds to provide elementary and secondary schooling to eligible children, youth and adults within their service area.

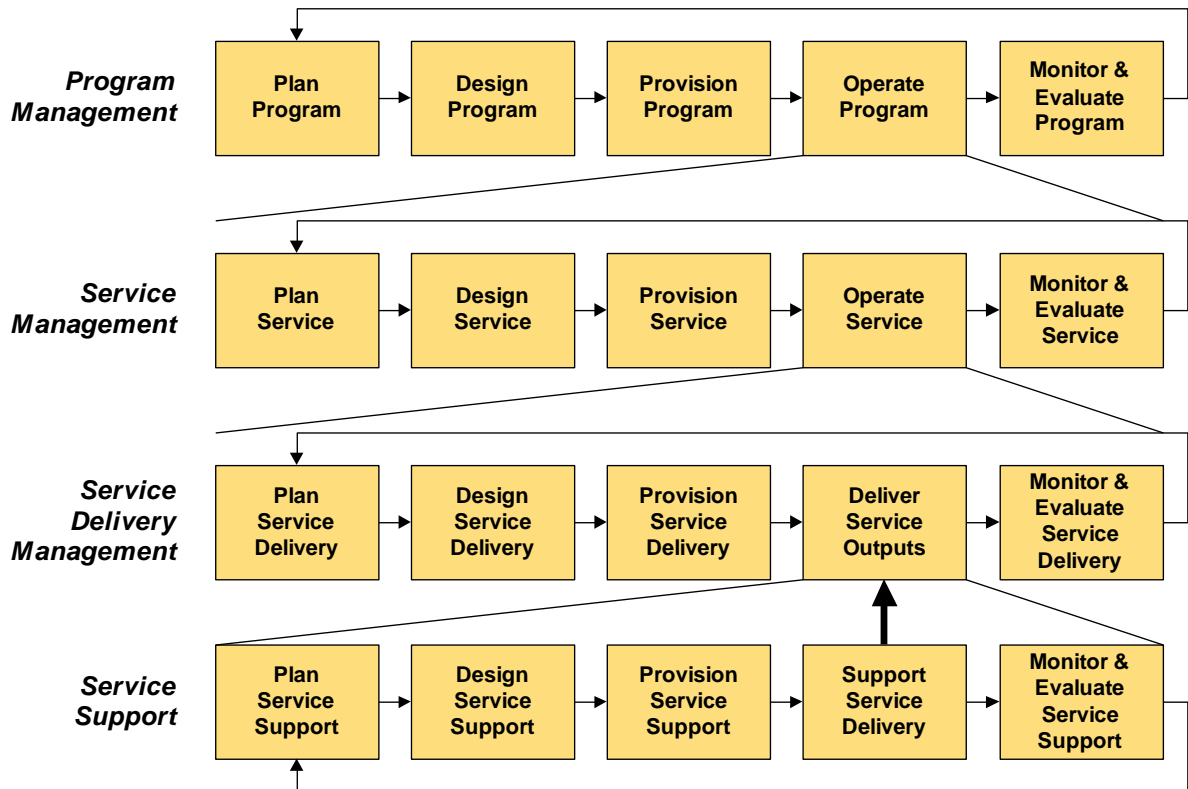
Partnership Model

In a partnership, two or more organizations share risks, resources and accountability in providing services to overlapping target populations. For example, the Ministry of Northern Development and Mines delivers services for a number of economic and social development programs of other ministries to target populations in Northern Ontario. In Southern Ontario, their "home" ministries deliver these programs.

5.2 Program and Service Management Processes

Figure 5-1 shows the high-level generic processes required to manage, deliver and support programs and services. Initially, a new program may be commissioned by governors of the enterprise.

Figure 5-1 Program and Service Management Processes



5.2.1 Program Management

A program manager is role performed by the incumbent(s) of a position or office or decision making body. The program manager is accountable for implementing a program and achieving its outcomes. The program manager is accountable to the governor(s) of the enterprise for the use of enterprise resources to achieve program outcomes. An enterprise governor is a person or body (e.g., cabinet, committee, board, etc), which is ultimately accountable to constituents for the use of public resources to meet the needs of constituents. During program commissioning, the program manager consults with the enterprise governor to plan, design and implement the program. During annual operation, the program manager operates the program and accounts to the enterprise governor. As illustrated in Figure 5-1, program management functions include all the activities necessary to manage the life cycle of a program:

- Program planning
- Program definition and design
- Program provisioning (budgeting and resource allocation and management)
- Program delivery
- Program monitoring and review

This handbook deals only with the method for program definition and design.

5.2.2 Service Management

During program and service design, the program manager:

- Plans a service based on the program strategy (e.g. estimating service demand)
- Designs a service, including specification of the output, eligibility criteria, setting standards for quality (“set points”), establishing pricing, etc.
- Decides the best business model for service provision and funding
- Determines the best strategy for delivering the service, expressed in terms of a service delivery model (see Chapter 6)
- Acquires the resources to execute the service strategy.

During service operation, the program manager monitors and periodically reviews the performance of the service in terms of efficiency, quality and effectiveness (satisfaction of clients’ needs and contribution to program goals).

Within a ministry, a program manager in a program branch could assign responsibility for a service to another organization (e.g., a region or district) and then employ a form of internal contract or “performance agreement” to clarify the role of the unit actually charged with providing the service.

If the program manager and service provider are different bodies, the program manager must manage the relationship with the service provider to ensure that program resources are spent wisely in the provision of service outputs (see vertical and horizontal accountability section later in this chapter).

5.2.3 Service Delivery Management

The service provider is responsible for planning, designing, provisioning and delivering the outputs of the service. The generic pattern for this process is based on the traditional manufacturing model of planning for, acquiring, allocating and managing the resources and infrastructure needed to support service delivery. These resources include employees, contract staff, contract services, accommodation, equipment, supplies, computer applications, information, forms, methods and procedures, etc.

Although the specific resource and infrastructure requirements vary from service to service, many of the processes and activities involved in service delivery management are generic. There will be service-specific details such as the staff skills and experience required, certifications, compensation and organizational arrangements.

The drivers for service delivery management are typically contained in a service provider contract or service level agreement. Such an agreement may be explicit or implicit. The contract will always be formal and explicit for external (non-OPS) service providers. Where the service provider is internal to the OPS, the contracts tend to be somewhat less formal, although this is gradually changing as clients clarify their expectations and insist on value for money. In any event, service integration assumes that service contracts exist to govern the relationship between program managers and service providers. Service provider agreements spell out service outputs, quality standards, fees or charge back rates (where applicable), contract duration and responsibilities and accountabilities.

In service organizations where many services are offered, business processes typically found within the lifecycles of individual services are often consolidated and provided “en masse” for the service organization. The rationale for this is most often rooted in the special functional skills that are required to perform the business processes.

For example, if a service organization has ten different services and each service has its own set of associated financial management activities, it often makes sense for the service organization to create a Financial Management function that performs the financial management activities for all services within the organization. This is just one example where service management activities may be consolidated across different lifecycle phases and across multiple services within an organization. The net effect of organizing in this manner is to “hollow out” the common business processes in the lifecycle of each service and to “concentrate” them in a single area of expertise.

For the purposes of the Program and Service Handbook, service delivery management is defined to include, but not be limited to, the following management activities:

1. Performance Level Management
2. Capacity Management
3. Financial Management
4. Availability Management
5. Continuity Management

5.2.3.1 Performance Level Management

Service Performance Level Management (often referred to as simply “Service Level Management”) includes all operational activities related to the ongoing measurement of service performance, and the monitoring of those measurements to ensure they are at, or above, the performance levels (targets) established for service delivery.

Service Performance Level Management is a required practice where Service Level Agreements exist between parties. A Service Level Agreement typically specifies:

- The service output that is to be delivered,
- The target performance levels for the delivery of the service output, and
- Any delivery conditions that might apply to the service agreement.

Ongoing service level management creates the baseline of factual performance data that is used to demonstrate compliance with SLA terms and conditions. If these activities are not performed on a regular basis, then it becomes difficult to demonstrate service performance and can lead to disputes between the SLA parties as to the quality of service that is being provided.

In some instances, Service Level Management may also be expanded to include the setting of service performance targets. This however, moves the focus of service level management away from operational activities related to ongoing measurement and into the planning and design activities typically undertaken prior to service operations. The negotiation of target service levels occurs between the service provider and the client/customer (or their representatives) and forms part of the terms and conditions of the service level agreement.

5.2.3.2 Capacity Management

Service Capacity Management includes all activities that ensure the service organization has the necessary resources ready for deployment to meet the forecast client demand. When client demand ramps up, it is necessary for the service provider to increase the supply of the service resources to correspond with the increased client demand. Capacity management activities include forecasting and estimating client demand, negotiating resource bargains with suppliers of service resources, and provisioning service resources to service delivery (access, production, fulfilment) processes. Service Capacity Management is closely linked to Service Performance Level Management. If the service provider does not have adequately-supplied capacity to address client demands, then service performance may fall below established target levels.

5.2.3.3 Financial Management

Service Financial Management includes all activities related to the management of budgets, costs, and fees for provided services. Service managers are typically accountable for developing a financial plan (budget) for service operations. The financial plan (budget) contains cost estimates for consumed resources and, where applicable, revenue projections for fees received. For example, many government services issue licenses and permits and collect an associated fee. Financial Management activities can occur then at different phases of the service lifecycle. Often, financial planning and budgeting is performed on an annual cycle, where as service cost and revenue accounting may occur on a more frequent (weekly or monthly) cycle as service operations continue.

