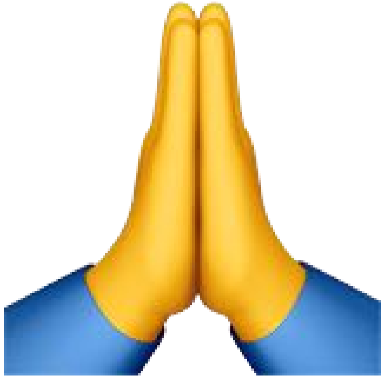
Intro to Digital

For Municipal Leaders

Module A: Inspire to Aspire

Perry Group Consulting Ltd.

Welcome and Introduction



Logistics

- Lots to pack in – we are going to go fast
- 3-hour session – presentation, a few brainstorms and group discussions throughout (jot down questions and we can come back to them)
- 2 x 10-minute breaks. 1 every hour 😀
- Slides shared in the chat – grab your own copy if you want to notate
- We are recording the session for those that can’t make it

About Perry Group

Focused only on municipalities

20+ consultants, operating since 2017

Expertise in IT, GIS and **Digital** strategic plans

- Vaughan, Burlington, Oakville, York Region, Brampton, Halton, and Thunder Bay

Our consultants have worked in and with a lot of municipalities

- Oakville, Region of Waterloo, York Region, Edmonton, London, Waterloo, Oshawa, Kitchener, Guelph, Vaughan, Regina, Burlington, Barrie, Kingston, Richmond Hill, Sudbury, Grey County, Peterborough, Sarnia, Pickering

Perry Group Consulting Ltd.

Why did we put this course together?

- We believe in technology's power to build better municipalities - deliver better service and better value for money
- We believe we can't effectively drive digital change or transformation from the bottom or the middle of organizations
- We need leaders to be on board
- We need leaders to feel comfortable with technology, to believe in and be positioned to lead and drive digital change in your team, division, department, or across the organization

Digital For Municipal Leaders

- **Module A: Inspire to Aspire**
  - Introduction to Digital – What is digital and what does it mean for you as leaders?
  - What is a service?
  - What makes a service “good” and “bad”?
  - What are the leaders in municipal digital doing that we can learn from?
  - What does it mean to be “digitally transformed”?
  - The digital mission for municipalities.
- **Module B: Set Your Digital Vision**
  - How to figure out what needs to be done
  - How to identify and select opportunities for digital transformation.
  - How to form a vision
  - How to build buy in and urgency.
  - Approaches to funding digital delivery.
- **Module C: Design and Deliver**
  - How to build the right team.
  - How to employ design thinking to design complete services.
  - How to use important tools and techniques
  - How to use the “Discovery – Alpha – Beta – Launch” approach to focus on service and process first.
  - How to promote digital service adoption / uptake.
  - How to listen and learn from users.
- **Module D: Operate and Iterate**
  - How to adopt a product mindset to continuous improvement of services.
  - How to measure and track outcomes.
  - How to promote uptake of digital services.
  - Open discussion, next steps and making your personal commitment.

Today's Goals

- We want to provide some context in support of the Digital Strategy

- We want to inspire you, to think differently about your services
- Help you think about how digital is changing how people interact with service providers
- Learn about the importance of designing services for customers

- Equip you with some of the concepts and ideas that will make you better *leaders* of services, digital transformation and position you to demand more from your teams, partners, and providers

Topic Outline

1. Setting the Context
    A. Our Digital Age
    B. What is Digital Transformation
    C. Impact of Digital on Government Services
    D. Some Municipal Digital Examples
    E. Why Go Digital?
    F. COVID – A Digital Accelerator
2. Digital: It's all about the Customer
    A. Defining Services
    B. Characteristics of Good Services
    C. Designing Good Digital Services
    D. Assessing Our Services
    E. Service Design
    F. Applicability to Internal Services
3. Start and Lead Change
    A. Service Ownership / Responsibilities
    B. Build a Plan for Digital

https://www.thunderbay.ca/en/city-hall/digital-strategy.aspx

CITY OF Thunder Bay
Superior by Nature

Corporate Digital Strategy

A Collaborative Approach to Delivering Customer-Centred, Digitally-Powered City Services

Final Report
October 25, 2021

Perry Group Consulting

Introductions

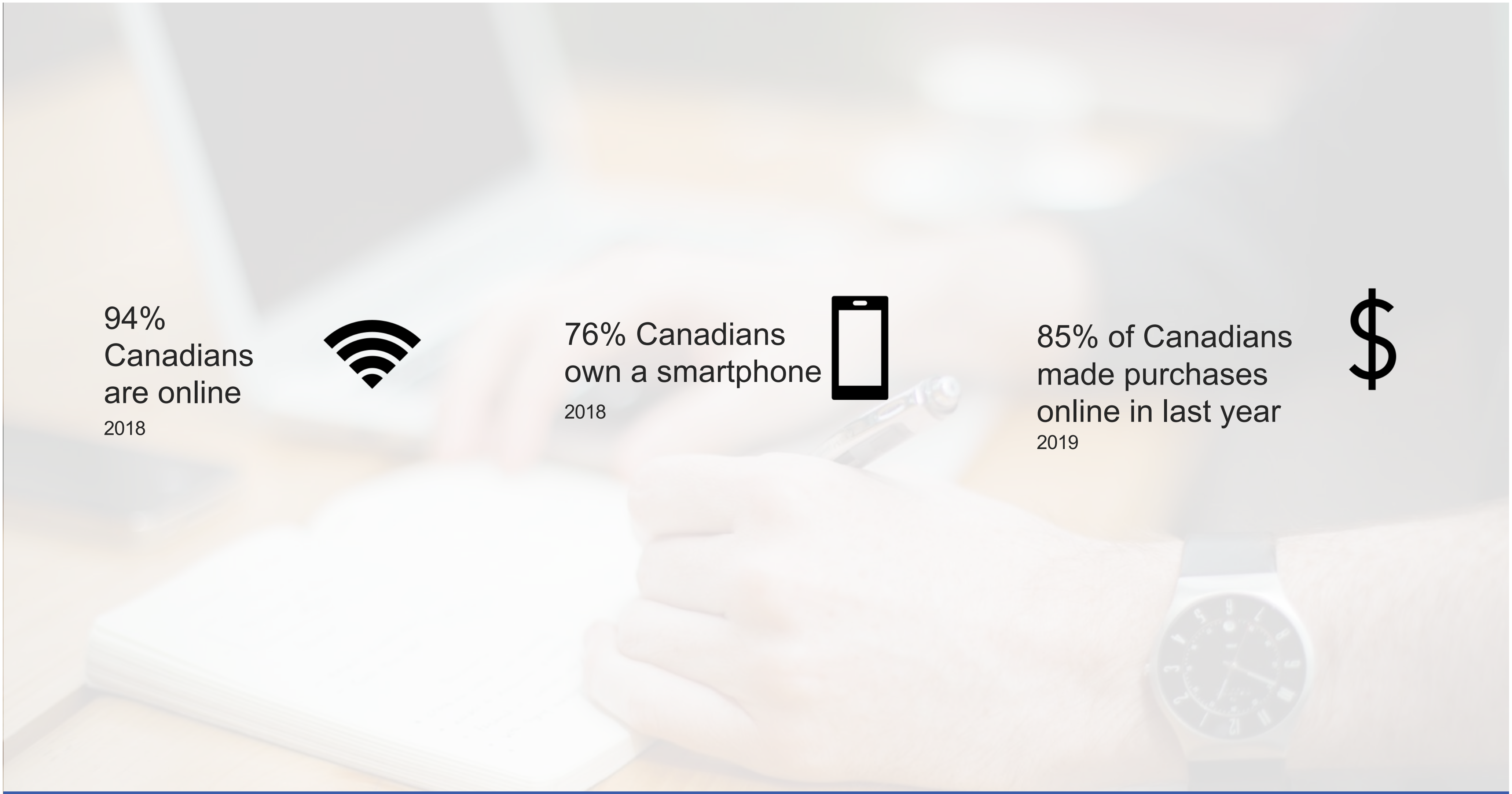
- In 30 seconds or less, tell us:
  - Who you are
  - What you do at the City
  - How long you’ve been with the City

Exercise

Poor Service

- What is an example of poor service that you’ve had recently?
- What made the service poor?
- How did it make you feel? What did it make you feel about the service provider?

1.A - Our Digital Age



94% Canadians are online

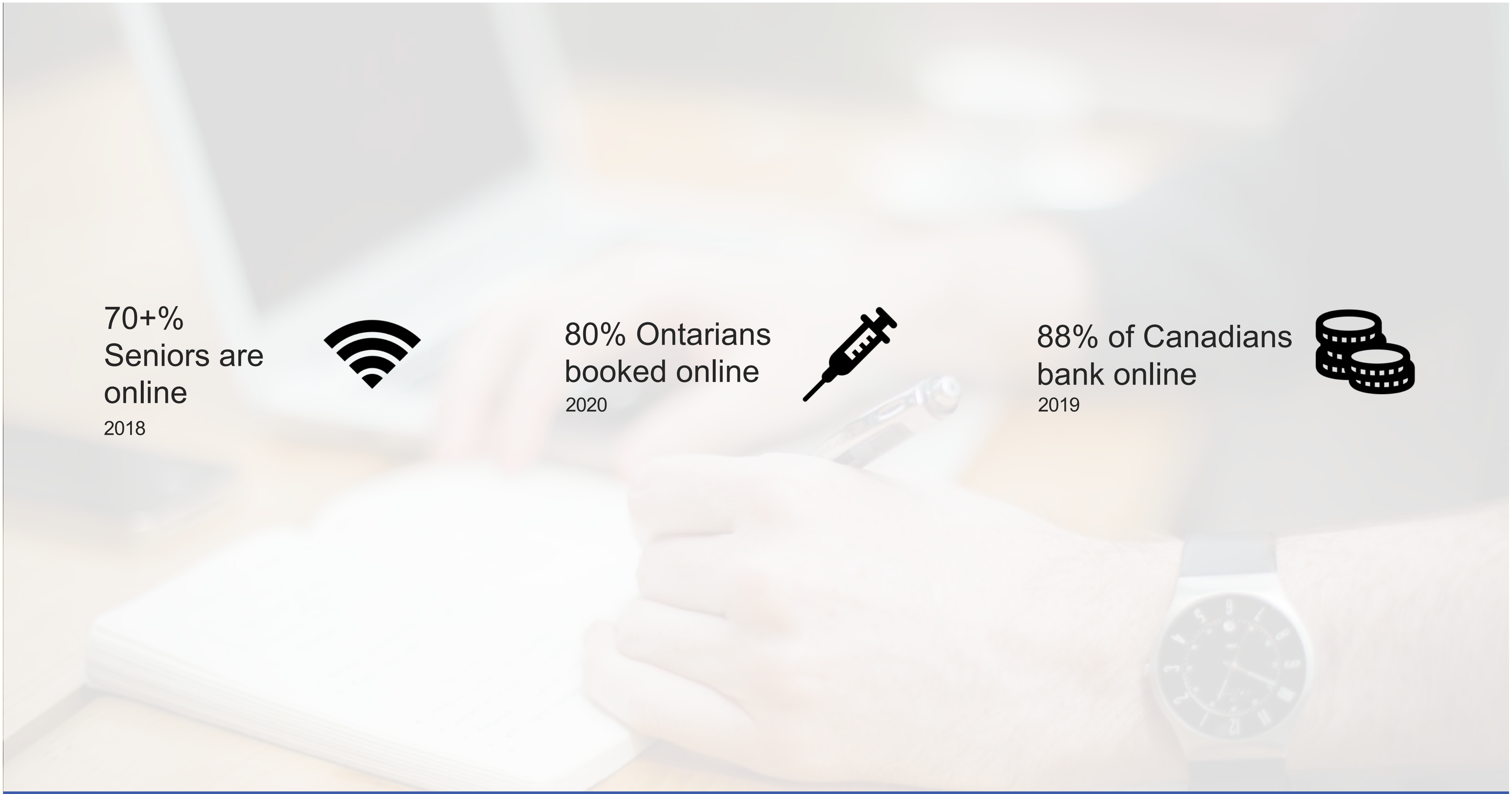
2018

76% Canadians own a smartphone

2018

85% of Canadians made purchases online in last year

2019



70+% Seniors are online

2018

80% Ontarians booked online

2020

88% of Canadians bank online

2019

amazon

NETFLIX

Google

TD Bank
America's Most Convenient Bank

Instant teller
Bank a lot?
Banking that fits your life.
CIBC
NCR

CIBC
eDeposit
Verify Cheque Image
Cancel
Retake
Done
JOHN SMITH
DATE 2013 12 01
$ 100
James Macdonald
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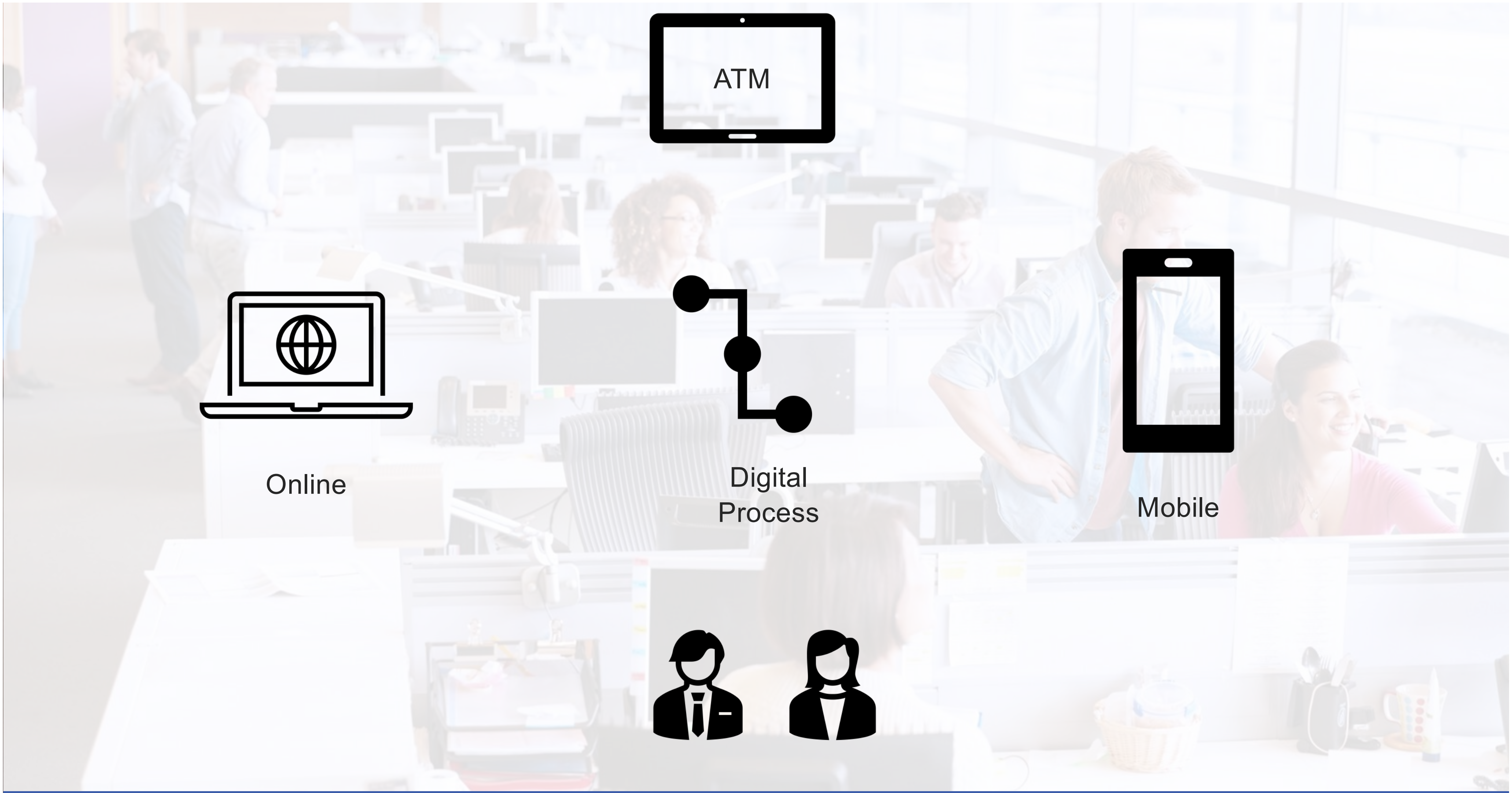
CANADIAN IMPERIAL BANK OF COMMERCE
FRONT : 59 Kb, 1600 x 1200

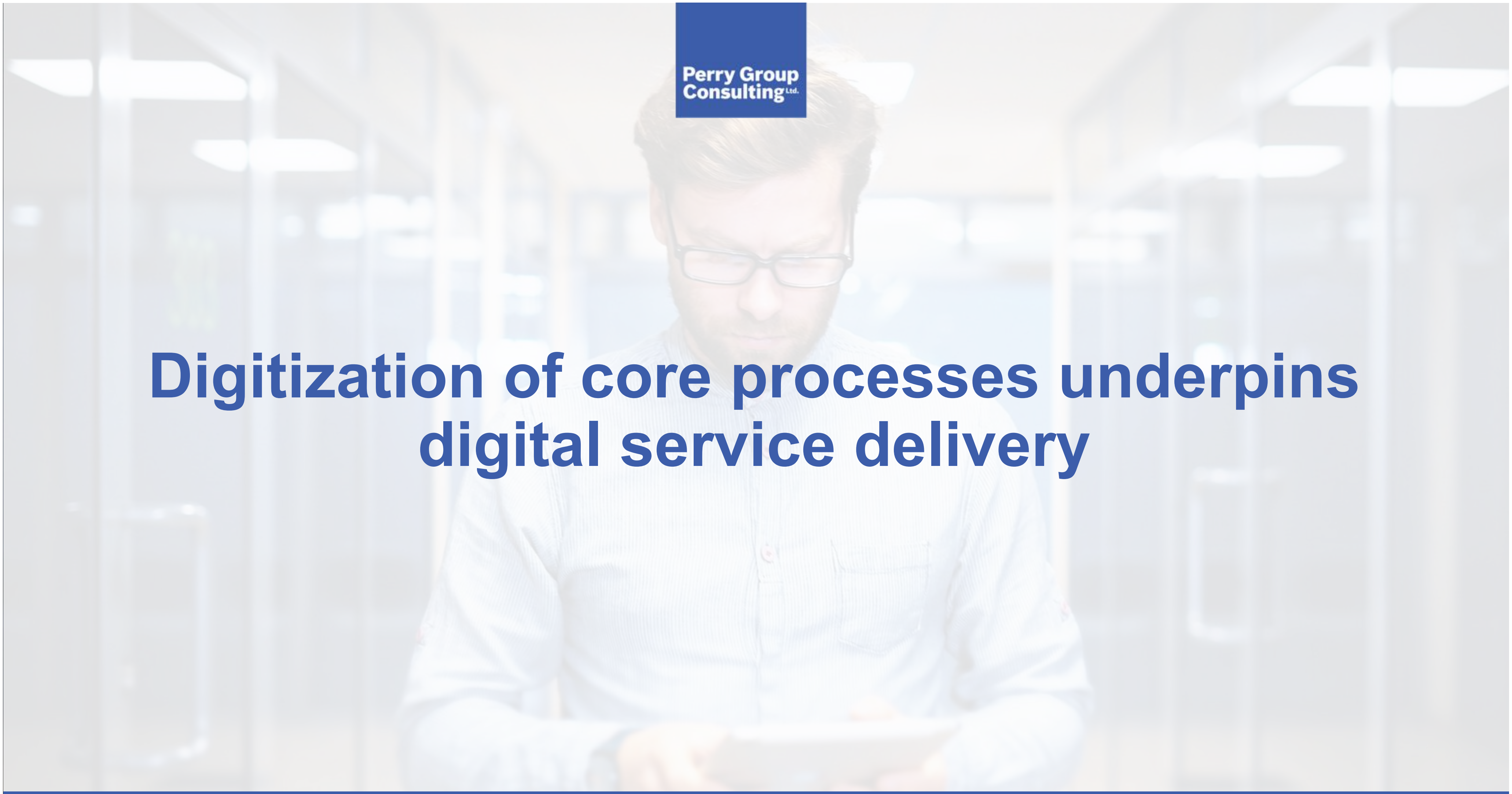


ATM

Online

Digital Process

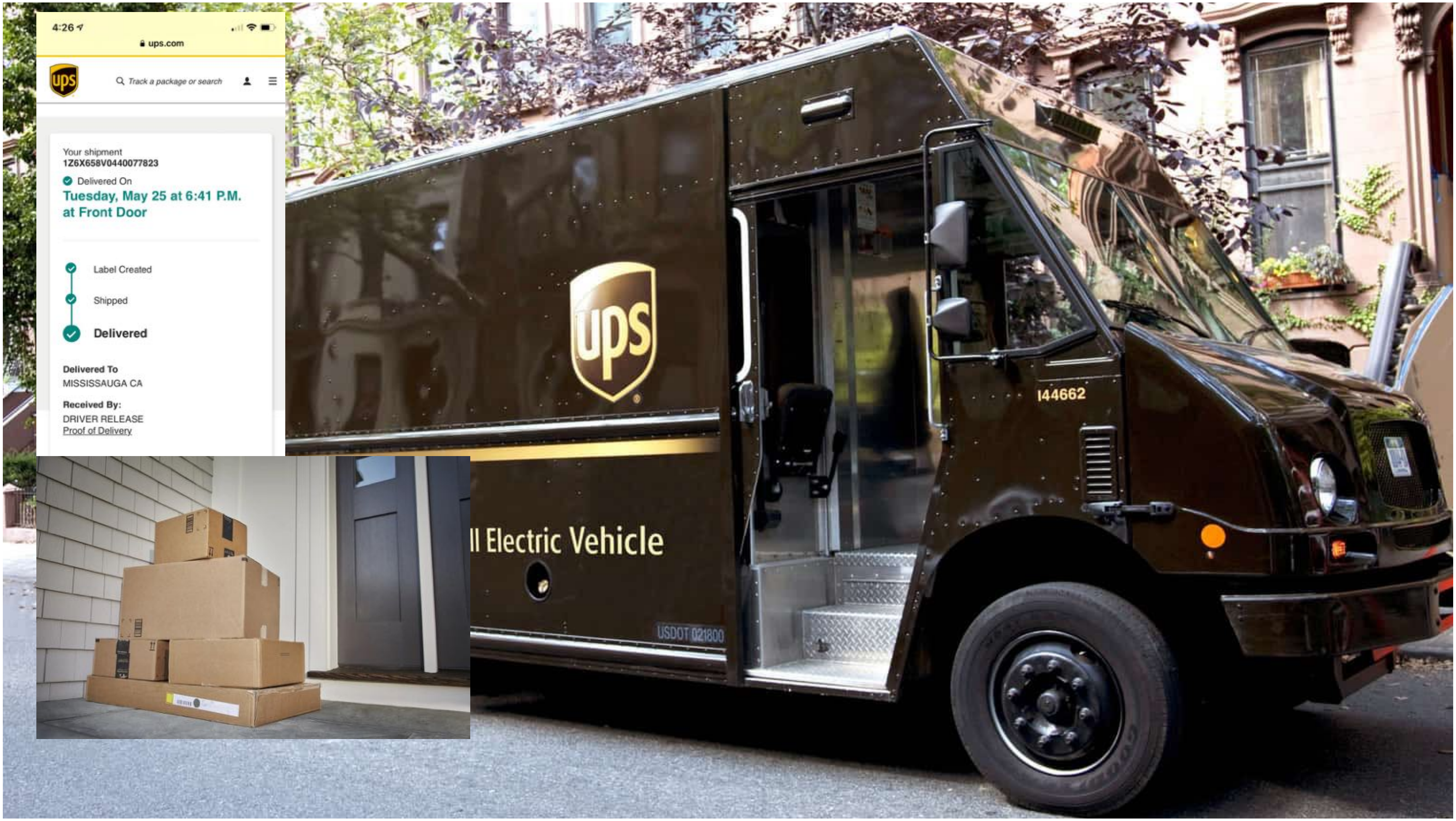
Mobile



Digitization of core processes underpins digital service delivery

1B – Digital Transformation

rethinking and redefining products and services to take advantage of the internet and smartphone era



