



2024 SERVICES BENCHMARK REPORT

The Growing Impact of Digital Service Delivery

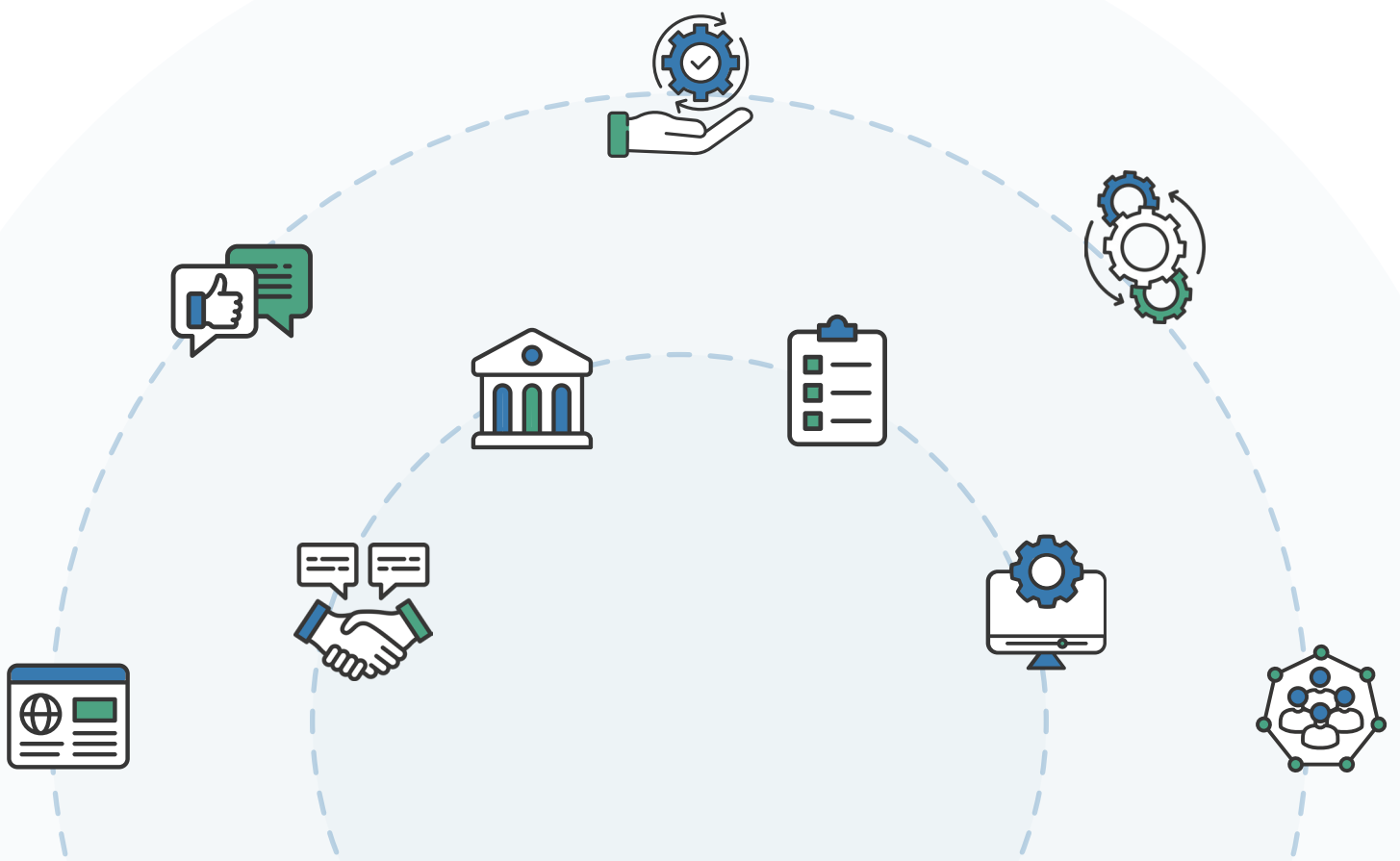


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Overview

Online services have become the critical connection between governments and the populations they serve. As the public develops “digital-first” expectations in other areas of their daily lives, governments have worked to create service delivery experiences that not only meet the needs of the public but also save valuable staff time, boost morale, and increase trust. While some areas of government have been quick to adapt to this new digital reality (such as website development and communications), other areas are discovering the benefits of always-on self service that allows the public to submit 311 service requests and licensing and permitting applications.

With the help of online tools, innovative governments are now creating user journeys that make it easy for citizens to find the information they are looking for, connect them with the services they care about and need, and capture feedback to better understand them and personalize their experiences.



Granicus in conjunction with Flashvote surveyed more than 225 government employees about the challenges they face building these digital experiences in government services.

The results reveal the ways that digital technology is changing interaction between governments and the communities they serve and reveal areas of opportunity to build even more dynamic experiences for those populations.

