

**Client Satisfaction Research  
2006 Baseline Survey**

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**Submitted to Service Canada**



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- Detailed note on the sample and weighting
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## EXECUTIVE SUMMARY

The Office for Client Satisfaction commissioned Phoenix SPI to conduct a survey of its clients to assess levels of satisfaction concerning the quality of service received from Service Canada. Clients of nine different programs/services were surveyed, including Employment Insurance (EI), Employment Programs (EP), Canada Pension Plan (CPP), CPP Disability, Old Age Security (OAS), the Guaranteed Income Supplement (GIS), Social Insurance Number (SIN), Passports, and 1-800-O-Canada. A total of 4,023 interviews were completed between March 13<sup>th</sup> and April 5<sup>th</sup>, 2006. Based on a sample of this size, the overall results can be considered to be accurate to within +/- 1.6%, 19 times out of 20. The results were weighted to reflect the actual distribution of Service Canada clients across the various programs/services.

### Awareness of Service Canada

Awareness of Service Canada is relatively limited, only 45% of respondents thought that there is a department in the Government of Canada that has primary responsibility for providing services to Canadians. In total, 30% of surveyed clients claimed to be aware of the organization. Moreover, awareness was much more likely to be the result of prompting (26%) than unprompted recognition (4%). Not surprisingly, awareness is higher among Service Canada clients than the population as a whole (30% vs. 19%). Levels of awareness varied considerably across programs/services, being noticeably higher among users of Employment Programs (48%) and 1-800-O-Canada (44%), and lower among GIS (19%) and CPP Disability clients (21%). By comparison, differences in awareness across client segments were lower.

Awareness of Service Canada is driven mainly by combined internal efforts. Exactly half of those who claimed to be aware identified governmental sources as the way in which they first learned about the organization. This included referral by another department, agency or program, federal government websites, government mailings, federal government offices, 1-800-O-Canada, and the Service Canada website. Media or news reports also played a role, with nearly one-quarter of those aware of the organization saying they first learned about it through the media/news.

### Service Channels and Interactions

There was considerable variance in the purpose, type and frequency of contact with Service Canada. Clients were most likely to have contacted the organization for information or service related to Employment Insurance (44%), followed by almost one-quarter who called 1-800-O-Canada or made contact for service related to a SIN. Over half made contact regarding public pensions or income security programs (OAS, CPP Retirement, the GIS, and CPP Disability), and one in ten made contact for passports or Employment Programs. There was a considerable degree of *multiple* program/service usage. Although a majority of clients (53%) contacted Service Canada regarding only one program/service, nearly half did so regarding two or more programs/services.

The phone dominated among channels used to contact Service Canada (63%), followed at a distance by in-person contact (39%) and the Service Canada website or some other

Government of Canada website (38%). Approximately one in five used mail or fax, while relatively few used email (9%). Use of multiple channels was relatively widespread – while half (51%) used only one channel to contact Service Canada, more than one-quarter used two channels, and almost one in five used three or more. Moreover, despite its overall prevalence, use of the phone was challenged or surpassed by other channels among certain client groups. It was challenged by the Internet among EI and EP clients, and youth, as well as by in-person service among passport clients. Among new Canadians and SIN clients, the phone was surpassed in use by in-person service.

Satisfaction with all the channels was relatively widespread with 78% or more of surveyed clients expressing satisfaction with each channel. Satisfaction was highest for 1-800-0-Canada (92%) and in-person service (86%), and lowest for the two or more ‘generic’ channels – other government websites (i.e. not Service Canada site) and other phone services (i.e. not 1-800-O-Canada), at 78% each.

Most service channels used by clients to contact Service Canada were used infrequently (i.e. once or twice) by a majority of those who used them. The average number of contacts initiated by clients across all channels during the previous six months was 3.8 when the Internet is excluded and 7.1 when it is included.

There were some notable differences among clients in terms of service interaction, particularly by program/service. In terms of average number of contacts with Service Canada across all channels (both including and excluding the Internet) EI and EP clients were most likely to have numerous contacts, while CPP, OAS and GIS clients were at the lower end of the spectrum. In terms of channel use, EI, EP, SIN and Passport clients were much more likely to be multiple channel users (with CPP Disability and 1-800-O-Canada clients least likely to be). Among client segments, frequency of contact tended to be similar; however, youth, working-age adults and new Canadians were most likely to be multiple channel users (with seniors least likely to be).

### Satisfaction with Service

Satisfaction with the overall quality of service received from Service Canada was widespread. In total, 84% expressed satisfaction with the service received during the previous six months, with more than half (55%) saying they were *very* satisfied (5-point scale: 5 = very satisfied; 1 = very dissatisfied). This translates into an index score of 82.75 out of 100, using the Common Measurement Tool index. Moreover, satisfaction tended to be widespread across different programs/services, channels, client segments, regions, and demographic groups. That said, satisfaction was somewhat lower among EI, EP and CPP Disability clients, Aboriginal Canadians and persons with disabilities.

The main differences in satisfaction tended to be in the intensity or degree, as opposed to the level of satisfaction (i.e. those who were *very* satisfied vs. those *moderately* satisfied). Differences in expressions of *strong* satisfaction tended to be quite wide across programs/services (43-71%) and service channels (37-74%). In addition, expressions of strong satisfaction varied by number of channels used and number of contacts made. The proportion *very* satisfied dropped by 14% when three or more service channels were used (compared to one only), and by 10% when more than four contacts were made (compared to one contact only).

Underscoring satisfaction with the overall quality of service, over two-thirds offered positive assessments for each of 15 different aspects of service delivery (i.e. timeliness, responsiveness, fairness, etc.). Moreover, most areas were assessed positively by more than three-quarters of surveyed clients, and positive assessments were much more likely to be strong than moderate for each aspect of service.

Multivariate analysis revealed three main service dimensions as drivers of overall satisfaction: staff quality, information quality, and access/speed (i.e. accessibility and timeliness). Staff quality and information quality were the most important service dimensions, and were almost equally important. That said, the analysis also revealed different key drivers of satisfaction for different programs/services and client segments. In terms of programs/services:

- Quality of staff was dominant for CPP Disability, EP and SIN clients.
- Quality of staff was also important for EI and 1-800-O-Canada clients, but the other two factors were also relevant.
- Quality of staff and information quality were of similar importance for OAS clients, while access/speed was not significant.
- Information quality and access-speed were key for Passport clients.
- Information quality was the only significant factor for GIS and CPP clients.

In terms of client segments:

- Quality of staff was the critical factor for the most vulnerable groups served – visible minorities, persons with disabilities, Aboriginal Canadians, and new Canadians.
- Quality of staff had the strongest impact for working-age Canadians, but the other two factors were still significant.
- All three factors were similar in importance for youth and seniors.

While relatively few surveyed clients experienced problems with the service they received during the previous six months (13%), the likelihood of encountering problems tended to be uneven across programs/services, with those making contact regarding EP, EI, and GIS most likely to have encountered problems (16-18%). The likelihood of experiencing service-related problems also increased noticeably with the number of channels used (from 10% of those who used one channel to 23% of those who used three or more) and the number of contacts with Service Canada (from 7% of those with one contact to 23% of those who had more than 10 contacts).

The problems experienced by clients tended to fall into three categories: issues related to information quality (44%), timeliness of service (34%), and access to service (31%). In terms of the way such problems were handled, there was a relatively high level of dissatisfaction, with 41% expressing dissatisfaction, and over one-quarter being *very* dissatisfied (only 27% expressed satisfaction, with almost the same number neither satisfied nor dissatisfied).

