

# Employment Programs Become More Efficient for Service Canada

## Capgemini completes three studies in three years to improve delivery of government-funded employment programs

### The Situation

Service Canada's focus on controls had superseded its focus on program objectives. An over-emphasis on financial monitoring and risk elimination had a detrimental effect on the intended purpose of the employment programs. Significant time and money was devoted to administrative tasks by the Department and its stakeholders.

Service Canada stakeholders felt insufficiently engaged as the Department implemented changes. This seemed to be in breach of the Accord signed between the Government of Canada and the Voluntary Sector, one of its main service delivery providers.

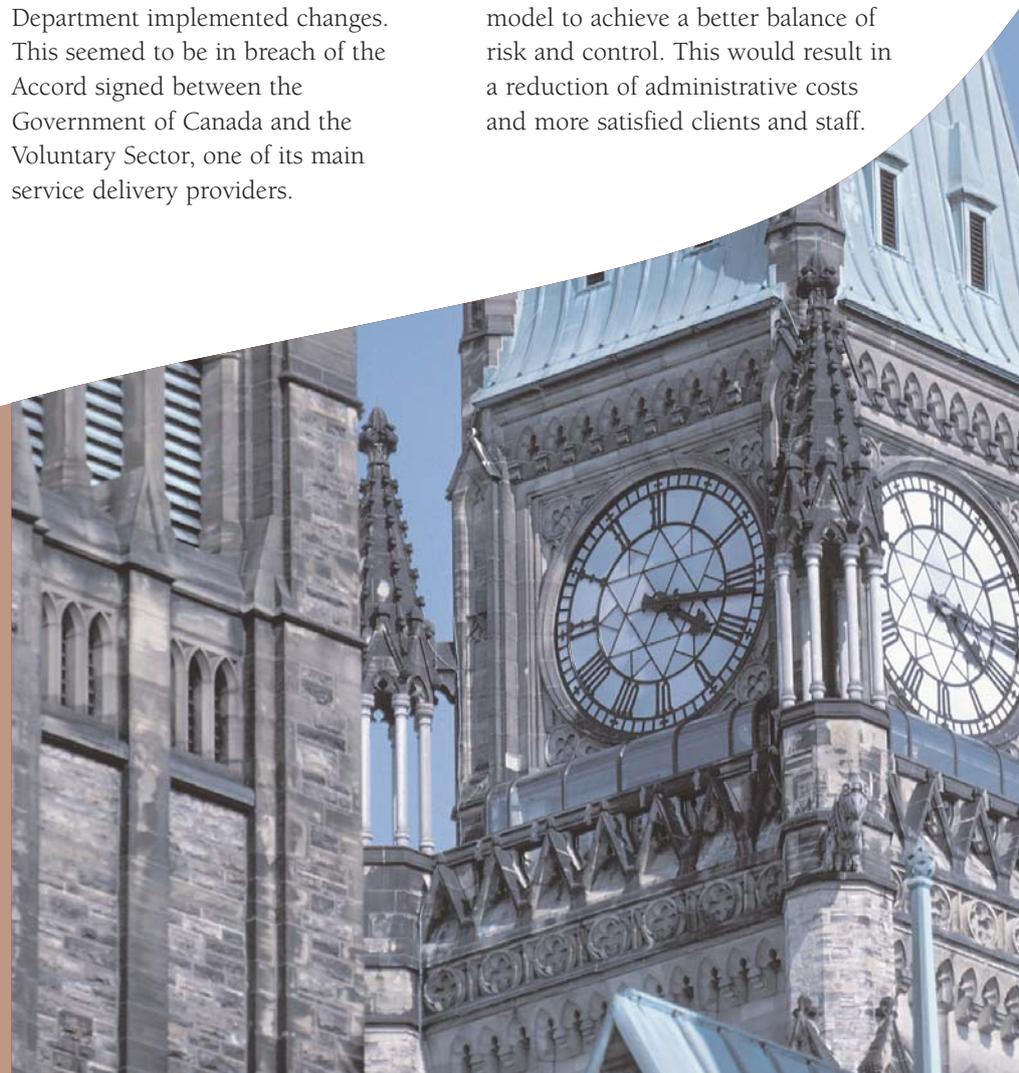
### The Solution

Capgemini helped the Department by conducting three studies over three years to address issues of accountability, administration and communication. Each study had an impact on management effectiveness and delivery efficiency of the overall Grants & Contributions (Gs & Cs) program.

### The Result

In 2004, Capgemini conducted a Program Management Review (PMR) of Gs & Cs and recommended a delivery model to achieve a better balance of risk and control. This would result in a reduction of administrative costs and more satisfied clients and staff.

“Service Canada has been undergoing a significant culture shift over the years stemming from an oscillating focus on controls.”



In the subsequent Summer Career Placement (SCP) program review in 2005, Capgemini recommended a more streamlined delivery model that would lead to potential savings of CDN \$2.3 million annually. More appropriate levels of administration and monitoring lead to an enhanced summer work experience for students, a timely start-up of summer jobs and improved employability.

The Program Delivery Review (PDR) conducted in 2006 helped the Department to maintain momentum towards improving delivery efficiency and placing a greater focus on results. Further benefits to be realized once recommendations are implemented:

- Reducing administrative burden will increase productivity and decrease cost
- Increasing focus on results will allow Service Canada to shift to results-oriented programming for realization of program goals
- Using engagement strategy guidelines will improve communication of future changes.

Incorporating recommendations from stakeholders and Capgemini reports has allowed the Department to move towards culture stabilization. By more efficiently delivering Gs & Cs for employment programs, Service Canada is better placed to achieve its objective of providing Canadians with the skills they need for the modern workplace.

### How Service Canada and Capgemini Worked Together

The Department of Service Canada administers CDN \$2.7 billion in Gs & Cs annually to various third party providers of services for Canadians. Of this, CDN \$591 million is available for employment-related projects. When Service Canada needed to ensure the integrity and management

of its Gs & Cs delivery, it looked to Capgemini as a credible and independent third party reviewer.

In the initial PMR review, Capgemini conducted over 100 interviews, completed field visits across the country, considered policy impacts, and employed Blue Ribbon panel members from academia, private and voluntary sectors. This ensured that recommendations were aligned from a stakeholder, policy and program integrity perspective.

In order to optimize the Department's service delivery capabilities, Capgemini recommended a thorough review of each program to determine the most appropriate delivery mechanism. With Capgemini's subject matter expertise and trust built in the initial review,

Service Canada invited Capgemini to review the SCP program in collaboration with a team from Service Canada. A Six-Sigma based internal process re-design methodology was leveraged to streamline the delivery model. Cost savings of a streamlined process were identified through a comprehensive cost-benefit analysis.

Capgemini understands the issues facing a government department in the delivery of Gs & Cs and was therefore selected a third time to assess the effectiveness of recommendations implemented to date. The PDR report aligned Service Canada and its key stakeholders so that they may focus on the intended purposes of employment programming—getting Canadians the skills and experience they need for the modern workplace.



### About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience.

Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through seamless access to our network of world-leading technology partners and

collaboration-focused methods and tools. Through commitment to mutual success and the achievement of tangible value, we help businesses implement growth strategies, leverage technology, and thrive through the power of collaboration.

Capgemini employs approximately 61,000 people worldwide and reported 2005 global revenues of 6,954 million euros.

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Service Canada

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