



Canadian Centre for  
Management Development

Centre canadien  
de gestion

*Citizen-Centred Service:  
Responding to the  
Needs of Canadians*

for the

CITIZEN-CENTRED  
SERVICE NETWORK



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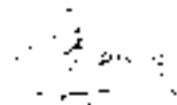
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## Foreword

Modernizing service delivery is a key priority for governments. As President of the Canadian Centre for Management Development (CCMD), it gives me great pleasure to make widely available this practical handbook which draws on six reports of the Citizen-Centred Service Network (CCSN) and provides a gateway into some of the knowledge, tools and good practices generated by these reports.

This document owes much to the Network members from across the country, in particular those who led the Network's action and research projects and chaired its pan-Canadian and regional forums. A special note of thanks is warranted for the past and present members of the CCMD Strategic Research and Planning Group who have steered the Network: Ralph Heintzman, Samuel Wex, Brian Marson, and Maurice Demers, the current Acting Director General. I thank also the authors of the Network reports: Brian Marson, Faye Schmidt, Marie Blythe, Stephen Bent, George Spears, Ken Kernaghan, Teresa Strickland, and Geoff Dinsdale who skilfully consolidated many aspects of the Network's research into this small, user-friendly document. The editorial and staff support of Heather Steele and Gisèle Guitard respectively is also much appreciated.

I salute the innovative work of the Citizen-Centred Service Network, and I know that this handbook will prove an effective and handy resource for public servants wanting to improve service to Canadians.



Jocelyne Bourgon  
President

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## **The Purpose of This Handbook**

This handbook makes available to you a powerful array of new knowledge and tools generated by the Citizen-Centred Service Network. It identifies the service needs of Canadians, and then equips you with, or refers you to, the necessary tools and good practices to start delivering on these needs. This report draws directly from six reports recently released by the Citizen-Centred Service Network. For more information about these reports, and how to obtain them, please refer to the end of this document.

## **What is the Citizen-Centred Service Network?**

Established by the Canadian Centre for Management Development (CCMD) in July 1997, the objective of the Citizen-Centred Service Network is to improve public sector service delivery to Canadians. The Network is composed of over 200 senior officials from the three orders of government as well as leading academics and outside experts in the field of public sector service delivery. Working across organizational and governmental boundaries, the Network uses an action-research approach: it identifies areas where further information/knowledge is required to confidently guide service improvements, carries out the necessary research, and then feeds the results back to its members to act upon.

## **What is Citizen-Centred Service?**

If you have worked in the public service for any length of time you will have taken part in several improvement initiatives, since public servants are dedicated to continuously improving service to Canadians. Citizen-centred service describes what we have always known – our service improvement efforts should be rooted in citizens' and clients' priorities for improvement. We should, therefore, organize our services from their perspective, not from our organization's perspective.

You may wonder if or how citizen-centred service is different from customer- or client-centred service. As defined here, clients

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need not be citizens of Canada but are the direct recipients of government services. Citizens, on the other hand, may or may not be clients of specific government services, but are part of the larger community we call Canada and therefore contribute to and receive indirect benefits from government services. Citizens are also the bearers of

**What is Citizen-Centred Service?**

“Citizen-Centred Service incorporates citizens’ concerns at every stage of the service design and delivery process; that is, citizens’ needs become the organizing principle around which the public interest is determined and service delivery is planned.”

Source: *Deputy Ministers’ Task Force on Service Delivery Models (1996)*

rights and duties, and unlike private sector customers often cannot choose an alternative service provider if unsatisfied with the service they receive from the public sector. Public servants therefore serve a wide range of clients, including those who would not, if they had the choice, engage the service in the first place (consider clients of fire departments, regulation, law enforcement, taxation, and hospital services).

The key challenge for public servants is to balance the potentially conflicting goals of client service satisfaction with the protection of the interests of all Canadians. This is the primary reason why providing high quality service is more complex in the public sector than the private sector. As Tom Peters has noted, when he

**Finding Balance**

“... The true role of public servants is not only to serve ‘customers’ but also to *balance* the interest and preserve the rights of ‘citizens.’”

Source: *Deputy Ministers’ Task Force on Public Service Values and Ethics (1996)*

wants a building permit to build on his own property he wants fast service from city hall; but when his neighbour wants to build, he wants slow careful “due process” that takes the impact of his own property interests into account.<sup>1</sup> From the public servants’ perspective this example means working to maximize

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the applicant's service satisfaction while at the same time protecting the interests of all citizens by ensuring that eligibility and procedural requirements are met.

