

*Prepared by:*



***2004 ACOA CLIENT SATISFACTION  
SURVEY REPORT***

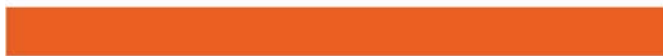
***FINAL REPORT***

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# CHAPTER 1

## EXECUTIVE SUMMARY

### 1.0 INTRODUCTION

The overall purpose of the second Client Satisfaction Survey is to measure current client expectations and perceptions of ACOA's current level of service delivery<sup>1</sup> and compare the results of the second survey to the results of the first survey, which was undertaken in 2001. In 2003, 603 clients responded to the paper-based survey (compared to 592 in 2001) for an overall response rate of 43.1% (compared to 33.0% in 2001). The sample is reliable to within  $\pm 3.01\%$ , nineteen times out of twenty (99% confidence level). The results represent the views of clients from an aggregate perspective as well as a regional perspective; however, the margin of error varies and is somewhat higher when the results are viewed by region. The ACOA Common Measurements Tool (CMT) was customized/revised and effectively administered to measure what is expected of the Government of Canada's Common Measurements Tool (CMT). Areas that were investigated included client satisfaction and importance with key service delivery features, perceptions of service experience, priorities for improvement and overall experience evaluation.

To obtain a current measurement of the client's overall service experience, a total of 36 service delivery features (performance measurements) were developed and dispersed amongst three core areas: Service Delivery, Access to ACOA Services, and Facilities and Communicating with ACOA.

Clients were asked to indicate the importance of each service feature and were then asked to indicate how satisfied they were with each service feature. In addition, clients were asked to provide their overall impression of ACOA's level of service delivery and also to indicate where ACOA could make improvements.

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<sup>1</sup>*Expectation and perception are terms that are interchangeable with the terms importance and satisfaction. The terms expectations and perceptions are often used when describing a client's importance/satisfaction evaluation in the context of the gap analysis model.*

## 1.1 OVERALL SERVICE EXPERIENCE HIGHLIGHTS

The results clearly indicate that the majority of clients are either satisfied or very satisfied with ACOA's overall level of service delivery and that there has been a substantial improvement in service delivery performance since 2001. While the overall satisfaction score has decreased marginally from 83.6% in 2001 to 81.8% in 2003, the decrease is primarily a reflection of client concerns<sup>2</sup> with a number of service features as it relates to the 102 Atlantic Innovation Fund (AIF) and Strategic Community Investment Fund applications (SCIF). In particular, AIF/SCIF non-commercial clients were less satisfied compared to all other clients on the following service features:

- Communicating the eligibility of the project application (47.3% of AIF/SCIF clients were satisfied, compared to 72.6% of all clients);
- The fairness of the application evaluation process (51.4% of clients were satisfied, compared to 76.6% of all clients);
- The turnaround time of the application process (55.4% of clients were satisfied, compared to 60.6% of all clients); and,
- The perception that staff does not go the extra mile (54.5% of clients were satisfied, compared to 73.9% of all clients).

When the new AIF/SCIF applicants are excluded from the overall satisfaction summary, we find that the overall satisfaction score actually improves to 86.5%.

### *Overall, clients in all regions expressed the following about ACOA.*

- 81.8% of clients (this compares to 83.6% in 2001) are satisfied with the overall service they have received from ACOA. Of these, 37.6% (down from 45.1% in 2001) are very satisfied with the overall service they have received from ACOA;
- 87.0% of clients (this compares to 87.5% in 2001) would recommend ACOA to a business associate or friend. Of these, 59.4% (down from 65.9% in 2001) would definitely recommend ACOA to a business associate or friend; and,

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<sup>2</sup> Based on F tests and ANOVA procedure client satisfaction on these issues was significantly less than BDP clients.  
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- 89.8% of clients (this compares to 86.9% in 2001) would use ACOA again in the future. Of these, 60.8% (down from 67.3% in 2001) would definitely use ACOA in the future.

## 1.2 OVERALL GAP SCORE SUMMARY

- 33 service features have negative service scores between -0.09 and -1.20 and 3 service features have positive service scores ranging between 0.01 and 0.06 (for a complete listing refer to Appendix B). The lowest gap scores were recorded in the "Access to ACOA Services" core area and the highest gap scores were recorded in the "Service Delivery" core area.

## 1.3 SERVICE DELIVERY GAP SCORE SUMMARY

- In the service delivery core area there are 16 service features with service gap scores<sup>3</sup> ranging from -0.30 to -1.20. The satisfaction mean score for the core area is 4.03 (up from 3.45 in 2001) and the importance mean score is 4.59 (up from 4.32 in 2001). The overall service gap score is -0.56 (down from -0.87 in 2001);
- 80.4% of clients are satisfied with ACOA's ability to respond to their needs (up from 64.7% in 2001);
- 73.9% of clients said that the staff went the extra mile;
- 39.4% of clients feel that ACOA could improve "The speed of turnaround time on requests," (down from 41.6% in 2001); and,
- 40.1% of clients feel that ACOA could improve "Offering suggestions about services offered by other organizations, (down from 48.3% in 2001).

## 1.4 ACCESS TO ACOA SERVICES GAP SCORE SUMMARY

- In the access and facilities core area there are 8 service features with service gap scores ranging from +0.06 to -0.30. The satisfaction mean score for the core area is 3.90 and the importance mean score is 4.05. The overall service gap score is -0.15;

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<sup>3</sup> A gap score is the difference between a client's level of satisfaction and level of importance on a specific service feature. The higher the gap score, the less satisfied clients are with the service feature being measured. Service features with gap scores of -0.90 and above usually are earmarked for some kind of remedial action.

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- The satisfaction mean score for the core area is 3.77 and the importance mean score is 3.70. The overall service gap score is 0.07;
- 83.1% of clients are satisfied with the accessibility to ACOA's services, (up from 53.8% in 2001);
- 67.9% of clients are satisfied with their ACOA website;
- The majority of clients are clearly satisfied with the "Access of ACOA Service"; however, clients do not place as much importance on these service features compared to all other service features;
- 39.8% of clients do not consider the ACOA website to be all that appealing; and,
- 36.4% of clients do not think that the automated phone system is easy to use.

### 1.5 COMMUNICATING WITH ACOA GAP SCORE SUMMARY

- In the communicating with ACOA core area there are 12 service features with service gap scores ranging from +0.05 to -0.71. The satisfaction mean score for the core area is 4.00 (up from 3.46 in 2001) and the importance mean score is 4.47 (up from 4.26 in 2001). The overall service gap score is -0.47 (down from -0.80 in 2001);
- 78.9% of clients are satisfied with ACOA communications (up from 70.8% in 2001);
- 91.9% of clients said that the staff were easy to understand;
- 29.4% of the clients felt that they did not receive consistent information and advice; and,
- 29.0% of the clients felt that some procedures were not straightforward and easy to understand.

### 1.6 CORE AREA SERVICE FEATURES THAT COULD BE IMPROVED

- Clients clearly indicated that the most important service feature in each core where ACOA could make an improvement is:
  - "Speed of turnaround time of the application process" (selected by 72.8% of clients in 2003, compared to 41.0% of clients in 2001);
  - "The site had the information that I needed" (selected by 66.3% of clients in 2003); and,

- “The eligibility of project application was well communicated”(selected by 68.1 % of clients in 2003, compared to 17.4% of clients in 2001).

## 1.7 OPPORTUNITIES FOR IMPROVEMENT IN THE IMMEDIATE FUTURE

- 75.0% of clients selected “The amount of time it takes to process an application” as the **most important service feature** to improve, (this compares to 57.6% in 2001);
- 32.7% of the clients selected “The amount of time to receive information” as the **second most important service feature** to improve in the immediate future (this compares to 26.4% in 2001); and,
- 26.5% of the clients selected “The amount of time to receive payments” as the **third most important service feature** to improve in the immediate future, (this compares to 21.2% in 2001).

## 1.8 GOVERNMENT OF CANADA REPORTING INDICATORS

- 81.8% of clients were satisfied with the service that they received (this compares to 83.6% in 2001);
- 80.7% of clients indicated that they got what they needed from ACOA;
- 73.9% of clients indicated that the staff went the extra mile;
- 76.6% of clients indicated that the application process was fair (this compares to 42.0% in 2001);
- 88.4% of clients indicated that it was easy to contact ACOA personnel (this compares to 65.0% in 2001);
- 86.2% of clients indicated that they were satisfied with the business knowledge of the ACOA staff;
- 83.2% of clients indicated that they felt their privacy was protected when using the website;
- 74.5% of clients indicated that it was easy to find what they were looking for on the website; and,
- 69.5% of clients indicated that the website had the information that they were looking for, while 60.2% of clients indicated that the ACOA website was visually appealing.



## **1.9 OVERALL EXPERIENCE SUMMARY**

- 78.0% of clients indicated that the ACOA rep made it clear about the eligibility of certain types of projects;
- 73.8% of clients indicated that the ACOA rep clearly identified the steps in the application process;
- 76.3% of clients indicated that the ACOA rep displayed a positive attitude in providing suggestions; and,
- 79.4% of clients indicated that they were pleased in the way that the ACOA rep managed their application.

## **1.10 VERBATIM COMMENTS**

Clients were very forthcoming with their comments and while there were many positive comments about ACOA, there were a number of comments that suggested some clients feel that ACOA could still improve in a number of areas. Some of these areas include: Improving the amount of time it takes to process an application; providing more consistent information; improving communications and making the application fair and equal for all applicants.

## **1.11 ADDITIONAL FINDINGS**

- 71.6% of respondents are male and 28.4% are female;
- 51.0% of respondents were with not for profit organizations;
- 73.4% of respondents had previous dealings with ACOA;
- 77.4% of respondents are professionals and/or small business owners;
- 53.1% of respondents are from incorporated companies;
- 47.0% of respondents are in the tourism or manufacturing/processing business sectors;
- 51.6% of respondents have completed college or university;
- 44.3% of respondents have sales between \$250,001 and \$5,000,000;
- 74.9% of respondents had their applications approved;
- 67.3% of respondents are BDP clients and 17.0% are SCIF/AIF clients;
- 48.1% of the Cape Breton clients responded to the survey;

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- 39.9% of the New Brunswick clients responded to the survey;
- 46.9% of the Newfoundland clients responded to the survey;
- 42.1% of the Nova Scotia clients responded to the survey;
- 38.8% of the PEI clients responded to the survey;
- 57.2% said that the telephone or email is the most efficient way of communicating with them (this compares to 55.7% in 2001; and,
- 57.3% of clients made their first contact with an ACOA office by telephone (this compares to 57.9% in 2001).

## **CHAPTER 2**

### **PROJECT PARAMETERS**

#### **2.1 BACKGROUND**

In the summer of 2001, ACOA implemented their first "*CLIENT SATISFACTION SURVEY*" using the Government of Canada's acclaimed Common Measurements Tool (CMT). The initiative was highly successful, with 592 clients returning completed surveys. The result of the first survey showed that the majority of clients were satisfied with ACOA's level of service delivery. However, it also revealed service related issues, which were important to clients where ACOA could look at to further improve its service to clients. This information proved to be invaluable to ACOA, as it provided the organization with an opportunity to make improvements, and thereby enhancing client satisfaction.

#### **2.2 PROJECT METHODOLOGY**

As stakeholders in the process, both the consultant and ACOA played specific roles in managing the project to a successful completion.

*Specifically, SRG was responsible for the following activities:*

- Assist in the revision of the 2003 data collection instrument with the assistance of ACOA personnel;
- Project management;
- Review and develop a new sampling plan;
- Revise the current data analysis plan;
- Receive completed returned surveys in Ottawa;
- Develop a system file to analyze the survey data;
- Review, edit and code data;
- Analyze and interpret results of survey;
- Provide client with interim results;

- Create tables and charts for final report;
- Create interim and final report; and,
- Conduct final presentation to client.

***ACOA on the other hand was responsible for the following activities:***

- Work with SRG to create and finalize the data collection instrument;
- Provide SRG with necessary information to develop the new sampling plan;
- Translation of the questionnaire;
- Make revisions to final questionnaire and complete graphic art work;
- Collaborate with SRG to write various communication devices;
- Manage the activities related to the mailing of the questionnaires;
- Handle all internal and external communications;
- Develop, print and mail out reminder notification; and,
- Review preliminary content of interim results and final report and make recommendations for change.

### **2.3 SURVEY METHODOLOGY**

The ACOA Client Satisfaction Survey project is a paper-based mail back survey application that was mailed out to approximately 1398 clients. The clients that were invited to participate in the survey had submitted applications to ACOA within the latest fiscal year ending March 31, 2003.

### **2.4 RESEARCH PURPOSE**

The primary purpose of the research initiative is to measure client expectations and perceptions as it relates to ACOA's current level of service delivery. In addition, the goal of the survey process is to determine if there has been any change in current satisfaction levels compared to the benchmark scores achieved in 2001.

## **2.5 RESEARCH OBJECTIVES**

- To measure current client expectations and perceptions with ACOA services;
- To identify what clients perceive as being the most important service elements;
- To identify the service issues which are key priorities for improvement;
- To determine if client satisfaction levels have changed since 2001;
- To measure the client's perception of ACOA "Professionalism" and "Fairness of the application process";
- To establish a satisfaction baseline for new programs such as SCIF and AIF; and,
- Lay the foundation for a repeatable client satisfaction survey process for future use.

## **2.6 RESEARCH INFORMATION NEEDS**

In order to satisfy the research objectives, a series of statements (service features) were organized into three sections (core areas). The majority of the statements were identical to the statements in the 2001 survey, with the exception of the section entitled "Access to ACOA Services", which was changed entirely to accommodate an up-to-date evaluation of the ACOA website. The core areas in the 2003 survey included Service Delivery, Access to ACOA Services, and Communicating with ACOA. The information needs by core area include:

### **2.6.1 Service Delivery**

- Evaluation of service delivery process;
- Evaluation of personnel;
- Assessment of evaluation process;
- Ability to keep clients informed;
- Assessing the payment process;
- Evaluating ACOA's overall responsiveness level;
- Measuring overall satisfaction of service delivery; and,
- Identifying which Service Delivery service elements need to be improved.

### **2.6.2 Access to ACOA Services**

- Evaluation of access availability;
- Ease of use of phone system;
- Convenience of hours;
- Ease of finding and looking for information on the ACOA website;
- Visual appeal of website;
- Overall satisfaction with accessibility;
- Overall satisfaction of website service delivery;
- Measuring client confidence in protecting privacy; and,
- Identifying which Access to ACOA Services service elements need to be improved.

### **2.6.3 Communicating with ACOA**

- Evaluating ease of accessing ACOA services;
- Assessing overall satisfaction with ACOA's communication process;
- Assessing steps in the application process;
- Evaluating ACOA's ability to communicate adequate, clear, consistent, timely and easy to understand information; and,
- Prioritizing service issues that need to be improved.

## **2.7 QUESTIONNAIRE DESIGN**

The design of the data collection instrument was a collaborative effort between the consultant and ACOA personnel. The questionnaire that was used in the 2001 survey process was once again used in the 2003 survey process. However, a few revisions and additions were made to the 2003 questionnaire. The primary reason for the team effort was to ensure the successful design of the survey and the process with Jean-Guy Côté from ACOA taking the lead role in overseeing the implementation process.

## **2.8 SURVEY ADMINISTRATION AND PARTICIPATION**

ACOA personnel were responsible for the initial stages of the administration of the questionnaire. The tasks included designing the questionnaire, translation, printing and mailing. The questionnaire was mailed to approximately 1398 clients in mid-November 2003, and a reminder was sent to clients in mid-December. The completed questionnaires were returned to and received by SRG in Ottawa up to week ending January 9, 2004. As was the case in 2001, the mail back survey process was highly successful. A total of 603 clients returned completed surveys, for an overall response rate of 43.1%. This compares to 592 completed surveys in the 2001 initiative, which garnered a response rate of 33.0%.

## **2.9 SAMPLING STRATEGY**

The client population was defined as all clients who submitted an application within the latest fiscal year ending March 31, 2003. In practice, the ACOA client information system was used as the sampling frame.

The client population was stratified by region, which included 444 clients in New Brunswick (which also included a region identified as Head Office), 421 clients in Nova Scotia (which also included a region identified as Cape Breton), 116 clients in Prince Edward Island and 417 clients in Newfoundland/Labrador.

## **2.10 WHO DID WE TALK TO?**

A total of 603 surveys were returned to SRG from clients who submitted an application to ACOA in the past 12 months. Of these, 32.4% represented clients in Newfoundland/Labrador, (this compares to 10.5% in 2001); 29.4% represented clients in New Brunswick (this compares to 42.6% in 2001); 20.4% in Nova Scotia (this compares to 27.2% in 2001); 10.3% represented clients in Cape Breton (this compares to 7.3% in 2001); and 7.5% represented clients in PEI (this compares to 12.4% in 2001). Based on the full sample of 603 responses, the maximum sampling error is estimated at +3.01 percentage points in the worst, complete sample case, at a confidence level of 95%.

**Exhibit 2.10 Sample Comparison 2003/2001**

<b>REGIONS</b>	<b>COUNT 2003</b>	<b>PERCENT 2003</b>	<b>COUNT 2001</b>	<b>PERCENT 2001</b>
PEI	45	7.5%	73	12.4%
Cape Breton	62	10.3%	43	7.3%
Nova Scotia	123	20.4%	161	27.2%
New Brunswick	177	29.4%	252	42.6%
Newfoundland and Labrador	196	32.4%	62	10.5%
<b>Total</b>	<b>603</b>	<b>100.0%</b>	<b>592</b>	<b>100.0%</b>

**2.11 PROFILE OF 2003 SAMPLE**

- 71.6% males, 28.4% females (this compares to 71.1% male and 28.9% female in 2001);
- 51.0% from non-profit and 49.0% from profit organizations (this compares to 24.6% non-profit and 75.4% profit in 2001);
- 73.4% had previous dealings with ACOA, while 26.6% were first time applicants (this compares to 65.7% and 34.3% respectively in 2001);
- 43.2% of applicants are professionals and 34.2% are small business owners (this compares to 23.4% and 55.9% respectively in 2001);
- 25.0% of applicants are from the manufacturing/processing sector, while 22.0% are from the tourism sector (this compares to 34.7% and 24.6% respectively in 2001);
- 69.1% of applicants have completed college or university (this compares to 64.8% in 2001);
- 53.1% of applicants are with an incorporated company (this compares to 61.2% in 2001); and 44.3% of applicant companies have sales between \$250,001 and \$5,000,000;
- 60.1% of applicant companies have less than 10 employees (this compares to 54.3% in 2001); and,
- 74.9% of applicants had their application approved (this compares to 79.0 % in 2001).



## 2.12 DATA ANALYSIS

The assignment includes the thorough analysis of the survey data collected by SRG. Most data analysis was done using SPSS, with charts and graphs created using Excel. The data analysis plan included:

1. **Macro summary of questions 1-3:** This included percentage distribution tables, mean satisfaction/importance scores of all service elements, gap score summary and ranking of Service elements. The analysis was done both on an aggregate and regional basis. Factor and regression analysis techniques were used to determine drivers of satisfaction for each core area.
2. **Customer satisfaction summary: Questions 6-8:** This included percentage distribution scores for each question, mean scores for each question, top box score<sup>4</sup> for each question, comparison of 2003 scores against 2001 scores. The analysis was done both on an aggregate and regional basis.
3. **Trend Analysis:** Where possible, 2001 and 2003 aggregate mean importance and satisfaction mean scores of service features for each core area were compared. In addition, mean scores were also summarized based on type of program.
4. **Customer service experience summary: Question 9:** This included percentage distribution scores for each service element, mean score summary and top box score summary. The analysis was done both on an aggregate and regional basis.
5. **Service improvement summary: Question 12:** This included identifying the first, second and third most important service element. 2003 scores were compared to 2001 scores. The analysis was done both on an aggregate and regional basis.
6. **Demographic summary: Questions 13-23:** This included percentage distribution scores for each question, done both on an aggregate and regional basis. The 2003 demographic information was summarized and compared to the 2001 demographic information. Some of the demographic variables were used in testing significant differences between regions and programs.

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<sup>4</sup> Percentage of clients who indicated that they were either satisfied or very satisfied.  
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7. **Drivers of client satisfaction**: Statistical analysis was done to determine the drivers of satisfaction for each of the three core areas. The analysis of satisfaction drivers was based on multiple regression analyses and factor analyses.

## **CHAPTER 3**

# **CLIENT SATISFACTION**

### **3.1 INDICATORS OF CLIENT SATISFACTION**

This chapter summarizes overall client satisfaction. This is accomplished through the summary of seven (7) key indicators, as listed below. Secondly, we consider the impact of satisfaction within each core area with the small aspects of service. In addition, the chapter identifies the aspects of service, which are most likely to affect client satisfaction (*I.E. DRIVERS OF SATISFACTION*). This is accomplished by measuring the impact that the service features have in each core area, on overall satisfaction.

- Would you recommend ACOA to a business associate or friend?
- Based on your most recent experience with ACOA, how satisfied are you with the overall service you received?
- How likely are you to use ACOA in the future?
- How satisfied were you with the staff's responsiveness to your needs?
- Overall, how satisfied were you with the accessibility to ACOA's services?
- Overall, how satisfied were you with the ACOA Web site?
- Overall, how satisfied were you with our communication?

### **3.2 OVERALL SATISFACTION HIGHLIGHTS (ALL CLIENTS)**

As detailed in Exhibit 3.2 clients in all regions continue to be satisfied with the efforts put forth by ACOA.

- 87.0% of all clients indicated that they would recommend ACOA as an organization to do business with; and,

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- Overall, the majority of clients are clearly satisfied with ACOA’s level of service delivery. While there has been a marginal drop in overall satisfaction levels from 83.6% in 2001 to 81.8% in 2003, the change has not been significant in the past two years. The one exception to this trend has been Prince Edward Island, where 93.7% of clients indicated that they were satisfied (up significantly from 78.1% in 2001).

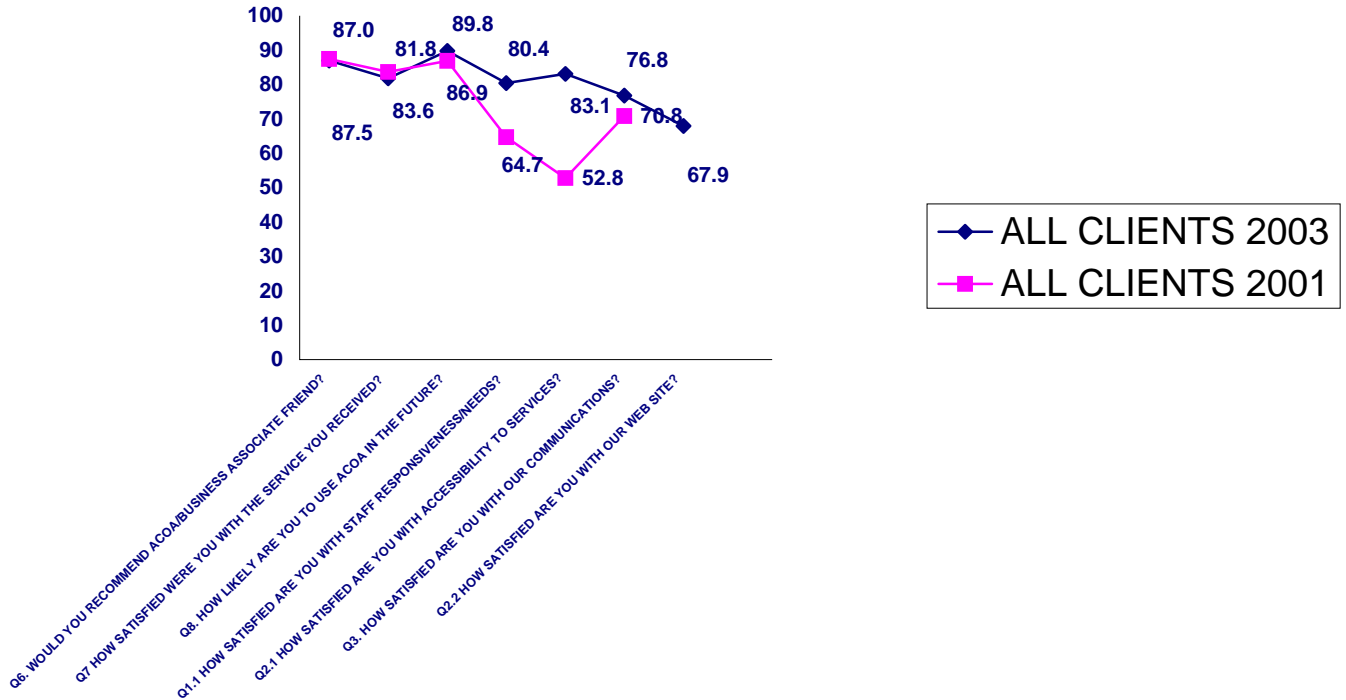
**Exhibit 3.2**  
**Client Satisfaction Indicators**  
**(Top Box Score %)<sup>5</sup>**

CLIENT SATISFACTION INDICATORS	ALL CLIENTS	NB	NS	CB	PEI	NL
Q6. WOULD YOU RECOMMEND ACOA/BUSINESS ASSOCIATE/FRIEND? (2003)	87.0	88.4	85.9	87.5	91.7	85.5
(2001)	87.5	91.8	88.3	76.6	81.3	80.3
Q7. HOW SATISFIED ARE YOU WITH THE SERVICE YOU RECEIVED? (2003)	81.8	81.6	81.0	77.1	93.7	81.5
(2001)	83.6	87.7	85.3	73.5	78.1	77.6
Q8. HOW LIKELY ARE YOU TO USE ACOA IN THE FUTURE? (2003)	89.8	88.1	88.3	89.6	97.9	89.5
(2001)	86.9	90.2	86.4	83.7	88.0	81.0
Q1. 1 HOW SATISFIED ARE YOU WITH STAFF RESPONSIVENESS/NEEDS? (2003)	80.4	79.6	81.6	79.6	87.5	79.3
(2001)	64.7	44.9	61.3	61.7	69.3	62.6
Q2. 1 HOW SATISFIED ARE YOU WITH ACCESSIBILITY TO SERVICES? (2003)	83.1	83.1	84.6	88.6	78.6	80.9
(2001)	53.8	58.2	54.3	43.4	54.0	48.2
Q2. 2 HOW SATISFIED ARE YOU WITH OUR WEB SITE? (2003)	67.9	71.3	63.2	84.5	41.0	67.3
(2001)						
Q3. 1 HOW SATISFIED ARE YOU WITH OUR COMMUNICATION? (2003)	78.9	82.5	70.1	75.5	82.6	80.6
(2001)	70.8	76.2	71.2	75.6	66.6	66.1

<sup>5</sup> Percentage of clients who selected either a 4 or 5 on a five point scale.

2004 ACOA CLIENT SATISFACTION SURVEY REPORT

Client Satisfaction Indicators  
 All Clients/ All Regions  
 (Top Box Score %)<sup>6</sup>



- The nominal decrease in overall satisfaction in the last two years is a reflection of clients having concerns<sup>7</sup> with a number of service features as it relates to AIF and SCIF applications. In particular, AIF/SCIF non-commercial clients were less satisfied compared to all other clients on the following issues:
  - Communicating the eligibility of the project application;
  - The fairness of the application evaluation process;
  - The turnaround time of the application process; and,
  - The perception that staff does not go the extra mile.