5.2.3.4 Availability Management

Service Availability Management includes all activities related to maintaining the availability of a government service and ensuring the service is delivered reliably. Most often this area of service management is required when a government service uses a business system to enable delivery. Often government services cannot be delivered when the business system that supports them is unavailable due to technical problems. Government service reliability is directly dependent upon the reliability of their underlying business systems. Availability Management activities address this dependency by defining the availability requirements and monitoring the actual periods of service availability attained.

5.2.3.5 Continuity Management

Service Continuity Management includes all activities related to preparing for and responding to a service delivery crisis. A service delivery crisis covers situations where the service is unavailable for some reason and the period for which the service will be unavailable exceeds the target levels established in the service level agreement with the client/customer. In these situations, the Service Continuity Management function triggers the execution of a Business Continuity Plan. A Business Continuity Plan identifies the set of activities that must be performed in response to a crisis situation and ensures service operations are restored to their agreed levels as quickly as possible. In many cases, government services do not require elaborate Business Continuity Plans and have a simple set of “fall back” procedures and processes that enable service operations to continue on a manual basis.

5.2.4 Service support

Service Support covers a broad set of business activities related to the support of operational services. For the purposes of the Program and Service Handbook, the discussion of service support activities is limited to the client support activities.

Client Support

Client Support activities typically include responding to client inquiries and/or complaints about service delivery. When responding to client inquiries, the service representative may be able to resolve the question immediately or they may need to refer the client to another source of government information. When responding to client complaints, the service representative may be able to address the issue immediately or they may need to escalate the complaint to a service operations manager. In some cases, a formal complaint maybe made by a client and a corresponding “complaint process” maybe triggered in response. In either case, the goal of the Client Support activity is provide an experience where the client’s inquiry or complaint is brought to closure and completed.

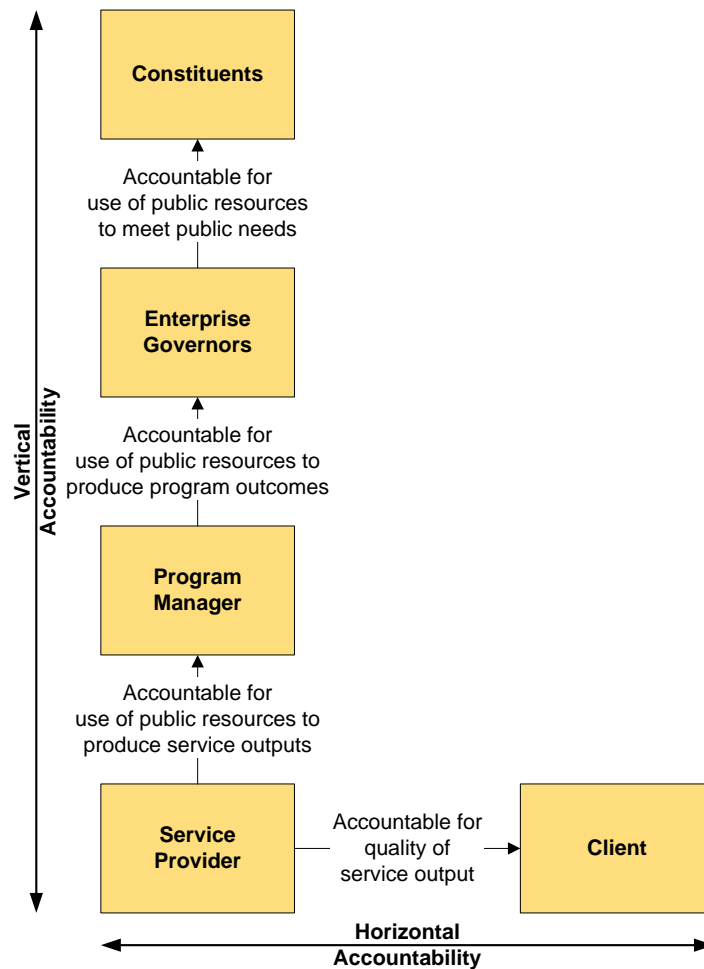
5.3 Vertical and Horizontal Accountability

A network of vertical and horizontal accountability relationships exists amongst the public, enterprise governors, program managers and service providers. The public relates to public sector enterprises in two ways: as constituents and as clients (See Figure 5-2).

5.3.1 Vertical Accountability

As constituents, the public holds the governors of the enterprise accountable for the use of public funds in meeting public needs. The governors, in turn, hold program managers accountable for using public resources (e.g., funds, staff, infrastructure, etc) to achieve program outcomes. Under a managed provider business model, the program manager then holds a service provider accountable for the use of program funds to produce service outputs. Under the managed provider model, a transfer payment agreement will typically include terms and conditions with respect to the accountability of the service provider. Under a direct provider model, the same organization is accountable for both outcomes and outputs.

Figure 5-2 Vertical and Horizontal Accountability



Where the service provider is vertically accountable to the program manager, the program manager will want to review:

- Service efficiency, which may be accounted for by trends in the unit cost per service output (e.g., the annual cost per in-force driver licence)

- Service effectiveness, which may be an indicator of the direct contribution of a service output to a program outcome (e.g., a reduction of the number of unsafe drivers on the road by suspending driver licences).

The program manager may also have established service quality standards (e.g., expected time required to issue or renew a driver licence). In such circumstances, the service provider will measure and report compliance with service standards.

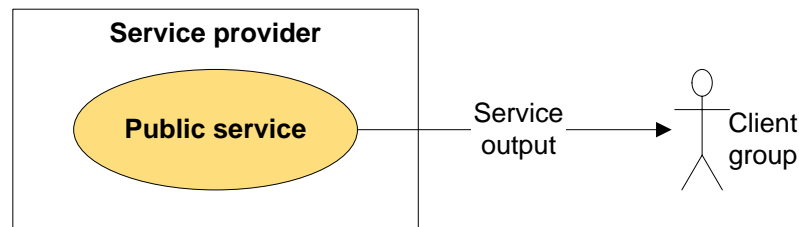
5.3.2 Horizontal Accountability

A member of the public may be both a constituent and a client of a public sector enterprise. As a client, the member of the public has a horizontal accountability relationship with the enterprise. A horizontal accountability is a relationship between a service provider and a client. The relationship is governed by an implicit or explicit service level agreement. The service provider is accountable for the quality of the service output provided to the client. Quality is typically measured with respect to quality standards set by the provider and documented in a service level agreement or published by the provider.

Public Service

A public service provider delivers public service outputs that meet the needs of client groups identified by one or more programs (see Figure 5-3). The public service provider is accountable for meeting service standards, which will typically be defined by the program. For example, service standards for vehicle licensing might include the fact that a vehicle licence may be renewed annually or biennially.

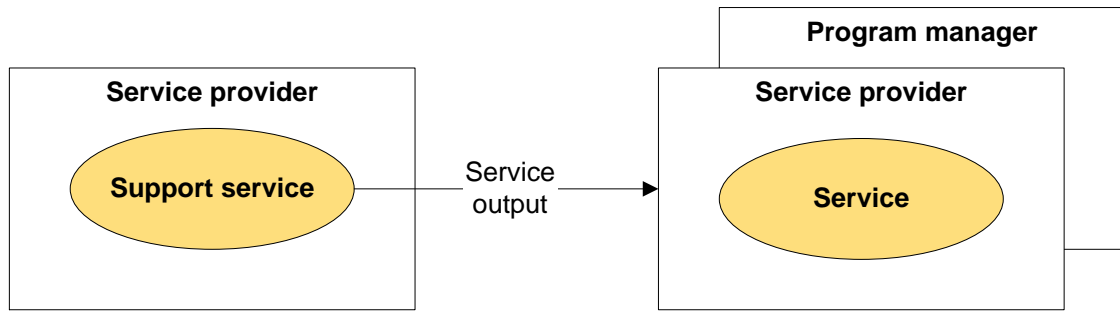
Figure 5-3 Public Service Accountability



Support service

A support service delivers outputs to multiple independent clients within government (see Figure 5-4). These clients will typically be service providers in their own right, but could be program managers or employees of government. For example, a support service might deliver accounting, HR or IT services to various program managers and service providers.

Figure 5-4: Support Service Provider Accountability



Most public sector organizations are well versed in the design and protocols of vertical accountability relationships. The advent of horizontal transformation initiatives that cross jurisdiction, ministry and program boundaries have caused program managers and service providers to pay much greater attention to the identification, design and management of horizontal accountability relationships.

6 Improving Service Delivery

This section speaks to the improvement of service effectiveness, quality and efficiency by focusing on the processes required to deliver the output of a service to its intended clients.

In order to improve service delivery, the service delivery manager must understand the underlying processes used to deliver the service. When a service is better understood, improvements can be made using various strategies.

This section discusses a number of models that can be used to better understand how services work. This is followed by a discussion of how service delivery can be improved. A complete description of the models can be found in the “Enterprise Architecture Process and Methods Handbook”. It is not the intent here to replicate the entire description, rather to speak in more general terms to the value and uses of the model.

6.1 Integrating Services to Support Service Delivery

Public services are dependent upon a chain of service providers to support service delivery. The business concept of “value chain” is that of an end-to-end network that describes how a collection of services delivered by a number of organizations are connected to produce a final, highly valued service output to a client. In the Ontario Public Service, this network of services illustrates how multiple support services deliver outputs that contribute to the delivery of other support or public services. As discussed in the previous section, support service providers are horizontally accountable to their clients. There are several models that illustrate this value chain:

- The “service integration model (SIM)” shows how the output of one service supports the delivery of another service. SIM is unconstrained, that is, modelled without including “organization”.
- When organization is introduced into the model it becomes the “service integration and accountability model (SIAM)” and depicts the network of horizontal accountability relationships between organizations.