### Why Should Citizen-Centred Service Be Important to Me?

The research indicates that while citizens believe government has a more difficult task than the private sector, the vast majority still expect service that is as good as or better than that provided by the private sector. This is a challenge that public servants can meet by working to close the gap between the service the public expects from government services on the one hand, and their satisfaction with the services they receive on the other.

#### Straight from the Top

"We must do more to improve the quality of services to Canadians. Often this means a more collaborative approach among departments. But, I am convinced that if we focus on priorities, that if we exercise imagination and creativity, that if we work in partnership between elected politicians and the professional public servants we will be able to do very dramatic things in this country."

Source: The Right Honourable, Jean Chrétien: *Speech to ADM Forum (October 30, 1997)*

"We will continue our efforts to focus service delivery around citizens' needs and on improving citizens' access to government."

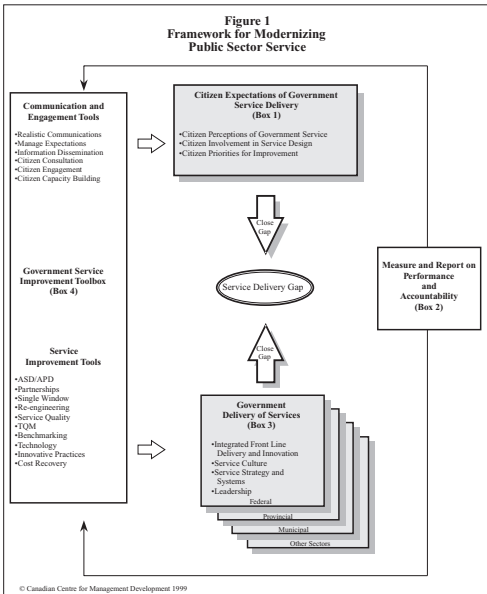
Source: *Fifth Annual Report to the Prime Minister on the Public Service of Canada (March 31, 1998)*

This service gap is captured between the top (Box 1) and bottom (Box 3) box of the Network's Framework for Modernizing Public Sector Service (Figure 1). The framework has four components:

- **(Box 1) Citizen Expectations of Government Service Delivery:** knowing citizen/client expectations, perceptions and priorities, and involving them in service improvements;
- **(Box 2) Measuring and Reporting on Performance and Accountability:** measuring progress in closing the service gap and using that information to guide the selection of service improvement tools;

- **(Box 3) Government Delivery of Services:** continuously improving the capacity of public organizations to deliver the service citizens expect; and
- **(Box 4) Government Service Improvement Toolbox:** choosing the appropriate mix of tools to close the service gap, as guided by citizen and client priorities for improvement.

This model may be a useful way of thinking about citizen-centred service because it places the focus on the top box (citizens' expectations, perceptions and priorities for improvement), rather than on the tools in the toolbox. This is important, because in order to understand the nature of the "service gap" and what tools to employ to reduce it, organizations must first identify the needs of their clients.



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By obtaining accurate client feedback, organizations can then:

- ensure they are providing what clients want, as opposed to what they think they want;
- allocate resources more effectively by targeting priority areas; and
- validate resource requests.

### **What do Citizens Think about Government Service?**

The Network's national survey of 2900 Canadians, *Citizens First*, has generated powerful new information about Canadians' views of government services, their priorities for improvement and the factors which distinguish good service experiences from bad ones in the eyes of citizens. Led by CCMD and co-sponsored by federal organizations and provincial governments, *Citizens First* is the most sophisticated survey ever undertaken on Canadians' views of federal, provincial and municipal services.

#### *Setting the Record Straight: Public Sector Services Rate Higher than Previously Reported!*

Almost every Canadian survey that has compared public and private sector services has found that citizens rate the performance of government services significantly below that of private sector services. Coupled with "bad-news stories" in the media, a common belief has emerged that private sector service is better than public sector service. *Citizens First* sets the record straight about citizens' ratings of public sector service. It reports that Canadians *do not* rate the quality of private sector services higher than that of public sector service. Canadians gave seven private sector services an average rating of 62 out of 100, and similar ratings to public sector services used in the past year. More specifically, federal services received an average rating of 60 out of 100, provincial services an average rating of 62, and municipal services an average rating of 64. The fact is, some public sector services rate higher than some private sector services, just as the converse is true (see Figure 2).



