

User name:

Password:

Domain:

Transforming to

an e-Service Model for

Ontario Colleges

Index

- Who are we, what do we do?
- Why did we need to change?
- What was the change?
- How did it impact stakeholders?
- What did we learn?

Who are we and what do we do?

2004-2005

Ontario
College Guide



Guide des collèges
de l'Ontario

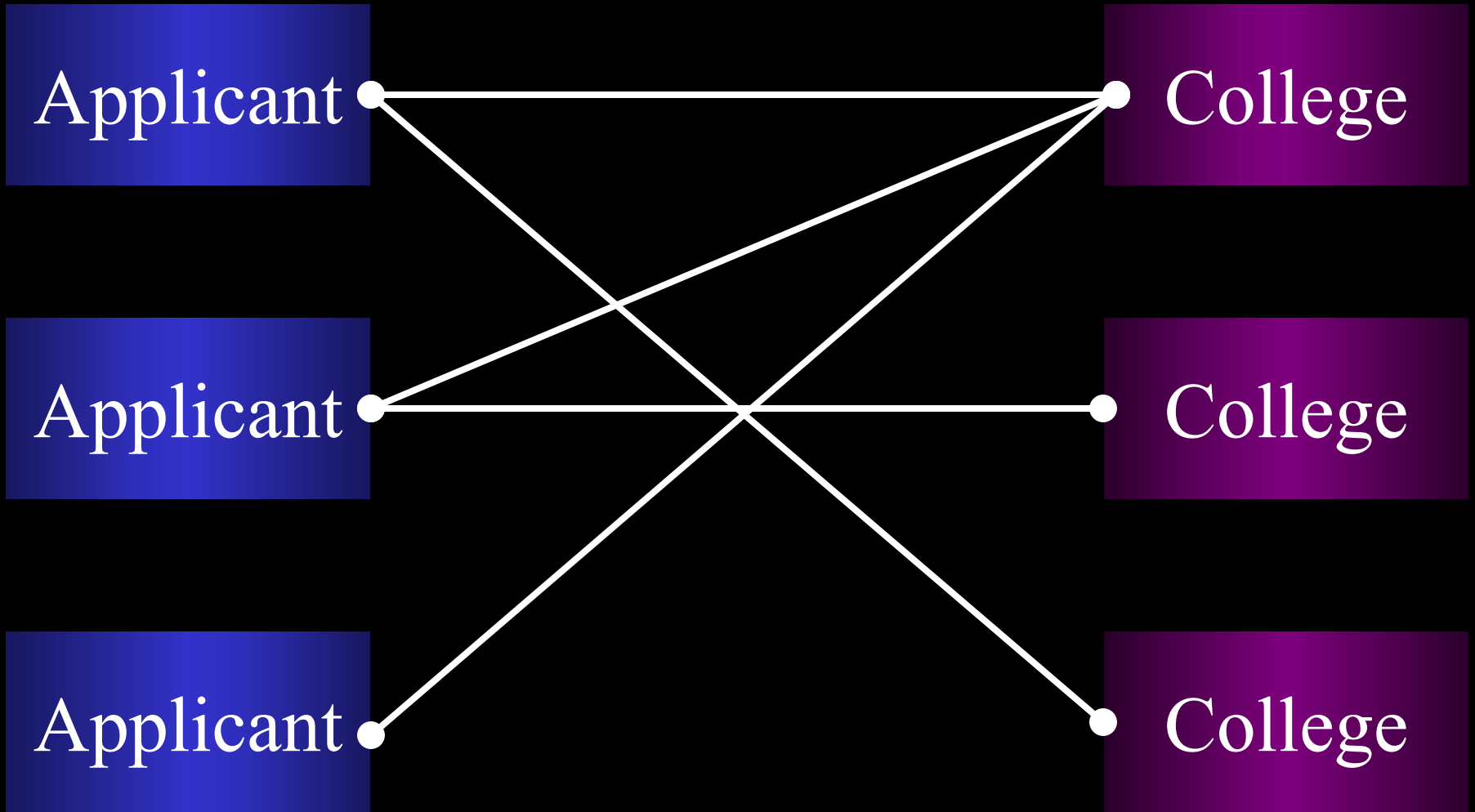


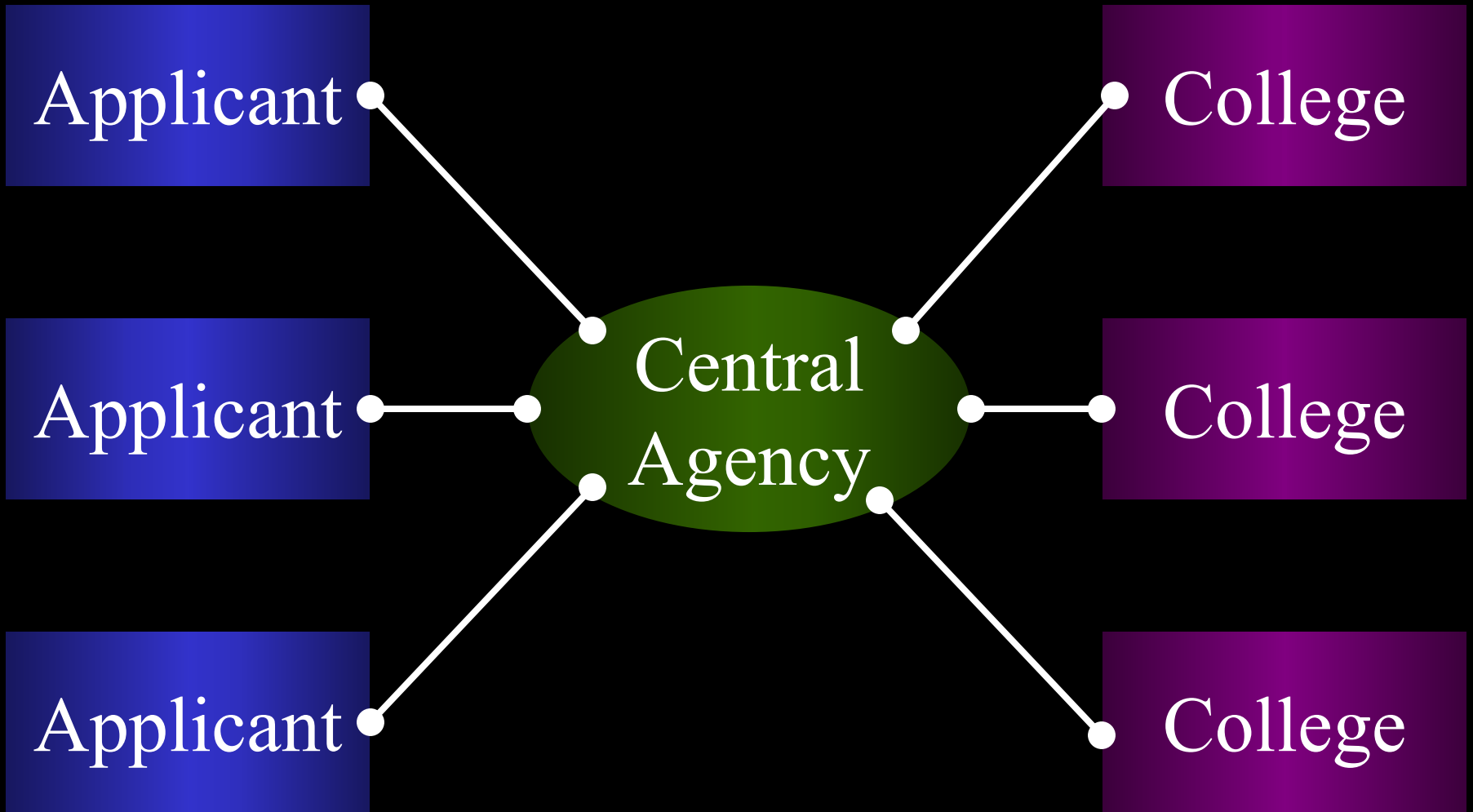
OCAS Application Services Inc. is a subsidiary non-profit corporation of the Association of Colleges of Applied Arts and Technology of Ontario.

Commonly known as the Ontario College Application Services.



www.ontariocolleges.ca
www.collegesdelontario.ca





Applicant

College

- **400k applications**
- **188k supporting docs**
- **9k international documents assessed**
- **134k transcripts**
- **170k phone calls**
- **11k e-mail**
- **39k grade records**

Applica

college

Applicant

College

150,000 Applicants

28 Colleges

Central agency provides

- A common application to college
- Electronic high school grade matching
- Electronic transcript exchange
- International document assessment
- Data warehousing
- System enrolment planning