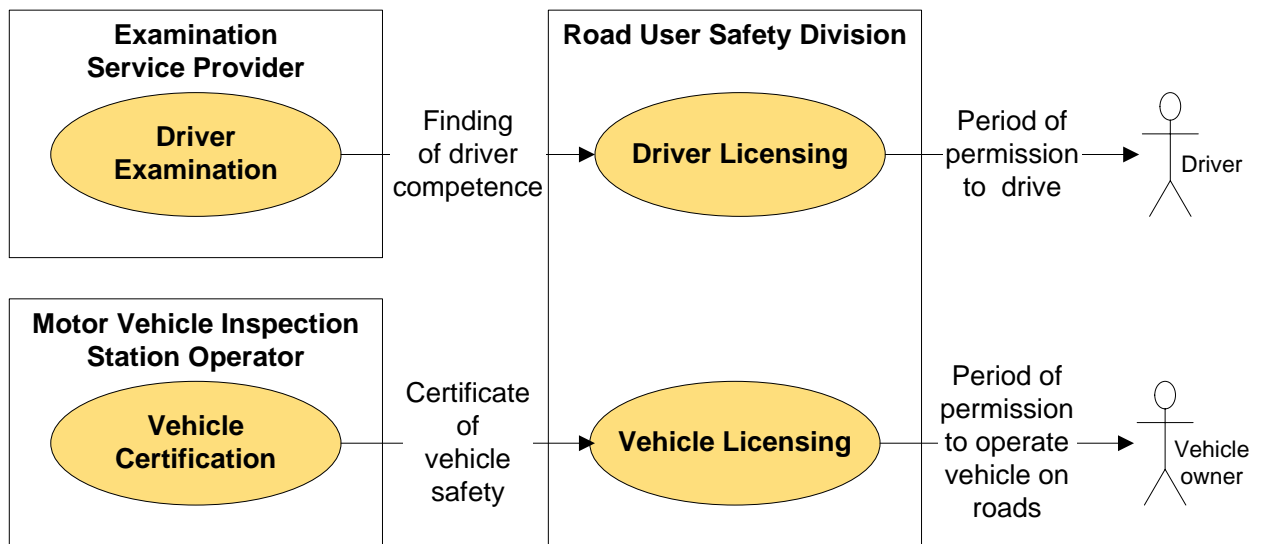
These “value chain” models have a number of uses:

- Supports analysis of service efficiency by looking for redundant steps
- Shows the relationships between services (how the services work together) and makes accountabilities explicit
- Supports improved performance of suppliers
- Supports understanding of complex services

- Provides the context for mapping processes by clearly identifying the processes for which an enterprise is accountable and which a service is dependent upon.
- Uncovers (and provides context for) business rules

Figure 6-1 illustrates a relatively simple set of horizontal accountability relationships involved in delivery of driver and vehicle licences. The public services are horizontally accountable to the end clients of government (drivers and vehicle owners). The public service relies on other service providers for assurance of the competence of drivers and the safety of vehicles prior to licensing. It is an example of a “service integration and accountability model” (SIAM). The diagrams help to identify the end client of government and the chain of service providers that support delivery of a public service to the end client. Each accountability relationship should typically be governed by a contract. A contract may take of the form of a memorandum of understanding, a service level agreement or an operating level agreement.

Figure 6-1 Service Integration and Accountability Model



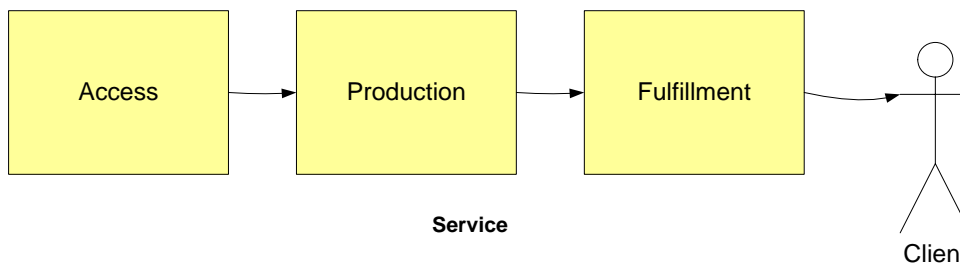
SIAMs and Service Value Chains

6.2 Service Delivery Process

As stated earlier, improving service delivery requires an understanding of the processes required to deliver the output of a service to its intended clients. Processes are defined as a linked sequence of linked activities and tasks. Service Delivery Processes are those which directly support or enable the delivery of one or more service outputs. Processes can be divided into sub-processes, down to the task level. Each service has a unique set of processes that support service delivery. However, similar (types of) services will often have the same processes (for example, payment process).

Figure 6-2 is the highest level of service delivery process model. Each of these high-level processes can be divided into sub-processes.

Figure 6-2 High-level Service Delivery Process



Service Access

This phase involves accessing the service by the client. A prospective client must be able to access the service. Possible sub-processes may include:

- Applying for the service
- Registering for the service
- Determining eligibility for the service
- Payment

Understanding service access is critical to improving service delivery.

Service Production

This phase of service delivery produces the service output to meet the client's request. The nature of the work steps to be performed in this phase will vary widely with the type of service output being produced. With complex service outputs there may be several "intermediate" outputs" that are developed and assembled into a final service output. This process is analogous to an industrial process that manufactures parts, produces sub-assemblies, and creates a final product by integrating all of the sub-assemblies into a "finished" output.

Service Fulfillment

Fulfilment is the final phase of service delivery and it results in the distribution of the service output to the target client. An important feature of service fulfilment is the time required to produce and distribute the service output. Service fulfilment may be immediate (e.g., the immediate delivery of an online document that fulfils an information service request) or it may be delayed (e.g., the subsequent delivery of a renewed driver license card following a counter visit). In either case, the fulfilment process delivers the service output to the client and completes the delivery of the service. The channel selected for fulfilment must be able to satisfy the response time requirements.

Appendix A4 provides a table that summarizes key service access, production and delivery processes.

6.3 Business Rules

Business rules represent a valuable knowledge asset for an enterprise. Business rules govern, constrain or influence behaviour in order to:

- Achieve program strategies: Business rules can be developed to support specific program strategies such as partnerships and alternate service delivery (setting out the conditions that govern the relationships);
- Meet program accountabilities: A concise set of business rules can ensure that an organization communicates and implements key government directives such as those related to privacy;
- Enable effective and efficient delivery of quality services: Business rules can be adopted to support a desirable service quality standard.

Business rule statements are associated with a service or program management function and are implemented as business rule sets at the process level. Sets of business rules are defined based upon key processes that support service delivery. For example, there may be a set of business rules for "eligibility for a service" that would apply to the "access" process.

Enterprise managers need to know where business rules come from (the source), where they are executed in the enterprise (processes), and why they were adopted (the rationale).

The benefits of making business rules explicit include:

- Making the enterprise responsive to changing policy and legislation: The enterprise can readily make changes to their existing processes in order to comply with new direction for the governors;
- Supporting improvement through process automation: Business rules represent a starting point for identifying business requirements and rules that will be built into automated systems.
- Improving performance and accountability: Business rules can be enacted by the enterprise to improve the performance of supporting processes and service delivery. Managers are able to trace business rules from their source to the process to which they apply. Business rules may be channel-dependent, that is, a service may require different rules when a client is served at the counter versus over the internet;
- Knowledge management: Business rules represent valuable business knowledge that can be lost when staff leave the organization or when rules are encoded into applications.

6.4 Strategies for Improving Service Delivery

This section helps service delivery managers to understand their services better. The description is not intended to cover all of the possible types of models that could be employed. The Corporate EA Review Requirements document provides a more comprehensive list of models, and their description and use.

The strategies that can be employed depend, to a large degree, upon the nature of the service. Some services require person-to-person contact; others do not. This distinction is important to understand and characterized as follows:

- *Person Mediated*

Historically, services have been delivered by employees of government or other agents contracted by government to deliver public services. When service delivery is “person” mediated, there is person-to-person contact between the client and a service representative. The person-to-person contact may be across a service counter, via the telephone or at the client’s location. In either case, service delivery relies on the interaction between client and government employee or agent of government. The intervention of a person is often required for many key aspects of service delivery. For example, in the driver license renewal example cited earlier, the customer service representative at a counter can confirm the identity of the client in a face-to-face transaction and take a new driver’s licence photo if required. This service delivery process is ideally suited for person mediation.

- *Self Service*

A new paradigm of service delivery has arisen as a result of information and communications technologies. New technology has made it possible for governments to extend (and sometime replace) their person-mediated service delivery with a self-service paradigm. In a self-service paradigm, there is typically no direct person-to-person contact required to mediate service delivery. By using electronic channels such as the Internet and Telephone/Interactive Voice Response systems, governments have made it possible for clients to access services online. Online services are attractive to many clients because of their increased availability, convenience, and ease of access.

Once the nature of the service and its delivery are understood, the service delivery manager can look to a number of different strategies to improve service delivery.

These strategies include (but are not limited to):

- Alternative Service Delivery
- Electronic Service Delivery
- Integrated Service Delivery
- New service delivery channels
- Or a combination of the above.

6.4.1 Alternative Service Delivery

An alternative service delivery (ASD) strategy involves selecting and contracting a 3rd party organization to manage one or more of phases of service delivery. When this strategy is adopted, the service manager retains accountability for service performance and uses a service level agreement (SLA) to manage the performance of the 3rd party organization. Service delivery process responsibilities are delegated to the 3rd party service provider but overall service accountability remains with the service manager.