**Figure 2**  
 Citizens' Satisfaction with Public and Private Sector Service Quality  
 (Service satisfaction, on a scale of 0 - 100; N= 2900)

Service Quality		Service Quality	
Fire Departments	86	Public sector average	62*
Libraries	77	Private sector average	62**
Garbage Disposal	74	Colleges/Universities	58
Supermarkets	74	Customs	58
Provincial Parks	71	Canada Post	57
Canada Pension/OAP	69	Taxis	57
RCMP	68	Revenue Canada, Tax	57
Passport Office	66	Insurance Agencies	55
Motor Vehicle Licence	66	Hospitals	51
Telephone Companies	63	Banks	51
Health Card	62	Road Maintenance	45

Adapted from *Citizens First*

Note: For public sector services in the table, the ratings are for those services used by citizens in the past year. For private sector ratings in the study, citizens were not asked whether they used the service in the past year.

\* Combined average of specific municipal, provincial and federal services.

\*\* An average of seven services.

### *Why Do Most Surveys Rate Private Sector Services Higher than Public Sector Services?*

As discussed more fully in the Network report, *Citizen/Client Surveys: Dispelling Myths and Redrawing Maps*, most surveys compare the public's perceptions of government or public sector services *in general* (apples) to their perceptions of *specific* private sector services (oranges). But when asked to rate the service quality provided by the government or public sector in general, citizens' ratings may be influenced by negative stereotypes (e.g. red tape and bureaucracy) or bad news stories reported in the media. When asked about a specific experience, citizens' *actual experience* is rated, not their impressions of government service in general. This is why ratings of specific and recently used public sector services are significantly higher than

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ratings of government or public sector service in general. So in *Citizens First*, federal government services in general received a rating of 47 out of 100, whereas the 17 specific federal services surveyed received an average rating of 60 out of 100, fully 13 points higher than the rating for federal government services in general.

### **We Are Doing Better than We Thought, but How Do We Improve from Here?**

While public sector services perform better than we thought, the inescapable fact is that there is still a gap between the service citizens expect from government, and what they get. In order to close this gap we must work on those things that will make the most difference to our clients. At a national level, the Network's national survey, *Citizens First*, has identified what these priorities are.

To set the context, if we walk in the shoes of the citizen, we find that their service experience can be divided into two essential parts:

- connecting to the service: this includes first finding (e.g., finding the correct phone number or address) and then accessing (e.g., getting through on the phone or finding the parking) the service; and
- delivery/quality of the service experience (e.g. courtesy and timeliness).

#### *Improving Access*

Interestingly, *Citizens First* reports that while 75 percent of citizens knew how to find the service they desired, 25 percent did not. Citizens who had trouble finding the service ultimately had more problems accessing it once they found it. When finding and accessing the service are considered together, nearly two-thirds of citizens experienced one or more difficulties. Citizens encountered two major barriers when trying to connect to government services: difficulty with telephone service, and difficul-

ty obtaining accurate information (see Figure 3). In total, 40 percent of citizens identified one or more problems with the telephone.

Having identified the key barriers to access, the next question is at what level of telephone and information service would citizens consider these problems fixed?

*Citizens First* has started to fill in this picture for us. It has identified what citizens view as acceptable levels of service around telephone service and the “bouncing” (from person-to-person) phenomenon. The following was reported by citizens as an acceptable level of service in these areas:

#### Telephone Service

- 97 percent find a 30-second wait for a government representative acceptable
- 75 percent find four hours acceptable for a return call

#### Bouncing Phenomenon

- 85 percent find dealing with two people on the telephone acceptable
- 82 percent find dealing with two people at the counter acceptable

This is powerful information, as not only do we know what needs to be fixed to improve access

**Figure 3**  
Access Barriers

<u>Barrier</u>	<u>Percent of all Respondents</u>
<b>Telephone</b>	
• busy phone lines	28
• voice mail	21
• unable to find # in blue pages	9
<b>Knowledge/Information</b>	
• bounced from person to person	25
• conflicting information	21
• incorrect information	14

Source: *Citizens First*

#### Improving Access

In Manitoba and Quebec, through federal-provincial partnership agreements, citizens can call a single 1-800 telephone number and obtain information about both federal and provincial services, in a seamless, integrated way.