<sup>6</sup> Percentage of clients who selected either a 4 or 5 on a five point scale.

### 2004 ACOA CLIENT SATISFACTION SURVEY REPORT

- These four service features account for the marginal decrease in customer satisfaction since 2001. When the new AIF/SCIF clients are removed from the analysis (i.e. their satisfaction scores are not included) in the overall satisfaction summary, we find that the overall satisfaction score for all clients (i.e. Q7) improves to 86.5%
- 89.8% of clients indicated that they would use ACOA again in the future. Of these, 97.9% from the Prince Edward Island region indicated that they would use ACOA in the future (a significant increase from 83.6% in 2001);
- 80% of clients indicated that they are satisfied with the staff's ability to respond to their needs. Significant changes in satisfaction levels were realized across all regions;
- 83.1% of clients indicated that ACOA services were very accessible. Significant changes in satisfaction levels were realized across all regions;
- 67.9% of clients indicated that they are satisfied with the ACOA web site; and,
- 78.8% of clients indicated that they are satisfied with ACOA's communication capabilities. This was very apparent in the Prince Edward Island and Newfoundland/Labrador regions, where there was a significant improvement in satisfaction levels since 2001.

### 3.3 OVERALL SATISFACTION HIGHLIGHTS (ALL BDP CLIENTS)

As detailed in Exhibit 3.3, BDP clients continue to be very satisfied with the level of service delivery offered by ACOA.

- Overall satisfaction scores remained virtually unchanged from 2001, with the exception of BDP non-commercial clients, where overall satisfaction levels decreased nominally from 87.7% in 2001 to 83.3% in 2003;
- BDP clients across all regions showed a significant change in attitude towards ACOA as it relates to their overall assessment of the service delivery components.

**2004 ACOA CLIENT SATISFACTION SURVEY REPORT**

- "Satisfaction with staff responsiveness to your needs" improved from 64.7% in 2001 to 80.4% in 2003;
- "Satisfaction with accessibility to ACOA services" improved from 53.8% in 2001 to 83.1% in 2003; and,
- "Satisfaction with ACOA communications" improved from 70.8% in 2001 to 78.8% in 2003.

**Exhibit 3.3**  
**Client Satisfaction Indicators 2003/2001**  
**BDP Clients (Top Box Score)<sup>8</sup>**

CLIENT SATISFACTION INDICATORS	ALL CLIENTS	ALL BDP CLIENTS	BDP COMMERCIAL	BDP NON-COMMERCIAL
Q6. WOULD YOU RECOMMEND ACOA/BUSINESS ASSOCIATE/FRIEND? (2003) (2001)	87.0 87.5	89.3 87.5	89.0 84.5	90.0 91.1
Q7. HOW SATISFIED ARE YOU WITH THE SERVICE YOU RECEIVED? (2003) (2001)	81.8 83.6	85.2 84.0	85.9 80.9	83.3 87.7
Q8. HOW LIKELY ARE YOU TO USE ACOA IN THE FUTURE? (2003) (2001)	89.8 86.9	92.5 86.9	92.3 85.2	93.3 89.0
Q1. 1 HOW SATISFIED ARE YOU WITH STAFF RESPONSIVENESS/NEEDS? (2003) (2001)	80.4 64.7	82.6 63.8	84.4 61.4	78.4 66.6
Q2. 1 HOW SATISFIED ARE YOU WITH ACCESSIBILITY TO SERVICES? (2003) (2001)	83.1 53.8	82.7 54.1	82.8 52.6	82.6 55.8
Q2. 2 HOW SATISFIED ARE YOU WITH OUR WEB SITE? (2003) (2001)	67.9	73.5	75.0	71.5
Q3. 1 HOW SATISFIED ARE YOU WITH OUR COMMUNICATIONS? (2003) (2001)	78.9 70.8	80.4 70.5	80.8 65.9	79.8 76.3

**3.4 IMPLICATIONS**

Clearly, ACOA continues to be an organization that meets, if not, exceeds the overall expectations of its clients. Based on the most recent results it would seem that ACOA has formed a much stronger working relationship with clients over the past two years. This bond has improved because of several reasons but primarily because people are perceived as being more helpful and professional, provide easy-to-understand and the necessary information for clients to complete their application and properly communicate the nuances of completing their application. Clients have little or no concerns about accessing ACOA services and are very satisfied with several facets of the ACOA Web site, including the fact that their privacy was well protected.

<sup>8</sup> Percentage of clients who indicated that they were either satisfied or very satisfied.

### 3.5 DRIVERS OF CLIENT SATISFACTION

In this study, satisfaction with service was decomposed in three areas: service delivery, accessing ACOA services and communicating with ACOA. Within these areas, several service features were identified. A total of 36 service features (*i.e. components of service*) were tested.

All of the respondents were asked to rate how important each of the 36 service features were in dealing with ACOA. The results from these questions are called ratings of stated importance (*i.e. stated by the respondents*). Exhibit 3.5 summarizes the 10 most important service features according to stated importance ratings in decreasing order of importance.

**Exhibit 3.5  
Stated Importance of Service Features**

COMPONENT OF SERVICE	AREA OF SERVICE
1. SPEED OF TURNAROUND TIME APPLICATION PROCESS	1. SERVICE DELIVERY
2. HELPFULNESS OF PERSONNEL	2. SERVICE DELIVERY
3. TIMELINESS OF OUR PAYMENT PROCESS	3. SERVICE DELIVERY
4. FAIRNESS OF APPLICATION PROCESS	4. SERVICE DELIVERY
5. EASE OF CONTACTING ACOA PERSONNEL	5. SERVICE DELIVERY
6. RESOLUTIONS OF PROBLEMS/CONCERNS	6. SERVICE DELIVERY
7. ELIGIBILITY OF PROJECT WELL COMMUNICATED	7. COMMUNICATING WITH ACOA
8. INFORMED OF EVERYTHING TO COMPLETE APPLICATION	8. COMMUNICATING WITH ACOA
9. THE INFORMATION THAT I NEEDED WAS AVAILABLE	9. COMMUNICATING WITH ACOA
10. ACOA'S STAFF WERE EASY TO UNDERSTAND	10. COMMUNICATING WITH ACOA

In attempting to understand the drivers of client satisfaction, we measured the statistical relationship<sup>9</sup> between overall satisfaction and the satisfaction expressed on each component of service impact within the core area. In doing so we measured the “leverage” that each component exercised on overall satisfaction. The closer the relationship, the more effect one service feature is likely to have on overall satisfaction. We call this “*modelled or derived satisfaction*”. According to modelled importance, as presented in Exhibit 3.5A, the important service features in decreasing order of importance are:

<sup>9</sup> A stepwise multiple regression approach was run and only significant effects were retained.  
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**Exhibit 3.5A  
Drivers of Satisfaction**

COMPONENT OF SERVICE	AREA OF SERVICE
1. STAFF WENT THE EXTRA MILE	1. SERVICE DELIVERY
2. IT WAS EASY TO FIND WHAT I WAS LOOKING FOR/WEB SITE	2. ACCESS TO SERVICES
3. THE SITE HAD THE INFORMATION THAT I NEEDED	3. ACCESS TO SERVICES
4. ELIGIBILITY OF PROJECT WAS WELL COMMUNICATED	4. COMMUNICATING WITH ACOA
5. INFORMED OF EVERYTHING TO COMPLETE APPLICATION	5. COMMUNICATING WITH ACOA
6. KEEPING ME INFORMED ABOUT STATUS OF MY REQUEST	6. SERVICE DELIVERY
7. THE INFORMATION THAT I NEEDED WAS AVAILABLE	7. COMMUNICATING WITH ACOA
8. PROFESIONALISM OF PERSONNEL	8. SERVICE DELIVERY
9. FAIRNESS OF APPLICATION EVALUATION PROCESS	9. SERVICE DELIVERY
10. COURTEOUS STAFF	10. SERVICE DELIVERY

In comparing the two lists, *you can easily see that what ACOA clients perceive as important is not what makes them satisfied with the service they receive.* Not surprisingly, clients made it very clear that several issues like turnaround time, timeliness of payment, fairness of the process, keeping in contact with ACOA personnel and working with helpful personnel were important issues to them. However, further analysis reveals that similar, yet very different service issues drive satisfaction (*i.e. impact on how a client evaluates ACOA*).

Based on additional testing, it is very evident that clients need to know that the ACOA staff will do whatever it takes to process their application (*i.e. Go the extra mile, no matter what the outcome*). Clients do not want to be left out in the dark, so communicating proactively throughout every stage of the project is important. Clients want to be able to work with ACOA to efficiently and effectively process their application but they need the direction and the right tools (*i.e. availability of and access to information*).

### 3.6 OVERALL EXPERIENCE

Exhibit 3.6 summarizes the results obtained in asking clients how they felt about their overall experience in working with their ACOA rep and in completing their application.

**Exhibit 3.6**  
**Overall Experience Summary**  
**(Top Box Score %)<sup>10</sup>**

OVERALL EXPERIENCE INDICATORS (Q9)	ALL CLIENTS	NB	NS	CB	PEI	NL
Q1. THE ACOA REP MADE IT CLEAR WHAT TYPE OF PROJECTS WERE ELIGIBLE AND WHAT TYPE OF PROJECTS WERE NOT	78.0	81.8	77.2	63.4	79.3	79.4
Q2. THE STEPS IN THE APPLICATION PROCESS WERE CLEARLY IDENTIFIED BY THE ACOA REP	73.8	76.1	68.4	73.7	80.2	73.6
Q3. THE ACOA REP DISPLAYED A POSITIVE ATTITUDE BY BEING HELPFUL IN PROVIDING SUGGESTIONS/DURING DEVELOPMENT OF APPLICATION	76.3	76.8	82.4	63.3	87.3	73.6
Q4. OVERALL WERE YOU PLEASED WITH THE MANNER IN WHICH ACOA STAFF MANAGED YOUR APPLICATION?	79.4	79.0	82.1	74.6	89.6	77.2
<b>EXPERIENCE SCORE</b>	<b>76.5</b>	<b>77.3</b>	<b>77.6</b>	<b>68.8</b>	<b>84.1</b>	<b>76.0</b>

#### 3.6.1 Highlights

By all accounts it would seem that 76.5% of all clients are pleased with their experience. Some of the highlights include:

- 78.0% of clients indicated that the ACOA rep made it clear about the eligibility of certain types of projects;
- 73.8% of clients indicated that the ACOA rep clearly identified the steps in the application process;
- 76.3% of clients indicated that the ACOA rep displayed a positive attitude in providing suggestions; and,
- 79.4% of clients indicated that they were pleased in the way that the ACOA rep managed their application.

<sup>10</sup> Percentage of clients who selected either a 4 or 5 on a five point scale.  
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Finally, clients were asked if they felt that they got what they needed when they submitted an application to ACOA. Exhibit 3.6A summarizes what they had to say.

**Exhibit 3.6A**  
**The Majority of Clients Got What They Needed**

(Q10)	ALL CLIENTS	NB	NS	CB	PEI	NL
Q1. Yes, I got what I needed	475 80.7%	132 76.6%	99 82.3%	47 78.2%	44 96.0%	154 80.4%
Q2. Got part of what I needed	62 10.5%	20 11.7%	10 8.5%	4 6.3%	1 2.0%	17 9.1%
Q3. No, I did not get what I needed	52 8.8%	20 11.7%	11 9.2%	9 15.5%	1 2.0%	20 10.5%
POPULATION	n=589	n=172	n=120	n=60	n=46	n=191

**3.6.2 Highlight**

In all regions, clients clearly indicated that they got what they were looking for.

## **CHAPTER 4**

# **GOVERNMENT OF CANADA CMT REPORTING INDICATORS**

### **4.0 INTRODUCTION**

This chapter summarizes the 10 Government of Canada indicators used to measure the outcome of a Common Measurement Tool. The indicators from the ACOA Client Satisfaction CMT Survey include:

1. Ease of contacting ACOA personnel;
2. Business knowledge of personnel that handled your request;
3. Fairness of the application process;
4. Staff went the extra mile to make sure I got what I needed;
5. It was easy to find what you were looking for on the ACOA web site;
6. The site was visually appealing;
7. The site had the information I needed;
8. I felt confident that my privacy was protected;
9. How satisfied were you with the service you received? and,
10. Did you get what you needed?

### **4.1 HIGHLIGHTS**

- 81.8% of clients were satisfied with the service that they received (this compares to 83.6% in 2001);
- 80.7% of clients indicated that they got what they needed from ACOA;
- 73.9% of clients indicated that the staff went the extra mile;
- 76.6% of clients indicated that the application process was fair (this compares to 42.0% in 2001);

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- 88.4% of clients indicated that it was easy to contact ACOA personnel (this compares to 65.0% in 2001);
- 86.2% of clients indicated that they were satisfied with the business knowledge of the ACOA staff;
- 83.2% of clients indicated that they felt their privacy was protected when using the website;
- 74.5% of clients indicated that it was easy to find what they were looking for on the Web site;
- 69.5% of clients indicated that the Web site had the information that they were looking for, while 60.2% of clients indicated that the ACOA website was visually appealing; and,
- 80.7% of clients indicated that they got what they needed from ACOA.

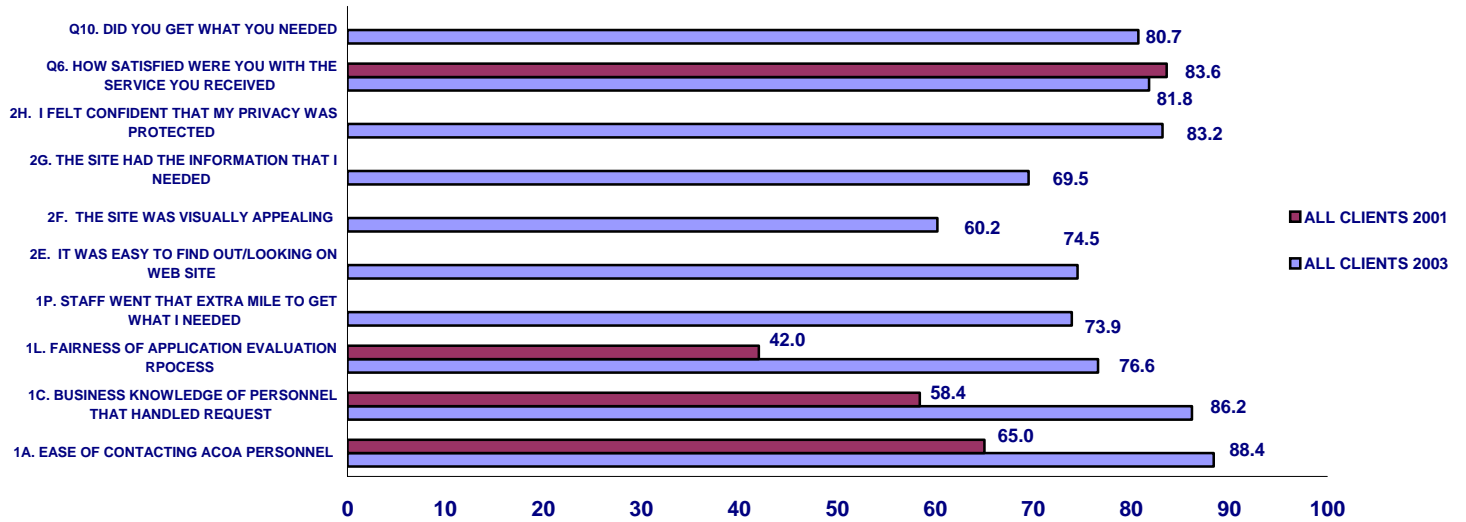
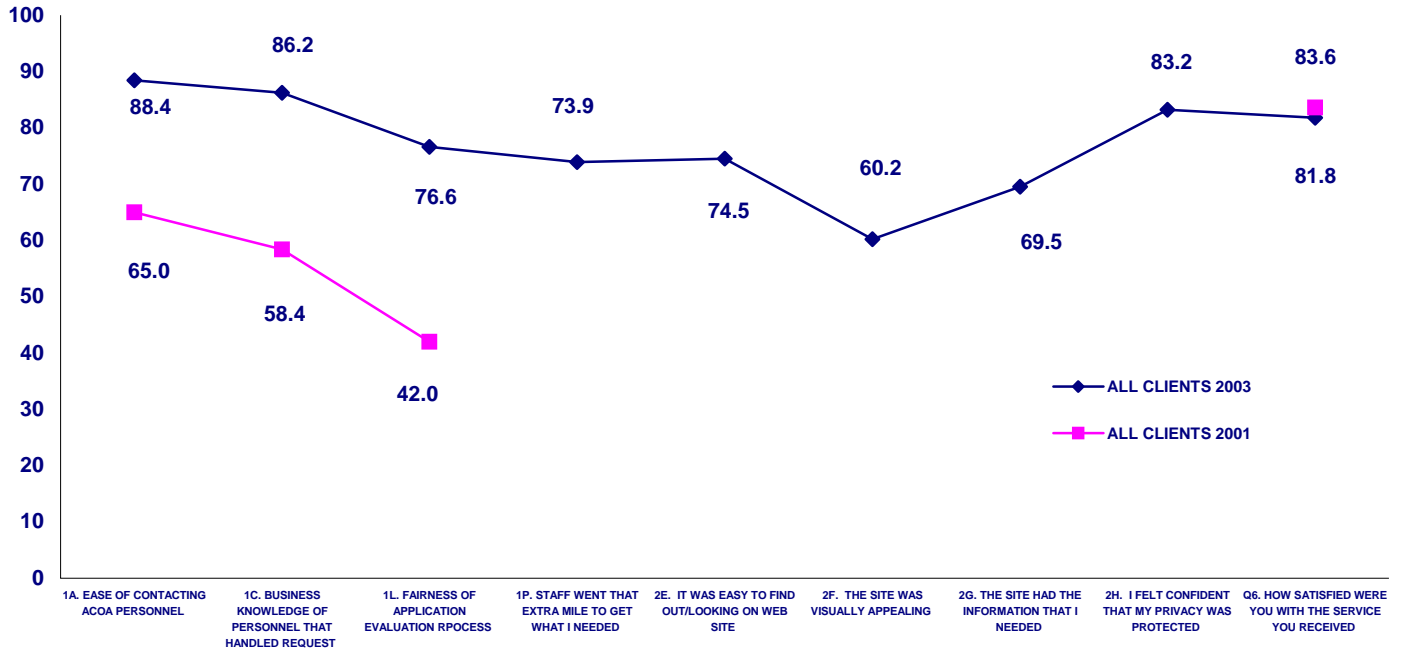
*Exhibit 4.1 summarizes the Government of Canada CMT reporting indicators.*

**Exhibit 4.1  
Government of Canada CMT Reporting Indicators  
(Top Box Score %)**

GOVERNMENT REPORTING INDICATORS	ALL CLIENTS	NB	NS	CB	PEI	NL
1A. EASE OF CONTACTING ACOA PERSONNEL (2003) (2001)	88.4 65.0	87.2 70.9	92.3 61.3	88.0 61.8	89.2 69.4	86.8 62.1
1C. BUSINESS KNOWLEDGE OF PERSONNEL THAT HANDLED REQUEST (2003) (2001)	86.2 58.4	87.2 62.8	84.8 54.6	87.5 66.7	81.1 58.9	87.1 58.2
1L. FAIRNESS OF APPLICATION EVALUATION PROCESS (2003) (2001)	76.6 42.0	73.6 48.5	78.9 40.1	78.0 35.3	87.5 40.0	64.9 41.6
1P. STAFF WENT THAT EXTRA MILE TO GET WHAT I NEEDED (2003)	73.9	76.7	76.5	63.7	76.9	72.1
2E. IT WAS EASY TO FIND OUT/LOOKING ON WEB SITE (2003)	74.5	67.4	63.4	76.9	64.1	65.0
2F. THE SITE WAS VISUALLY APPEALING (2003)	60.2	64.8	57.4	81.1	51.6	54.5
2G. THE SITE HAD THE INFORMATION THAT I NEEDED (2003)	69.5	69.2	63.7	77.8	66.6	71.0
2H. I FELT CONFIDENT THAT MY PRIVACY WAS PROTECTED (2003)	83.2	82.8	81.4	86.9	85.0	83.6
Q6. HOW SATISFIED WERE YOU WITH THE SERVICE YOU RECEIVED? (2003)	81.8 83.6	81.6 87.7	81.0 85.3	77.1 76.7	93.7 78.1	81.5 77.6
Q10. DID YOU GET WHAT YOU NEEDED?	80.7	76.7	82.3	78.3	96.0	80.4

2004 ACOA CLIENT SATISFACTION SURVEY REPORT

Government of Canada CMT Reporting Indicators  
 All Clients/All Regions  
 (Top Box Score %)



# CHAPTER 5

## SERVICE DELIVERY RESULTS

### 5.1 SERVICE DELIVERY CORE AREA SUMMARY

Service delivery refers to ability of ACOA personnel to work professionally, competently and effectively with the client in managing and processing their application. As detailed in Exhibit 5.1, the gap scores<sup>11</sup> of the 16 service features improved (*i.e. were lower compared to 2001*). The one exception was the service feature **“SPEED OF TURNAROUND TIME OF THE APPLICATION PROCESS”**. The gap score for this service feature increased from **-0.93 to -1.20**.

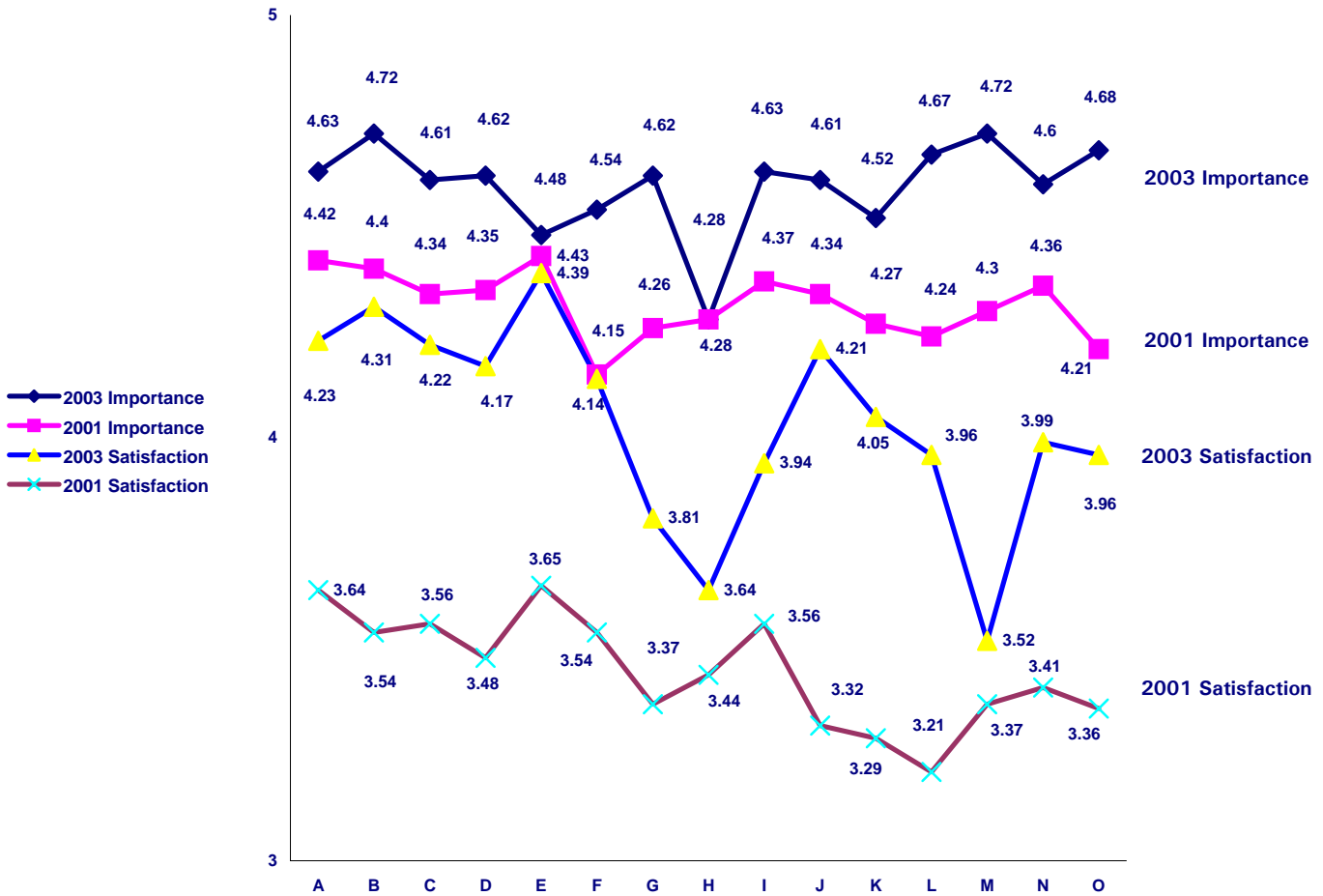
**Exhibit 5.1**  
**Service Delivery Summary 2003/2001**  
**All Clients/All Programs**

RANKING OF GAP SCORES	2003 SCORES			2001 SCORES			Diff' in Gap Score
	Imp.' Mean Score	Sat.' Mean Score	Gap Score	Imp.' Mean Score	Sat.' Mean Score	Gap Score	
M. SPEED OF TURNAROUND TIME OF APPLICATION PROCESS	4.72	3.52	-1.20	4.30	3.37	-0.93	+0.27
G. KEEPING YOU INFORMED ON THE STATUS OF YOUR REQUEST	4.62	3.81	-0.82	4.26	3.37	-0.89	-0.07
O. TIMELINESS OF OUR PAYMENT PROCESS	4.68	3.96	-0.73	4.21	3.36	-0.85	-0.12
L. FAIRNESS OF APPLICATION EVALUATION PROCESS	4.67	3.96	-0.71	4.24	3.21	-1.03	-0.32
I. RESOLUTION OF PROBLEMS-CONCERNS	4.63	3.94	-0.69	4.37	3.56	-0.81	-0.12
H. SUGGESTIONS ABOUT SERVICES OFFERED BY OTHER ORGANIZATIONS	4.28	3.64	-0.64	4.28	3.44	-0.84	-0.20
N. PERSONNEL RESPONSE TO TELEPHONE/VOICE MAIL MESSAGES	4.60	3.99	-0.61	4.36	3.41	-0.95	-0.34
P. STAFF WENT THE EXTRA MILE TO MAKE SURE I GOT WHAT I NEEDED	4.54	3.95	-0.58				
K. ESTABLISHING AN ON-GOING BUSINESS RELATIONSHIP WITH YOU	4.52	4.05	-0.47	4.27	3.29	-0.98	-0.51
D. EFFORTS MADE BY PERSONNEL TO ASSESS YOUR NEEDS	4.62	4.17	-0.45	4.35	3.48	-0.87	-0.42
B. HELPFULNESS OF PERSONNEL	4.72	4.31	-0.41	4.40	3.54	-0.86	-0.45
A. EASE OF CONTACTING ACOA PERSONNEL	4.63	4.23	-0.40	4.42	3.64	-0.78	-0.38
F. APPOINTMENTS WITH STAFF WERE EASY TO MAKE	4.54	4.14	-0.40	4.15	3.54	-0.61	-0.21
J. PROFESSIONALISM OF PERSONNEL	4.61	4.21	-0.40	4.34	3.32	-1.02	-0.62
C. BUSINESS KNOWLEDGE OF PERSONNEL THAT HANDLED YOUR REQUEST	4.61	4.22	-0.39	4.34	3.56	-0.78	-0.39
E. COURTEOUS STAFF	4.48	4.39	-0.09	4.43	3.65	-0.78	-0.69
Q1. OVERALL STAFF RESPONSIVENESS TO NEEDS		4.04			3.79		
<b>MEAN SCORE</b>	<b>4.59</b>	<b>4.03</b>	<b>-0.56</b>	<b>4.32</b>	<b>3.45</b>	<b>-0.87</b>	<b>0.31</b>

<sup>11</sup> A gap score reflects the difference between a client’s expectation (importance) of a service feature and perception (satisfaction) with the service feature. The higher the negative the gap score the greater the level of dissatisfaction with the service feature.

