AI in Citizen Services:

Foundations Drive Results

AI in citizen services must grow from strong operational foundations to stop the slop, reduce risk, and improve service outcomes.

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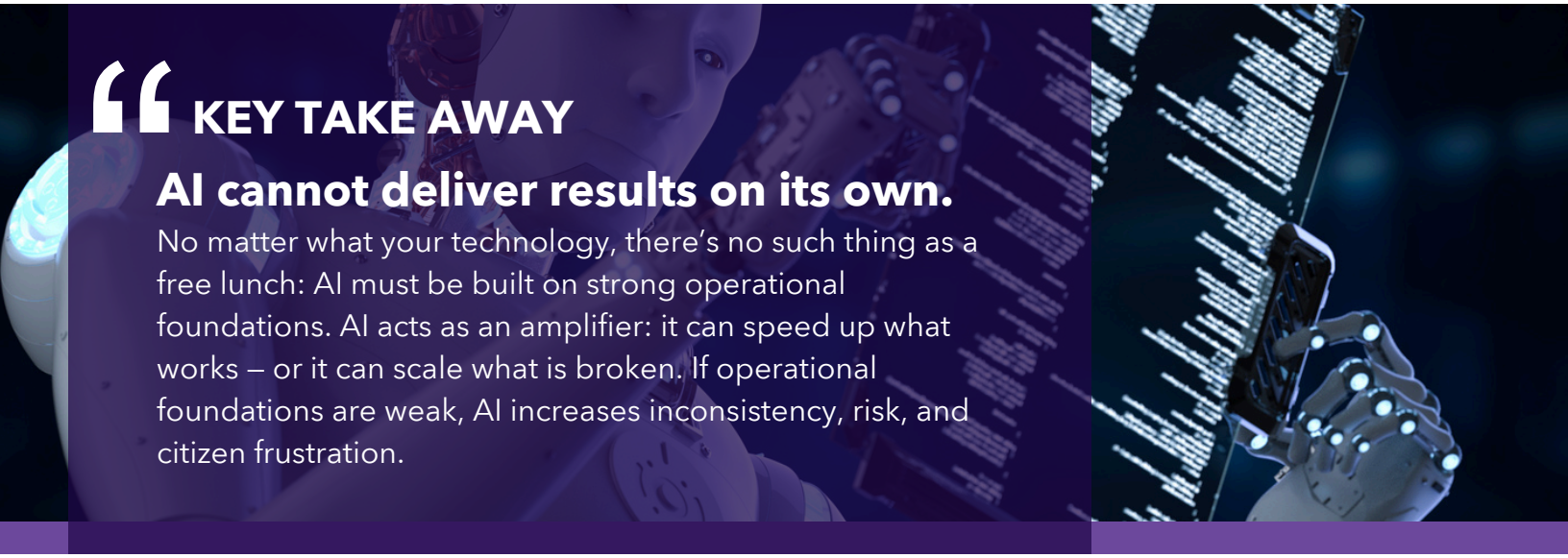
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Executive Summary

Canada is joining governments around the world in investing in Artificial Intelligence (AI) and automation to modernize citizen services. With Canada's National Artificial Intelligence Strategy: AI for All, government is building on guidelines and guardrails to spur responsible, but accelerated, adoption across public programs and industries.

Yet many public AI initiatives will still miss the mark for service quality, satisfaction, and efficiency. This is not a technology problem. It is a problem of deploying AI without first addressing operational fundamentals. Citizens and agents feel it every day in:

- Repeat and unnecessary phone calls that could have been resolved through better structured knowledge and digital journeys
- Digital abandonment when forms and online tasks don't provide the right guidance at the right moment
- Agent research time spent hunting for answers instead of resolving issues



KEY TAKE AWAY

AI cannot deliver results on its own.

No matter what your technology, there's no such thing as a free lunch: AI must be built on strong operational foundations. AI acts as an amplifier: it can speed up what works – or it can scale what is broken. If operational foundations are weak, AI increases inconsistency, risk, and citizen frustration.

If your core services lack the essential structures to improve customer satisfaction and lower costs, so will your AI.

Successful governments must treat AI as an extension of a broader, human-centred service ecosystem, composed of six strategic layers:

1	**Knowledge management**	Maintain accurate, governed, and living knowledge that serves as a single source of truth across all channels, for citizens, agents, and AI alike.
2	**Digital-first Service**	Extend your reach, reduce volumes, and improve satisfaction by serving citizens with consistent information and tools before they need to contact you.
3	**Contact Centre Consolidation**	Build on knowledge management with shared platforms to enable cross-training, flexible staffing, and higher utilization rates, making consolidation a viable path forward.
4	**AI with people, not AI instead of people**	Keep people at the front through Change Management and Human-in-the-Loop solutions to develop trust and continuous improvement.
5	**Outcome-led management**	Set clear goals for service quality, satisfaction, and efficiency, with AI measured against outcomes.
6	**Operator-led service design and delivery**	Consider experienced operators alongside internal delivery models to design, modernize and, where appropriate, operate citizen services under clear government accountability.