In some situations, some of the service delivery processes may be outsourced to a third party. For example, access and/or fulfillment may be delegated to a 3rd party service provider, while service output production is retained. In other situations, it may be appropriate for all service delivery processes to be delegated. A review of the service delivery processes will indicate if an ASD strategy applies to your service definition. The 3rd party SLA should clearly indicate the scope and extent of the delegated service delivery processes.

This business model is distinct from the “managed provider model” where the program is accountable for outcomes, not service outputs.

6.4.2 Electronic Service Delivery

An electronic service delivery (ESD) strategy involves enabling one or more of the service delivery processes using an electronic channel (e.g., Internet, Telephone/IVR). Information services are ideally suited for electronic delivery and the rise of government websites and Internet usage represent the majority of efforts related to electronic information service delivery.

To the public client that is seeking access to government services, the availability of government websites on the Internet channel has led to a revolution in electronic access. Electronic service delivery is attractive to government program and service providers because of the features it offers:

- **Convenience for the client** – online government websites and IVR applications are typically available outside of standard office hours and may even provide 7x24 access.
- **Improved service performance** – service performance (such as response time to client requests, client tracking etc.) can result.

6.4.3 Integrated Service Delivery

An integrated service delivery (ISD) strategy involves:

- Integrating access to a number of different services of government. This is of interest to the public client to be able to access multiple services at one location;
- Integrating the delivery of a service across multiple channels. The service manager’s may want to improve the service by linking delivery across a number of channels;

- Inter-jurisdictional integrated service delivery. This is of interest to the public client to be able to access services from a number of jurisdictions at one location

Service Ontario kiosks are an example of providing integrated access to a number of public services. The kiosks provide access to a number of different public services including **driver’s licence renewal** and **outdoor card renewal**. Another example is the Integrated Address Change service that is offered by Service Ontario allows a public client to enter a single address change notice and applies that notice to the Ontario Health Card Registration, MTO Driver Licensing, and MNR Outdoor Card Registration services.

Integrated service delivery strategies represent the leading edge of “horizontal” government where multiple public program areas and Ministries make use of single, consolidated processes offered by one service provider. As would be expected, integrated service delivery strategies are complex and require a clear understanding of the “internal” government roles and responsibilities held by both the public program areas and the ISD provider for their success.

Another aspect of integrated service delivery is the co-ordinated use of a number of different channels to support service delivery. Typically, access and fulfillment processes operate across a number of channels as illustrated in the following example. A licensed driver (client) receives a written notice (via the mail channel) from MTO indicating that a visit to government-approved counter (e.g. Private Issuer Network counter) is required. The client accesses the driver licensing service by locating the nearest Private Issuer Network (PIN) office (this could be done using an Internet channel) and by visiting their counter. At the counter, the client participates in an agent-mediated encounter. During the encounter, the client pays the renewal license fee, and has a new photograph taken for their driver identification card. Once these interactions are complete, the driver is issued a temporary driver’s license before leaving the counter. The actual production of the new driver license card occurs at an MTO facility in Kingston. The delivery of the new driver license card occurs several business days later via the mail channel. In this scenario, service access occurs via the counter channel and service fulfillment occurs via the mail channel.

The next generation of integrated service delivery strategies will provide a mandate to an organization to manage service delivery process for government services across multiple jurisdictions. The concept of Inter-jurisdictional Integrated Service Delivery (IISD) is being developed and tested in a number of government pilot projects and is catalyzing a “whole of government” service transformation.

6.4.4 Service Delivery Channels

When a service provider is assessing various options for improving service delivery, selecting the appropriate delivery channels is important. Some of the important criteria for making the right choice include:

- Client characteristics such as where they are located and how would they prefer to access the service. For example, if the client group is not computer literate, using the internet is not an option;

- Cost of service delivery: What is the cost of a transaction for a new channel; and, what is the total cost if all of the existing channels need to be kept operating;
- Risk: The implications to the business of selection a new channel. The implications respecting business continuity, privacy and security need to be assessed and appropriate mitigation strategies may need to be enacted.

It is important to note that the selection of new service delivery channels may require changes to supporting processes and business rules.

The following channels should be considered when determining how to improve service delivery:

Counter

The “counter channel” represents a physical point of service where a service representative interacts with public clients on a person-to-person basis. This channel requires public clients to travel to the physical point of service and requires the government to provision physical facilities for service delivery.

Telephone

The “telephone channel” enables interaction with public clients on a person-to-person basis but does not require the client to travel to the physical point of service. The government is required to provision the physical facilities (call centre, where appropriate) for service delivery.

Mail

The “mail channel” enables asynchronous interaction with public clients and is a primary channel through which service fulfilment occurs.

Internet

The “Internet channel” represents a virtual point of service where the public client accesses a government website location. This channel requires public clients to have access to a computer with Internet services. The government is required to provision the website at an Internet location and to maintain the government information and services made available via the website.

Kiosk

The “kiosk channel” represents a physical point of service where a public client accesses an online government services. This channel requires public clients to travel to the physical point of service and requires the government to provision the physical location and POS technology.

At Client Location

The service provider physically goes to wherever the client is to deliver the service (e.g. road-side enforcement).

An operating program will often need to review its services and improve delivery. The starting point is the strategies that have already been employed to support service delivery. The formulation of a service delivery strategy is essential to the design and delivery of an operational service.

6.5 Identifying Opportunities for Improvement

This section applies to services that are directly delivered by ministries, agencies, boards or commissions or by delivery agents managed by them. Where service delivery is out-sourced, the delivery processes are the concern of the service providers.

Re-engineering or re-designing a process is intended to make it more efficient, while maintaining or improving the service effectiveness and improving the experience of both the service provider's workers and the client.

The starting point for improving the service delivery process is to understand the existing or "as is" process as described above in Section <> and the strategies currently being employed.

For each step in the process, ask the following questions:

1. Does this step in the process really add value? If not, can it be eliminated?
2. Could this step be more efficiently combined with another step? (especially if it adds marginal value)
3. Is this step performed by the same organization as another step in the chain? If so, could the steps be re-sequenced to reduce the number of hand-offs?
4. If the step is necessary, could it be done in another, better way? Could it be done more efficiently by a third party specialist? If the process represents a common generic activity, it might be easily sub-contracted to a third party. Few organizations do their own payroll nowadays, because it's almost always more cost effective to contract a payroll service to do it.
5. Is it being done at the right time in the sequence? If it were done earlier or later in the chain, could it be more effective or efficient?
6. Is the step being done by the best person or unit? Does it, for example, involve an unnecessary hand-off from an earlier step or to the next step in the chain? If so, consider changing who performs the step.
7. Could the step be automated?
8. Does the step produce a lot of errors, requiring rework? If so,

- the procedures or business rules may need to be changed; and
- the deployment of resources may need to be better understood and improved, through detailed analysis and process re-design.

The above are only general guidelines for analyzing and improving the service delivery value chain. For detailed methodologies, readers are advised to refer to the business process re-engineering literature.

Appendix A1: Glossary of Terms

Term	Definition
Business Function	A collection of processes intended to produce a valued output. Processes in a Business Function involve common skills or professional disciplines, such as the accounting or legal Business Functions.
Client	A Client is a role that is the intended recipient of a service output.
Enterprise	An organizational entity that fulfils one or more mandates established by its governing authority.
Goal	A desired end state is an outcome or impact of a program expressing a desired change to a target group. Compared to an objective, a goal tends to be ongoing, long-term, qualitative and general.
Impact	A change in the condition of an individual client, or in the aggregate condition of a target group, or the condition of a resource. Impacts are not under the direct control of the program. Positive impacts can be program goals. Negative impacts are to be minimized through risk management.
Mandate	An instrument that articulates an authoritative command issued by a governing body. Mandates can be conferred through legislation, regulations, policy and agreements.
Objective	A quantified or qualified outcome or result with target dates that measures progress towards a goal. Objectives translate broadly stated goals into more detailed and measurable targets.
Organization	A managed group of people, with allocated resources, that acts as a unit.
Outcome	A desired and measurable change in the condition of a target group that is directly attributable to the delivery of a program.
Partner	An autonomous Party that enters into an agreement to share accountability (and risk) for achieving a program's goal(s) and its outcomes. An organization that is a partner can also act as an agent for service delivery.
Program	Represents a mandate conferred from the governors of the enterprise to achieve goals, expressed as outcomes, and impacts that address the identified needs of a target group within a jurisdiction.
Program Manager	A role that is accountable for implementing a program and achieving its outcomes.

Program Objective	A numerical target for an outcome, accompanied by a target date.
Program Strategy	A statement of direction about how a program will achieve its mandate, reduce or manage risk and achieve desired outcomes
Public Service	Provision of specific outputs that satisfy the needs of clients outside the OPS and contribute to the achievement of public goals. The existence of a public service does not depend on the existence of other public services; that is, all public services are mutually independent.
Resource	A tangible or intangible asset owned or managed by the enterprise and used to perform activities (e.g. money, facilities, materials, information, tools, knowledge, etc.).
Responsibility	A clearly identified obligation for the authorized conduct of a specified program activity, where performance is evaluated through the application of established criteria
Service Deliverable	The physical manifestation of a service output, such as the token of permission (e.g., a licence photo card). See also service output
Service Provider	A role that is responsible for providing service outputs to clients through the operation of a service. (See Agent)
Target Group	The intended beneficiary of a Program. Target Groups are made up of client groups and interested parties.