Service types



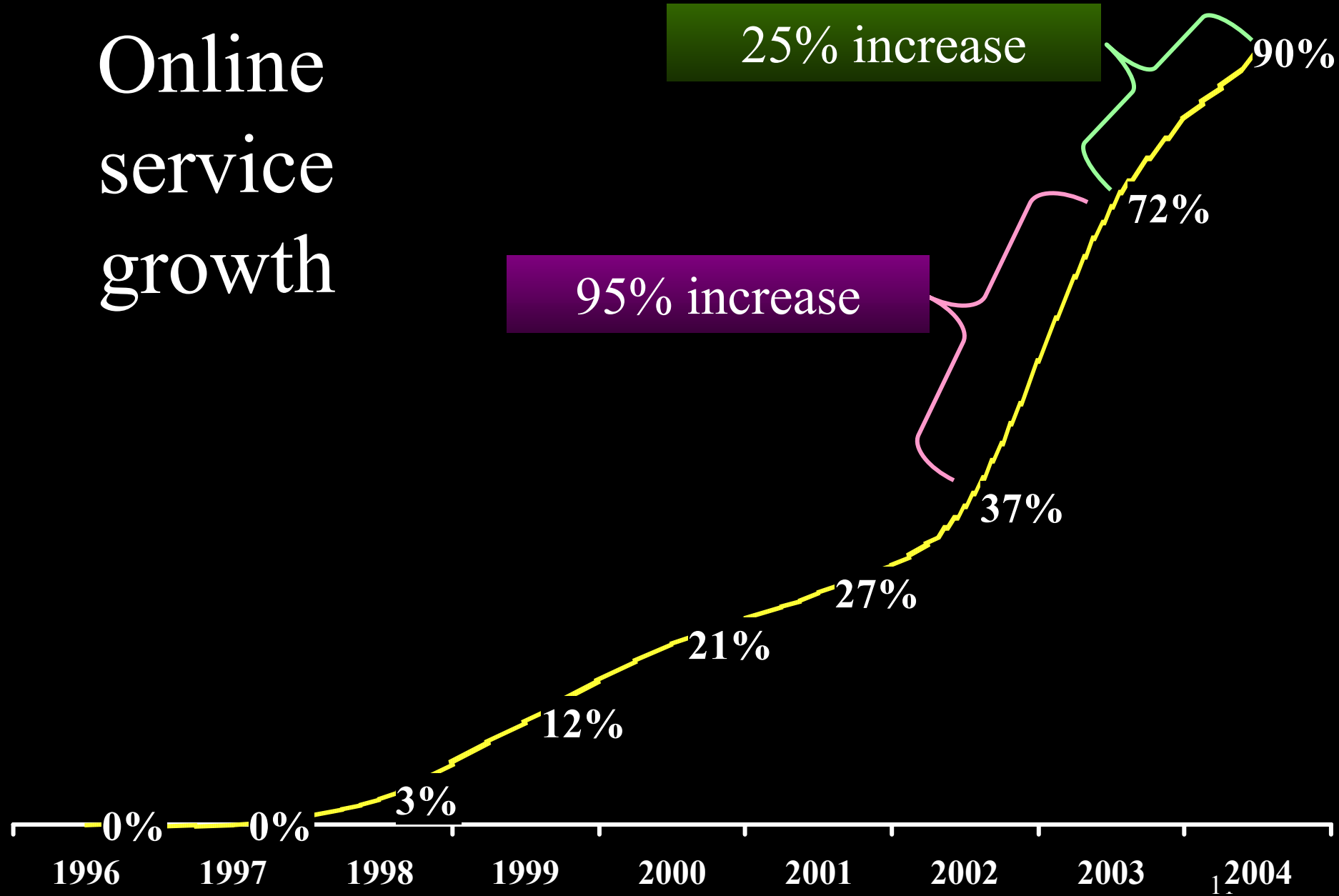
- Personal:
Direct contact by
voice or in writing



- Self-help :
Online self-help
tools and
publications

How is Service Changing?

Online service growth



Strategic Directions 2004-2006

Market Share

Process 100% of college applications, 98% of them on-line

Data Warehouse Profile

Become the trusted source of system-wide enrolment planning information for colleges and government

Value to Colleges

Build customer loyalty by increasing the value of the core package of OCAS services to colleges

Change Objective #1

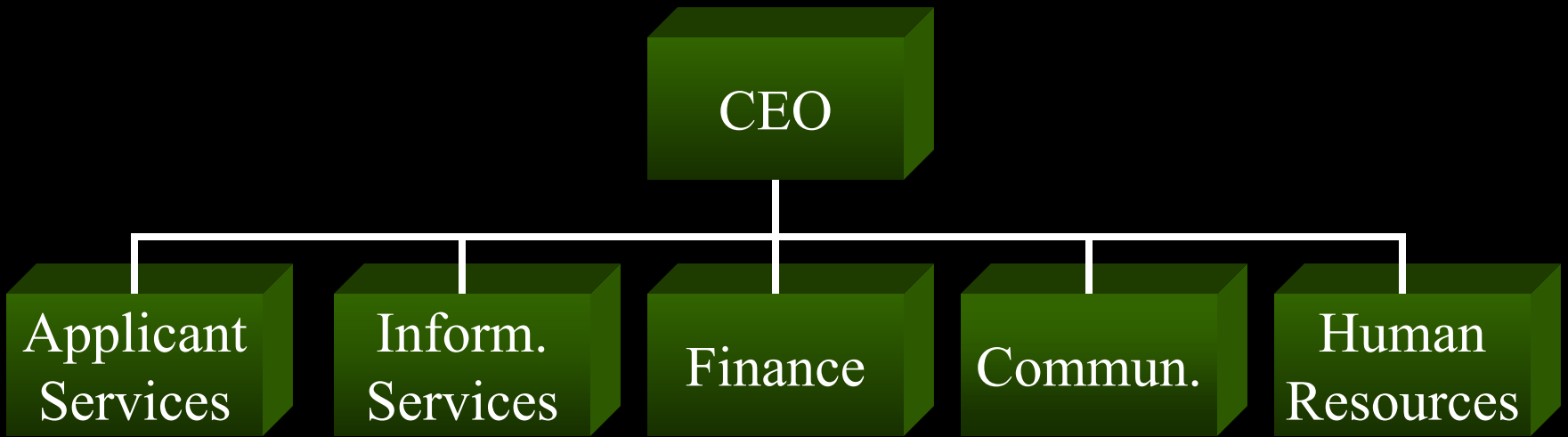
A best-practice for applicant-centered online self-help services by March 31, 2006.