4:26

ups.com

Track a package or search

Your shipment
1Z6X658V0440077823

✓ Delivered On

**Tuesday, May 25 at 6:41 P.M.
at Front Door**

✓ Label Created

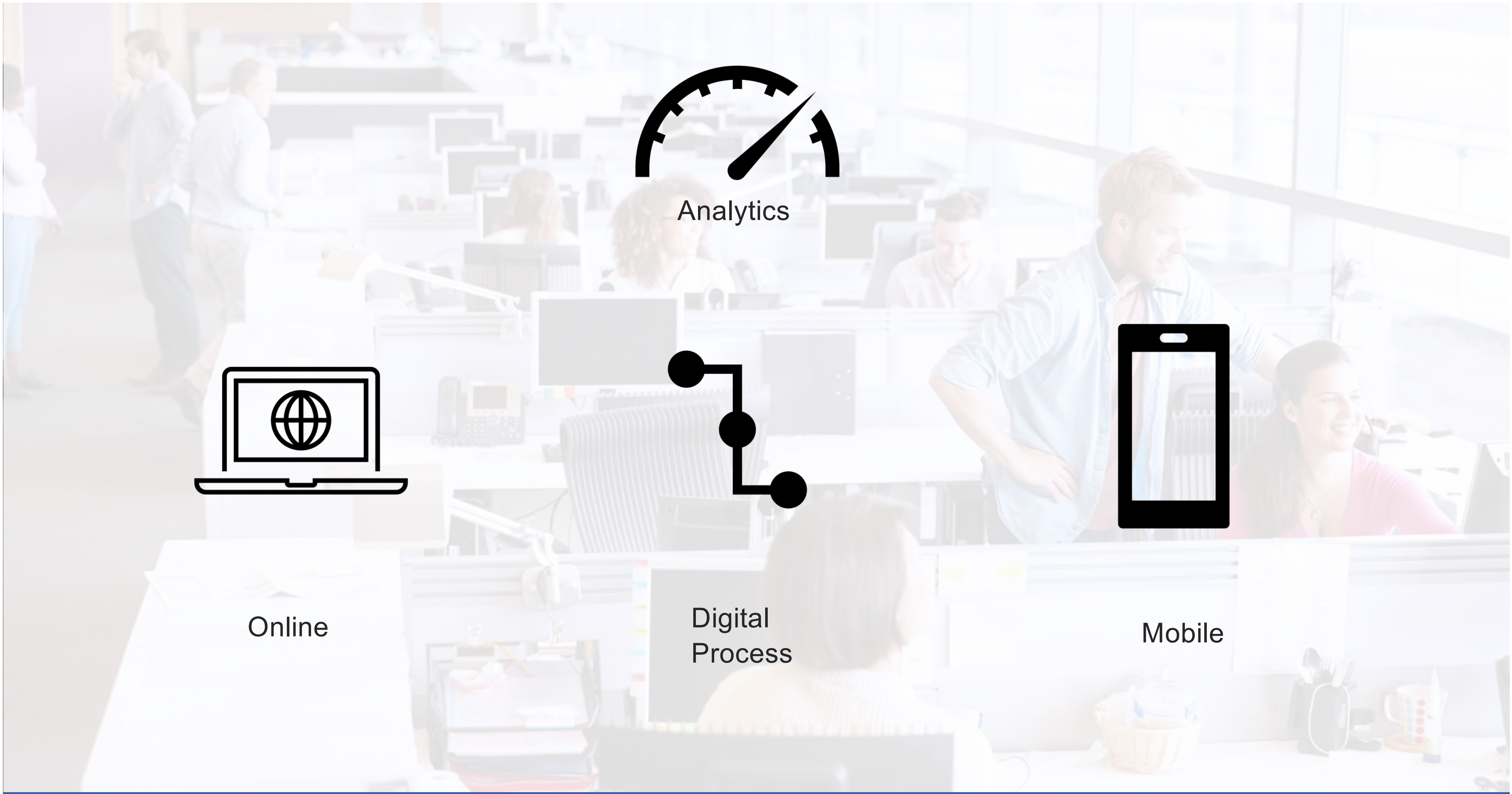
✓ Shipped

✓ **Delivered**

Delivered To
MISSISSAUGA CA

Received By:
DRIVER RELEASE
Proof of Delivery

ll Electric Vehicle
144662
USDOT 021800



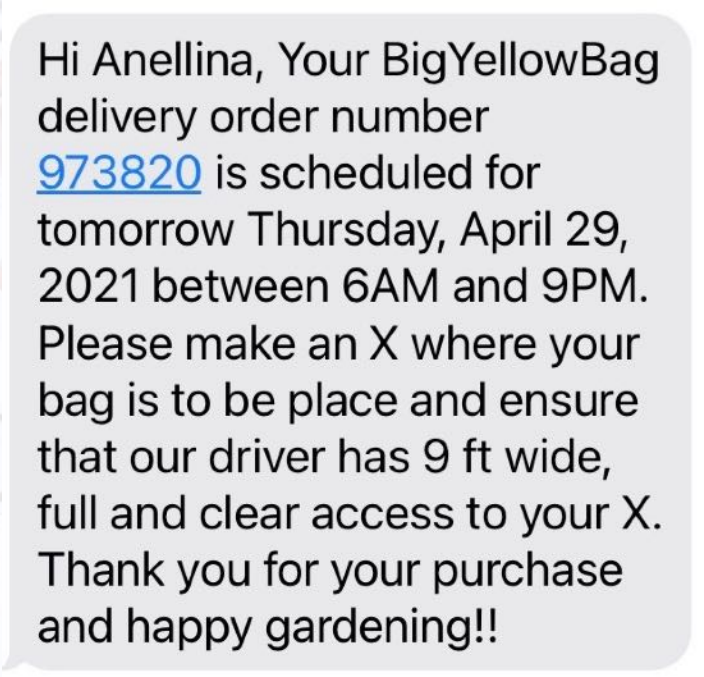
Analytics

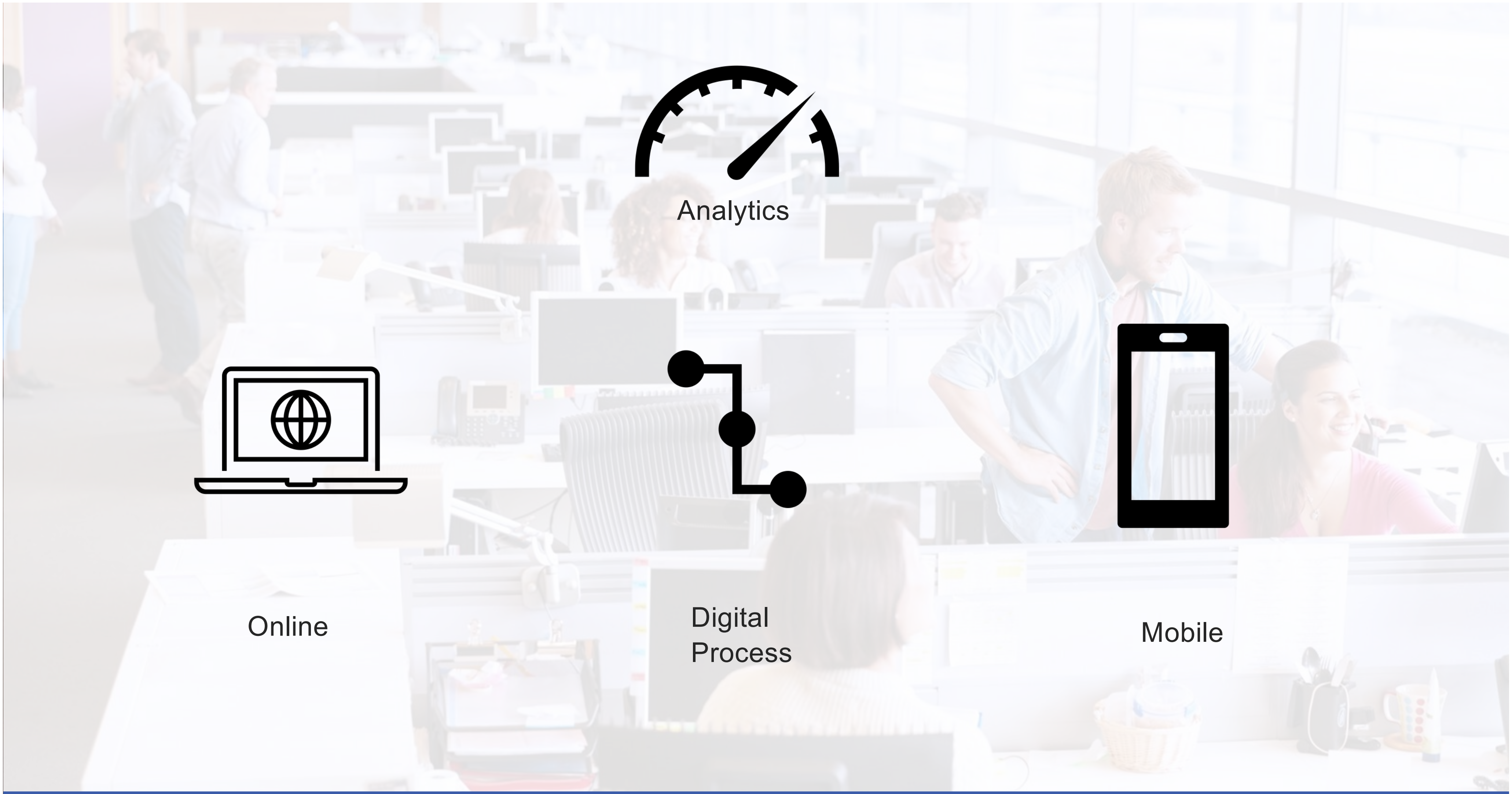
Online

Digital
Process

Mobile

BigYellowBag®
Black Garden Soil
BIGYELLOWBAG.COM
®


Hi Anellina, Your BigYellowBag delivery order number 973820 is scheduled for tomorrow Thursday, April 29, 2021 between 6AM and 9PM. Please make an X where your bag is to be place and ensure that our driver has 9 ft wide, full and clear access to your X. Thank you for your purchase and happy gardening!!



Analytics

Online

Digital
Process

Mobile

Perry Group Consulting Ltd.

Digitization underpins service delivery

Self Service is central to digital service

Service Industries

Disrupted or Transformed by Technology

- Finance – Banking, Online Trading
- Media – Craigslist, Twitter, Facebook, thestar.com, globeandmail.com
- Entertainment - Netflix, YouTube, Disney+, Prime, DZN, CBC, PSN, Xbox Live
- Travel – Airbnb, Expedia, aircanada.com
- Retail – Amazon, Indigo, Grocery Gateway, Voila, LCBO, Craft beer delivery
- Transportation – Uber, Lyft, Via Travel, Next Bus, Presto
- Insurance – Compare & buy insurance online, Report a Claim
- Exercise – Online classes, Peleton, Apple Fitness+, Fitbit, Apple Watch
- Education – Online School, Remote Tutoring
- Health – Telehealth, Medical Records, Testing Results, Online Therapies, Zoom consults, remote surgery

1C – Impact to Governments

Digital in Government

“There is no difference between digital service delivery and service delivery. ***Today, everything is digital.*** *If governments do not recognize this evolution, then any service strategy is flawed at the concept stage”*

Alex Benay, Canadian Federal Government CIO

2017 - 2019

Ontario
français
MENU
Home > Government

Ontario Digital Service

Making government work better for people in the digital age

Ontario Digital Service

Digital Government Movement

Government
Digital Service

18F

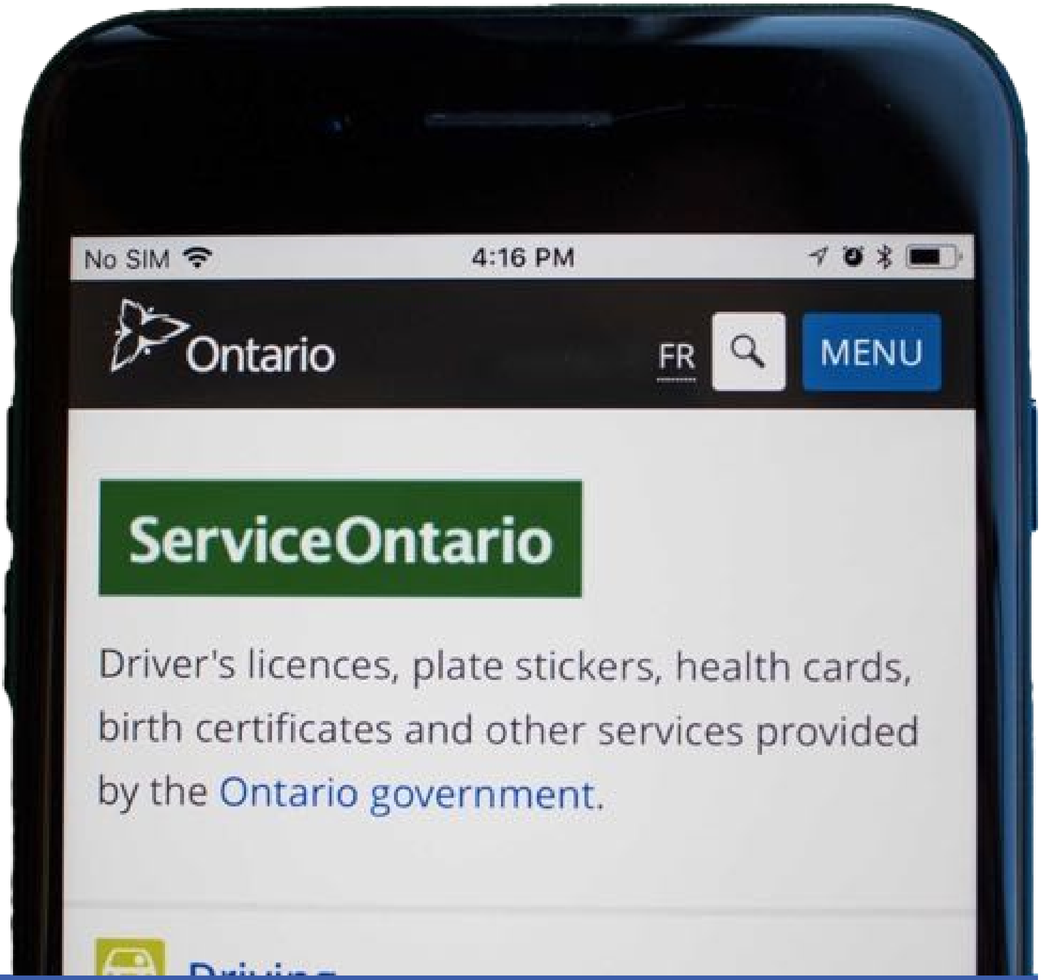
Canadian
Digital
Service

People expect government services to be simple and easy to use.

ONTARIO.CA/DIGITAL
SIMPLER · FASTER · BETTER

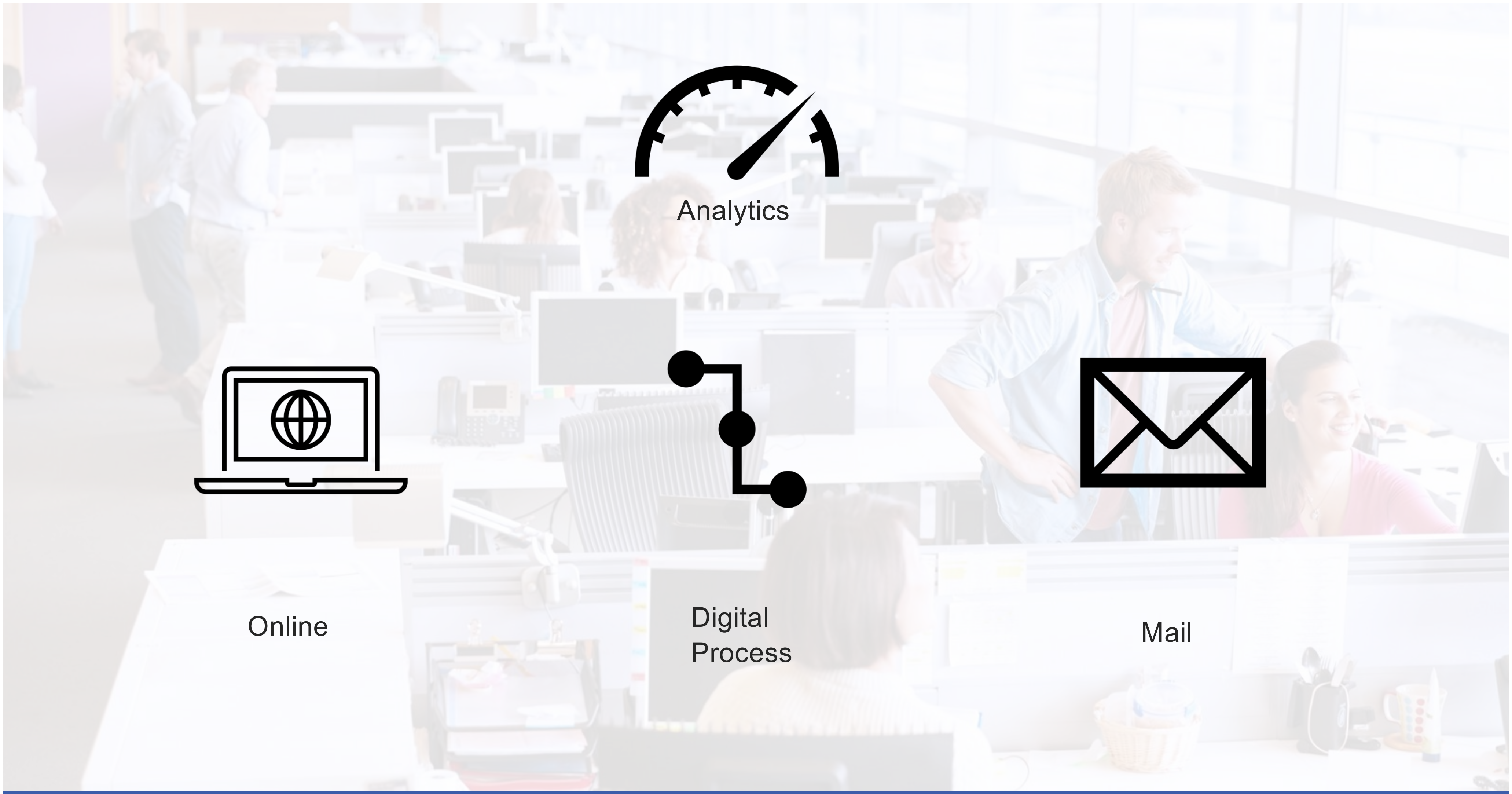
Service Ontario

- Licence plate renewals available online
- Notified by mail
- Go to website to confirm details they already have on file
- Pay online
- Takes less than 10 minutes
- Plate sticker comes in mail within 5 days



ServiceOntario

Driver's licences, plate stickers, health cards, birth certificates and other services provided by the Ontario government.



Analytics

Online

Digital
Process

Mail

Digital Government Services

No longer niche, hard to find. Now broad, societal, hyper-scale

- Tax filing
- Pay taxes
- Apply for a Passport
- Apply for and renew a Driver's license or vehicle sticker
- Apply for and renew a Healthcard
- Apply for and renew a Hunting and Fishing license
- Apply for CERB
- Apply for Veteran’s disability
- Apply for CPP
- Register a Birth
- Register as an Organ donor
- Book a vaccination
- COVID Exposure Notifications App

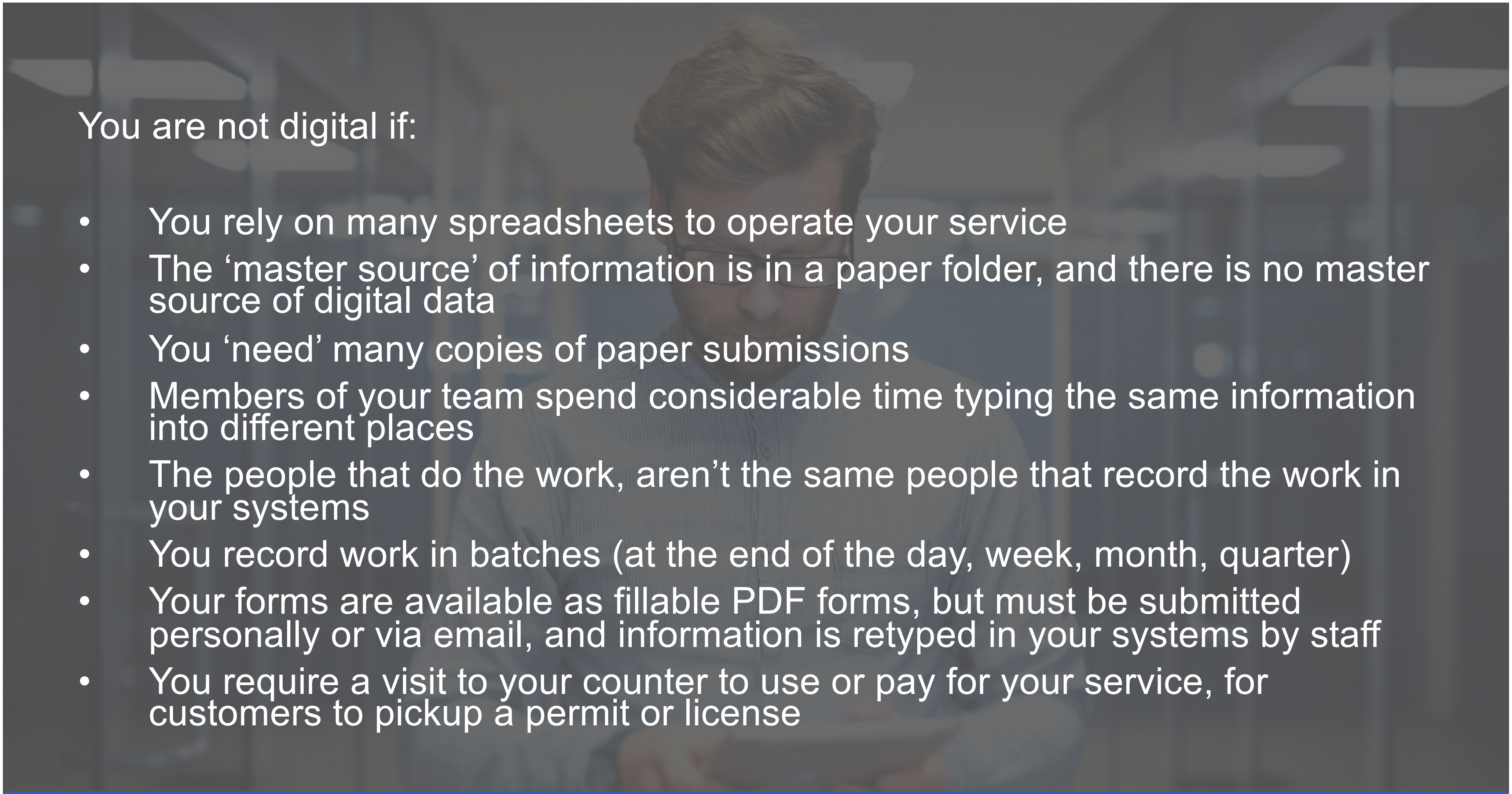
Being Digital is being of the Internet and Smartphone era

So, any Digital Strategy asks:

Are **your** services
designed and built for this era?

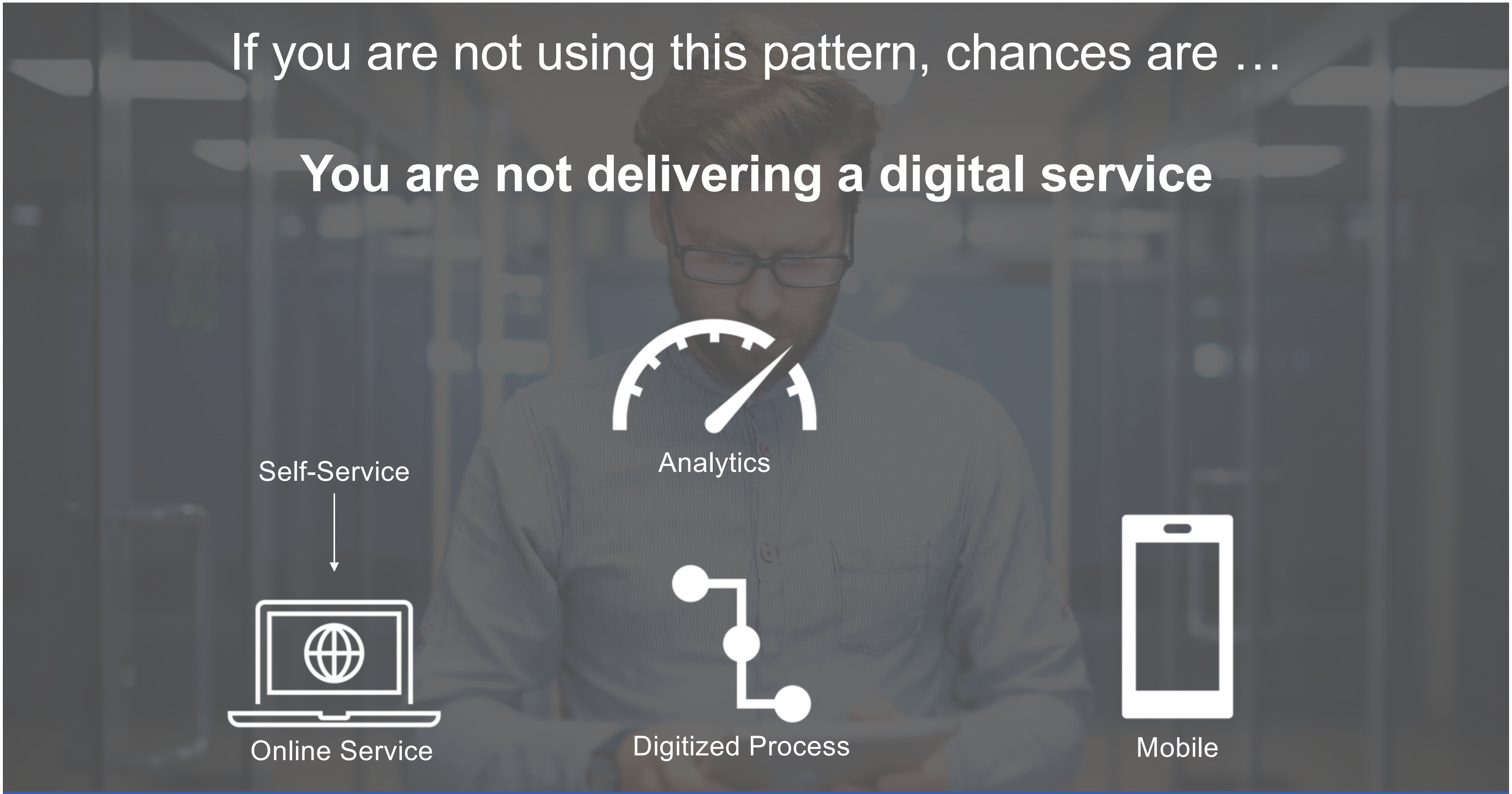
BLOCKBUSTER® government for NETFLIX customers

“If a business doesn’t do digital right they are out of business. If a government doesn’t do digital right, they are out of touch…..we try to run a Blockbuster operation for a Netflix audience” –
Scott Brison, Former Minister of Digital Government



You are not digital if:

- You rely on many spreadsheets to operate your service
- The ‘master source’ of information is in a paper folder, and there is no master source of digital data
- You ‘need’ many copies of paper submissions
- Members of your team spend considerable time typing the same information into different places
- The people that do the work, aren’t the same people that record the work in your systems
- You record work in batches (at the end of the day, week, month, quarter)
- Your forms are available as fillable PDF forms, but must be submitted personally or via email, and information is retyped in your systems by staff
- You require a visit to your counter to use or pay for your service, for customers to pickup a permit or license