Source: *Innovations and Good Practices in Single Window Service*

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to government services (telephone and information), but for some of these areas we know what “fixed” means in the eyes of citizens. Use this strategic information to help guide your service improvement plans.

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*Improving Access: A Checklist*

- How often do your clients reach a busy signal, and, if often, have you explored options to address this?
  - Do you and your staff return phone messages within four hours?
  - If you are unable to return calls within four hours, does your message explain when you will be able to return the call?
  - Does your message provide clients with the option of reaching a person?
  - Can citizens locate your phone number, E-mail, website and mailing address easily?
  - Do your staff have access to the information they need to answer client queries?
  - Are your staff trained and do they have the tools necessary to meet all the information needs of clients?
  - If your staff do not have access to all the information necessary to answer client questions, do they know who possesses that information so that clients are “bounced” no more than once?
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### *Improving Service Delivery/Quality*

Once citizens have connected to their desired government service, they engage the service provider and based on this experience, either consciously or subconsciously, rate the overall service quality provided. *Citizens First* has revealed that five “drivers” account for 72 percent of the variation in clients’ service quality ratings. That is to say, *Citizens First* has revealed the key determinants of clients’ service quality ratings.

In order of importance, the five drivers are

- Timeliness
- Knowledge, competence of staff
- Courtesy, comfort
- Fairness
- Outcome

#### **Drivers of Service Quality**

Five “drivers” account for 72 percent of the variation in clients’ service quality ratings. When all five drivers were rated highly (4 or 5 out of 5), the overall satisfaction rating is 85 out of 100. When all five drivers are rated poorly (1-3 out of 5) the overall service quality score is 13 out of 100.

Source: *Citizens First*

With a few exceptions, these drivers appear consistently across a range of service areas: financial assistance, employment, police, taxation, registration, and pleasure. When all five drivers were rated highly (4 or 5 out of 5), the overall satisfaction rating was 85 out of 100.

If only one of the five drivers failed (was rated 1, 2 or 3 out of 5), the overall satisfaction rating dropped 25 points to 60 out of 100. When only one driver failed, it was most often timeliness (63 percent of cases).<sup>2</sup>

While all five drivers are critical for improving service to citizens, timeliness, as the most important driver and the driver most often to fail first, emerges as a key priority for service improvement. We now know what needs to be fixed, but what do we need to do to fix it? For timeliness of routine services, *Citizens*

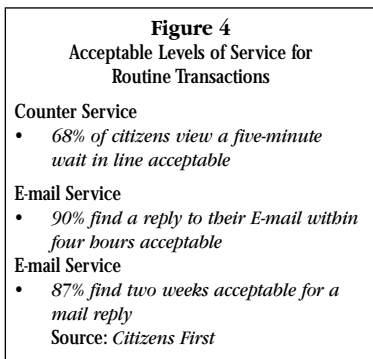
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*First* has identified the level of service necessary for citizens to consider it fixed (see Figure 4).

We don't have all the answers, but we have much better information than we had in the past to help guide the development of service improvement plans.

The following is a checklist of some things you will want to consider when working to improve your timeliness of service.

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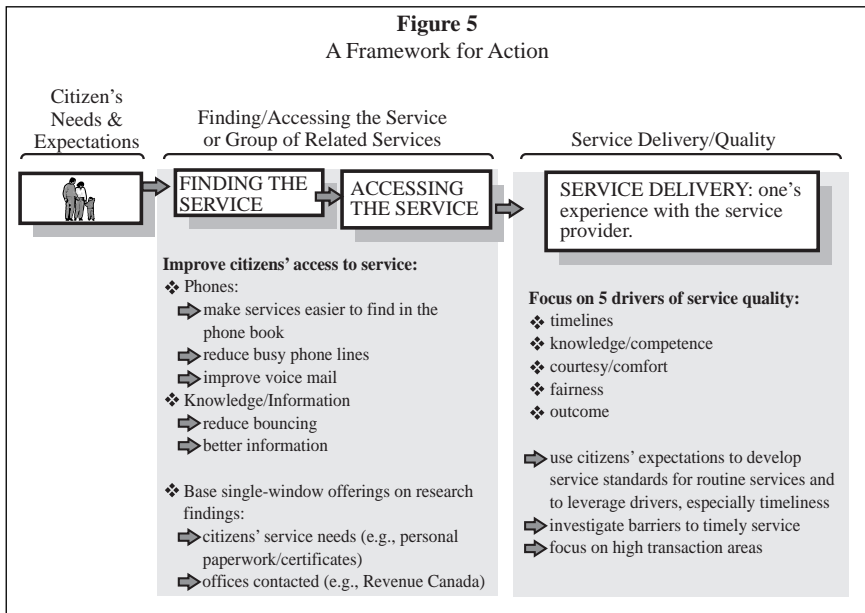
### *Improving Timeliness: A Checklist*