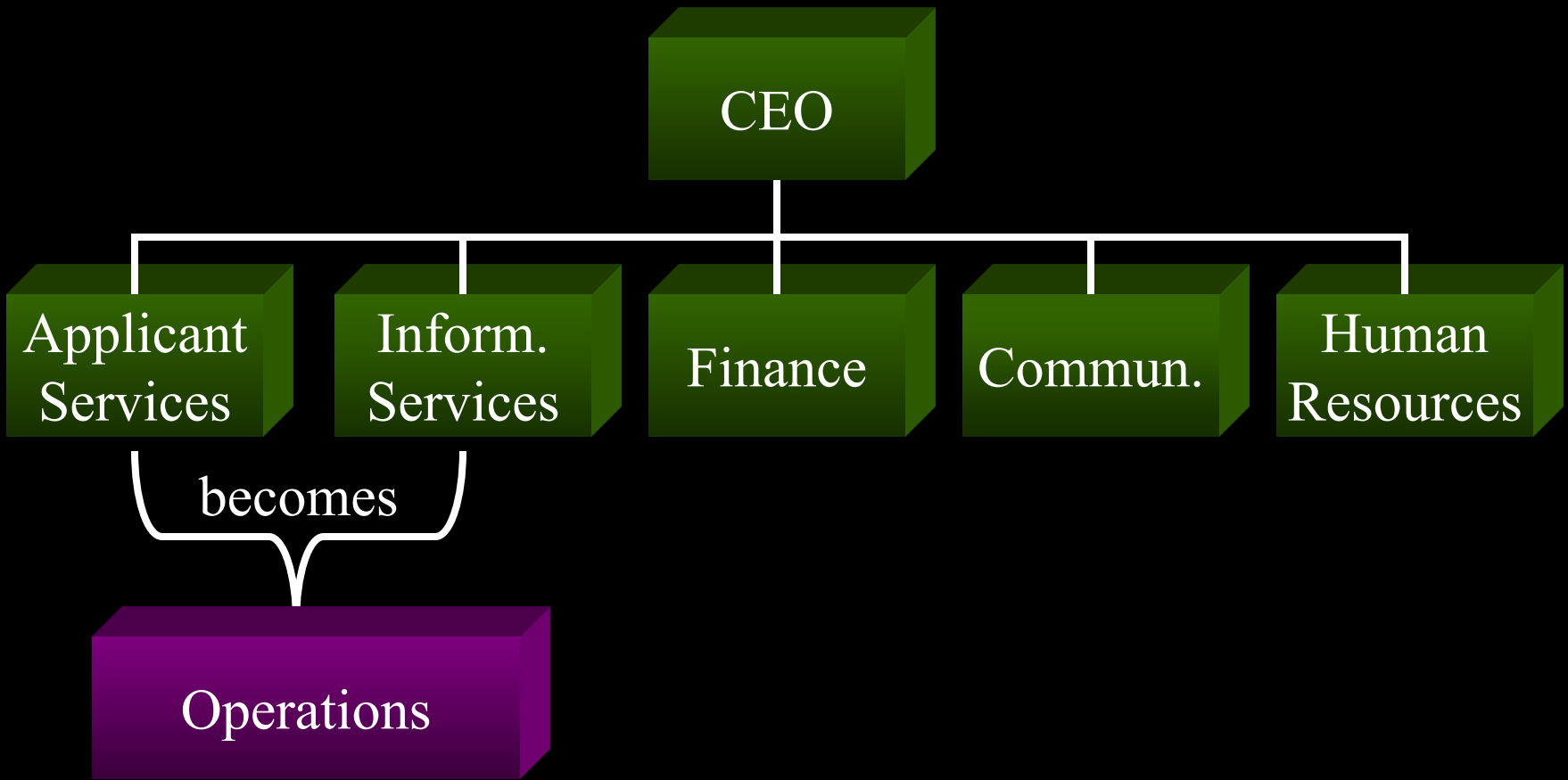
- 98% online
- 90% self-sufficient
- 8% partly assisted
- 2% fully assisted

