


Service Improvement in the
Canada Customs and Revenue Agency
(CCRA) for 2003-2004



More Ways to Serve You!
Pour vous servir encore mieux !



Canada Customs
and Revenue Agency

Agence des douanes
et du revenu du Canada

Canada^{ca}

The CCRA¹ Plan for Service Improvement

This service improvement report covers the 2003-2004 fiscal year and complements our 2003-2004 Annual Report.

Our service improvement agenda supports the Treasury Board Secretariat's service-improvement policy for the Government of Canada called the Service Improvement Initiative (SII). The key objectives of the SII are achievement of a minimum 10% increase in client satisfaction with services by 2005, annual service improvement plans based on clients' priorities, use of the Common Measurements Tool to measure client satisfaction with services to the public, adoption and publication of service standards for each service channel linked to clients' expectations, and reporting through the Report on Plans and Priorities and the Departmental Performance Report on performance against those standards and annual progress toward client-satisfaction targets. The CCRA continues to be a lead department for this initiative.

In 2003-2004 the CCRA's vision for service improvement was mainly contained within our Future Directions initiative, while our *Corporate Business Plan* set out our corporate strategies and implementation priorities for realizing the service improvements.

Future Directions represents a shared business vision for the CCRA. This vision was the product of over 18 months of consultations with over 3,000 clients from our four principal client groups—individuals, small and medium enterprises, large business, and charities. Discussions were also held with the provinces, territories, and several foreign revenue administrations. As a result of these consultations, a vision of compliance through client-centred service was established, and it is being realized through seven strategic directions.

The strategic directions include expanded electronic services; account manager framework; customized approach to compliance; strengthened partnerships and co-operation; timeliness; consultation; transparency; clarity; simplification; and work force development.

Consultations showed that Canadians believed that by focusing on these strategic directions, the Agency would be able to ensure that it has the right balance of facilitated compliance and enforcement activities to secure the highest levels of compliance.

Our progress against our Future Directions seven key areas is detailed below.

1. Expanded electronic service

Our goal is to apply technology to the full-range of CCRA services to enable our clients to self-serve where appropriate. As leaders in the Government On-Line initiative, we will expand our electronic-delivery options to Canadians. We will work with other federal departments and levels of government to create practical, single-window delivery for Canadians and Canadian businesses. We will also provide a client-centred on-line view of the CCRA to enable clients to get the information they need more easily. We will provide electronic-service options that are accessible to clients to enable them to communicate and conduct transactions with us.

1. While we have been re-mandated as the Canada Revenue Agency, this Report continues to refer to the Canada Customs and Revenue Agency pending legislative change.

Key accomplishments in 2003-2004

- For the fourth year in a row Canada ranked first in maturity of e-Government take-up. Canada remains number two (behind Singapore) in the world for growth in e-Government transactional use, and the CCRA has been recognized as transforming the way services are delivered within the Canadian government¹
- Recognition for our development of leading-edge and secure electronic processes as CCRA picked up five GTEC awards, including a gold medal in the Enabling E-Government in Canada category for our role in the Authentication Services/E-pass Canada Project and a gold medal in the Enhancing Government Operations category for EFILE On-line
- CCRA Web site survey indicated a high level of user satisfaction where 77% said they could do everything they wanted
- Redesigned the Web site around the client, making it easier for particular client groups such as Benefits Recipients, Small Businesses, Tax Professionals, and international and non-resident clientele to find specific answers to questions on-line. Also introduced Braille versions of policy and documents to aid clients with visual disabilities
- Launched “My Account” page for individual taxpayers providing information on individual tax accounts or benefit entitlements; this will eventually allow clients to make their own adjustments to their individual income tax returns. Address Change On-Line and TIPS On-Line were run in parallel this year, but in the future, we will merge these into My Account
- Increased the T1 return electronic-filing participation to 47%, up from 43% the year before, closing in on our target of 50%. All of our high volume returns can now be filed electronically, T1, T2, T4, and GST, and through the financial institutions, Payroll Source Deductions, GST, and payments for T1 and T2 returns
- Built electronic features that enable small and medium enterprises to file their individual or corporate tax returns, their T4 and GST returns on the Internet. We are requesting proposals from the Canadian financial sector to deliver a commercially available “bill presentment” service for payroll deductions
- Created a Web portal for tax professionals and added to the service offerings
- Published the Internet Guide for Small Business on our Web site to facilitate compliance by assisting businesses to understand their obligations
- Posted answers to the 400 most frequently asked tax questions and piloted a Smart Link project providing clients with a telephone link to subject matter experts in the area of interest
- Posted existing charities policy documents and consolidated the policies into a single, publicly accessible database
- Posted the public portion of the charities annual information returns for the years 2000, 2001, and 2002 on the Charities Directorate Web site
- Saw volume of electronic payments increase by 20% from the previous year and expanded the debit card payment option to all 56 CCRA locations

2. Account Manager framework

We have instituted a “whole client” view with respect to the service needs of clients with shared characteristics. This has involved tailoring our client approach and relationship to use the right mix of services and programs to meet their business needs in a timely manner. We are moving towards a single point of contact for assistance or clarification.