- Have you consulted your clients to identify what they view as timely service?
  - Do your service standards reflect your clients' expectations?
  - Have you clearly, and realistically, communicated to your clients how long the entire service process will take?
  - If you are unable to meet citizens'/clients' expectations for timeliness, do you communicate why?
  - Have you investigated internal barriers to timeliness?
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Figure 5 (see next page) provides a summary of key areas for improving both citizens' access to government services and the quality of service they receive once connected.

### **A Holistic Perspective on Service**

Improving service will also require taking a more holistic, government-wide approach. Indeed, because government's clients are rarely neatly segmented, improving access often requires



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looking beyond specific client groups to the needs of all Canadians. Furthermore, citizens often need to contact different organizations, and even different governments, in order to fulfil a single service need. For example, the simple act of moving to a new province can require contacting a range of government organizations, including the municipal government and school board,

**Extending Single-Window Delivery**  
Single-window service structures have been developed by all three orders of government across Canada. For example, most provinces now offer single-window delivery of business and consumer services through initiatives like Service New Brunswick. In Cornwall and Sudbury there is a pilot project where citizens can obtain certain passport services through a local Post Office. In Edmonton, a citizen starting a new business can obtain one-stop services from a Canada Business Service Centre established through a partnership agreement among the City of Edmonton, the Province of Alberta and the Government of Canada.

Source: drawn from *Innovations and Good Practices in Single-Window Service*

the provincial organizations responsible for health cards and drivers' licences, and at the federal level Canada Post and Revenue Canada. These are the kinds of related services that citizens would like to obtain through a "single window" rather than dealing with several agencies and levels of government. A more holistic citizen-centred approach will therefore require greater cooperation from an organizational, inter-organizational and inter-governmental perspective.

Through *Citizens First* we have learned that most multiple-contact experiences result from major milestones in life, such as moving to a new province, a birth, a marriage or death. These milestones often lead to a need for personal certificates/paper work (e.g., changes in addresses, name, health card, SIN card, etc.). During these experiences, Revenue Canada was the office most frequently contacted. This kind of information provides an important starting point for organizations trying to determine how best to cluster services to meet the single-window needs of citizens.



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The Network's report, *Innovations and Good Practices in Single-Window Service*, confirms that single windows can help improve accessibility, convenience, overcome jurisdictional divisions, and there are a range of structures through which these objectives can be met. Based on an examination of 18 single-window service initiatives, the report explores various approaches to single-window service in Canada in order to help public sector managers who are not familiar with the subject to better understand the opportunities available to them. It provides a general classification of the various approaches to single-window service and draws out the lessons learned, issues to be overcome, and the critical success factors identified by practitioners involved in single-window delivery.

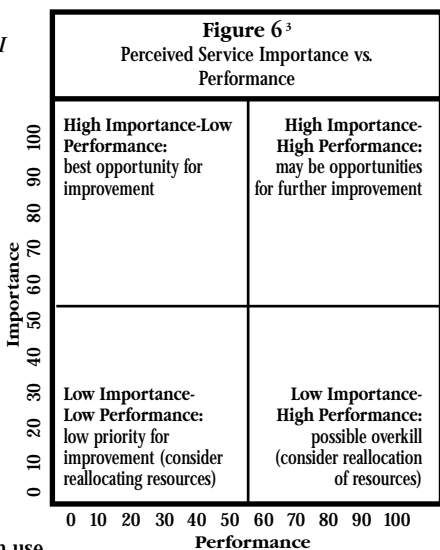
### **Moving from Information to Action: Some Key Questions**

*All this information is helpful, but what service improvements should I work on first?*

*Citizens First* has helped to identify clients' and citizens' priorities for improvement; these are quite consistent across many service areas. But you will still want to determine the perceptions, expectations and priorities for improvement of your particular clients in order to confidently develop a service improvement plan. To obtain the kind of information that can guide service improvements, you must ask your clients the right questions. While this may seem simple enough, it is easy to go astray at this point. For example, it is often assumed that services receiving low satisfaction ratings are the highest priorities for improvement, but this can be misleading. Low satisfaction does not necessarily equate to a high priority for improvement. Services can be rated low, but be of little importance to your clients and thus not a priority for improvement. Conversely, services can be rated high, but because they are considered very important to clients are also considered a high priority for improvement (see the importance/performance grid, Figure 6).