Change Objective #2

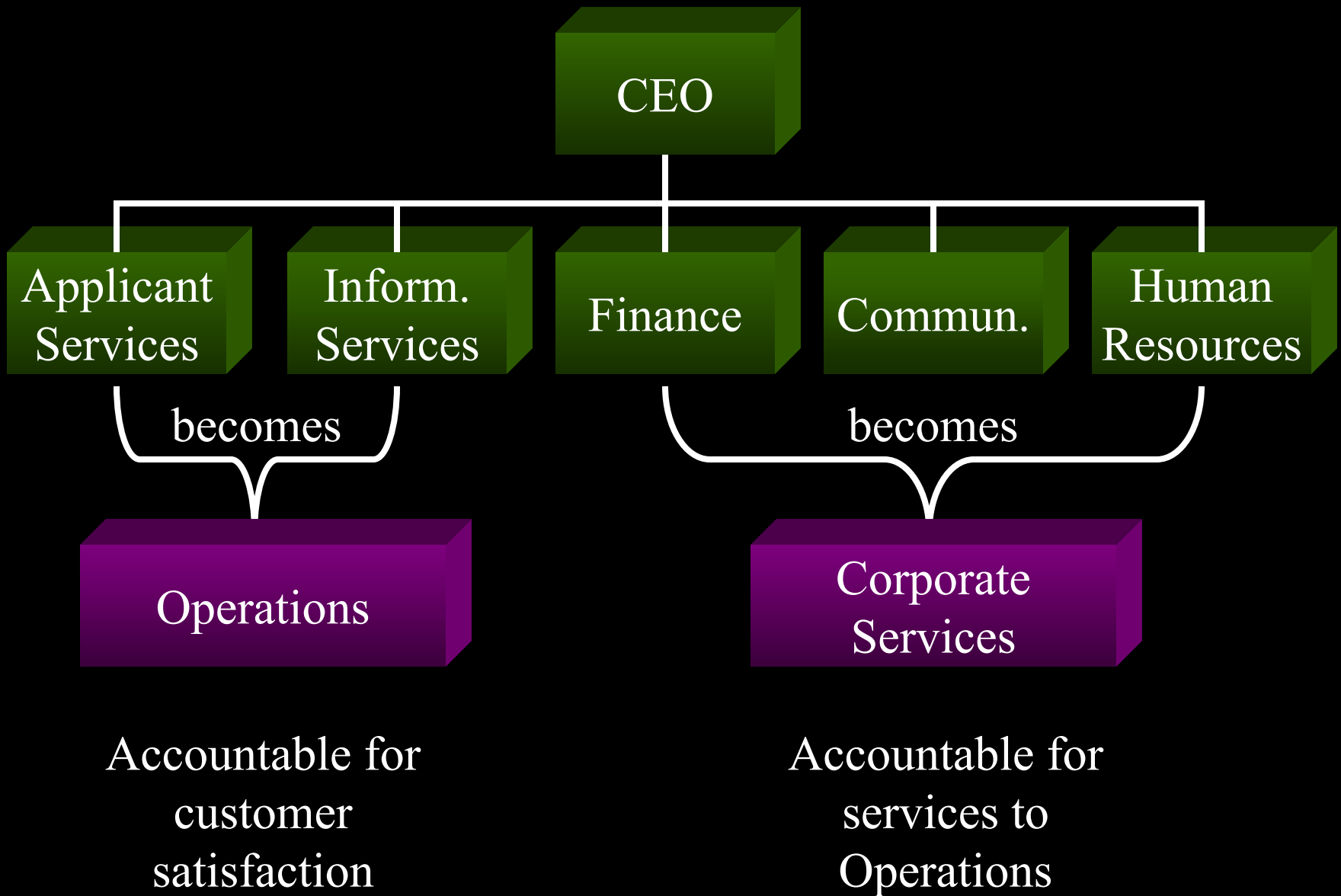
Single internal accountability for customer satisfaction.

Combine the frontline personal service providers with the IT employees who deliver their services to the internet.