2004 ACOA CLIENT SATISFACTION SURVEY REPORT

SERVICE DELIVERY CORE AREA  
IMPORTANCE AND SATISFACTION MEAN SCORES  
2003/2001 ALL CLIENTS



- A. EASE OF CONTACTING ACOA PERSONNEL
- B. HELPFULNESS OF PERSONNEL
- C. BUSINESS KNOWLEDGE OF PERSONNEL THAT HANDLED YOUR REQUEST
- D. EFFORTS MADE BY PERSONNEL TO ASSESS YOUR NEEDS
- E. COURTEOUS STAFF
- F. APPOINTMENTS WITH STAFF WERE EASY TO MAKE
- G. KEEPING YOU INFORMED ON THE STATUS OF YOUR REQUEST
- H. SUGGESTIONS ABOUT SERVICES OFFERED BY OTHER ORGANIZATIONS
- I. RESOLUTION OF PROBLEMS-CONCERNS
- J. PROFESSIONALISM OF PERSONNEL
- K. ESTABLISHING AN ON-GOING BUSINESS RELATIONSHIP WITH YOU
- L. FAIRNESS OF APPLICATION EVALUATION PROCESS
- M. SPEED OF TURNAROUND TIME OF APPLICATION PROCESS
- N. PERSONNEL RESPONSE TO TELEPHONE/VOICE MAIL MESSAGES
- O. TIMELINESS OF OUR PAYMENT PROCESS
- P. STAFF WENT THE EXTRA MILE TO MAKE SURE I GOT WHAT I NEEDED



## 5.2 SERVICE DELIVERY CORE AREA HIGHLIGHTS

- There are 16 service features with negative gap scores ranging between -0.09 and -1.20. With the exception of one service feature there has been a significant improvement in the gap scores (i.e. they are lower) from 2001;
- Importance ratings are systematically higher in 2003 except for ***“OFFERING SUGGESTIONS ABOUT SERVICES OFFERED BY OTHER ORGANIZATIONS”***;
- The service delivery core area importance score is 4.59 (up from 4.32 in 2001);
- The service delivery core area satisfaction score is 4.03 (up from 3.45 in 2001);
- The service delivery core area gap score is -0.56 (down from -0.87 in 2001);
- Overall, 80.4% of clients indicate that they are satisfied with ACOA’s ability to respond to their service delivery needs (up from 64.7% in 2001);
- Service features that clients are not as satisfied with compared to other service features, but have still shown a significant improvement over 2001 include:
  - Keeping you informed about the status of your request, (gap score of -0.82);
  - Timeliness of our payment process (gap score of -0.73); and,
  - Fairness of application evaluation process (gap score of -0.71).

The satisfaction scores clearly indicate that the majority of the service delivery components have improved since 2001, with the exception of the service feature ***“SPEED OF TURNAROUND TIME OF THE APPLICATION PROCESS”***. Clients are satisfied with several service delivery features including:

- Courteous staff (89.4% of clients are satisfied compared to 63.0% in 2001);
- Helpfulness of personnel (89.0% of clients are satisfied compared to 57.2% in 2001);
- Ease of contacting ACOA personnel (88.4% of clients are satisfied compared to 65.0% in 2001);
- Business knowledge of ACOA personnel (86.3% of clients are satisfied compared to 58.4% in 2001);
- Efforts made by personnel to assess your needs (83.2% of clients are satisfied compared to 52.9% in 2001);
- Satisfaction ratings are systematically higher in 2003; and,
- All differences in satisfaction scores are statistically significant based on t-test statistic.<sup>12</sup>

<sup>12</sup> Results are statistically significant at .01, 19 times out of 20.

### **5.3 IMPORTANCE HIGHLIGHTS**

Overall, clients gave higher importance to several service features including:

- Speed of turnaround time of the application process (4.72, up from 4.30 in 2001);
- Helpfulness of personnel (4.72, up from 4.40 in 2001);
- Timeliness of our payment process (4.68, up from 4.21 in 2001);
- Fairness of application evaluation process (4.67, up from 4.24 in 2001);
- Ease of contacting ACOA personnel; (4.63, up from 4.42 in 2001);
- Resolution of problems/concerns (4.63, up from 4.37 in 2001); and,
- Importance scores have increased for the majority of service features in all regions since 2001.

#### **Clients in New Brunswick place importance on several service features including:**

- Speed of turnaround time of the application process (4.76, up from 4.18 in 2001);
- Helpfulness of personnel (4.72, up from 4.38 in 2001);
- Fairness of the application evaluation process (4.71, up from 4.22 in 2001); and,
- Timeliness of payment process (4.71, up from 4.02 in 2001).

#### **Clients in Nova Scotia place importance on several service features including:**

- Helpfulness of personnel (4.83, up from 4.42 in 2001);
- Speed of turnaround time of the application process (4.70, up from 4.40 in 2001);
- Timeliness of payment process (4.69, up from 4.36 in 2001); and,
- Efforts made by personnel to assess your needs (4.66, up from 4.48 in 2001).

#### **Clients in Cape Breton place importance on several service features including:**

- Ease of contacting ACOA personnel (4.62, up from 4.56 in 2001);
- Keeping you informed on the status of your request (4.59, up from 4.35 in 2001);
- Speed of turnaround time of application process (4.57, up from 4.21 in 2001); and,
- Resolution of problems and concerns (4.57, up from 4.28 in 2001).

**Clients in Prince Edward Island place importance on several service features including:**

- Timeliness of our payment process (4.72, up from 4.23 in 2001);
- Speed of turnaround time of the application process (4.71, up from 4.44 in 2001);
- Professionalism of personnel (4.65, up from 4.22 in 2001); and,
- Helpfulness of personnel (4.63, up from 4.03 in 2001).

**Clients in Newfoundland/Labrador place importance on several service features including:**

- Speed of turnaround time of the application process (4.73, up from 4.38 in 2001);
- Helpfulness of personnel (4.71, up from 4.67 in 2001);
- Fairness of application evaluation process (4.70, up from 4.25 in 2001); and,
- Timeliness of our payment process (4.68, up from 4.45 in 2001).

***Exhibit 5.3 summarizes the service delivery importance scores.***

**2004 ACOA CLIENT SATISFACTION SURVEY REPORT**

**Exhibit 5.3  
Service Delivery Importance Mean Scores 2003/2001**

SERVICE FEATURES		ALL CLIENTS					
		NB	NS	CB	PEI	NL	
A.	EASE OF CONTACTING ACOA PERSONNEL (2003) (2001)	4.63 4.42	4.66 4.35	4.66 4.51	4.62 4.56	4.60 4.22	4.59 4.60
B.	HELPLESSNESS OF PERSONNEL (2003) (2001)	4.72 4.40	4.72 4.38	4.83 4.42	4.58 4.63	4.63 4.03	4.71 4.67
C.	BUSINESS KNOWLEDGE OF PERSONNEL THAT HANDLED REQUEST (2003) (2001)	4.61 4.34	4.67 4.18	4.63 4.54	4.55 4.60	4.56 3.97	4.56 4.57
D.	EFFORTS MADE BY PERSONNEL TO ASSESS YOUR NEEDS (2003) (2001)	4.62 4.35	4.67 4.17	4.66 4.48	4.51 4.53	4.48 4.30	4.62 4.64
E.	COURTEOUS STAFF (2003) (2001)	4.48 4.43	4.50 4.16	4.42 4.22	4.49 4.53	4.55 3.75	4.48 4.53
F.	APPOINTMENTS WITH STAFF WERE EASY TO MAKE (2003) (2001)	4.54 4.15	4.59 4.12	4.50 4.12	4.51 4.33	4.51 3.96	4.52 4.41
G.	KEEPING YOU INFORMED ON THE STATUS OF YOUR REQUEST (2003) (2001)	4.62 4.26	4.64 4.23	4.65 4.21	4.59 4.35	4.54 4.25	4.62 4.45
H.	SUGGESTIONS SERVICES OFFERED BY OTHER ORGANIZATIONS (2003) (2001)	4.28 4.28	4.38 4.29	4.20 4.26	4.26 4.29	4.25 4.30	4.26 4.27
I.	RESOLUTION OF PROBLEMS-CONCERNS (2003) (2001)	4.63 4.37	4.66 4.29	4.59 4.47	4.57 4.28	4.56 4.51	4.65 4.34
J.	PROFESSIONALISM OF ACOA PERSONNEL (2003) (2001)	4.61 4.24	4.60 4.21	4.63 4.65	4.57 4.30	4.65 4.22	4.61 4.19
K.	ESTABLISHING AN ON-GOING BUSINESS RELATIONSHIP WITH YOU (2003) (2001)	4.52 4.27	4.57 4.30	4.41 4.28	4.42 4.26	4.55 4.15	4.56 4.13
L.	FAIRNESS OF APPLICATION EVALUATION PROCESS (2003) (2001)	4.67 4.24	4.71 4.22	4.62 4.28	4.63 4.23	4.59 4.15	4.70 4.25
M.	SPEED OF TURNAROUND TIME OF APPLICATION PROCESS (2003) (2001)	4.72 4.30	4.76 4.18	4.70 4.40	4.57 4.21	4.71 4.44	4.73 4.38
N.	PERSONNEL RESPONSE TO TELEPHONE/VOICE MAIL MESSAGES (2003) (2001)	4.60 4.36	4.61 4.35	4.63 4.37	4.51 4.23	4.63 4.42	4.59 4.41
O.	TIMELINESS OF OUR PAYMENT PROCESS (2003) (2001)	4.68 4.21	4.71 4.02	4.69 4.36	4.57 4.37	4.72 4.23	4.68 4.45
P.	STAFF WENT THE EXTRA MILE TO MAKE SURE I GOT WHAT I NEEDED (2003)	4.68	4.60	4.49	4.40	4.50	4.55

**5.4 SATISFACTION HIGHLIGHTS**

Overall, clients gave higher satisfaction to several service features including:

- Courteous staff (4.39, up significantly from 3.65 in 2001);
- Helpfulness of personnel (4.31, up significantly from 3.54 in 2001);
- Ease of contacting ACOA personnel (4.23, up significantly from 3.64 in 2001);

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- Business knowledge of personnel that handled your request (4.22, up significantly from 3.56 in 2001);
- Professionalism of personnel (4.21, up significantly from 3.32 in 2001);
- Satisfaction with staff responsiveness to client needs improved from 3.79 in 2001 to 4.04 in 2003;
- Satisfaction ratings are systematically higher in 2003, compared to 2001; and,
- All differences in satisfaction scores between 2003 and 2001 are statistically significant based on t-test statistic.<sup>13</sup>

### **Clients in New Brunswick area are very satisfied with ACOA on several service features including:**

- Helpfulness of personnel (4.35, up significantly from 3.37 in 2001);
- Courteous staff (4.31, up significantly from 3.48 in 2001);
- Ease of contacting ACOA personnel (4.30, up significantly from 3.46 in 2001);
- Business knowledge of personnel that handled your request (4.26, up significantly from 3.30 in 2001);
- Satisfaction with staff responsiveness to client needs improved from 3.51 in 2001 to 3.99 in 2003; and,
- The majority of clients still believe that there is room for improvement with "Speed of turnaround time of the application process", where the score is 3.56, (up marginally from 3.39 in 2001).

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<sup>13</sup> Results are statistically significant at .01, 19 times out of 20  
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**Clients in Nova Scotia are very satisfied with ACOA on several service features including:**

- Courteous staff (4.47, up from 4.02 in 2001);
- Ease of contacting ACOA personnel (4.33, up from 4.02 in 2001);
- Helpfulness of personnel (4.32, up from 3.80 in 2001);
- Professionalism of personnel (4.23, up significantly from 3.62 in 2001);
- Satisfaction with staff responsiveness to client needs decreased from 4.10 in 2001 to 4.09 in 2003;
- The majority of clients still believe that there is room for improvement with "Speed of turnaround time of the application process," where the score is 3.56, up marginally from 3.39 in 2001"; and,
- The majority of clients still believe that there is room for improvement with "Offering suggestions about services offered by other organization", where the score is 3.63, (down marginally from 3.67 in 2001).

**Clients in Cape Breton are very satisfied with ACOA on several service features including:**

- Courteous staff (4.36, up significantly from 3.28 in 2001);
- Helpfulness of personnel (4.22, up significantly from 3.51 in 2001);
- Timeliness of our payment process (4.21, up significantly from 3.56 in 2001);
- Appointments with staff were easy to make (4.18, up significantly from 3.18 in 2001);
- Business knowledge of personnel that handled my request (4.18, up significantly from 3.44 in 2001);
- Ease of contacting ACOA personnel (4.17, up from 3.63 in 2001);
- Professionalism of ACOA personnel (4.17, up significantly from 3.12 in 2001);
- Satisfaction with staff responsiveness to client needs decreased from 4.14 in 2001 to 4.05 in 2003;
- The majority of clients still believe that there is room for improvement with "Offering suggestions about services offered by other organization", where the score is 3.58, up marginally from 3.45 in 2001; and,
- The majority of clients still believe that there is room for improvement with "Speed of turnaround time of the application process", where the score is 3.51, (up marginally from 3.14 in 2001).

**Clients in Prince Edward Island are very satisfied with ACOA on several service features including:**

- Courteous staff (4.39, up significantly from 3.15 in 2001);
- Helpfulness of personnel (4.34, up significantly from 3.11 in 2001);
- Business knowledge of personnel that handled my request (4.32, up significantly from 2.96 in 2001);
- Efforts made by personnel to assess your needs (4.29, up significantly from 2.89 in 2001);
- Timeliness of our payment process (4.28, up significantly from 3.23 in 2001);
- Establishing an ongoing business relationship with you (4.27, up significantly from 3.18 in 2001);
- Speed of turnaround time of the application process (4.71, up from 4.44 in 2001); and,
- Satisfaction with staff responsiveness to client needs increased from 3.55 in 2001 to 4.22 in 2003.

**Clients in Newfoundland/Labrador are very satisfied with ACOA on several service features including:**

- Courteous staff (4.42, up from 4.10 in 2001);
- Helpfulness of personnel (4.28, up from 3.97 in 2001);
- Professionalism of personnel (4.27, up significantly from 3.19 in 2001);
- Business knowledge of personnel that handled my request (4.19, up from 4.00 in 2001);
- Ease of contacting ACOA personnel (4.14, up from 3.95 in 2001);
- Timeliness of our payment process (3.87, up from 3.29 in 2001);
- Satisfaction with staff responsiveness to client needs decreased from 4.03 in 2001 to 4.01 in 2003;
- The majority of clients still feel that there is room for improvement with "Offering suggestions about services offered by other organization", where the score is 3.53, (up marginally from 3.29 in 2001); and,
- The majority of clients still feel that there is room for improvement with "Speed of turnaround time of the application process", where the score is 3.31, (up marginally from 3.09 in 2001).

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*Exhibit 5.4 summarizes the service delivery satisfaction scores.*

**Exhibit 5.4  
Service Delivery Satisfaction Mean Scores 2003/2001**

SERVICE FEATURES		ALL CLIENTS	NB	NS	CB	PEI	NL
A.	EASE OF CONTACTING ACOA PERSONNEL (2003) (2001)	4.23 3.64	4.30 3.46	4.33 4.02	4.17 3.63	4.19 3.10	4.14 3.95
B.	HELPFULNESS OF PERSONNEL (2003) (2001)	4.31 3.54	4.35 3.37	4.32 3.80	4.22 3.51	4.34 3.11	4.28 3.97
C.	BUSINESS KNOWLEDGE OF PERSONNEL THAT HANDLED REQUEST (2003) (2001)	4.22 3.56	4.26 3.30	4.21 4.03	4.18 3.44	4.32 2.96	4.19 4.00
D.	EFFORTS MADE BY PERSONNEL TO ASSESS YOUR NEEDS (2003) (2001)	4.17 3.48	4.19 3.30	4.16 3.94	4.10 3.35	4.29 2.89	4.15 3.72
E.	COURTEOUS STAFF (2003) (2001)	4.39 3.65	4.31 3.48	4.47 4.02	4.36 3.28	4.39 3.15	4.42 4.10
F.	APPOINTMENTS WITH STAFF WERE EASY TO MAKE (2003) (2001)	4.14 3.54	4.17 3.36	4.17 3.90	4.18 3.18	4.22 3.16	4.06 3.82
G.	KEEPING YOU INFORMED ON THE STATUS OF YOUR REQUEST (2003) (2001)	3.81 3.37	3.84 3.36	3.76 3.59	3.71 3.30	4.09 2.85	3.76 3.45
H.	SUGGESTIONS SERVICES OFFERED BY OTHER ORGANIZATIONS (2003) (2001)	3.64 3.44	3.76 3.38	3.63 3.67	3.58 3.45	3.79 3.19	3.53 3.29
I.	RESOLUTION OF PROBLEMS-CONCERNS (2003) (2001)	3.94 3.56	3.89 3.28	3.94 4.35	3.95 3.30	4.09 3.32	3.95 3.21
J.	PROFESSIONALISM OF ACOA PERSONNEL (2003) (2001)	4.21 3.32	4.14 3.23	4.23 3.62	4.17 3.12	4.22 3.10	4.27 3.19
K.	ESTABLISHING AN ON-GOING BUSINESS RELATIONSHIP WITH YOU (2003) (2001)	4.05 3.29	4.04 3.16	3.97 3.50	4.15 3.60	4.27 3.18	4.03 3.12
L.	FAIRNESS OF APPLICATION EVALUATION PROCESS (2003) (2001)	3.96 3.21	3.96 3.16	3.98 3.51	4.04 3.12	4.16 2.85	3.86 3.11
M.	SPEED OF TURNAROUND TIME OF APPLICATION PROCESS (2003) (2001)	3.52 3.37	3.56 3.39	3.84 3.65	3.51 3.14	3.90 3.00	3.31 3.09
N.	PERSONNEL RESPONSE TO TELEPHONE/VOICE MAIL MESSAGES (2003) (2001)	3.99 3.41	3.99 3.35	4.10 3.68	4.11 3.28	4.05 3.29	3.86 3.19
O.	TIMELINESS OF OUR PAYMENT PROCESS (2003) (2001)	3.96 3.36	3.88 3.16	3.95 3.70	4.21 3.56	4.28 3.23	3.87 3.29
P.	STAFF WENT THE EXTRA MILE TO MAKE SURE I GOT WHAT I NEEDED (2003)	3.95	3.97	3.99	3.83	4.14	3.91
Q.	1. OVERALL STAFF RESPONSIVENESS TO NEEDS (2003) (2001)	4.04 3.79	3.99 3.51	4.09 4.10	4.05 3.14	4.22 3.55	4.01 4.03



## 5.5 SATISFACTION TOP BOX SCORE SUMMARY

Since 2001 there has been a significant improvement in the top box satisfaction scores across all regions. Globally, 80.4% of clients are satisfied with ACOA's ability to respond to their needs (this compares to 64.7% in 2001). All regions scored essentially the same, with perhaps the exception of Cape Breton, where 68.5% of the clients indicated that they were satisfied.

At the top of the list of Service Delivery issues "Courteous staff" reigned with 89.4% of satisfaction (this compares to 63.0% in 2001). It is followed by "Helpfulness of personnel" (89.0%, compared to 57.2% in 2001) and "Ease of contacting ACOA personnel" (88.4%, compared to 65.0% in 2001).

Two aspects of service delivery did not fare as well: "Offering suggestions about service offered by other organizations" received 59.9% of satisfied responses (this compares to 51.7% in 2001 and "Speed of turnaround time of application process received 60.0% of satisfied responses" (this compares to 46.4% in 2001).

**In the New Brunswick region** all of the top box satisfaction scores improved over 2001. This was very apparent for a number of service features including:

- Helpfulness of personnel (89.0%, up significantly from 65.9% in 2001);
- Business knowledge of personnel that handled your request (87.2%, up from 62.8% in 2001);
- Ease of contacting ACOA personnel (87.2%, up from 70.9% in 2001);
- Appointments with staff were easy to make (86.6%, up significantly from 60.5% in 2001); and,
- Courteous staff (86.5%, up from 65.9% in 2001).

**In the Nova Scotia region** all of the top box satisfaction scores improved over 2001. This was very apparent for a number of service features including:

- Courteous staff (93.4%, up significantly from 60.3% in 2001);

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- Ease of contacting ACOA personnel (92.3%, up significantly from 61.3% in 2001);
- Helpfulness of personnel (89.2%, up significantly from 53.9% in 2001);
- Business knowledge of personnel that handled your request (84.8%, up significantly from 54.6% in 2001);
- Efforts made by personnel to assess your needs (84.6%, up significantly from 51.2% in 2001);
- Professionalism of ACOA personnel (82.9%, up significantly from 39.9% in 2001); and,
- Personnel responded to telephone/voice mail messages in a timely manner (82.2%, up significantly from 52.7% in 2001).

***In the Cape Breton region*** all of the top box satisfaction scores improved over 2001. This was very apparent for a number of service features including:

- Ease of contacting ACOA personnel (87.8%, up from 61.8 % in 2001);
- Helpfulness of personnel (85.5%, up from 70.6% in 2001);
- Business knowledge of personnel that handled your request (85.4%, up from 66.7% in 2001);
- Timeliness of our payment process (85.3%, up significantly from 44.1% in 2001); and,
- Professionalism of ACOA personnel (83.7%, up significantly from 33.3% in 2001).

***In the Prince Edward Island region*** all of the top box satisfaction scores improved over 2001. This was very apparent for a number of service features including:

- Helpfulness of personnel (89.6%, up significantly from 49.3% in 2001);
- Courteous staff (89.6%, up significantly from 66.7% in 2001);
- Efforts made by personnel to assess your needs (89.6%, up significantly from 52.7% in 2001);
- Ease of contacting ACOA personnel (89.6%, up from 69.4 % in 2001);
- Timeliness of our payment process (89.3%, up significantly from 52.0% in 2001); and,
- Fairness of the application evaluation process (87.6%, up significantly from 40.0% in 2001).

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***In the Newfoundland/Labrador region*** all of the top box satisfaction scores improved over 2001.

This was very apparent for a number of service features including:

- Courteous staff (91.3%, up significantly from 60.6% in 2001);
- Helpfulness of personnel (89.4%, up significantly from 57.5% in 2001);
- Appointments with staff were easy to make (89.1%, up significantly from 65.1% in 2001);
- Business knowledge of personnel that handled your request (87.1%, up significantly from 58.2% in 2001); and,
- Ease of contacting ACOA personnel (86.8%, up significantly from 62.1 % in 2001).

***Exhibit 5.5 summarizes the top box satisfaction scores.***

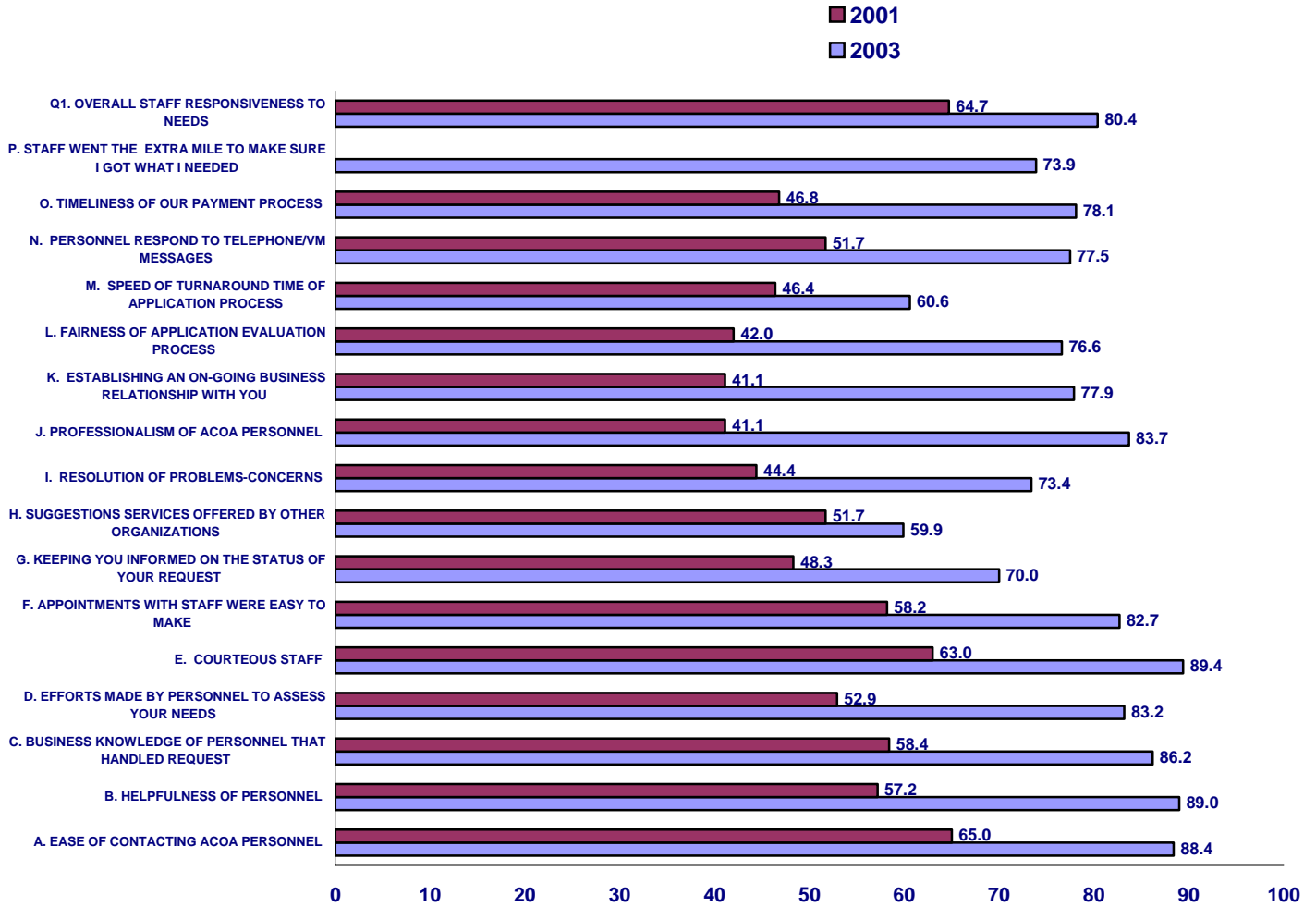
**Exhibit 5.5**  
**Service Delivery Satisfaction Top Box Scores (%)<sup>14</sup> 2003/2001**

SERVICE FEATURES	ALL CLIENTS					
	NB	NS	CB	PEI	NL	
A. EASE OF CONTACTING ACOA PERSONNEL (2003) (2001)	88.4 65.0	87.2 70.9	92.3 61.3	87.8 61.8	89.6 69.4	86.8 62.1
B. HELPFULNESS OF PERSONNEL (2003) (2001)	89.0 57.2	89.0 65.9	89.2 53.9	85.5 58.9	89.6 49.3	89.4 57.5
C. BUSINESS KNOWLEDGE OF PERSONNEL THAT HANDLED REQUEST (2003) (2001)	86.2 58.4	87.2 62.8	84.8 54.6	85.4 66.7	80.9 58.9	87.1 58.2
D. EFFORTS MADE BY PERSONNEL TO ASSESS YOUR NEEDS (2003) (2001)	83.2 52.9	82.3 55.5	84.6 51.2	79.6 61.8	89.6 52.8	81.8 56.1
E. COURTEOUS STAFF (2003) (2001)	89.4 63.0	86.5 65.9	93.4 60.3	83.0 70.6	89.6 66.7	91.3 60.6
F. APPOINTMENTS WITH STAFF WERE EASY TO MAKE (2003) (2001)	82.7 58.2	86.6 60.5	81.3 58.2	80.4 45.5	85.1 60.0	79.0 65.1
G. KEEPING YOU INFORMED ON THE STATUS OF YOUR REQUEST (2003) (2001)	70.0 48.3	73.7 54.1	66.1 46.9	68.8 41.2	83.3 45.4	67.1 48.8
H. SUGGESTIONS SERVICES OFFERED BY OTHER ORGANIZATIONS (2003) (2001)	59.9 51.7	63.8 58.8	57.8 51.0	63.6 44.1	69.1 48.0	54.5 50.8
I. IRESOLUTION OF PROBLEMS-CONCERNS (2003) (2001)	73.4 44.4	68.6 52.3	74.6 44.4	74.5 29.0	83.3 41.7	74.0 42.7
J. PROFESSIONALISM OF ACOA PERSONNEL (2003) (2001)	83.7 41.1	79.7 45.6	82.9 39.9	83.7 33.3	85.5 42.6	86.7 39.7
K. ESTABLISHING AN ON-GOING BUSINESS RELATIONSHIP WITH YOU (2003) (2001)	77.9 41.1	77.6 44.5	73.5 43.1	83.7 32.4	85.2 40.0	76.7 39.0
L. FAIRNESS OF APPLICATION EVALUATION PROCESS (2003) (2001)	76.6 42.0	73.6 48.5	78.9 40.1	81.2 35.3	87.6 40.0	74.8 41.6
M. SPEED OF TURNAROUND TIME OF APPLICATION PROCESS (2003) (2001)	60.6 46.4	60.4 48.9	61.1 37.9	68.0 44.1	74.5 42.7	55.5 45.4
N. PERSONNEL RESPONSE TO TELEPHONE/VOICE MAIL MESSAGES (2003) (2001)	77.5 51.7	67.0 55.6	82.2 52.7	76.6 43.1	79.2 50.7	74.5 48.4
O. TIMELINESS OF OUR PAYMENT PROCESS (2003) (2001)	78.1 46.8	72.0 53.3	78.7 42.5	86.3 44.1	89.3 52.0	76.2 44.6
P. STAFF WENT THE EXTRA MILE TO MAKE SURE I GOT WHAT I NEEDED (2003)	73.9	76.7	76.5	63.7	76.9	72.1
Q. 1. OVERALL STAFF RESPONSIVENESS TO NEEDS (2003) (2001)	80.4 64.7	79.1 71.1	81.8 61.3	79.6 61.7	87.5 69.3	79.3 62.9

<sup>14</sup> Top box score represents the percentage of clients who indicated that they were either satisfied or very satisfied with the service feature.