Appendix A2: Classification by Program Needs

The Federal Government classifies programs according to the needs they meet. Needs are grouped into larger program “fields”. Public program fields are identified by the public needs recognized by the government, and provider program fields are identified by the needs of provider organizations that serve the public and that are recognized by the government. This appendix documents the GSRM program fields.

Public Program Fields

Public Program Fields	Recognized Public Needs
(Socio-) Economic Development	Need to organize, work, trade and prosper Need for protection from economic crimes
Science and Knowledge Development	Need for new knowledge
Natural Resources	Need to use/consume natural resources Need to sustain/renew natural resources
Environmental Protection	Need to enjoy and rely on the natural environment
Public Health	Need for protection from illness and disease
Legal, Collective, Democratic & Human Rights Protection	Need for recognition and protection of legal, collective, human, and democratic rights and freedoms
Social Development	Need to overcome disadvantages Need to help others and share prosperity and community
Cultural Development	Need for preservation of identity, history, tradition, values
Educational Development	Need to develop human capabilities
Public Safety	Need for protection from natural and built hazards Needs for protection from violent crime
Justice	Need for fair and just treatment Need to sanction (punish) law-breakers
National Security & Defence	Need for protection from insurrection, terrorism, international threats and defence of freedom

Provider Program Fields

Provider Program Fields	Recognized Provider Needs
Public Policy, Planning and Management Services	Need to address public needs and accomplish public goals
Corporate Policy, Planning and Management Services	Need to shape the enterprise to accomplish public goals
Integrated Delivery Services	Need to integrate service delivery from different program fields
Communications Management Services	Need to communicate with the public and with providers including the government
Human Resources Management Services	Need to deploy and steward the government's human resources
Financial Management Services	Need to deploy and steward the government's financial resources
Information Management & Technology Services	Need to deploy and steward the government's information
Supply Chain Management Services	Need to ensure supply and conserve the government's resource expenditures
Administrative Services	Need to deploy and use the government's resources, facilities and assets
Facilities and Assets Management Services	Need to maintain and steward the facilities and assets entrusted to the care of the government's
Professional Services	Need to comply with laws, regulations and best practices as an enterprise

Appendix A3: Classifying Services by Output Types

This table documents the 19 service output types proposed by the Governments of Canada Strategic Reference Model. It has been taken in its entirety from the BTEP (Business Transformation Enablement Program) Service Identification and Classification manual, version 0.2, dated November 14, 2003.

Service Output Type & unit of output	Service Type Description	Service Output Type Usage	Service Sub-type examples	Provider's Essential Account-ability	Provider's Essential Function
<p>Funds</p> <p>An amount of money</p>	<p>Services that acquire or dispense money.</p>	<p>Outputs of this type are used to give the recipient the power to act on the intended purpose of the funds request, or to fulfill their obligation to provide funds</p>	<p>Fixed (standard terms) contribution (e.g., fee collection); fixed grant (non-repayable); variable contribution (e.g., tax collection); variable grant; emergency fixed contribution; emergency fixed grant; emergency variable contribution; emergency variable grant</p>	<p>Appropriate use</p>	<p>Dispensing/collecting</p>

Service Output Type & unit of output	Service Type Description	Service Output Type Usage	Service Sub-type examples	Provider's Essential Accountability	Provider's Essential Function
<p>(Units of) Resource</p> <p>A unit of resource</p>	<p>Services that acquire or dispense units of resource or periods of use of a resource (<u>includes</u> labour, energy, land, facilities, movable assets, supplies, but <u>excludes</u> funds, information, rules – the latter are treated as distinct types of service outputs).</p>	<p>Outputs of this type are used to equip the recipient to carry out activities whose purposes are consistent with the terms under which the resources are provided.</p>	<p>Emergency consumable (e.g. drug); Equipment for use (e.g., computer); Period of scheduled labour; Period of unscheduled labour; Provide Immediate standard revocable tracked resource from stock; Routine consumable (e.g., water supply); Space for disposal (e.g., land for sale); Space for use (e.g., rented building for accommodations)</p>	<p>Appropriate use</p>	<p>Conveying</p>
<p>New Knowledge</p> <p>New knowledge (<i>can also be called intellectual property</i>)</p>	<p>Services that conduct research</p> <p><i>... and produce information that was not known or derivable through computation or procedural means.</i></p>	<p>Outputs of this type are used to advance the public good, solve a problem related to the public good.</p>	<p>No subtypes identified to date</p>	<p>Innovation</p>	<p>Discovering</p>

Service Output Type & unit of output	Service Type Description	Service Output Type Usage	Service Sub-type examples	Provider's Essential Accountability	Provider's Essential Function
Recreational & Cultural Encounters A recreational & cultural encounter	Services that provide experiences of a recreational or cultural nature to people.	Outputs of this type are used to improve quality of life, create enjoyment, better health, personal growth, pride in heritage, awareness of civic role, etc.	Pre-designed repeatable recreational/cultural encounter; Recreational/cultural encounter designed at time of request	Values expressed	Presenting
Educational & Training Encounters An educational & training encounter	Services that provide educational and training experiences to people.	Outputs of this type are used to improve the capabilities of recipients	Pre-designed repeatable education/training course; Custom education/training designed at time on request	Learning	Teaching
Care & Rehabilitation Encounters A care & rehabilitation encounter	Services that provide social or medical care or rehabilitation to people, or repair, upgrade, maintain or renovate property and natural features.	Outputs of this type are used to improve the quality of life and health of people, or extend the lifespan and usefulness or appearance of things.	Response to an emergency care/rehabilitation requirement; Response to a non-emergency care/rehabilitation requirement	Restoration	Maintaining

Service Output Type & unit of output	Service Type Description	Service Output Type Usage	Service Sub-type examples	Provider's Essential Accountability	Provider's Essential Function
<p>Movements</p> <p>A movement of a person or resource</p>	<p>Services that move people and resources from point to point (<u>includes</u> energy, moveable assets, supplies, funds, information). <i>At one extreme, energy, materials and people are moved; at another extreme, information in the form of letters, email and messages are moved.</i></p>	<p>Outputs of this type are used to overcome the barriers of geography and distance.</p>	<p>Scheduled transport and standard route (e.g., subway service; pipeline); Scheduled transport and custom route (e.g., limousine service, postal service, email service); Scheduled custom transport and route (e.g., military transport service; shipping service); Immediate standard transport and custom route (e.g., own vehicle); Immediate custom transport and custom route (e.g., Apollo moon shot)</p>	<p>Delivery</p>	<p>Transporting</p>

Service Output Type & unit of output	Service Type Description	Service Output Type Usage	Service Sub-type examples	Provider's Essential Accountability	Provider's Essential Function
<p>Matches, Referrals & Linkages</p> <p>A match, referral or linkage</p>	<p>Services that match, refer or link one party (requestor) to another party (responder). The provider has an explicit or implicit duty to both parties in the match.</p>	<p>Outputs of this type are used to assist two or more parties to meet their mutually interrelated requirements.</p>	<p>Prescriptive (computational) match between a requestor and known and finite range of responders; Non-prescriptive match between a requestor and an unknown or partially-known range of responders – may require locating additional responders as part of service delivery</p>	<p>Duty to both parties</p>	<p>Referring</p>
<p>Periods of Agreement</p> <p>A period of agreement</p>	<p>Services that resolve disputes and/or or create agreements between parties.</p>	<p>Outputs of this type are used to reduce or eliminate unproductive or harmful activities, and enable new or continued beneficial activities.</p>	<p>Immediate response, as for example in dispute resolution in potentially harmful circumstances; Routine response, as for example in agreement renewals</p>	<p>Commitment of all parties</p>	<p>Negotiating</p>

Service Output Type & unit of output	Service Type Description	Service Output Type Usage	Service Sub-type examples	Provider's Essential Accountability	Provider's Essential Function
<p>Advisory Encounters</p> <p>An advisory encounter (can also be called an information encounter)</p>	<p>Services that provide an encounter during which data, information and/or advice is conveyed to a party or a system. <i>At one extreme, a lawyer advises a recipient; at another extreme, a recipient acquires information from an online database, publication, etc.</i></p>	<p>Outputs of this type are used to inform.</p>	<p>A standard advisory encounter is any advisory encounter where information is supplied from a database or through a prescriptive (computational, finite) analysis (either self-determined by the recipient or determined by the provider). A custom advisory encounter is any advisory encounter where information is supplied after a skilled but non-prescriptive analysis of the recipient's requirements.</p>	<p>Information quality</p>	<p>Advising</p>
<p>Advocacy and Promotional Encounters</p> <p>An advocacy or promotional encounter</p>	<p>Services that advocate or argue for positions, or market government policies, programs and services, by influencing, persuading, or increasing awareness in people.</p>	<p>Outputs of this type are used to bring about a change in behaviour, decision, action, etc.</p>	<p>Pre-designed repeated encounter such as courtroom arguments or media exposures; Encounters designed at time or request or delivery such as direct persuasion</p>	<p>Persuasion</p>	<p>Advocating</p>