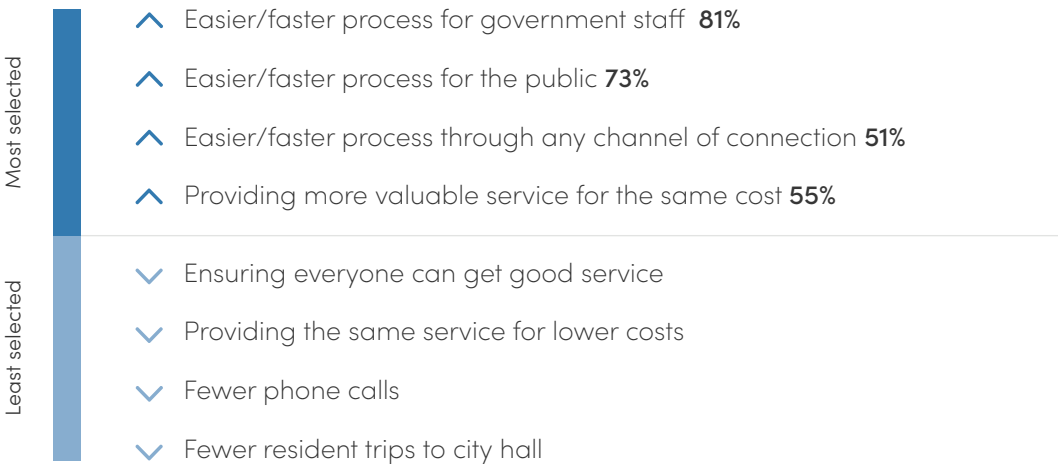


How Agencies Think About Technology

What describes how your agency uses and thinks about technology?



What are the most important outcomes for technology use in government?

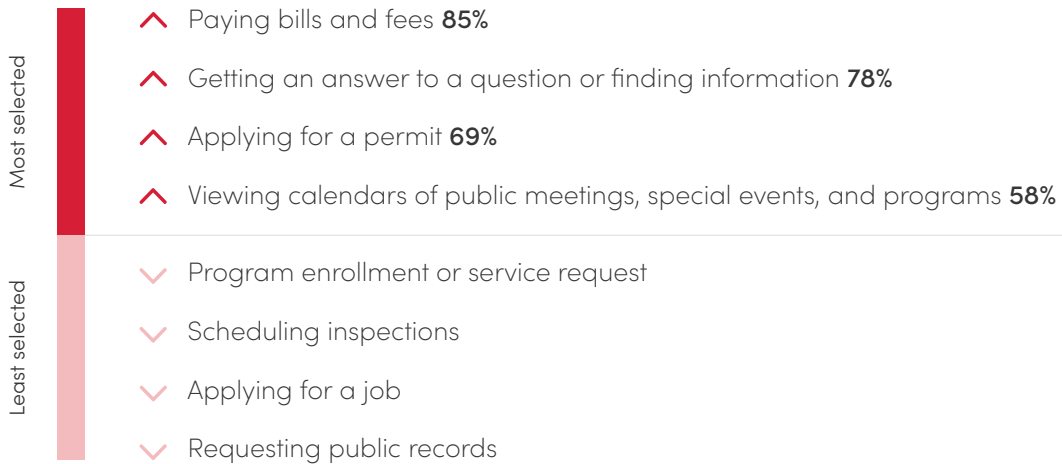


The desire to improve digital experiences for service delivery is clear, as most respondents either recognized a need to focus on improvement or voiced an interest in improvement when it will make the most sense for their agency. The primary driver for this urgency to improve technology adoption can be seen in the near-unanimous interest in creating outcomes that make government service delivery easier and faster for both the public and internal staff.



The Most Impactful Online Services for Government

What kinds of online services do you think are most important or useful for residents?



Looking at the areas where agencies believe online services can best benefit the public and staff reveals some interesting insights into the ways digital engagement with government is changing the experiences and expectations for each.