If you are not using this pattern, chances are …

You are not delivering a digital service

Analytics

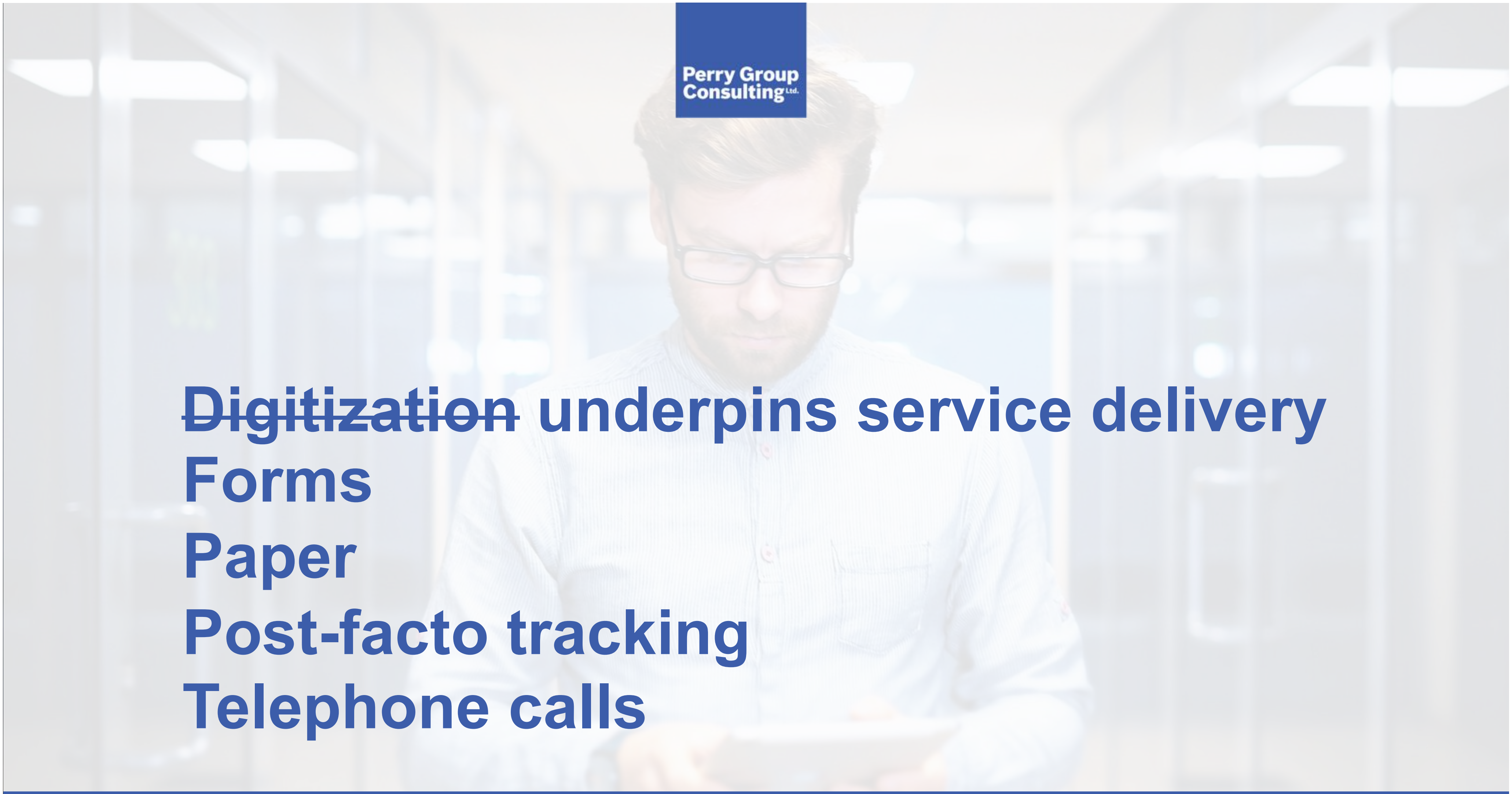
Self-Service

↓

Online Service

Digitized Process

Mobile



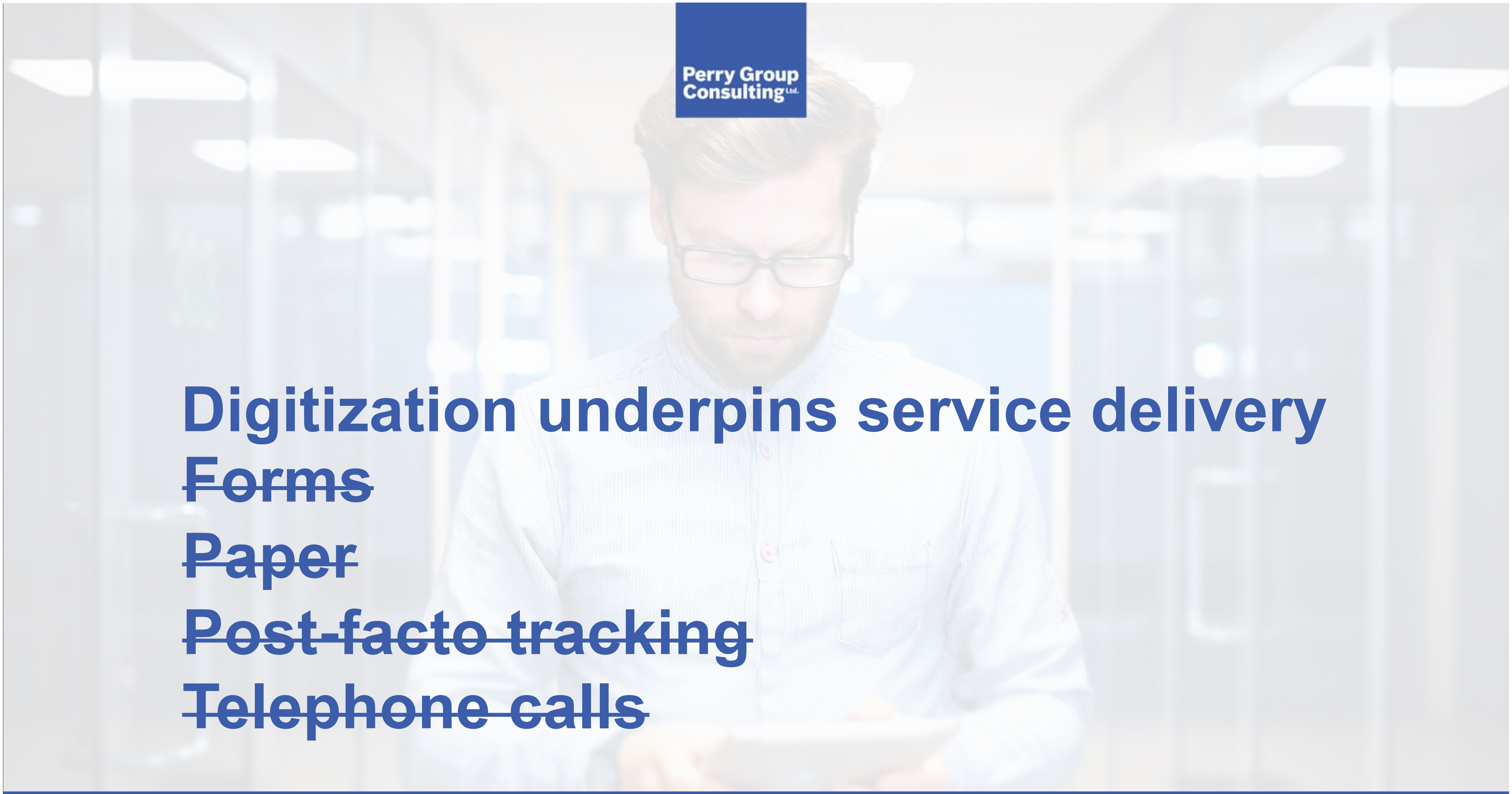
~~Digitization~~ underpins service delivery

Forms

Paper

Post-facto tracking

Telephone calls



Digitization underpins service delivery

~~Forms~~

~~Paper~~

~~Post-facto tracking~~

~~Telephone calls~~

Digital

“Applying the culture, processes, business models & technologies of the internet era to respond to people’s raised expectations.”

Tom Loosemore, GDS, UK

“Digital transformation is not just about technology and it’s implementation, it’s about looking at the business strategy through the lens of technical capabilities and how that changes how you are operating …”

Driving Digital – Isaac Sacolick

Mobilization

Massive Culture Change

Takeaways

- Demand for digital services is there from customers
- We should strive for government for the digital age
- Digitization of processes is the foundation for digital
- If you are reliant on paper, visits to the office, and your staff spend time entering information into multiple places - you are not digital
- Digital is more than tech – it requires culture change and leadership

Discussion

1D – Municipal Digital Examples

Presented as food for thought, to illustrate the art of the possible.

Each community has their own priorities and resources that they can put to those priorities.

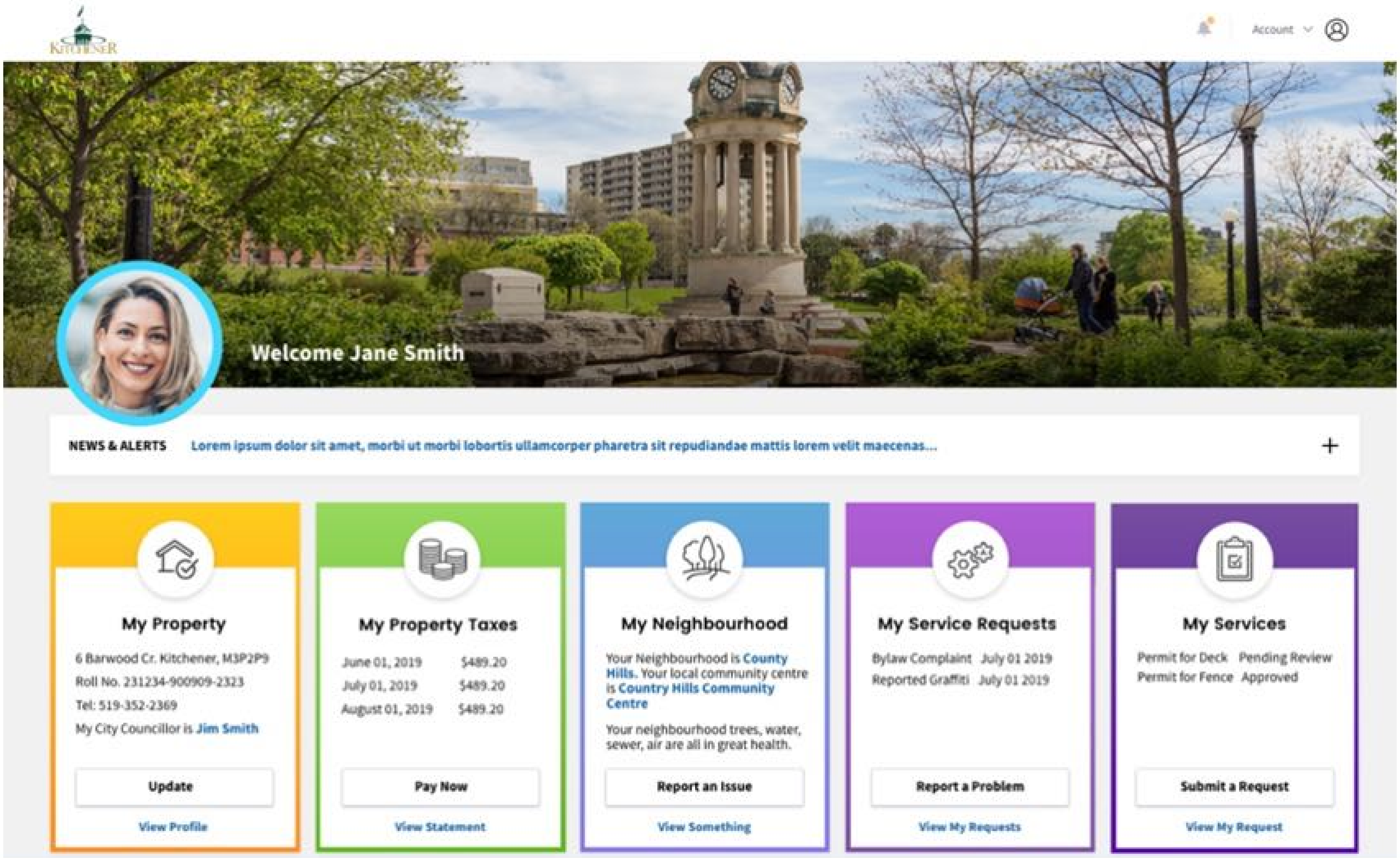
Canadian Municipal Digital Leaders

Calgary

ONWARD

MARKHAM

CITY OF SURREY


KITCHENER
Account
Welcome Jane Smith
NEWS & ALERTS
+
Update
View Profile
Pay Now
View Statement
Report an Issue
View Something
Report a Problem
View My Requests
Submit a Request
View My Request

Lorem ipsum dolor sit amet, morbi ut morbi lobortis ullamcorper pharetra sit repudiandae mattis lorem velit maecenas...

My Property

6 Barwood Cr. Kitchener, M3P2P9
Roll No. 231234-900909-2323
Tel: 519-352-2369
My City Councillor is **Jim Smith**

My Property Taxes

June 01, 2019	$489.20
July 01, 2019	$489.20
August 01, 2019	$489.20

My Neighbourhood

Your Neighbourhood is **County Hills.** Your local community centre is **Country Hills Community Centre**

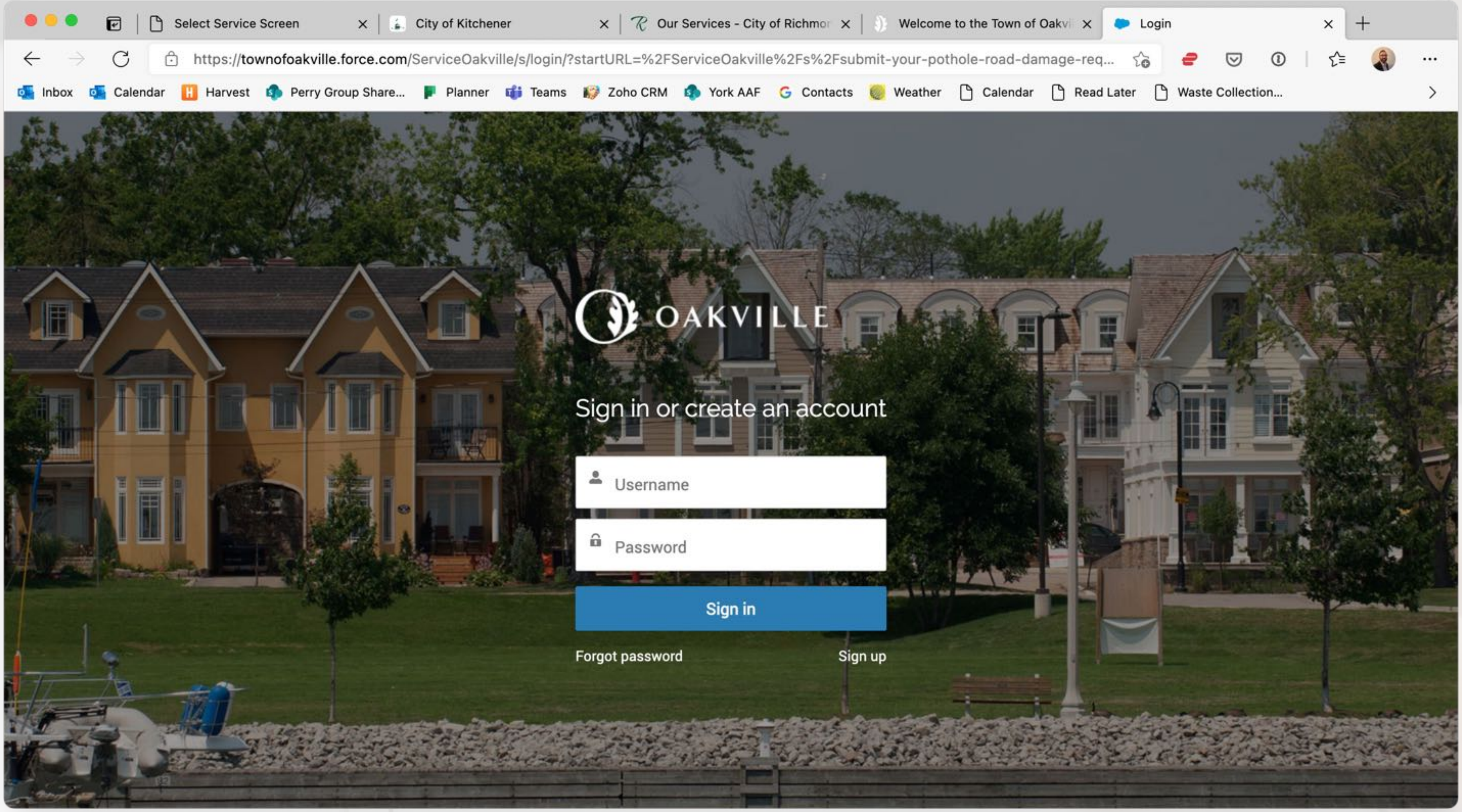
Your neighbourhood trees, water, sewer, air are all in great health.

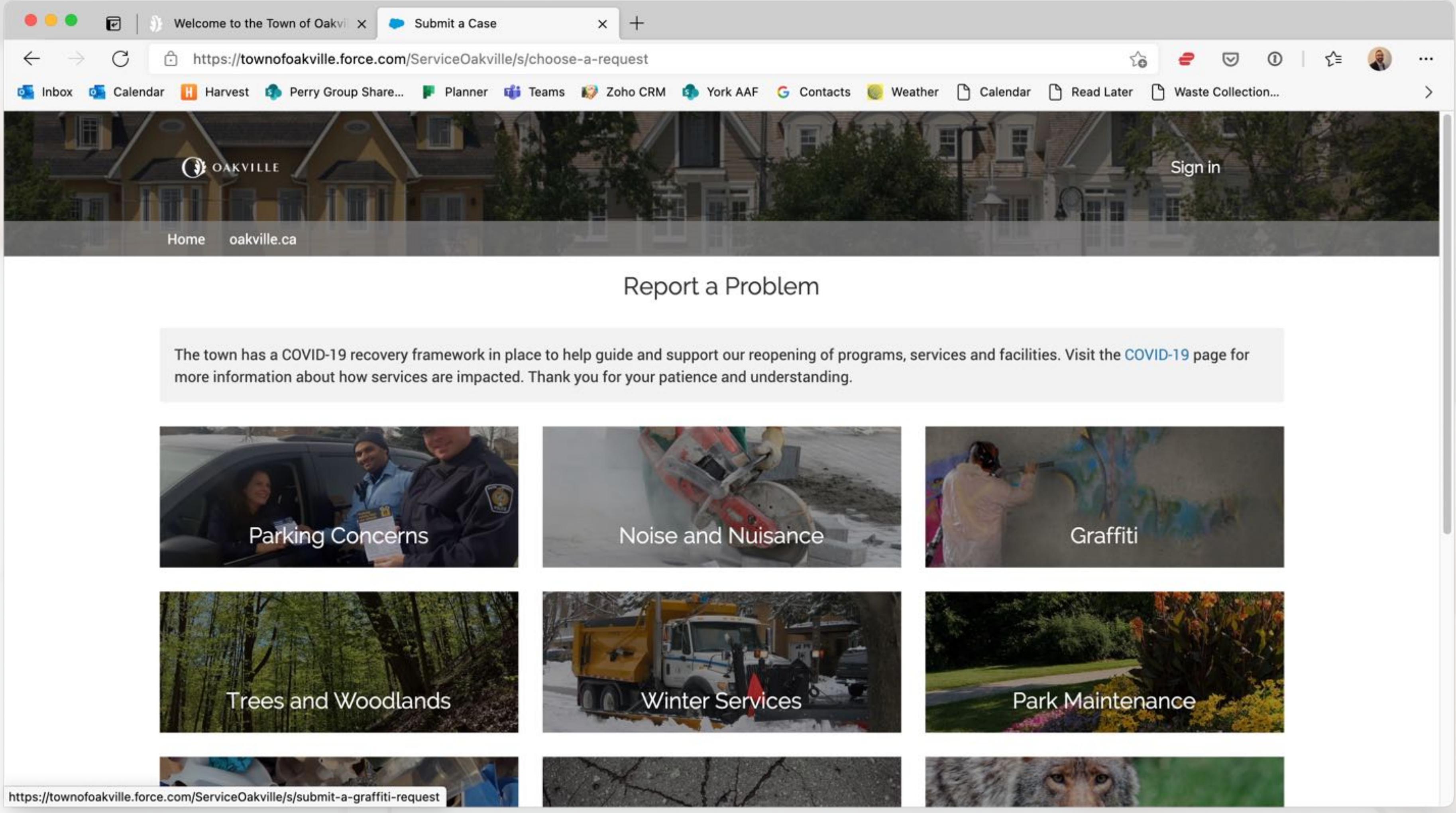
My Service Requests

Bylaw Complaint	July 01 2019
Reported Graffiti	July 01 2019

My Services

Permit for Deck	Pending Review
Permit for Fence	Approved


Select Service Screen
City of Kitchener
Our Services - City of Richmo
Welcome to the Town of Oakvi
Login
https://townofoakville.force.com/ServiceOakville/s/login/?startURL=%2FServiceOakville%2Fs%2Fsubmit-your-pothole-road-damage-req...
Inbox
Calendar
Harvest
Perry Group Share...
Planner
Teams
Zoho CRM
York AAF
Contacts
Weather
Calendar
Read Later
Waste Collection...
OAKVILLE
Sign in or create an account
Username
Password
Sign in
Forgot password
Sign up

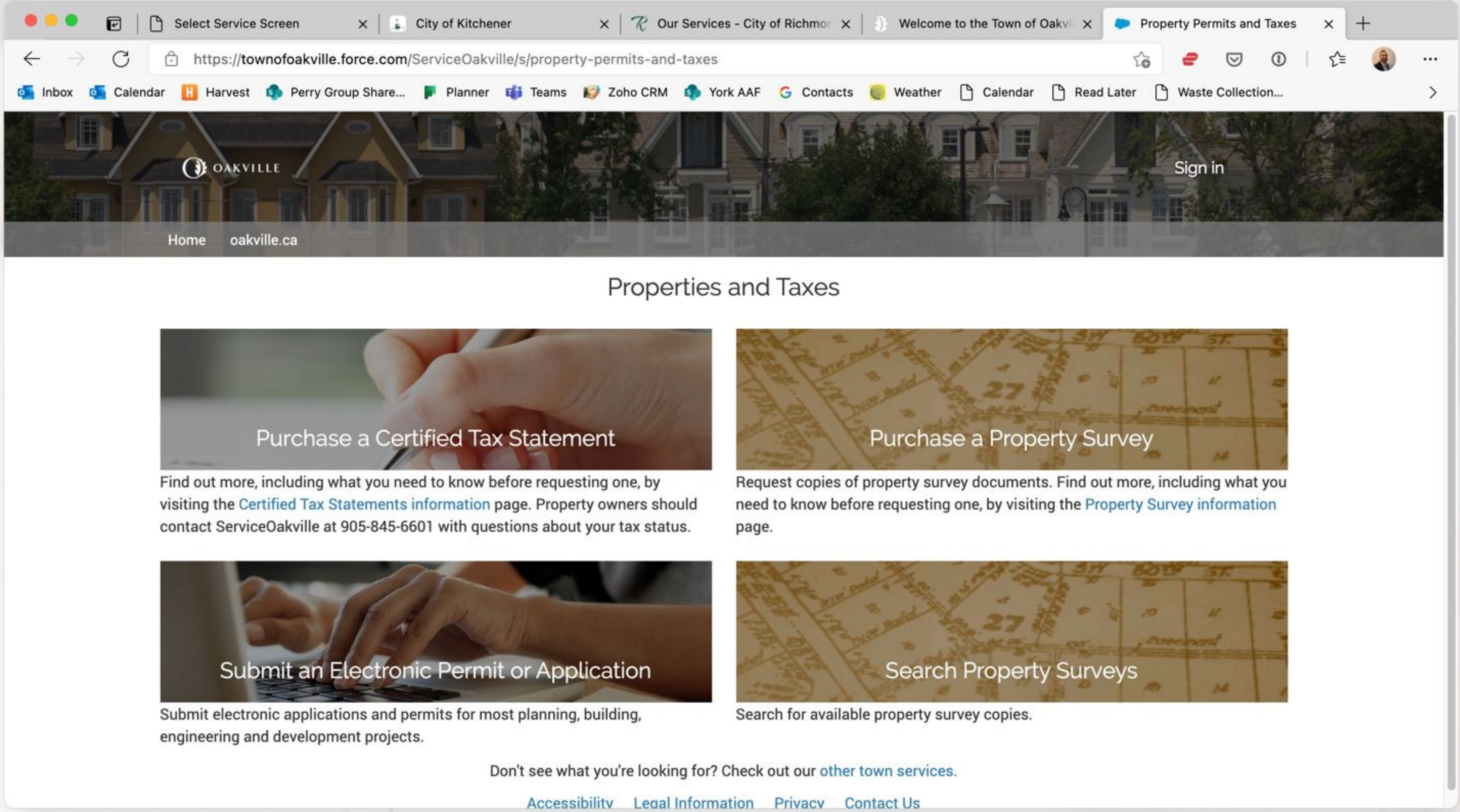


Welcome to the Town of Oakvi
Submit a Case
https://townofoakville.force.com/ServiceOakville/s/choose-a-request
Inbox
Calendar
Harvest
Perry Group Share...
Planner
Teams
Zoho CRM
York AAF
Contacts
Weather
Calendar
Read Later
Waste Collection...
OAKVILLE
Sign in
Home
oakville.ca

Report a Problem

The town has a COVID-19 recovery framework in place to help guide and support our reopening of programs, services and facilities. Visit the COVID-19 page for more information about how services are impacted. Thank you for your patience and understanding.

Parking Concerns
Noise and Nuisance
Graffiti
Trees and Woodlands
Winter Services
Park Maintenance
https://townofoakville.force.com/ServiceOakville/s/submit-a-graffiti-request


Select Service Screen
City of Kitchener
Our Services - City of Richmo
Welcome to the Town of Oakv
Property Permits and Taxes
https://townofoakville.force.com/ServiceOakville/s/property-permits-and-taxes
Inbox
Calendar
Harvest
Perry Group Share...
Planner
Teams
Zoho CRM
York AAF
Contacts
Weather
Calendar
Read Later
Waste Collection...
OAKVILLE
Sign in
Home
oakville.ca

Properties and Taxes

Purchase a Certified Tax Statement

Find out more, including what you need to know before requesting one, by visiting the Certified Tax Statements information page. Property owners should contact ServiceOakville at 905-845-6601 with questions about your tax status.

Purchase a Property Survey

Request copies of property survey documents. Find out more, including what you need to know before requesting one, by visiting the Property Survey information page.