1. Accenture e-Government Report

All Future Directions actions and initiatives are being built around the Agency's existing service framework but for more complex initiatives, such as the Account Manager, we are taking the time to get the details right and to ensure that the initiatives are well designed and implemented. Plans and options for the implementation of this initiative are being developed in consultation with large businesses and employees.

Key accomplishments in 2003-2004

- Established the framework for introducing Account Manager and conducted pilots
- Provided regular updates to Large Businesses on the status of processing underway and outstanding decisions which will improve timeliness of activities and transactions, and linked these updates to the Account Manager development work

3. Customized approach to compliance

By taking an integrated client-centric approach, assessing and improving the effectiveness of our compliance instruments, refining profiles for major client groups, and using risk management processes that better identify external factors affecting compliance, we will be able to address the key issues we face in achieving compliance.

Key accomplishments in 2003-2004

- Initiated a thorough internal compliance review and identified improved integrated risk management as the cornerstone of our compliance agenda
- Developed an agency e-commerce compliance strategy to foster economic security and a level playing field in Canada
- Assessed the results of a pilot of our Compliance Management Framework (CMF), refined the 150 indicators, and established benchmark values for a core set
- Developed a five-year action plan to implement the recommendations of the Joint Regulatory Table (JRT) on charities. The reform package represents the most extensive regulatory reform in 25 years and has received extremely positive feedback from the charities sector and tax professionals
- Continued implementation of Part 6 of the *Public Security and Anti-Terrorism Act*, known as the *Charities Registration (Security Information) Act*
- Introduced charities automated file selection tools to enhance risk management practices in the sector, and increase credibility with the public
- Implemented a new validation case management application, which has increased our ability to track validation projects and contributed to increased validation adjustments and adjustment rates
- Implemented a redesigned matching system, which streamlined the verification process by combining several activities into one, resulting in a more efficient, accurate, and flexible process
- Improved ability to trace charities that do not file returns in order to enhance accountability in the sector and help reduce the number of revocations and re-applications for charitable registration
- Implemented the GST/HST Enhanced Registration Review (GERR) nationally to identify high-risk new GST/HST registrants before they receive any payments
- Implemented 21 new criteria for identifying high-risk returns to be given closer scrutiny when selecting audit workload

- Conducted the first meeting of the Tax Professionals Advisory Committee in November of 2003 as a means to help us develop more effective ways to work together to serve our common clients
- Conducted the first Charities Advisory Committee meeting in March 2004 as a vehicle through which charities and charities experts can provide input to the regulation of charities

4. Strengthened partnerships and co-operation

We will accelerate our work with interested provinces, territories, and First Nations to create new opportunities for co-operation and partnerships. We will strengthen partnerships with other government departments and governments to provide single-window service. We will collaborate with tax professionals to promote compliance. We will work with the private sector to build links to CCRA programs and services where it is in our mutual interest.

Key accomplishments in 2003-2004

a) With the provinces and territories

- Increased level of activity from all eight provinces involved in our Refund Set-Off Program under which outstanding debts owed to our partners are offset against income tax refunds, GST/HST credit payments, and provincial tax credits
- Conducted outreach activities including community visits and education sessions to increase taxpayer awareness of compliance issues. In the past year, the Agency made 69 community visits and participated in trade shows and education sessions.
- Participated in a joint services study with Prince Edward Island to assess the viability of CCRA assisting the province with the administration of its revenue programs
- Signed the Newfoundland and Labrador Professional Fish Harvester MOU governing, with taxpayer consent, provision of information to the province to administer and enforce the Professional Fish Harvesters Certification program
- Signed the Alberta Seniors MOU governing, with taxpayer consent, provision of information required for the administration and enforcement of the Seniors and Special Needs Assistance for Seniors programs
- Signed the Saskatchewan Health MOU governing, with taxpayer consent, provision of taxpayer information required to administer and enforce programs regarding the Special Support Program and Income Tested Resident Charge
- Signed MOU with Nova Scotia and delivered the Nova Scotia Taxpayer Refund program
- Entered into agreements with the provinces of Ontario, Manitoba, and New Brunswick related to the Business Number, which was aimed at reducing the administrative burden on businesses and simplifying their interactions with different levels of government
- Established new partnerships with Workplace Safety and Insurance Board of Ontario and Workplace Health, Safety, and Compensation Commissioner of Newfoundland and Labrador. These agreements should reduce compliance gaps and simplify registration, as well as augment business number services
- Signed a new arrangement with Workers Compensation Board of Northwest Territories and Nunavut, which establishes the procedures for the issuance and honouring of the CCRA's requirements to pay
- Added five new partners to the Income Verification data exchange service using the File Transfer Protocol (FTP), including British Columbia Ministry of Health Services (for their Pharmacare program), Alberta Health and Wellness, Alberta Learning, Newfoundland and Labrador Professional Fish Harvesters Certification Board, and Saskatchewan Health (for their drug plan)
- Launched the Government of Canada Child Disability Benefit to qualifying families, an ongoing component of the CCTB and CSA