> **Maintain accurate, governed, and living knowledge that serves as a single source of truth across all channels, for citizens, agents, and AI alike.**

When done right, these foundations do more than enable AI. They reduce call volumes and average handle time, improve first-contact resolution, increase staff confidence, support cross-training, and unlock real utilization gains, allowing governments to deliver better service with fewer resources.

Drawing on Canadian public-sector expertise, private-sector experience in operating government services, operational results, and lessons from AI failures globally, this paper outlines how governments can move toward digital-first service delivery while achieving measurable citizen satisfaction and a leaner fiscal mandate.

"I'm so frustrated, I just want to talk to someone!"

AI slop is the new endless phone tree. Ten years ago, we were getting caught in countless self-serve options that didn't quite address our issues… until finally mashing "0" to speak to a human.

Today, we're talking to chatbots that miss key details, using digital forms that send us in circles, and enduring automated responses that repeat information we already provided. When we finally reach a human, we're often transferred, asked to repeat ourselves, or given unclear guidance.

And Canadians do need help: a recent survey from McKinsey found that more than 60% of Canadians do not feel they can easily navigate government services without assistance. When it comes to simple problems, Canadians are eager to self-serve, but the majority want to speak to a person for complex problems, according to a survey from ServiceNow and ThoughtLab.

This leads to more volumes across in-person or over-the-phone channels, as well as more channel switching: 65 percent of McKinsey's respondents needed to switch channels at least once to access their service or services, and "switching channels affects Canadians' level of satisfaction, decreasing it by 13 percent, on average, for those who switch."

KEY TAKE AWAY

> **Rather than helping people, incomplete citizen service technologies get between people and the help they need.**

When done right, AI support can serve citizens more efficiently and reduce volumes at more expensive service options. The Government of Canada recently demonstrated this. When they trialled their AI Answers service, feedback results showed that 22% of users said they no longer needed to call government offices or visit in person, while 52% reported saving time on searching and reading.

When done wrong, the examples speak for themselves.

AI in the Slow Lane

AI disasters can strike at the largest and most established organizations, public and private, leading to extreme loss of public trust.

1	**Financial Liability**	After a major Canadian airline launched a new chatbot, it provided incorrect refund advice. When the organization claimed that the AI acted independently and they didn't need to honour the claim, the courts disagreed. The organization paid out based on the AI-hallucinated response and faced public backlash.
2	**Legal Violations**	When a chatbot for a major American metropolis gave advice that violated labour laws, public outrage and legal scrutiny damaged confidence in their AI solution.
3	**Discrimination and Biases**	When a large multinational organization launched an AI recruitment tool, users found that it discriminated against women due to biased training data. The project was scrapped following ethical concerns and negative press.

These are the public failures, but even more AI programs die quietly on the balance sheet.

> **"The organization paid out based on the AI-hallucinated response and faced public backlash.**

AI slop costs a lot of money… and organizations are getting the bill.

According to a 2025 MIT Study, up to 95% of generative AI pilots fail to deliver measurable business value, with most stalling at early stages. Gartner predicts that at least 30% of generative AI projects will be abandoned after proof of concept due to poor data quality, unclear business value, and escalating costs.

Similarly, a 2025 S&P Global survey found that 42% of organizations abandoned most AI initiatives, while nearly half (46%) of proof-of-concepts never reached production, underscoring the gap between pilot success and scaled adoption.

The Missing Piece: Why AI Fails

"Garbage in, garbage out" is how many summarize the AI risk. And that's part of the equation.

But another way to think about AI is as an amplifier: it can do the work faster and more efficiently – and it will highlight the problems in your operations faster and more efficiently.

AI can't work on its own. It needs a foundation, not just an AI foundation, but a larger Citizen Experience foundation that also feeds AI. Without the foundation, AI is a cook without a kitchen or a fast car without fuel.

By solving fundamental operational issues, organizations can enable AI solutions, and just as importantly, level-up how they deliver citizen services overall.

Think of AI as an exceedingly capable, but untrained new employee. Just like any employee, to do their job correctly they need accurate knowledge, connections to their colleagues, and a strong operational structure, with a clear understanding of roles and goals.

They need an operating model that works.