### Looking Forward

Just over two-thirds of surveyed clients said that service staff did not inform them about any other programs, services or information that might be of value or use to them when they had contacted Service Canada. Conversely, one-quarter said they were given such information. The degree to which clients said they were informed about other services or information varied across programs/services (20-37%) and client segments (20-33%). EP clients (37%), 1-800-O-Canada callers (33%), and members of visible minorities (33%) were most likely to have been informed about other information or services that might be useful to them, while those least likely to have experienced this were GIS (20%) and SIN (21%) clients, Aboriginal Canadians (20%) and seniors (24%).

Exactly half of surveyed clients attributed a positive impact to Service Canada's one-stop approach to service delivery. Most of the rest attributed no impact to it, with very few described the impact as negative.

Among suggestions to improve the quality of service received from Service Canada, the focus tended to be on access issues, staff, and faster service. Suggestions related to access led the way, and included easier phone access, removing the voice message system, making the website more user-friendly, and having more offices and more convenient hours. This was followed by suggestions related to staff, including having better trained staff, more staff, friendlier staff, and staff with better language skills.

### Conclusions and Implications

There is widespread satisfaction among Service Canada clients with the overall quality of service they received. Moreover, levels of satisfaction tend to be high across different aspects of service delivery, programs/services, channels, client segments, regions, and demographic groups. This constitutes a strong foundation on which to build a culture of service excellence for the future. While Service Canada might want to target efforts to increase levels of satisfaction where they tend to be lower (i.e. EI, EP and CPP Disability clients, Aboriginal Canadians, persons with disabilities), a key challenge to improve overall satisfaction levels will be to increase the *degree* of satisfaction (i.e. transforming moderate into strong satisfaction), especially across different programs/services and service channels.

Attention should also be paid to the link between the degree of satisfaction and the number of contacts made and channels used (i.e. strong satisfaction drops with an increase in the number of service channels used and contacts made). This is particularly important because the single window approach to service is designed, at least in part, to benefit multiple service users.

The importance of staff quality and information quality as drivers of overall satisfaction suggests that improvements in these areas would have the biggest impact on satisfaction. As well, the high correlation between the two suggests that, for clients, staff competence and information systems are highly interdependent. This underscores the importance of staff training and systems development. The former would be particularly important for the most vulnerable populations (i.e. persons with disabilities, Aboriginal Canadians, visible minorities, and new Canadians) for whom satisfaction levels are highly dependent on

quality of staff. While there is room to improve on timeliness of service, this appears to have less of an impact on overall satisfaction.

While relatively few clients experienced problems with the service they received, the following points are worth noting. First, the likelihood of encountering problems tended to be uneven across programs/services, with those making contact regarding EI, EP and GIS most likely to have encountered problems. Second, the likelihood of encountering a problem increased noticeably with the number of channels used and contacts made. While this may mean that the likelihood of encountering a problem increases with the number of contacts and channels used, it may also be that clients who encounter a problem tend to try different channels and/or make more contacts to try to resolve it. Third, the problems encountered tend to relate to timeliness, information quality, and access to service – factors closely linked to overall satisfaction. And fourth, the largest proportion of those experiencing a problem expressed dissatisfaction with the way it was handled. Clearly, most clients who run into difficulties come away unsatisfied with the way in which Service Canada tries to resolve such difficulties.

While most clients said that service staff did not inform them about any other programs, services or information that might be of value to them when they contacted Service Canada, this does not seem to have had a negative impact on overall satisfaction. The service offering concept represented by Service Canada has not yet fully matured, and it is likely that such ‘bundling’ is beyond the expectations of most clients. Recall that there was limited awareness of even the ‘one-stop access’ model of service delivery, with fewer than half thinking that there is a single federal department with primary responsibility for providing services to Canadians.

That said, when this approach to service delivery is brought to clients’ attention, reaction to it tends to be positive. Reflecting on its impact to date, half the clients indicated that this approach has had a positive impact on the service they received, with most of the rest seeing no impact as yet. Those who did claim to have seen a positive impact likely includes both those who did notice improved service, as well as others who are simply positively acknowledging the one-window approach to service delivery. It is worth noting that many clients are already accessing multiple programs/services. The relatively high use of multiple programs/services reinforces the Service Canada model of service delivery – the one-window approach offers significant benefit to multiple program/service users.

While satisfaction levels are high, awareness of the organization that offers the service is limited. This is not surprising in light of Service Canada’s relatively recent launch (September 2005), but does underscore the branding challenge ahead and the need to increase awareness of Service Canada, both among clients and the general public (since this is linked to access).

## **SOMMAIRE EXÉCUTIF**

Le Bureau de la satisfaction des clients a mandaté Phoenix SPI pour procéder à une enquête auprès de ses clients afin d'évaluer leur niveau de satisfaction à l'égard de la qualité des services reçus de Service Canada. Les clients de neuf différents programmes ou services ont participé à l'enquête, notamment les clients de l'assurance-emploi (AE), des programmes d'emploi (PE), du Régime de pensions du Canada (RPC), du Programme de prestations d'invalidité du RPC, de la Sécurité de la vieillesse (SV), du Supplément de revenu garanti (SRG), du numéro d'assurance sociale (NAS), des passeports, et du 1-800-O-Canada. Au total, 4 023 entrevues ont été effectuées du 13 mars au 5 avril 2006. En raison de la taille de l'échantillon, les résultats généraux peuvent être considérés comme précis à plus ou moins 1,6 %, 19 fois sur 20. Les résultats ont été pondérés pour tenir compte de la distribution réelle des clients de Service Canada dans l'ensemble des différents programmes ou services.

### Notoriété de Service Canada

La notoriété de Service Canada est relativement restreinte : seulement 45 % des répondants pensaient qu'il s'agissait d'un ministère du gouvernement du Canada dont la responsabilité est de fournir des services aux clients. Au total, 30 % des clients qui ont participé à l'enquête disent connaître cet organisme. En outre, cette notoriété était plus susceptible d'être exprimée lorsque Service Canada était nommé (26 %) que dans le cas contraire (4 %). Comme il fallait s'y attendre, le taux de notoriété était plus élevé parmi les clients de Service Canada que dans l'ensemble de la population (30 % c. 19 %). Le taux de notoriété variait considérablement dans l'ensemble des programmes et des services; il était nettement plus élevé chez les utilisateurs des programmes d'emploi (48 %) et du 1-800-O-Canada (44 %) et moins élevé parmi les clients du SRG (19 %) et du Programme de prestations d'invalidité du RPC (21 %). En comparaison, la différence du taux de notoriété entre les segments de la clientèle était moins importante.

La notoriété de Service Canada est principalement le résultat d'efforts internes conjugués. Exactement la moitié des gens disant connaître Service Canada ont indiqué qu'ils avaient tout d'abord appris l'existence de l'organisme par l'entremise de sources gouvernementales, entre autres les références d'un autre service ou ministère, d'un organisme ou des responsables d'un programme, les sites Web du gouvernement fédéral, le courrier du gouvernement, les bureaux du gouvernement fédéral, le 1-800-O-Canada et le site Web de Service Canada. Les renseignements transmis par les journaux ou les médias ont également joué un rôle, puisque près du quart des gens connaissant le service ont dit avoir tout d'abord appris son existence par l'entremise des médias ou des journaux.