Submit an Electronic Permit or Application

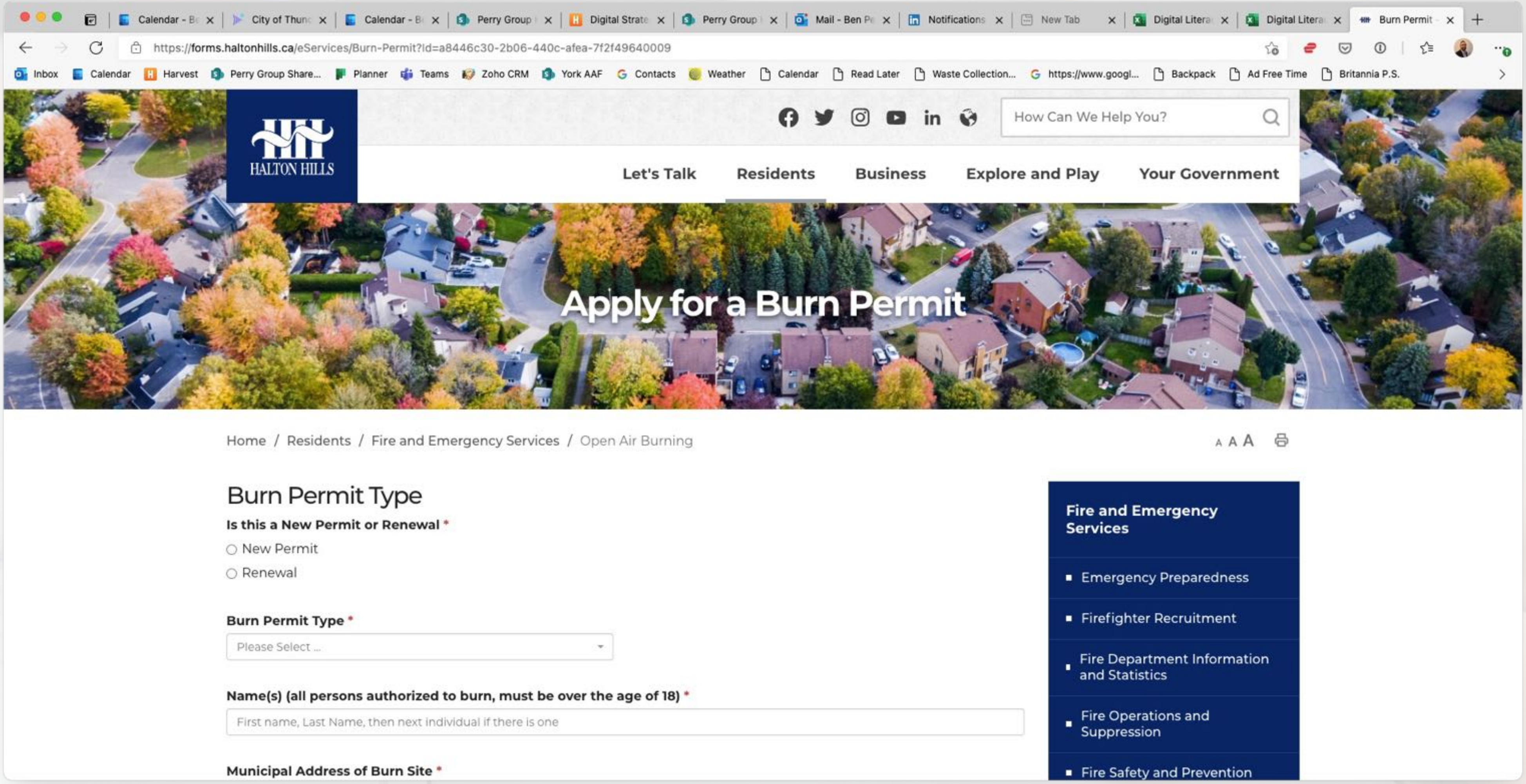
Submit electronic applications and permits for most planning, building, engineering and development projects.

Search Property Surveys

Search for available property survey copies.

Don't see what you're looking for? Check out our other town services.

Accessibility Legal Information Privacy Contact Us


https://forms.haltonhills.ca/eServices/Burn-Permit?Id=a8446c30-2b06-440c-afea-7f2f49640009
HALTON HILLS
How Can We Help You?
Let's Talk
Residents
Business
Explore and Play
Your Government
Apply for a Burn Permit

Home / Residents / Fire and Emergency Services / Open Air Burning

Burn Permit Type

Is this a New Permit or Renewal *

○ New Permit

○ Renewal

Burn Permit Type *

Please Select ...

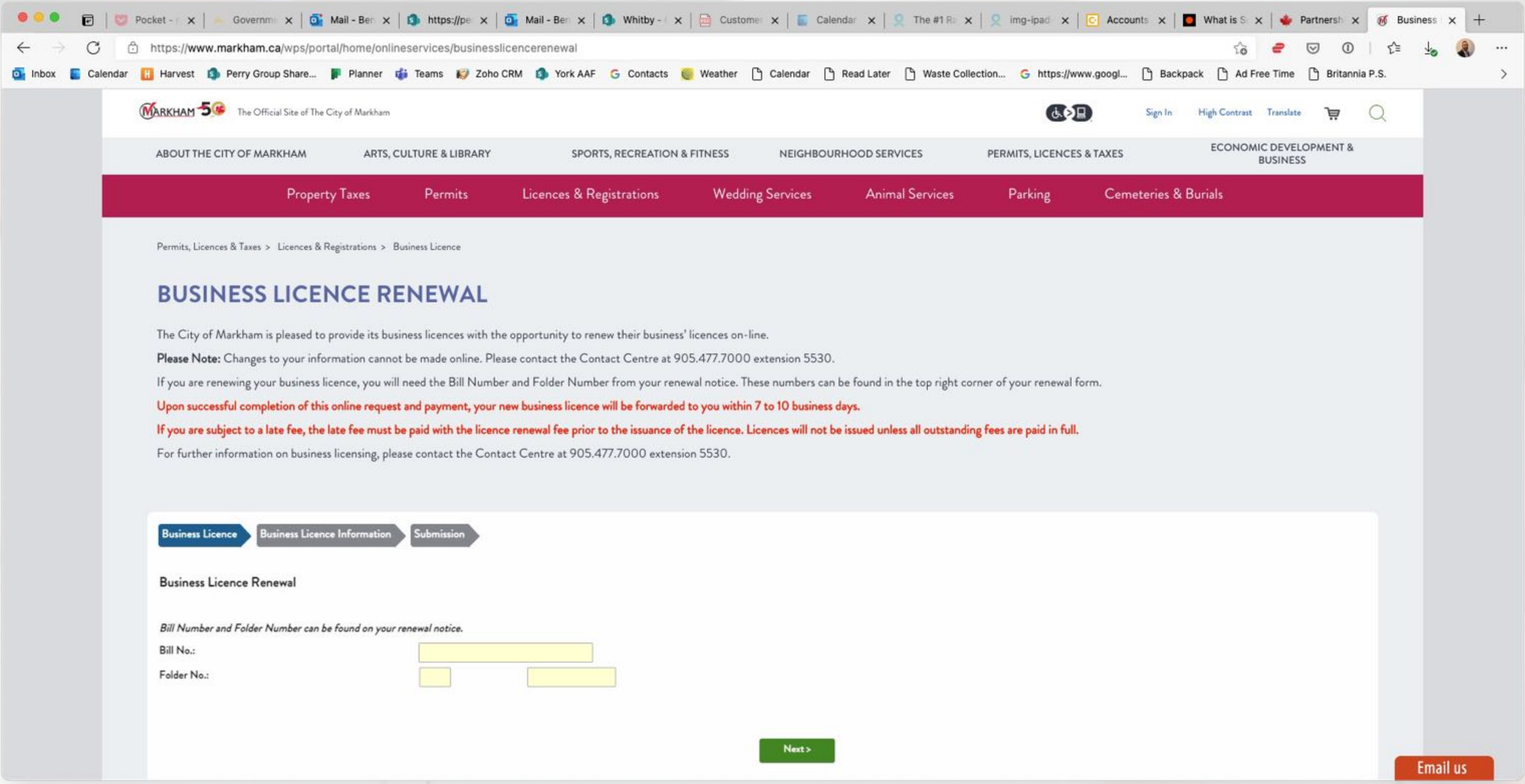
Name(s) (all persons authorized to burn, must be over the age of 18) *

First name, Last Name, then next individual if there is one

Municipal Address of Burn Site *

Fire and Emergency Services

- Emergency Preparedness
- Firefighter Recruitment
- Fire Department Information and Statistics
- Fire Operations and Suppression
- Fire Safety and Prevention


https://www.markham.ca/wps/portal/home/onlineservices/businesslicencerenewal
Inbox
Calendar
Harvest
Perry Group Share...
Planner
Teams
Zoho CRM
York AAF
Contacts
Weather
Calendar
Read Later
Waste Collection...
https://www.googl...
Backpack
Ad Free Time
Britannia P.S.
MARKHAM 50
The Official Site of The City of Markham
Sign In
High Contrast
Translate
ABOUT THE CITY OF MARKHAM
ARTS, CULTURE & LIBRARY
SPORTS, RECREATION & FITNESS
NEIGHBOURHOOD SERVICES
PERMITS, LICENCES & TAXES
ECONOMIC DEVELOPMENT & BUSINESS
Property Taxes
Permits
Licences & Registrations
Wedding Services
Animal Services
Parking
Cemeteries & Burials
Permits, Licences & Taxes > Licences & Registrations > Business Licence
Business Licence
Business Licence Information
Submission
Next >
Email us

BUSINESS LICENCE RENEWAL

The City of Markham is pleased to provide its business licences with the opportunity to renew their business' licences on-line.

Please Note: Changes to your information cannot be made online. Please contact the Contact Centre at 905.477.7000 extension 5530.

If you are renewing your business licence, you will need the Bill Number and Folder Number from your renewal notice. These numbers can be found in the top right corner of your renewal form.

Upon successful completion of this online request and payment, your new business licence will be forwarded to you within 7 to 10 business days.

If you are subject to a late fee, the late fee must be paid with the licence renewal fee prior to the issuance of the licence. Licences will not be issued unless all outstanding fees are paid in full.

For further information on business licensing, please contact the Contact Centre at 905.477.7000 extension 5530.

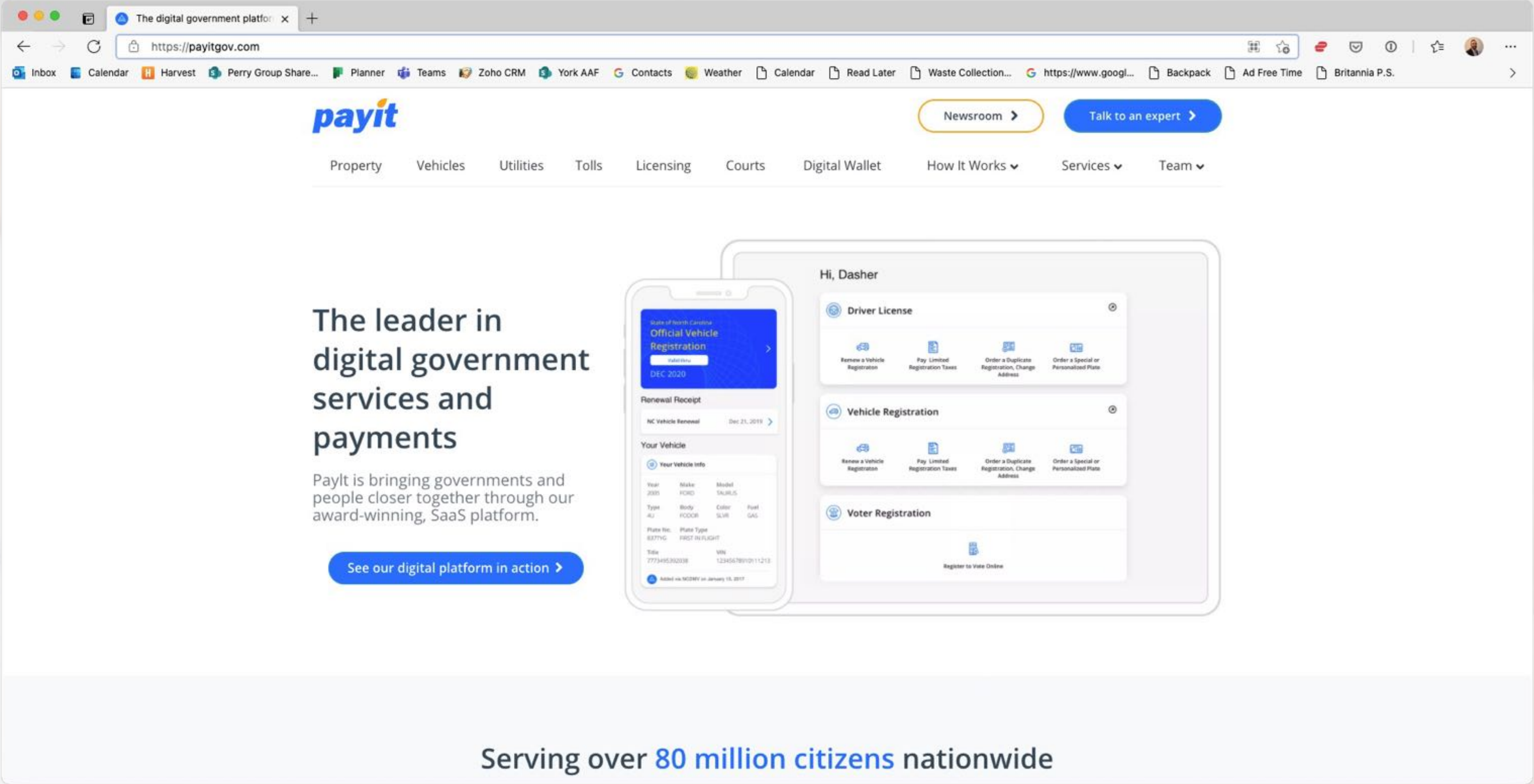
Business Licence Renewal

Bill Number and Folder Number can be found on your renewal notice.

Bill No.:

Folder No.:

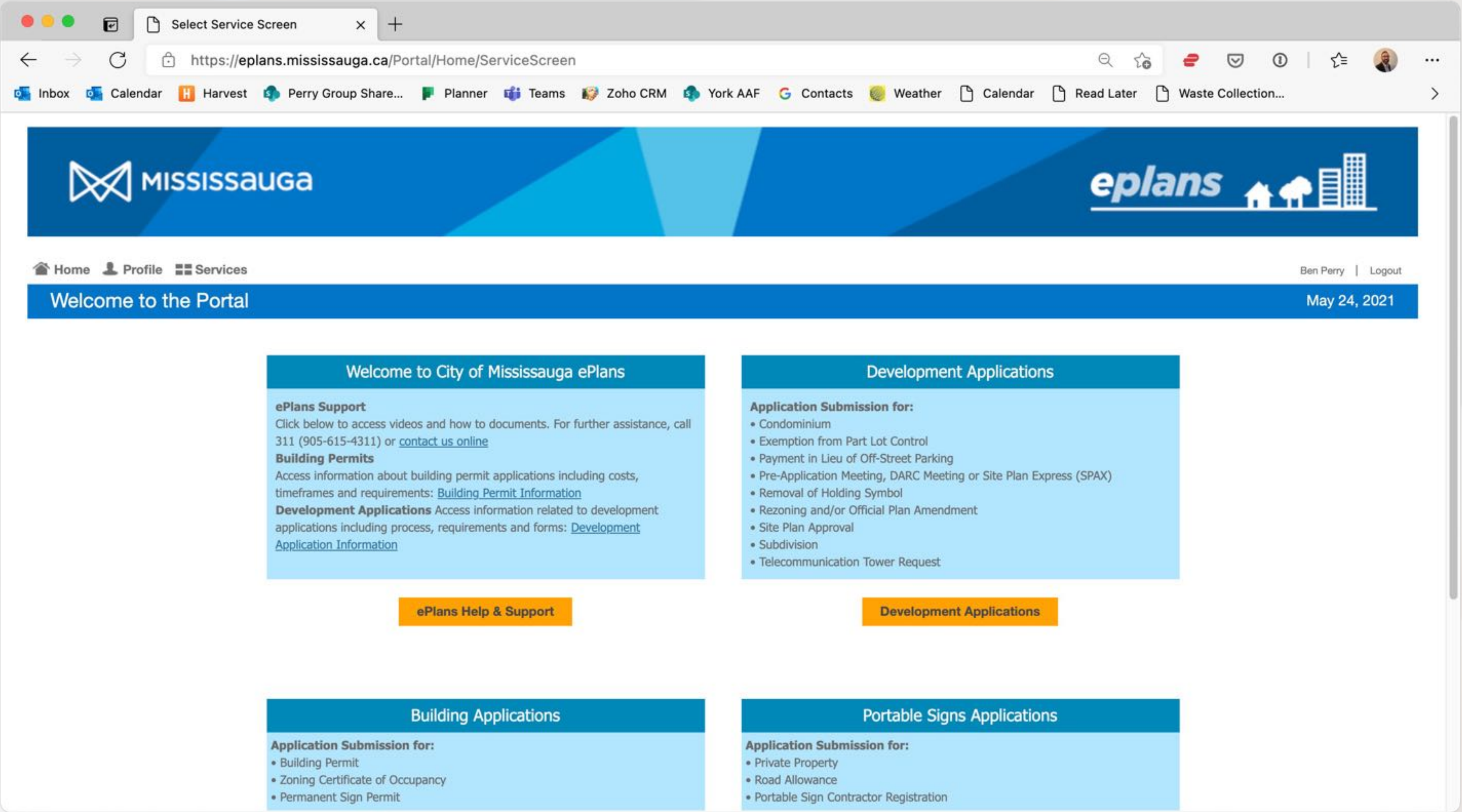
80% uptake of digital services is becoming the norm. Consistent across good quality, well promoted municipal digital services.


The digital government platfor
https://payitgov.com
Inbox
Calendar
Harvest
Perry Group Share...
Planner
Teams
Zoho CRM
York AAF
Contacts
Weather
Calendar
Read Later
Waste Collection...
https://www.googl...
Backpack
Ad Free Time
Britannia P.S.
payit
Newsroom
Talk to an expert
Property
Vehicles
Utilities
Tolls
Licensing
Courts
Digital Wallet
How It Works
Services
Team
Official Vehicle Registration
DEC 2020
Renewal Receipt
Your Vehicle
Hi, Dasher
Driver License
Vehicle Registration
Voter Registration
See our digital platform in action

The leader in digital government services and payments

PayIt is bringing governments and people closer together through our award-winning, SaaS platform.

Serving over 80 million citizens nationwide


Select Service Screen
https://eplans.mississauga.ca/Portal/Home/ServiceScreen
Inbox
Calendar
Harvest
Perry Group Share...
Planner
Teams
Zoho CRM
York AAF
Contacts
Weather
Calendar
Read Later
Waste Collection...
MISSISSAUGA
eplans
Home
Profile
Services
Ben Perry | Logout

Welcome to the Portal

May 24, 2021

Welcome to City of Mississauga ePlans

ePlans Support
Click below to access videos and how to documents. For further assistance, call 311 (905-615-4311) or contact us online
Building Permits
Access information about building permit applications including costs, timeframes and requirements: Building Permit Information
Development Applications Access information related to development applications including process, requirements and forms: Development Application Information

ePlans Help & Support

Development Applications

Application Submission for:
- Condominium
- Exemption from Part Lot Control
- Payment in Lieu of Off-Street Parking
- Pre-Application Meeting, DARC Meeting or Site Plan Express (SPAX)
- Removal of Holding Symbol
- Rezoning and/or Official Plan Amendment
- Site Plan Approval
- Subdivision
- Telecommunication Tower Request

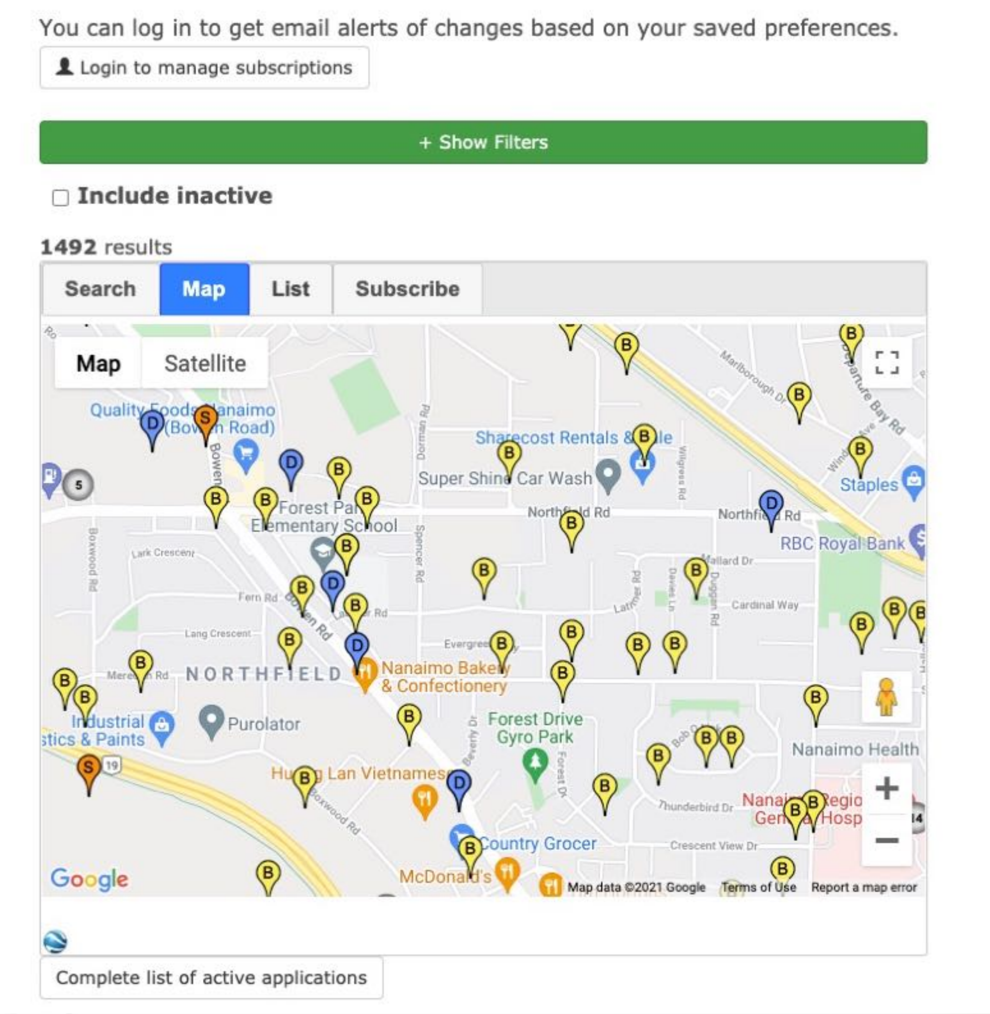
Development Applications

Building Applications

Application Submission for:
- Building Permit
- Zoning Certificate of Occupancy
- Permanent Sign Permit

Portable Signs Applications

Application Submission for:
- Private Property
- Road Allowance
- Portable Sign Contractor Registration

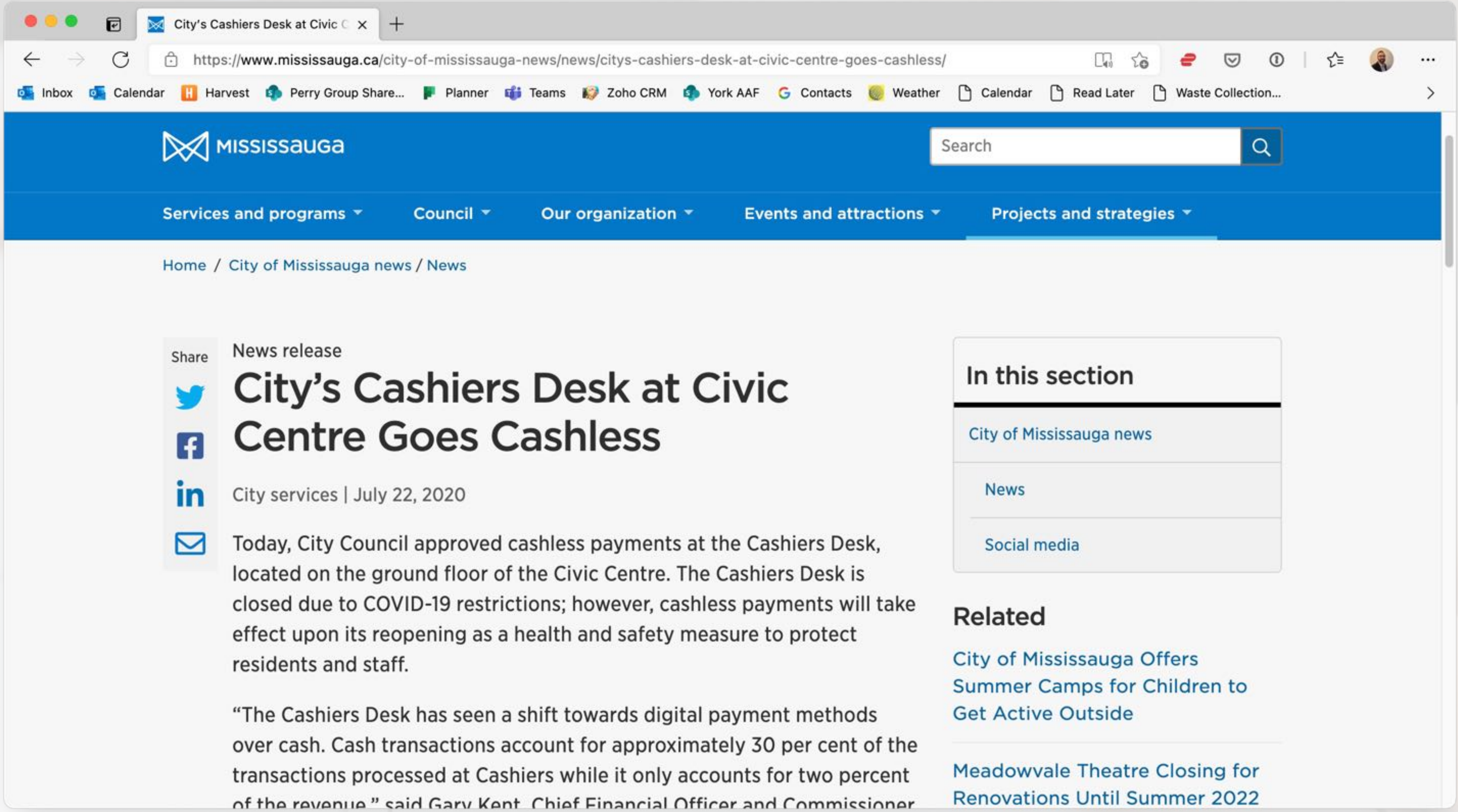


You can log in to get email alerts of changes based on your saved preferences.

☐ **Include inactive**

1492 results

Login to manage subscriptions
+ Show Filters
Search
Map
List
Subscribe
Map
Satellite
Quality Foods Nanaimo (Bowen Road)
Sharecost Rentals & Sale
Super Shine Car Wash
Staples
Forest Park Elementary School
Northfield Rd
RBC Royal Bank
NORTHFIELD
Nanaimo Bakery & Confectionery
Forest Drive Gyro Park
Purolator
Industrial Plastics & Paints
Huong Lan Vietnamese
Nanaimo Health
Nanaimo Regional General Hospital
Country Grocer
McDonald's
Google
Map data ©2021 Google
Terms of Use
Report a map error
Complete list of active applications


City's Cashiers Desk at Civic C
https://www.mississauga.ca/city-of-mississauga-news/news/citys-cashiers-desk-at-civic-centre-goes-cashless/
Inbox
Calendar
Harvest
Perry Group Share...
Planner
Teams
Zoho CRM
York AAF
Contacts
Weather
Calendar
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Waste Collection...
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Services and programs
Council
Our organization
Events and attractions
Projects and strategies
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News release

City's Cashiers Desk at Civic Centre Goes Cashless

City services | July 22, 2020

Today, City Council approved cashless payments at the Cashiers Desk, located on the ground floor of the Civic Centre. The Cashiers Desk is closed due to COVID-19 restrictions; however, cashless payments will take effect upon its reopening as a health and safety measure to protect residents and staff.