KEY TAKE AWAY

> **Good AI is the natural extension of good operations. The best path to trusted AI outcomes is to strengthen the operational foundations that AI depends on, then layer AI into a service ecosystem designed for reliability, accountability, and continuous improvement.**

The operating model that makes AI work in citizen services

To deliver digital-first, AI-enabled citizen services that work, governments need a holistic service ecosystem, composed of six foundational layers:

1 Knowledge management

It all starts with knowledge. Digital self-service, agent assist, and citizen-facing AI all require a consistent, complete, and current knowledge base that can provide context-aware responses. Without it, citizens and agents receive different answers depending on channel, department, or individual experience.
From FAQ selection to natural AI dialogue, or seamless escalation to live staff, consistent knowledge drives the citizen interaction.

What does "AI-ready knowledge" actually mean?

Many organizations start by letting their AI agents access vast libraries of documents, but these collaboration spaces were never designed to house the single source of truth. Nor do they contain the elements that are essential to knowledge management.

AI-ready knowledge is less about volume of documents and more about governance, structure, and lifecycle. It contains explicit knowledge: these are the formal documents, policies and procedures we expect to find in a document repository. It also includes implicit knowledge, the classifications, taxonomy, definitions and ownership. To go from content management to a healthy content library, we also need tacit knowledge. This is the knowledge locked in the heads of our employees: memories, experience, and hard-earned wisdom. Knowledge management can capture this knowledge through ongoing use and feedback loops.

To begin, knowledge services professionals prepare your knowledge for effective AI consumption by eliminating Redundant, Obsolete, and Trivial (ROT) distractions. They apply comprehensive knowledge sciences to structure and clean up knowledge resources, find duplicates, contradictions, and outdated knowledge, and support knowledge governance.

Lean governance for authoritative knowledge puts the trust and power with knowledge management teams to deliver continuous improvement, past day one. Real-time, 24×7 monitoring tools expose hidden quality issues and continually audit for ROT.

AI must be able to say: "I don't know."

Bad AI always has an answer. If it improvises beyond approved sources it will generate plausible-but-wrong answers, creating operational and legal risk.
When AI assistants can only retrieve approved, current content, they can be constrained to say, "I don't know" and escalate when the answer is not in the knowledge base.

Saying "I don't know" isn't a failure of AI. It's an opportunity to elegantly transfer the citizen to a human channel, carrying over all the information, verification, and conversation with the AI agent. Nothing is lost, and nothing needs repeating.

It's also an opportunity to refine the knowledge base through feedback, so next time, the AI assistant will have a validated response.

Knowledge-AI Feedback Loops

Knowledge and AI reinforce each other. High-quality knowledge makes AI safer and more useful by grounding responses in a defined source of truth. AI, when instrumented correctly, returns signals: what people ask, where answers fail, what content is stale or missing. These reveal how knowledge should be improved.

A knowledge and AI ecosystem stays reliable through closed feedback loops that capture real-world signals, before turning them into controlled updates and validating the improvement.

- Agent feedback: agents flag missing, unclear, or incorrect guidance.
- User feedback: short surveys and review analytics measure clarity and helpfulness.
- Interaction evidence: call and chat transcripts, plus sentiment signals, reveal recurring drivers, breakdowns, and coaching or content needs.
- Quality assurance and coaching: a QA program reviews interactions and AI output feeds content and model adjustments.
- Search and usage analytics: search behaviour and recurring questions identify gaps, then drive updates.
- Governance and validation: improvements move through approval and publishing controls, then are validated through experience and performance signals.

KEY TAKE AWAY

> **Hallucinations aren't random; they're what happens when the system has no safe way to say 'I don't know'.**

2 Digital-first, supported by omnichannel service

Digital-first service delivery removes friction from the citizen experience.
Routine tasks should be easy to complete online, information easy to find and trust, and next steps clear. When that happens, fewer people need to call for help, fewer issues spill into higher-cost channels, and service improves.

That only happens when channels work together. Citizens do not think in terms of web, phone, chat, or in-person service. They are trying to solve a problem. They may start online, switch channels when something is unclear, and seek human help when the issue becomes more complex.

A strong digital-first model keeps that journey connected. It gives citizens consistent information, assures answer parity regardless of channel, allows context to carry forward, and makes escalation feel like progress instead of failure.
Knowledge services sit at the centre of that model because digital self-service, agent assist, and citizen-facing AI all depend on a consistent knowledge base, delivered to users in context.

Without that foundation, citizens and agents receive different or ambiguous answers depending on channel, department, or individual experience.