### Interactions et voies de communication

L'objectif, le type et la fréquence des communications avec Service Canada variaient considérablement. Dans la plupart des cas, les clients communiquaient avec l'organisme pour obtenir des renseignements ou des services liés à l'assurance-emploi (44 %); près du quart d'entre eux ont utilisé le numéro 1-800-O-Canada pour communiquer avec Service Canada relativement à un NAS. Plus de la moitié des



clients ont communiqué avec Service Canada concernant des pensions gouvernementales ou des programmes de la sécurité du revenu (SV, RPC--retraite, SRG et Programme de prestations d'invalidité du RPC) et un dixième d'entre eux ont communiqué avec le service pour obtenir des renseignements sur les passeports ou les programmes d'emploi. Il y avait un haut degré d'utilisation de *multiples* programmes et services. Bien que la plus grande partie des clients (53 %) aient communiqué avec Service Canada concernant seulement un programme ou service, près de la moitié des clients l'ont fait pour plus d'un programme ou service.

Parmi les voies de communication ayant servi à joindre Service Canada, le téléphone a été le plus souvent utilisé (63 %), suivi de loin par les clients s'étant présentés en personne (39 %) et ceux ayant utilisé les sites Web de Service Canada ou les autres sites Web du gouvernement du Canada (38 %). Environ un client sur cinq a utilisé le courrier ou la télécopie, tandis que relativement peu de clients ont utilisé le courriel (9 %). Le nombre de clients ayant utilisé plusieurs voies de communication était relativement élevé – alors que la moitié des clients (51 %) ont utilisé seulement une voie de communication pour joindre Service Canada, plus du quart d'entre eux ont utilisé deux voies de communication, et près d'un client sur cinq en a utilisé trois ou plus. Toutefois, malgré son importance générale, l'utilisation du téléphone, au sein de certains groupes de clients, a été égalée ou surpassée par d'autres voies de communication. Elle a été égalée par Internet chez les clients de l'assurance-emploi ou des programmes d'emploi et les jeunes, ainsi que par la présence en personne parmi les clients désirant obtenir un passeport. Chez les nouveaux canadiens et les clients désirant obtenir un service lié au NAS, le téléphone a été surpassé par le service en personne.

La satisfaction à l'égard de toutes les voies de communication était relativement généralisée puisque 78 % ou plus des répondants ont exprimé leur satisfaction à l'égard de chaque voie de communication. La satisfaction était plus grande à l'égard du 1-800-O-Canada (92 %) et des services en personne (86 %) et moins grande en ce qui a trait aux autres voies de communication plus génériques, soit les autres sites Web du gouvernement (c'est-à-dire, outre le site de Service Canada) et les autres services téléphoniques (outre ceux du 1-800-O-Canada) avec 78 % chacun.

La plupart des voies de communication utilisées par les clients pour joindre Service Canada étaient utilisées peu fréquemment (c'est-à-dire une ou deux fois) par la plus grande partie des utilisateurs. Le nombre moyen de communications par les clients, dans l'ensemble des voies de communication utilisées durant les six mois précédant l'enquête, était de 3,8 lorsque l'Internet est exclu, et de 7,1 lorsqu'il est inclus.

Sur le plan de l'interaction, des différences importantes étaient présentes entre les clients, particulièrement selon le programme ou le service. En ce qui concerne le nombre moyen de communications avec Service Canada, dans l'ensemble des voies de communication utilisées, (avec et sans Internet), les clients de l'assurance-emploi et des programmes d'emploi étaient plus susceptibles de communiquer plusieurs fois avec Service Canada, tandis que les clients du RPC, de la SV et du SRG affichaient les taux les plus bas. Quant à l'utilisation des voies de communication, les clients de l'assurance-emploi, des programmes d'emploi, du NAS et des passeports étaient bien plus susceptibles d'utiliser plusieurs voies de communication (contrairement aux clients du Programme de prestations d'invalidité du RPC et du 1-800-O-Canada). Parmi les

segments de la clientèle, la fréquence des communications avait tendance à être semblable; les jeunes, les adultes en âge de travailler et les nouveaux canadiens étaient toutefois plus susceptibles d'utiliser plusieurs voies de communication (contrairement aux aînés).

### Satisfaction à l'égard du service

En général, les clients étaient satisfaits de la qualité de l'ensemble des services reçus de Service Canada. Au total, 84 % des clients ont exprimé leur satisfaction face aux services reçus durant les six derniers mois, et plus de la moitié d'entre eux (55 %) ont dit avoir été *très* satisfaits (sur une échelle de 1 à 5 : 5 = très satisfait; 1 = très insatisfait). Ces pourcentages se traduisent par un résultat de 82,75/100, selon l'outil de mesures communes. En outre, la majorité des clients semblaient satisfaits au sein des différents programmes ou services, voies de communication, segments de la clientèle, régions et groupes démographiques. Cela dit, le taux de satisfaction était quelque peu inférieur chez les clients de l'assurance-emploi, des programmes d'emploi et du Programme de prestations d'invalidité du RPC, ainsi que chez les Canadiens d'origine autochtone et les personnes handicapées.

En ce qui concerne la satisfaction, les principales différences avaient tendance à se situer au chapitre de l'intensité ou du degré, par opposition au niveau de satisfaction (c'est-à-dire *très* satisfait c. *modérément* satisfait). Les différences dans l'expression de la satisfaction *entière* tendent à être assez marquées dans l'ensemble des programmes ou services (43-71 %) et des voies de communication (37-74 %). De plus, l'expression de la satisfaction entière variait selon le nombre de voies de communication utilisées et le nombre de communications effectuées. La proportion de clients *très* satisfaits diminuait de 14 % lorsque trois voies de communication ou plus étaient utilisées (par rapport à une seule) et de 10 % lorsque plus de quatre communications étaient effectuées (par rapport à une seule).

Bien qu'ayant exprimé leur insatisfaction à l'égard de la qualité du service dans l'ensemble, plus des deux tiers des clients ont fait une évaluation positive de chacun des 15 différents aspects de la prestation de services (c'est-à-dire la rapidité, la réceptivité, l'impartialité, etc.). En outre, la plupart des domaines ont été évalués de façon positive par plus des trois quarts des clients ayant participé à l'enquête, et les évaluations positives étaient bien plus susceptibles d'être élevées plutôt que modérées pour chacun des aspects du service.

L'analyse multivariable a permis de souligner les trois principales dimensions du service, facteur de la satisfaction générale : la compétence du personnel, la qualité des renseignements et l'accessibilité et la rapidité. La compétence du personnel et la qualité des renseignements étaient les dimensions du service les plus importantes, dans une proportion presque équivalente. Cela dit, l'analyse a également mis en évidence différents facteurs clés de satisfaction selon les différents programmes ou services et segments de la clientèle. À l'égard des programmes ou des services :

- La compétence du personnel était le facteur dominant pour les clients du Programme de prestations d'invalidité du RPC, des programmes d'emploi et du NAS.
- La compétence du personnel était également un facteur important pour les clients de

l'assurance-emploi et du 1-800-O-Canada, mais les deux autres facteurs étaient également pertinents.

- La compétence du personnel et la qualité des renseignements constituaient des facteurs d'une importance similaire pour les clients de la SV, alors que l'accessibilité et la rapidité n'étaient pas importantes.
- La qualité des renseignements ainsi que l'accessibilité et la rapidité étaient importantes pour les clients voulant de l'information sur les passeports.
- La qualité des renseignements était le seul facteur important pour les clients du SRG et du RPC.