Service Output Type & unit of output	Service Type Description	Service Output Type Usage	Service Sub-type examples	Provider's Essential Accountability	Provider's Essential Function
<p>Periods of Permission</p> <p>A period of permission ... <i>granted by an authority.</i></p>	<p>Services that express government authority by granting permission for a period of time to engage in activities, possess or control property or resources, or hold status, authority or privileges.</p>	<p>Outputs of this type are used to grant rights and privileges and regulate activities.</p>	<p>Recognition of revocable privileges or status, e.g., pilot's license, landed immigrant; heritage site; recognition of inalienable rights, e.g., citizenship, marital status; Immediate permission granting special powers, e.g., deputizing; Immediate permission for an irreversible action, e.g., search warrant</p>	<p>Ensuring entitlement</p>	<p>Granting</p>
<p>Findings</p> <p>A finding</p>	<p>Services that inspect, investigate and analyze to uncover information and prepare findings and recommendations ...<i>consistent with criteria and constraints such as the law, policy, approved standards and guidelines, etc. or consistent with credible opinion.</i></p>	<p>This output type is used to recommend further action or not, usually to an authority with the power to act.</p>	<p>Repeatable and periodic finding following a prescribed procedure, e.g., safety inspection; purchase recommendation; Finding prepared to a specified requirement, e.g., crime investigation</p>	<p>Diligence</p>	<p>Investigating</p>

Service Output Type & unit of output	Service Type Description	Service Output Type Usage	Service Sub-type examples	Provider's Essential Accountability	Provider's Essential Function
<p>Rulings & Judgements</p> <p>A ruling or judgement</p>	<p>Services that apply rules and dispense impartial decisions.</p>	<p>This output type is used to ensure fairness and justice</p>	<p>A routine ruling, e.g., scheduled court case; An emergency ruling, e.g., a declaration of war</p>	<p>Fairness</p>	<p>Judging</p>
<p>Penalties & Periods of Sanction</p> <p>A penalty or period of sanction</p>	<p>Services that sanction, force compliance, mete out punishment and apply penalties.</p>	<p>This output is used to enforce compliance.</p>	<p>Standard pre-determined penalty, e.g., a fine, firing; Penalty determined according to criteria or specification, e.g., a prison sentence; Non-revocable standard sanction, e.g., loss of citizenship; Non-revocable custom sanction, e.g., provisional duty imposed following a SIMA decision (Special Import Measures Act)</p>	<p>Ensuring compliance</p>	<p>Enforcing</p>

Service Output Type & unit of output	Service Type Description	Service Output Type Usage	Service Sub-type examples	Provider's Essential Accountability	Provider's Essential Function
<p>Periods of Protection</p> <p>A period of protection</p>	<p>Services that guard people and resources from threats. (<i>Includes</i> land, facilities, movable assets, supplies, funds, and information). <i>This service type provides proactive protection such as monitoring, warning, guarding, storing, eliminating threats, and reducing risks. Protection is delivered in the form of surveillance and guarding of people and property against real or perceived risk, violence, crime, accidents, natural or man-made hazards, and includes the stewardship measures necessary to ensure its continuance.</i></p>	<p>This output type is used for to ensure the continuance of the state and society by safeguarding people and property from potential threats</p>	<p>Scheduled guarding, standard threats to people or property, e.g., building security; Scheduled guarding, tailored to specific threats, e.g., police escort; email Spam prevention; Emergency guarding against standard threats, e.g., fire alarm; Emergency guarding against known and unknown threats, e.g., quarantine order, curfew</p>	<p>Vigilance</p>	<p>Guarding</p>

Service Output Type & unit of output	Service Type Description	Service Output Type Usage	Service Sub-type examples	Provider's Essential Accountability	Provider's Essential Function
<p>Interventions</p> <p>An intervention</p>	<p>Services that intervene, respond to threats and emergencies, give aid, and restore order. <i>This service type provides reactive protection such as intervening, responding to threats and emergencies, giving aid, and restoring order. Reactive protection is delivered in the form of an alleviating response to a specific request for assistance for people or property experiencing real or potential risk, violence, accidents, natural or man-made hazards; and includes the stewardship measures necessary to ensure its continuance.</i></p>	<p>This output type is used to ensure the continuance of the state and society by intervening to remove or reduce manifest threats or mitigate their impact.</p>	<p>Pre-defined intervention, e.g., fire suppression; Intervention designed to specific requirement, e.g., military intervention</p>	<p>Readiness</p>	<p>Intervening</p>
<p>Rules (laws, regulations, policies, strategies, plans, designs, standards)</p> <p>A rule</p>	<p>Services that create or amend laws, regulations, policies, strategies, standards, plans and designs.</p>	<p>This output type is used to govern.</p>	<p>Regular rule making, e.g., a law, a policy, a plan; Emergency rule making, e.g., emergency measures actions</p>	<p>Reflecting mandate</p>	<p>Formulating</p>

Service Output Type & unit of output	Service Type Description	Service Output Type Usage	Service Sub-type examples	Provider's Essential Accountability	Provider's Essential Function
<p>Implemented changes</p> <p>An implemented change ... <i>may also be called a project</i></p>	<p>Services that create new, or bring about changes to existing, organizations, programs, services, practices, systems and property.</p>	<p>This output is used to establish a different operation of the organization.</p>		<p>Mitigating risks</p>	<p>Implementing</p>

Appendix A4: Key Service Processes

Key service processes convey an aspect or component of the service that clients perceive and experience. Most or all service processes contribute value to the service output and have a corresponding process or activity in the value chain.

The following table contains a preliminary list of processes common to a wide range of public services, which may lend themselves to a common approach across the OPS.

Process Name	Description	Potential for Common Solution
Service-related client education and training	Provides training to help clients apply for and use the service effectively. Examples include driver training and hunter education, which are pre-requisites for obtaining licenses.	Content varies widely. A common platform might be useful. May wish to bundle with other common solutions including notification and registration.
Eligibility assessment	Checks data from an application form to determine if the requestor is eligible to receive the service.	Low Consider a common format where the content/questions for eligibility assessment are entered by the service provider. The form checks eligibility (common process). A standardized set of assessment criteria should be developed, such that the service provider must ensure that the content for the eligibility criteria fits with the types of assessments available.
Reservation or appointment scheduling	A form of service request that schedules a time slot for access to a resource, an event, or an appointment and provides confirmation to the client. This includes client “placement” in facilities or assignment to service providers. Allows the client to view availability and reserve a time slot to access a resource, an event, or an appointment. An automatic confirmation will be issued to the client either electronically or via mail. The client will also be able to change or delete their appointment	High Format common. Functions include add, modify or delete event. Requires bundling with IAA common component. Should consider bundling with notification.

Process Name	Description	Potential for Common Solution
	within a specified time period. Client registration will be required prior to using this service.	
Service Fee Payment	Used for fee-based services to present invoices to clients and collect their payments.	High Common process and application. Content will vary.
Case Management	Provides client assessment, needs identification, service planning, service authorization, and service/client monitoring and assessment. Where Case Management is used to coordinate many different kinds of services for an individual, it should probably be considered as a separate service offering, not as a process of a single service.	Good potential for a common case management shell.
Client account maintenance	A previously registered client can maintain their accounts with one or more service. Consider having all registered client being able to maintain their accounts including viewing history, financial, contact information, etc.	High Content will vary, but component common. Consider bundling with notifications to allow the client to ‘subscribe’ to items, which they wish to receive notifications.
Physical delivery	Provides for delivery of the service output to the client typically via mail or courier.	Low, unless SCM processes are made common Possibly bundle with notification of delivery.
Client self-reporting	Provides a prescribed content and format and a mechanism for clients to submit periodic reports on their activity or results, usually in connection with a permission or regulated activity.	Medium – content and format vary widely. Some content will be common for all service providers, including tombstone data. Other content may vary but formats may be similar allowing common templates. Consider bundling with notification
Client survey or feed-back	Provides a prescribed content and format and a mechanism (process) for clients to submit complaints, suggest service improvements,	A generic tool to facilitate client surveys might be valuable. High – common format, with customizable

Process Name	Description	Potential for Common Solution
	<p>identify needs, comment on satisfaction, etc.</p> <p>Consider the format of the survey being common and having the service provider select the components of the survey they wish to forward to the client. The content attached to these components can be customized. Link the results of this form to a database for efficient analysis.</p>	<p>components and content.</p> <p>Consider bundling with either active promotion (general survey) or notification (survey to a target audience).</p>
Post delivery help or support	Provides client help with using the service after it is delivered.	
Appeal Process	<p>Process for appeal request, fact discovery, hearing, decisions</p> <p>Potential to link other features such as scheduling of appeal for the appeal request using the reservation feature.</p>	<p>Actual process has potential for commonality. There should be consistent steps for the process, however, the minor sub-steps may change.</p> <p>May consider bundling with notification of an appeal and appointment reservation.</p>

Appendix A5: Road User Safety Case Study

This appendix includes a number of samples of program and service definitions based on the Road User Safety Program of the Ministry of Transportation. The following examples are included:

1. A profile of the Road User Safety Program
2. Examples for a Public Service:
 - A completed service identification method for Driver Licensing
 - A completed service profile for Driver Licensing
3. Examples for a Support Service:
 - A completed service identification method for Driver Examination
 - A completed service profile for Driver Examination

Note:

Although closely based on the Road User Safety Program, the material in this appendix is intended as an example only. It is not meant to represent the complete authoritative business architecture of the Road User Safety Program.