This is also what makes digital-first a foundation for good AI in citizen services. When organizations build strong digital pathways, governed knowledge, and seamless omnichannel support, they create the conditions for AI to be useful, safe, and trusted.
Digital-first models also empower organizations to think proactively. By assessing social media trends and sentiments, governments can anticipate issues. This enables government to not just prepare, but to respond in advance – further reducing volumes while enhancing service.

The contact centre plays a critical role in all of these processes because it shows where the experience is breaking down.

KEY TAKE AWAY

> **Digital-first environments create the open spaces for AI to help answer routine questions, support agents in real time, and hand off to a human channel.**

When people call repeatedly about the same issue, when they abandon one channel and reappear in another, or when agents keep answering the same avoidable questions, the service is telling you where it needs attention. Those patterns help organizations improve digital content, fix weak points in service journeys, and close the gaps that drive unnecessary contact in the first place. The same interaction evidence also strengthens AI over time by showing what people ask, where answers fail, and what content is stale or missing.

With the importance of contact centres in the citizen journey and continuous improvement, government can drive better efficiency and results by focusing on the next foundation: consolidation.

3 Contact Centre Consolidation

Consolidation fails when volumes don't drop and knowledge doesn't travel. Historically, governments have attempted contact centre consolidation with limited success: agents were trained on narrow program scopes. They weren't cross-trained, and the number of calls remained high.

The result should be obvious, because this isn't consolidating contact centres: it's just putting separate contact centres together under one roof. What we need is not an administrative change, it's an operational transformation that comes from:

- shared, governed knowledge that reveals and shares specialized knowledge; and
- modern, cloud-based contact centre platforms (CCaaS) that support skill-based and knowledge-focused routing.

By breaking down program silos, organizations can finally realize improved customer experience and the economies of scale that are core to contact centre consolidation. Agents can be cross-trained across programs, supported by the same trusted knowledge base and digital tools. Utilization rates increase, idle time falls, and the same workforce can handle significantly more volume without sacrificing quality.

KEY TAKE AWAY

> **When contact centres are supported by strong knowledge management and modern CCaaS platforms, consolidation is a natural next step – and so is AI.**

Live agents aren't the only ones staffing a consolidated contact centre. AI agents and workflows also benefit from the same knowledge and cloud platforms. This enables AI enhancements across consolidated program areas, including agent-assist, AI-supported IVRs, and self-service modalities that meet citizens and employees where they are.

A Part of Whole of Government Solutions

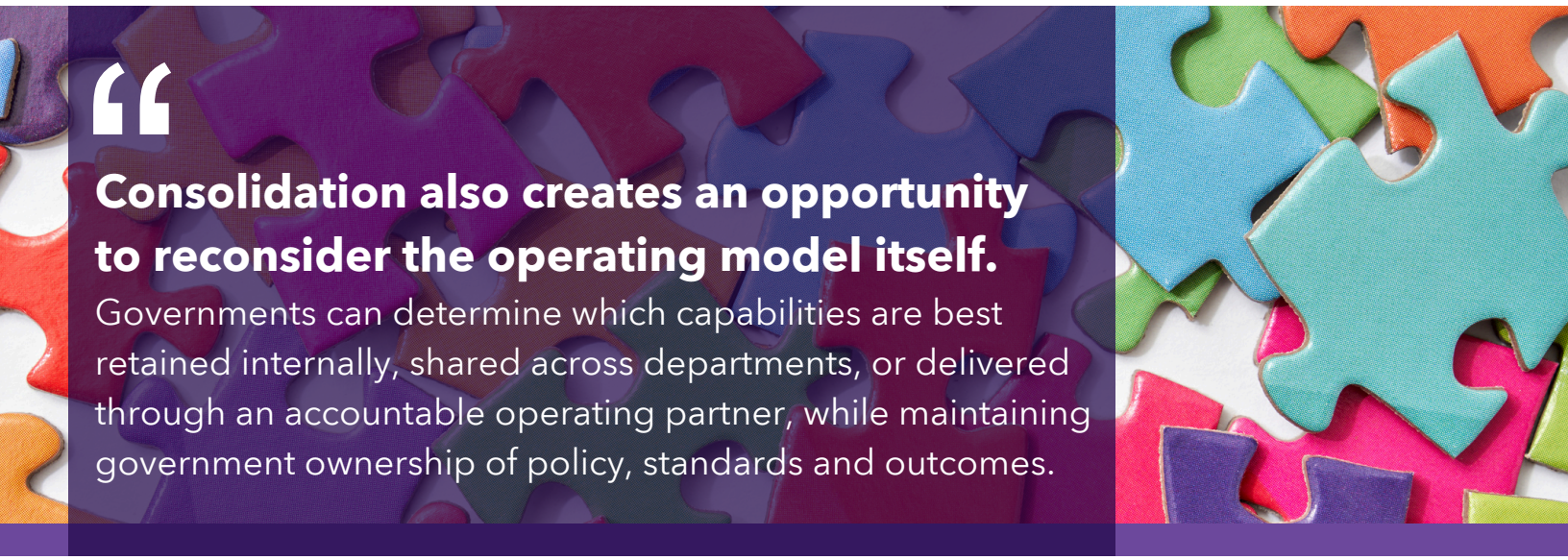
Many Canadian programs have deployed their own AI solutions independently. They function within their department but have little relationship to other AI tools in play across government.