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TOP BOX SATISFACTION SCORES  
SERVICE DELIVERY FEATURES  
ALL CLIENTS 2003/2001



## 5.6 GAP SCORE HIGHLIGHTS

Overall, the majority of the gap scores<sup>15</sup> for all clients were significantly better (i.e. were lower) compared to 2001. Some of the more significant improvements include:

- Courteous staff (-0.09 down significantly from -0.78 in 2001);
- Professionalism of ACOA personnel (-0.40 down significantly from -1.02 in 2001);
- Appointments with staff were easy to make (-0.40 down from -0.78 in 2001);
- Ease of contacting ACOA personnel; (-0.40, down from -0.78 in 2001);
- Helpfulness of personnel (-0.41, down significantly from -0.86 in 2001);
- Efforts made by personnel to assess your needs (-0.45, down from -0.87 in 2001); and,
- Fairness of application evaluation process (-0.71, down from -1.03 in 2001).

The exception to this positive trend was with the service feature ***"SPEED OF TURNAROUND TIME OF THE APPLICATION PROCESS"***, where the gap score increased from -0.93 in 2001 to -1.20 in 2003.

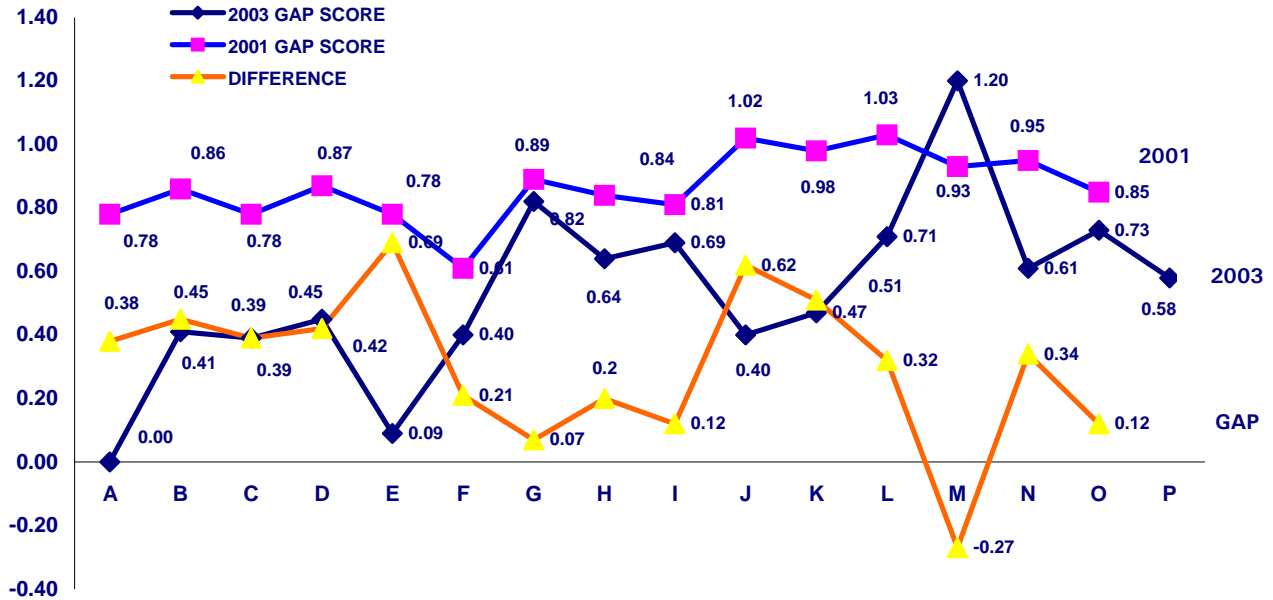
### Exhibit 5.6 Service Delivery Gap Scores 2003/2001

RANKING OF GAP SCORES	2003 GAP SCORE	2001 GAP SCORE	DIFFERENCE 2003-2001
M. SPEED OF TURNAROUND TIME OF APPLICATION PROCESS	-1.20	-0.93	+0.27
G. KEEPING YOU INFORMED ON THE STATUS OF YOUR REQUEST	-0.82	-0.89	-0.07
O. TIMELINESS OF OUR PAYMENT PROCESS	-0.73	-0.85	-0.12
L. FAIRNESS OF APPLICATION EVALUATION PROCESS	-0.71	-1.03	-0.32
I. RESOLUTION OF PROBLEMS-CONCERNS	-0.69	-0.81	-0.12
H. SUGGESTIONS ABOUT SERVICES OFFERED BY OTHER ORGANIZATIONS	-0.64	-0.84	-0.20
N. PERSONNEL RESPONSE TO TELEPHONE/VOICE MAIL MESSAGES	-0.61	-0.95	-0.34
P. STAFF WENT THE EXTRA MILE TO MAKE SURE I GOT WHAT I NEEDED	-0.58		
K. ESTABLISHING AN ON-GOING BUSINESS RELATIONSHIP WITH YOU	-0.47	-0.98	-0.51
D. EFFORTS MADE BY PERSONNEL TO ASSESS YOUR NEEDS	-0.45	-0.87	-0.42
B. HELPFULNESS OF PERSONNEL	-0.41	-0.86	-0.45
J. PROFESSIONALISM OF PERSONNEL	-0.40	-1.02	-0.62
A. EASE OF CONTACTING ACOA PERSONNEL	-0.40	-0.78	-0.38
F. APPOINTMENTS WITH STAFF WERE EASY TO MAKE	-0.40	-0.61	-0.21
C. BUSINESS KNOWLEDGE OF PERSONNEL THAT HANDLED YOUR REQUEST	-0.39	-0.78	-0.39
E. COURTEOUS STAFF	-0.09	-0.78	-0.69

<sup>15</sup> A gap score reflects the difference between a client's expectation (importance) of a service feature and perception (satisfaction) with the service feature. The higher the negative the gap score the greater the level of dissatisfaction with the service feature.

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Service Delivery Gap Scores 2003/2001  
All Clients/All Regions



**Highlights**

Gap scores are significantly better (lower) in 2003 for most service features (based on T-Test).

Exceptions include:

“Turnaround time of the application process”-Gap significantly higher in 2003”;

“Keeping you informed about the status of your request”-Gap not significantly different between 2001 and 2003”;

“Offering suggestions on service offered by other organizations”- Gap not significantly different between 2001 and 2003”; and, “Timeliness of our payment process”- Gap not significantly different between 2001 and 2003.

***In the New Brunswick region***, all of the gap scores improved in 2003 (i.e. were lower compared to 2001), with the exception of the service feature "Speed of turnaround time of the application process," whose gap score increased to -1.20 (up from -0.79 in 2001). Some of the more significant improvements included:

- Courteous staff (-0.19, down significantly from -0.68 in 2001);
- Ease of contacting ACOA personnel (-0.36, down significantly from -0.89 in 2001);
- Helpfulness of personnel (-0.37, down significantly from -1.01 in 2001);
- Business knowledge of personnel that handled your request (-0.41, down significantly from -0.88 in 2001);
- Professionalism of personnel (-0.46, down significantly from -0.98 in 2001); and,
- Establishing an ongoing business relationship with you (-0.53, down significantly from -1.14 in 2001).

***In the Nova Scotia region***, the majority of the gap scores improved in 2003 (i.e. were lower compared to 2001), with the exception of the service features "Speed of turnaround time of the application process", whose gap score increased to -1.06 (up from -0.75 in 2001) and "Keeping you informed about the status of your request", whose gap score increased to -0.89 (up from -0.62 in 2001). Some of the more significant improvements included:

- Ease of contacting ACOA personnel (-0.33, down from -0.49 in 2001);
- Professionalism of personnel (-0.40, down significantly from -1.03 in 2001); and,
- Establishing an ongoing business relationship with you (-0.62, down from -0.78 in 2001).

***In the Cape Breton region***, the majority of the gap scores improved significantly in 2003 (i.e. were lower compared to 2001). Some of the more significant improvements included:

- Courteous staff (-0.13, down significantly from -1.25 in 2001);
- Appointments with staff were easy to make (-0.33, down significantly from -1.15 in 2001);
- Helpfulness of personnel (-0.36, down significantly from -1.12 in 2001);

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- Business knowledge of personnel that handled your request (-0.37, down significantly from -1.16 in 2001);
- Professionalism of personnel (-0.40, down significantly from -1.18 in 2001);
- Personnel responded to telephone/voice mail messages in a timely fashion (-0.40, down significantly from -0.95 in 2001); and,
- Efforts made by personnel to assess your needs (-0.41, down significantly from -1.18 in 2001).

***In the PEI region***, the majority of the gap scores improved significantly in 2003 (i.e. were lower compared to 2001). Some of the more significant improvements included:

- Efforts made by personnel to address your needs (-0.19, down significantly from -1.41 in 2001);
- Business knowledge of personnel that handled your request (-0.24, down significantly from -1.01 in 2001);
- Helpfulness of personnel (-0.29, down significantly from -0.92 in 2001);
- Fairness of the evaluation process (-0.43, down significantly from -1.30 in 2001); and,
- Keeping you informed about the status of your request (-0.73, down significantly from -1.40 in 2001).

***In the Newfoundland/Labrador region***, the majority of the gap scores improved significantly in 2003 (i.e. were lower compared to 2001) with the exception of the service feature "Speed of turnaround time of the application process", whose gap score increased to -1.42 (up from -1.29 in 2001). Some of the more significant improvements included:

- Professionalism of personnel (-0.34, down significantly from -1.00 in 2001);
- Efforts made by personnel to assess your needs (0.47, down significantly from -0.92 in 2001);
- Establishing an ongoing business relationship (-0.53, down significantly from -1.01 in 2001);
- Resolution of problems and concerns (-0.70, down from -1.13 in 2001); and,
- Personnel responded to telephone/voice mail messages in a timely manner (0.73, down significantly from -1.22 in 2001).



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*Exhibit 5.6A summarizes the service delivery gap scores.*

**Exhibit 5.6A  
Service Delivery Gap Scores 2003/2001**

SERVICE FEATURES	ALL CLIENTS	NB	NS	CAPE BRETON	PEI	NEWFOUNDLAND
A. EASE OF CONTACTING ACOA PERSONNEL (2003) (2001)	-0.40 -0.78	-0.36 -0.89	-0.33 -0.49	-0.45 -0.93	-0.41 -1.12	-0.45 -0.65
B. HELPFULNESS OF PERSONNEL (2003) (2001)	-0.41 -0.86	-0.37 -1.01	-0.51 -0.62	-0.36 -1.12	-0.29 -0.92	-0.43 -0.70
C. BUSINESS KNOWLEDGE OF PERSONNEL THAT HANDLED REQUEST (2003) (2001)	-0.39 -0.78	-0.41 -0.88	-0.42 -0.51	-0.37 -1.16	-0.24 -1.01	-0.37 -0.57
D. EFFORTS MADE BY PERSONNEL TO ASSESS YOUR NEEDS (2003) (2001)	-0.45 -0.87	-0.48 -0.87	-0.50 -0.54	-0.41 -1.18	-0.19 -1.41	-0.47 -0.92
E. COURTEOUS STAFF (2003) (2001)	-0.09 -0.78	-0.19 -0.68	0.05 -0.20	-0.13 -1.25	-0.16 -0.60	-0.06 -0.43
F. APPOINTMENTS WITH STAFF WERE EASY TO MAKE (2003) (2001)	-0.40 -0.78	-0.42 -0.76	-0.33 -0.22	-0.33 -1.15	-0.29 -0.80	-0.46 -0.59
G. KEEPING YOU INFORMED ON THE STATUS OF YOUR REQUEST (2003) (2001)	-0.82 -0.89	-0.80 -0.87	-0.89 -0.62	-0.88 -1.05	-0.45 -1.40	-0.86 -1.00
H. SUGGESTIONS SERVICES OFFERED BY OTHER ORGANIZATIONS (2003) (2001)	-0.64 -0.84	-0.62 -0.91	-0.57 -0.59	-0.68 -0.84	-0.46 -1.11	-0.73 -0.98
I. RESOLUTION OF PROBLEMS-CONCERNS (2003) (2001)	-0.69 -0.81	-0.77 -1.01	-0.65 -0.12	-0.62 -0.98	-0.47 -1.19	-0.70 -1.13
J. PROFESSIONALISM OF ACOA PERSONNEL (2003) (2001)	-0.40 -1.02	-0.46 -0.98	-0.40 -1.03	-0.40 -1.18	-0.43 -1.12	-0.34 -1.00
K. ESTABLISHING AN ON-GOING BUSINESS RELATIONSHIP WITH YOU (2003) (2001)	-0.47 -0.98	-0.53 -1.14	-0.46 -0.78	-0.27 -0.66	-0.28 -0.97	-0.53 -1.01
L. FAIRNESS OF APPLICATION EVALUATION PROCESS (2003) (2001)	-0.71 -1.03	-0.75 -1.06	-0.64 -0.77	-0.59 -1.11	-0.43 -1.30	-0.84 -1.14
M. SPEED OF TURNAROUND TIME OF APPLICATION PROCESS (2003) (2001)	-1.20 -0.93	-1.20 -0.79	-1.06 -0.75	-1.06 -1.07	-0.81 -1.44	-1.42 -1.29
N. PERSONNEL RESPONSE TO TELEPHONE/VOICE MAIL MESSAGES (2003) (2001)	-0.61 -0.95	-0.62 -1.00	-0.53 -0.69	-0.40 -0.95	-0.58 -1.13	-0.73 -1.22
O. TIMELINESS OF OUR PAYMENT PROCESS (2003) (2001)	-0.73 -0.85	-0.83 -0.86	-0.74 -0.66	-0.36 -0.81	-0.44 -1.00	-0.81 -1.16
P. STAFF WENT THE EXTRA MILE TO MAKE SURE I GOT WHAT I NEEDED (2003)	-0.58	-0.63	-0.50	-0.57	-0.44	-0.64

## 5.7 SERVICE DELIVERY IMPROVEMENT SUMMARY

Clients were asked to indicate which of the “**SERVICE DELIVERY**” service features could be improved. A total of 1620 service features were mentioned, up from 1471 in 2001. Exhibit 5.7 summarizes the 2003 and 2001 responses.

**Exhibit 5.7**  
**Service Delivery Improvement Summary 2003/2001**

RANKING OF SERVICE FEATURES	2003 COUNT	2001 COUNT	2003 % OF RESPONSES	2001 % OF RESPONSES	2003 % OF CLIENTS	2001 % OF CLIENTS
M. SPEED OF TURNAROUND TIME OF APPLICATION PROCESS	437	246	27.0%	16.7%	72.8%	41.0%
G. KEEPING YOU INFORMED OF REQUEST STATUS	277	199	17.1%	13.5%	46.2%	33.2%
H. OFFERING SUGGESTIONS ON SERVICES OFFERED BY OTHERS	167	103	10.3%	7.0%	27.8%	17.2%
L. FAIRNESS OF APPLICATION EVALUATION	161	151	9.9%	10.3%	26.8%	25.2%
K. ESTABLISHING ON-GOING BUSINESS RELATIONSHIP	95	143	5.9%	9.7%	15.8%	23.8%
O. TIMELINESS OF PAYMENT PROCESS	117	79	7.2%	5.4%	19.5%	13.5%
I. RESOLUTION OF PROBLEMS-CONCERNS	79	130	4.9%	8.8%	13.2%	21.7%
N. PERSONNEL RESPONSE TO TELEPHONE/VOICE MAIL	54	69	3.3%	4.7%	9.0%	11.5%
P. STAFF GO THE EXTRA MILE	49		3.0%		8.2%	
D. EFFORTS MADE BY PERSONNEL TO ASSESS NEEDS	45	61	2.8%	4.1%	7.5%	10.2%
A. EASE OF CONTACTING ACOA	41	13	2.5%	0.9%	6.8%	2.2%
C. BUSINESS KNOWLEDGE OF PERSONNEL /HANDLED REQUEST	39	81	2.4%	5.5%	6.5%	13.5%
F. APPOINTMENTS WERE EASY TO MAKE	33	52	2.0%	3.5%	5.5%	8.7%
J. PROFESSIONALISM OF PERSONNEL	11	69	0.7%	4.7%	1.8%	11.5%
B. HELPFULNESS OF PERSONNEL	10	42	0.6%	2.9%	1.7%	7.0%
E. COURTEOUS STAFF	5	33	0.3%	2.2%	0.8%	5.5%

### 5.6.1 Highlights

**Overall, clients feel that ACOA could improve on a number of service issues including:**

- Speed of turnaround time of the application process, where 72.8% of clients mentioned this service feature (up from 41.0% in 2001); ***(This is the most important service delivery driver of client satisfaction)***
- Keeping you informed about the status of your request, where 46.2% of clients mentioned this service feature (up from 33.2% in 2001); ***(This is the second most important service delivery driver of client satisfaction)***
- Offering suggestions about services offered by other organizations, where 27.8% of clients mentioned this service feature (up from 17.2% in 2001); and,

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- Fairness of the application evaluation process, where 26.8% of clients mentioned this service feature (up from 25.2% in 2001). ***(This is the fourth most important service delivery driver of client satisfaction)***

**Clients in the New Brunswick region** feel that ACOA could improve on a number of service delivery features including:

- Speed of turnaround time of the application process, where 74.1% of clients mentioned this service feature (up from 33.7% in 2001);
- Keeping you informed about the status of your request, where 45.3% of clients mentioned this service feature (up from 37.0% in 2001);
- Fairness of the application evaluation process, where 30.9% of clients mentioned this service feature (up from 23.9% in 2001); and,
- Offering suggestions about services offered by other organizations, where 22.2% of clients mentioned this service feature (up from 14.0% in 2001).

**Clients in the Nova Scotia region** feel that ACOA could improve on a number of service delivery features including:

- Speed of turnaround time of the application process, where 72.5% of clients mentioned this service feature (up from 55.8% in 2001);
- Keeping you informed about the status of your request, where 51.7% of clients mentioned this service feature (up from 47.2% in 2001);
- Offering suggestions about services offered by other organizations, where 28.8% of clients mentioned this service feature (up from 21.5% in 2001);
- Fairness of the application evaluation process, where 28.0% of clients mentioned this service feature (down from 32.5% in 2001); and,
- Establishing an ongoing business relationship with you, where 20.4% of clients mentioned this service feature (down from 23.3% in 2001).

**Clients in the Cape Breton region** feel that ACOA could improve on a number of service delivery features including:

- Speed of turnaround time of the application process, where 67.5% of clients

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mentioned this service feature (up from 55.8% in 2001);

- Keeping you informed about the status of your request, where 46.1% of clients mentioned this service feature (up from 16.3% in 2001);
- Offering suggestions about services offered by other organizations, where 44.5% of clients mentioned this service feature (up from 39.5% in 2001);
- Establishing an ongoing business relationship with you, where 19.7% of clients mentioned this service feature (down from 14.0% in 2001); and,
- Fairness of the application evaluation process, where 15.7% of clients mentioned this service feature (down from 27.9% in 2001).

**Clients in the Prince Edward Island region** feel that ACOA could improve on a number of service delivery features including:

- Speed of turnaround time of the application process, where 79.7% of clients mentioned this service feature (up from 27.8% in 2001);
- Keeping you informed about the status of your request, where 40.6% of clients mentioned this service feature (up from 12.5% in 2001);
- Fairness of the application evaluation process, where 37.6% of clients mentioned this service feature (down from 13.9% in 2001);
- Offering suggestions about services offered by other organizations, where 34.2% of clients mentioned this service feature (up from 9.7% in 2001); and,
- Establishing an ongoing business relationship with you, where 15.4% of clients mentioned this service feature (down from 27.8% in 2001).

**Clients in the Newfoundland/Labrador region** feel that ACOA could improve on a number of service delivery features including:

- Speed of turnaround time of the application process, where 72.1% of clients mentioned this service feature (up from 46.8% in 2001);
- Keeping you informed about the status of your request, where 44.7% of clients mentioned this service feature (up from 25.8% in 2001);
- Offering suggestions about services offered by other organizations, where 25.6%

of clients mentioned this service feature (up from 16.1% in 2001);

- Timeliness of our payment process, where 24.5% of clients mentioned this service feature (up from 12.9% in 2001); and,
- Fairness of the application evaluation process, where 23.7% of clients mentioned this service feature (down from 29.0% in 2001).

*Exhibit 5.6A summarizes the service delivery improvement scores.*

**2004 ACOA CLIENT SATISFACTION SURVEY REPORT**

**Exhibit 5.7A  
Service Delivery Improvement Summary 2003/2001  
(Percentage of Clients Selecting Service Feature)**

<b>SERVICE FEATURES</b>	<b>ALL CLIENTS</b>	<b>NB</b>	<b>NS</b>	<b>CAPE BRETON</b>	<b>PEI</b>	<b>NEWFOUNDLAND</b>
A. EASE OF CONTACTING ACOA PERSONNEL (2003) (2001)	6.8 2.2	7.4 0.4	2.6 0.6	6.1 9.3	11.1 6.9	8.5 3.2
B. HELPFULNESS OF PERSONNEL (2003) (2001)	1.7 7.0	1.4 11.1	0.7 4.3	3.1 4.7	0.0 2.8	2.6 6.5
C. BUSINESS KNOWLEDGE OF PERSONNEL THAT HANDLED REQUEST (2003) (2001)	6.5 13.5	8.3 20.2	7.5 9.2	14.0 2.3	0.0 8.3	3.6 16.1
D. EFFORTS MADE BY PERSONNEL TO ASSESS YOUR NEEDS (2003) (2001)	7.5 10.2	5.8 14.0	6.8 9.2	18.4 4.7	7.0 9.7	6.1 4.8
E. COURTEOUS STAFF (2003) (2001)	0.8 0.0	1.7 10.3	0.0 3.1	0.0 0.0	4.3 0.0	1.1 0.0
F. APPOINTMENTS WITH STAFF WERE EASY TO MAKE (2003) (2001)	5.5 0.0	4.7 12.3	5.8 5.5	1.5 4.7	5.1 12.5	7.6 3.2
G. KEEPING YOU INFORMED ON THE STATUS OF YOUR REQUEST (2003) (2001)	46.2 33.2	45.3 37.0	51.7 47.2	46.1 16.3	40.6 12.5	44.7 25.8
H. SUGGESTIONS SERVICES OFFERED BY OTHER ORGANIZATIONS (2003) (2001)	27.8 17.2	22.2 14.0	28.8 21.5	44.5 39.5	34.2 9.7	25.6 16.1
I. RESOLUTION OF PROBLEMS-CONCERNS (2003) (2001)	13.2 21.7	13.8 23.0	17.5 21.5	7.9 34.9	10.3 22.2	12.0 12.9
J. PROFESSIONALISM OF ACOA PERSONNEL (2003) (2001)	1.8 11.5	0.0 10.7	9.2 1.7	0.0 30.2	12.8 12.5	1.5 9.7
K. ESTABLISHING AN ON-GOING BUSINESS RELATIONSHIP WITH YOU (2003) (2001)	15.8 23.8	13.6 29.2	20.4 23.3	19.7 14.0	15.4 27.8	14.0 12.9
L. FAIRNESS OF APPLICATION EVALUATION PROCESS (2003) (2001)	26.8 25.2	30.9 23.9	28.0 32.5	15.7 27.9	37.6 13.9	23.7 29.0
M. SPEED OF TURNAROUND TIME OF APPLICATION PROCESS (2003) (2001)	72.8 41.0	74.1 33.7	72.5 55.8	67.5 55.8	79.7 27.8	72.1 46.8
N. PERSONNEL RESPONSE TO TELEPHONE/VOICE MAIL MESSAGES (2003) (2001)	9.0 11.5	8.7 5.3	6.8 17.2	12.4 14.0	5.9 12.5	10.1 21.0
O. TIMELINESS OF OUR PAYMENT PROCESS (2003) (2001)	19.5 13.5	15.7 6.6	24.1 22.1	7.8 18.6	16.7 15.3	24.5 12.9
P. STAFF WENT THE EXTRA MILE TO MAKE SURE I GOT WHAT I NEEDED (2003)	8.2	7.2	8.3	6.2	2.0	10.9

## CHAPTER 6

# ACCESS TO ACOA SERVICES RESULTS

### 6.1 ACCESS TO ACOA SERVICES CORE AREA SUMMARY

Access to ACOA Services refers to ACOA’s ability to provide the necessary tools for clients to work closely with ACOA throughout the course of their application. The service features focus on the availability of access methods and the effectiveness of the ACOA web site as a tool to provide information and for the client to access information. Exhibit 6.1 summarizes the scores obtained in this study with regard to Access to ACOA Services. The scores clearly indicate that clients are satisfied with the services features relating to “Access to ACOA Services”.

