ONE-STOP SERVICE IN GOVERNMENT: CHALLENGES AND BEST PRACTICES

D. Brian Marson
Co-Founder, and Senior Fellow
Institute for Citizen Centred Service
PART ONE: WHY ONE STOP SERVICE?

• The Malaysia 2020 Objectives
• The 2008 Government of Malaysia Service Policy
• The role of one-stop service in achieving Malaysia 2020

PART TWO: ONE-STOP SERVICE WORLDWIDE: CHALLENGES AND BEST PRACTICES

• Understanding citizens and businesses service needs
• International Best Practice: Canada, Australia, UK, USA, Singapore, HK
• Models of one-stop service and Trends in one-stop service
• Issues in Developing One-Stop Services

BREAK

PART THREE: PLANNING AND IMPLEMENTING ONE STOP SERVICE CENTRES

• Achieving service excellence
  • Ten Steps to Success

CONCLUSIONS, QUESTIONS AND DISCUSSION

• Sharing Experience and Stories; Learning & Training; Building Communities of Practice
PART ONE: WHY ONE STOP SERVICE?

- The Malaysia 2020 Objectives
- The 2008 Government of Malaysia Service Policy
- The role of one-stop service in achieving Malaysia 2020
THE MALAYSIA 2020 OBJECTIVES

THE GOALS:

- “A nation that is fully developed along all dimensions—economically, politically, socially, spiritually, psychologically, and culturally.
- “...A prosperous society with an economy that is fully competitive, dynamic, robust and resilient.”

THE ECONOMIC CHALLENGE:

- To grow the economy by 7% to 8% annually in order to successfully reach the Malaysia 2020 objectives.
THE ROLE OF ONE-STOP SERVICES IN ACHIEVING THE MALAYSIA 2020 OBJECTIVES

ONE-STOP SERVICES FOR INTERNATIONAL INVESTORS

- To successfully compete for investment that delivers high-end jobs, Malaysia has to make it easy for investors to obtain the approvals they need from multiple levels of government and multiple agencies. (The Celestica Case)

ONE-STOP SERVICES FOR BUSINESS

- To encourage domestic entrepreneurs to start businesses, to expand, and to export, Malaysia needs one-stop services that are internationally competitive for “Ease of Doing Business”

ONE-STOP SERVICES FOR CITIZENS

- To join the top-tier countries, like Canada, Singapore and Australia, Malaysia needs excellent one-stop citizen services
THE GOVERNMENT OF MALAYSIA’s SERVICE POLICY

“The Malaysian Public Service Commitment 2008 launched by the Chief Secretary to the Government outlines the definition towards a customer-focused public service. In essence the Malaysian Public Service is geared towards ONE SERVICE, ONE DELIVERY, NO WRONG DOOR.”

-MAMPU, Prime Minister’s Department, 2008
THE ONE-STOP SERVICE IMPERATIVE

“The days of governments at all levels – national, state/provincial or local– operating primarily as singular entities are over. Governments must collaborate if they hope to operate efficiently and effectively. Collaboration is the only strategy that allows today’s public sector organizations to reach across jurisdictions to adapt themselves to a fast-changing societal landscape and to significantly improve their ability to deliver services at internet speed.”

Malaysian One-Stop Examples for Business and for Citizens
Malaysian One-Stop Examples for Business and for Citizens
THE ONE-STOP SERVICE CHALLENGE

- Public services have been organized vertically for centuries

- The new challenge in public policy and in service delivery is: “To Achieve Horizontality for Citizens and Clients in a Vertical Universe”

- Achieving integrated policy solutions and integrated one-stop service delivery will take strong political leadership, and:
  - New organizational structures
  - New management skills
  - New training
  - New partnership arrangements
  - New systems & measurement tools
  - New organizational cultures
"We should keep in mind that the ultimate KPI benchmark is the people's satisfaction... whether they are satisfied with our service, whether we have solved their problems”

- Prime Minister Datuk Seri Najib Tun Razak
PART TWO: ONE-STOP SERVICE WORLDWIDE: CHALLENGES AND BEST PRACTICES

• International examples
• Forms and models of one-stop service
• Trends in one-stop service
• The one-stop service maturity model
• Issues in Developing One-Stop Services
• Achieving Service Excellence
“Citizen-Centred Service incorporates citizens’ concerns at every stage of the service design and delivery process; that is, citizens’ needs become the organizing principle around which the public interest is determined and service delivery is planned.”