b) With First Nations

- Presented a Management Framework for Aboriginal Program Delivery to the Assembly of First Nations for comment and made it available on Infozone
- The First Nations Advisory Committee was formed
- The new FNGST legislation received Royal Assent June 19, 2003. Completed a draft Tax Administration Agreement and related annexes that will activate the legislation on eight First Nations in the Yukon (this tax is activated only after an agreement is signed by the First Nation)
- Concluded partnership arrangements with respect to the administration of sales tax and income tax with a number of First Nations
- Continued to manage a sales tax on behalf of nine First Nations that covers alcohol, fuel, and tobacco
- Continued to administer First Nations income tax for eight self-governing Yukon First Nations where the funds collected go to the First Nations involved
- Engaged in ongoing negotiations to develop or extend other such initiatives, including the extension of the above First Nations tax arrangements to cover all goods and services covered by the GST/HST

c) With other government departments (OGD)

- MOU with Statistics Canada for release of Income Tax and GST information for the purposes of the *Statistics Act*
- MOU with the RCMP for joint administration of the *Charities Registration (Security Information) Act*
- MOU with the Canada Border Services Agency for co-operation, corporate support, mutual assistance, and general exchange of information
- Developed an aggressive agenda of collaboration with Human Resources and Skills Development Canada and Social Development Canada to use our systems capabilities to improve access to Government of Canada entitlements, and we are examining options that hold the potential to further improve service delivery within a lower cost framework
- Worked closely with PWGSC to develop and advance a progressive agenda for service reform, particularly in terms of partnering on the management of our pay system, accommodations, real property, and contracting services
- Continued development of the Secure Channel, in collaboration with our federal partners, to reform its cost structure and establish scope for delivery of the Common Registration Service
- Received the 2003 GTEC Gold Medal Award in partnership with the TBS, in recognition of our role in the Authentication/E-pass Canada Project which provides a scalable, reusable, and trusted electronic means for citizens to authenticate who they are and to conduct electronic transactions with government

d) With other governments and international associations

- Expanded on our international co-operation efforts to better understand and exchange information about specific abusive transactions and their promoters and investors
- Presented a paper on Accountability Reporting at the inaugural meeting of the OECD Forum of Tax Administrators (heads of tax administration from over 30 countries). The dialogue from this meeting led to the establishment of a Joint International Tax Shelter Information Centre where Canada will collaborate with the IRS, the Australian Taxation Office, and United Kingdom's Inland Revenue
- Participated in a variety of fora, under the aegis of the OECD, including the electronic commerce committee, forum of harmful tax practices, and a working party on tax avoidance and tax evasion
- As an active participant of the Pacific Association of Tax Administrators, led the Seven Country Working Group on Tax Havens

5. Timeliness

We will continue to improve the timeliness of our activities and transactions with clients across the whole range of our services, and manage client expectations by informing clients how long it will take us to provide service or respond to them, or by providing them with an update on the status of their accounts. We will use technology to provide faster and more accurate service, and to allow clients to self serve, where appropriate.