En ce qui concerne les segments de la clientèle :

- La compétence du personnel était le facteur primordial pour les groupes les plus vulnérables d'utilisateurs – minorités visibles, personnes handicapées, Canadiens d'origine autochtone et nouveaux Canadiens.
- La compétence du personnel était le facteur ayant le plus grand impact pour les Canadiens en âge de travailler, mais les deux autres facteurs étaient tout de même importants.
- Les trois facteurs avaient une importance semblable pour les jeunes et les aînés.

Bien que, durant les six mois précédant l'enquête, peu de clients ayant participé à l'enquête aient eu des problèmes avec le service reçu (13 %), la probabilité de faire face à des problèmes tendait à être inégale dans l'ensemble des programmes ou des services, et les clients communiquant avec Service Canada concernant les programmes d'emploi, l'assurance-emploi et le SRG étaient plus susceptibles de faire face à des problèmes (16-18 %). La probabilité de faire face à des problèmes liés au service augmentait de façon importante en fonction du nombre de voies de communication utilisées (de 10 % pour les clients ayant utilisé une seule voie de communication à 23 % pour ceux ayant utilisé trois voies de communication ou plus) et du nombre de communications avec Service Canada (de 7 % pour les utilisateurs ayant pris contact seulement une fois à 23 % pour ceux ayant pris contact plus de dix fois).

Les problèmes auxquels ont dû faire face les clients tendent à se diviser en trois catégories : les problèmes liés à la qualité des renseignements (44 %), à la rapidité du service (34 %) et à l'accessibilité des services (31 %). En ce qui concerne les méthodes de résolution de ces problèmes, les clients ont exprimé un niveau relativement élevé d'insatisfaction : 41 % de ces clients ont exprimé leur insatisfaction, et plus du quart d'entre eux étaient *très* insatisfaits (seulement 27 % des clients ont exprimé leur satisfaction, et environ le même pourcentage n'était ni satisfait ni insatisfait).

#### Améliorations à apporter

Un peu plus des deux tiers des clients ayant participé à l'enquête ont dit que le personnel de Service Canada ne les avait pas informés des autres programmes ou services ou ne leur avait pas donné de renseignements qui pouvaient leur être utiles, au moment où ils ont communiqué avec Service Canada. À l'inverse, le quart des clients ont dit avoir reçu ces renseignements. Selon les clients, le degré d'information reçu concernant les autres services ou d'autres renseignements variait dans l'ensemble des programmes ou des services (20-37 %) et des segments de la clientèle (20-33 %). Les clients des programmes d'emploi (37 %), les utilisateurs du 1-800-O-Canada (33 %) et les membres

des minorités visibles (33 %) étaient les groupes les plus susceptibles d'avoir été informés des autres services ou d'avoir obtenu d'autres renseignements alors que les clients du SRG (20 %) et du NAS (21 %), les Canadiens d'origine autochtone (20 %) et les aînés (24 %) étaient les moins susceptibles de recevoir cette information.

Exactement la moitié des clients ayant participé à l'enquête ont attribué des répercussions positives au service à guichet unique de Service Canada. La plupart des autres clients ne lui ont attribué aucune répercussion, et très peu d'entre eux ont décrit cette répercussion comme étant négative.

Parmi les suggestions visant l'amélioration de la qualité du service reçu de Service Canada, les problèmes d'accessibilité, le personnel et la rapidité du service tendaient à être souvent nommés. Les suggestions liées à l'accessibilité étaient majoritaires et comprenaient un accès simplifié par téléphone, l'élimination du système de messagerie vocale, la convivialité accrue du site Web et l'augmentation du nombre de bureaux ainsi que des heures d'ouverture plus convenables. Ces suggestions étaient suivies par d'autres relatives au personnel, y compris le fait d'avoir un personnel plus qualifié, davantage de personnel, un personnel plus sympathique et possédant de meilleures compétences linguistiques.

### Conclusions et répercussions

En ce qui concerne la qualité générale du service, la majorité des clients de Service Canada étaient satisfaits. En outre, le niveau de satisfaction tend à être élevé pour les différents aspects de la prestation de services, des programmes et des services, des voies de communication, des segments de la clientèle, des régions et des groupes démographiques. Cela constitue un fondement solide permettant d'offrir un service excellent à l'avenir. Bien que Service Canada puisse vouloir cibler ses efforts afin d'augmenter le niveau de satisfaction dans les domaines où il tend à être inférieur (c'est-à-dire chez les clients de l'assurance-emploi, des programmes d'emploi et du Programme de prestations du RPC, les Canadiens d'origine autochtone et les personnes handicapées), le plus important défi à relever pour améliorer le niveau de satisfaction générale sera d'augmenter le *degré* de satisfaction (c'est-à-dire de modérée à entière), surtout dans l'ensemble des programmes et des services et des voies de communication.

Service Canada devrait porter attention au lien entre le degré de satisfaction et le nombre de communications effectuées et de voies de communication utilisées (c'est-à-dire que la satisfaction entière diminue lors de l'augmentation du nombre de voies de communication utilisées et du nombre de communications effectuées). Cet élément est particulièrement important puisque l'approche de la prestation de services à guichet unique est conçue, du moins en partie, de façon que les utilisateurs de plusieurs services en bénéficient.

L'importance de la compétence du personnel et de la qualité des renseignements, facteurs de la satisfaction générale, laisse croire que les améliorations apportées dans ces domaines seraient celles ayant les plus grandes répercussions sur la satisfaction. De plus, la grande corrélation qui existe entre ces deux facteurs laisse entendre que, pour les clients, la compétence du personnel et les systèmes d'information sont très interdépendants, ce qui souligne l'importance de la formation du personnel et de l'élaboration de systèmes. Ce premier facteur serait particulièrement important pour les populations les plus vulnérables

(c'est-à-dire les personnes handicapées, les Canadiens d'origine autochtone, les minorités visibles et les nouveaux Canadiens), dont le niveau de satisfaction dépend grandement des compétences du personnel. Bien qu'il y ait place à amélioration au chapitre de la rapidité du service, ce facteur semble avoir peu de répercussions sur la satisfaction générale.

Bien que peu de clients aient eu des problèmes concernant le service reçu, les points suivants valent la peine d'être pris en considération. Premièrement, la probabilité de faire face à des problèmes tend à être inégale dans l'ensemble des programmes et des services, et les clients communiquant avec Service Canada concernant l'assurance-emploi, les programmes d'emploi et le SRG sont les plus susceptibles de faire face à des problèmes. Deuxièmement, la probabilité de faire face à des problèmes augmente de façon importante en fonction du nombre de voies de communications utilisées et du nombre de communications effectuées. Bien que cela signifie que la probabilité de faire face à un problème augmente avec le nombre de communication et le nombre de voies de communication utilisées, cela peut également signifier que les clients qui font face à un problème tendent à essayer différentes voies de communication ou à communiquer plus souvent avec Service Canada pour tenter de le résoudre. Troisièmement, les problèmes auxquels les clients font face tendent à être liés à la rapidité du service, à la qualité des renseignements et à l'accessibilité des services – facteurs étroitement liés à la satisfaction générale. Et quatrièmement, la plus grande partie des clients ayant fait face à un problème ont exprimé une insatisfaction à l'égard de la méthode de résolution de ce problème. Il est clair que la plus grande partie des clients qui font face à des difficultés ne sont pas satisfaits de la façon dont Service Canada tente de les résoudre.

Bien que la plupart des clients aient dit que le personnel de Service Canada ne les avait pas informés des autres programmes ou services ou ne leur avait pas donné de renseignements pouvant leur être utiles dans le cadre de communications avec Service Canada, cela ne semble pas avoir eu des répercussion négatives sur la satisfaction générale. Service Canada propose un concept de prestation de services qui n'est pas tout à fait au point, et le « regroupement » de services dépasse les attentes de la plupart des clients. Il faut se rappeler que le modèle de prestation de services à guichet unique est peu connu et que moins de la moitié des clients pensent qu'un seul ministère fédéral est principalement responsable des services offerts au Canadiens.