**Exhibit 6.1**  
**Access to ACOA Services Summary 2003/2001**

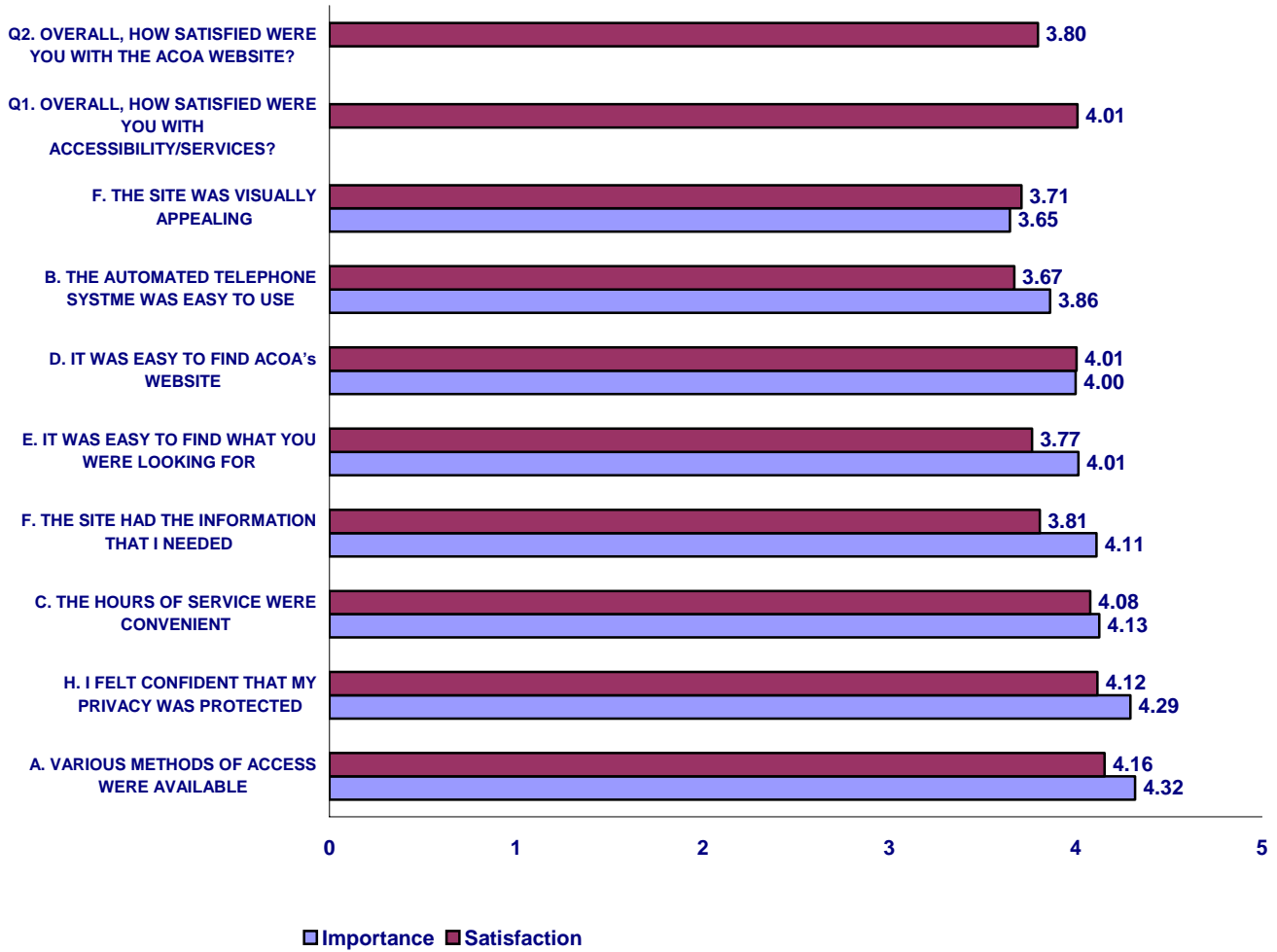
RANKING OF GAP SCORES	2003 SCORES		
	Importance Mean Score	Satisfaction Mean Score	Gap Score
F. THE SITE WAS VISUALLY APPEALING	3.65	3.71	0.06
D. IT WAS EASY TO FIND ACOA'S WEBSITE	4.00	4.01	0.01
C. THE HOURS OF SERVICE WERE CONVENIENT	4.13	4.08	-0.05
A. VARIOUS METHODS OF ACCESS WERE AVAILABLE	4.32	4.16	-0.16
H. I FELT CONFIDENT THAT MY PRIVACY WAS PROTECTED	4.29	4.12	-0.17
B. THE AUTOMATED PHONE SYSTEM WAS EASY TO USE	3.86	3.67	-0.19
E. IT WAS EASY TO FIND WHAT WE WERE LOOKING FOR ON THE WEB SITE	4.01	3.77	-0.24
G. THE SITE HAD THE INFORMATION I NEEDED	4.11	3.81	-0.30
Q1. OVERALL, HOW SATISFIED WERE YOU WITH THE ACCESSIBILITY TO ACOA SERVICES?		4.01	
Q2. OVERALL, HOW SATISFIED WERE YOU WITH THE ACOA WEB SITE?		3.80	
<b>MEAN SCORE</b>	<b>4.05</b>	<b>3.90</b>	<b>-0.15</b>

## **6.2 ACCESS TO ACOA SERVICES HIGHLIGHTS**

- There are eight (8) service features with gap scores ranging between +0.06 and -0.30;
- The core area importance mean score is 4.05;
- The core area satisfaction mean score is 3.90;
- The core area gap score is -0.15;
- Overall, 83.1% of clients are satisfied with the accessibility to ACOA's services, while 67.9% of clients are satisfied with the ACOA website; and,
- The scores reflect that clients do not have any concerns with the service features in this core area.



**ACCESS TO ACOA SERVICES  
IMPORTANCE AND SATISFACTION MEAN SCORE SUMMARY  
ALL CLIENTS/ALL REGIONS 2003**



### 6.3 IMPORTANCE HIGHLIGHTS

Overall, clients placed higher importance on several service features including:

- Various methods of access were available (4.32);
- I felt that my privacy was fully protected (4.29);
- The hours of service were convenient (4.13); and,
- It was easy to find what you were looking for on ACOA's website (4.01);
- Conversely, clients did not place as much importance on a number of service features including:
  - The ACOA web site was visually appealing (3.65); and,
  - The automated phone system was easy to use (3.86).

*Exhibit 6.3 summarizes the access to ACOA service importance scores.*

**Exhibit 6.3**  
**Access to ACOA Services Importance Mean Scores**

SERVICE FEATURE	ALL CLIENTS	NB	NS	CAPE BRETON	PEI	NEWFOUNDLAND
A. Various methods of access were available	4.32	4.34	4.26	4.23	4.34	4.36
B. The automated phone system was easy to use	3.86	4.39	4.23	4.21	4.32	3.84
C. The hours of service were convenient	4.13	4.12	4.05	4.03	4.26	4.19
D. It was easy to find ACOA's Web site	4.00	4.31	4.03	4.01	3.79	4.04
E. It was easy to find what /looking for on the Web site	4.01	4.16	3.91	3.88	3.89	4.04
F. The site was visually appealing	3.65	4.04	3.98	3.88	3.93	3.53
G. The site had the information I needed	4.11	3.90	3.87	3.67	4.13	4.10
H. I felt confident that my privacy was fully protected	4.29	3.87	3.61	3.70	3.34	3.53
<b>MEAN SCORE</b>	<b>4.05</b>	<b>4.14</b>	<b>3.99</b>	<b>3.95</b>	<b>4.00</b>	<b>3.95</b>

### 6.4 SATISFACTION HIGHLIGHTS

Overall, clients are more satisfied with a number of service features including:

- Various methods of access were available (4.16);
- I felt confident that my privacy was protected (4.12);
- The hours of service were convenient (4.08);
- Overall, 83.1% of clients are satisfied with the accessibility to ACOA services; and,
- Overall, 67.9% of clients are satisfied with the ACOA website.

*Exhibit 6.4 summarizes the Access to ACOA Services satisfaction scores.*

**Exhibit 6.4**  
**Access to ACOA Services Satisfaction Mean Scores**

SERVICE FEATURE	ALL CLIENTS	NB	NS	CAPE BRETON	PEI	NEWFOUNDLAND
A. Various methods of access were available	4.16	4.24	4.09	4.32	3.93	4.12
B. The automated phone system was easy to use	3.67	4.25	4.05	4.08	4.00	3.57
C. The hours of service were convenient	4.08	4.11	4.02	4.13	4.21	4.05
D. It was easy to find ACOA's web site	4.01	3.97	3.80	3.85	3.46	4.03
E. It was easy to find what you were looking for on the Website	3.77	3.92	3.69	3.87	3.49	3.70
F. The site was visually appealing	3.71	3.99	3.98	4.01	4.04	3.57
G. The site had the information I needed	3.81	3.74	3.66	3.80	3.66	3.73
H. I felt confident that my privacy was fully protected	4.12	3.89	3.64	3.95	3.43	4.08
Q1. Overall, satisfied with the accessibility to ACOA's services?	4.01	4.06	4.01	4.08	3.97	3.96
Q2. Overall, how satisfied were you with the ACOA Web site?	3.80	3.95	3.72	3.97	3.45	3.73

## 6.5 SATISFACTION TOP BOX SCORE SUMMARY

Globally, 83.1% of clients are satisfied with the accessibility to ACOA services, while 67.9% are satisfied with the ACOA web site.

At the top of the list of Access to ACOA Services issues "Various methods of access were available" reigned with 85.2% of clients indicating that they were satisfied. It is followed by "The hours of service were convenient" (84.4%) and "I felt that my privacy was protected" (83.2%).

Two aspects of Access to ACOA Services did not fare as well: "It was easy to find what you were looking for on the web site" received 66.7% of satisfied responses and "The site had the information that I needed" received 69.5% of satisfied responses.

***In the New Brunswick region*** the majority of clients for the most part were satisfied with the service features. However, some clients had concerns with a number of service features including:

- 37.4% of clients indicated that they were not satisfied with the service feature "The site was visually appealing"; and,
- 32.5% of clients indicated that they were not satisfied with the service feature "It was

easy to find ACOA's web site" and 32.1% were not satisfied with the service feature "It was easy to find what you were looking for on the web site".

**In the Nova Scotia region** the majority of clients were satisfied with the service features.

However, some clients had concerns with a number of service features including:

- 42.6% of clients indicated that they were not satisfied with the service feature "The site was visually appealing";
- 36.8% of clients indicated they were not satisfied with the ACOA website;
- 36.4% of clients indicated they were not satisfied with the service feature "It was easy to find what you were looking for on the website"; and,
- 36.3% of clients indicated that they were not satisfied with the service feature "The site had the information I needed".

**In the Cape Breton region** the majority of clients were satisfied with the service features. The only issue that seemed to be a concern to some clients was "The automated phone system was easy to use".

**In the PEI region** the majority of clients were satisfied with the service features. However, some clients had concerns with a number of service features including:

- 59.0% of clients indicated they were not satisfied with the ACOA web site;
- 35.9% of clients indicated that they were not satisfied with the service feature "It was easy to find what you were looking for on the web site"; and,
- 34.8% of clients indicated that they were not satisfied with the service feature "The automated telephone system was easy to use".

**In the Newfoundland/Labrador region** the majority of clients were satisfied with the service features. However, some clients had concerns with a number of service features including:

- 45.5% of clients indicated that they were not satisfied with the service feature "The site was visually appealing";
- 39.7% of clients indicated that they were not satisfied with the service feature "The automated phone system was easy to use"; and,

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- 35.0% of clients indicated that they were not satisfied with the service feature "It was easy to find what you were looking for on the web site".

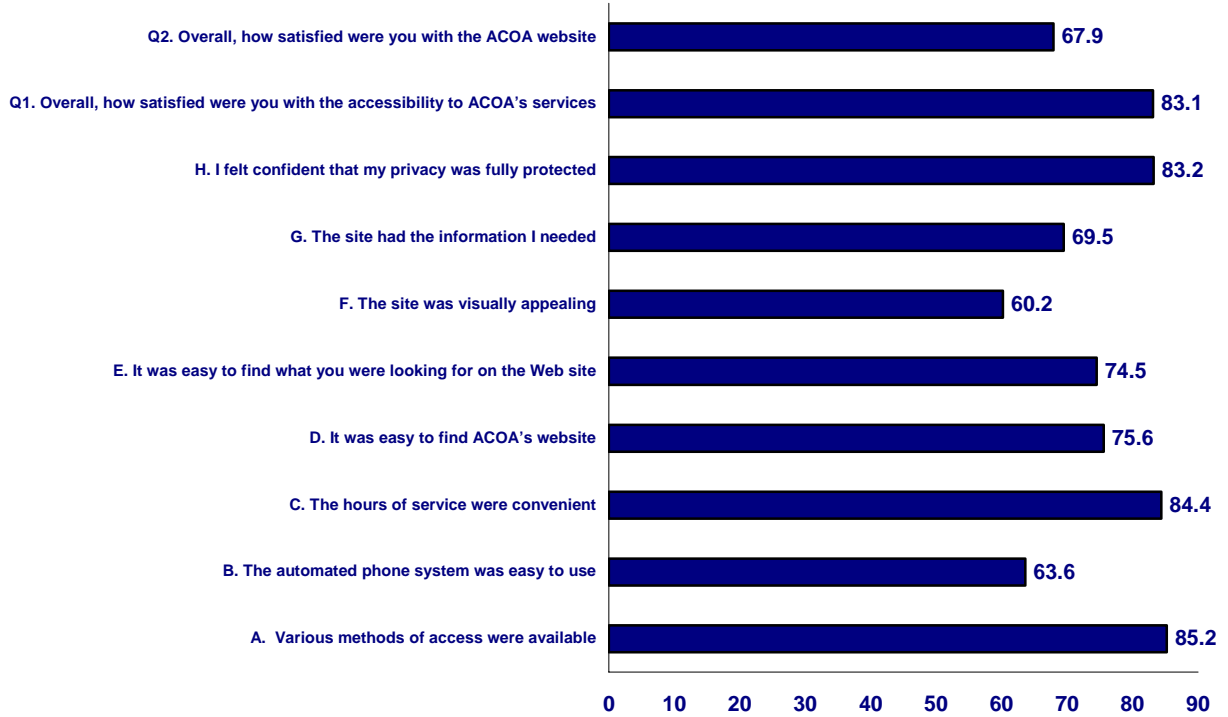
**Exhibit 6.5**  
**Access to ACOA Services Satisfaction Top Box Scores (%)<sup>16</sup>**

SERVICE FEATURE	ALL CLIENTS	NB	NS	CAPE BRETON	PEI	NEWFOUNDLAND
A. Various methods of access were available	85.2	87.1	87.4	87.5	72.5	86.0
B. The automated phone system was easy to use	63.6	76.0	65.3	65.6	65.2	60.3
C. The hours of service were convenient	84.4	87.0	81.6	83.5	91.0	85.8
D. It was easy to find ACOA's website	75.6	67.5	77.5	78.5	87.0	88.6
E. it was easy to find what you were looking for on the web site	74.5	67.9	63.4	76.9	64.1	65.0
F. The site was visually appealing	60.2	62.6	57.4	81.1	95.8	54.5
G. The site had the information I needed	69.5	70.5	63.7	77.8	79.2	71.0
H. I felt confident that my privacy was fully protected	83.2	84.7	81.4	86.9	85.0	83.6
Q1 Overall, how satisfied with the accessibility to ACOA's services?	83.1	85.9	84.6	88.6	78.6	80.9
Q2 Overall, how satisfied were you with the ACOA web site?	67.9	70.4	63.2	84.5	41.0	67.3
<b>MEAN SCORE</b>	<b>74.7</b>	<b>75.9</b>	<b>72.6</b>	<b>81.1</b>	<b>75.9</b>	<b>74.3</b>

<sup>16</sup> Top box score represents the percentage of clients who indicated that they were either satisfied or very satisfied with the service feature.

2004 ACOA CLIENT SATISFACTION SURVEY REPORT

TOP BOX SATISFACTION SCORES  
ACCESS TO ACOA SERVICES  
ALL CLIENTS/ ALL REGIONS 2003



## 6.6 GAP SCORE HIGHLIGHTS

Overall, the gap scores<sup>17</sup> for all clients were excellent.

### Exhibit 6.6 Access to ACOA Services Gap Scores

RANKING OF GAP SCORES	ALL CLIENTS	NB	NS	CAPE BRETON	PEI	NEWFOUNDLAND
D. IT WAS EASY TO FIND ACOA'S WEB SITE	+0.01	-0.34	-0.23	-0.16	-0.33	-0.01
F. THE SITE WAS VISUALLY APPEALING	+0.06	-0.05	0.00	+0.13	+0.11	+0.04
C. THE HOURS OF SERVICE WERE CONVENIENT	-0.05	-0.01	-0.03	+0.10	-0.05	-0.14
A. VARIOUS METHODS OF ACCESS WERE AVAILABLE	-0.16	-0.10	-0.17	0.09	-0.41	-0.24
H. I FELT CONFIDENT THAT MY PRIVACY WAS PROTECTED	-0.17	+0.02	+0.03	+0.25	+0.09	+0.55
B. THE AUTOMATED PHONE SYSTEM WAS EASY TO USE	-0.19	-0.14	-0.18	-0.13	-0.48	-0.27
E. IT WAS EASY TO FIND/LOOKING FOR ON WEB SITE	-0.24	-0.24	-0.22	-0.01	-0.40	-0.34
G. THE SITE HAD THE INFORMATION I NEEDED	-0.30	-0.16	-0.21	+0.13	-0.47	-0.37

## 6.7 SERVICE FEATURE IMPROVEMENT SUMMARY

Clients were asked to indicate which of the "Access to ACOA Services" service features could be improved. A total of 1318 service features were mentioned. Exhibit 6.7 summarizes the 2003 responses.

### Exhibit 6.7 Access to ACOA Services Service Improvement Summary (Percentage of Clients Selecting Service Feature)

RANKING OF SERVICE FEATURES	ALL CLIENTS	NB	NS	CAPE BRETON	PEI	NEWFOUNDLAND
G. The site had the information I needed	66.3	67.6	63.5	65.0	75.7	65.2
E. It was easy to find/ looking for on the web site	55.6	57.0	49.1	41.9	78.0	62.4
B. The automated phone system was easy to use	50.0	52.5	51.0	46.1	55.9	44.2
F. The site was visually appealing	20.1	15.3	19.3	27.8	12.7	27.3
H. I felt confident that my privacy was fully protected	15.7	17.4	14.5	21.1	14.8	13.0
D. It was easy to find ACOA's website	8.6	9.5	8.5	7.8	2.0	10.2
C. The hours of service were convenient	7.3	4.9	7.3	14.7	2.0	9.3
A. Various methods of access were available	6.8	5.8	6.1	12.3	8.7	5.4

<sup>17</sup> A gap score reflects the difference between a client's expectation (importance) of a service feature and perception (satisfaction with the service feature). The higher the negative the gap score the greater the level of dissatisfaction with the service feature.

### 6.7.1 Highlights

Overall, clients in all regions feel that ACOA could improve on a number of service features including:

- The site had the information I needed, where 66.3% of clients mentioned this service feature; *(This is the second most important access to ACOA service driver of client satisfaction)*
- It was easy to find what you were looking for on the website, where 55.6% of clients mentioned this service feature; *(This is the most important access to ACOA service driver of client satisfaction)*
- The automated phone system was easy to use, where 50% of clients mentioned this service feature. *(This is the third most important access to ACOA service driver of client satisfaction)*

**Clients in the New Brunswick region** feel that ACOA could improve on a number of service features including:

- The site had the information that I needed, where 67.6% of clients mentioned this service feature;
- It was easy to find what you were looking for on the web site, where 57.0% of clients mentioned this service feature; and,
- The automated phone system was easy to use, where 52.5% of clients mentioned this service feature.

**Clients in the Nova Scotia region** feel that ACOA could improve on a number of service features including:

- The site had the information that I needed, where 63.5% of clients mentioned this service feature;
- The automated phone system was easy to use, where 51% of clients mentioned this service feature; and,



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- It was easy to find what you were looking for on the web site, where 49.1% of clients mentioned this service feature.

**Clients in the Cape Breton region** feel that ACOA could improve on a number of service features including:

- The site had the information that I needed, where 65.0% of clients mentioned this service feature;
- The automated phone system was easy to use, where 46.1% of clients mentioned this service feature; and,
- It was easy to find what you were looking for on the web site, where 41.9% of clients mentioned this service feature.

**Clients in the Prince Edward Island region** feel that ACOA could improve on a number of service features including:

- It was easy to find what you were looking for on the web site, where 78% of clients mentioned this service feature;
- The site had the information that I needed, where 75.7% of clients mentioned this service feature; and,
- The automated phone system was easy to use, where 55.9% of clients mentioned this service feature.

**Clients in the Newfoundland/Labrador region** feel that ACOA could improve on a number of service features including:

- The site had the information that I needed, where 65.2% of clients mentioned this service feature;
- It was easy to find what you were looking for on the web site, where 62.4% of clients mentioned this service feature; and,
- The automated phone system was easy to use, where 44.2% of clients mentioned this service feature.

## CHAPTER 7

# COMMUNICATING WITH ACOA RESULTS

### 7.1 COMMUNICATING WITH ACOA CORE AREA SUMMARY

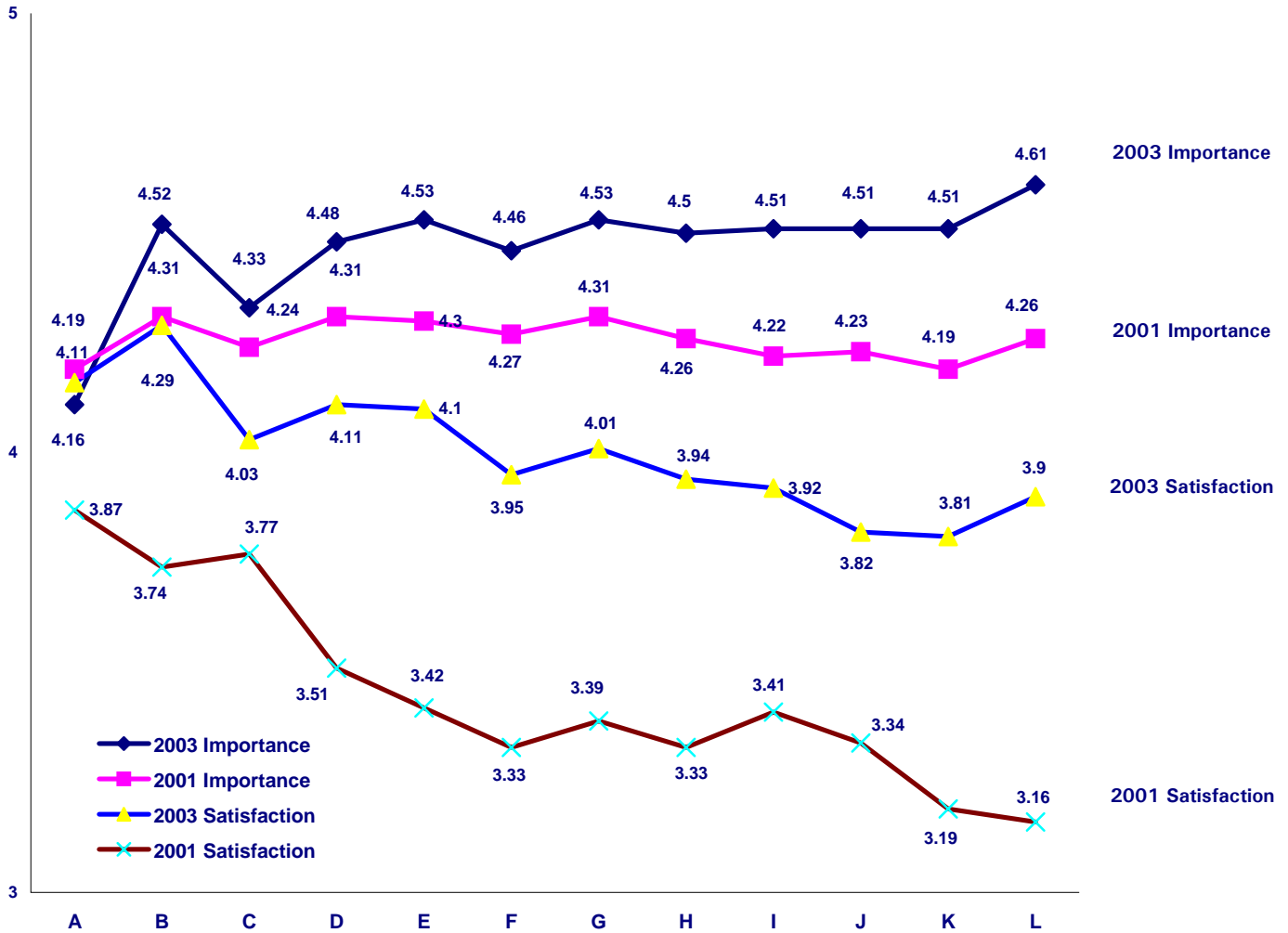
Communicating with ACOA refers to ability of ACOA to provide the right resources for clients to communicate effectively and efficiently with ACOA personnel. As detailed in Exhibit 7.1, the gap scores of the 12 service features improved (*i.e. were lower compared to 2001*). This being said, the gap scores indicate that there are a few service features that remain a concern to clients. These include *“The eligibility of my project application was well communicated” “Procedures were straightforward and easy to understand” and “I received consistent information and advice.”* While the gap scores for these three service features have improved substantially since 2001, comments and the scores suggest that clients still believe ACOA could make improvements to these service features.

