

Service Redesign & Correspondence Modernization

High-Volume Government Correspondence Transformation (Regulatory Environment)

Overview

This initiative redefined the correspondence operating model from a fragmented, multi-touch workflow into a streamlined, clearly owned service structure with measurable improvements in timeliness, consistency, and accountability.

Led a comprehensive redesign of a high-volume correspondence function within a provincial government regulatory environment to improve timeliness, reduce duplication, and strengthen accountability across executive, MLA, and public-facing communications.

The initiative addressed systemic inefficiencies in approval workflows, inconsistent routing, and duplicated effort between Communications and Client Services. Through structured review, stakeholder engagement, and end-to-end workflow redesign, the work delivered measurable improvements in response performance, operational clarity, and service consistency.

Problem & Opportunity

The correspondence function was experiencing sustained performance challenges, including delayed executive and MLA correspondence, inconsistent routing of requests, and duplicated handling across teams. Approval pathways were overly complex and contributed directly to late items and inconsistent turnaround times.

These issues were identified through operational performance monitoring and confirmed through a structured review initiated by Communications leadership and management. The review engaged program leads and executive stakeholders to assess end-to-end workflows and recurring pain points. It demonstrated that the issues were systemic and required operating model redesign rather than incremental process fixes.

Approach & Role

In partnership with my manager, I led the diagnostic work, prioritization, and redesign of key workflow improvements across the correspondence function.

This included:

- Leading analysis of end-to-end correspondence workflows across Communications, Client Services, and program areas
 - Engaging executives, assistant deputy ministers, and program leads to identify operational pain points and validate improvement opportunities
 - Prioritizing key workflow breakdowns and securing alignment on required process changes
 - Designing and implementing targeted improvements to streamline approvals, reduce duplication, and clarify ownership
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Key Improvements Delivered

1. Approval Workflow Simplification

Streamlined executive and ministerial approval pathways by reducing unnecessary routing and clarifying approval thresholds, reducing bottlenecks that contributed to late items and improving turnaround consistency.

2. Service Model Redesign (Driver File Correspondence)

Transferred driver file–related public correspondence from Communications to Client Services, enabling direct access to required information and eliminating repeated inter-team handoffs.

3. Driver Program Liaison Model

Designed and implemented a new liaison role within Driver Programs, shifting responsibility for driver file summaries in executive and ministerial correspondence from Communications to designated subject matter experts. Developed role expectations and delivered training on correspondence standards, drafting requirements, timelines, and plain-language principles, improving accuracy, accountability, and workflow efficiency.

4. Program Contact Ownership Model

Established defined program-level points of contact to reduce duplicated outreach, improve routing accuracy, and ensure consistent engagement with subject matter experts.

5. Standardized Language Library & Messaging Control

Created a standardized correspondence language library with an approval process to improve consistency, reduce rework, and ensure alignment in executive and MLA communications.

6. Drafting Standards & Quality Controls

Introduced standardized drafting guidance to distinguish approved content from editable text, reducing revision cycles and improving consistency across correspondence outputs.

7. Workflow Prioritization & Structure

Implemented structured daily workflow sequencing to separate urgent executive/eApps work from standard mailbox processing, improving prioritization and turnaround management.

8. Service Standards

Standardized mailbox response expectations to a 10-business-day service standard aligned with operational capacity, improving predictability and workload management.

Rollout Approach

This three-phase initiative aligned with the branch's continuous improvement objectives and ensured structured implementation with minimal disruption.

Phase 1 – Quick Wins

Addressed immediate inefficiencies by clarifying program contacts and reducing duplication in routing and triage.

Phase 2 – Core Transition

Implemented major workflow changes, including approval process simplification and transfer of driver file correspondence to Client Services. Introduced standardized language tools, drafting controls, and updated service expectations.

Phase 3 – Stabilization

Refined processes based on operational feedback, reinforced new workflows, and strengthened consistency in adoption across teams.

Outcomes & Impact

The redesign delivered significant improvements in correspondence performance, efficiency, and clarity of ownership.

- Significant reduction in late executive and MLA correspondence following approval workflow simplification
 - Sustained ~95% response rate across 450–500 monthly correspondence items
 - Reduced duplication and inter-team handoffs between Communications and Client Services
 - Improved clarity of ownership across correspondence streams and program areas
 - More consistent routing and handling of public and internal correspondence
 - Strengthened consistency in messaging through standardized language tools and drafting controls
 - Improved predictability of service delivery through structured workflows and defined service standards
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Value Delivered

This initiative modernized the correspondence operating model, shifting it from a fragmented, multi-touch system to a streamlined, clearly owned, and more efficient service function.

It improved operational performance while strengthening consistency, accountability, and responsiveness, and enabled Communications to focus more effectively on higher-value strategic work.