1.0 Program Profile

Program Profile			
Type:	<input checked="" type="checkbox"/> Public (External Target Groups) <input type="checkbox"/> Support (Internal Target Groups)		
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Vote: 2703</td> <td style="width: 50%;">Item: 1</td> </tr> </table>	Vote: 2703	Item: 1
Vote: 2703	Item: 1		
Program Classification by Need:	Public Safety		
Name:	ROAD USER SAFETY		
Description:	The Road User Safety Program develops ministry strategies to improve road safety and mobility through education, enforcement and regulation of safe driving behaviour, promotion of vehicle and motor carrier safety and customer service. The program works with many partners including police, community groups, safety organizations and the private sector to reduce fatalities and injuries on Ontario roads.		
Mandate Statement:	<p>The mandate of the Road User Safety program is to</p> <ul style="list-style-type: none"> • Actively promote road safety • Deliver the highest standards of customer service to the public • Nurture effective relationships with business partners <p>Priority Areas:</p> <ul style="list-style-type: none"> • Road Safety <ul style="list-style-type: none"> ○ Continue to improve Ontario's excellent road safety record as the safest jurisdiction in North America and beyond • Business Integrity, Transformation and Modernization <ul style="list-style-type: none"> ○ Uphold the public's trust and pursue changes to meet the needs of our clients • Service Delivery Partnerships <ul style="list-style-type: none"> ○ Sustain and further develop effective relationships with, and oversight of, our service delivery partners • Enhanced Public Service/Customer Satisfaction <ul style="list-style-type: none"> ○ Provide quality products and services faster and more reliably, effectively delivered in response to our clients' needs. • Horizontal Integration and Collaboration <ul style="list-style-type: none"> ○ Actively participate in and support government-wide initiatives that lead to more integrated and efficient products and services. 		
Owner:	The Assistant Deputy Minister: Road User Safety Division (Delegated as The Registrar of Motor Vehicles)		

Target Group:	Client Group	
	<ul style="list-style-type: none"> • Road Users <ul style="list-style-type: none"> ○ Drivers ○ Student Drivers ○ Other Road Users, e.g. passengers, cyclists, and pedestrians • Motor Vehicle Owners • Commercial Motor Vehicle Carriers and Operators • Driving Instructors • Driver Education Course Providers • Motor Vehicle Dealers • Garage Operators and Mechanics • Requesters of Information Products (e.g. Public, Authorized Requesters, Researchers) 	
	Interested Party	
	<ul style="list-style-type: none"> • Other jurisdictions: e.g. Provincial and state governments • The Public in general • Law enforcement • Road Safety Organizations 	
Recognized Need(s):	Name	Description
	Safety	To manage the roads and road users of Ontario to help provide the safest possible experience.
Goal(s):	Strategic Goals	
	Make Ontario's roads the safest in the world	
	excel in providing high quality products and services to our customers	
	Outcome(s)	Impact(s)
	<ul style="list-style-type: none"> ○ Reduced percentage of unsafe drivers holding valid licences ○ Reduced % of unsafe vehicles on the road ○ Reduced % of unsafe commercial motor vehicle carriers with valid CVOR Registrations 	<ul style="list-style-type: none"> ○ Reduced number of fatalities on Ontario roads ○ Reduced rate of fatalities per 10,000 licensed drivers ○ Reduced number of collisions on Ontario roads ○ Reduced number of collisions per 10,000 licensed drivers ○ Increased Rate of Customer Satisfaction with Service delivery
Strategies:	Program Management Strategy	
	Type	Description

	Compliance	Sets standards, develops and evaluates policy to promote increased road user safety through the development of safety programs for drivers, vehicles, vehicle owners, pedestrians, cyclists, and commercial carriers.
	Promotion	Raises awareness of Road User Safety through social marketing, partnering with communities and businesses and promoting community action.
	Performance Management	Monitors program effectiveness. Reports annually on road safety statistics.
	Partnership	Leads and participates in national and international motor vehicle administration (e.g. Canadian Council of Motor Transport Administrators-CCMTA; American Association of Motor Vehicle Administrators AAMVA)
	Knowledge Management	Captures and maintains records of drivers, vehicles, and commercial motor vehicle carriers.
Program Delivery Strategy		
	Regulate	Registration, Licensing and Enforcement To increase road user safety through registration, licensing, and the issuing of licenses/permits for drivers, vehicles, vehicle owners, and commercial carriers. Includes the monitoring of driver and carrier performance and enforcement of safety legislation, both directly and in partnership with law enforcement authorities. Also includes the enforcement of penalties as warranted.

	Enable and Influence	<p>Driver Education</p> <p>Beginner Driver Education targets novice drivers to train them in the skills required to make them safe and responsible.</p> <p>There has been a recognized need for the Ministry to tighten up its program oversight, to improve customer service and prevent potential fraudulent activities.</p>	
	Establish Rules and Govern Change	<p>Road User Safety Education</p> <p>Raise awareness through social marketing, partnering with communities and businesses and promoting community action.</p> <p>Develop educational materials on road safety for public distribution, and co-ordinate and support provincial public education campaigns throughout the year.</p>	
Service Portfolio:	Service Name	Description	Output
	Driver Licensing	<p>The Driver Licensing Service authorizes individuals to drive motor vehicles on Ontario roads.</p> <p>The Driver Licence service grants permissions specific to the type of vehicle that may be driven, the experience of the driver, and may apply conditions and/or restrictions based on the driver's experience, past performance, and physical state.</p> <p>The 'Permission to drive' is indicated by the issuance of a token (Driver's Licence Card).As part of this service, it registers drivers, replaces and renews licenses, changes information and accepts payment of fees.</p>	Permission to drive on Ontario Roads

	Vehicle Licensing	This service permits vehicle owners to drive their vehicle on the highway and road network of Ontario. As a part of this service, it registers motor vehicles and their ownership, records the fitness of the vehicle, issues permits, licence plates, and licence plate validation	Permission to operate a motor vehicle on Ontario roads
	Carrier Licensing	The Carrier Licensing Service provides carriers with the required permits and other documentation, which enables them to operate in compliance with Ontario's laws.	Permission to operate a commercial motor vehicle on Ontario roads
	Driving Instructor Licensing	This service authorizes individuals to provide driving in-vehicle and in-classroom instruction for remuneration. As part of this service, it registers driving instructors, replaces and renews licenses, changes information and accepts payment of fees.	Permission for Driving Instructors to provide driving instruction
	Driver Education Course Provider Licensing	This service authorizes course providers to operate and provide beginner driver education. The Beginner Driver Education (BDE) program is administered by MTO to deliver novice driver services to the public associated with the Road User Safety program. This service includes issuance of Licence Certificate. (Fulfilment). Driving schools and High Schools apply for MTO / Beginner Driver Education driving school licences in order to provide approved (i.e., regulatory compliant) service to the public.	Permission for course providers to provide BDE program instruction
	Motor Vehicle Inspection Station Licensing	The Motor Vehicle Inspection Station Licensing Service grants permission to motor vehicle inspection stations to issue Safety Standards Certificates that are required to register and plate used vehicles as 'fit'.	Permission to motor vehicle inspection stations to issue Safety Standards Certificates

	Information Products	<p>MTO offers information products to various client groups.</p> <p>The information consists of data from the Ministry's operating records of drivers, vehicles and carriers.</p> <p>Information products are used for Internal inquiries, (e.g. record searches)</p> <p>Public use (e.g. Public Driver Abstracts)</p> <p>Authorized Requesters – by agreement with MTO (e.g. Sensitive information such as address).</p> <p>Business Intelligence, e.g. statistical research</p>	Information from the Ministry of Transportation's operating records
	Driver Examination	This support service certifies drivers, including vision, written and road testing as a pre-requisite for Driver Licensing.	An assessment of driver knowledge and skill

2.0 Sample Completed Identification Method for Public Service

Purpose: to determine whether a function is a service or a process on a consistent basis.

Name of Responsible Enterprise:

Road User Safety Division: Registrar of Motor Vehicles

Name of Candidate Function: Driver Licensing

1. Who is the client (target group) for this service? **Drivers**

Is this client the direct recipient of the service output?

NO – re-define the client.

YES – continue

Is the client inside the responsible enterprise?

YES – This is an internal process, not a service.

NO – continue.

Are the clients countable?

NO – re-define the client more precisely.

YES – continue.

2. What client need does this service address? **Safety**

Is the responsible enterprise wholly or partly responsible for meeting this client need?

NO – redefine the client and possibly the service.

YES – continue.

3. What is the service output? **Permission to drive vehicles on Ontario Roads**

Is the service output final?

NO – Determine what else is required to satisfy the client need and redefine the service output to reflect the expanded scope. If the output is final for the responsible enterprise, but not for the client, then the client may be incorrectly identified (this can happen when support service are not properly classified as such)

YES – continue.

Is the service output valued?

NO – Redefine the service output to reflect the value provided.

YES – continue.

4. What is the Program to which this service contributes? **Road User Safety**

If this is a public service, is the Enterprise responsible, in whole or part, for the outcome of this Program?

NO – Coordinate the contribution of this service (to the outcome) with the organization responsible for the Program.

YES – continue.

Not a public service - continue

5. Is this service complete and distinct?

Is this service repetitive, i.e. in general terms does it consistently produce the same output (e.g. period of permission)?

NO – re-define the client (target group), the need, the output, or any of the three

YES – continue.

Does this service potentially have two or more independent recipients?

NO – re-define the service or define as a process.

YES – continue.

Is this service independent of other services?

NO – re-define as a service offering or variant of main service

YES – continue.

Is this “service” a feature (i.e., a component or channel) of a full service?

YES – re-define as a service offering or a variant of the main service.

NO – continue.

Is this service a variation of another service already defined?

YES – re-define as a service offering or variant of the main service.

NO – continue.

6. What is the GSRM service output type? **Period of Permission**

Does the service output type appropriately classify the output of the service?

NO – Examine the service output and service definition, and redefine either the output or the output type. If the output is redefined, return to step 3.

YES – Complete Service Profile.