-Deputy Ministers’ Task Force
on Service Delivery Models, Canada
Introduction: A Citizen-centred service delivery revolution is sweeping across the public sector, world-wide:

- Identifying and responding to citizens service needs, and measuring citizen satisfaction improvement.
- Making services more accessible and convenient like the private sector did 30 years ago with shopping malls and supermarkets.
- Providing more services on the Internet and Mobile Channels.
- Promoting Citizen engagement and empowerment.
- Pursuing Service Excellence.
The Institute for Citizen-Centred Service works with governments across Canada and around the world to improve citizen satisfaction with public sector service delivery.....Canada's focus on self-examination and its relentless pursuit of user feedback have allowed it to continue to build what is clearly one of the world-leading customer-focused government programs…setting the standard for the rest of the world." …..Accenture
Understanding the Big Picture (Citizen Level)

- *Citizens First* national surveys every two years
- *Taking Care of Business* national surveys every two years
- Annual Canada Internet Panel (13,000 people)
- National focus groups (e.g. telephone service)

Departmental/Program Level (Client)

- The *Common Measurements Tool* (CMT)
  - Developed by public managers for public managers
  - Housed at the Institute for Citizen Centred Service
    - [www.iccs-isac.org](http://www.iccs-isac.org)
  - The CMT is based on the known “drivers” of client satisfaction
  - The CMT permits programs to benchmark their results with others
Canada has used Internet-based citizen panels for over a decade.

- Over 13,000 Canadians are recruited to the Canada Internet Panel each year; Over 90,000 Canadians have participated.
- Several general surveys on service satisfaction and service issues are conducted with the panel throughout the year;
- Individual departments use the Internet Panel to test service proposals, such as new websites, as well as policy, program design and delivery issues;
- On-line focus groups are conducted on service issues.
WHAT OUR CITIZENS EXPERIENCE

The “Outside-In” View

Citizens’ Needs & Expectations

Over 90% of Citizens expected as good or better service from the public sector than the private sector.

Citizens often needed more than one government service – especially when dealing with life events such as birth, death, travel, unemployment and migration.

Finding the Service

40% of Citizens did not know where to start to find the service they needed:
- confusing blue or Web pages
- services not well advertised, (CF5)

Two thirds of Citizens said it was difficult to access the people or information they needed:
- busy telephones
- voice mail or IVR
- “not my department”
- broken links on Web sites (CF5)

Accessing the Service

Citizens are often required to manage the “white space” between related services (service bundles/clusters)

Service Delivery: Citizens’ Experience with the Service Provider

Public services received an average service quality score of 72 out of 100 (CF5)

Five factors drive service satisfaction: timeliness, knowledge & competence, courtesy/extra mile, fairness and outcome.

When all five are performed well, public services score 87 out of 100; when one driver fails the score drops to 74/100, when four fail – 37/100 (CF3)

Timeliness is most important driver across all services & the telephone channel remains their priority for improvement.

*Canadian research
How Businesses Experience Public Services

Their “Outside-In” View

Business Needs & Expectations
87% of businesses agree good service from government is essential to a healthy business climate
TCOB2 research demonstrates empirical link – good service increases confidence in public institutions

Finding the Service
Two-thirds of business clients reported access problems – each access problem causes a substantial drop in satisfaction – e.g. getting bounced from one person to another and lack of response to telephone messages. Each reduce satisfaction levels by 25 out of 100 points.

Accessing the Service
Telephone is the most used channel – 62% of clients used it at some point during their recent experience.
Two-thirds of service experiences are multi-channel – business clients report using 2.1 channels per service.