Accountable for
customer
satisfaction

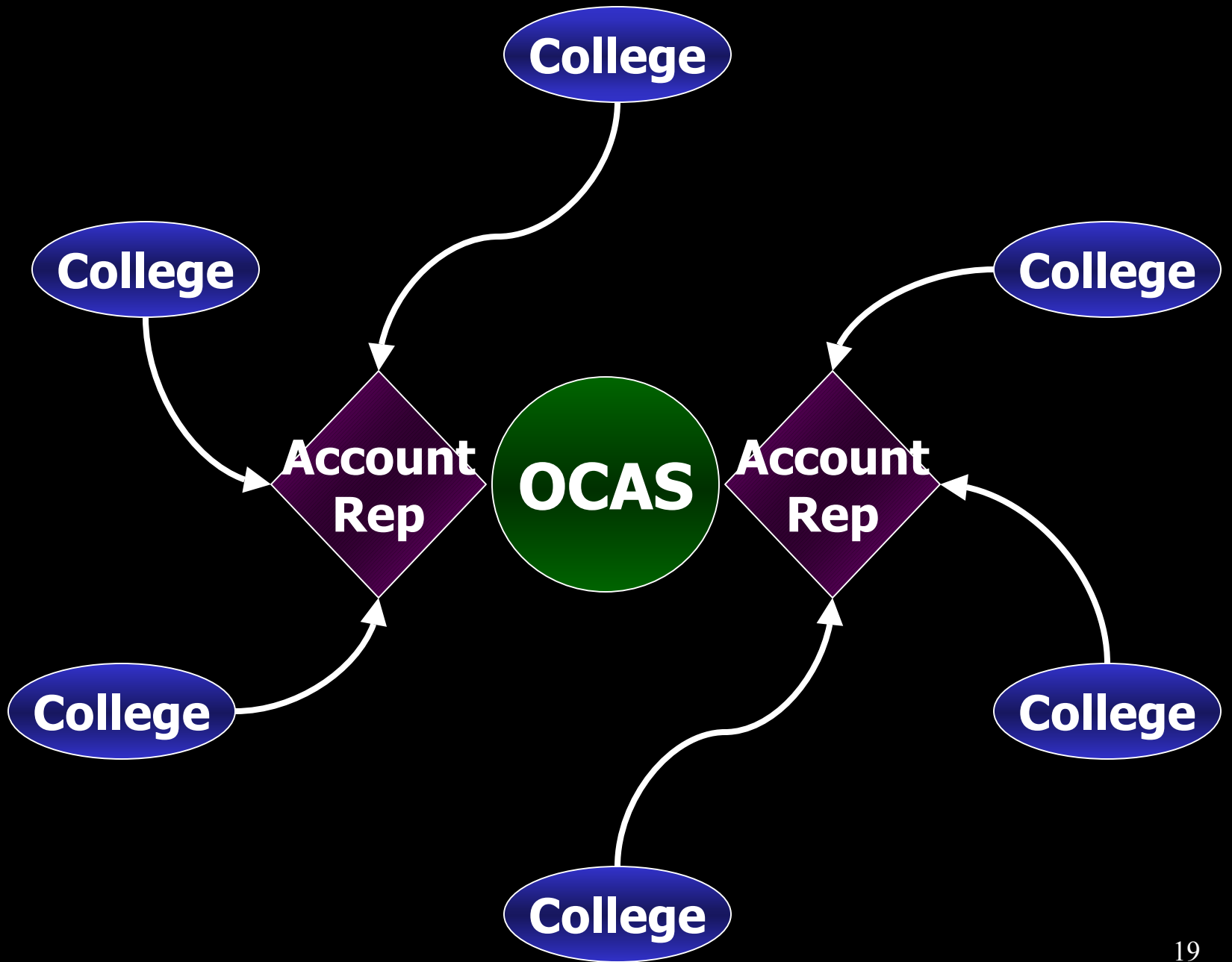


Change Objective #3

High customer
satisfaction from

–applicants for
online self-help
services

–colleges for
personal service
from dedicated
account reps



What was the change?

Paper World Services

40%



- Personal:
Direct contact by
voice or in writing

60%



- Self-help :
Publications and
written self help tools

Electronic World Services

10%



- Personal:
First line technical support +

98%



- Self-help : On-line self-help tools and written publications

We still offer the same
basic service types, so
what changed?

In the past, most applicants . . .



knew us through
direct, high-touch
personal service
and publications

In future, most applicants . . .

will know us
through online
self-help tools



Meaning of 'good service' changes

Paper world	Personal contact
Electronic world	Self-help tools enable independence

Service accountability changes

Paper world	Application Services
Electronic world	Application and Information Services