**Exhibit 7.1**  
**Communicating with ACOA Summary 2003/2001**

RANKING OF GAP SCORES	2003 SCORES			2001 SCORES			Diff'' in Gap Score
	Imp.' Mean Score	Sat.' Mean Score	Gap Score	Imp.' Mean Score	Sat.' Mean Score	Gap Score	
B. I HAD A CHOICE OF FRENCH OR ENGLISH	4.11	4.16	+0.05	4.19	3.87	-0.32	-0.37
C. ACOA'S STAFF WERE EASY TO UNDERSTAND	4.52	4.29	-0.23	4.31	3.74	-0.57	-0.34
A. IT WAS EASY TO FIND OUT HOW TO ACCESS ACOA'S SERVICES	4.33	4.03	-0.30	4.24	3.77	-0.47	-0.17
E. WRITTEN AND VERBAL LANGUAGE WAS CLEAR (NOT COMPLICATED)	4.48	4.11	-0.37	4.31	3.51	-0.80	-0.43
D. THE INFORMATION THAT I NEEDED WAS AVAILABLE	4.53	4.10	-0.43	4.30	3.42	-0.88	-0.45
L. COMMUNICATION MATERIALS WERE EASY TO UNDERSTAND	4.46	3.95	-0.51	4.27	3.33	-0.94	-0.43
F. I WAS INFORMED OF EVERYTHING/TO COMPLETE MY APPLICATION	4.53	4.01	-0.52	4.31	3.39	-0.92	-0.40
G. DOCUMENTS AND OTHER INFORMATION WERE EASY TO UNDERSTAND	4.50	3.94	-0.56	4.26	3.33	-0.93	-0.37
H. FORMS WERE EASY TO FILL OUT	4.51	3.92	-0.60	4.22	3.41	-0.81	-0.21
J. I RECEIVED CONSISTENT INFORMATION/ADVICE	4.51	3.82	-0.69	4.23	3.34	-0.89	-0.20
I. PROCEDURES WERE STRAIGHTFORWARD AND EASY TO UNDERSTAND	4.51	3.81	-0.70	4.19	3.19	-1.00	-0.30
K. THE ELIGIBILITY OF PROJECT APPLICATION WAS WELL COMMUNICATED	4.61	3.90	-0.71	4.26	3.16	-1.10	-0.39
Q1. OVERALL, HOW SATISFIED WERE YOU WITH OUR COMMUNICATIONS?		3.99			3.88		-0.11
<b>MEAN SCORE</b>	<b>4.47</b>	<b>4.00</b>	<b>-0.47</b>	<b>4.26</b>	<b>3.46</b>	<b>-0.80</b>	<b>-0.33</b>

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COMMUNICATING WITH ACOA CORE AREA  
IMPORTANCE AND SATISFACTION MEAN SCORES  
ALL CLIENTS 2003/2001



- A. IT WAS EASY TO FIND OUT HOW TO ACCESS ACOA'S SERVICES
- B. I HAD A CHOICE OF FRENCH OR ENGLISH
- C. ACOA'S STAFF WERE EASY TO UNDERSTAND
- D. THE INFORMATION THAT I NEEDED WAS AVAILABLE
- E. WRITTEN AND VERBAL LANGUAGE WAS CLEAR (NOT COMPLICATED)
- F. I WAS INFORMED OF EVERYTHING/TO COMPLETE MY APPLICATION
- G. DOCUMENTS AND OTHER INFORMATION WERE EASY TO UNDERSTAND
- H. FORMS WERE EASY TO FILL OUT
- I. PROCEDURES WERE STRAIGHTFORWARD AND EASY TO UNDERSTAND
- J. I RECEIVED CONSISTENT INFORMATION/ADVICE
- K. THE ELIGIBILITY OF PROJECT APPLICATION WAS WELL COMMUNICATED
- L. COMMUNICATION MATERIALS WERE EASY TO UNDERSTAND

## 7.2 COMMUNICATING WITH ACOA CORE AREA HIGHLIGHTS

- There are 12 service features with negative gap scores ranging between +0.05 and -0.71. There has been a significant improvement in all gap scores (i.e. they are lower) from 2001;
- The core area importance score is 4.47 (up from 4.26 in 2001);
- The core area satisfaction score is 4.00 (up from 3.46 in 2001);
- The core area gap score is -0.47 (down from -0.80 in 2001);
- Importance ratings are systematically higher in 2003;
- Overall, 78.9% of clients are satisfied with ACOA communications (up from 70.8% in 2001);
- Some service features that remain a concern to clients include:
  - The eligibility of my project was well communicated;
  - Procedures were straightforward and easy to understand; and,
  - I received consistent information and advice.

## 7.3 IMPORTANCE HIGHLIGHTS

Overall, clients placed higher importance on several service features including:

- The eligibility of my project application was well communicated (4.61, up from 4.26 in 2001);
- I was informed about everything to complete my application (4.53, up from 4.31 in 2001);
- The information that I needed was available (4.53, up from 4.30 in 2001); and,
- ACOA staff is easy to understand (4.52, up from 4.31 in 2001).

### **Clients in New Brunswick place importance on several service features including:**

- The eligibility of my project was well communicated (4.62, up significantly from 4.02 in 2001);
- ACOA staff were easy to understand (4.62, up from 4.25 in 2001);
- The information that I needed was available (4.61, up from 4.27 in 2001);

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- I was informed about everything to complete my application (4.60, up significantly from 4.12 in 2001); and,
- Procedures were straightforward and easy to understand (4.59, up significantly from 4.02 in 2001).

### **Clients in Nova Scotia place importance on several service features including:**

- The eligibility of my project was well communicated (4.60, up from 4.50 in 2001);
- Documents and other information were easy to understand (4.52, up from 4.42 in 2001);
- I received consistent information and advice (4.51, up from 4.38 in 2001);
- Forms were easy to understand (4.51, up from 4.44 in 2001); and,
- The information that I needed was available (4.50, up from 4.42 in 2001).

### **Clients in Cape Breton place importance on several service features including:**

- The information that I needed was available (4.59, up from 4.51 in 2001);
- The eligibility of my project was well communicated (4.55, up from 4.49 in 2001);
- I was informed about everything to complete my application (4.53, down from 4.55 in 2001); and,
- Written and verbal languages were clear (4.53, down from 4.57 in 2001).

### **Clients in Prince Edward Island place importance on several service features including:**

- Documents and other information were easy to understand (4.56, up from 4.19 in 2001);
- The eligibility of my project was well communicated (4.52, up from 4.29 in 2001);
- I was informed about everything to complete my application (4.52, up from 4.44 in 2001); and,
- Written and verbal languages were clear (4.49, up from 4.35 in 2001).

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### Clients in Newfoundland/Labrador place importance on several service features including:

- The eligibility of my project was well communicated (4.64, up from 4.47 in 2001);
- Procedures were straightforward and easy to understand (4.55, up from 4.37 in 2001);
- Forms were easy to understand (4.55, up from 4.37 in 2001); and,
- I received consistent information (4.52, up from 4.44 in 2001).

*Exhibit 7.3 summarizes the communicating with ACOA importance scores.*

### Exhibit 7.3 Communicating with ACOA Importance Mean Scores 2003/2001

SERVICE FEATURES	ALL CLIENTS	NB	NS	CAPE BRETON	PEI	NEWFOUNDLAND
A. IT WAS EASY TO FIND OUT HOW TO ACCESS ACOA'S SERVICES (2003) (2001)	4.33 4.24	4.39 4.24	4.37 4.20	4.32 4.28	4.38 4.19	4.23 4.36
B. I HAD A CHOICE OF SERVICE IN FRENCH OR ENGLISH (2003) (2001)	4.11 4.19	4.42 4.21	3.98 4.20	4.01 4.29	4.12 3.97	3.93 4.18
C. ACOA'S STAFF WERE EASY TO UNDERSTAND (2003) (2001)	4.52 4.31	4.62 4.25	4.50 4.43	4.48 4.40	4.47 4.00	4.46 4.44
D. THE INFORMATION THAT I NEEDED WAS AVAILABLE (2003) (2001)	4.53 4.30	4.61 4.27	4.50 4.42	4.59 4.51	4.40 3.90	4.49 4.37
D. WRITTEN AND VERBAL LANGUAGES WERE CLEAR (2003) (2001)	4.48 4.31	4.55 4.10	4.44 4.52	4.53 4.57	4.49 4.35	4.43 4.32
F. I WAS INFORMED OF EVERYTHING TO COMPLETE MY APPLICATION (2003) (2001)	4.53 4.31	4.60 4.12	4.48 4.43	4.53 4.55	4.52 4.44	4.51 4.37
G. DOCUMENTS AND OTHER INFORMATION EASY TO UNDERSTAND (2003) (2001)	4.50 4.26	4.53 4.10	4.52 4.42	4.42 4.51	4.56 4.19	4.47 4.33
H. FORMS WERE EASY TO UNDERSTAND (2003) (2001)	4.51 4.22	4.53 4.03	4.51 4.44	4.38 4.47	4.47 4.08	4.55 4.37
I. PROCEDURES WERE STRAIGHTFORWARD/EASY TO UNDERSTAND (2003) (2001)	4.51 4.19	4.59 3.98	4.45 4.46	4.31 4.47	4.43 4.00	4.55 4.37
J. I RECEIVED CONSISTENT INFORMATION/ADVICE (2003) (2001)	4.51 4.23	4.56 4.02	4.51 4.38	4.45 4.51	4.36 4.19	4.52 4.44
K. THE ELIGIBILITY OF MY PROJECT WAS WELL COMMUNICATED (2003) (2001)	4.61 4.26	4.62 4.02	4.60 4.50	4.55 4.49	4.52 4.29	4.64 4.47
L. COMMUNICATIONS MATERIAL WERE EASY TO UNDERSTAND (2003) (2001)	4.46 4.19	4.53 4.15	4.41 4.42	4.43 4.58	4.49 4.01	4.43 4.38

## 7.4 SATISFACTION HIGHLIGHTS

Overall, clients gave higher satisfaction to several service features including:

- ACOA staff were easy to understand (4.29 up significantly from 3.74 in 2001);
- Written and verbal languages were clear (4.11, up significantly from 3.51 in 2001);
- The information that I needed was available (4.10, up significantly from 3.42 in 2001);
- I was informed about everything to complete my application (4.01, up significantly from 3.39 in 2001);
- Documents and other information were easy to understand; (3.94, up from 3.33 in 2001);
- The eligibility of my project was well communicated (3.90, up from 3.16 in 2001);
- Satisfaction with ACOA communications improved from 3.88 in 2001 to 3.99 in 2003;
- Satisfaction ratings are systematically higher in 2003, compared to 2001; and,
- All differences in satisfaction scores are statistically significant based on t-test statistic.<sup>18</sup>

### **Clients in New Brunswick are very satisfied with ACOA on several service features including:**

- ACOA staff were easy to understand (4.31, up significantly from 3.59 in 2001);
- I had a choice of French or English (4.21, up significantly from 3.70 in 2001);
- Written and verbal languages were clear (4.21, up significantly from 3.46 in 2001);
- The information that I needed was available (4.19, up significantly from 3.23 in 2001);
- It was easy to find how to access ACOA's services (4.14, up from 3.81 in 2001); and,
- Satisfaction with ACOA communications improved from 3.77 in 2001 to 4.07 in 2003.

### **Clients in Nova Scotia are very satisfied with ACOA on several service features including:**

- ACOA staff were easy to understand (4.29, up from 4.11 in 2001);
- I had a choice of French or English (4.19, up from 4.02 in 2001);
- The information that I needed was available (4.04, up significantly from 3.69 in 2001);
- It was easy to find out how to access ACOA's services (4.04, up from 3.87 in 2001);
- Written and verbal languages were clear (4.01, up from 3.78 in 2001); and,
- Satisfaction with ACOA communications improved from 3.77 in 2001 to 3.90 in 2003.

**Clients in Cape Breton are very satisfied with ACOA on several service features including:**

- ACOA staff were easy to understand (4.22, up from 3.90 in 2001);
- I had a choice of French or English (4.22, up from 4.00 in 2001);
- Written and verbal languages were clear (4.18, up from 3.62 in 2001);
- Documents and other information were easy to understand (4.03, up significantly from 3.47 in 2001);
- I was informed about everything to complete my application (4.00, up from 3.60 in 2001); and,
- Satisfaction with ACOA communications decreased for 4.40 in 2001 to 3.91 in 2003.

**Clients in Prince Edward Island are very satisfied with ACOA on several service features including:**

- ACOA staff were easy to understand (4.29, up significantly from 3.14 in 2001);
- I was informed about everything to complete my application (4.25, up significantly from 2.72 in 2001);
- Communications materials were easy to understand (4.24, up significantly from 2.68 in 2001);
- Written and verbal languages were clear (4.21, up significantly from 2.78 in 2001);
- The eligibility of my project application was well communicated (4.18, up significantly from 2.88 in 2001); and,
- Satisfaction with ACOA communications improved to 4.02 in 2001 from 3.38 in 2003.

**Clients in Newfoundland/Labrador are very satisfied with ACOA on several service features including:**

- ACOA staff were easy to understand (4.29, up from 3.93 in 2001);
- I had a choice of French or English (4.10, up from 4.00 in 2001);
- The information that I needed was available (4.08, up from 3.79 in 2001);
- Written and verbal languages were clear (4.05, up from 3.75 in 2001); and,
- Satisfaction with ACOA communications decreased from 4.25 in 2001 to 3.98 in 2003.



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*Exhibit 7.4 summarizes the communicating with ACOA satisfaction scores.*

**Exhibit 7.4  
Communicating with ACOA Satisfaction Mean Scores 2003/2001**

<b>SERVICE FEATURES</b>	<b>ALL CLIENTS</b>	<b>NB</b>	<b>NS</b>	<b>CAPE BRETON</b>	<b>PEI</b>	<b>NEWFOUNDLAND</b>
A. IT WAS EASY TO FIND OUT HOW TO ACCESS ACOA'S SERVICES (2003) (2001)	4.03 3.77	4.14 3.81	4.04 3.87	3.94 3.88	4.05 3.27	3.95 3.82
B. I HAD A CHOICE OF SERVICE IN FRENCH OR ENGLISH (2003) (2001)	4.16 3.87	4.21 3.70	4.19 4.02	4.22 4.00	4.02 3.88	4.10 4.00
C. ACOA'S STAFF WERE EASY TO UNDERSTAND (2003) (2001)	4.29 3.74	4.31 3.59	4.29 4.11	4.22 3.90	4.29 3.14	4.29 3.93
D. THE INFORMATION THAT I NEEDED WAS AVAILABLE (2003) (2001)	4.10 3.42	4.19 3.23	4.04 3.69	3.98 3.56	4.17 3.00	4.08 3.79
E. WRITTEN AND VERBAL LANGUAGES WERE CLEAR (2003) (2001)	4.11 3.51	4.21 3.46	4.01 3.78	4.18 3.62	4.21 2.78	4.05 3.75
F. I WAS INFORMED OF EVERYTHING TO COMPLETE MY APPLICATION (2003) (2001)	4.01 3.39	4.03 3.25	4.00 3.65	4.00 3.60	4.25 2.72	3.95 3.81
G. DOCUMENTS AND OTHER INFORMATION WERE EASY TO UNDERSTAND (2003) (2001)	3.94 3.33	4.01 3.19	3.87 3.58	4.03 3.47	3.99 2.79	3.89 3.72
H. FORMS WERE EASY TO UNDERSTAND (2003) (2001)	3.92 3.41	3.93 3.27	3.87 3.85	3.99 3.42	4.06 2.58	3.87 3.72
I. PROCEDURES WERE STRAIGHTFORWARD/EASY TO UNDERSTAND (2003) (2001)	3.81 3.19	3.83 3.05	3.76 3.57	3.84 3.40	3.96 2.45	3.79 3.47
J. I RECEIVED CONSISTENT INFORMATION/ADVICE (2003) (2001)	3.82 3.34	3.88 3.28	3.83 3.54	3.78 3.19	3.98 3.00	3.75 3.53
K. THE ELIGIBILITY OF MY PROJECT WAS WELL COMMUNICATED (2003) (2001)	3.90 3.16	3.95 2.92	3.80 3.54	3.86 3.26	4.18 2.88	3.88 3.40
L. COMMUNICATIONS MATERIAL WERE EASY TO UNDERSTAND (2003) (2001)	3.95 3.33	3.97 3.55	3.83 3.54	3.90 3.35	4.24 2.68	3.95 3.38
Q1. HOW SATISFIED WERE YOU WITH OUR COMMUNICATION? (2003) (2001)	3.99 3.88	4.07 3.77	3.90 3.77	3.91 4.40	4.02 3.38	3.98 4.25

## 7.5 SATISFACTION TOP BOX SCORE SUMMARY

Globally, 78.9% of clients are satisfied with ACOA communications. This compares to 70.8% in 2001.

At the top of the list of communicating with ACOA issues "ACOA's staff were easy to understand" reigned with 91.9% of clients (this compares to 63.5% in 2001), indicating that they were satisfied. It is followed by "The information that I needed was available" (86.2%, this compares to 55.0% in 2001) and "Written and verbal languages were clear" (84.7%, this compares to 52.9% in 2001).

Two aspects of communicating with ACOA did not fare as well, even though satisfaction levels did improve: "Procedures were straightforward and easy to understand" received 71.0% of satisfied responses and "I received consistent information and advice" received 70.6% of satisfied responses.

*In the New Brunswick region* there was a significant improvement in all of the top box satisfaction scores since 2001. This was very apparent for a number of service features including:

- The information that I needed was available (89.4%, up significantly from 58.2% in 2001);
- ACOA staff were easy to understand (89.1%, up significantly from 63.9% in 2001);
- It was easy to find out how to access ACOA services (86.4%, up significantly from 65.6% in 2001); and,
- Written and verbal languages were clear (85.7%, up significantly from 55.3% in 2001).

*In the Nova Scotia region* there was a significant improvement in the majority of the top box satisfaction scores since 2001. This was very apparent for a number of service features including:

- ACOA staff were easy to understand (92.4%, up significantly from 63.5% in 2001);
- I had a choice of French or English (83.9%, up from 69.1% in 2001);
- The information that I needed was available (83.3%, up significantly from 57.2% in 2001);
- It was easy to find out how to access ACOA services (80.6%, up significantly from 63.6% in 2001); and,

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- I was informed about everything to complete my application (80.0%, up significantly from 48.1% in 2001).

**In the Cape Breton region** there was a significant improvement in the majority of the top box satisfaction scores since 2001. This was very apparent for a number of service features including:

- Written and verbal languages were clear (93.7%, up significantly from 64.7% in 2001);
- ACOA staff were easy to understand (89.6%, up from 70.6% in 2001);
- The information that I needed was available (81.2%, up significantly from 50.0% in 2001); and,
- It was easy to find out how to access ACOA services (80.8%, up significantly from 58.8% in 2001).

**In the PEI region** there was a significant improvement in all of the top box satisfaction scores since 2001. This was very apparent for a number of service features including:

- I was informed about everything to complete my application (93.7%, up significantly from 56.0% in 2001);
- Written and verbal languages were clear (93.5%, up significantly from 56.0% in 2001);
- ACOA staff were easy to understand (91.0%, up significantly from 63.5% in 2001);
- Forms were easy to understand and fill out (89.4%, up significantly from 42.6% in 2001);
- The information that I needed was available (89.3%, up significantly from 50.6% in 2001); and,
- Overall, satisfaction with ACOA communications improved significantly from 66.6% in 2001 to 82.6% in 2003.

**In the Newfoundland/Labrador region** there was a significant improvement in all of the top box satisfaction scores since 2001. This was very apparent for a number of service features including:

- ACOA staff were easy to understand (93.2%, up significantly from 60.7% in 2001);
- The information that I needed was available (84.8%, up significantly from 50.8% in 2001);
- Written and verbal languages were clear (82.5%, up from 47.7% in 2001); and,

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- Overall satisfaction with ACOA communications improved significantly from 66.1% in 2001 to 80.6% in 2003.

*Exhibit 7.5 summarizes the top box satisfaction scores.*

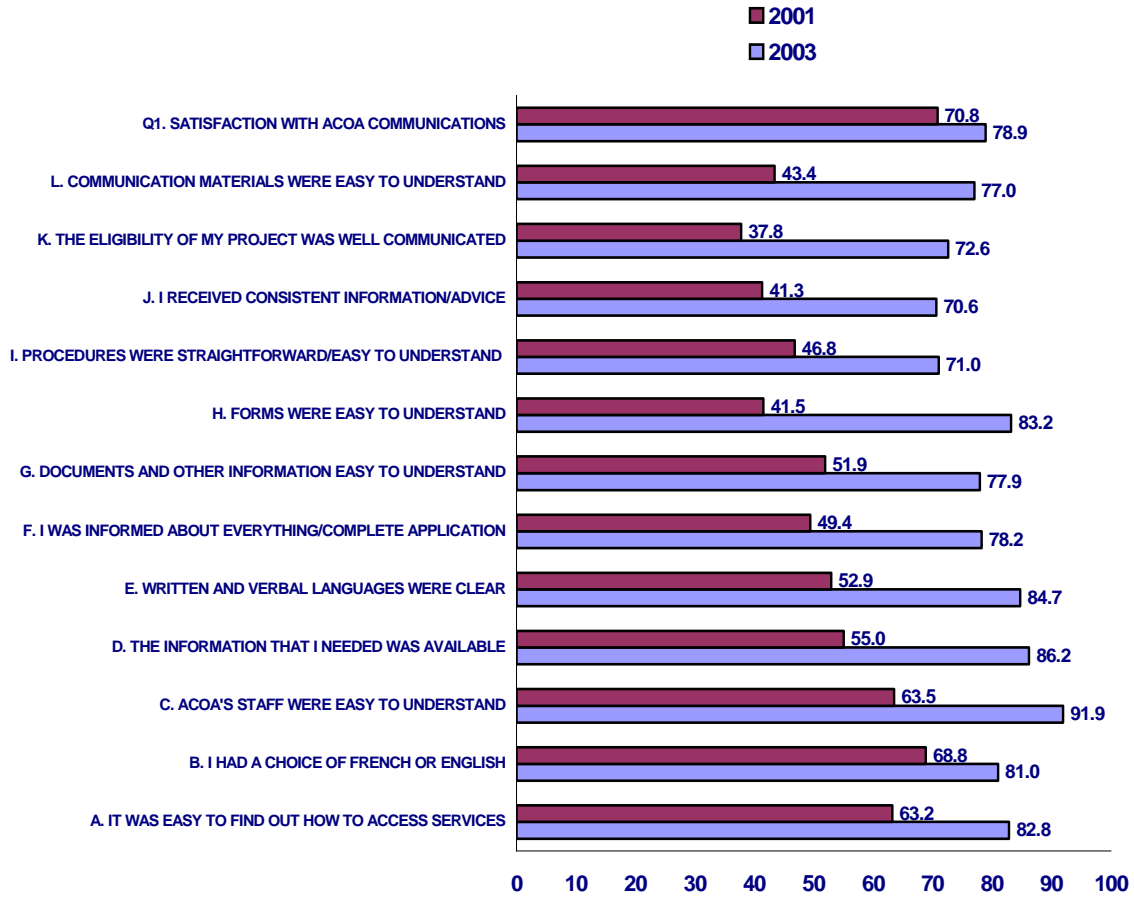
**Exhibit 7.5**  
**Satisfaction Top Box Scores (%)<sup>19</sup>**

SERVICE FEATURE	ALL CLIENTS	NB	NS	CAPE BRETON	PEI	NEWFOUNDLAND
A. IT WAS EASY TO FIND OUT HOW TO ACCESS ACOA'S SERVICES (2003)	82.8	86.4	80.6	80.8	84.1	79.9
(2001)	63.2	65.6	63.6	58.8	62.2	61.3
B. I HAD A CHOICE OF SERVICE IN FRENCH OR ENGLISH (2003)	81.0	82.8	83.9	82.2	76.9	77.2
(2001)	68.8	70.6	69.1	81.8	69.5	62.3
C. ACOA'S STAFF WERE EASY TO UNDERSTAND (2003)	91.9	89.1	92.4	89.6	91.5	93.2
(2001)	63.5	63.9	63.5	70.6	63.5	60.7
D. THE INFORMATION THAT I NEEDED WAS AVAILABLE (2003)	86.2	89.4	83.3	81.2	89.3	84.8
(2001)	55.0	58.2	57.2	50.0	50.6	50.8
D. WRITTEN AND VERBAL LANGUAGES WERE CLEAR (2003)	84.7	85.7	78.4	93.7	93.5	82.5
(2001)	52.9	55.3	51.5	64.7	56.0	47.7
F. I WAS INFORMED OF EVERYTHING TO COMPLETE MY APPLICATION (2003)	78.2	77.3	80.0	74.3	93.7	77.4
(2001)	49.4	50.0	48.1	47.1	56.0	46.9
G. DOCUMENTS AND OTHER INFORMATION EASY TO UNDERSTAND (2003)	77.9	78.1	75.6	77.1	83.3	75.4
(2001)	51.9	53.7	51.4	52.9	56.0	44.0
H. FORMS WERE EASY TO UNDERSTAND (2003)	83.2	76.2	70.9	78.2	89.4	74.7
(2001)	41.5	41.0	40.0	50.0	42.6	41.5
I. PROCEDURES WERE STRAIGHTFORWARD/EASY TO UNDERSTAND (2003)	71.0	71.1	65.3	73.9	80.0	70.5
(2001)	46.8	41.0	44.7	58.9	52.0	48.6
J. I RECEIVED CONSISTENT INFORMATION/ADVICE (2003)	70.6	71.2	72.7	66.7	82.2	67.2
(2001)	41.3	42.5	42.8	47.1	32.0	41.2
K. THE ELIGIBILITY OF MY PROJECT WAS WELL COMMUNICATED (2003)	72.6	75.5	66.4	66.6	86.9	71.4
(2001)	37.8	41.1	39.1	38.3	32.0	35.1
L. COMMUNICATIONS MATERIAL WERE EASY TO UNDERSTAND (2003)	77.0	77.7	72.1	69.5	93.1	77.3
(2001)	43.4	48.5	46.2	42.4	36.0	38.5
Q1. HOW SATISFIED WERE YOU WITH OUR COMMUNICATION? (2003)	78.9	82.5	71.1	75.5	82.6	80.6
(2001)	70.8	76.2	71.2	75.8	66.6	66.1

<sup>19</sup> Top box score represents the percentage of clients who indicated that they were either satisfied or very satisfied with the service feature.

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TOP BOX SATISFACTION SCORES  
COMMUNICATING WITH ACOA  
ALL CLIENTS 2003/2001



## 7.6 GAP SCORE HIGHLIGHTS

Overall, the majority of the gap scores<sup>20</sup> for all clients were significantly better (i.e. were lower) compared to 2001. Some of the more significant improvements included:

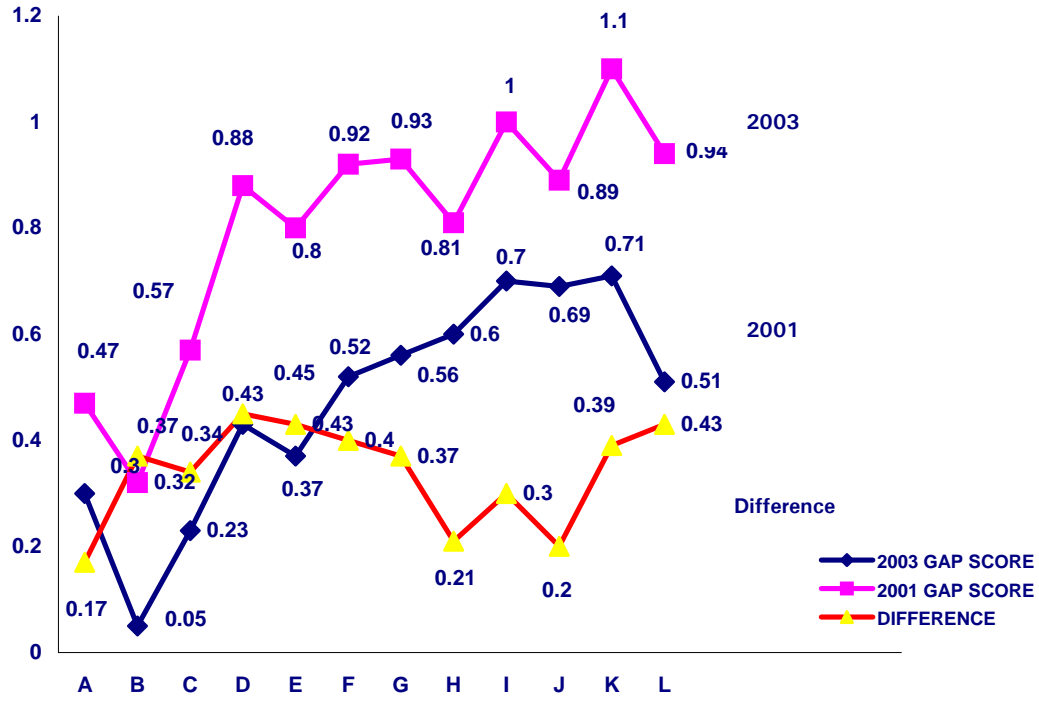
- The information that I needed was available (-0.43 down from -0.88 in 2001);
- Written and verbal languages were clear (-0.37 down from -0.80 in 2001);
- The eligibility of my project application was well communicated (-0.70 down from -1.10 in 2001); and,
- I was informed of everything to complete my application (-0.52, down from -0.92 in 2001).