Now, there are attempts to standardize the government approach, to ensure the principles of responsible AI are governed, and to meet standards and goals of efficiency, transparency, and accuracy.

Could these AI solutions do more within a broader consolidated contact centre environment?

AI alignment requires shared governance, shared knowledge standards, and interoperable platforms that allow consistent answers and safe escalation across channels.

These are the same foundations that enable consolidated contact centres.
When they mature, and volumes begin to fall, consolidation is already primed to roll out the model across programs. As always, the answer is not to look at AI alone – but build an effective AI engine and supporting ecosystem by focusing on the foundations.



> **Consolidation also creates an opportunity to reconsider the operating model itself.**
> Governments can determine which capabilities are best retained internally, shared across departments, or delivered through an accountable operating partner, while maintaining government ownership of policy, standards and outcomes.

4 AI with people, not AI instead of people: Change Management and Human-in-the-Loop

Successful AI in citizen services does not remove humans from the system. It elevates them.

Better knowledge and consolidation do more than enable AI: they improve agent confidence, reduce time spent searching for information, and increase the consistency of guidance provided to citizens.

As put forward in Canada's National Artificial Intelligence Strategy: AI for All, "when AI is built around workers rather than against them, the results are striking. In an OECD survey of manufacturing and finance workers across seven countries – including Canada – 80 percent said AI improved their performance, and AI users were four times more likely to report gains in job satisfaction, physical and mental health, and fair management."

Change Management matters

Before governments can realize the benefits of AI, they face a real challenge to adopt AI in a way that maintains trust with the people behind the programs.

We've seen some examples of technical causes of AI failures, but many others fail because organizations underestimate the importance of workforce adoption, change management, and the human element. As a result, employees reject the new AI tools, fail to participate in continuous improvement, and morale plummets.

Like any successful change, front-line employees and managers must be positioned as active participants in the AI journey: not passive recipients. When employees understand how AI supports their work and their role in continually improving it, their adoption accelerates and resistance declines.

This is particularly important in government environments where staff are often required to interpret complex policy, manage exceptions, and exercise judgment in situations where empathy, context, and accountability matter.

KEY TAKE AWAY

> **"With change management and training in place, employees will see the value of AI, and how it can enable agents to answer their questions and do their jobs better, ensuring accountability, trust, and continuous improvement.**

Governments that succeed with AI must focus on:

- Executive sponsorship that reinforces AI as a service improvement initiative, not simply a cost reduction.
- Workforce training that helps employees understand where AI adds value and where human judgment remains essential.
- Operational redesign that integrates AI into day-to-day workflows rather than layering it onto fragmented processes.
- Continuous feedback loops where employees help refine AI outputs and improve knowledge quality over time. As employees help to steward AI responses through the ongoing feedback loop, they grow their own personal connection to AI solutions and knowledge.
- Governance models that define accountability, escalation paths, and decision authority.

This human-centred approach strengthens both adoption and service quality. As employees participate in improving AI systems, they build greater trust in the tools while simultaneously helping government improve accuracy, consistency, and responsiveness for citizens.



The workforce implications will differ by program and operating model.

As governments consider different delivery models, they should assess the workforce capabilities required to support each one. This can include operators with experience managing unionized and non-unionized workforces, workforce transitions, labour relations, training and change management, while maintaining service continuity and respecting existing employment obligations.



> **A computer can never be held accountable**
> Therefore a computer must never make a management decision.
> - IBM archives

Human In the loop

To avoid AI pitfalls, governments must recognize that the responsibility for outcomes cannot be delegated to algorithms. Experienced managers are essential to train and govern AI with real-world, human expertise that matters to Canada. This is where operators matter most: governing knowledge, managing exceptions, and running the quality loops that keep AI safe in production. These are the capabilities that service-delivery operators build through real-world program accountability (see "Results" on page 18 and 19 for examples).

Managers and leaders must serve as stewards of the AI–human ecosystem to:

- Define boundaries for AI and the level of autonomy.
- Continuously monitor quality using human-in-the-loop (where people directly approve AI decisions) and human-on-the-loop (where people oversee AI decisions with override authority) models.
- Maintain accountability, ensuring ultimate responsibility always rests with human decision-makers, not with technology.