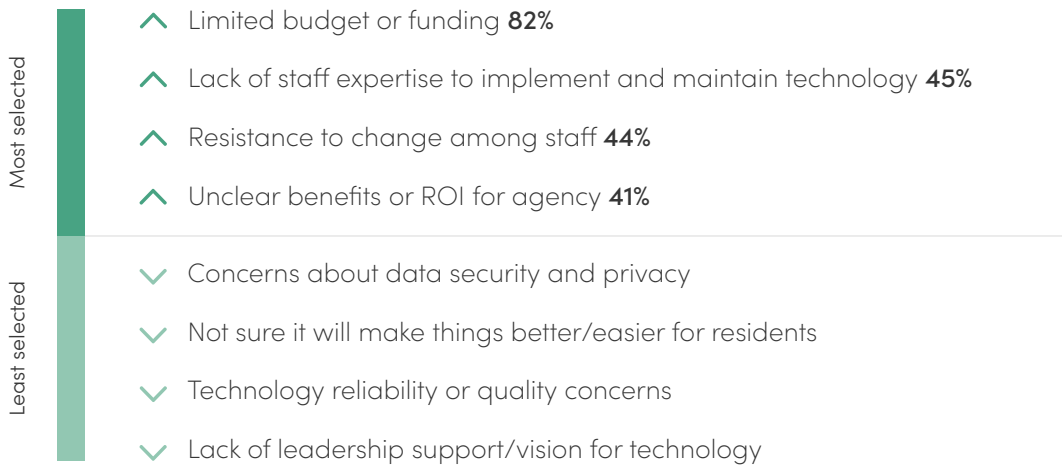


A strong majority of respondents placed self-service tasks such as bill payment, information searches, and permit applications as top uses for online services, while more than half cited program enrollment, service requests, and public calendars as areas that would benefit from digital experiences.

Other more nuanced areas of services such as inspection scheduling and public records requests are gaining more interest in digital self-service as new tools offer agencies ways to better serve their needs more efficiently.

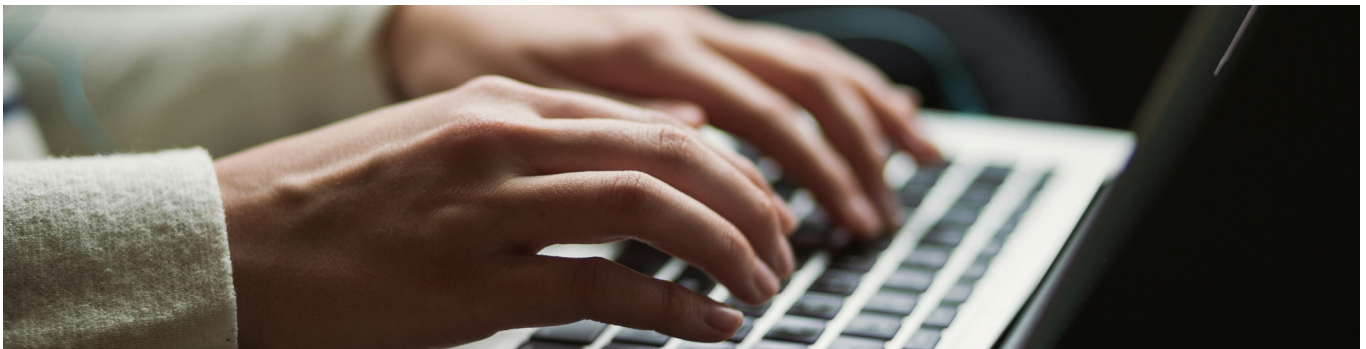
Barriers to Digital Growth in Agencies

When it comes to adopting new technology to improve operations, resident experiences, and service outcomes, which are the most significant barriers, if any?



While budgets will always be a factor when developing new services and workstreams, other stated barriers to digital growth reveal the challenges agencies are facing as they evolve to meet the online needs and expectations of their residents.

Staffing issues offer challenges with finding employees who have dedicated technology expertise, as well as resistance to change as staff adapts to the benefits that come with online services. This underscores the importance of having a widely accepted clear vision that articulates the direct benefits of technology adoption for both residents and staff which in turn makes ROI measurement possible, another critical component for any digital evolution plan within government. Understanding the outcome of technological change is just as important, if not more so, than the “what” or “how” when developing a strategic implementation plan.



Conclusion

Technology purpose-built for government needs is changing the way agencies operate, how they serve the public, and the expectations the public has of their experience with government. Creating positive digital experiences that take a user-centered CX approach can lead to improved outcomes for residents, repair trust, and can enable achievement of organizational goals like time and cost savings.

For organizations looking to implement an approach that unifies multiple elements of their agency into an efficient digital government, the insights gathered from this report can provide a blueprint for moving forward. Some considerations include:



Balancing the desire to be more constituent centric with the reality of limited resources. Agencies recognize the importance of constituent centricity to unlock experience improvements (greater collaboration, segmentation to drive action, research to inform roadmaps, service improvement, etc.). But practitioners lack the time, skillset, and resources to execute. Given the current state of play, an execution gap is looming.



Tying engagement and service delivery impact to organizational goals is key for securing ongoing support. Challenges measuring ROI can frustrate strategic-minded teams. Practitioners struggle to connect technology investment with measurable insights – e.g. service requests fulfilled, fees paid, improved satisfaction, less opposition, audience growth, etc. – highlighting a need for stronger impact evaluation capabilities.



Unlocking the potential of 360° engagement. Agencies care about (1) improving public participation and want to collect feedback and sentiment on programs, incentives, public works, etc., and (2) providing communications to diverse populations that increase adoption and involvement. But it's not always clear how the two are related. Communications, research, and service delivery teams working together to unlock better outcomes and improve experiences is an opportunity area for agencies.

Granicus' Service Cloud can help build a digital government culture that optimizes service delivery for residents and improves efficiency for any government agency.

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