2.1 Sample Completed Service Profile for a Public Service

Service Profile			
Type:	<input checked="" type="checkbox"/> Public		
Name:	Driver Licensing		
Description:	The Driver Licensing Service authorizes individuals to drive motor vehicles on Ontario roads. It grants permissions specific to the type of vehicle that may be driven, the experience of the driver, and may apply conditions and/or restrictions based on the driver's experience, past performance, and physical state. The 'Permission to drive' is indicated by the issuance of a token (Driver's Licence Card). As part of this service, it registers drivers, replaces and renews licenses, changes information and accepts payment of fees.		
Output:	Permission to drive on Ontario Roads		
Output Type:	A Period of Permission		
Contribution to Program Goal:	Supports road user safety by regulating and controlling the use of the roads by drivers of motor vehicles. Only individuals who have demonstrated their driving knowledge and skill may be permitted to drive on Ontario roads.		
Service Owner:	Ministry of Transportation: Registrar of Motor Vehicles		
Service Provider(s):	Ministry of Transportation: Licensing Services Branch Ministry of Government Government Services: ServiceOntario and Serco DES Inc.		
Client Group:	Name: Drivers		
Need(s) Addressed:	Safety, Mobility, Compliance		
Performance Measures:	Efficiency:	Quality:	Effectiveness:
	The Delegation agreement contains 90+ standards and other obligations that relate to levels of performance and provision of service <i>e.g. French Language Services in designated locations</i>	Example includes performance standard related to overall customer satisfaction with services received. Serco must achieve a Customer Satisfaction Survey rating of 80% at 90% of DriveTest Centres.	Serco must Record results of knowledge vision and road tests completely and accurately 100% of the time.
Business Level Performance Requirements			

Delivery Model:	Channel:	Hours of Operation:	Recovery Time Objective:	Peak Period:
<input checked="" type="checkbox"/> Direct Delivery	<input checked="" type="checkbox"/> Mail/Fax	5/24 as per Canada Post	1 business day	c) - 40% over 3 years
	<input checked="" type="checkbox"/> Telephone	8AM– 5PM Mon-Friday	1 business day	11AM – 2PM a) Daily b) 6 c) - 18% over 3 years
<input checked="" type="checkbox"/> Managed Provider	<input checked="" type="checkbox"/> Over-the-counter	8AM– 5PM Mon-Friday	1 business day	8:30AM – 4:30 PM a) Daily b) 10 c) +10% over 3 years
	<input checked="" type="checkbox"/> Kiosk	7/24	4 hours	8:30AM – 4:30 PM a) Daily b) 10 c) +20% over 3 years
	<input checked="" type="checkbox"/> Internet	7/24	1 hour	8:30AM – 4:30 PM a) Daily b) 10 c) +20% over 3 years

Process Checklist:

- Appeal process*
- Client Self Service*
- Client self-reporting*
- Client survey/feedback*
- Eligibility assessment*
- Physical Delivery*
- Post Delivery help/support*
- Service Fee Payment*
- Service-related client education & training*
 - Change of Permission
 - Change of Personal Information
 - Licence Renewal
 - Licence Replacement / Exchange

Processes:

Name	Description
Education and training	Education and Training programs including: <ul style="list-style-type: none"> - Beginner Driver Education courses - Remedial driver training courses - Senior Driver Education courses - Driver education and training materials (e.g. The Driver’s Handbook)
Eligibility Assessment	Driver eligibility determination: <ul style="list-style-type: none"> - including identity and age verification, search for previous driver records - driver vision, knowledge, and skill testing (provided by Driver Examination Service)

Service Fee Payment	Payment of fees for driver licensing transactions, e.g. renewal, replacement of driver's licence card, etc.
Appeal process	Appeals against driver's licence suspensions (provided by Licence Appeal Tribunal)
Client self reporting	Clients request driver licensing services e.g. Original application for driver's licence, reporting of address change, request for renewal, etc.
Client self service	Self service access is available for some driver licensing services, e.g. driver licence address change via Internet and Kiosk channels.
Client survey/feedback	Customer service surveys are conducted at ServiceOntario managed service provider outlets (e.g. Private Issuer Network).
Physical delivery	Driver Licence cards are mailed to clients.
Post delivery help/support	Post delivery Customer service is available via mail, email and telephone.
Licence renewal	Driver Licences are renewed periodically (typically every five years). Renewal applications are mailed in advance.
Change of personal information	Changes/corrections to personal information, including name, address, sex and date of birth as they appear on the driver licence card.
Change of permission	Changes to the permissions granted by the licence, which include the class(es) of vehicle that may be driven, conditions and restrictions (e.g. driver must wear corrective lenses when driving).
Licence Replacement / Exchange	Replacement of lost, stolen or destroyed driver licence card, or exchange of driver licence card (with out of province driver licence, or when changing class or personal information)

2.1 Sample Completed Identification Method for Support Service

Purpose: to determine whether a function is a service or a process on a consistent basis.

Name of Responsible Enterprise: Serco Des Inc.

Name of Candidate Function: Driver Examination

1 Who is the client (target group) for this service? Registrar of Motor Vehicles (manager of Driver Licensing Service)

a. Is this client the direct recipient of the service output?

NO – re-define the client.

YES – continue

b. Is the client inside the responsible enterprise?

YES – This is an internal process, not a service.

NO – continue.

c. Are the clients countable?

NO – re-define the client more precisely.

YES – continue.

2. What client need does this service address? Safety

d. Is the responsible enterprise wholly or partly responsible for meeting this client need?

NO – redefine the client and possibly the service.

YES – continue.

3. What is the service output? Assessment of driver knowledge and skills (From the perspective of the registrar of Motor Vehicles).

Is the service output final?

NO – Determine what else is required to satisfy the client need and redefine the service output to reflect the expanded scope. If the output is final for the responsible enterprise, but not for the client, then the client may be incorrectly identified (this can happen when support service are not properly classified as such)

YES – continue.

Is the service output valued, i.e. does it provide value in meeting the client's need?

NO – Redefine the service output to reflect the value provided.

YES – continue.

4. What is the Program to which this service contributes? **Road User Safety**

If this is a public service, is the Enterprise responsible, in whole or part, for the outcome of this Program?

NO – Coordinate the contribution of this service (to the outcome) with the organization responsible for the Program.

YES – continue.

Not a public service - continue

5. Is this service offering complete and distinct?

Is this service repetitive, i.e. in general terms does it consistently produce the same output (e.g. finding)?

NO – re-define the client (target group), the need, the output, or any of the three

YES – continue.

Does this service potentially have two or more independent recipients?

NO – re-define the service or define as a process.

YES – continue. (From the perspective of Serco Des Inc., their Business Process Management Service has multiple clients.

Is this service independent of other services?

NO – re-define as a service offering or variant of the main service.

YES – continue (although it may currently have only one recipient, if it disappears there is no reason why it could not establish recipients in other jurisdictions such as Quebec or Manitoba).

Is this “service” a feature (i.e., a component or channel) of a full service?

YES – re-define as a service offering or variant of the main service.

NO – continue.

Is this service a variation of another service already defined?

YES – re-define as a service offering or variant of the main service.

NO – continue.

6. What is the GSRM service output type? **A Finding**

b. Does the service output type appropriately classify the output of the service?

NO – Examine the service output and service definition, and redefine either the output or the output type. If the output is redefined, return to step 3.

YES – The function is a service, complete Service Profile.

2.1 Sample Completed Identification Method for *Support* Service

Service Profile			
Type:	<input checked="" type="checkbox"/> Support		
Name:	Driver Examination		
Description:	This support service certifies drivers, including vision, written and road testing as a pre-requisite for Driver Licensing.		
Output:	An assessment of driver knowledge and skill		
Output Type:	A Finding		
Contribution to Program Goal:	Supports road user safety by testing the ability and knowledge of would be drivers to determine if they can operate a motor vehicle safely on Ontario roads.		
Service Owner:	The Ministry of Transportation: Registrar of Motor Vehicles		
Service Provider(s):	Serco DES Inc.		
Client Group:	<i>Name:</i>		
	Ministry of Transportation: Registrar of Motor Vehicles (As manager of the Driver Licensing Service)		
Need(s) Addressed:	Safety		
Performance Measures:	Efficiency:	Quality:	Effectiveness:
	The Delegation agreement contains 90+ standards and other obligations that relate to levels of performance and provision of service e.g. French Language Services in designated locations	Example includes performance standard related to overall customer satisfaction with services received. Serco must achieve a Customer Satisfaction Survey rating of 80% at 90% of DriveTest Centres.	Serco must Record results of knowledge vision and road tests completely and accurately 100% of the time.
Business Level Performance Requirements			

Delivery Model:	Channel:	Hours of Operation:	Recovery Time Objective:	Peak Period: a) Occurrence: b) # of clients: c) Expected growth: +/- _ % in 2 years +/- _ % in 3 years
<input checked="" type="checkbox"/> Managed Provider	<input checked="" type="checkbox"/> Over-the-counter	8AM– 5PM Mon-Friday	1 business day	8:30AM – 4:30 PM d) Daily e) 10 f) +10% over 3 years
	<input checked="" type="checkbox"/> Telephone	8AM– 5PM Mon-Friday	1 business day	11AM – 2PM d) Daily e) 6 f) - 18% over 3 years

Process Checklist:

- Client Self Service
- Client self-reporting
- Service Fee Payment
- Eligibility assessment

Processes:

Name	Description
Eligibility Assessment	Driver eligibility determination: including identity and age verification, search for previous driver records
Service Fee Payment	Payment of fees for driver tests.
Client self reporting	Clients request driver testing services, e.g. application for driver licence, and required tests.
Client self service	Self service access is available for booking road test appointments (via telephone).