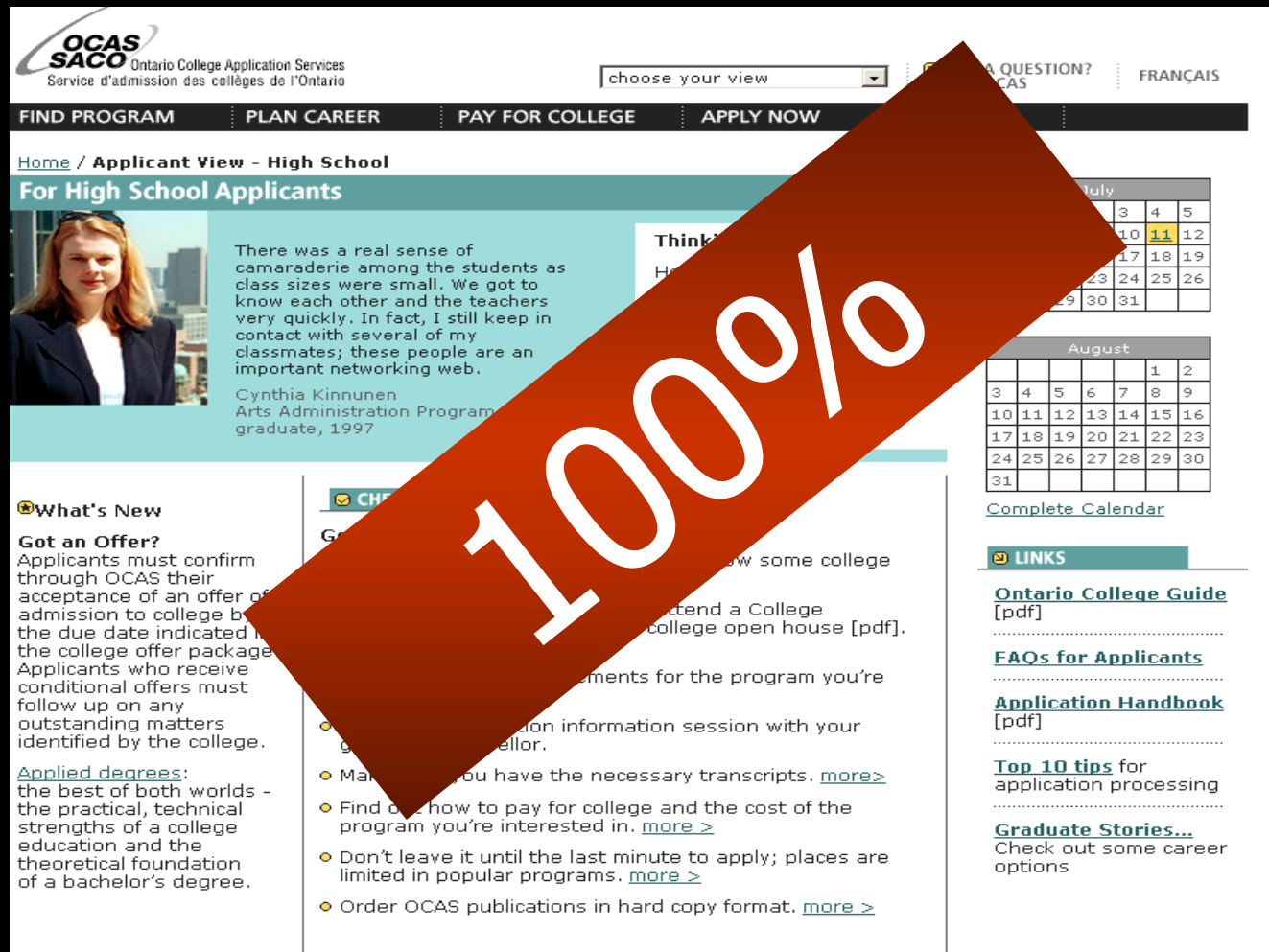
If 100,000 applicants only know us through on-line self-help tools, who is the first-line service provider?

Typical Paper World Questions

- Did you receive my _____?
- Can I change my _____?
- Is that program still open?



% of these questions that can be answered using online tools:



The screenshot shows the OCAS SACO website interface. At the top, there is a navigation bar with the OCAS SACO logo and the text "Ontario College Application Services / Service d'admission des collèges de l'Ontario". Below this is a "choose your view" dropdown menu and a "FRANÇAIS" link. A secondary navigation bar contains links for "FIND PROGRAM", "PLAN CAREER", "PAY FOR COLLEGE", and "APPLY NOW". The main content area is titled "Home / Applicant View - High School" and "For High School Applicants". It features a testimonial from Cynthia Kinnunen, an Arts Administration Program graduate from 1997, with a photo of her. To the right, there are two calendar widgets for July and August. Below the testimonial, there is a "What's New" section with a "Got an Offer?" heading and a list of links under "LINKS" including "Ontario College Guide [pdf]", "FAQs for Applicants", "Application Handbook [pdf]", "Top 10 tips for application processing", and "Graduate Stories...". A large red diagonal banner with the text "100%" is overlaid across the center of the page.

Typical Electronic World Questions

- Why won't the drop down boxes work ?
- Why doesn't my version of IE work?
- Why doesn't this page display correctly?



How did the change
impact stakeholders?

- Registrars
- Applicants
- Staff
- Guidance Counselors

- Higher interaction with IT departments
- Less control over technical aspects of operation
- Technical problems at OCAS flow through
- Small development window for changes to online services