Key accomplishments in 2003-2004

- Took a lead role in a government-wide Telephony Working Group to develop telephone service standards. The CCRA key performance indicators were identified as a best practice and are being used as a basis of the development of government-wide performance indicators
- Validated the efficacy of the 1-800 system for enquiries during the power blackout that hit eastern Canada on August 14, 2003. By reassigning call responsibilities and reallocating resources, the CCRA was able to maintain access to its share of government services for its clients from coast to coast, proving the flexibility of the system
- Increased information technology capacity to reduce the time and cost of delivering the tax and benefit systems while continuing to keep pace with growing dependability, security, and privacy requirements
- Introduced, monitored and reported on three new external client service standards including Charities telephone caller accessibility.
- Continued to exceed the service standards for processing of T1 individual tax returns. The service standard for processing electronically filed returns is two weeks and for paper returns it is four to six weeks
- Significantly improved the processing timeliness of T2 Corporate returns and eliminated the backlog of returns
- Significantly improved the delivery of Appeals programs: exceeded service standard by contacting 89% of clients about the status of their disputes within 30 days of filing in each program area
- Identified and implemented improvements to decrease Appeals processing times, and as a result processing times may have stabilized. We have met or mostly met the majority of our targets
- Improved performance with respect to the review of SR&ED tax incentives contributing to the meeting our service standards
- Significantly improved the processing of RSP, RIF and ESP applications, thereby meeting our service standards
- Formalized the service standard for validation activities, which ensures that clients are notified of the results of the reviews in a timely fashion
- Formalized the service standard for processing account maintenance adjustments
- Exceeded the service standard for processing benefit applications
- Improved performance in processing account maintenance adjustments contributing to the meeting of our service standard

6. Consultation, transparency, clarity, and simplification

Our communications with clients will be clearer and easier to read; our explanations of decisions will be clearer, making it easier for clients to meet their obligations. We will use multiple channels when communicating with clients and tailor our information products to specific client groups. We will continue to work with our counterparts in other government departments to simplify and clarify procedures, and strengthen our outreach activities.

Key accomplishments in 2003-2004

- Continued to make improvements to our written material to ensure that explanations are simple and clear
- Continued to improve the performance of the CCRA's Web site through the Smartlink initiative, gathering regular client feedback from various sources, including information on the most frequently made errors on paper-filed returns and the most frequent questions to call centres
- Continued to strengthen our consultation and outreach for groups of Canadians with particular interests. Examples include our Seniors Advisory Committee, Large Business Advisory Group, and our national and regional Small Business Advisory Groups
- Formed new advisory committees relating to Charities, First Nations, Registered Pension Plans, and Tax Professionals; began the development of Web based consultations for persons with disabilities
- Issued Interest Deductibility Rules, an Interpretation Bulletin, to clarify and simplify the rules which will help the clients deduct interest charges to the full limit permitted by the law
- Continued to redesign the CCRA Web site around the client to make it easy for particular groups of clients to find specific answers to questions on-line
- Streamlined the Scientific Research and Experimental Development application processes
- Posted a checklist of the requirements of other government departments on the CCRA Web site for the information and guidance of new businesses
- Used a variety of communications tools to reach our benefit and credit recipients, including program information inserts in July, inserts promoting the National Child Benefit to almost 800,000 clients on behalf of five provinces, pamphlets and applications to newcomers via Citizenship and Immigration Canada, a mail-out to encourage recipients of the Old Age Security pension to file a return to apply to receive the GST/HST credit and to apply for the Guaranteed Income Supplement
- Service for Seniors pilot, wherein seniors are issued a letter to file their income tax returns using a simplified TELEFILE service, was successfully expanded to all provinces and territories

7. Workforce development










Our support to employees will include addressing current and longer-term needs in hiring, training and learning, and retention. This includes training and learning programs that ensure our employees keep pace with change and can take advantage of new processes and technologies.






























Key accomplishments in 2003-2004






- Invested the equivalent of 5% of our payroll on training, slightly below our target of 6%
- Collaborated with Campus Direct (CCMD) on the design of the government-wide E-learning pilot
- Developed the Coaching and Mentoring Framework for implementation in 2004-2005
- Developed and published (on the Internet) the third Agency Learning Plan and Agency Learning Report Card
- Our E-learning offerings continue to grow. The CCRA learning products now comprise over 700 national courses, allowing for greater access and more timely learning offerings to all employee groups
- More than 32,000 Individual Learning Plans were completed
- The Management/Gestion (MG) Focal Point maintained a centre of knowledge for various MG group initiatives and fostered a network of support and a sense of community among MGs. The MG Focal Point maintains the “Managers Corner” Web site, and provides answers to individual questions and concerns from managers. For 2003-2004, the Web site received over 230,000 visits. Over 200 questions were answered via the mailbox in the last year. The MG Focal Point uses an electronic subscription list with over 2,000 subscribers to keep managers informed of new corporate initiatives
- Rates of establishment of performance expectations remained significant at 85% for employees and 75% for managers (MGs)
- Rate of establishment of performance agreements for our Executive and Senior Managers (EX/SM) cadre improved to 98%
- Developed and piloted a comprehensive Management Group (MG) Learning Program which consists of three separate modules (Orientation and Leadership, Finance and Administration, and Human Resources) designed to provide new managers with information they need to manage people, manage work, and manage themselves
- Trained managers and end-users on various corporate administrative systems (CAS) programs
- Established the Student Ambassador Program
- Piloted a Learning Services Framework which will be implemented in 2004-2005 to affordably equip our employees with the competencies required to deliver the highest levels of performance
- Created a new occupational group (MD-MDG) and established a senior auditor and investigator position to strengthen compliance
- Introduced a base employee profile and a base competency profile for Management/Gestion (MG) resulting in competency profiles now being available for 83% of our jobs
- Improved offerings of second language training resulting in 96% of EX-1 to EX-5 level executives and 76% of employees meeting their bilingual requirements
- National representation for all four employment equity groups continued to meet or exceed labour market availability



