### Exhibit 7.6 Communicating with ACOA Gap Scores 2003/2001

RANKING OF GAP SCORES	2003 GAP SCORE	2001 GAP SCORE	DIFFERENCE 2003-2001
B. I HAD A CHOICE OF FRENCH OR ENGLISH	+0.05	-0.32	-0.37
K. THE ELIGIBILITY OF PROJECT APPLICATION WAS WELL COMMUNICATED	-0.70	-1.10	-0.40
I. PROCEDURES WERE STRAIGHTFORWARD AND EASY TO UNDERSTAND	-0.70	-1.00	-0.30
J. I RECEIVED CONSISTENT INFORMATION/ADVICE	-0.69	-0.89	-0.20
H. FORMS WERE EASY TO UNDERSTAND AND FILL OUT	-0.60	-0.81	-0.21
G. DOCUMENTS AND OTHER INFORMATION WERE EASY TO UNDERSTAND	-0.56	-0.93	-0.37
F. I WAS INFORMED OF EVERYTHING/TO COMPLETE MY APPLICATION	-0.52	-0.92	-0.40
L. COMMUNICATION MATERIALS WERE EASY TO UNDERSTAND	-0.51	-0.94	-0.43
D. THE INFORMATION THAT I NEEDED WAS AVAILABLE	-0.43	-0.88	-0.45
E. WRITTEN AND VERBAL LANGUAGES WERE CLEAR (NOT COMPLICATED)	-0.37	-0.80	-0.43
A. IT WAS EASY TO FIND OUT HOW TO ACCESS ACOA'S SERVICES	-0.29	-0.47	-0.18
C. ACOA'S STAFF WERE EASY TO UNDERSTAND	-0.23	-0.57	-0.34

<sup>20</sup> A gap score reflects the difference between a client's expectation (importance) of a service feature and perception (satisfaction) with the service feature. The higher the negative the gap score the greater the level of dissatisfaction with the service feature.

Communicating with ACOA Gap Scores 2003/2001  
All Clients/ All Regions



**Highlights**

Gap scores are significantly better (lower) in 2003 for most service features (based on T-Test).

***In the New Brunswick region***, all of the gap scores improved in 2003 (i.e. were lower compared to 2001). Some of the more significant improvements included:

- The information that I needed was available (-0.42, down from -1.04 in 2001);
- Documents and other information were easy to understand (-0.52, down from -0.91 in 2001); and,
- The eligibility of my project application was well communicated (-0.67, down from -1.10 in 2001).

***In the Nova Scotia region***, the majority of gap scores improved marginally in 2003 (i.e. were lower compared to 2001). Some of the more significant improvements included:

- Written and verbal languages were clear (-0.43, down from -0.74 in 2001); and,
- I was informed about everything to complete my application (-0.48, down from -0.78 in 2001).

***In the Cape Breton region***, all of the gap scores improved in 2003 (i.e. were lower compared to 2001). Some of the more significant improvements included:

- Documents and other information was easy to understand (-0.39, down from -1.04 in 2001);
- Forms were easy to understand and fill out (-0.39, down from -1.05 in 2001);
- Procedures were straightforward and easy to understand (-0.47, down from -1.07 in 2001);
- Communication materials were easy to understand (-0.57, down from -1.23 in 2001);
- I received consistent information and advice (-0.67, down from -1.32 in 2001); and,
- The eligibility of my project application was well communicated (-0.69, down from -1.23 in 2001).



***In the PEI region***, all of the gap scores improved in 2003 (i.e. were lower compared to 2001).

Some of the more significant improvements included:

- Communication materials were easy to understand (-0.25, down from -1.33 in 2001);
- I was informed about everything to complete my application (-0.27, down from -1.72 in 2001).
- Written and verbal languages were clear (-0.28, down from -1.57 in 2001);
- The eligibility of my project application was well communicated (-0.34, down from -1.41 in 2001).
- I received consistent information and advice (-0.38, down from -1.19 in 2001);
- Forms were easy to understand and fill out (-0.41, down from -1.50 in 2001);
- Procedures were straightforward and easy to understand (-0.47, down from -1.55 in 2001); and,
- Documents and other information were easy to understand (-0.57, down from -1.40 in 2001),

***In the Newfoundland/Labrador region***, the majority of gap scores improved marginally in 2003 (i.e. were lower compared to 2001). Some of the more significant improvements included:

- Communication materials were easy to understand (-0.48, down significantly from -1.00 in 2001); and,
- The eligibility of my project application was well communicated (-0.76, down significantly from 1.07 in 2001).

***Exhibit 7.6A summarizes the communicating with ACOA gap scores.***

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**Exhibit 7.6A  
Communicating with ACOA Gap Scores 2003/2001**

<b>SERVICE FEATURES</b>	<b>ALL CLIENTS</b>	<b>NB</b>	<b>NS</b>	<b>CAPE BRETON</b>	<b>PEI</b>	<b>NEWFOUNDLAND</b>
A. IT WAS EASY TO FIND OUT HOW TO ACCESS ACOA'S SERVICES (2003) (2001)	-0.29 -0.47	-0.25 -0.43	-0.33 -0.33	-0.38 -0.40	-0.33 -0.92	-0.28 -0.54
B. I HAD A CHOICE OF SERVICE IN FRENCH OR ENGLISH (2003) (2001)	0.05 -0.32	-0.21 -0.51	-0.19 -0.18	+0.21 -0.29	-0.10 -0.09	+0.17 -0.18
C. ACOA'S STAFF WERE EASY TO UNDERSTAND (2003) (2001)	-0.23 -0.57	-0.31 -0.66	-0.21 -0.32	-0.26 -0.50	-0.18 -0.86	-0.17 -0.51
D. THE INFORMATION THAT I NEEDED WAS AVAILABLE (2003) (2001)	-0.43 -0.88	-0.42 -1.04	-0.46 -0.73	-0.61 -0.95	-0.23 -0.90	-0.41 -0.58
D. WRITTEN AND VERBAL LANGUAGE WAS CLEAR (2003) (2001)	-0.37 -0.80	-0.34 -0.64	-0.43 -0.74	-0.35 -0.95	-0.28 -1.57	-0.38 -0.57
F. I WAS INFORMED OF EVERYTHING TO COMPLETE MY APPLICATION (2003) (2001)	-0.52 -0.92	-0.57 -0.87	-0.48 -0.78	-0.53 -0.95	-0.27 -1.72	-0.56 -0.56
G. DOCUMENTS AND OTHER INFORMATION EASY TO UNDERSTAND (2003) (2001)	-0.56 -0.93	-0.52 -0.91	-0.65 -0.84	-0.39 -1.04	-0.57 -1.40	-0.58 -0.61
H. FORMS WERE EASY TO UNDERSTAND (2003) (2001)	-0.60 -0.81	-0.60 -0.76	-0.64 -0.59	-0.39 -1.05	-0.41 -1.50	-0.68 -0.65
I. PROCEDURES WERE STRAIGHTFORWARD/EASY TO UNDERSTAND (2003) (2001)	-0.70 -1.00	-0.76 -0.93	-0.64 -0.89	-0.47 -1.07	-0.47 -1.55	-0.76 -0.90
J. I RECEIVED CONSISTENT INFORMATION/ADVICE (2003) (2001)	-0.69 -0.89	-0.68 -0.74	-0.69 -0.84	-0.67 -1.32	-0.38 -1.19	-0.77 -0.91
K. THE ELIGIBILITY OF MY PROJECT WAS WELL COMMUNICATED (2003) (2001)	-0.70 -1.10	-0.67 -1.10	-0.80 -0.96	-0.69 -1.23	-0.34 -1.41	-0.76 -1.07
L. COMMUNICATION MATERIALS WERE EASY TO UNDERSTAND (2003) (2001)	-0.51 -0.94	-0.56 -0.80	-0.58 -0.88	-0.53 -1.23	-0.25 -1.33	-0.48 -1.00

## 7.7 SERVICE FEATURES IMPROVEMENT SUMMARY

Clients were asked to indicate which of the “*COMMUNICATING WITH ACOA*” service features could be improved. A total of 1562 service features were mentioned, up from 1188 in 2001. Exhibit 7.7 summarizes the 2003 and 2001 responses.

**Exhibit 7.7**  
**Communicating with ACOA Service Improvement Summary**  
**(Percentage of Clients Selecting Service Feature)**

RANKING OF SERVICE FEATURES	2003 COUNT	2001 COUNT	2003 % OF RESPONSES	2001 % OF RESPONSES	2003 % OF CLIENTS	2001 % OF CLIENTS
K. ELIGIBILITY OF PROJECT APPLICATION/WELL COMMUNICATED	407	101	26.1	8.5	68.1	17.4
I. PROCEDURES WERE STRAIGHTFORWARD/EASY TO UNDERSTAND	268	174	17.2	14.6	44.8	29.9
F. I WAS INFORMED OF EVERYTHING TO COMPLETE APPLICATION	195	127	12.5	10.7	32.6	21.8
D. THE INFORMATION I NEEDED WAS AVAILABLE	178	61	11.4	5.1	29.8	10.5
G. DOCUMENTS AND OTHER INFORMATION/EASY TO UNDERSTAND	158	172	10.1	14.5	26.4	29.6
H. FORMS WERE EASY TO UNDERSTAND/FILL OUT	137	124	8.8	10.4	22.9	21.3
J. I RECEIVED CONSISTENT INFORMATION/ADVICE	62	165	4.0	13.9	10.4	28.4
L. COMMUNICATION MATERIALS WERE EASY TO UNDERSTAND	48	63	3.1	5.3	8.0	10.8
A. IT WAS EASY TO ACCESS ACOA SERVICES	40	28	2.6	2.4	6.7	4.8
E. WRITTEN AND VERBAL LANGUAGES WERE CLEAR	37	44	2.4	3.7	6.2	7.6
C. ACOA STAFF WERE EASY TO UNDERSTAND	19	103	1.2	8.7	3.2	17.7
B. I HAD A CHOICE OF FRENCH OR ENGLISH	13	26	0.8	2.2	2.2	4.5

### 7.7.1 Highlights

*Overall, clients in all regions felt that ACOA could improve on a number of service features including:*

- “Eligibility of project application was well communicated”, where 68.1% of clients mentioned this service feature (up from 17.4% in 2001); *(This is the second most important Communicating with ACOA driver of client satisfaction)*
- “Procedures were straightforward and easy to understand”, where 44.8% of clients mentioned this service feature (up from 29.9% in 2001); *(This is the sixth most important Communicating with ACOA driver of client satisfaction)*

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- "I was informed of everything to complete my application", where 32.6% of clients mentioned this service feature (up from 21.8% in 2001); ***(This is the fifth most important Communicating with ACOA driver of client satisfaction)***
- "The information that I needed was available", where 29.8% of clients mentioned this service feature (up from 10.5% in 2001); ***(This is the third most important Communicating with ACOA driver of client satisfaction)***
- "Documents and other information were easy to understand", where 26.4% of clients mentioned this service feature (down from 29.6% in 2001).

**Clients in the New Brunswick region** feel that ACOA could improve on a number of service features including:

- "The eligibility of my project was well communicated", where 71.7% of clients mentioned this feature (down from 73.9% in 2001);
- "Procedures were straightforward and easy to understand", where 46.2% of clients mentioned this service feature (down from 46.7% in 2001); and,
- "The information that I needed was available", where 28.3% of clients mentioned this service feature (down from 28.7% in 2001).

**Clients in the Nova Scotia region** feel that ACOA could improve on a number of service features including:

- "The eligibility of my project was well communicated", where 65.7% of clients mentioned this feature (up from 65.0% in 2001);
- "Procedures were straightforward and easy to understand", where 46.1% of clients mentioned this service feature (down from 50.0% in 2001); and,
- "I was informed of everything to complete my application", where 37.9% of clients mentioned this service feature (down from 40.0% in 2001).

**Clients in the Cape Breton region** feel that ACOA could improve on a number of service features including:

- "The eligibility of my project was well communicated", where 76.1% of clients mentioned this feature (down from 81.3% in 2001);

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- "Procedures were straightforward and easy to understand", where 34.6% of clients mentioned this service feature (down from 39.6% in 2001); and,
- "The information that I needed was available", where 34.6% of clients mentioned this service feature (down from 35.4% in 2001).

**Clients in the PEI region** feel that ACOA could improve on a number of service features including:

- "The eligibility of my project was well communicated", where 59.5% of clients mentioned this feature (up from 58.3% in 2001);
- "The information that I needed was available", where 38.9% of clients mentioned this service feature (up from 37.5% in 2001); and,
- "Procedures were straightforward and easy to understand", where 35.9% of clients mentioned this service feature (up from 33.3% in 2001).

**Clients in the Newfoundland/Labrador region** feel that ACOA could improve on a number of service features including:

- "The eligibility of my project was well communicated, where 66.9% of clients mentioned this feature (up from 64.2% in 2001);
- "Procedures were straightforward and easy to understand", where 48.8% of clients mentioned this service feature (up from 44.3% in 2001);
- "I was informed about everything to complete my application", where 41.4% of clients mentioned this service feature (up from 35.8% in 2001); and,
- "Documents and other information were easy to understand", where 30.2% of clients mentioned this service feature (up from 23.4% in 2001).

***Exhibit 7.7.1 summarizes the communicating with ACOA service improvements.***

**2004 ACOA CLIENT SATISFACTION SURVEY REPORT**

**Exhibit 7.7.1  
Communicating with ACOA Service Improvement Summary 2003/2001  
(Percentage of Clients Selecting Service Feature)**

<b>SERVICE FEATURES</b>	<b>ALL CLIENTS</b>	<b>NB</b>	<b>NS</b>	<b>CAPE BRETON</b>	<b>PEI</b>	<b>NEWFOUNDLAND</b>
A. IT WAS EASY TO FIND OUT HOW TO ACCESS ACOA'S SERVICES (2003)	6.7	7.9	5.7	8.7	10.7	4.2
(2001)	4.8	7.8	4.2	8.3	10.4	5.5
B. I HAD A CHOICE OF SERVICE IN FRENCH OR ENGLISH (2003)	2.2	2.8	0.9	0.0	8.5	2.4
(2001)	4.5	2.8	2.5	0.0	8.3	1.0
C. ACOA'S STAFF WERE EASY TO UNDERSTAND (2003)	3.2	1.8	4.0	4.8	0.0	4.3
(2001)	17.7	1.7	4.2	4.2	0.0	4.0
D. THE INFORMATION THAT I NEEDED WAS AVAILABLE (2003)	29.8	28.3	29.0	34.6	38.9	27.3
(2001)	10.5	28.9	27.5	35.4	37.5	28.4
D. WRITTEN AND VERBAL LANGUAGES WERE CLEAR (2003)	6.2	6.4	5.9	0.0	12.6	7.1
(2001)	7.6	6.1	7.5	0.0	12.5	6.0
F. I WAS INFORMED OF EVERYTHING TO COMPLETE MY APPLICATION (2003)	32.6	25.8	37.9	26.3	21.4	41.4
(2001)	21.8	27.2	40.0	31.3	22.9	35.3
G. DOCUMENTS AND OTHER INFORMATION WERE EASY TO UNDERSTAND (2003)	26.4	25.4	25.1	24.5	29.7	30.2
(2001)	29.6	25.6	30.0	25.0	31.3	23.4
H. FORMS WERE EASY TO UNDERSTAND (2003)	22.9	25.1	22.2	18.1	26.8	21.7
(2001)	21.3	25.0	21.7	14.6	27.1	21.4
I. PROCEDURES WERE STRAIGHTFORWARD/EASY TO UNDERSTAND (2003)	44.8	46.2	46.1	34.6	35.9	48.8
(2001)	29.9	46.7	50.0	39.6	33.3	44.3
J. I RECEIVED CONSISTENT INFORMATION/ADVICE (2003)	10.4	7.9	13.4	25.4	6.9	3.3
(2001)	28.4	17.7	19.2	27.1	16.7	26.4
K. THE ELIGIBILITY OF MY PROJECT WAS WELL COMMUNICATED (2003)	68.1	71.7	65.7	76.1	59.5	66.9
(2001)	17.4	73.9	65.0	81.3	58.3	64.2
L. COMMUNICATION MATERIALS WERE EASY TO UNDERSTAND (2003)	8.0	7.1	6.0	19.8	4.1	8.4
(2001)	10.8	7.2	7.5	14.6	4.2	5.5

## **CHAPTER 8**

# **PRIORITIES FOR IMPROVEMENT IN THE IMMEDIATE FUTURE**

### **8.1 INTRODUCTION**

ACOA decided to use the Common Measurements Tool (CMT), recognizing that it would permit them to benchmark satisfaction results over time and compare their progress with other similar Federal Government Departments using the CMT.

ACOA also wanted to take advantage of the way in which the CMT questions are structured to facilitate the identification of service improvement opportunities. For example, using the CMT's five-point Likert scale, respondents were asked to rate how satisfied they were with 36 service delivery features categorized into three core areas including service delivery, accessing ACOA services and communicating with ACOA. At the same time, respondents were asked to rate the level of importance they attributed to each of the 36 service delivery features. By asking about the respondent's experience (satisfaction) as well as the importance they attribute to each service element, ACOA was able to use a gap analysis approach to identify potential priorities for improvement. A gap occurs when clients rate their satisfaction with a service feature lower than they rate the importance of that service issue; the larger the deficit (i.e. the gap), the greater the satisfaction gap.

Building on this analysis, ACOA used the satisfaction and importance scores to undertake a Quadrant or Matrix Analysis, and identify priorities for improvement (**See section 8.3**). Those service elements that produced higher than average importance scores but lower than average satisfaction scores (top left quadrant) are deemed to be primary service improvement opportunities.

In addition to using the gap approach to identifying *“Priorities for Improvement”* respondents were also asked to identify the three most important features they felt ACOA could make improvements to in the immediate future. Clients were very forthcoming with their answers, with over three quarters of clients selecting at least one service issue.

## 8.2 OPPORTUNITIES FOR IMPROVEMENT IN THE IMMEDIATE FUTURE

ACOA clients expressed similar feelings as they did in 2001, about issues that needed to be improved. The top four suggestions for immediate improvement included:

- *“Amount of time to process an application”* was mentioned by 75% of clients as being the number one issue that needed to be improved. This compares to 57.6% of clients in 2001. Of these clients, 63.5% indicated that it was the most important service issue to improve;
- *“Amount of time to receive information”* was mentioned by 32.7% of clients as being a service issue that needed to be improved. This compares to 26.4% of clients in 2001. Of these clients, 76.6% indicated that it was the second most important service issue to improve;
- *“Amount of time to receive payments”* was mentioned by 26.5% of clients as being the third service issue that needed to be improved. This compares to 21.2% of clients in 2001; and,
- *“Fairness of the application evaluation process”* was mentioned by 24.7% of clients as being the fourth service issue that needed to be improved. This compares to 20.9% of clients in 2001.



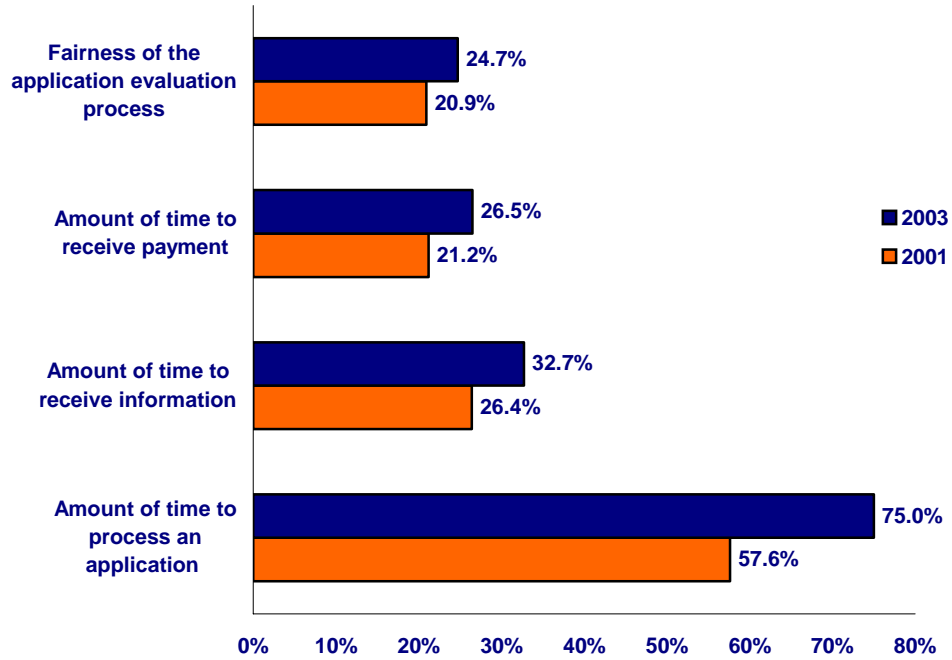
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**Exhibit 8.2  
Opportunities for Improvement Summary  
(Percentage of Clients Selecting Service Feature)**

<b>SERVICE IMPROVEMENT OPPORTUNITIES</b>	<b>ALL CLIENTS</b>	<b>NB</b>	<b>NS</b>	<b>CAPE BRETON</b>	<b>PEI</b>	<b>NEWFOUNDLAND</b>
A. AMOUNT OF TIME TO PROCESS APPLICATION (2003) (2001)	75.0 57.6	79.1 55.9	77.2 58.6	33.9 58.3	53.3 48.3	87.7 62.1
B. AMOUNT OF TIME TO RECEIVE INFORMATION (2003) (2001)	32.7 26.4	34.5 24.5	26.8 25.3	53.2 48.6	26.7 20.5	29.6 25.9
C. NUMBER OF CONTACTS REQUIRED TO RECEIVE INFORMATION (2003) (2001)	20.2 18.3	21.5 17.3	22.0 14.1	21.0 19.0	15.6 26.0	18.9 24.1
D. COURTESY OF STAFF (2003) (2001)	4.0 4.5	7.3 4.4	3.3 2.5	0.0 4.8	4.4 6.8	2.6 6.9
E. SKILL/COMPETENCE OF STAFF (2003) (2001)	15.9 14.9	11.9 11.7	16.3 20.2	12.9 23.8	28.9 11.0	17.3 12.1
F. AMOUNT OF TIME TO RECEIVE PAYMENTS (2003) (2001)	26.5 21.2	20.3 24.5	26.8 30.4	25.8 11.9	22.2 12.3	33.7 19.0
G. FAIRNESS OF APPLICATION EVALUATION PROCESS (2003) (2001)	24.7 20.9	26.6 20.6	28.5 16.6	14.5 26.2	15.6 24.7	26.0 25.9
H. CONVENIENT PAYMENT METHODS (2003) (2001)	8.1 10.3	5.1 9.7	7.3 10.4	9.7 38.9	17.8 12.3	8.7 6.9
I. MORE METHODS TO ACCESS INFORMATION (2003) (2001)	7.5 7.4	7.3 6.5	8.9 7.4	8.1 2.4	11.1 8.2	5.6 13.8
J. RESPONDING TO VOICE MAIL MESSAGES WITHIN ONE DAY (2003) (2001)	11.9 9.4	13.0 6.0	8.1 13.5	16.1 11.9	13.3 8.2	11.7 12.1
K. ADEQUATE OFFICE HOURS (2003) (2001)	3.0 9.8	2.8 9.7	5.7 10.4	3.2 19.0	0.0 4.1	2.0 8.6
L. EASE OF ACCESSING INFORMATION ABOUT SERVICE (2003) (2001)	11.3 12.0	6.8 13.7	13.8 10.4	12.9 7.1	17.8 13.7	11.7 10.3
M. SIMPLE FORMS (2003) (2001)	22.6 16.6	26.6 15.3	19.5 20.9	29.0 16.7	37.8 12.3	15.3 15.5
N. CLEAR INSTRUCTIONS (2003) (2001)	16.3 24.0	14.1 9.7	17.1 16.6	22.6 11.9	28.9 9.6	12.8 3.4
O. RESOLUTIONS OF PROBLEMS (2003) (2001)	18.1 18.0	18.6 19.4	19.5 15.3	21.0 31.0	13.3 15.1	16.8 13.8

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TOP SERVICE FEATURES SELECTED FOR IMPROVEMENT  
(PERCENTAGE OF CLIENTS SELECTING SERVICE FEATURE)  
2003/2001



### 8.3 SERVICE IMPROVEMENT SUMMARY

Clients were asked to identify the three most important service features that ACOA could improve (i.e. Question 12). However, further cross-analysis of the satisfaction and importance scores for each of the service features was undertaken to help identify priorities for improvements to promote efficient allocation of resources. To facilitate a better understanding of the service features, we divided the service features into three categories. The categories include service features that need immediate attention (primary service improvement opportunities), service features that are current strengths and service features that are a lower priority for improvement.

**Exhibit 8.3**  
**Quadrant Analysis**

<b>Importance Rating</b>	<b>High</b>	<p><b>(Primary Service Improvement Opportunities)</b></p> <ol style="list-style-type: none"> <li>1. Speed of turnaround time of application evaluation process</li> <li>2. Fairness of application and evaluation process (SCIF/AIF)</li> <li>3. Keeping clients informed about status of request</li> <li>4. Timeliness of payment process</li> <li>5. Eligibility of project application well communicated</li> <li>6. Procedures were straightforward and easy to understand</li> </ol>	<p><b>(Current Strengths)</b></p> <ol style="list-style-type: none"> <li>1. Convenient hours of service</li> <li>2. Various methods of access</li> <li>3. Courteous staff</li> <li>4. Choice of French and English</li> <li>5. Web site visually appealing</li> <li>6. Ease of finding ACOA web site</li> <li>7. Automated phone system was easy to use</li> </ol>
	<b>Low</b>	<p><b>(Lower Priority for Improvement)</b></p> <ol style="list-style-type: none"> <li>1. I received consistent information and advice</li> <li>2. Resolutions of problems and concerns</li> <li>3. Suggestions on services offered by other organizations</li> <li>4. Respond in a timely manner to telephone/VM messages</li> </ol>	
		<b>Low</b>	<b>High</b>
		<b>Satisfaction Rating</b>	

## CHAPTER 9

### ADDITIONAL FINDINGS

#### 9.1 HOW ACOA SHOULD COMMUNICATE WITH CLIENTS

ACOA was interested in knowing what would be the most efficient way of communicating their services to current and potential clients and how clients typically first make contact with ACOA. In 2003, 57.2% of clients indicated that either the telephone or email were the two best ways for ACOA to communicate with their organizations (this compares to 48.0% in 2001).