Cela dit, lorsque cette approche de la prestation de services est mentionnée au client, les réactions tendent à être positives. En se fondant sur les répercussions à ce jour, la moitié des clients ont indiqué que cette approche avait eu des répercussions positives sur le service reçu, et la plupart des autres clients n'y voyaient aucune répercussion jusqu'à maintenant. Les clients affirmant avoir constaté des répercussions positives étaient susceptibles de faire partie de ceux ayant remarqué une amélioration du service, ainsi que de ceux ayant simplement reconnu de façon positive l'approche de la prestation de services à guichet unique. Cela vaut la peine de souligner que plusieurs clients utilisent déjà plusieurs programmes et services. L'utilisation relativement élevée de plusieurs programmes et services renforce le modèle utilisé par Service Canada pour la prestation de services – l'approche à guichet unique offre des avantages importants aux utilisateurs de plusieurs programmes et services.

Bien que les niveaux de satisfaction soient élevés, la notoriété de l'organisme qui offre les services est limitée. Cela n'est pas surprenant si l'on considère le lancement relativement

récent de Service Canada (septembre 2005), mais cela souligne le problème lié à l'image de marque à venir et le besoin d'augmenter la notoriété de Service Canada, parmi les clients et le grand public (puisque cet élément est lié à l'accès au service).

## INTRODUCTION

Phoenix Strategic Perspectives Inc. was commissioned by the Office for Client Satisfaction to conduct a survey of Service Canada clients to assess levels of client satisfaction with the service received during the previous six months.

### **Background and Objectives**

Service Canada was created in September 2005 to provide enhanced, one-stop service to Canadians, delivered with a strong client-service orientation. Over time, it will bring federal services and benefits together making it easier for Canadians to get more of the help they need in one place, whether by phone, Internet or in person.

Service Canada is in the process of integrating services from a number of federal departments to form a single service delivery network. Over the next three years, Service Canada will continue to enhance and introduce more services with the goal of continuous improvement in service delivery and client satisfaction.

The purpose of this research was to assess perceptions of service quality among Service Canada clients. Perceptions of service quality were obtained for clients of the following services lines/program areas – Employment Insurance (EI), Canada Pension Plan (CPP), Old Age Security (OAS), Employment Programs (EPB), Social Insurance Number (SIN), Passports, and 1-800-O-Canada. The research was designed to obtain a baseline measure of client satisfaction as Service Canada began operations.

More specifically, the research objectives included the following:

- Assess perceptions of service quality among Service Canada clients as part of the agency's focus on citizen-centred service
- Support the development of the Performance Measurement Framework for Service Canada
- Contribute to the development of a culture of service quality in Service Canada
- Build on the client satisfaction baseline research established in the former Human Resources Development Canada (HRDC) 2001-2002 Service Improvement Initiative survey
- Identify areas of service delivery that require attention.

The questionnaire incorporated key elements of the Common Measurements Tool (CMT) to enable comparisons of service quality across federal government departments and agencies.

## Research Design

A telephone survey was conducted with 4,023 Service Canada clients, 18 years and older. Based on a sample of this size, the overall results can be considered to be accurate to within +/- 1.6%, 19 times out of 20.

The following specifications applied to this study:

- The survey was conducted with Service Canada clients of nine services/programs: EI, CPP Retirement, CPP Disability, OAS, the Guaranteed Income Supplement (GIS), EPB, SIN, Passports, and 1-800-O-Canada.
- Intermediaries or third parties were accepted for inclusion in the survey if they were the primary contact person for the services. This included individuals acting on behalf of children, an individual with a disability, or an elderly family member or friend.
- A pre-test was conducted in both official languages.
- Interviews were conducted in both French and English, and averaged 15 minutes in length.
- The fieldwork was conducted from March 13<sup>th</sup> to April 5<sup>th</sup>, 2006.
- Up to eight call-backs were conducted before a record was retired.
- For the analysis, the data were weighted to ensure that the national, aggregate results reflected the distribution of Service Canada clients. A detailed description of the sampling specifications and weighting can be found in the appendix.
- Sponsorship of the study was revealed (i.e. Government of Canada).

The following table presents call disposition information for this study, including the response rate (using the industry standard formula):

<b>Total Sample</b>	<b>25895</b>
Numbers not in service	2992
Fax modem or Business lines	532
Duplicates	24
Numbers blocked by Phone companies	30
Total functional sample	22317
No answers	9678
Retired numbers (called 10+times)	912
Language difficulty	749
Other	471
Unavailable	212
Total Asked	10295
Refusals	4163
Cooperative Callbacks	6132
Completes	4041
Ineligible.	2091
<b>Response Rate</b>	<b>27.5%</b>
<b>Participation Rate</b>	<b>49.3%</b>



Note to Readers

- For editorial purposes, the terms ‘respondents’ and ‘clients’ are used interchangeably in the report to denote survey participants.
- When the full sample was not asked certain questions, the *number* of respondents (not the percentage) who were asked the question is provided, always in the graphs and sometimes in the text as well. The following method is used to denote this: n = 100, which means the number of respondents, in this instance, is 100.
- Some of the graphs do not sum to 100% due to rounding.

Appended to this report are a detailed note on the sample and weighting, and copies of the questionnaire (in French and English).

**AWARENESS OF SERVICE CANADA**

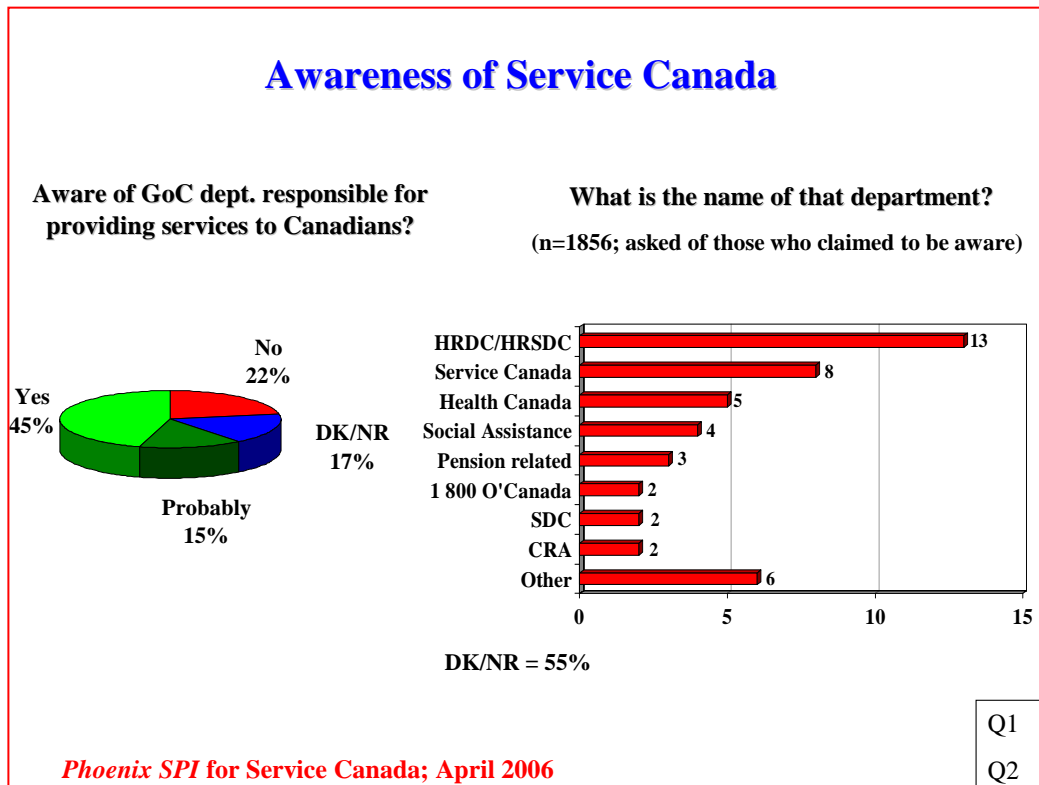
This section reports on levels of awareness of Service Canada.