For example, the Veterans Affairs Canada Claim Summary Tool organizes and highlights key details for decision makers and explicitly states it does not determine eligibility: VAC employees make the final decision.

KEY TAKE AWAY

> **The Treasury Board of Canada has defined human responsibility in their Directive on Automated Decision-Making. Their Algorithmic Impact Assessment Tool is a practical way to assess feasibility.**

5 Outcome-led management

Why are you deploying a new AI initiative?

Many projects start with hype and technology-driven motivations, rather than measurable outcomes. AI must serve specific goals of government, not be a goal in itself.

This is the difference between delivering technical features and delivering measurable service improvements. Mission critical goals may include:

- First-contact resolution
- Time-to-complete
- Average handle time
- Channel switching reduction
- Cost-to-serve
- Satisfaction/CSAT

If your AI solution is not built with your goal in mind, it won't reach it by accident.

In The Mission-driven Government, we explored how outcome-based contracting puts the focus squarely on achieving quantitative and qualitative mission goals. That highlighted two key AI benefits driven by outcome-based contracting.

1. Because AI capabilities evolve faster than static technology standards, input-based procurement risks locking departments into platforms that are outdated before they are implemented. Outcome-based contracting shifts the focus from specifying tools to achieving mission results.
2. Outcome-based AI procurement also requires rigorous early consultation. Before drafting an RFP, government teams should align leadership, operations, IT, and multiple delivery partners on the intended outcomes, operating realities, and governance needs. This allows government to evaluate technology, operating-model and partnership choices against the same question: which combination is best positioned to deliver the required citizen, workforce and financial outcomes?

When procurement is treated as a structured conversation rather than a compliance exercise, it becomes a strategic enabler of AI modernization.

KEY TAKE AWAY

> **Outcome-based contracting frees government partners to innovate. It also ensures that AI adds values towards core mission goals – not tech for its own sake.**

6 Operator-led service design: Who will run it?

If governments have greater access to technology than ever before, yet still struggle to achieve consistent performance, then the question is not what new technology to apply, but who to trust to run it. The answer is Operators, who offer not just a vision of change, but accountability for making it work.

Technology is less of a commodity than ever before – we all carry around the sum of human knowledge in our pockets. But this doesn't mean anyone with a smartphone can plot the Artemis mission. And it doesn't mean that any private organization can deliver government programs effectively.

The key distinction is between procuring technology and establishing an operating model capable of delivering the intended outcomes. In some cases that operator will be government; in others, government may choose to work with an experienced private-sector operator that combines service delivery, workforce management and enabling technology under an outcome-based model.

	Technology Provider	Operator
Delivery Focus	Project-driven milestones: beginning, middle, and end	Ongoing operational accountability on mission goals
Continuous Improvement	Project-driven, episodic	Incentive-driven, based on measurable outcome improvements
Workforce Enablement	Optional scope item	Training and employee satisfaction embedded as service driver
Local context	One-size-fits-all approach	Service design grounded in local connections and local populations

KEY TAKE AWAY

“Operators bring experience and judgement to know what to prioritise, what to simplify, and how to improve performance. They take plans and make them reality.

The AI Operator

An Operator provides a holistic approach for government, integrating AI solutions where they add value, and in alignment with other channels. These Operators will apply design thinking and data insights continuously, refining services in real time to improve satisfaction and reduce costs.

This means a comprehensive solution, including integrated and consolidated knowledge management and omni-channel contact centres, citizen/employee experience, outcome-focus, and service design that includes:

- Mapping the citizen journey to uncover pain points and opportunities – including diverse perspectives from English-Canadian, French-Canadian, Indigenous, and underrepresented communities.
- Addressing ethical, legal, and security risks, and monitoring compliance, with strong security and governance frameworks.
- Delivering consistent omni-channel journeys, with performance transparency and real-time analytics.
- Managing workforce transformation and service continuity, including in unionized and non-unionized environments.
- Integrating with legacy systems, and evaluating RPA or workflow automation where AI is not optimal.
- Tracking satisfaction, wait times, and first-call resolution, driving measurable efficiency and financial savings over time.

Canadian government leaders are now recognizing the power of partnerships. The role of "trusted partners" and "domestic champions" is highlighted as a key pillar of the recently released AI for All strategy.

> **"These Operators will apply design thinking and data insights continuously, refining services in real time to improve satisfaction and reduce costs.**

Results: what strong foundations deliver

When governments improve their foundations first, then scale AI as a service channel, measurable outcomes follow.