Overall performance against service standards












The CCRA Guide to Service Standards is the Agency's approved tool for the design, development, implementation, and life cycle management of service standards. Service standards are to be meaningful to clients, attainable, challenging, affordable, measurable, supported by managers and staff, and linked to performance reporting. They are a public commitment of the level of service that clients can reasonably expect to encounter. Service standards also include compliant and redress mechanisms. Management sets targets that represent the percentage or degree of expected attainment relative to an established standard based on operational realities and Canadians' expectations determined through consultations. Performance that drops below targeted levels signals for managers the need to address the shortfall.






Service (access channel)	Service standard	Target	2001-2002 Results/ compared to target		2002-2003 Results/ compared to target		2003-2004 Results/ compared to target (delivery channel)	
Tax Services – Client								
1. Counter-service wait time 	20 minutes (except during peak periods)	20 minutes (except during peak periods)	85% served within 20 minutes	✗	82% served within 20 minutes	✗	81% (see note) 	✗
2. Processing visitor (GST/HST) rebate applications 	4-6 weeks	100%	95%	☑	95%	☑	98% 	☑
3. Responding to client requested adjustments (T1)  	8 weeks	100%	7 weeks	✓	9 weeks	✗	5 weeks (see note) 	✓
4. Problem Resolution Program 	Acknowledged within 48 hrs.	100%	100%	✓	83%	✗	94% (see note) 	✗
5. Problem Resolution Program  	Resolution/client contact within 15 days	100%	76%	✗	100%	✓	94% (see note)  	✗
6. Processing fairness requests related to accounts receivable and trust accounts programs   	4-6 weeks	90%	91%	✓	92%	✓	90% (see note) 	✓
7. Providing Statements of Arrears (SOA) for corporations	Mailed by the end of the month	95%	Not applicable		83%	✗	67% (see note) 	✗
8. Providing Statements of Interim Payments (SIP) to corporations on a monthly basis	Mailed by the 18 th of the month	95%	Not applicable		70%	✗	61% (see note) 	✗
9. Charities – response to telephone enquiries 	Within 60 seconds	85%	Not applicable		Not applicable		Information not available (see note) 	
Legend	✓ Met or exceeded target		☑ Target mostly met (at least 95%)		✗ Target not met		New or modified service standard	
	Service Channels:  In person		 Telephone		 Mail/Fax		 Internet	
						 Email		

Service (access channel)	Service standard	Target	2001-2002 Results/ compared to target		2002-2003 Results/ compared to target		2003-2004 Results/ compared to target (delivery channel)	
10. Advance income tax rulings to taxpayers  	Within 60 days	100%	66 days	✗	60.3 days	☑	57 days	☑  
11. Technical interpretations to taxpayers  	Within 90 days	100%	87 days	☑	78 days	☑	82 days	☑   
12. Applications to register pension plans 	Deemed registration within 60 days	85%	90%	☑	77%	✗	78% (see note)	✗ 
13. Applications to register pension plans 	Complete review in 180 days	85%	89%	☑	89%	☑	91%	☑ 
14. Amendments to registered pension plans 	9 months	80%	Not applicable		79%	☑	78% (see note)	☑ 
15. Termination of registered pension plans 	One year	85%	Not applicable		89%	☑	77% (see note)	✗ 
16. Retirement savings plans (applications to register, amend, or terminate) 	Within 60 days	80%	73%	✗	64%	✗	89%	☑ 
17. Retirement income funds (applications to register, amend, or terminate) 	Within 60 days	80%	78%	☑	66%	✗	90%	☑ 
18. Education savings plans (applications to register, amend, or terminate) 	60 days	85%	Not applicable		71%	✗	92%	☑ 
19. Actuarial valuation reports 	9 months	80%	Not applicable		73%	✗	72% (see note)	✗ 
20. Deferred income plans – Response to telephone enquiries 	Within 2 working days	100%	100%	☑	100%	☑	100% (see note)	☑ 
21. Deferred income plans – Response to written enquiries 	Within 60 days	80%	70%	✗	60%	✗	64% (see note)	✗ 