*How do I obtain the information I need?*

To assist managers with the survey process, the Network developed a "how-to" survey guide for managers. *Client Satisfaction Surveying: A Manager's Guide* identifies what kinds of survey information managers should collect and how they can use their findings to improve services, as well as highlighting good practices from all three orders of government.



*How do I continuously improve?*

Also noted in the manager's guide to surveying, continuous improvement requires identifying your client's level of satisfaction with your service as well as their priorities for improvement, and then using this information to plan and implement priority improvements. Since your client's needs are constantly changing, the key is to repeat this process regularly so that you can continuously adapt to their needs.

There are, however, other requisite elements for continuous improvement. Drawing from 22 case studies, the Network report *Good Practices in Citizen-Centred Service* concludes that the elements necessary for service improvement are neither revolutionary nor new, but involve the fundamentals. These elements

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include, for example,

- anchoring service improvements in client/citizen priorities;
- using an inside team to build buy-in and support and only bring in outside expertise if necessary (e.g., if there is no in-house capacity);
- ensuring there is senior leadership, employee involvement and requisite resources for your initiative; and
- ensuring that the design and implementation of the initiative considers the specific features of the organization, such as its governance framework, business lines, client base and operational environment.

*How do I determine how well we are performing in the eyes of our clients compared with other service providers in our line of business?*

By comparing apples with apples. Organizations often compare their service satisfac-

tion rating with that of organizations that are not in their line of business. For example, as noted earlier, inappropriate comparisons are often made between the public and private sectors. But there are difficulties even when comparing public sec-

tor services with each other. Through the Network's research, we now know that citizens consistently rate certain public sector services higher than others. As a result, a satisfaction rating of 60 may be outstanding for street repair but very poor for parks or libraries.<sup>4</sup> This suggests that service providers should compare their service ratings with similar service providers (e.g., parks with parks). The difficulty is that surveys rarely ask the same

#### **Improving Continuously**

Both the Prince Edward Island Department of Agriculture and Forestry and the Quebec Region of Human Resources Development Canada effectively measure performance on a regular basis. Both organizations

- regularly measure client and employee satisfaction, and
- have made continuous improvements in both staff and client satisfaction.

Source: *Good Practices in Citizen-Centred Service*

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questions, or use the same response scales. For the most part, this has rendered comparisons between similar organizations unreliable. Yet without this information it can be very difficult to determine how good a rating of “good” (or poor a rating of “poor”) actually is. Is a rating of 60, 70 or 80 good, fair, or poor for your line of business?

In response to this challenge, the Network sponsored the design of the *Common Measurements Tool* (CMT). The CMT is a survey instrument that offers many benefits to managers. First, organizations may recognize the need to assess client satisfaction, but heavy workloads and time constraints may prevent this research from taking place. The CMT takes the major design work out of the process while enabling the organization to select the assessment information required, thereby ensuring relevance to their organization, the services they provide, and the clients they serve. Second, the CMT allows organizations to track clients’ satisfaction levels over time and to target key priorities for improvement. Third, while the CMT can be customized to meet the unique needs of organizations it also yields comparative data. It therefore enables service providers to compare results with others using the CMT in their line of business.<sup>5</sup> In short, the CMT is a ready-made instrument which generates information that can guide service improvements and enable managers to compare their performance with like organizations over time.

### **Committing to Action**

Using the information and tools referred to in this handbook, it is hoped that managers will work together with their clients, citizens, colleagues and ministers to build citizen-centred service across Canada. From its work, the Network has concluded that to measurably improve service, managers must commit to:

- ✓ regularly measure citizen satisfaction levels and priorities for improvement;
- ✓ focus service improvement efforts on the priorities of citizens and clients;

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- ✓ work collaboratively across organizational boundaries to meet citizens' needs;
  - ✓ learn from best practices and from benchmarking with others;
  - ✓ involve staff and provide them with the tools for improving service; and
  - ✓ commit to continuous improvement and ensure that managers are accountable for planned results.