Service Delivery: Businesses’ Experience with Government Services
The 5 drivers of satisfaction are the same as for citizen: Timeliness, Outcome, Fairness, Competency, Courtesy/Extra Mile.
The overall service quality trend is upward – the average rating across all services to business in Canada is currently 65 out of 100, and rising.
Priorities for improvement: one-stop service; timely service; red tape reduction; extra mile.
Creating Integrated, One-Stop Service Delivery Solutions across the Public Sector—Why Citizens and Businesses Need One-Stop Government Services

- The private sector has built one-stop shopping centers for citizen and business convenience, and citizens expect the same convenience from government.
- Citizens and Businesses often need more than one government service—especially when dealing with life events such as birth, death, travel, migration, unemployment, and business registration.
- 40% of Citizens did not know where to start to find the service they needed.
  - Two thirds of Citizens said it was difficult to access the people or information they needed.
  - Citizens are often required to manage the “white space” between related services (e.g. Business Registration, Deaths, Travel, Migration).
- Governments are also trying to reduce service delivery costs through the development of one-stop service.
Next-Generation Government Service - Philippine Passport Offices Now Open in Malls
Singapore: One-Stop Portal for Business BizFile -
Register a Business Online
(The World Bank Ranks Singapore Number 1 in East Asia for Ease of Doing Business)
25 One-stop centres with easy and convenient access to government services via internet stations

Among the 1600 Government services available, residents can pay government bills, renew and apply for season parking tickets, pay for library fines, apply for business licences or even find out more government policies, such as the baby bonus, at CitizenConnect, without needing to travel far.
Hong Kong SAR Government: One-Stop Citizen Portal and 24/7/365 Call Center
Canada: has One-Stop Service Delivery for citizens and business at the National, Provincial and Local Government Levels: over 600 offices, plus a 1-800-OCANADA call center, and award winning E-service
Canada: One-Stop Health and Social Services – "211 Ontario"

211Ontario is a One-Stop Service for Integrated Health and Social Services
(Internet and Telephone Channels)

211 Ontario.ca

Service Canada

Easy access to community, social, health and related government services in Ontario

► English

L'accès facile aux services communautaires, sociaux, de santé et gouvernementaux connexes en Ontario

► Français

Ontario Canada Toronto United Way of Canada
USA.gov: One-Stop Web Portal
State of Texas One-Stop Web Portal (funded through a P-P Partnership)
UK County of Kent
- Gateway Offices

The Ashford Gateway, sited in Park Mall, Ashford is now 18 months old. It is a standalone format and forms the basis of this case study. It has four main service lines:

- information and self help; including free internet access, service directory and a payment kiosk
- routine advice and transactions; including bus passes, refuse, parking and licensing
- surgeries; including Hi Kent, Connexions, NHS PCT, Registrars, Family Matters
- cross-agency services including environment, council tax, benefits, planning, housing, adult education (which has a suite of offices to provide classes on site), Volunteer Centre, CASE Kent, occupational therapy (there is a fully fitted out kitchen and bathroom on site for people to see the range of equipment available and discuss their needs) and social care.
The “citizen shops” come under the Institute for the Management of Citizen Shops, a public sector institute that is financially autonomous, under the authority of the Ministry of Finance.

- The service provided cover social protection, pension funds, legal services which issue civil status certificates, the directorate general for taxes (over 50 bodies are included).
- There are also services provided by the Ministry of Health, the Post Office, the railways and the national tourism agency.
- Private companies such as banks and telecommunication services, and notary services are also involved.
- In addition, the “citizen shops” issue official documents: passports, identity cards and driving licenses.
CSC is meant to be a low cost vehicle for Government institutions to deliver eGovernment services to the rural population of India in the most cost-effective manner.

They are the physical front-end for delivery of eGovernment Services to citizens and accepting requests for government services from the citizen via eForms. They are also be used for delivery of services and interaction with private service providers.

The program will create 100,000 CSCs across India`s rural and remote locations of India by 2012.
Three Types of One-Stop Innovation

1. **Information Gateways** (One-stop Websites, Information Counters, and Call Referral Centres)

2. **Service Boutiques** focused on one stop services bundles by client (e.g., businesses, senior citizens) like Business Canada and Singapore BizFile, or by service bundle (e.g. health and social services like Winnipeg City)

3. **Service “Department Stores”** which provide a wide range of government services in one place, either on-line or store-front (e.g. Service Canada, Service Ontario, and Australia’s Service SA and Centrelink)
Four Trends in One-Stop Service

The Evolution of Integrated, One-Stop Delivery Models

Four Trends in Service Collaboration

- Content: Information Gateways, Transactional Services, Complex Services
- Collaboration: Intra-Departmental, Inter-Departmental, Inter-Governmental
- Channels: Individual Channels, Phone/Internet, Integrated Channels
- Governance: Bubblegum & Goodwill, Formal Partnerships, ISD Depts. & Service Utilities