Legend	☑ Met or exceeded target	☑ Target mostly met (at least 95%)	✗ Target not met	New or modified service standard	
	Service Channels:  In person	 Telephone	 Mail/Fax	 Internet	 Email

Service (access channel)	Service standard	Target	2001-2002 Results/ compared to target		2002-2003 Results/ compared to target		2003-2004 Results/ compared to target (delivery channel)	
Tax Services – Returns processing								
22. Processing T1 individual income tax returns (paper)  	4-6 weeks	4 weeks	4 weeks	✓	Under 4 weeks	✓	Under 4 weeks (see note) 	✓
23. Processing T1 individual income tax returns (EFILE, TELEFILE, NETFILE)  	2 weeks	2 weeks	2 weeks	✓	Under 2 weeks	✓	Under 2 weeks (see note) 	✓
24. Processing T3 trust returns 	Within 4 months	95%	46%	✗	77%	✗	72% 	✗
25. Processing GST/HST returns <i>Previous target</i>    	21 days	95%					97% 	✓
26. Processing T2 corporation income tax returns   	75% in 50 days	75% in 50 days	45% in 50 days	✗	75%	✓	76% 	✓
	90% in 90 days	90% in 90 days	61% in 90 days	✗	91%	✓	93% 	✓

Tax Services – Review								
Claims – SR&ED tax incentives								
27. Refundable claims – combined target (unaudited and audited) 	120 days	90%	90%	✓	93%	✓	95% 	✓
28. Non-refundable claims – combined target (unaudited and audited) 	365 days	90%	84%	✗	89%	✓	92% 	✓
29. Claimant-requested adjustments to refundable claims 	240 days	90%	86%	✓	93%	✓	95% 	✓
30. Claimant-requested adjustments to non-refundable claims 	365 days	90%	81%	✗	88%	✓	94% 	✓
Claims – Video and film tax credits								
31. Refundable claims – unaudited 	60 days	90%					96% 	✓
<i>Previous Target</i>		100%	68%	✗	93%	✗		

Legend	✓ Met or exceeded target	✓ Target mostly met (at least 95%)	✗ Target not met		New or modified service standard			
	Service Channels:  In person	 Telephone	 Mail/Fax	 Internet	 Email			

Service (access channel)	Service standard	Target	2001-2002 Results/ compared to target	2002-2003 Results/ compared to target	2003-2004 Results/ compared to target (delivery channel)
32. Refundable claims – audited	120 days	90%			93% ✓
<i>Previous Target</i>		100%	57% ✗	87% ✗	

Benefits					
33. Processing CCTB applications	End of second month after month in which application is received	98%	97% ✓	98% ✓	99% (see note) ✓
34. Account maintenance/ Responding to written enquiries	End of second month after month in which enquiry is	98%	Not applicable	Not applicable	98% (see note) ✓
35. Validation and control. Results of review	60 days	90%	Not applicable	Not applicable	92% (see note) ✓

Appeals					
36. 30-day first contact letter for objections, disputes, and appeals	30 days	85%		87% ✓	89% (see note) ✓
<i>Previous target</i>		75%	82% ✓		

Legend	✓ Met or exceeded target	☑ Target mostly met (at least 95%)	✗ Target not met	New or modified service standard	
	Service Channels: In person	Telephone	Mail/Fax	Internet	Email

Explanatory Notes: With respect to *Data Quality (DQ)* or significant *Variance (V)* in performance.

Where service standards are expressed terms of XX days they refer to calendar days.

Standard 1: DQ: The standard does not apply during peak periods. Peak periods are from 10:30 am to 1:00 pm daily, and also from 8:15 am to 5:00 pm, March 1 to April 30.

Standard 3: DQ: The standard applies to straightforward client-requested adjustments, that is, those that pertain to workflows that do not involve waiting for substantive information in order to be resolved.

Standards 4 and 5: DQ: The results represent TSO offices only, not Tax Centres.

Standard 6: DQ: The result is based on an estimate.

Standard 7 and 8: DQ: Performance data is not available for 2001-2002 as this standard was introduced for the first time in 2002-2003.

Standard 9: DQ: This is a new standard and historical data is not available.

Standard 12: V: Significant attrition, staffing and training requirements (29 analysts) had an impact on the ability to meet the target.

Standard 14: DQ: Performance data is not available for 2001-2002 as this standard was introduced for the first time in 2002-2003.

Standard 15: DQ: Performance data is not available for 2001-2002 as this standard was introduced for the first time in 2002-2003. **V:** Significant attrition, staffing and training requirements (29 analysts) had an impact on the ability to meet the target.

Standard 19: DQ: Performance data is not available for 2001-2002 as this standard was introduced for the first time in 2002-2003. **V:** Though the target has not been met, steady progress is being made. 4th quarter results exceeded the target.