**Exhibit 9.1**

**Clients want to hear from ACOA through email & by telephone  
(Percentage of Clients Selecting Medium)**

COMMUNICATION MEDIUMS	ALL CLIENTS NB		NS	CAPE BRETON	PEI	NEWFOUNDLAND
TELEPHONE (2003) n=569 (2001) n=578	28.4 20.7	30.2 31.1	15.6 23.0	10.5 25.6	35.1 35.2	15.5 29.1
FACSIMILE (2003) n=569 (2001) n=578	3.9 14.7	3.1 18.1	4.8 11.2	4.9 7.0	2.1 16.9	3.3 12.7
INTERNET (2003) n=569 (2001) n=578	8.9 6.6	8.1 6.3	9.7 7.5	10.8 9.3	4.3 2.8	9.7 7.3
EMAIL (2003) n=569 (2001) n=578	28.8 27.3	24.5 23.5	28.4 28.6	34.3 39.5	26.0 26.8	31.5 30.9
PERSON TO PERSON (2003) n=569 (2001) n=578	18.4 23.0	18.0 21.0	18.7 29.8	19.4 18.6	11.9 18.3	20.0 20.0
MAIL (2003) n=569	19.4	16.1	22.8	20.1	19.5	20.0

## 9.2 HOW CLIENTS WANT TO HEAR FROM ACOA

ACOA was also interested in knowing how clients first made contact. In 2003, 57.3% of clients indicated that they first made contact with ACOA by making a telephone call to a local office (this compares to 57.9% in 2001). One quarter of clients said that they visited a local office (this compares to 18.5% in 2001).

### Exhibit 9.2

#### Clients prefer to use the telephone & email to contact ACOA (Percentage of Clients Selecting Medium)

CONTACT METHOD	ALL CLIENTS	NB	NS	CAPE BRETON	PEI	NEWFOUNDLAND
VISITED LOCAL OFFICE (2003) n=598 (2001) n=580	25.0 18.5	25.8 18.3	21.0 13.1	25.1 26.2	24.5 19.2	26.9 22.4
CONTACTED OFFICE BY TELEPHONE (2003) n=598 (2001) n=580	57.3 57.9	54.2 53.9	67.4 63.1	61.1 61.9	57.3 58.9	52.4 60.3
MADE AN INQUIRY THROUGH THE WEB SITE (2003) n=598 (2001) n=580	1.9 1.9	2.1 2.5	1.8 1.9	4.6 0.0	2.1 0.0	2.5 1.7
REQUESTED INFORMATION THROUGH THE MAIL (2003) n=598 (2001) n=580	2.4 3.3	2.8 2.9	1.8 4.4	4.6 0.0	0.0 4.1	2.5 3.5
THROUGH CANADA BUSINESS CENTRE (2003) n=598 (2001) n=580	4.7 8.6	4.1 11.6	1.8 7.8	4.6 2.4	9.4 8.2	6.1 5.2
OTHER (2003) n=598 (2001) n=580	8.6 9.3	0.0 10.8	7.2 10.0	0.0 9.5	6.7 9.6	9.6 6.9

## 9.3 DEMOGRAPHIC HIGHLIGHTS<sup>21</sup>

For the most part, the makeup of the 2003 sample is similar to the sample in the 2001 survey. Some of the highlights and differences include:

- In 2003, 75.4% of the clients who responded to the survey were from profit organizations (this compares to 49.0% in 2001);
- 29.4% of the clients who responded to the survey were from the New Brunswick region (this compares to 42.6% in 2001), while 32.5% were from Newfoundland/Labrador (this compares to 10.5% in 2001);
- 77.4% of clients who responded were either professionals and/or small business owners (this compares to 79.3% in 2001);

<sup>21</sup> See appendix A for a complete summary of demographic information.  
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- 53.1% of clients who responded were with incorporated companies (this compares to 61.2% in 2001); and,
- 47% of clients who responded were with manufacturing and/or tourism organizations (this compares to 59.3% in 2001).

**APPENDIX A**

**DEMOGRAPHIC INFORMATION**

**2004 ACOA CLIENT SATISFACTION SURVEY REPORT**

**ALL CLIENTS**

<b>DEMOGRAPHIC</b>	<b>COUNT 2003</b>	<b>PERCENT 2003</b>	<b>COUNT 2001</b>	<b>PERCENT 2001</b>
FEMALE	171	28.4	170	28.9
MALE	432	71.6	419	71.1
PROFIT	294	49.0	444	75.4
NOT FOR PROFIT	307	51.0	145	24.6
FIRST TIME APPLICANT	160	26.6	201	34.3
PREVIOUS DEALINGS WITH ACOA	440	73.4	385	65.7
PROFESSIONAL	257	43.2	135	23.4
SMALL BUSINESS OWNER	203	34.2	323	55.9
SELF EMPLOYED	42	7.0	65	11.2
FULL-TIME STUDENT	3	0.5	5	0.9
OTHER	90	15.1	50	8.7
INCORPORATED COMPANY	316	53.1	354	61.2
ASSOCIATION	97	16.3	48	8.3
SOLE PROPRIETORSHIP	46	7.7	83	14.4
EDUCATIONAL INSTITUTION	27	4.5	15	2.6
PARTNERSHIP	24	4.0	35	6.1
OTHER	86	14.4	43	7.4
MANUFACTURING/PROCESSING	149	25.0	202	34.7
TOURISM	131	22.0	143	24.6
FISHING/AQUACULTURE	51	8.6	44	7.6
ADVANCE TECHNOLOGY	51	8.5	48	8.2
EDUCATION	33	5.5	15	2.6
TRANSPORTATION/STORAGE	23	3.9	5	0.9
COMMUNICATION/UTILITY	14	2.4	12	2.1
MINING	1	0.2	10	1.7
OTHER	143	23.9	103	17.7
SOME PUBLIC/HIGH SCHOOL	25	4.2	32	5.5
COMPLETED HIGH SCHOOL	72	12.2	87	15.0
SOME POST-SECONDARY	85	14.5	85	14.7
COMPLETED COLLEGE	87	14.8	76	13.1
COMPLETED UNIVERSITY	147	24.9	161	27.8
COMPLETED PROF. DEGREE	103	17.5	85	14.7
POST GRADUATE STUDIES/PHD	70	11.9	54	9.3
LESS THAN \$100,000	119	20.0	123	21.3
\$100,001 LESS THAN \$250,000	85	14.3	96	16.6
\$250,001 LESS THAN \$1,000,000	140	23.5	133	23.1
\$1,000,001 LESS THAN \$5,000,000	124	20.8	119	20.6
\$5,001,000 OR MORE	53	8.9	68	11.8
NOT APPLICABLE	74	12.5	38	6.6
LESS THAN 10	360	60.1	315	54.3
11 TO LESS THAN 25	98	13.3	119	20.5
26 TO LESS THAN 50	38	6.3	63	10.9
51 TO LESS THAN 100	43	7.2	30	5.2
101 OR MORE	28	4.7	30	5.2
NOT APPLICABLE	32	5.4	23	4.0
APPROVED	431	74.9	452	79.0
REJECTED	15	2.6	27	4.7
WITHDRAWN	14	2.5	24	4.2
UNKNOWN	115	19.9	69	12.1
NEW BRUNSWICK	177	29.4	252	42.6
NOVA SCOTIA	123	20.4	161	27.2
CAPE BRETON	62	10.3	43	7.3
PEI	45	7.5	73	12.4
NEWFOUNDLAND	196	32.5	62	10.5



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**NEW BRUNSWICK**

<b>DEMOGRAPHIC</b>	<b>COUNT 2003</b>	<b>PERCENT 2003</b>	<b>COUNT 2001</b>	<b>PERCENT 2001</b>
FEMALE	29	16.3	51	21.3
MALE	148	83.7	192	78.7
PROFIT	107	60.5	205	84.4
NOT FOR PROFIT	70	39.5	38	15.6
FIRST TIME APPLICANT	49	27.8	80	67.2
PREVIOUS DEALINGS WITH ACOA	127	72.2	163	32.3
SELF-EMPLOYED	21	12.1	23	9.5
SMALL BUSINESS OWNER	70	39.6	160	65.8
FULL-TIME STUDENT			1	0.4
PROFESSIONAL	63	35.8	42	17.3
HOMEMAKER			3	1.2
OTHER	22	12.6	14	5.8
EDUCATIONAL INSTITUTION	6	3.5	3	1.2
SOLE PROPRIETORSHIP	23	13.1	42	17.3
PARTNERSHIP	7	3.9	13	5.4
INCORPORATED COMPANY	96	54.4	159	65.4
ASSOCIATION	19	10.6	8	3.3
OTHER	25	14.4	17	7.0
ADVANCE TECHNOLOGY	14	7.9	19	7.9
MANUFACTURING/PROCESSING	42	23.8	107	44.2
FISHING/AQUACULTURE	27	15.0	25	10.3
MINING INDUSTRY			5	2.1
TRANSPORTATION/STORAGE	14	7.9	1	0.41
COMMUNICATION/UTILITY	5	2.8	4	1.7
TOURISM	32	17.9	39	16.1
EDUCATION	8	4.8	3	1.2
OTHER	35	19.9	39	16.1
SOME PUBLIC/HIGH SCHOOL	11	6.5	16	6.7
COMPLETED HIGH SCHOOL	32	18.6	45	18.8
SOME POST-SECONDARY	25	14.8	34	14.1
COMPLETED COLLEGE	29	16.7	38	15.8
COMPLETED UNIVERSITY	43	25.2	64	26.7
COMPLETED PROF. DEGREE	16	9.6	25	10.4
POST GRADUATE STUDIES/PHD	15	8.5	18	7.5
LESS THAN \$100,000	39	22.5	40	16.4
\$100,001 LESS THAN \$250,000	24	13.7	46	19.3
\$250,001 LESS THAN \$1,000,000	39	22.4	65	26.6
\$1,000,001 LESS THAN \$5,000,000	44	24.9	49	20.1
\$5,001,000 OR MORE	9	5.0	32	13.1
NOT APPLICABLE	20	11.5	11	4.5
LESS THAN 10	107	61.1	135	55.7
11 TO LESS THAN 25	38	21.4	49	20.1
26 TO LESS THAN 50	8	4.8	26	10.7
51 TO LESS THAN 100	6	3.4	13	5.3
101 OR MORE	7	3.8	14	5.7
NOT APPLICABLE	10	5.5	6	2.5
APPROVED	126	77.9	182	75.5
REJECTED	3	2.0	12	5.0
WITHDRAWN	5	3.1	13	5.4
UNKNOWN	27	16.9	33	13.7

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**NOVA SCOTIA**

<b>DEMOGRAPHIC</b>	<b>COUNT 2003</b>	<b>PERCENT 2003</b>	<b>COUNT 2001</b>	<b>PERCENT 2001</b>
FEMALE	89	27.8	51	21.3
MALE	34	72.2	192	78.7
PROFIT	70	57.4	205	84.4
NOT FOR PROFIT	152	42.6	38	15.6
FIRST TIME APPLICANT	42	34.6	80	32.3
PREVIOUS DEALINGS WITH ACOA	79	65.4	163	67.7
SELF-EMPLOYED	6	5.5	23	1.2
SMALL BUSINESS OWNER	43	37.0	160	17.3
FULL-TIME STUDENT	1	1.0	1	5.4
PROFESSIONAL	58	49.3	42	65.4
OTHER	8	7.2	3	3.3
			14	5.8
EDUCATIONAL INSTITUTION	3	2.6	3	1.2
SOLE PROPRIETORSHIP	8	6.2	42	17.3
PARTNERSHIP	6	4.8	13	5.4
INCORPORATED COMPANY	73	59.0	159	65.4
ASSOCIATION	26	20.8	8	3.3
OTHER	8	6.6	17	7.0
ADVANCE TECHNOLOGY	13	10.2	19	7.9
MANUFACTURING/PROCESSING	42	34.0	107	44.2
FISHING/AQUACULTURE	5	4.3	25	10.3
MINING INDUSTRY			5	2.1
TRANSPORTATION/STORAGE	4	2.9	1	0.4
COMMUNICATION/UTILITY	1	1.0	4	1.7
TOURISM	22	18.1	39	16.1
EDUCATION	5	3.7	3	1.2
OTHER	32	25.6	39	16.1
SOME PUBLIC/HIGH SCHOOL	4	3.4	16	6.7
COMPLETED HIGH SCHOOL	18	15.1	45	18.8
SOME POST-SECONDARY	14	11.9	34	14.1
COMPLETED COLLEGE	9	7.7	38	15.8
COMPLETED UNIVERSITY	37	31.0	64	26.7
COMPLETED PROF. DEGREE	26	22.0	25	10.4
POST GRADUATE STUDIES/PHD	11	8.9	18	7.5
LESS THAN \$100,000	21	17.1	40	16.4
\$100,001 LESS THAN \$250,000	25	20.3	46	19.3
\$250,001 LESS THAN \$1,000,000	26	21.7	65	26.6
\$1,000,001 LESS THAN \$5,000,000	30	24.6	49	20.1
\$5,001,000 OR MORE	12	9.7	32	13.1
NOT APPLICABLE	8	6.7	11	4.5
LESS THAN 10	67	54.9	135	55.7
11 TO LESS THAN 25	21	17.4	49	20.1
26 TO LESS THAN 50	13	10.5	26	10.7
51 TO LESS THAN 100	11	8.7	13	5.3
101 OR MORE	7	5.9	14	5.7
NOT APPLICABLE	3	2.7	6	2.5
APPROVED	94	77.9	182	75.5
REJECTED	2	2.0	12	5.0
WITHDRAWN	4	3.0	13	5.4
UNKNOWN	21	17.2	33	13.7

**2004 ACOA CLIENT SATISFACTION SURVEY REPORT**

**CAPE BRETON**

<b>DEMOGRAPHIC</b>	<b>COUNT 2003</b>	<b>PERCENT 2003</b>	<b>COUNT 2001</b>	<b>PERCENT 2001</b>
FEMALE	14	22.1	21	48.8
MALE	48	77.9	22	51.2
PROFIT	22	35.5	25	58.1
NOT FOR PROFIT	40	64.5	18	41.9
FIRST TIME APPLICANT	17	27.7	18	41.9
PREVIOUS DEALINGS WITH ACOA	44	72.3	25	58.1
SELF-EMPLOYED	1	1.6	7	17.5
SMALL BUSINESS OWNER	18	29.3	13	32.5
FULL-TIME STUDENT				
PROFESSIONAL	27	43.3	15	37.5
OTHER	16	25.8	5	12.5
EDUCATIONAL INSTITUTION	5	7.9	3	7.0
SOLE PROPRIETORSHIP	6	9.8	5	11.6
PARTNERSHIP			2	4.7
INCORPORATED COMPANY	27	46.5	22	51.2
ASSOCIATION	11	19.4	5	11.6
OTHER	10	16.5	6	13.9
ADVANCE TECHNOLOGY	6	10.5	2	4.8
MANUFACTURING/PROCESSING	13	22.2	6	14.3
FISHING/AQUACULTURE	2	3.3	4	9.5
MINING INDUSTRY			2	4.8
TRANSPORTATION/STORAGE			1	2.4
COMMUNICATION/UTILITY	4	6.5		
TOURISM	14	24.1	14	33.3
EDUCATION	4	6.2	3	7.1
OTHER	16	27.2	10	23.8
SOME PUBLIC/HIGH SCHOOL	2	3.2	1	2.3
COMPLETED HIGH SCHOOL	4	6.5	7	16.3
SOME POST-SECONDARY	11	18.9	9	20.9
COMPLETED COLLEGE	6	9.3	2	4.7
COMPLETED UNIVERSITY	15	25.7	14	32.6
COMPLETED PROF. DEGREE	13	21.5	6	13.9
POST GRADUATE STUDIES/PHD	9	14.8	4	9.3
LESS THAN \$100,000	17	28.2	10	23.8
\$100,001 LESS THAN \$250,000	7	11.0	8	19.1
\$250,001 LESS THAN \$1,000,000	12	20.3	4	9.5
\$1,000,001 LESS THAN \$5,000,000	14	24.1	7	16.7
\$5,001,000 OR MORE	7	11.8	3	7.1
NOT APPLICABLE	3	4.5	9	21.4
LESS THAN 10	40	64.4	26	60.5
11 TO LESS THAN 25	8	12.8	4	9.3
26 TO LESS THAN 50	3	4.6	8	18.6
51 TO LESS THAN 100	7	11.9		
101 OR MORE	0	0.8	1	2.3
NOT APPLICABLE	3	5.5	4	9.3
APPROVED	40	67.7	27	64.3
REJECTED	4	6.2	3	7.1
WITHDRAWN	2	3.3	4	9.5
UNKNOWN	13	22.8	7	16.7

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**PRINCE EDWARD ISLAND**

<b>DEMOGRAPHIC</b>	<b>COUNT 2003</b>	<b>PERCENT 2003</b>	<b>COUNT 2001</b>	<b>PERCENT 2001</b>
FEMALE	12	26.9	22	30.6
MALE	33	73.1	50	69.4
PROFIT	26	43.6	49	68.1
NOT FOR PROFIT	40	56.4	23	31.9
FIRST TIME APPLICANT	6	12.6	25	35.2
PREVIOUS DEALINGS WITH ACOA	40	87.4	46	64.8
SELF-EMPLOYED	2	4.1	11	15.5
SMALL BUSINESS OWNER	19	41.5	39	54.9
FULL-TIME STUDENT			1	1.4
PROFESSIONAL	20	43.6	12	16.9
OTHER	5	10.8	7	9.9
EDUCATIONAL INSTITUTION	6	13.3	1	1.4
SOLE PROPRIETORSHIP	2	4.3	13	18.3
PARTNERSHIP	3	6.4	7	9.9
INCORPORATED COMPANY	23	51.7	39	54.9
ASSOCIATION	8	18.3	5	7.0
OTHER	3	6.1	5	7.0
ADVANCE TECHNOLOGY	3	6.4	7	9.7
MANUFACTURING/PROCESSING	14	30.7	14	19.4
FISHING/AQUACULTURE	3	6.2	4	5.6
MINING INDUSTRY			1	1.4
TRANSPORTATION/STORAGE	4	8.4	1	1.4
COMMUNICATION/UTILITY			1	1.4
TOURISM	15	33.3	26	36.2
EDUCATION	5	11.0	2	2.9
OTHER	2	4.0	16	22.2
SOME PUBLIC/HIGH SCHOOL	4	8.5	3	4.2
COMPLETED HIGH SCHOOL	6	12.6	11	15.5
SOME POST-SECONDARY	5	10.3	9	12.7
COMPLETED COLLEGE	7	16.2	16	22.5
COMPLETED UNIVERSITY	10	21.9	17	23.9
COMPLETED PROF. DEGREE	8	16.6	7	9.9
POST GRADUATE STUDIES/PHD	6	13.9	8	11.3
LESS THAN \$100,000	2	4.6	19	26.8
\$100,001 LESS THAN \$250,000	6	12.2	12	16.9
\$250,001 LESS THAN \$1,000,000	12	26.9	14	19.7
\$1,000,001 LESS THAN \$5,000,000	8	18.1	12	16.9
\$5,001,000 OR MORE	14	30.0	9	12.7
NOT APPLICABLE	4	8.2	4	5.6
LESS THAN 10	23	49.8	35	50.0
11 TO LESS THAN 25	5	11.5	21	30.0
26 TO LESS THAN 50	4	8.4	3	4.3
51 TO LESS THAN 100	9	18.9	4	5.7
101 OR MORE	5	11.5	4	5.7
NOT APPLICABLE			3	4.3
APPROVED	36	83.0	52	74.3
REJECTED			5	7.1
WITHDRAWN			5	7.1
UNKNOWN	7	17.0	8	11.5

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**NEWFOUNDLAND/LABRADOR**

<b>DEMOGRAPHIC</b>	<b>COUNT 2003</b>	<b>PERCENT 2003</b>	<b>COUNT 2001</b>	<b>PERCENT 2001</b>
FEMALE	82	42.0	15	25.9
MALE	114	58.0	45	74.1
PROFIT	70	35.9	44	78.9
NOT FOR PROFIT	126	64.1	14	24.1
FIRST TIME APPLICANT	46	23.6	13	21.3
PREVIOUS DEALINGS WITH ACOA	149	76.4	48	78.7
SELF-EMPLOYED	1	5.6	8	13.8
SMALL BUSINESS OWNER	53	22.4	31	53.6
FULL-TIME STUDENT	2	1.0	1	1.7
PROFESSIONAL	89	46.0	15	25.9
OTHER	39	19.9	3	5.2
EDUCATIONAL INSTITUTION	7	3.7	1	1.7
SOLE PROPRIETORSHIP	7	3.7	8	13.8
PARTNERSHIP	8	4.2	1	1.7
INCORPORATED COMPANY	97	50.4	34	58.6
ASSOCIATION	33	17.3	9	15.5
OTHER	40	20.8	5	8.6
ADVANCE TECHNOLOGY	15	7.7	4	7.0
MANUFACTURING/PROCESSING	38	19.7	17	29.8
FISHING/AQUACULTURE	15	7.6	3	5.3
MINING INDUSTRY	1	0.5	1	1.8
TRANSPORTATION/STORAGE	2	1.2	1	1.8
COMMUNICATION/UTILITY	4	2.2		
TOURISM	48	25.1	19	33.3
EDUCATION	11	5.8		
OTHER	58	30.3	21	21.1
SOME PUBLIC/HIGH SCHOOL	4	2.0	4	6.9
COMPLETED HIGH SCHOOL	12	6.3	6	10.3
SOME POST-SECONDARY	30	15.4	7	12.1
COMPLETED COLLEGE	36	18.8	9	15.5
COMPLETED UNIVERSITY	42	21.5	13	22.4
COMPLETED PROF. DEGREE	40	20.5	16	27.6
POST GRADUATE STUDIES/PHD	30	15.5	3	5.2
LESS THAN \$100,000	40	20.8	17	29.3
\$100,001 LESS THAN \$250,000	24	12.5	10	17.2
\$250,001 LESS THAN \$1,000,000	50	25.7	11	19.0
\$1,000,001 LESS THAN \$5,000,000	27	14.2	12	20.7
\$5,001,000 OR MORE	12	6.2	4	6.9
NOT APPLICABLE	40	20.6	3	6.9
LESS THAN 10	124	63.5	37	63.8
11 TO LESS THAN 25	26	13.2	9	15.5
26 TO LESS THAN 50	10	5.1	5	8.6
51 TO LESS THAN 100	11	5.5	4	6.9
101 OR MORE	9	4.4	1	1.7
NOT APPLICABLE	16	8.3	2	3.5
APPROVED	135	70.9	46	82.2
REJECTED	6	3.0	4	7.1
WITHDRAWN	4	2.0		
UNKNOWN	46	24.1	6	10.7

**APPENDIX B**

**SERVICE FEATURE GAP SCORES**

**2004 ACOA CLIENT SATISFACTION SURVEY REPORT**

<b>RANKING OF GAP SCORES</b>	<b>2003 GAP SCORE</b>	<b>2001 GAP SCORE</b>	<b>DIFFERENCE 2003-2001</b>
<b><u>SERVICE DELIVERY FEATURES</u></b>			
M. SPEED OF TURNAROUND TIME OF APPLICATION PROCESS	-1.20	-0.93	+0.27
G. KEEPING YOU INFORMED ON THE STATUS OF YOUR REQUEST	-0.82	-0.89	-0.07
O. TIMELINESS OF OUR PAYMENT PROCESS	-0.73	-0.85	-0.12
L. FAIRNESS OF APPLICATION EVALUATION PROCESS	-0.71	-1.03	-0.32
I. RESOLUTION OF PROBLEMS-CONCERNS	-0.69	-0.81	-0.12
H. SUGGESTIONS ABOUT SERVICES OFFERED BY OTHER ORGANIZATIONS	-0.64	-0.84	-0.20
N. PERSONNEL RESPONSE TO TELEPHONE/VM MESSAGES	-0.61	-0.95	-0.34
P. STAFF WENT THE EXTRA MILE TO MAKE SURE I GOT WHAT I NEEDED	-0.58		
K. ESTABLISHING AN ON-GOING BUSINESS RELATIONSHIP WITH YOU	-0.47	-0.98	-0.51
D. EFFORTS MADE BY PERSONNEL TO ASSESS YOUR NEEDS	-0.45	-0.87	-0.42
B. HELPFULNESS OF PERSONNEL	-0.41	-0.86	-0.45
J. PROFESSIONALISM OF PERSONNEL	-0.40	-1.02	-0.62
A. EASE OF CONTACTING ACOA PERSONNEL	-0.40	-0.78	-0.38
F. APPOINTMENTS WITH STAFF WERE EASY TO MAKE	-0.40	-0.61	-0.21
C. BUSINESS KNOWLEDGE OF PERSONNEL THAT HANDLED YOUR REQUEST	-0.39	-0.78	-0.39
E. COURTEOUS STAFF	-0.09	-0.78	-0.69
<b><u>ACCESS TO ACOA SERVICE FEATURES</u></b>			
D. IT WAS EASY TO FIND ACOA'S WEB SITE	+0.01		
F. THE SITE WAS VISUALLY APPEALING	+0.06		
G. THE SITE HAD THE INFORMATION I NEEDED	-0.30		
E. IT WAS EASY TO FIND/LOOKING FOR ON WEB SITE	-0.24		
B. THE AUTOMATED PHONE SYSTEM WAS EASY TO USE	-0.19		
H. I FELT CONFIDENT THAT MY PRIVACY WAS PROTECTED	-0.17		
A. VARIOUS METHODS OF ACCESS WERE AVAILABLE	-0.16		
C. THE HOURS OF SERVICE WERE CONVENIENT	-0.05		
<b><u>COMMUNICATING WITH ACOA SERVICE FEATURES</u></b>			
B. I HAD A CHOICE OF FRENCH OR ENGLISH	+0.05	-0.32	-0.37
K. THE ELIGIBILITY OF PROJECT APPLICATION WAS WELL COMMUNICATED	-0.70	-1.10	-0.40
I. PROCEDURES WERE STRAIGHTFORWARD AND EASY TO UNDERSTAND	-0.70	-1.00	-0.30
J. I RECEIVED CONSISTENT INFORMATION/ADVICE	-0.69	-0.89	-0.20
H. FORMS WERE EASY TO UNDERSTAND AND FILL OUT	-0.60	-0.81	-0.21
G. DOCUMENTS AND OTHER INFORMATION WERE EASY TO UNDERSTAND	-0.56	-0.93	-0.37
F. I WAS INFORMED OF EVERYTHING/TO COMPLETE MY APPLICATION	-0.52	-0.92	-0.40
L. COMMUNICATION MATERIALS WERE EASY TO UNDERSTAND	-0.51	-0.94	-0.43
D. THE INFORMATION THAT I NEEDED WAS AVAILABLE	-0.43	-0.88	-0.45
E. WRITTEN AND VERBAL LANGUAGES WERE CLEAR (NOT COMPLICATED)	-0.37	-0.80	-0.43
A. IT WAS EASY TO FIND OUT HOW TO ACCESS ACOA'S SERVICES	-0.29	-0.47	-0.18
C. ACOA'S STAFF WERE EASY TO UNDERSTAND	-0.23	-0.57	-0.34