Source: © B. Marson, 2005
Integrated Service Delivery Maturity Models: Governance Arrangements

Co-located/Virtual Collaboration
- Ottawa City Hall Government Service Centre
- Texas.Gov

Integrated Management, Individual Ownership
- Canada Business Service Centres;
- Service Tasmania

Utility and Single ISD Dept. Models
- Service Canada
- Australia Centrelink
- Service New Brunswick
- New York 311

© Institute for Citizen-Centred Service and B. Marson
Overcoming the Barriers to Integrated One-Stop Service Delivery

- Listening and Understanding the Clients` Needs
- Leadership from the Centre
  - Establishing the governance/institutional framework
  - Dedicated funding
  - Perfecting Partnerships

Issues: Overcoming the Barriers to Integrated Channel Delivery (ICD)

- Restructuring organizations to provide for integrated management of the programs and channels
- Integrating IT and IM systems to achieve consistency and inter-operability
# The Emerging One-Stop Service Landscape in Malaysia

## Main Governance Models:
- Co-ordinating agencies, and co-location

<table>
<thead>
<tr>
<th>National</th>
<th>State</th>
<th>Local</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Co-location</td>
</tr>
<tr>
<td></td>
<td></td>
<td>UTCs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>RTCs</td>
</tr>
<tr>
<td></td>
<td>MIDA- investing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business licensing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Websites</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Government Website</td>
<td></td>
</tr>
</tbody>
</table>

### Department Stores
- Online
- In-person

### Boutiques
- Life events
- Service clusters

### Information Gateways
- Call centres
- Websites
- Counters

---

**MIDA**
- Business licensing
- Websites
- Government Website
The Emerging One-Stop Landscape in Malaysia Compared to Australia and Canada

Main Governance Model: Department, or Utility Model, plus Some Co-Location
Alternative Strategies for Service Excellence?

Where does Malaysia fit?

Government One-Stop Services Strategy

Australia

USA

Many Countries and Jurisdictions

UK

Canada

New Zealand

Government Service Excellence Strategy for all Departments

Copyright B. Marson 2012
Some International Best Practices

1. **Surveying the service needs of businesses and citizens:** Canada’s *Taking Care of Business*, and *Citizens First* national surveys; and Canada’s Common Measurements Tool

2. **One-Stop ”Department Stores” for citizens:** Portugal Citizen Shops, Australia Centrelink, and Service Canada

3. **One-Stop Service for Business:** Canada Business Service Centres and BizPal; Singapore BizFile

4. **One-Stop Websites/Call Centre:** Texas.gov; 800-OCANADA

5. **One-Stop services for rural areas:** India’s service centres

6. **Staff Training:** Service Canada College and the ICCS

7. **Performance Measurement Systems:** Centrelink; ICCS

8. **One-Stop Agencies’ Community of Practice:** Canada PSSDC

9. **One-Stop Service Excellence:** Service British Columbia
"We should keep in mind that the ultimate KPI benchmark is the people's satisfaction, whether they are satisfied with our service, whether we have solved their problems”

- Prime Minister Datuk Seri Najib Tun Razak
Beyond One-Stop Service: The Keys to Achieving Service Excellence
Citizen Access to Services: Drivers of Client Satisfaction

Successful access concludes with contacting staff when it is convenient – the key driver

Citizens First 4
ACCESS

Knowing where to start and how to get the service

Ability to easily find what or who you are looking for

Ability to contact staff when it is convenient

©Institute for Citizen-Centred Service
Applying the Drivers of Service Satisfaction

Identified Drivers of Service Satisfaction

These satisfaction drivers and their relative importance are consistent with those found in previous *Citizens First Studies*.

*Citizens First 4*

**CLIENT SATISFACTION**

- Knowledge
- Fairness
- Extra Mile
- Outcome
- Timeliness
Service Excellence Certification Program

The Service Excellence Certification Program is a hands-on learning program that helps employees achieve their full potential in service delivery. The program, which emphasizes the knowledge, skills, and behaviours that are essential to service excellence, is based on the following five service principles:

- knowledge;
- timeliness;
- fairness;
- outcomes; and
- going the extra mile.