Maximus Use Case 1 | Contact Centre Knowledge Management + AI

A provincial contact centre needed consistent, quality service across numerous programs. Maximus Canada introduced a knowledge management solution combining AI support, a structured content strategy, and library-science expertise. Customer service representatives now locate information faster, resolve calls sooner, and train across programs for flexibility. Results:

- Citizen Satisfaction ↑ 10%
- Average Handle Time remained stable despite ~30 % higher volumes
- Quality Assurance Scores ↑ from 97.5 to 98.2 %
- Utilization ↑ from 50–60 percent to 85–92 %

Maximus Use Case 2 | A Living Library + AI

A leading provider of health insurance struggled with an overwhelming library of unstructured, hard-to-search knowledge resources. Maximus Canada audited, assessed, and optimized all knowledge records, and transformed them into a living knowledge library on the cloud. Advantages:

- AI-powered enhancements bring forward relevant knowledge in real-time, providing helpful AI prompts to agents during calls.
- Performance analytics show a direct, linear correlation between content access, and content popularity: the more knowledge is used, the better it becomes.

Industry Use Case 3 | AI Enabled Application Eligibility

Elsewhere in Canada, the Advanced Analytics Solutions Centre at Immigration, Refugees and Citizenship Canada uses AI models to triage applications for temporary and permanent residence, and find those which can be automatically identified as eligible. These models accelerated the processing of more than 7 million routine cases, allowing case officers to focus on more complex cases, and to strengthen program integrity by identifying fraud patterns.

Industry Use Case 4 | AI Accelerated Decisions

Veterans Affairs Canada is using AI to modernize services with a clear focus on improving the experience of Veterans and their families. Their **AI Claim Summary Tool** supports the review of Disability Benefit applications so that decision makers can process applications more accurately and efficiently so Veterans can receive decisions sooner.

Industry Use Case 5 | AI Powered Predictive Analytics

The Canada Border Services Agency's Travel Compliance Indicator uses predictive analytics to assign travelers a real-time compliance score based on factors such as travel history, identification, companions, and vehicle details. Already piloted at select land border crossings, the system is intended to improve officer productivity and support more effective allocation of border resources, with a broader national rollout planned by 2027.

Industry Use Case 6 | AI Supported Analysis and Forecasting

Statistics Canada is using AI and machine learning to improve crop yield forecasting through the analysis of satellite imagery and weather data. This approach supports more accurate and timely agricultural forecasts for governments and producers, while reducing reliance on manual survey collection and lowering respondent burden.

Conclusion

AI is not a quick fix. In fact, it's just the opposite. If your programs need fixing, AI will quickly amplify the problems towards destructive consequences.

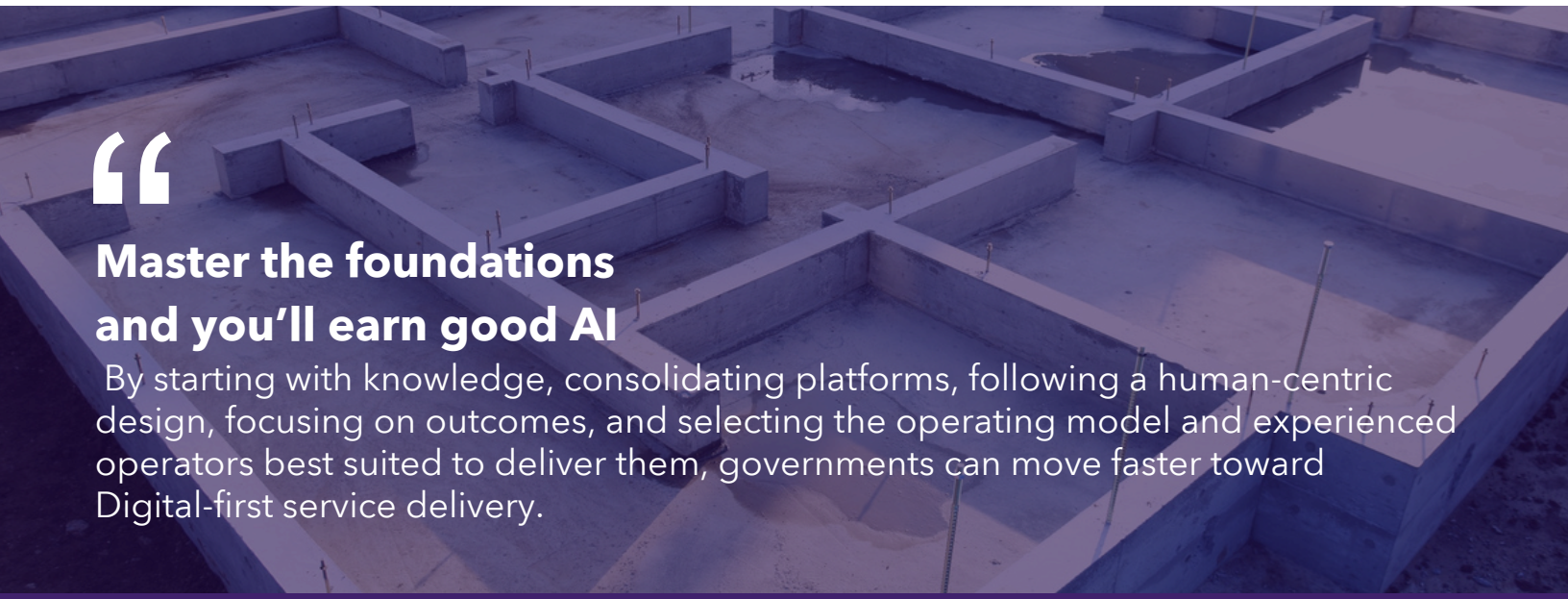
Ironically, AI is most effective when a program is already optimized. It accelerates the same quality you are providing, to improve consistency and lowers costs.