"The Cashiers Desk has seen a shift towards digital payment methods over cash. Cash transactions account for approximately 30 per cent of the transactions processed at Cashiers while it only accounts for two percent of the revenue," said Gary Kent, Chief Financial Officer and Commissioner

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Social media
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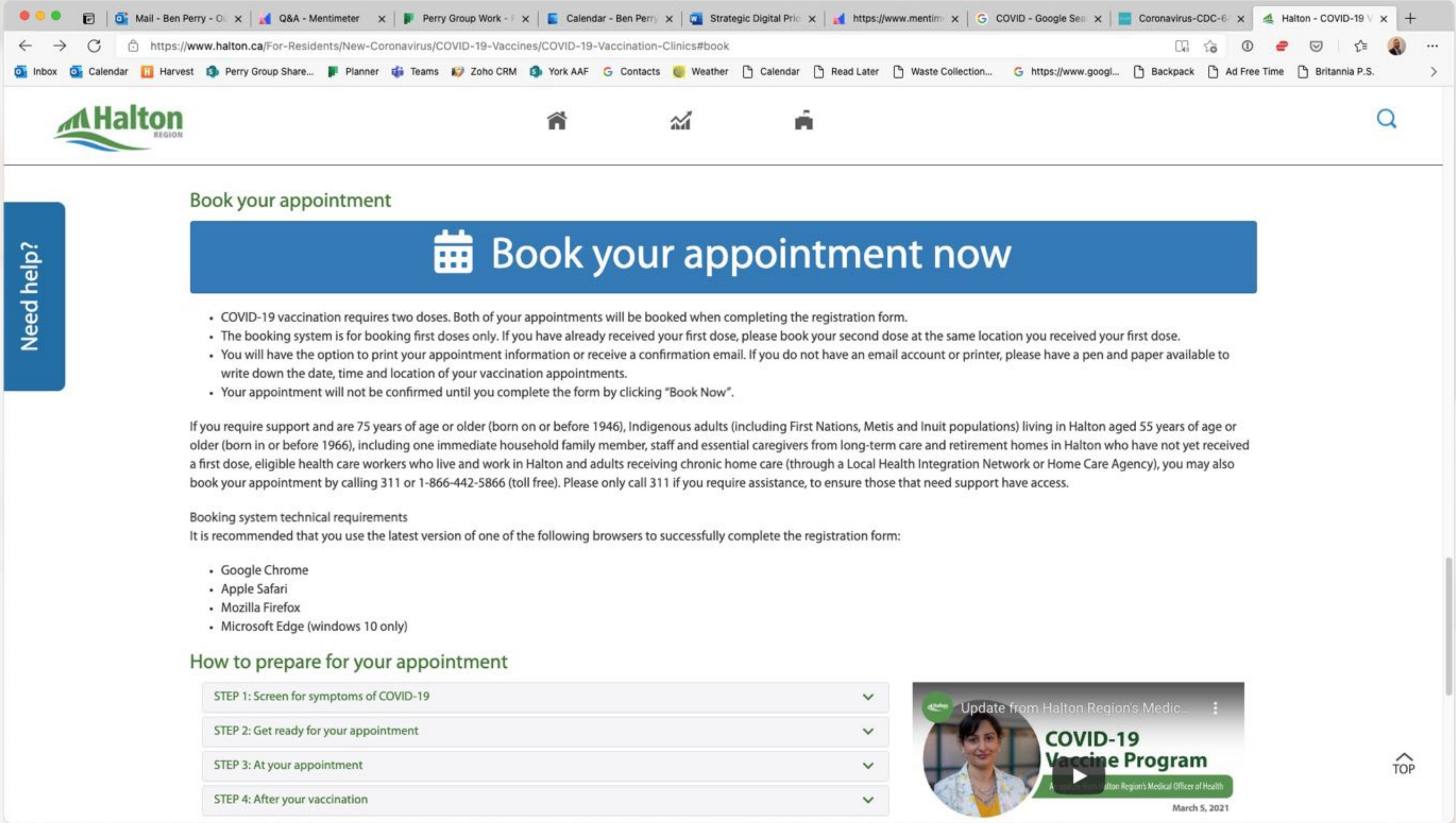
City of Mississauga Offers Summer Camps for Children to Get Active Outside
Meadowvale Theatre Closing for Renovations Until Summer 2022


Mail - Ben Perry
Q&A - Mentimeter
Perry Group Work
Calendar - Ben Perry
Strategic Digital Pric
https://www.mentim
COVID - Google Sea
Coronavirus-CDC
Halton - COVID-19
https://www.halton.ca/For-Residents/New-Coronavirus/COVID-19-Vaccines/COVID-19-Vaccination-Clinics#book
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Contacts
Weather
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Waste Collection...
https://www.googl...
Backpack
Ad Free Time
Britannia P.S.
Halton REGION
Need help?
TOP

Book your appointment

Book your appointment now

- COVID-19 vaccination requires two doses. Both of your appointments will be booked when completing the registration form.
- The booking system is for booking first doses only. If you have already received your first dose, please book your second dose at the same location you received your first dose.
- You will have the option to print your appointment information or receive a confirmation email. If you do not have an email account or printer, please have a pen and paper available to write down the date, time and location of your vaccination appointments.
- Your appointment will not be confirmed until you complete the form by clicking "Book Now".

If you require support and are 75 years of age or older (born on or before 1946), Indigenous adults (including First Nations, Metis and Inuit populations) living in Halton aged 55 years of age or older (born in or before 1966), including one immediate household family member, staff and essential caregivers from long-term care and retirement homes in Halton who have not yet received a first dose, eligible health care workers who live and work in Halton and adults receiving chronic home care (through a Local Health Integration Network or Home Care Agency), you may also book your appointment by calling 311 or 1-866-442-5866 (toll free). Please only call 311 if you require assistance, to ensure those that need support have access.

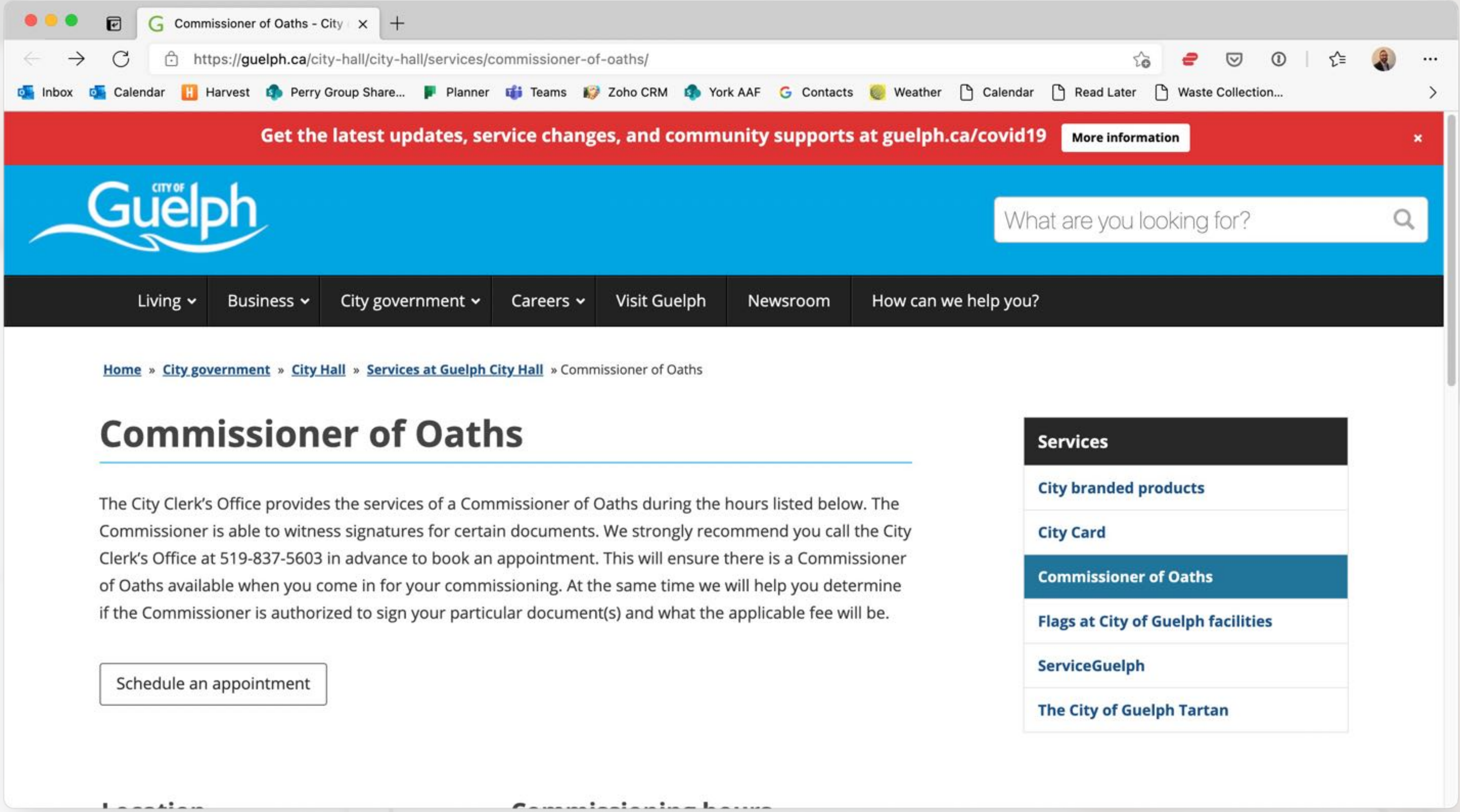
Booking system technical requirements
It is recommended that you use the latest version of one of the following browsers to successfully complete the registration form:

- Google Chrome
- Apple Safari
- Mozilla Firefox
- Microsoft Edge (windows 10 only)

How to prepare for your appointment

- STEP 1: Screen for symptoms of COVID-19
- STEP 2: Get ready for your appointment
- STEP 3: At your appointment
- STEP 4: After your vaccination

Update from Halton Region's Medic...
COVID-19
Vaccine Program
March 5, 2021


Commissioner of Oaths - City
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Get the latest updates, service changes, and community supports at guelph.ca/covid19

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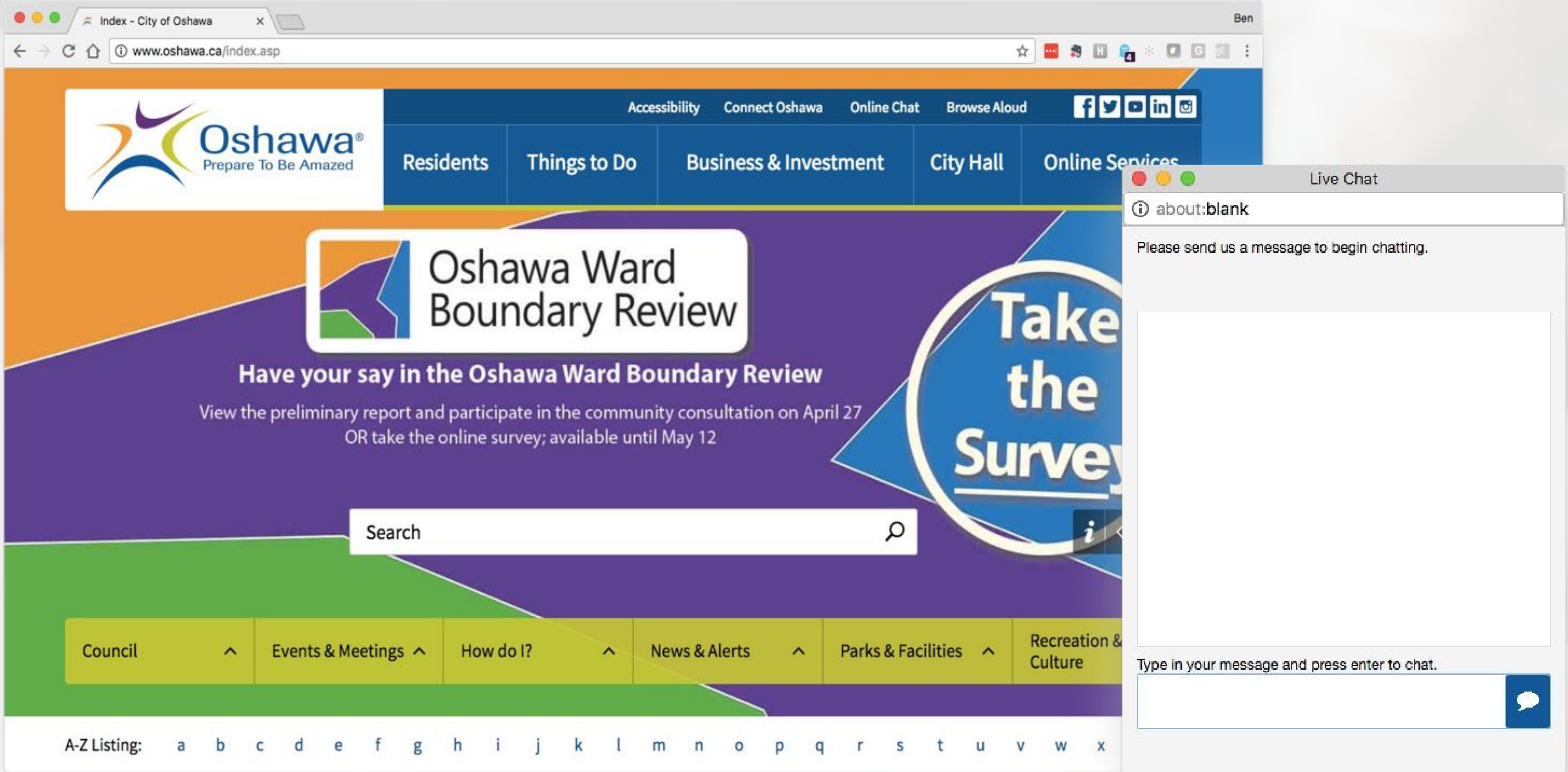
Commissioner of Oaths

The City Clerk's Office provides the services of a Commissioner of Oaths during the hours listed below. The Commissioner is able to witness signatures for certain documents. We strongly recommend you call the City Clerk's Office at 519-837-5603 in advance to book an appointment. This will ensure there is a Commissioner of Oaths available when you come in for your commissioning. At the same time we will help you determine if the Commissioner is authorized to sign your particular document(s) and what the applicable fee will be.

Schedule an appointment
Services
City branded products
City Card
Commissioner of Oaths
Flags at City of Guelph facilities
ServiceGuelph
The City of Guelph Tartan
Location
Commissioning hours

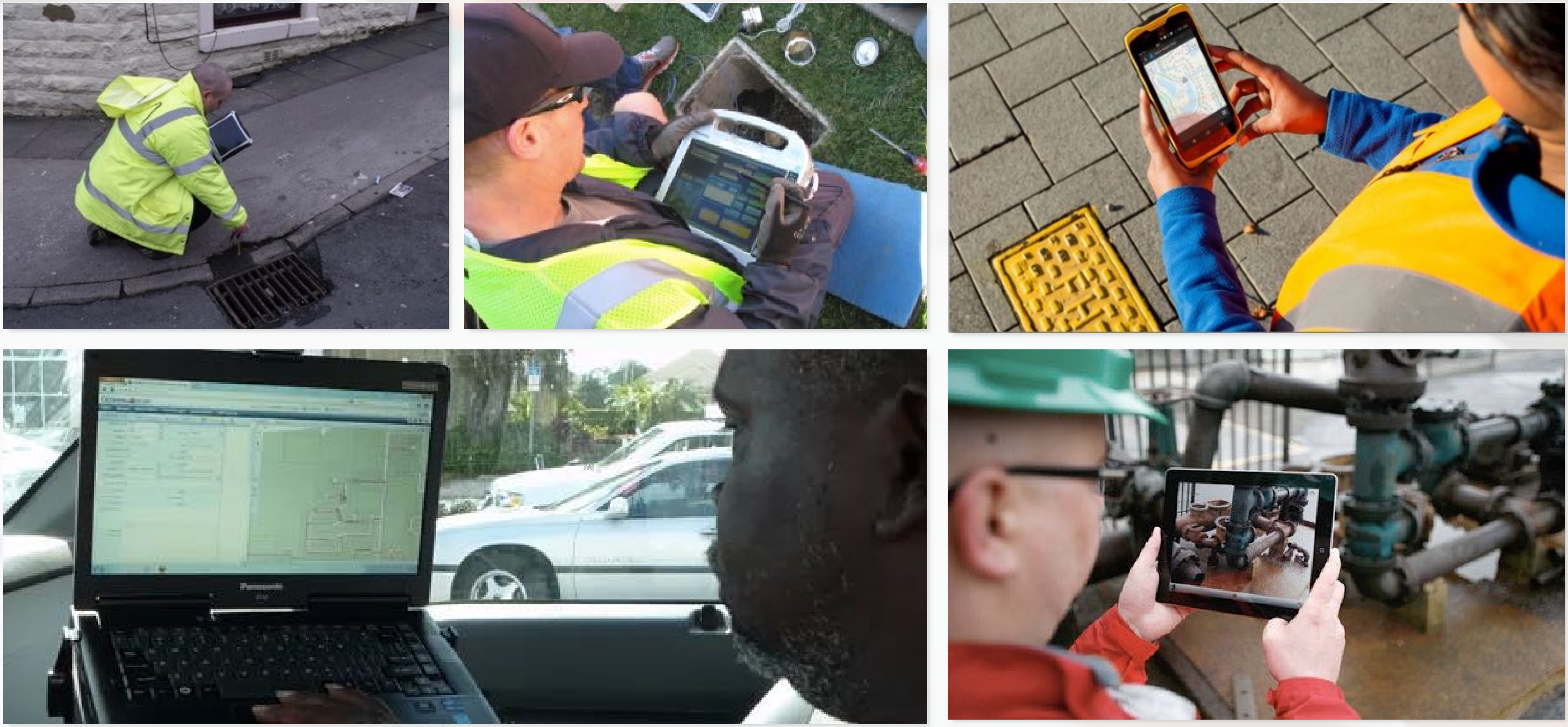

Index - City of Oshawa
Ben
www.oshawa.ca/index.asp
Oshawa
Prepare To Be Amazed
Accessibility
Connect Oshawa
Online Chat
Browse Aloud
Residents
Things to Do
Business & Investment
City Hall
Online Services
Oshawa Ward Boundary Review
Take the Survey
Search
Council
Events & Meetings
How do I?
News & Alerts
Parks & Facilities
Recreation & Culture
A-Z Listing: a b c d e f g h i j k l m n o p q r s t u v w x
Live Chat
about:blank

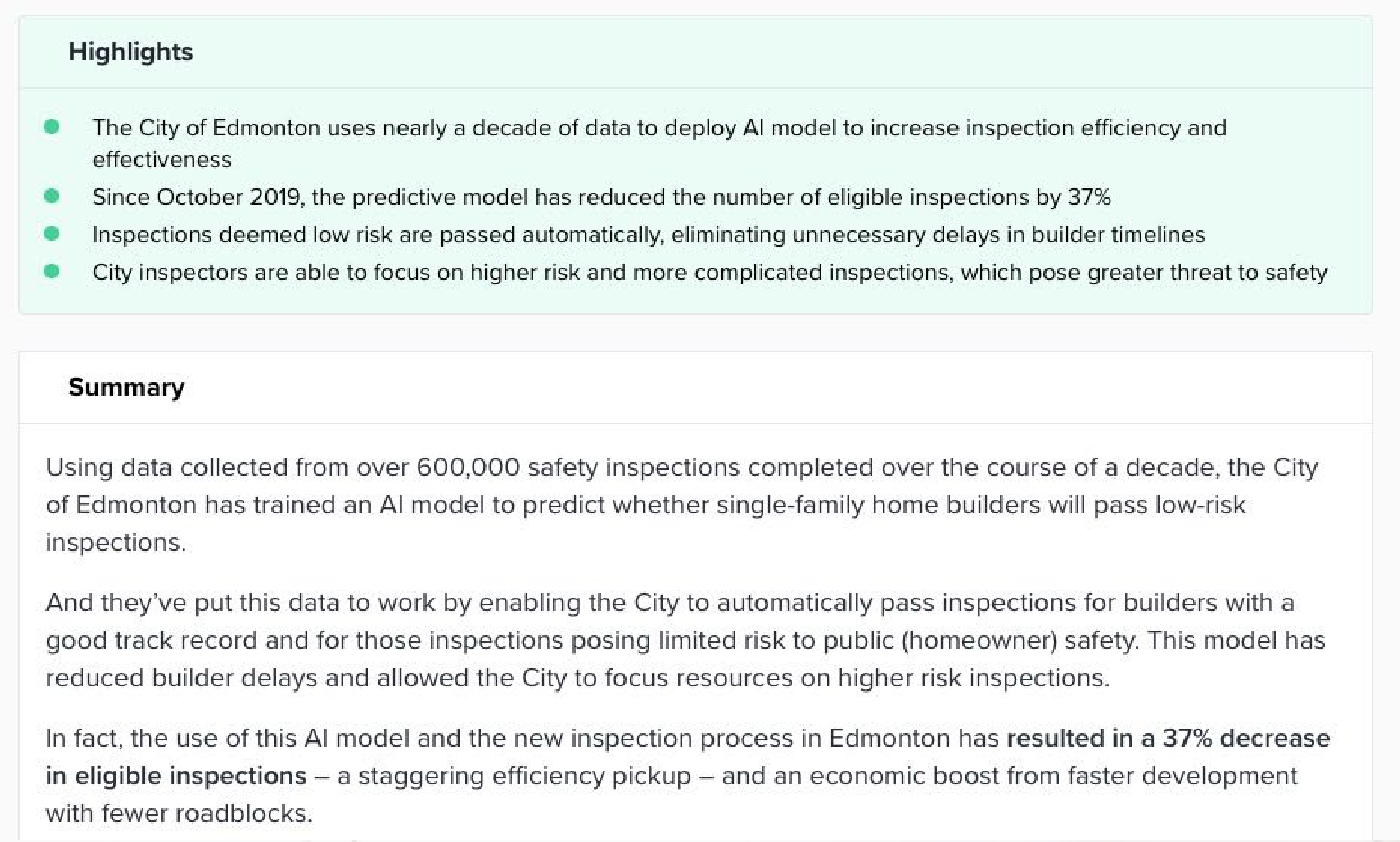
Have your say in the Oshawa Ward Boundary Review

View the preliminary report and participate in the community consultation on April 27 OR take the online survey; available until May 12

Please send us a message to begin chatting.

Type in your message and press enter to chat.





Highlights

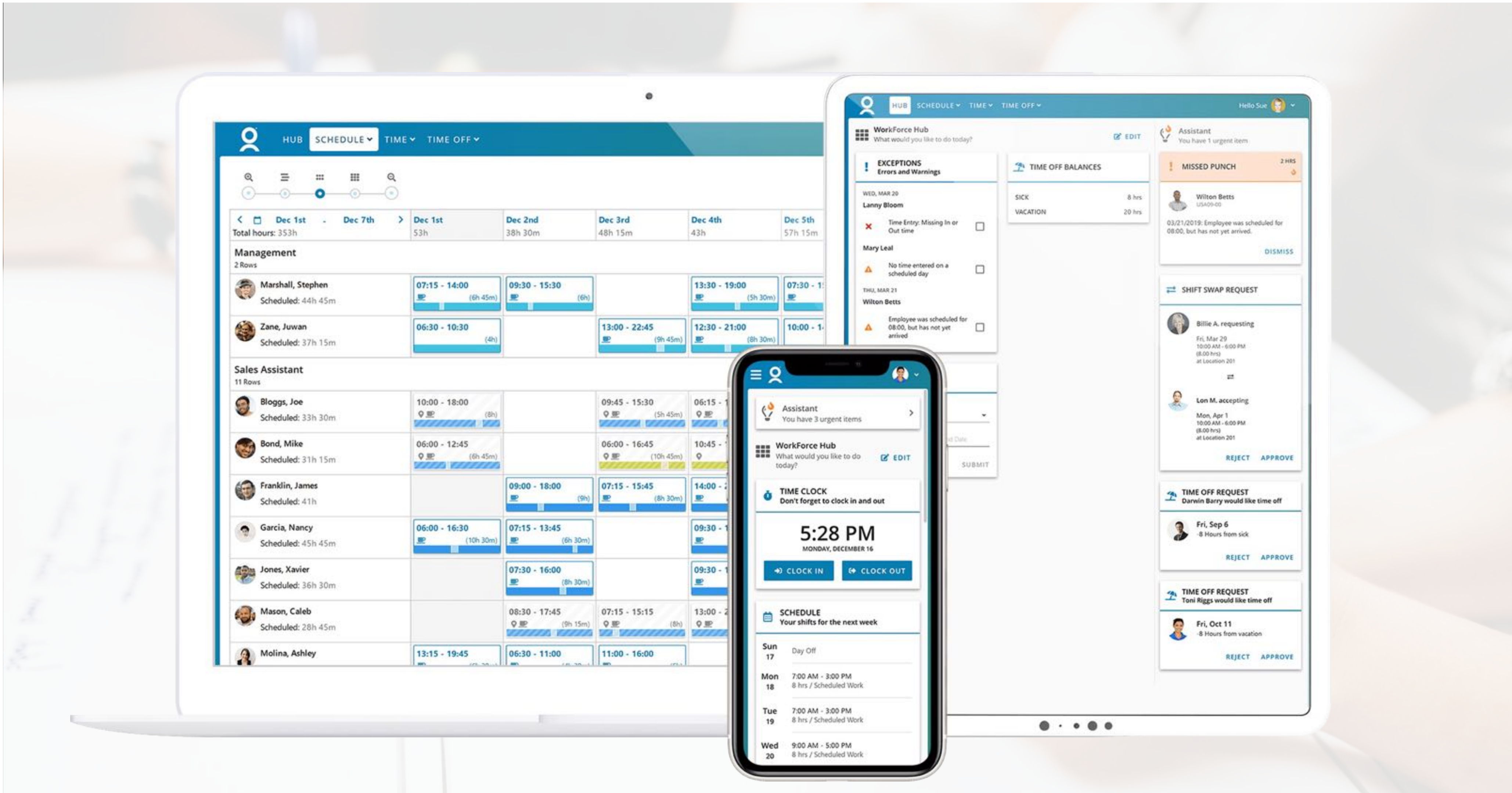
- The City of Edmonton uses nearly a decade of data to deploy AI model to increase inspection efficiency and effectiveness
- Since October 2019, the predictive model has reduced the number of eligible inspections by 37%
- Inspections deemed low risk are passed automatically, eliminating unnecessary delays in builder timelines
- City inspectors are able to focus on higher risk and more complicated inspections, which pose greater threat to safety

Summary

Using data collected from over 600,000 safety inspections completed over the course of a decade, the City of Edmonton has trained an AI model to predict whether single-family home builders will pass low-risk inspections.

And they've put this data to work by enabling the City to automatically pass inspections for builders with a good track record and for those inspections posing limited risk to public (homeowner) safety. This model has reduced builder delays and allowed the City to focus resources on higher risk inspections.