The component for front-line staff includes on-the-job coaching, in-class and hands-on instruction, and follow-up online sessions and assignments. The Service Excellence Certification Program complements employees’ functional and operational training. It is the College’s key offering and provides the basis for all employee learning.
Examples of Excellence in Client Satisfaction in One-Stop Services

(CMT Data) % Client Satisfaction

Service Canada Offices

Australia Centrelink Call Centre

211 Ontario

Service British Columbia
Service South Australia: Using Canada’s Common Measurements Tool to Improve Client Satisfaction

Customer Satisfaction Drivers
Average score (out of 5)

Overall satisfaction
- 2011/12: 3.9
- 2010/11: 3.7
- 2009/10: 3.7
- 2008/09: 2.9

Accessibility
- 2011/12: 3.1
- 2010/11: 3.8
- 2009/10: 3.7
- 2008/09: 3.7

Timeliness
- 2011/12: 2.7
- 2010/11: 3.6
- 2009/10: 3.9
- 2008/09: 3.3

Outcome
- 2011/12: 3.3
- 2010/11: 4.3
- 2009/10: 4.0
- 2008/09: 3.3

Overall Satisfaction Score: 78%
Centrelink - an Australian Good Practice in Measurement & Client Satisfaction Improvement

Customer Service Centre
Overall Customer Satisfaction with service, including the quality of people, services and information
July 2008 to January 2010

R² = 0.412
PART THREE:
PLANNING AND IMPLEMENTING ONE STOP SERVICE CENTRES
• The Ten Steps to Success

CONCLUSIONS, QUESTIONS AND DISCUSSION
• Sharing Experience, Learning, Training, and Building Communities of Practice
TEN STEPS TO SUCCESS
IN PLANNING AND IMPLEMENTING
ONE-STOP SERVICES

Step One:
Obtain a Political Mandate
and Ensure Strong Central Leadership
Step Two:

Listen to Your Clients and Document their Service Needs
Step Three:

Study National and International Best Practices
Step Four: Choose the Right Organizational Model
Step Five:

Negotiate the Funding Arrangements
Step Six:

Establish the Necessary Service Partnership Agreements
Step Seven:

Build the IT Systems and the Integrated Information Data Base
Step Eight:

Select, Train and Support the Staff
Step Nine:

Choose the One-Stop Service Locations
Step Ten:

Measure, Improve and Benchmark Performance
An Ideal Model of Citizen-Centric Service
(Prof. Kenneth Kernaghan- Beyond the Barriers)

1. A Single portal provides access to services of all orders of government. There is a single-entry portal for each delivery channel;
2. Each portal is organized on a clear and consistent basis from a client/citizens’ perspective;
3. Service delivery is seamless regardless of which government has responsibility for the service;
4. Service delivery is highly integrated at both the front and back ends of the system;
5. Citizens/clients can receive customized service tailored to their particular wants and needs;
6. The privacy and security of the system are secured;
7. Citizens/clients can receive services through each channel;
8. All citizens/clients receive the level of service they require.
The Future Development of One-Stop Service Delivery in Malaysia

1. **Understand citizens and businesses needs: and priorities:** ask them

2. **It is Not Easy:** Integrating service delivery across departments and jurisdictions is a new and difficult challenge in public management. But other countries have already done it, and have overcome the problems and have experience to share.

3. **There are Necessary Conditions:** To succeed, central agencies such as the PMs Office, and central budgeting and HR agencies must provide the political, bureaucratic and financial leadership to achieve horizontal service delivery in a vertical service universe. Also Public Sector Executives need to learn about international experience in managing one-stop service delivery.

4. **It will Take Time:** It took Canada five years to evolve Service Canada from a virtual partnership to a government ISD service agency. The stronger the political leadership, the shorter the time needed to implement one-stop service delivery (for example, one-stop for business services in Singapore and Hong Kong).

5. **New Governance Arrangements will be Needed over Time:** But virtual collaboration on one-stop Internet Portals call centres, and co-located One-Stop Shops can be accomplished through virtual governance and partnership arrangements.
Discussion

- What are Your Challenges?
- Do you have success stories to share?
- What Learning and Training do you need?
- Should we Create Communities of Practice on One-Stop Service?
terima kasih!

THANK YOU!