**Limited Awareness of Service Canada**

Fewer than half the respondents (45%) think that, to the best of their knowledge, there is a department of the Government of Canada that has primary responsibility for providing services to Canadians. An additional 15% think it is *likely* that there is such a department, but were not sure about this. Among the rest, just over one in five (22%) believe there is no such department, while 17% did not know or did not provide a response.

Relatively few of those who think there is a federal government department with primary responsibility for providing services to Canadians were able to identify it by name. More than half (55%) did not identify any organization, while only 8% correctly identified Service Canada. That said, many did identify departments that had previously provided many of the programs/services now delivered by Service Canada, including HRDC/HRSDC (13%), Social Development Canada (2%), and 1-800 O' Canada (2%). As well, a few referred more generally to social assistance (4%) and pension-related matters (3%).

Also identified were Health Canada (5%) and the Canada Revenue Agency (2%). Included in the 'other' category are Citizenship and Immigration, the Department of Justice, and Veterans Affairs.



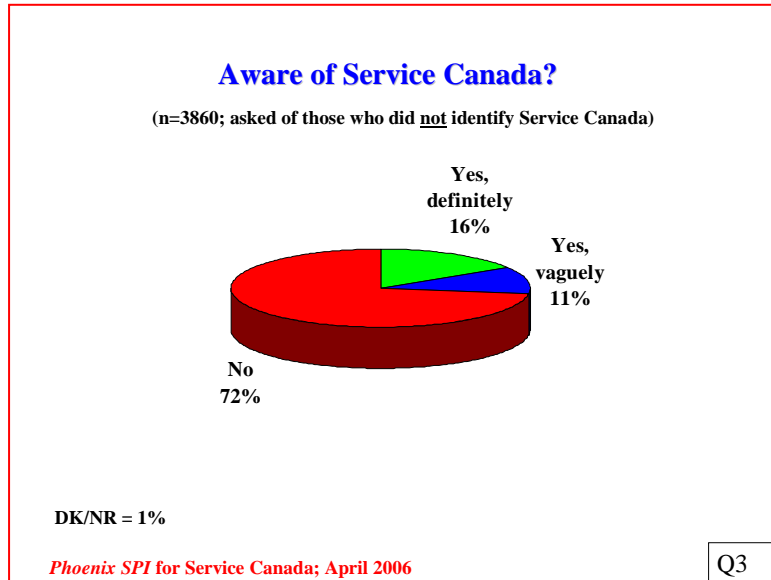
Q1: To the best of your knowledge, is there a department of the Government of Canada that has primary responsibility for providing services to Canadians?

Q2: What is the name of that department?

Everyone who did not identify Service Canada by name was asked the following question:

Service Canada, created in September, 2005, has primary responsibility for providing services to Canadians on behalf of the Government of Canada\*. Have you heard of this organization?

In response, almost three-quarters (72%) said they were not aware of the organization. Among those who claimed to be aware of Service Canada, 16% said they were definitely aware of it, while 11% were vaguely aware of it.



In total, therefore, 30% of all surveyed clients claimed to be aware of Service Canada. However, awareness was much more likely to be the result of prompting (26%), than unaided recognition (4%).

In addition, awareness is higher among Service Canada clients compared to the Canadian population as a whole (although unprompted awareness is essentially the same).

**Total Awareness of Service Canada**

	Service Canada Clients	All Canadians*
+ Unprompted	4%	3%
+ Prompted	26%	16%
<b>Total</b>	<b>30%</b>	<b>19%</b>

\* EKOS' 2006 Awareness Baseline study

*Phoenix SPI for Service Canada; June 2006*

Q2

Q3

\* This sentence was read to all respondents, including those who were able to identify Service Canada, so that all respondents shared this same information going forward in the survey.

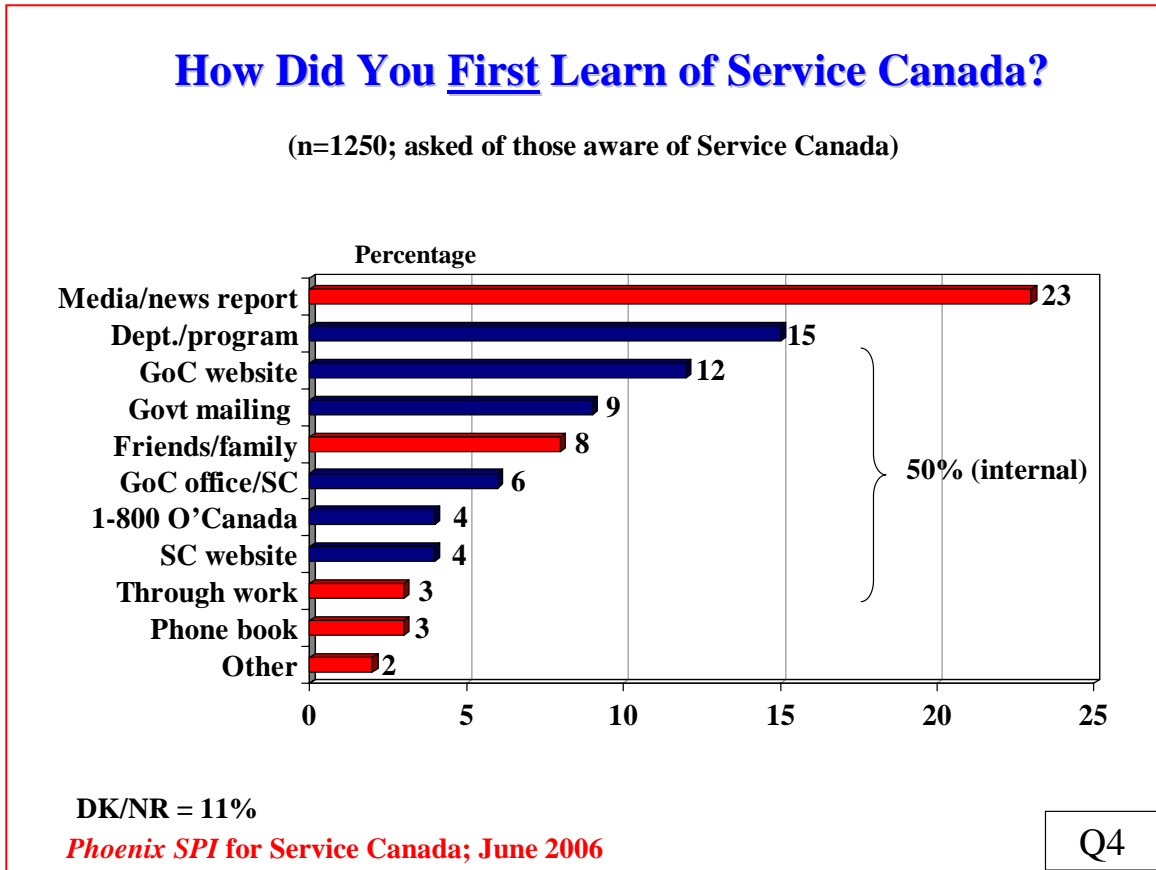
Q2: What is the name of that department?