Standard 20: DQ: Information is based on an estimate.

Standard 21: V: Significant attrition, staffing, and training requirements (29 analysts) had an impact on the ability to meet the target

Standard 22: DQ: Prior-year performance information is based on T1 Statistical Sample File; 2003-2004 information is based on the entire population during peak period.

Standard 23: DQ: Results are based on the entire population during peak period.

Standard 33: DQ: Information is based on a sampling.

Standards 34 and 35: DQ: These are new standards and historical data is not available. Information is based on a sampling.

Standard 36: This standard excludes, for example, those resolved within 30 days, invalid objections, and group objections dealing with a common issue such as pay equity disputes.

Exhibit 1 New service standards and targets for 2004-2005

		Target
Tax Services	General Enquiries and Business Enquiries – Respond to calls in queue within two minutes	80%
	Deferred Profit Sharing Plans – Registration in 180 days	80%
	Deferred Profit Sharing Plans – Amendments and terminations in 270 days (nine months)	80%
Benefit Programs and Other Services	Taxpayer Representative Identification System (TRIS) – Data capture within five days of receipt during non-peak periods and 20 days during peak periods	90%

Exhibit 2 Adjustments to existing service standards for 2004-2005

Tax Services	Visitor Rebate Applications processed within four to six weeks – target lowered from 100% to 95%
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Exhibit 3 Service standards under development in 2004-2005

Tax Services	Responding to correspondence related to general and business enquiries
	Timeliness of delivery of key publications
	Responding to enquiries regarding GST/HST rulings
	Charities – response to written enquiries
	Charities – processing of applications for charitable registration
	Technical telephone enquiry service
	Processing Excise – Other Levies returns
Benefit Programs and Other Services	Processing Disability Tax Credit claims
	Canada Child Tax Benefit – telephone service

Service improvement and client satisfaction

The CCRA's drive for continuous service improvement has been articulated through Future Directions, Business Transformation goals, and Government On-Line initiatives. To further the Treasury Board Service Improvement Initiative, there is high-level commitment to developing business line client surveys using the Common Measurements Tool. Views of Canadians on the CCRA and the services provided have been tracked through the CCRA's own annual surveys and the Citizens First surveys. Results from the 2003 CCRA Annual Survey¹ are reported below.

The 2003 CCRA Annual Survey was conducted prior to the reorganization of government which resulted in the transfer of Customs to the new Canadian Border Services Agency. The CCRA Annual Survey was re-examined following the transfer of Customs as this significant change in the scope of the CCRA provides the opportunity to adapt the survey to changing needs. Decisions are being made with regards to the application of the TBS Common Measurements Tool (CMT) to the Annual Survey and other fundamental changes to the survey. Although future comparability to past data would be more difficult if significant changes are made to the Annual Survey, usage of the CMT standards would allow comparison to other government departments and agencies using the CMT.

In the 2003 CCRA Annual Survey, overall client satisfaction levels remained constant. However, in general, 2003 satisfaction levels are close to 2000 levels. Below are key results from the 2003 CCRA Annual Survey. Exhibit 4 represents the public's perceptions regarding our business lines over four years. Exhibit 5 compares the public's perception of our performance in dealing with them over four years. Results for 2001 appear to reflect a temporary change in public attitudes towards government in general following the events of September 11.

Exhibit 4 CCRA Annual Survey

Survey element	2003	2002	2001	2000
CCRA is doing a good or very good job overall	64%	64%	68%	61%
CCRA is doing a good or very good job regarding income tax	70%	69%	74%	71%
Tax Services staff are knowledgeable and competent	84%	83%	85%	80%
Information provided is clear and simple to understand	76%	71%	80%	73%
Guides and written materials are clear and simple to understand	67%	65%	69%	67%
CCRA is doing a good or very good job regarding the Canada Child Tax Benefit	75%	70%	78%	75%
CCRA is doing a good or very good job regarding the GST/HST credit	77%	76%	75%	73%
CCRA is doing a good or very good job regarding Customs	72%	75%	77%	75%
Customs staff are knowledgeable and competent	90%	91%	90%	88%
Awareness of right to appeal an assessment made by the CCRA	72%	73%	71%	69%

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1. The CCRA conducts a public opinion survey annually by telephone in order to track satisfaction with services provided by the Agency. The most recent survey was conducted in the fall of 2003. Completed interviews were obtained from 12% (3051 respondents) of a randomly drawn national sample and an additional 17% (845 respondents) of booster samples consisting of Canadians who had previous dealings with the CCRA. These rates are typical for the public opinion research industry, although they may not lead to representative samples.