In fact, the use of this AI model and the new inspection process in Edmonton has **resulted in a 37% decrease in eligible inspections** – a staggering efficiency pickup – and an economic boost from faster development with fewer roadblocks.



Dec 1st - Dec 7th

Total hours: 353h

	Dec 1st 53h	Dec 2nd 38h 30m	Dec 3rd 48h 15m	Dec 4th 43h	Dec 5th 57h 15m
Management 2 Rows					
Marshall, Stephen Scheduled: 44h 45m	07:15 - 14:00 (6h 45m)	09:30 - 15:30 (6h)		13:30 - 19:00 (5h 30m)	07:30 - 1
Zane, Juwan Scheduled: 37h 15m	06:30 - 10:30 (4h)		13:00 - 22:45 (9h 45m)	12:30 - 21:00 (8h 30m)	10:00 - 1
Sales Assistant 11 Rows					
Bloggs, Joe Scheduled: 33h 30m	10:00 - 18:00 (8h)		09:45 - 15:30 (5h 45m)	06:15 -	
Bond, Mike Scheduled: 31h 15m	06:00 - 12:45 (6h 45m)		06:00 - 16:45 (10h 45m)	10:45 -	
Franklin, James Scheduled: 41h		09:00 - 18:00 (9h)	07:15 - 15:45 (8h 30m)	14:00 -	
Garcia, Nancy Scheduled: 45h 45m	06:00 - 16:30 (10h 30m)	07:15 - 13:45 (6h 30m)		09:30 - 1	
Jones, Xavier Scheduled: 36h 30m		07:30 - 16:00 (8h 30m)		09:30 - 1	
Mason, Caleb Scheduled: 28h 45m		08:30 - 17:45 (9h 15m)	07:15 - 15:15 (8h)	13:00 - 2	
Molina, Ashley	13:15 - 19:45	06:30 - 11:00	11:00 - 16:00		

Hello Sue

WorkForce Hub
What would you like to do today?
EDIT

EXCEPTIONS
Errors and Warnings

WED, MAR 20
Lanny Bloom
Time Entry: Missing In or Out time ☐
Mary Leal
No time entered on a scheduled day ☐
THU, MAR 21
Wilton Betts
Employee was scheduled for 08:00, but has not yet arrived ☐

TIME OFF BALANCES

SICK	8 hrs
VACATION	20 hrs

Assistant
You have 1 urgent item

MISSED PUNCH 2 HRS
Wilton Betts
USA09-00
03/21/2019: Employee was scheduled for 08:00, but has not yet arrived.
DISMISS

SHIFT SWAP REQUEST
Billie A. requesting
Fri, Mar 29
10:00 AM - 6:00 PM
(8.00 hrs)
at Location 201
Lon M. accepting
Mon, Apr 1
10:00 AM - 6:00 PM
(8.00 hrs)
at Location 201
REJECT APPROVE

TIME OFF REQUEST
Darwin Barry would like time off
Fri, Sep 6
-8 Hours from sick
REJECT APPROVE

TIME OFF REQUEST
Toni Riggs would like time off
Fri, Oct 11
-8 Hours from vacation
REJECT APPROVE

Assistant
You have 3 urgent items

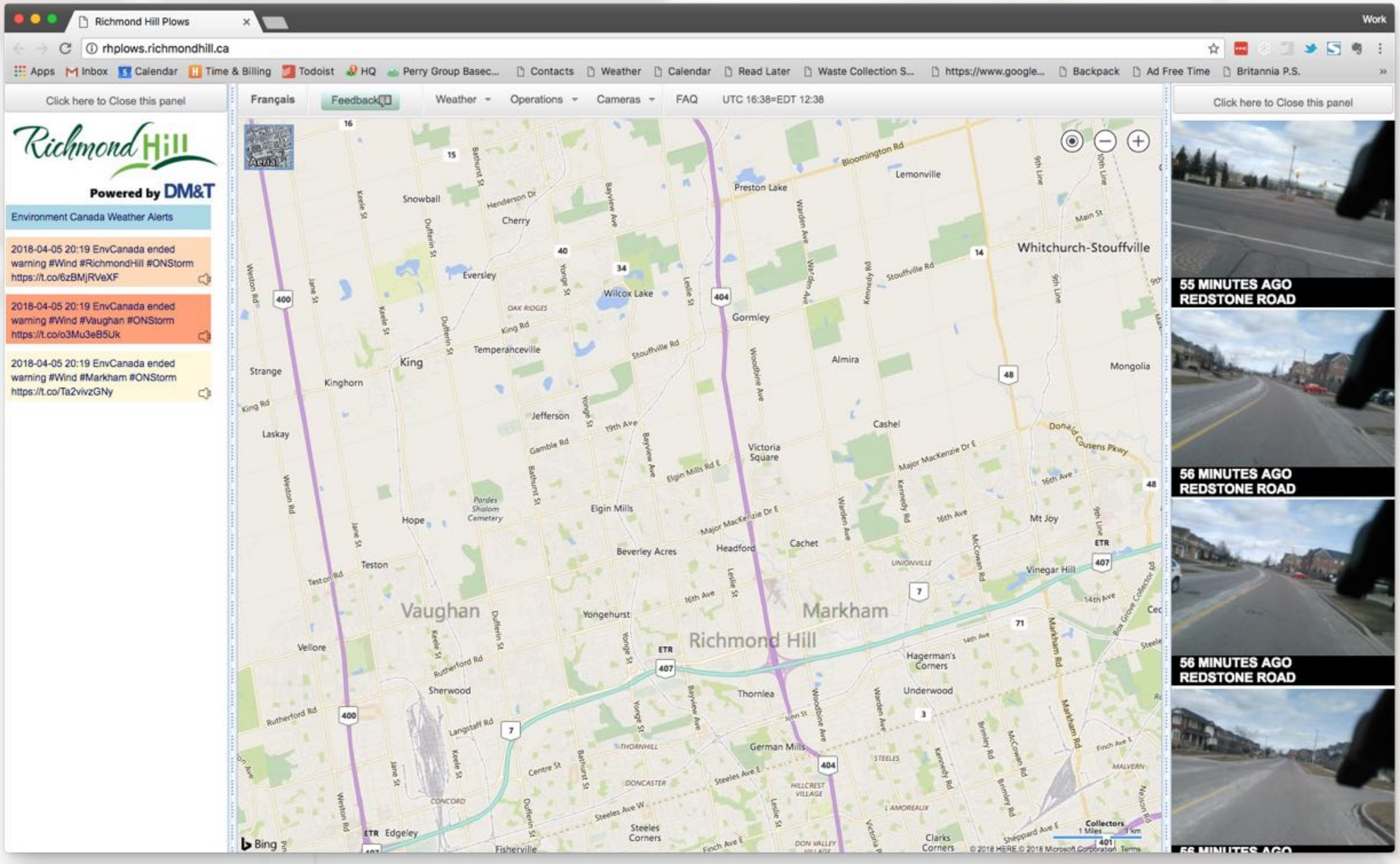
WorkForce Hub
What would you like to do today?
EDIT

TIME CLOCK
Don't forget to clock in and out

5:28 PM
MONDAY, DECEMBER 16
CLOCK IN CLOCK OUT

SCHEDULE
Your shifts for the next week

Sun 17	Day Off
Mon 18	7:00 AM - 3:00 PM 8 hrs / Scheduled Work
Tue 19	7:00 AM - 3:00 PM 8 hrs / Scheduled Work
Wed 20	9:00 AM - 5:00 PM 8 hrs / Scheduled Work

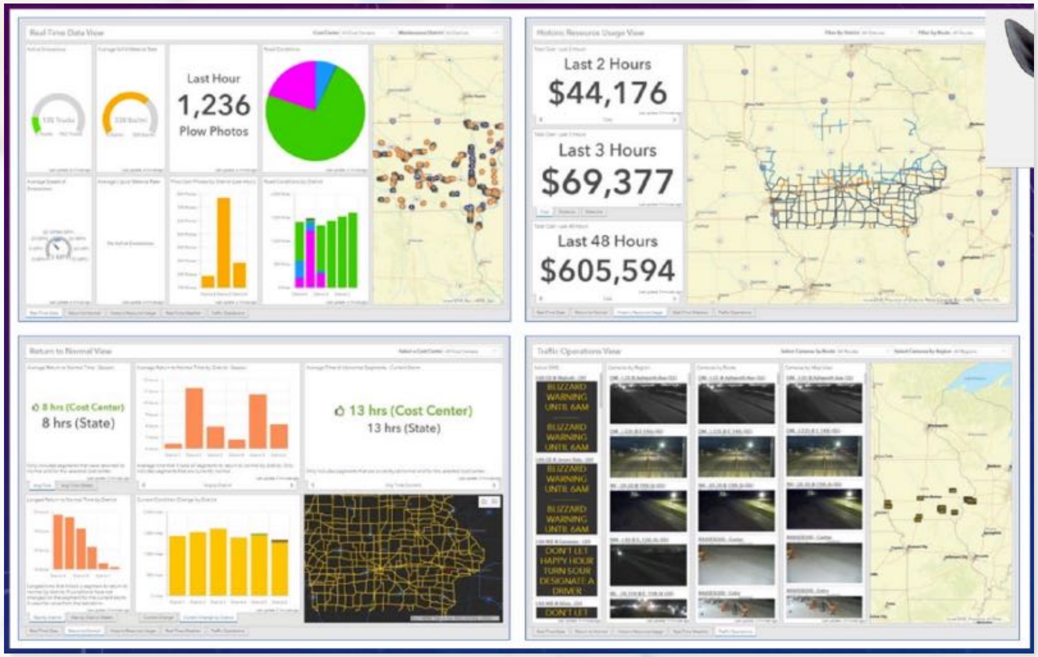

Richmond Hill Plows
rhplows.richmondhill.ca
Apps
Inbox
Calendar
Time & Billing
Todoist
HQ
Perry Group Basec...
Contacts
Weather
Calendar
Read Later
Waste Collection S...
https://www.google...
Backpack
Ad Free Time
Britannia P.S.
Work
Click here to Close this panel
Richmond Hill
Powered by DM&T
Français
Feedback
Weather
Operations
Cameras
FAQ
UTC 16:38=EDT 12:38
Aerial
Vaughan
Markham
Richmond Hill
King
Whitchurch-Stouffville
Bing
Click here to Close this panel
55 MINUTES AGO
REDSTONE ROAD
56 MINUTES AGO
REDSTONE ROAD
56 MINUTES AGO
REDSTONE ROAD
56 MINUTES AGO

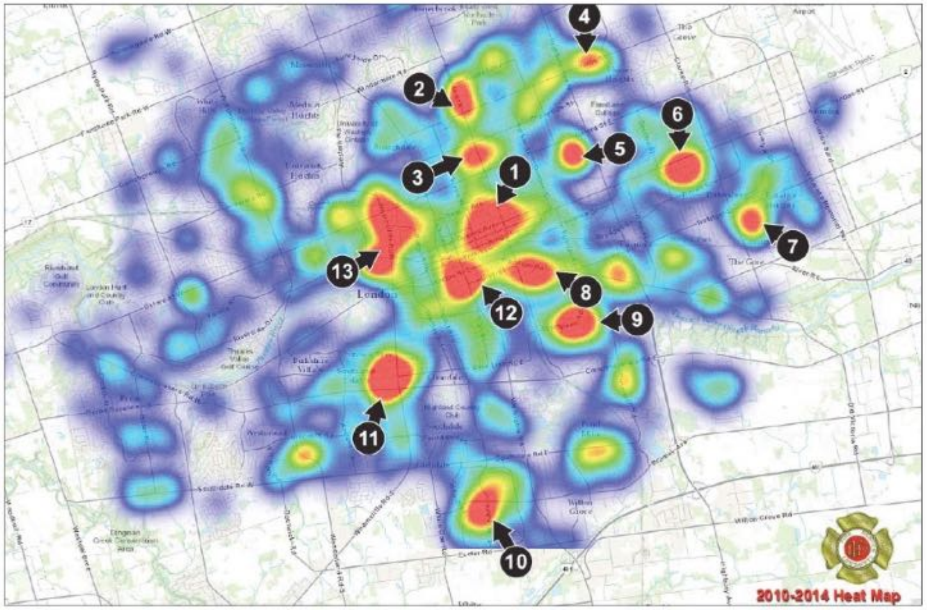
Environment Canada Weather Alerts

2018-04-05 20:19 EnvCanada ended warning #Wind #RichmondHill #ONStorm https://t.co/6zBMjRVeXF

2018-04-05 20:19 EnvCanada ended warning #Wind #Vaughan #ONStorm https://t.co/o3Mu3eB5Uk

2018-04-05 20:19 EnvCanada ended warning #Wind #Markham #ONStorm https://t.co/Ta2vivzGNy


Real Time Data View
Last Hour
1,236
Plow Photos
Mobile Resource Usage View
Last 2 Hours
$44,176
Last 3 Hours
$69,377
Last 48 Hours
$605,594
Return to Normal View
8 hrs (Cost Center)
8 hrs (State)
13 hrs (Cost Center)
13 hrs (State)
Traffic Operations View
BLIZZARD WARNING UNTIL 6AM
DON'T LET HAPPY HOUR TURN SOUR DESIGNATE A DRIVER


1
2
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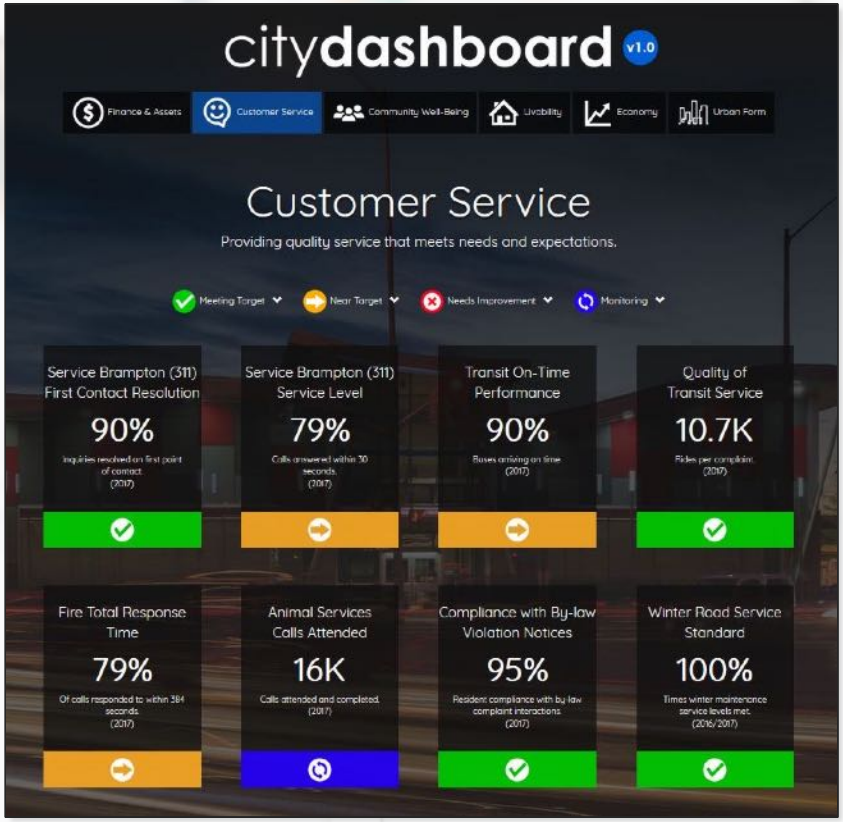
London
2010-2014 Heat Map

A heat map depicts risk of residential fires in London, Ont. Red areas indicate high-risk areas, while numbers represent the demographic profiles in a specific area.


citydashboard v1.0
Finance & Assets
Customer Service
Community Well-Being
Livability
Economy
Urban Form
Meeting Target
Near Target
Needs Improvement
Monitoring

Customer Service

Providing quality service that meets needs and expectations.

Service Brampton (311) First Contact Resolution
90%
Inquiries resolved on first point of contact.
(2017)

Service Brampton (311) Service Level
79%
Calls answered within 30 seconds.
(2017)

Transit On-Time Performance
90%
Buses arriving on time
(2017)

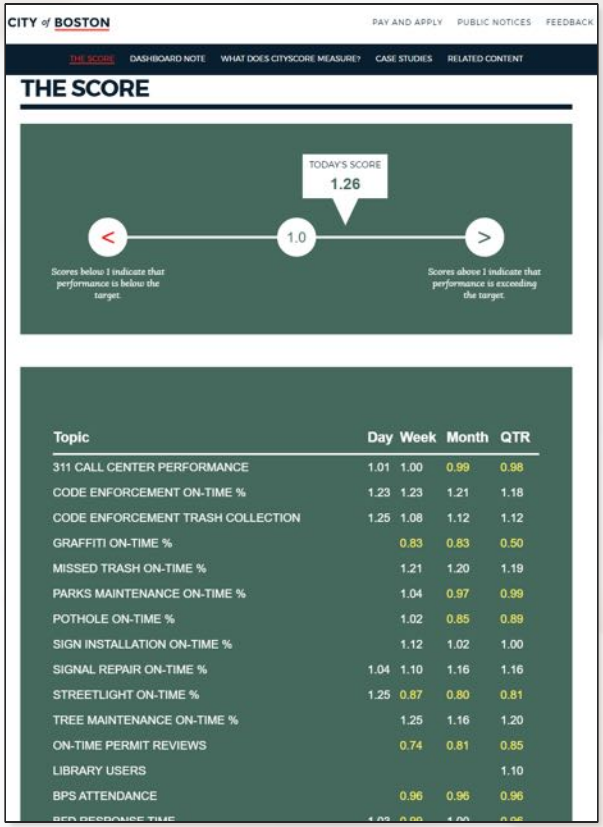
Quality of Transit Service
10.7K
Rides per complaint.
(2017)

Fire Total Response Time
79%
Of calls responded to within 384 seconds.
(2017)

Animal Services Calls Attended
16K
Calls attended and completed.
(2017)

Compliance with By-law Violation Notices
95%
Resident compliance with by-law complaint interactions.
(2017)

Winter Road Service Standard
100%
Times winter maintenance service levels met.
(2016/2017)


CITY of BOSTON
PAY AND APPLY
PUBLIC NOTICES
FEEDBACK
THE SCORE
DASHBOARD NOTE
WHAT DOES CITYSCORE MEASURE?
CASE STUDIES
RELATED CONTENT
TODAY'S SCORE
1.26
<
1.0
>

THE SCORE

Scores below 1 indicate that performance is below the target.

Scores above 1 indicate that performance is exceeding the target.

Topic	Day	Week	Month	QTR
311 CALL CENTER PERFORMANCE	1.01	1.00	0.99	0.98
CODE ENFORCEMENT ON-TIME %	1.23	1.23	1.21	1.18
CODE ENFORCEMENT TRASH COLLECTION	1.25	1.08	1.12	1.12
GRAFFITI ON-TIME %		0.83	0.83	0.50
MISSED TRASH ON-TIME %		1.21	1.20	1.19
PARKS MAINTENANCE ON-TIME %		1.04	0.97	0.99
POTHOLE ON-TIME %		1.02	0.85	0.89
SIGN INSTALLATION ON-TIME %		1.12	1.02	1.00
SIGNAL REPAIR ON-TIME %	1.04	1.10	1.16	1.16
STREETLIGHT ON-TIME %	1.25	0.87	0.80	0.81
TREE MAINTENANCE ON-TIME %		1.25	1.16	1.20
ON-TIME PERMIT REVIEWS		0.74	0.81	0.85
LIBRARY USERS				1.10
BPS ATTENDANCE		0.96	0.96	0.96

London

Homelessness Tool

Since 2020, London has been using an AI tool to predict whether people will become chronically homeless, using data like age, gender, family and shelter history

The Chronic Homelessness Artificial Intelligence model (CHAI) predicts whether people are likely to seek shelter services or find themselves living rough on a long-term basis in the next six months.

Homeless Prevention and Housing

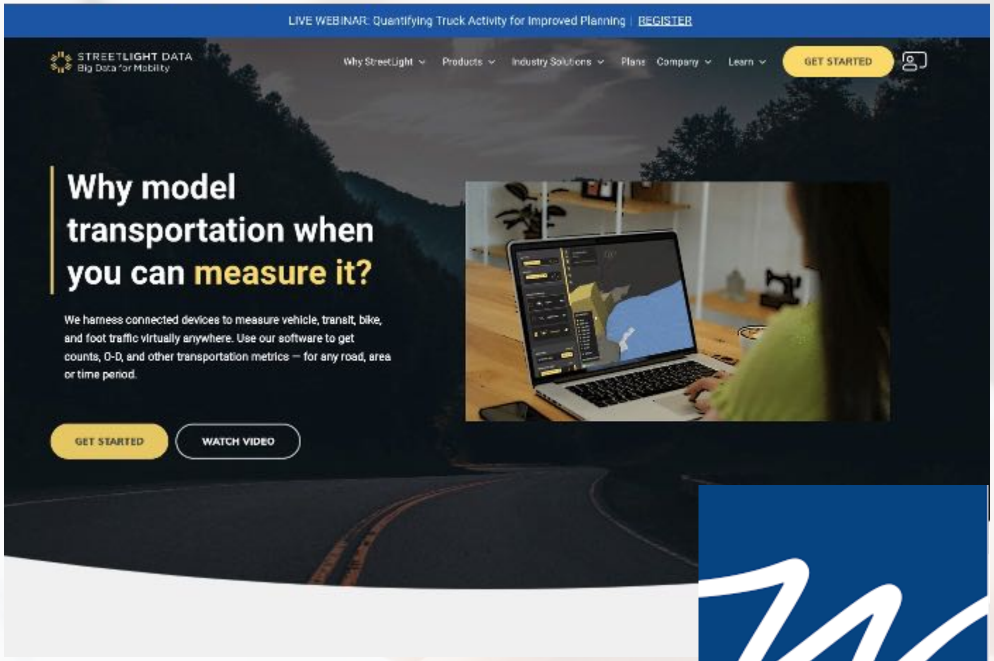
The Homeless Prevention and Housing team work hard to help address the homeless crisis facing London and find safe and affordable housing options.

London CANADA

Windsor

Transportation modelling

The City of Windsor moved from 3 traffic studies a year, to 3 a month by using big data services – aggregated transportation data from vehicle vendors, mobile devices, etc.


LIVE WEBINAR: Quantifying Truck Activity for Improved Planning | REGISTER
STREETLIGHT DATA
Big Data for Mobility
Why StreetLight
Products
Industry Solutions
Plans
Company
Learn
GET STARTED

Why model transportation when you can measure it?

We harness connected devices to measure vehicle, transit, bike, and foot traffic virtually anywhere. Use our software to get counts, O-D, and other transportation metrics — for any road, area or time period.

GET STARTED
WATCH VIDEO

THE CITY OF
WINDSOR
ONTARIO, CANADA

Durham Region

Rover AI Pothole Detection

A smartphone with the ROVER app is mounted to the windshield of the road patrol vehicle to automatically detect and capture images of potholes. The images are analyzed and processes by the ROVER app for logging and passed to the work management system for action.

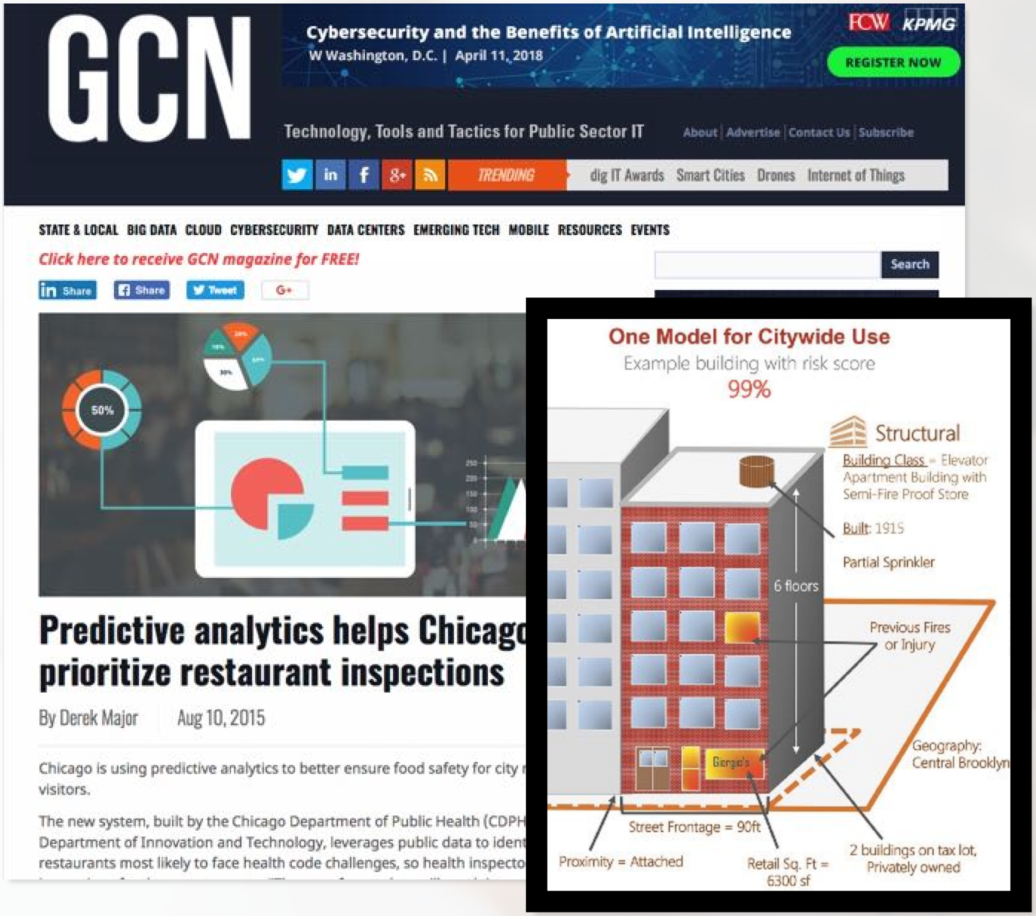
DURHAM REGION

Durham Region recently received the 2022 Transportation Association of Canada (TAC) Technology Achievement Award for its AI Road Maintenance Innovation project.

Chicago, NYC

Prioritizing Inspections

Faced with higher needs than resources can cope with Chicago and New York both use risk scores – algorithms pulling in data from various sources to prioritize restaurant and fire safety inspections.



GCN
Cybersecurity and the Benefits of Artificial Intelligence
W Washington, D.C. | April 11, 2018
FCW KPMG
REGISTER NOW
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50%

Predictive analytics helps Chicag
prioritize restaurant inspections

By Derek Major | Aug 10, 2015

Chicago is using predictive analytics to better ensure food safety for city r
visitors.