Q3: Service Canada, created in September, 2005, has primary responsibility for providing services to Canadians on behalf of the Government of Canada. Have you heard of this organization?

**Government, Media – Main Sources of Awareness of Service Canada**

Government, in general, was the information source cited most often in term of learning or hearing about Service Canada. Exactly half identified governmental sources, including referral by another department, agency or specific program (15%), a federal government website (12%), a government mailing (9%), a federal government office or Service Canada Centre (6%), 1-800 O’ Canada (4%), and the Service Canada website (4%). The media or news reports were also identified frequently, with nearly one-quarter (23%) of those aware of the organization saying they first learned about it through the media/news. Other sources that were identified included friends and family (8%), work (3%), or the phone book (3%).

Approximately one in ten (11%) could not recall how they first learned about Service Canada.



Q4: How did you first hear or learn about Service Canada?

## SERVICE CHANNELS AND INTERACTIONS

This section reports on service-related interactions that clients have had with Service Canada during the previous six months to obtain information or service, including applying for benefits. The focus was on contact initiated by respondents themselves or by someone on their behalf, not on contact initiated by the federal government.

### Contact With Service Canada Related to Many Programs/Services

All surveyed clients had contacted the Service Canada during the previous six months to obtain information or service (this was a requirement to continue with the survey). Respondents were then asked if their contact concerned any of the following programs or services\* :

- Canada Pension Plan Retirement Pension (CPP Retirement)
- Canada Pension Plan Disability Pension (CPP Disability)
- Employment Insurance (EI)
- Employment assistance programs or services (Employment Programs/Assistance)
- Old Age Security (OAS)
- Passport
- Social Insurance Number (SIN)
- The Guaranteed Income Supplement (GIS)
- Using the 1-800-O-Canada phone line, or
- Some other program/service.

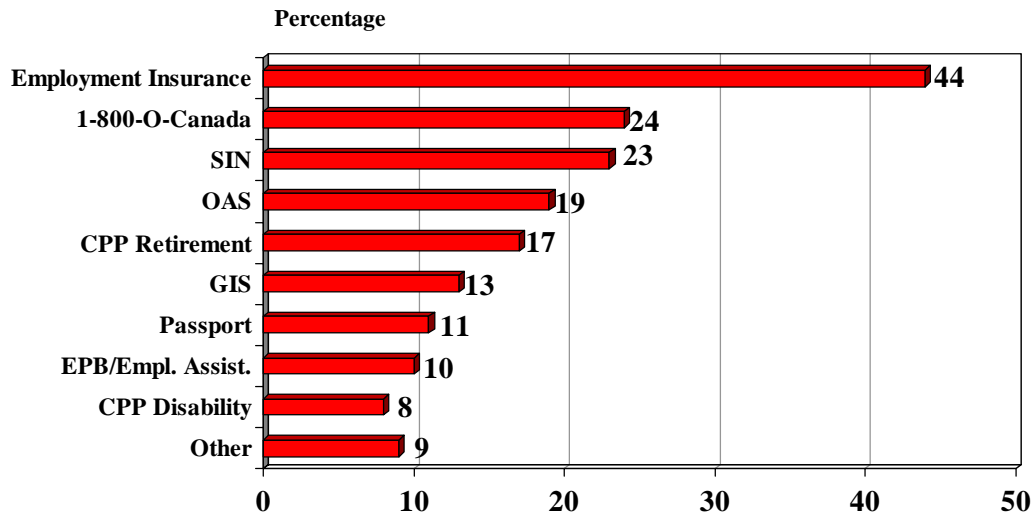
Surveyed clients were most likely to have contacted the Service Canada for information or service related to Employment Insurance (44%). This was followed, at a distance, by use of the 1-800-O-Canada phone line (24%) and service related to a Social Insurance Number (23%). As well, many contacted Service Canada regarding public pensions or income security programs/services, including OAS (19%), CPP Retirement (17%), the GIS (13%), and CPP Disability (8%). Also identified were passports (11%) and Employment Programs/Assistance (10%). These programs/services represent the sample sources (i.e. client lists) that were used for this survey.

All other reasons for contacting Service Canada were identified infrequently (2% or less) and are included in the 'other' category. This includes child benefits, an address change, immigration-related issues, education-related issues, and medical/health issues.

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\* Respondents that did not identify the program/service that corresponds to the one for which their name appears (i.e. on the Service Canada client lists provided for this study) were subsequently prompted regarding that program/service if they did not initially identify it. For instance, if a respondent drawn from the EI client list did not identify EI, they were probed one more time to determine whether they had contacted the federal government regarding EI.

### Purpose of Contact in Last 6 Months



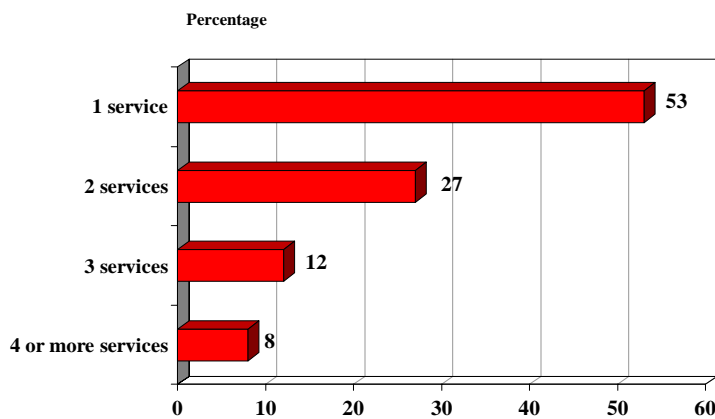
Multiple responses accepted

Phoenix SPI for Service Canada; May 2006

Q6

In terms of the number of different programs/services used during the previous six months, a majority of clients (53%) said they contacted Service Canada for information/service related to only one program/service. Just over one-quarter (27%) contacted Service Canada regarding two programs/services, while one in five contacted the for three or more programs/ services.

### Number of Different Services Used in Last 6 Months



Phoenix SPI for Service Canada; May 2006

Q6

Respondents were then informed that Service Canada is responsible for delivering the Service Canada programs and services they were just asked about. For the rest of the survey, they were asked to think of the contact they had with Service Canada for the information, programs or services they have used in the previous six months, excluding contact with the Canada Revenue Agency on tax issues.