Exhibit 5 CCRA Annual Survey

Survey Element	2003	2002	2001	2000
CCRA acts in a professional manner in dealings with the public	85%	84%	88%	86%
CCRA treats the public with respect	80%	77%	83%	79%
CCRA is honest in its dealings with the public	77%	76%	82%	77%
Information is treated confidentially	80%	81%	81%	77%
CCRA acts in a fair manner in its dealings with the public	76%	75%	81%	76%
CCRA uses advanced technology to provide services	80%	79%	78%	79%
CCRA is efficient	73%	71%	78%	74%
CCRA is continually improving its service	71%	69%	73%	68%
CCRA cares about the needs of the public	68%	65%	73%	67%

Citizens First

The Citizens First survey is conducted every other year by the Institute for Citizen-Centred Service to measure Canadians' perceptions and priorities regarding all levels of government. The most recent survey was conducted in 2002 with the results released in 2003. The CCRA (referring to the tax services business line) was rated 59/100 in 2002. This is an improvement from our 1998 and 2000 scores (57 and 55 respectively). The survey notes that the more mandatory services tend to rate lower in public opinion. Other mandatory services included in the Citizens First survey, such as police in all jurisdictions, courts, and municipal and provincial tax administration, have service quality ratings between 44, for federal courts, and 66, for municipal property tax collection. Although we are unlikely to ever rate extremely highly in public opinion, given the mandatory and regulatory nature of our business, there is still a large potential for improvement in key elements of client satisfaction identified by the survey. The CCRA will continue to monitor and take into consideration the results and insights such as the public's priorities for improvement identified in the Citizens First surveys. Further information on the 2002 survey, Citizens First 3, is included in the *Service Improvement in the CCRA 2002-2003* available on our Web site.

Although we have made some progress in service improvement, we will continue to strive, through Future Directions and other initiatives, to improve performance measurement, monitoring of service standards, mechanisms for regular feedback from clients, and increased focus on continuous performance improvement through analysis and targeted response to our survey results.

Exhibit 6 CCRA survey results and margins of error

Annual survey result	This year's rating and margin of error*		Previous year's rating 2002	Previous year's rating 2001	Previous year's rating 2000	Is 2003 statistically different from 2002?***	Is 2003 statistically different from 2000?***
Rate the CCRA as doing a good or very good job overall	64%	± 1.71%	64%	68%	61%	no	yes
Rate the CCRA as doing a very good job overall	11%	± 1.12%	11%	12%	9%	no	yes
Rate the CCRA as doing a good or very good job in the area of income tax	70%	± 1.68%	69%	74%	71%	no	no
Agree that tax guides and materials are clear and simple to understand	67%	± 1.69%	65%	69%	67%	no	no
Agree tax services staff are knowledgeable & competent	84%	± 2.24%	83%	85%	80%	no	no
Rate the CCRA as doing a good or very good job when it comes to the CCTB	75%	± 3.29%	70%	78%	75%	no	no
Rate the CCRA as doing a good or very good job when it comes to the GST/HST credit	77%	± 2.65%	76%	75%	73%	no	yes
Rate the CCRA as doing a good or very good job when it comes to Customs	72%	± 3.11%	75%	77%	75%	no	no
Agree that the Customs staff knowledgeable and competent	90%	± 2.71%	91%	90%	88%	no	no
Aware of the right to appeal an assessment from the CCRA	72%	± 1.58%	73%	71%	69%	no	yes
Agree that the CCRA acts in a professional manner in its dealings with the public	85%	± 1.29%	84%	88%	86%	no	no
Agree that the CCRA treats the public with respect	80%	± 1.23%	77%	83%	79%	yes	no
Agree that the CCRA is honest in its dealings with the public	77%	± 1.45%	76%	82%	77%	no	no
Agree that the information Canadians provide to the CCRA is treated confidentially	80%	± 1.37%	81%	81%	77%	no	yes
Agree that the CCRA acts in a fair manner in its dealings with the public	76%	± 1.50%	75%	81%	76%	no	no
Agree that the CCRA uses advanced technology to provide services to the public	80%	± 1.36%	79%	78%	79%	no	no
Agree that the CCRA is efficient	73%	± 1.57%	71%	78%	74%	no	no

Annual survey result	This year's rating and margin of error*		Previous year's rating 2002	Previous year's rating 2001	Previous year's rating 2000	Is 2003 statistically different from 2002?***	Is 2003 statistically different from 2000?***
Agree that the CCRA is continually improving its service to the public	71%	± 1.60%	69%	73%	68%	no	yes
Agree that the CCRA cares about the needs of the public	68%	± 1.64%	65%	73%	67%	yes	no

* Margin of error computed using the standard formula for a 95% confidence level

** The difference is statistically significant at the 5% level