The new system, built by the Chicago Department of Public Health (CDPH
Department of Innovation and Technology, leverages public data to ident
restaurants most likely to face health code challenges, so health inspecto

One Model for Citywide Use
Example building with risk score
99%
Structural
Building Class = Elevator Apartment Building with Semi-Fire Proof Store
Built: 1915
Partial Sprinkler
6 floors
Previous Fires or Injury
Giorgio's
Geography: Central Brooklyn
Street Frontage = 90ft
Proximity = Attached
Retail Sq. Ft = 6300 sf
2 buildings on tax lot, Privately owned

Mississauga

Development Process Improvements

Over 5 years applying lean, process design, continuous improvement and digitization across 100 service design and technology initiatives in Development Services has:

Freed over 11,000 hours of staff capacity

Led to a 24% reduction in staff time to review site plan applications

Reduced turnaround time by 57% over 5 years

Seen a massive reduction in customer travel, paper consumption

Provided new data / insights

Saved $1M

MISSISSAUGA
CONCEPTUAL SITE PLAN

Calgary

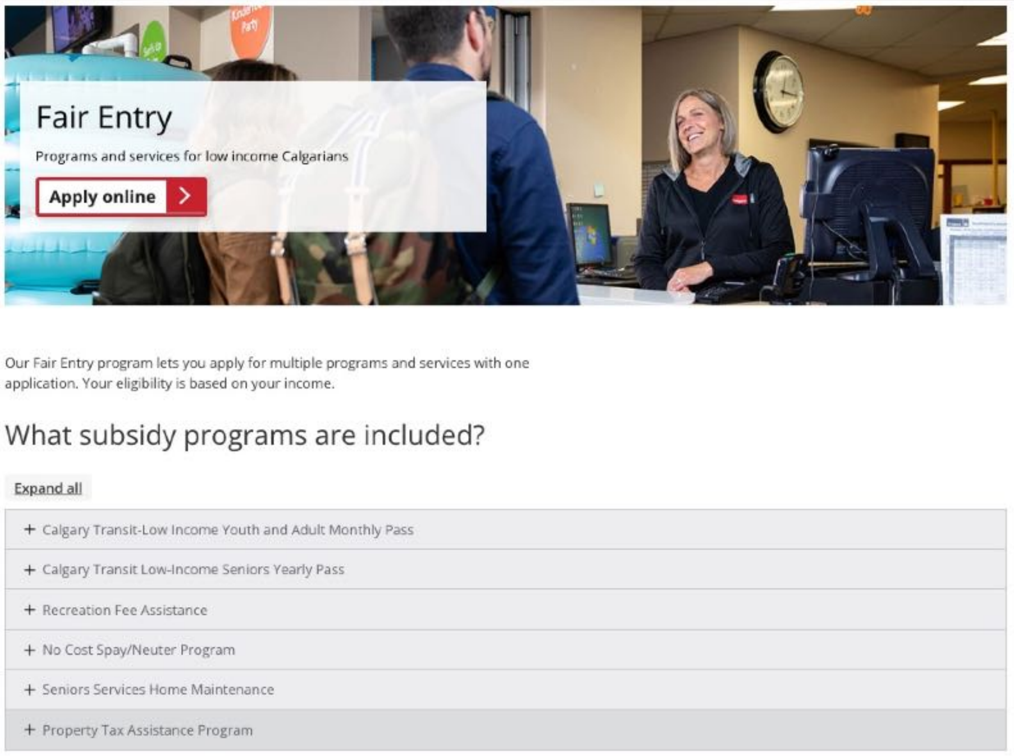
Customer Centered Service Design – Unified application process

Calgary’s Fair Entry program integrates multiple subsidy programs into one application process, simplifying the experience for customers

One data entry

One verification process

Eligibility checks across multiple programs



Fair Entry

Programs and services for low income Calgarians

Our Fair Entry program lets you apply for multiple programs and services with one application. Your eligibility is based on your income.

What subsidy programs are included?

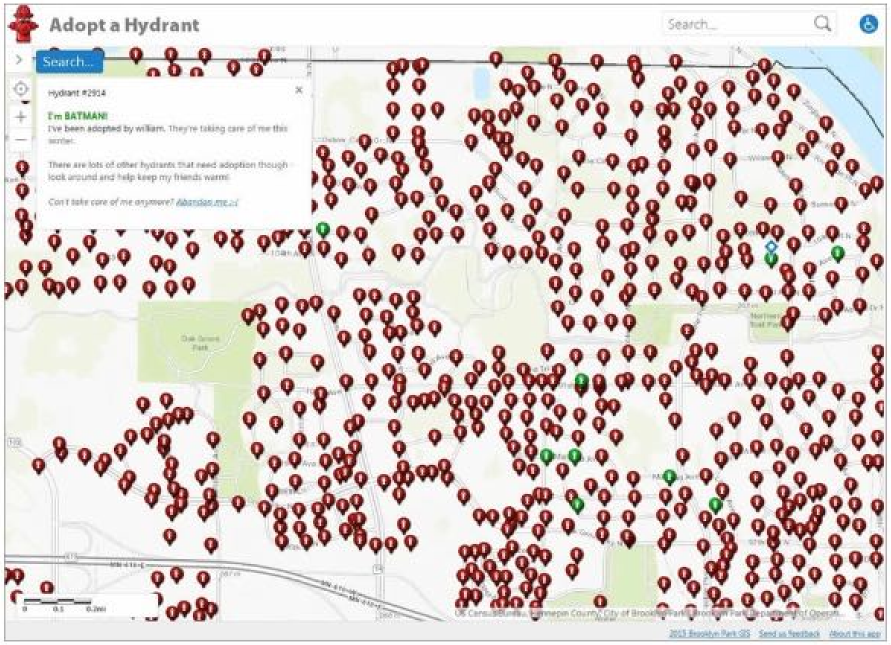
- + Calgary Transit-Low Income Youth and Adult Monthly Pass
- + Calgary Transit Low-Income Seniors Yearly Pass
- + Recreation Fee Assistance
- + No Cost Spay/Neuter Program
- + Seniors Services Home Maintenance
- + Property Tax Assistance Program

Brooklyn

Adopt an Asset – Connect with the Community

Using ArcGIS, Brooklyn Park, Minnesota implemented an online mapping tool that allowed users to adopt and name hydrants in exchange for winter maintenance.

The City of Brooklyn Park's Operations and Maintenance Department is tasked with clearing snow from the hydrants, but engaging locals helps to improve response time, which can save lives.



Hydrant #2914

I'm BATMAN!
I've been adopted by william. They're taking care of me this winter.

There are lots of other hydrants that need adoption though - look around and help keep my friends warm!

Can't take care of me anymore? Abandon me :-(

The red icons on the map represent the fire hydrants available to adopt in the city of Brooklyn Park. The city has about 3,500 hydrants.

Takeaways

- Municipal peers are pushing new services online
    - Service requests
    - Apply (forms, permits, licenses)
    - Pay
    - Book
    - Transparency – open data, data sharing, performance

- One Customer concept
    - Single portal

- Uptake of digital services trends around 80%

- Using data to inform operations

Discussion

1E – Why Go Digital?

Achieve a modern customer service standard

Match customer expectations

Offer convenience

24 x 7 service

Reduced travel and paper use

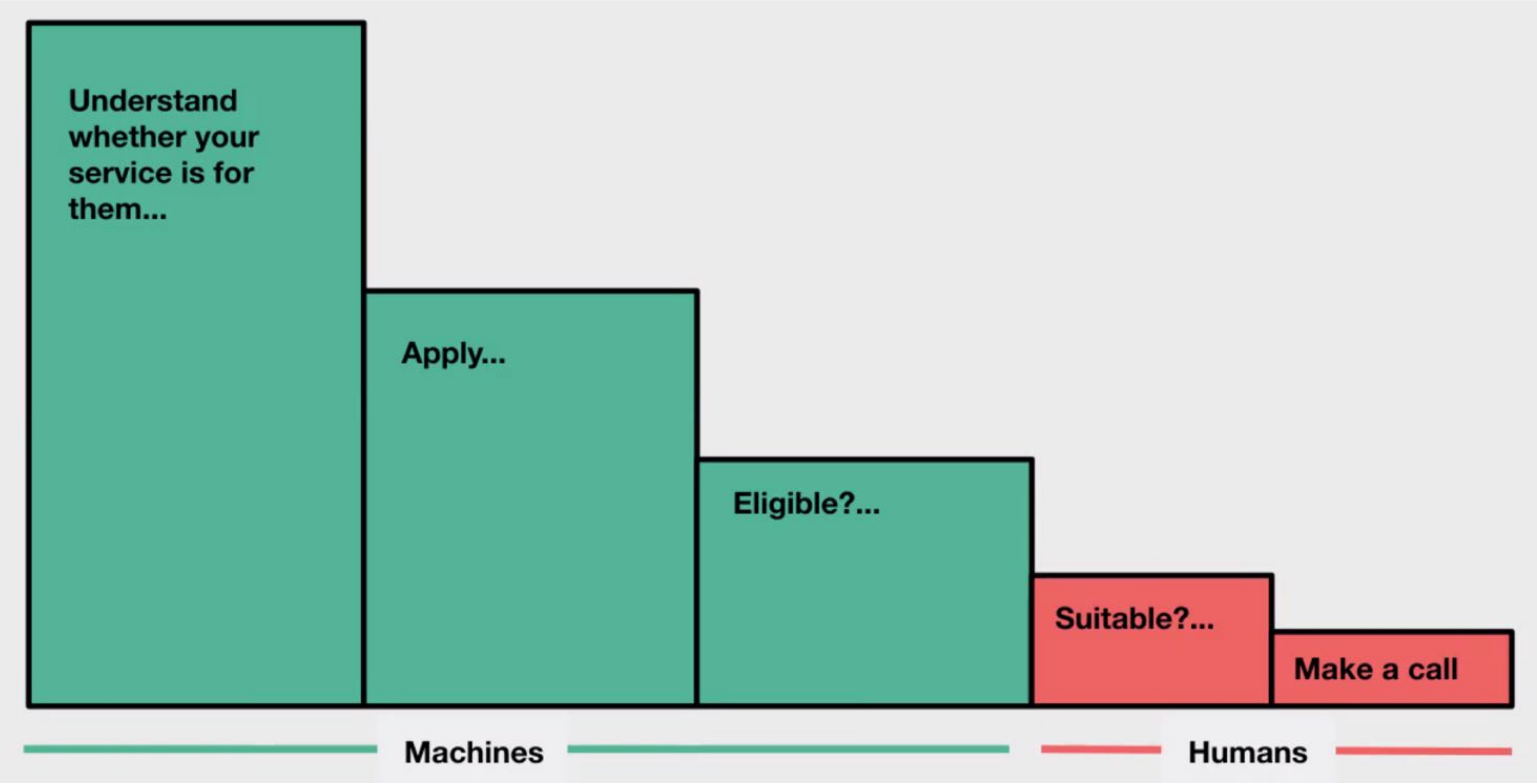
Other Common Drivers for Digital

- Increase back and field office efficiency and productivity
- Reduce manual processing – free staff for higher value-add work
- Reduce staff frustration & improve recruitment and retention (by providing a flexible, modern workplace)
- Brand building / reinforcement (service quality / intelligent / digital community)
- Economic Development opportunities

Research into Estimated Transaction Costs (In CAD) by Channel

Channel	UK	Norway	Canada
Web	$0.14 - $0.27	$0.46	$0.91
Phone	$5.02 - $6.01	$6.23	$5.50
Face to Face	$15.28 - $18.66	$12.46	$12.00 - $30.32
Post	$21.45		

Have your customers do the data entry


Understand whether your service is for them...
Apply...
Eligible?...
Suitable?...
Make a call
Machines
Humans

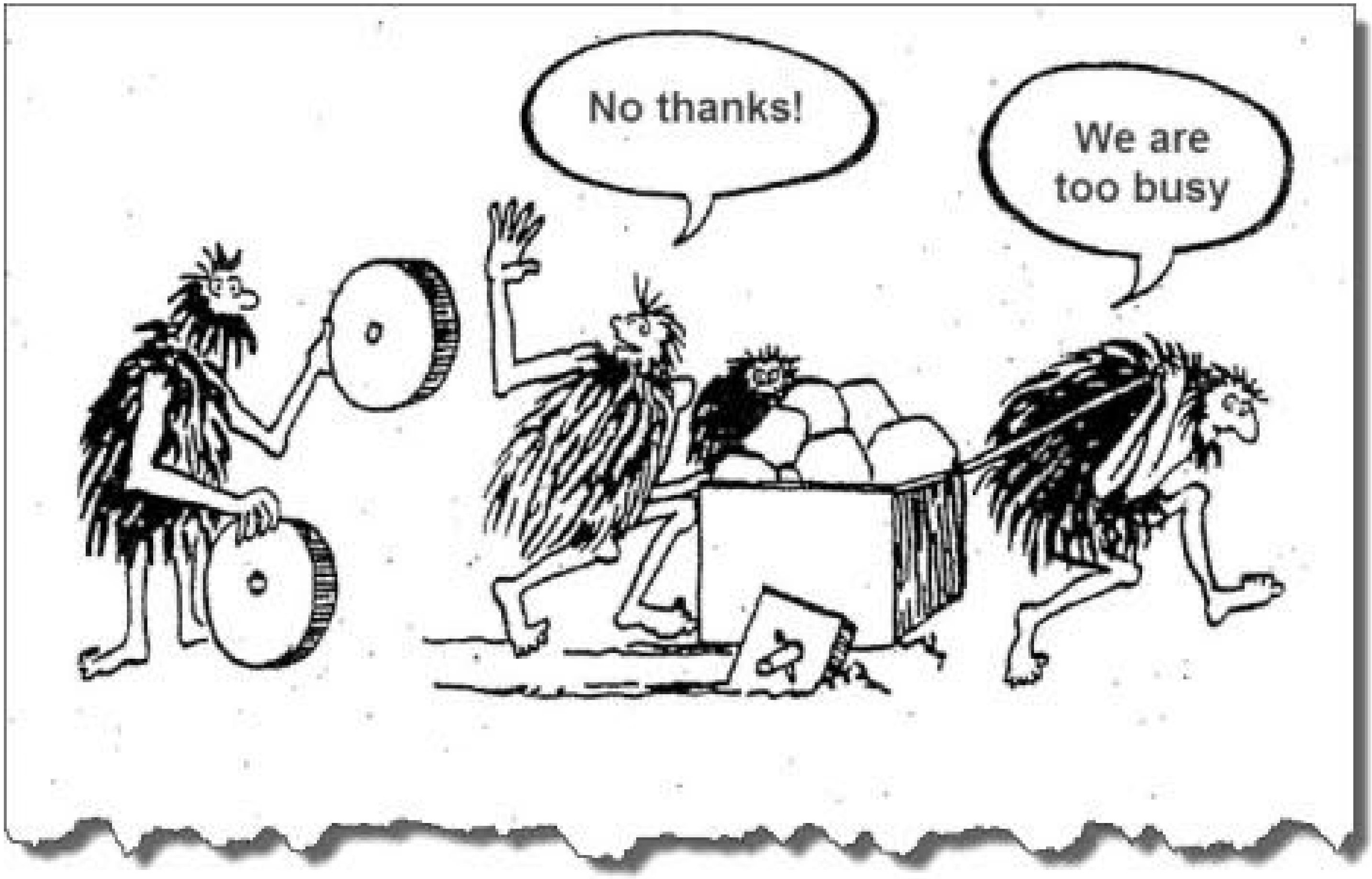
Offer Channel Choice

Click, call or come in

- Important to acknowledge some people don’t have capability, access, or desire to use digital service
- Digital services can be mediated by friends, family members, carers
- 80% uptake ~ 20% served via other channels: **Assisted Digital**

Other Common Arguments Against

Argument	Counter Argument
Our customers don't want it	Yes, they do. Well-designed digital services that are promoted see high uptake. 80% of people are using online portals to book COVID vaccinations.
It's too expensive to implement. Our council will never go for it.	Can we afford not to? Build a business case. Look at the Return on Investment. Articulate the business value to Council. Build incrementally
Staff don't want it / won't adapt to it	To digitally transform / meet customer expectations they must. Is it optional for UPS drivers to use devices to track package delivery? It cannot not optional here either. Change Management – involve in the change.


No thanks!
We are too busy

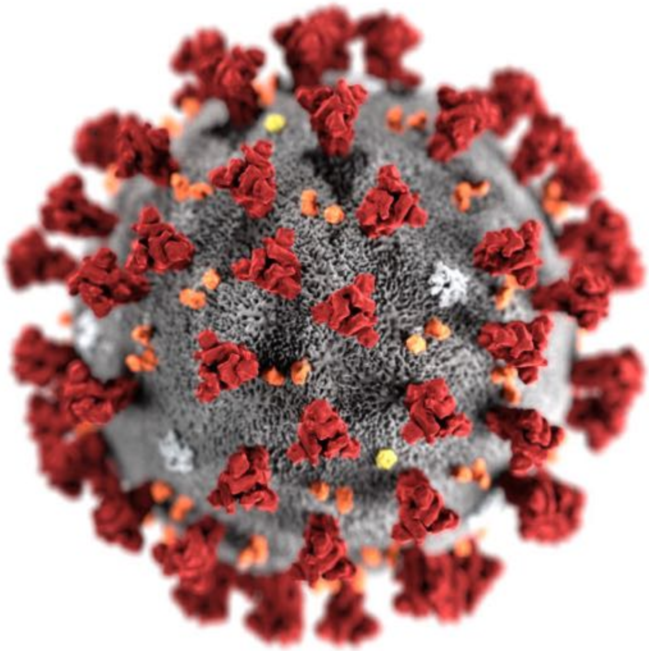
Takeaways

- More cost effective to deliver service online
- Free up staff from data entry / paper shuffling
- Not taking away channels as options – Assisted Digital
- Important to counter the arguments against, be firm, committed and reinforce adoption

1F – COVID – A Digital Accelerant

COVID Lessons

- Singularity of purpose – marshal resources around a mission
- Learned about digital possibilities – remote work, video conferencing, digital approvals, digital payments
- Ability to change is in us all
- Rapid and institutional level change is possible
- Iterative approach works. 10% better is better. First cut may be imperfect – but iterative improvement is possible with a product centric mindset



Discussion

2A – Services & Service Design

Digital Government Movement

Government
Digital Service

18F

Canadian
Digital
Service

People expect government services to be simple and easy to use.

ONTARIO.CA/DIGITAL
SIMPLER · FASTER · BETTER

SERVICE

EXPERIENCE

SERVICE DESIGN

Service

- In municipalities the term **Service** is used interchangeably to describe various things
  - Functions
  - Programs
  - Bundles of services
  - Teams

What is a Service?

- But in the service design realm a Service is what a customer wants to get done
  - report a problem
  - check my zoning
  - get a tax certificate
  - get or renew a business license
  - make an appointment
  - schedule a waste pickup
  - pay a parking ticket
  - get information

Exercise

Good/Great Service

- What is a great digital service that you have used recently?
- What were 3 characteristics that made the service good?

Good Services are Designed

- Good for the user
  - It does what they need it to do, in a way that works for them

- Good for the organization providing it
  - It's simple and easy to run/operate

- Good for society as whole
  - No unintended consequences

Good Services are Complete Services

- Complete services involve online and offline elements that combine to provide the whole experience
- On and offline aspects are a key part of the **Experience**
- We need to think about and design complete services and complete experiences
  - Integrated whole not separate, disjointed components

End to End Digital Experience

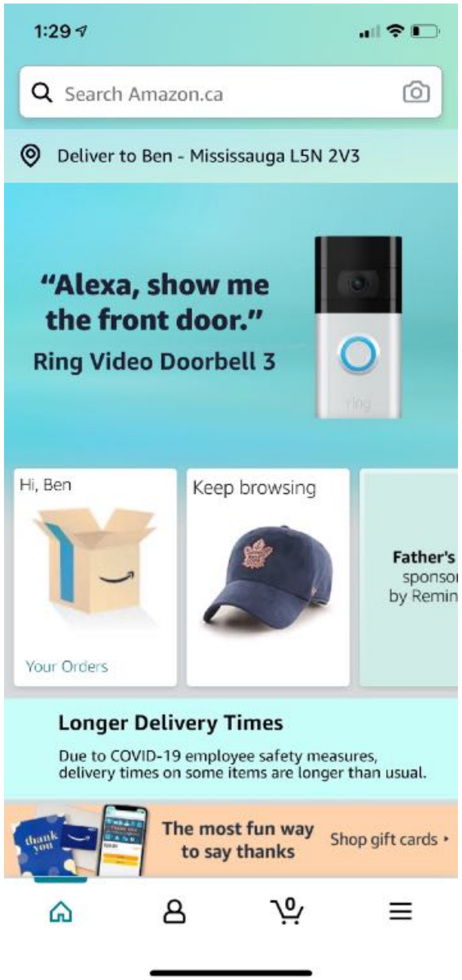
- Booking and Taking a Trip to Toronto
    - You search, find, select, and pay for the ticket completely online.
    - You get a notification confirming purchase with a link to make changes, or someone to call if there is a problem.
    - You receive the ticket via email.
    - You check in online at the right time.
    - You store your boarding pass in your digital wallet.
    - You show your phone at the gate to board the plane.

- *This* is an end-to-end digital service.
    - We can start and finish the service online.

Amazon Experience

- App/Website – consistent, reliable, fast
- Search / Recommendations – other people bought, ratings
- 1-Click Purchase – remembers name, address, credit card
- Deliveries – notifications, photo of the delivery
- Easy Returns – reduce friction for the purchase

- At any stage of the process a purchaser may drop off / give up.
- Amazon focuses on the experience, so you don't give up
- “Reducing Friction”


1:29
Search Amazon.ca
Deliver to Ben - Mississauga L5N 2V3
“Alexa, show me the front door.”
Ring Video Doorbell 3
Hi, Ben
Your Orders
Keep browsing
Father's
sponsor
by Remin
The most fun way to say thanks
Shop gift cards

Longer Delivery Times

Due to COVID-19 employee safety measures, delivery times on some items are longer than usual.

Design the Whole Experience

- Garbage Collection

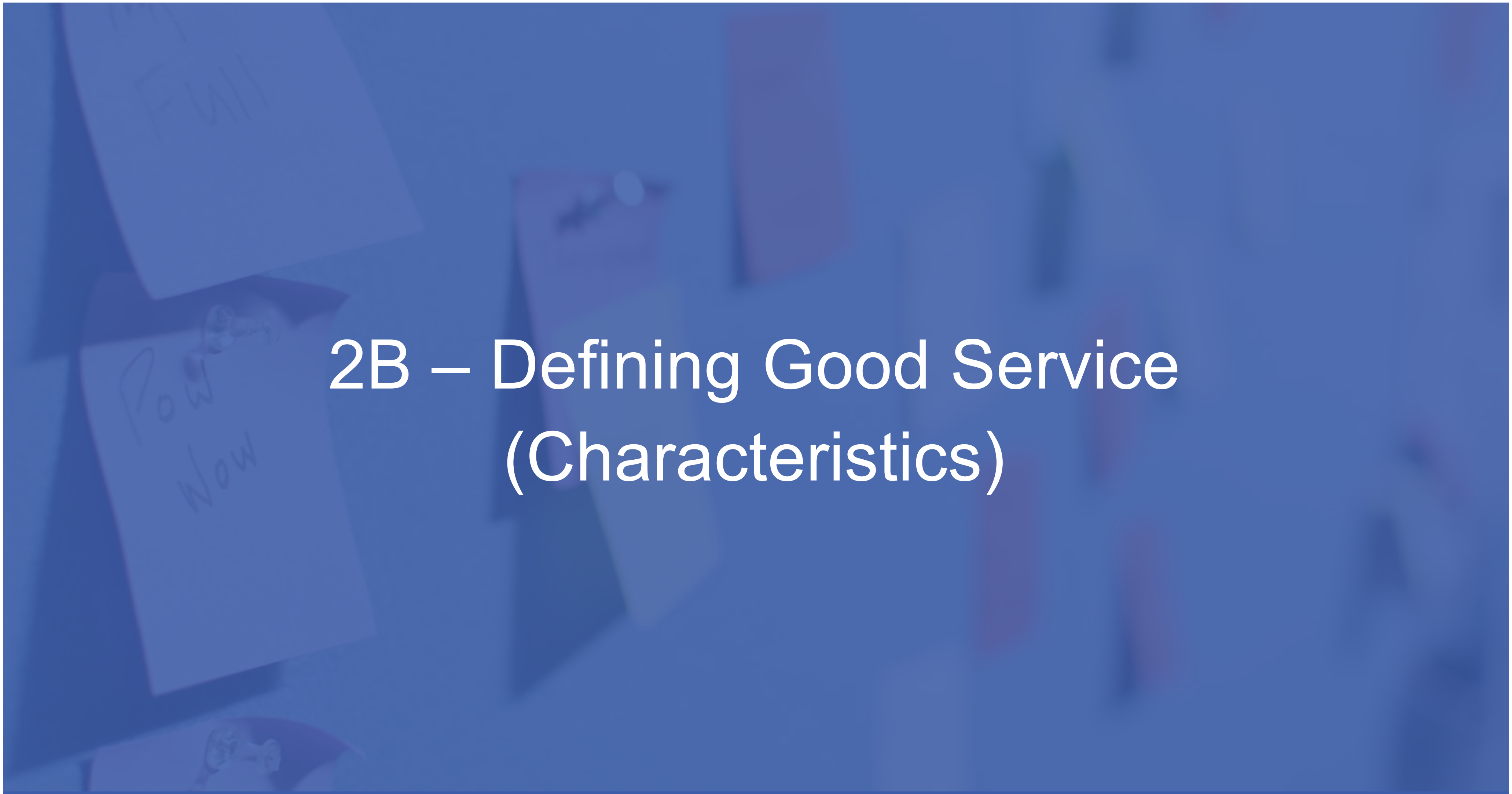
- Get information – e.g. collection day / what goes where
- Sign up to reminders
- Buy a garbage tag
- **Put out the garbage**
- Report a missed collection
- Report a broken cart / order a cart / replacement
- Book a bulky collection

Service Design is the practice of:

- Ensuring the overall end-to-end experience that takes place over time meets intended outcomes
- Ensuring everything that goes into using a service is joined up and meeting user needs on and offline.
- And it uses various techniques – user research, journey mapping, process design, content and digital interaction design – to design complete digital services

Takeaways

- Good services are designed
- End to end digital services should be our goal
- Design the whole experience, minimize friction
- Put the customer at the centre of our service design work


Full
Pow
Wow

2B – Defining Good Service (Characteristics)

Good Services
Lou Downe

Principles of good service design

A good service:

1. is easy to find
2. clearly explains its purpose
3. sets the expectations a user has of it
4. enables a user to complete the outcome they set out to do
5. works in a way that is familiar
6. requires no prior knowledge to use
7. is agnostic to organizational structures
8. requires as few steps as possible to complete
9. is consistent throughout
10. is useable by everyone equally
11. should have no dead ends
12. encourages the right behaviours from users and staff
13. should respond to change quickly
14. clearly explains why a decision has been made
15. makes it easy to get human assistance

1. A good service is easy to find

- The service must be able to be found by a user with no prior knowledge of the task they set out to do.
  - For example, someone who wants to ‘throw out a refrigerator' must be able to find their way to ‘white goods pickup' as part of that service unaided.
  - Don’t use acronyms (CERB)

- Make sure your service is findable
  - Google is the homepage of your service
- Name your service for what your user wants to achieve – not what you call it internally (e.g. ex gracia payments)

5. A good service works in a way that is familiar

- People base their understanding of the world on previous experiences. If there is an established custom for your service that benefits the user, your service should conform to that custom.