To achieve this, governments must seek broader transformation of citizen services. By addressing the core, governments do more than enable AI benefits – they elevate all of government services to protect trust, improve satisfaction, and meet fiscal mandates.

This transforms AI from a risk to a secure value add for government, citizens, and employees.

The message is simple: master the foundations and you'll earn good AI. By starting with knowledge, consolidating platforms, following a human-centric design, focusing on outcomes, and selecting the operating model and experienced operators best suited to deliver them, governments can move faster toward Digital-first service delivery.

Then, and only then, will we have the foundation for truly effective AI that brings value to Canadians and government.



> **Master the foundations and you'll earn good AI**
>
> By starting with knowledge, consolidating platforms, following a human-centric design, focusing on outcomes, and selecting the operating model and experienced operators best suited to deliver them, governments can move faster toward Digital-first service delivery.

About Maximus Canada

Maximus Canada is a trusted partner to governments across the country, specializing exclusively in public-sector service delivery to move Canadians, technology, and government forward.

For more than two decades, the company has helped governments modernize through customer experience services, technology & consulting services, and health services. The Canadian organization brings deep understanding of local operations, and insights into transformative global technologies, to guide the future of government. With user-focused delivery, continuous innovation, and public sector expertise, Maximus brings a uniquely Canadian approach to service excellence.

Operating in provinces and territories across the country, Maximus Canada employs an entirely Canadian workforce of more than six hundred employees and maintains all data, infrastructure, and client operations within Canada's borders, ensuring compliance with the Privacy Act, PIPEDA, and relevant provincial legislation. Its secure data-hosting environment, fully housed in Canada, provides governments with the assurance that sensitive citizen information never leaves domestic jurisdiction. This "by Canadians, for Canadians" model allows governments to modernize with confidence, knowing that sovereignty, security, and accountability remain intact.

Maximus's expertise lies in translating complex public-policy mandates into efficient, measurable citizen outcomes. The company's services integrate multilingual, omni-channel contact-centre operations; eligibility and benefit administration; health-claims management; and technology consulting and modernization. At the core of these operations is the Total Experience Management (TXM) Platform, a modular, data-driven approach that unites secure technologies, analytics, and human-centred design into a single, flexible framework. TXM supports fast, low-risk transitions by modernizing existing government operations rather than rebuilding them from scratch. Together with its Customer Experience (CX) design process, which merges operational insight with human-centred design, Maximus delivers solutions that are practical, scalable, and aligned with the realities of day-to-day public service.

Through this combination of CX and TXM, Maximus supports some of the largest and most complex service systems in the country. Its teams manage millions of citizen interactions each year, provide multilingual assistance in over one hundred languages, and deliver surge capacity during periods of peak demand. In health services, Maximus administers claims, benefits, and enrolment programs that reach millions of Canadians across nine provinces and territories. In each instance, the focus remains on quality, accessibility, and citizen satisfaction, measured through transparent performance metrics and continuous improvement cycles.

Maximus's operational culture emphasizes responsible innovation. Its approach to automation and AI is grounded in human oversight and public-sector governance. Machine-learning tools are designed and trained under the supervision of experienced operators who understand the programs, policies, and people being served. This ensures that modernization enhances rather than replaces human capability, strengthening both efficiency and trust.

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Delivered by Canadians. Powered by Experience.

Michael Wilson, Vice President, Growth, leads Maximus Canada's strategic efforts to enhance the value delivered to governments and communities across the country.



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