Through its research, the Network has begun to illuminate the path forward for service improvement. Now, the challenge is for all of us to act: to work together to accelerate the citizen-centred approach to service across the public sector, for the benefit of all Canadians.

Commit to the challenge and celebrate your successes!

### **Where to Find Help: Additional Resources**

#### *Citizen-Centred Service Network Publications*

The CCSN is pleased to assist you in your quest to improve service to citizens. The Network's six reports are outlined below. They will provide you with the research findings, tools and good practices you need to start measurably improving service to citizens.

1. *Citizen/Client Surveys: Dispelling Myths and Redrawing Maps* takes stock of what is known about the public's perceptions of public sector services. It overturns commonly held myths and provides new insights for using surveys as a service improvement tool.

2. *Citizens First* is the report of the Citizen-Centred Service Network's national survey. This important report sets the record straight about the performance of public services, and provides clear direction to managers for improving services. Both full and summary versions are available.

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3. *Client Satisfaction Surveying: A Common Measurements Tool* (CMT) is a ready-to-use survey instrument for managers. It is specially designed to generate information that can guide service improvements and facilitate the comparison of results over time and with similar organizations.

4. *Client Satisfaction Surveying: A Manager's Guide* builds upon the CMT. It identifies what kinds of survey information managers should collect and how they can use their findings to improve services. Good practices are provided from all three orders of government.

5. *Innovations and Good Practices in Single-Window Service* explores approaches to single-window service in Canada to help public sector managers who are not familiar with the subject to better understand the opportunities available to them. It provides a general classification of the various approaches to single-window service and draws out the lessons learned and critical success factors identified by practitioners.

6. *Good Practices in Citizen-Centred Service* explores innovative and good practices in service delivery, including client surveys, building client-focused organizations, and using technology and service standards to improve client satisfaction.

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These publications are available on CCMD's website at <http://www.ccmd-ccg.gc.ca>, or copies can be obtained in limited numbers from the Canadian Centre for Management Development by

- e-mailing: [info@ccmd-ccg.gc.ca](mailto:info@ccmd-ccg.gc.ca)
- telephoning: (613) 943-8370 or
- faxing: (613) 995-0286

For more information, please call (613) 996-3955.

#### *Other Publications*

The Canadian Centre for Management Development and the Leadership Network have released a handbook entitled *Making Citizen-Centred Service Delivery a Reality*. This report is prepared by approximately 50 Accelerated Executive Development Program (AEXDP) participants who visited more than 30 service delivery sites across Canada and in Washington. It provides a summary of some of the success factors, insights and issues addressed by leaders when striving to improve service quality.

To obtain copies contact the Canada Communications Group Inc. at:

tel: (819) 779-4341

fax: (819) 779-2833

website: [www.ccmd-ccg.gc.ca](http://www.ccmd-ccg.gc.ca)

website: <http://lareleve.pwgsc.gc.ca>

Treasury Board Secretariat's Guides to Quality Services also provide valuable information about improving service to citizens. To obtain copies, contact Treasury Board Secretariat at:

tel: (613) 995-2855

website: <http://www.tbs-sct.gc.ca>, under "Policies and Publication."

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<sup>1</sup> Tom Peters, "Excellence in Government? I'm All for It! Maybe," *The Bureaucrat*, 20, no.1 (Spring 1991), p. 6.

<sup>2</sup>It is worth noting that timeliness refers to the satisfaction citizens expressed over the time it took to get the service, not the absolute length of time. Thus, it is not necessarily a matter of the faster the better. Communicating why a service may take longer than the client had originally expected can also maintain satisfactory ratings.

<sup>3</sup>Adapted from Faye Schmidt with Teresa Strickland, *Client Satisfaction Surveying: A Manager's Guide*, (Ottawa: Canadian Centre for Management Development, December 1992).

<sup>4</sup>Thomas I. Miller and Michelle A. Miller, *Citizen Surveys: How to Do Them, How to Use Them, What They Mean*. (Washington: International City/County Management Association) and Canada, *Citizens First*, Erin Research Inc. (Ottawa: Canadian Centre for Management Development, October 1998).

<sup>5</sup>CMT results can be lodged temporarily with CCMD until a more permanent repository is established.