- Research how your peers work and look for patterns in what they do
- Understand if there is an easier more intuitive or more effective way of doing what you're doing

6. A good service requires no prior knowledge to use

- A service should not work in a way that assumes prior knowledge from the user.

- There is no service that will be used just by people who have used it before.
- Explain what your service is for
- Make no presumptions about how much users know

7. A good service is agnostic to organizational structures

- The service must work in a way that does not unnecessarily expose the user to the internal structures of the organization providing the service.

- Services in the Internet age don't obey organizational boundaries
- Siloed organizations produce siloed services
- Collaboration is the new target operating model

9. A good service is consistent throughout

- The service should look and feel like one service throughout, regardless of the channel it is delivered through. The language you use should be consistent as should visual styles and interaction patterns.

- Minimum viable service
- Good services are only as strong as their weakest link

11. A good service is useable by everyone equally

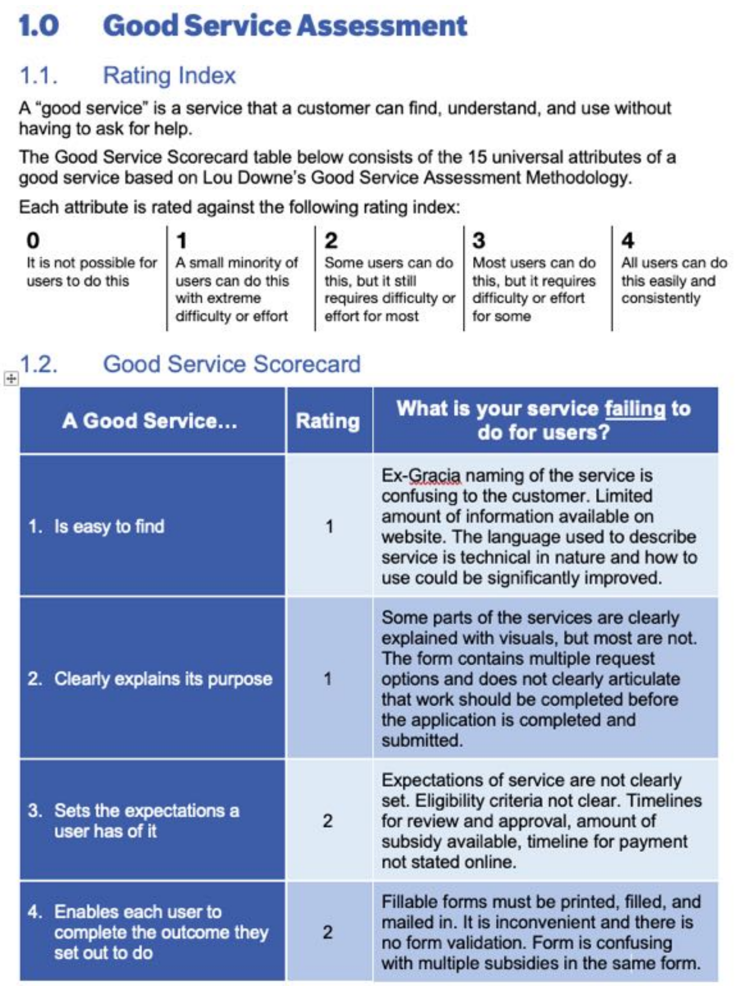
- The service must be useable by everyone who needs to use it regardless of the circumstances or abilities. No one should be less able to use the service than anyone else.

- There is no such thing as a normal user
- Inclusion is about more than just accessibility

2C – Assessing Services

Assess Your Service
Against the
Good Service Standard

https://good.services/



1.0 Good Service Assessment

1.1. Rating Index

A "good service" is a service that a customer can find, understand, and use without having to ask for help.

The Good Service Scorecard table below consists of the 15 universal attributes of a good service based on Lou Downe's Good Service Assessment Methodology.

Each attribute is rated against the following rating index:

0	1	2	3	4
It is not possible for users to do this	A small minority of users can do this with extreme difficulty or effort	Some users can do this, but it still requires difficulty or effort for most	Most users can do this, but it requires difficulty or effort for some	All users can do this easily and consistently

1.2. Good Service Scorecard

A Good Service...	Rating	What is your service failing to do for users?
1. Is easy to find	1	Ex-Gracia naming of the service is confusing to the customer. Limited amount of information available on website. The language used to describe service is technical in nature and how to use could be significantly improved.
2. Clearly explains its purpose	1	Some parts of the services are clearly explained with visuals, but most are not. The form contains multiple request options and does not clearly articulate that work should be completed before the application is completed and submitted.
3. Sets the expectations a user has of it	2	Expectations of service are not clearly set. Eligibility criteria not clear. Timelines for review and approval, amount of subsidy available, timeline for payment not stated online.
4. Enables each user to complete the outcome they set out to do	2	Fillable forms must be printed, filled, and mailed in. It is inconvenient and there is no form validation. Form is confusing with multiple subsidies in the same form.

Discussion

2D – Designing Good Digital Services

Steal from the Leaders

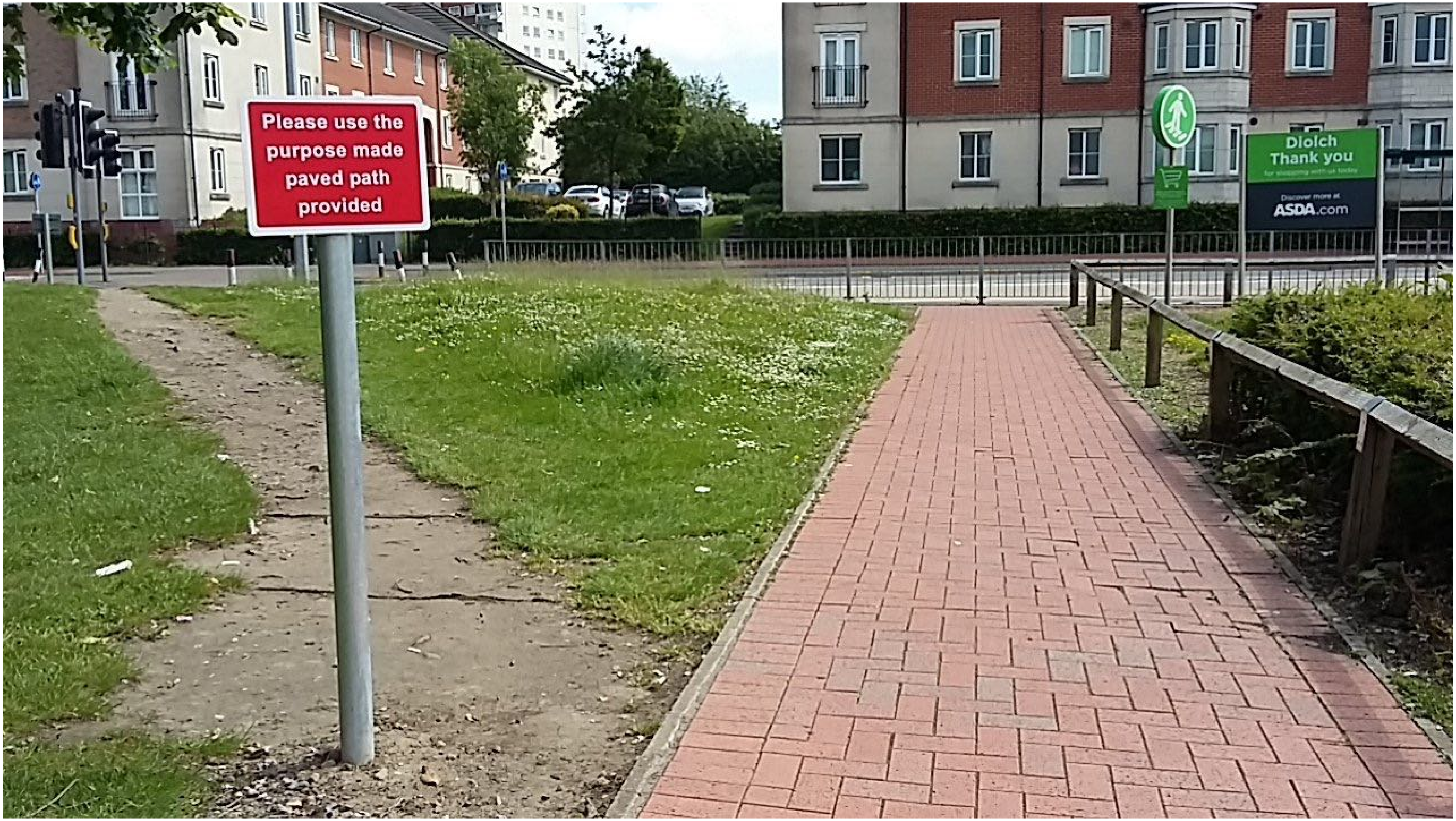
Government
Digital Service

18F

Canadian
Digital
Service

People expect government services to be simple and easy to use.

ONTARIO.CA/DIGITAL
SIMPLER · FASTER · BETTER


Please use the purpose made paved path provided
Diolch
Thank you
Discover more at
ASDA.com

Don’t Miss the Opportunity

- Digital represents an opportunity to rethink completely the service
- Don’t pave the cow path
- Don’t build on old assumptions (we need a signature, we need 10 copies, we can’t share this information) into new digital services
- Challenge and question everything – seek outside perspectives
- Talk to customers

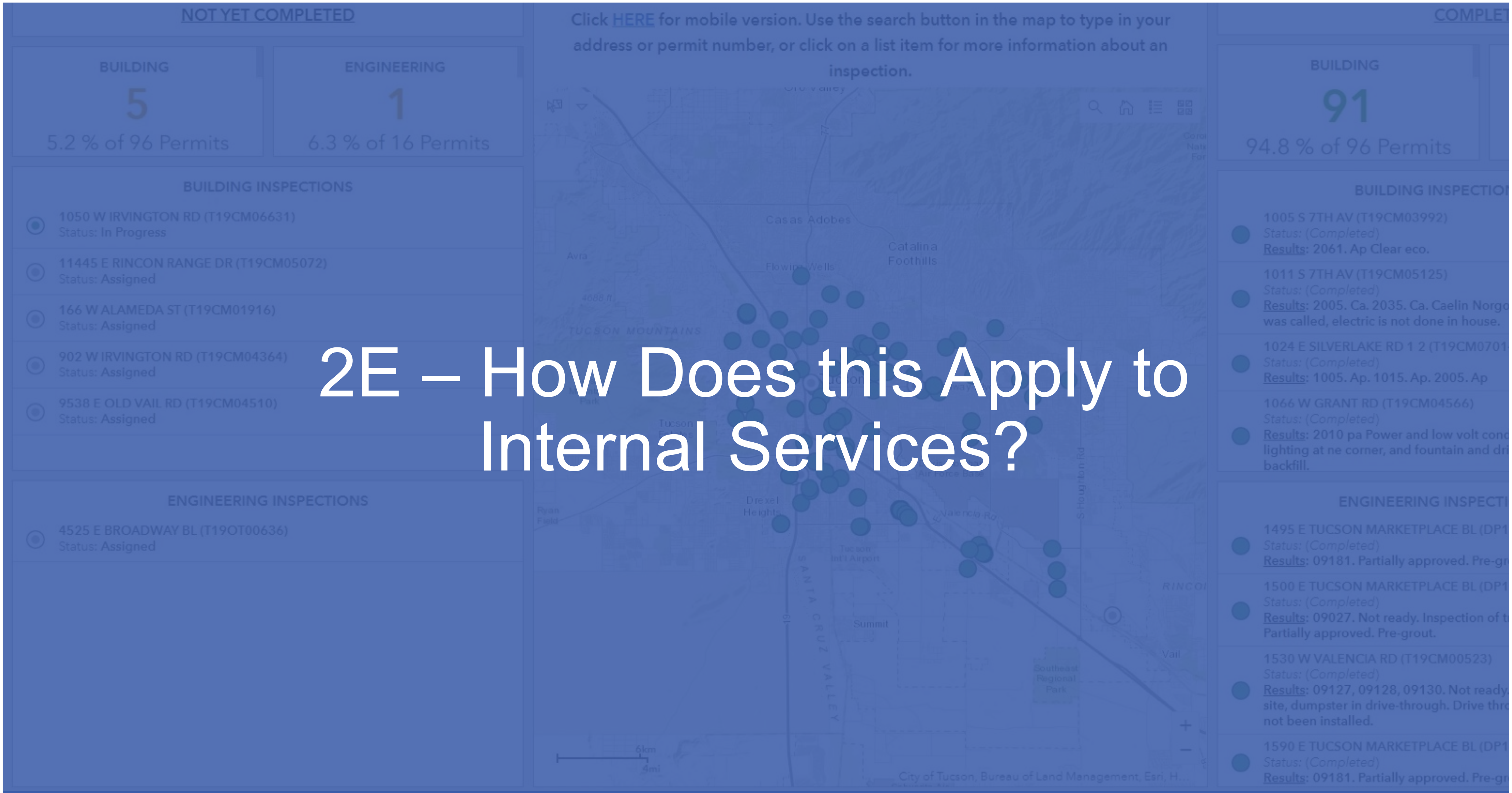
Library Fines

- Streamline the library fine process

  or

- Are library fines the right solution, period?

2E – How Does this Apply to Internal Services?



NOT YET COMPLETED

BUILDING
5
5.2 % of 96 Permits

ENGINEERING
1
6.3 % of 16 Permits

BUILDING INSPECTIONS

1050 W IRVINGTON RD (T19CM06631)
Status: In Progress

11445 E RINCON RANGE DR (T19CM05072)
Status: Assigned

166 W ALAMEDA ST (T19CM01916)
Status: Assigned

902 W IRVINGTON RD (T19CM04364)
Status: Assigned

9538 E OLD VAIL RD (T19CM04510)
Status: Assigned

ENGINEERING INSPECTIONS

4525 E BROADWAY BL (T19OT00636)
Status: Assigned

Click HERE for mobile version. Use the search button in the map to type in your address or permit number, or click on a list item for more information about an inspection.

Casas Adobes
Catalina Foothills
Flowing Wells
Avra
TUCSON MOUNTAINS
Tucson Estates
Drexel Heights
Tucson Intl Airport
SANTA CRUZ VALLEY
Summit
Vail
Southeast Regional Park
RINCON
6km
4mi
City of Tucson, Bureau of Land Management, Esri, H...

COMPLET

BUILDING
91
94.8 % of 96 Permits

BUILDING INSPECTIO

1005 S 7TH AV (T19CM03992)
Status: (Completed)
Results: 2061. Ap Clear eco.

1011 S 7TH AV (T19CM05125)
Status: (Completed)
Results: 2005. Ca. 2035. Ca. Caelin Norgo was called, electric is not done in house.

1024 E SILVERLAKE RD 1 2 (T19CM0701
Status: (Completed)
Results: 1005. Ap. 1015. Ap. 2005. Ap

1066 W GRANT RD (T19CM04566)
Status: (Completed)
Results: 2010 pa Power and low volt cond lighting at ne corner, and fountain and dr backfill.

ENGINEERING INSPECT

1495 E TUCSON MARKETPLACE BL (DP1
Status: (Completed)
Results: 09181. Partially approved. Pre-gr

1500 E TUCSON MARKETPLACE BL (DP1
Status: (Completed)
Results: 09027. Not ready. Inspection of t Partially approved. Pre-grout.

1530 W VALENCIA RD (T19CM00523)
Status: (Completed)
Results: 09127, 09128, 09130. Not ready site, dumpster in drive-through. Drive thr not been installed.

1590 E TUCSON MARKETPLACE BL (DP1
Status: (Completed)
Results: 09181. Partially approved. Pre-gr

Good Service is Universal

- Self service + these best practices apply to all services
- Internal, external, partners, vendors, etc.
- Staff interact with many internal services daily
- Make those moments / those interactions simple, smooth

Internal Digital Experience Opportunities

- Hiring
- Onboarding
- Time and attendance
- Scheduling
- Leave and vacation requests
- Paystub
- T4’s
- Benefits
- Performance Management
- Learning Management
- Billing (AR)
- Payments (AP)
- Expense Request
- Single Sign On
- Request a new device
- Check device replacement schedule
- Reset password
- Install new software
- Workflows
- Digital approval
- Digital signature

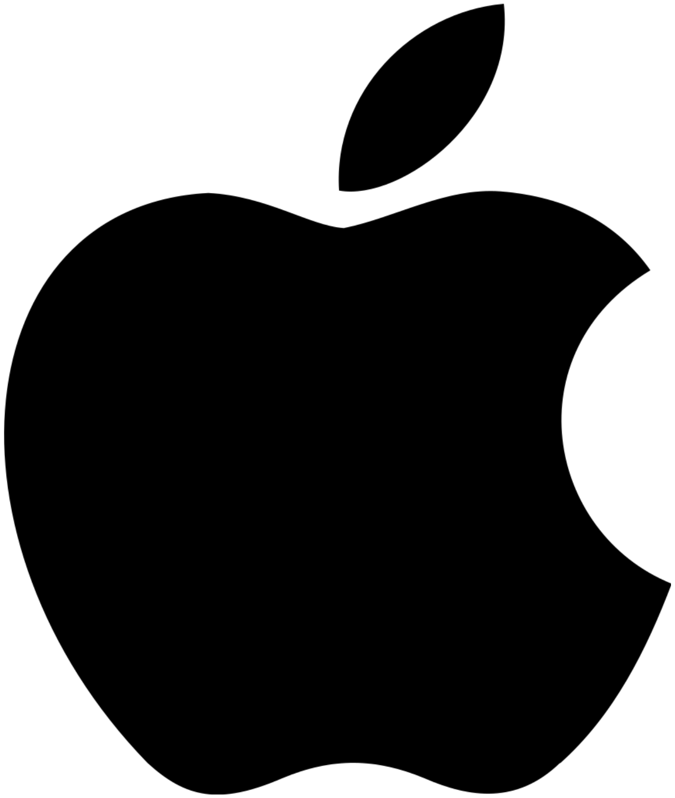
Takeaways

- All self-service concepts apply to internal services too
- Key internal services should be digital services
- Many of these moments are People (HR) and Money (Finance)

3A – Service Ownership

Service ownership

- Who owns the service?
- Who is accountable for the steps and tasks (the business process) that make up the service experience?
- Who is accountable for the service experience?
- Who is accountable for ensuring that the service is delivered in a modern way that meets the 15 principles / customer expectations?



DRI

Directly
Responsible
Individual

Accountability for Digital Service Delivery

- **Accountability:** The Service Owner

- **Commitment***: All service owners, whether providing services internally or externally, should design them to be digital-first.*

- **Shared Responsibility:** Service Owners work must with partners in IT, web and others to design and deliver the service digitally

People and Process *then* Technology

3B – Build a Plan for Digital

1. Build a Coalition

- Establish a coalition of key players to help you formulate the approach, and to guide, coordinate, and communicate the vision.

2. Identify the opportunities

- Learn from others (municipalities)
- Understand the art of the possible – scan the marketplace
- Identify services, define profile and current performance
- Talk to customers

3. Form a Vision, Identify Initiatives

- Collectively define and communicate how the future will be different from the past and how you will make that future a reality through initiatives linked directly to the vision.
- Identify key initiatives (backlog) + set out strategy

4. Build Buy In and Urgency

- Help others (in your team, across the organization) see the need for change
- Bring everyone up the mountain

5. Build the Team

- Dedicate the right resources
- Build a multi-disciplinary team – project lead, analyst, developer
- Co-locate if possible
- Identify key change agents that will help communicate/sell the change

6. Remove Barriers

- Protect the team
- Remove barriers, empower the team to work across silos, to challenge existing practices, and to generate real impact.
- Design the future

7. Short Term Wins

- Implement quick, initial wins that form part of the bigger story.
- Launch, learn and improve
- Recognize, communicate and celebrate successes early and often – to energize the team to persist.

8. Sustain Acceleration

- Build momentum
- Press harder after the first successes.
- Be relentless with initiating change after change until the vision is a reality.

9. Embed Change and Iterate

- Articulate and reinforce new behaviors, making sure they continue until they become strong enough to replace old habits.
- Update Job Descriptions to reflect new mode of operating
- Iteratively improve the product / service

Define your services

- Do a scan and inventory of your service area
- Use this to identify which of your services [things your customers want to do] are highest volume, highest impact, have the farthest reach, take up the most of your team's time, are the most suited to digital delivery, are the easiest to digitize/move online?
- What could you do to digitize part of a service to free staff capacity to do the other transformation work you need to do?
- Talk to your teams/frontline staff – where do they see opportunity?

Talk to Customers

- Talk to your customers, find out where the service rough edges are, what is difficult about using / accessing your service, what digital improvements would they prioritize?
  - You might be surprised

- Customer research – watch customers use your services, do a mystery shopper program

- Customer journey mapping – what are their experiences / feelings?

Understand the Landscape / Opportunity

- Assess what peers and leaders in the field have done; how they approached it, and importantly what it took to get there (learn from their pain/experience)
- Work with partners (in IT) to develop a shared understanding of the art of the possible
- Target those areas that need to be improved / digitized
- Keep recognizing the people and process *then* technology continuum

Set your vision, better still make it a mission

- As a leader
- Set your vision for your service as a digital or hybrid service
- Be bold, be specific, be measurable

"Ford says by **mid-2026**, **100%** of its **passenger vehicle range in Europe** will be zero-emissions capable, all-electric or plug-in hybrid; moving to **all-electric by 2030**"

Build a Plan

- Socialize your vision and build a partnership to help you figure out what it will really take to achieve
  - SME’s – your team
  - Process specialists
  - Policy specialists
  - Technology specialists
  - External expertise?

- Establish the sequencing / the order in which to tackle the work

- Build the business case / value prop

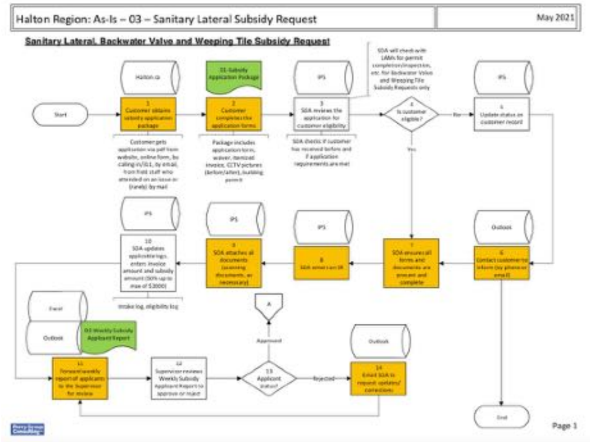
- Build a solid plan (budget / resource / effort)
  - Be realistic / be honest – budget the whole cost

People and Process *then* Technology

Importance of Rethinking

- Take a step back - don’t digitize a bad process

- Take the opportunity to truly rethink – Service Design / Business Process Optimization
  - Consider all assumptions
  - Consider customer viewpoints
  - Apply the 5 Why’s


Halton Region: As-Is – 03 – Sanitary Lateral Subsidy Request
May 2021
Sanitary Lateral, Backwater Valve and Weeping Tile Subsidy Request
Start
Halton.ca
IPS
Is customer eligible?
No
Yes
Update status on customer record
Outlook
Excel
A
Approved
Rejected
Applicant status?
Supervisor reviews Weekly Subsidy Applicant Report to approve or reject
End
Page 1

- What does the new operating model look like?
  - New / different roles
  - New / different skills

Awareness

All stakeholders must be aware of the business reasons for change

Awareness is the outcome of initial messages related to the change

Desire

All stakeholders must have the desire to participate and support the change

Desire is the outcome of sponsorship, urgency, addressing concerns and change resistance

Knowledge

All stakeholders must have a thorough understanding of the change processes and its objectives – WIIFM

Knowledge is the outcome of education, training, and coaching

Ability

All stakeholders can implement / accept change at the required level

Ability to learn new skills and by managing behaviours change is accepted

Ability is the outcome of practice, coaching and time

Reinforcement

Reinforcement to sustain change make it clear for all employees that there is no turning back

Reinforcement is the outcome of adoption measurement, corrective action, and recognition

Importance of Sustained Effort

- Start small, work with frontline users
- Test ideas and hypotheses, get feedback and iterate
- Demonstrate small wins and 🎉
- Build on success, learn from failures
- Pursue relentless progress – think compound interest

Jan 1st 2007

10+ Years →

of constant relentless refinement

Today

- No Apps
- No 3G
- No cut, copy, paste
- No video
- No selfie camera

Set Commitments and Measure

- Objective: We want our services to be more digital by 2024
  - Key Result: We will fact-find with 3 other municipalities that have done this by Q3 2021
  - Key Result: We will conduct 30 user interviews with customers by end of 2021
  - Key Result: We will clear policy/legal constraints by Q4 2021
  - Key Result: We will introduce 1 new beta digital service by Q2 2022
  - Key Result: We will introduce 2 new live digital services by Q4 2022
  - Key Result: We will introduce 3 additional live digital services by Q4 2023

- Measure and communicate value / ROI / benefits

Takeaways

- No excuses
- Learn/steal from peers
- Understand art of the possible
- Be practical / pragmatic
- Understand sequencing
- Challenge assumptions / rethink
- Build partnerships / coalitions to deliver
- Start small
- Sustained attention

Reflect and Recap

1 thing learned

1 takeaway

1 thing you now want to know /
want to or need to learn?

Final Takeaways

- Digital – not if, but when. The time is now – COVID as a tipping point
- Own your service and its delivery mode
- Focus on the customer / listen to their needs and expectations
- Design your service for your customer
- Survey the landscape
- As service owner work with partners to set your vision
- Make it your mission to become digital and own the vision / mission
- Get your teams on board / counter the naysayers with facts and commitment
- Prioritize service improvements
- Partner to execute

Useful References

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Digital For Municipal Leaders

Other Modules

- **Module B: Set Your Digital Vision**
  - How to figure out what needs to be done
  - How to identify and select opportunities for digital transformation.
  - How to form a vision
  - How to build buy in and urgency.
  - Approaches to funding digital delivery.
- **Module C: Design and Deliver**
  - How to build the right team.
  - How to employ design thinking to design complete services.
  - How to use important tools and techniques such as Service Design, Business Process Optimization, User Research, Customer Journey Mapping,
  - How to use the “Discovery – Alpha – Beta – Launch” approach to focus on service and process first.
  - How to promote digital service adoption / uptake.
  - How to listen and learn from users.
- **Module D: Operate and Iterate**
  - How to adopt a product mindset to continuous improvement of services.
  - How to measure and track outcomes.
  - How to promote uptake of digital services.
  - Open discussion, next steps and making your personal commitment.