Registrars



Municipality: _|_|_|_|_|_|_|_|_|_|_|_|_|_|_|_|

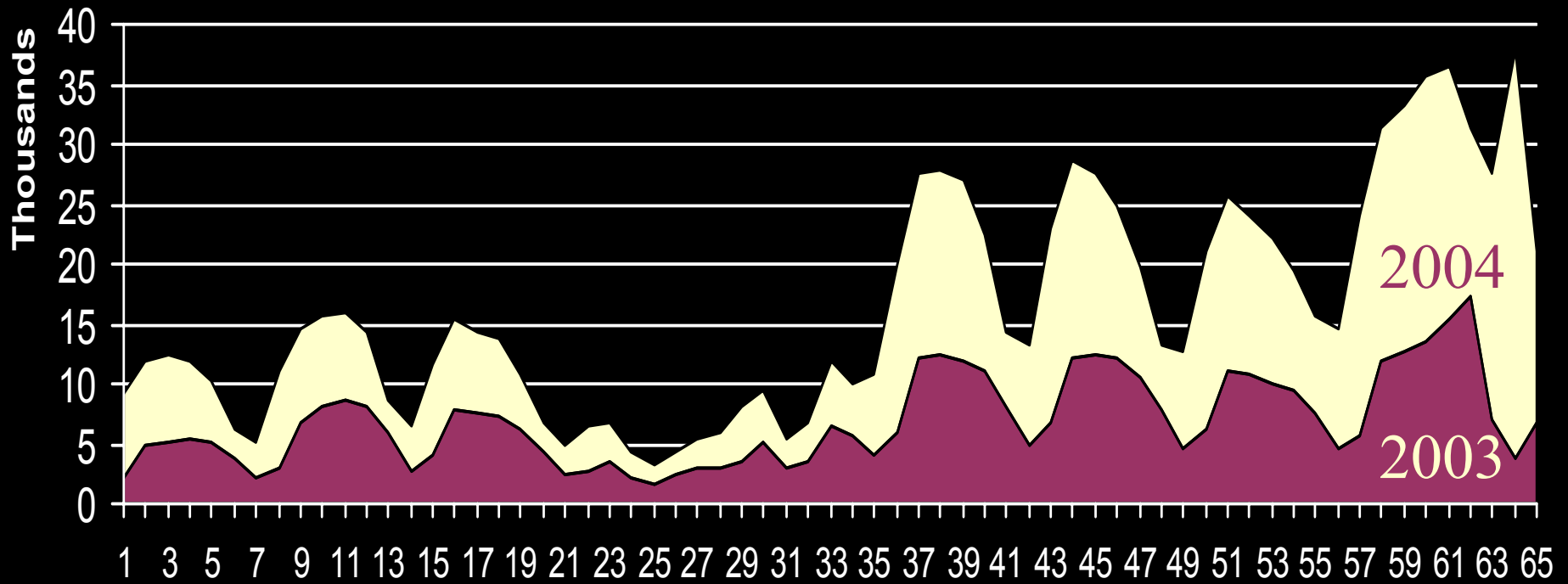
The length of the ‘municipality’ field in the online application is a ‘business rules’ issue for registrars, but it is also a technical issue for IT staff. Can your SIS handle the change?

- Expect to apply five minutes before the deadline and still be on time
- Part of the process is still manual – but they expect electronic service speed

Applicants



Online Visitors/ Day: December 1 - ECD





Staff

- Work culture differences hinder integration
- Joint accountability for customer satisfaction issues – new interdependence with IT
- Changing nature of contact centre knowledge



Corporate
Culture is like
an iceberg – the
most important
parts are
invisible.

Above the Waterline

Appearances

Below the Waterline

Values,
Assumptions

A photograph of an iceberg floating on the surface of the ocean. The iceberg is white and jagged, with a prominent peak. The sky is blue with some light clouds.

Above the Waterline

Friendly/ unfriendly?
Organized/ disorganized?
Clean/ dirty?

A photograph of the submerged part of an iceberg. The water is dark blue, and the ice is a vibrant, translucent blue. The submerged part is much larger and more complex in shape than the part above water.

Below the Waterline

Above the Waterline

Friendly/ unfriendly?
Organized/ disorganized?
Clean/ dirty?

Below the Waterline

Who makes decisions?
How are they made?
How do we measure success?
What are the unspoken rules about working here?

CLAN

- Friendly
- Paternal
- Consensus, teamwork, loyalty, tradition
- Internal focus
- Cohesion/ morale

ADHOCRACY

- Creative
- Risk takers
- Self-management, innovation, experimentation
- External focus
- Positioning/ flexibility

HIERARCHY

- Structured
- Coordinators
- Secure employment, stability, policies
- Internal focus
- Stability/control

MARKET

- Results-driven
- Hard drivers
- Winning, reputation, achieving goals
- External focus
- Positioning/ stability/ control

Above the Waterline



Below the Waterline



- How self-directed are we?
- How do we make decisions?
- Who makes decisions?

CLAN

- Leader dependent
- Internal focus
- Management decides
- Change is disruptive
- Consensus always

ADHOC

- Self-managed
- External focus
- Everyone decides
- Change is normal
- Consensus sometimes

“There is no right or wrong culture,
no better or worse culture, except in
relation to what the organization is
trying to do”

Edgar Schein, Corporate Culture Survival Guide, 1999

Guidance Counselors



- Less opportunity to influence applicants at school
- Technical problems where schools have insufficient bandwidth for everyone to apply from school

Lessons Learned



- Applicants will use an electronic application in spite of barriers, before they use a paper application that is tried and true.



- More will apply at the last minute because they perceive online services as immediate, and 7 x 24.



- If your business processes are a combination of electronic and manual, customers will expect electronic speed from the manual parts too.



- Customers may perceive that performance has changed even when it hasn't. Eg. – fewer applications with matching grades. Bottlenecks may shift.



- The cultural transition is difficult. Eg. - an objective of the contact centre is to improve online services so customers don't need to call.



- The risk of external exposure in online front-end services is large. Service issues flow through to customers exponentially. Test well before peak periods.



- Online services provide more performance data to support decisions and plan for future needs. Not everyone will see this as a good thing. The business culture changes.

END