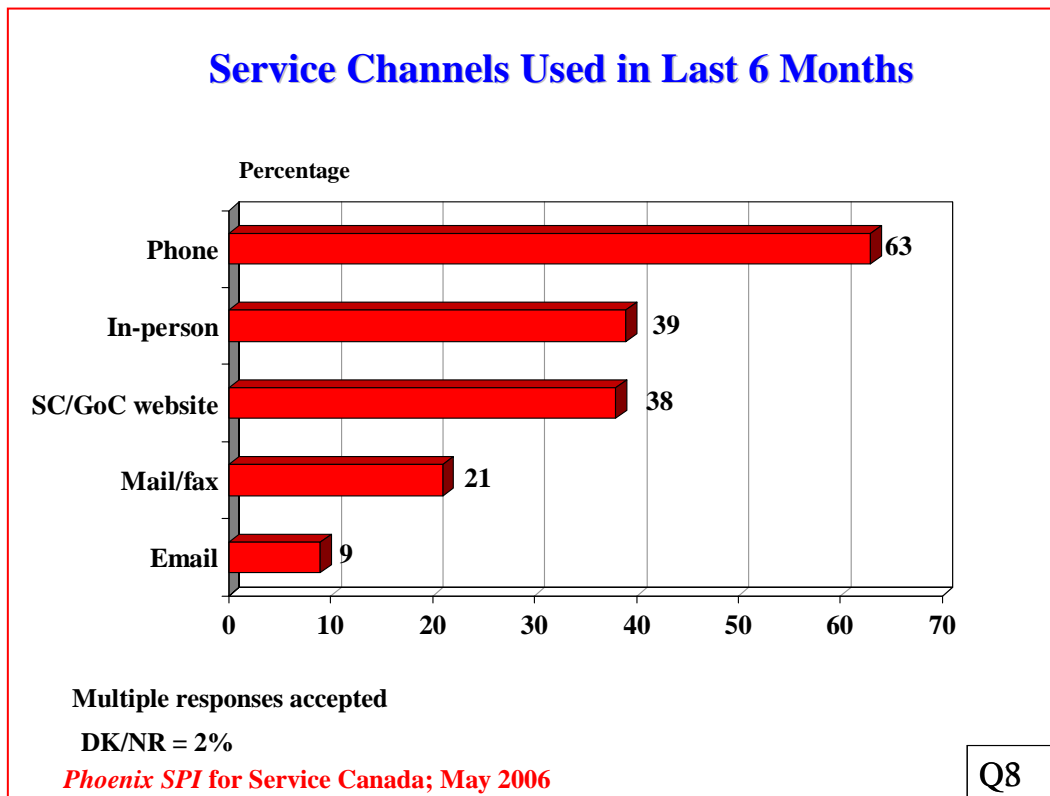
Q6: Did your contact concern any of the following programs or services?

### Telephone – Top Service Channel Used to Contact Service Canada

Surveyed clients were asked to identify the methods they used to contact Service Canada during the previous six months. They were asked to focus on contact with the government itself, not on service received through another organization delivering programs or services funded by the government. The service channels that were identified for clients included:

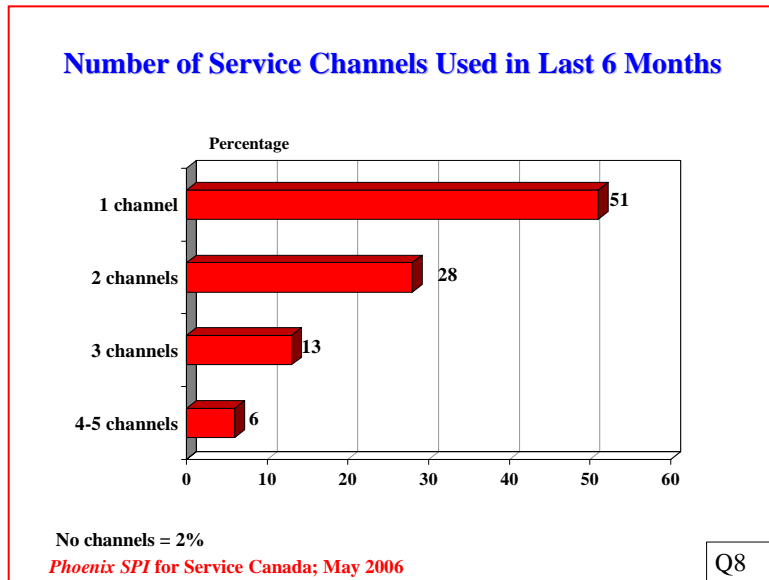
- Telephone
- Mail or fax
- Email
- In person
- Visiting the Service Canada website or another Government of Canada website.

Clients were most likely to have used the phone to contact Service Canada. Close to two-thirds (63%) used this service channel, followed at a distance by in-person contact (39%), and the Service Canada website or some other Government of Canada website (38%). Approximately one in five (21%) used mail or fax, while relatively few (9%) used email.



Q8: During the last six months, in which of the following ways did you contact Service Canada? Please focus on contact with the government itself, not on service received through another organization delivering programs or services funded by the Government of Canada. How about [insert service channel]?

During the previous six months, just over half of all surveyed clients (51%) used only one of these channels to contact Service Canada. Among the rest, more than one-quarter (28%) used two channels, while almost one in five (19%) used three or more of the channels.



### Most Service Channels Used Infrequently

Most of the service channels used by respondents to contact Service Canada during the previous six months were used infrequently (i.e. once or twice) by a majority of those who used them. Mail and fax were the most likely to have been used infrequently, with over three-quarters having done so only once (56%) or twice (22%). A similar proportion of those who had visited an office did so infrequently, doing so only once (47%) or twice (27%). Relatively few (9-12%) used either channel frequently (i.e. four times or more).

Use of email and phone was more varied. While a majority of those who used these channels (55-57%) did so infrequently, over one-quarter (28-29%) used them frequently.

The Internet was the channel most likely to have been used frequently by those who used it. A majority (51%) said they used a government website or websites four times or more, with one-fifth (21%) saying they used this channel over 10 times.

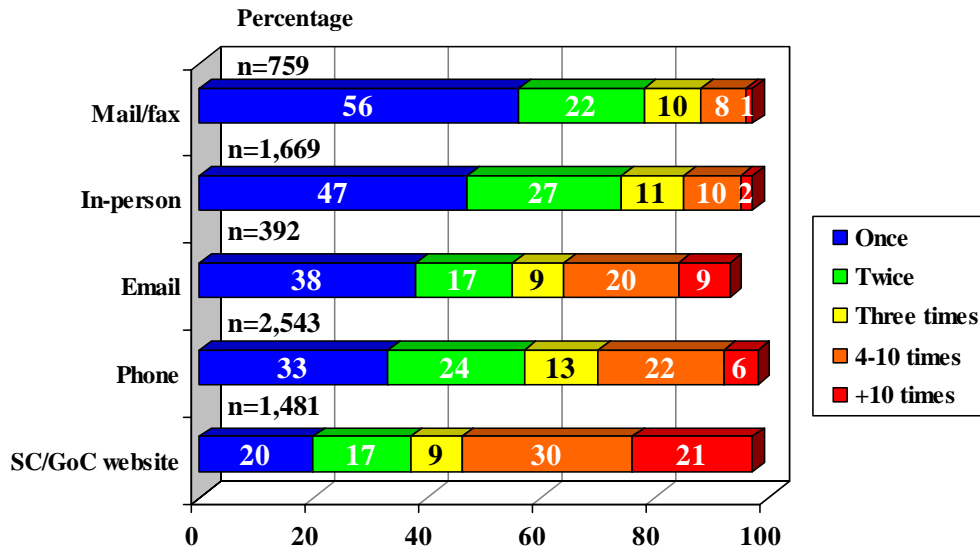
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Q8: During the last six months, in which of the following ways did you contact Service Canada? Please focus on contact with the government itself, not on service received through another organization delivering programs or services funded by the Government of Canada. How about [insert service channel]?



## Frequency of Service Channel Use in Last 6 Months

(Asked of those who used each service channel)



DK/NR = 2-7%

Phoenix SPI for Service Canada; May 2006

Q9

The accompanying graph identifies the **total** number of contacts initiated by respondents across all channels during the previous six months, both including and excluding web contact. As can be seen, multiple contacts (four or more) with Service Canada increase noticeably when including web contact (47%). The *average* number of contacts is 3.8 when the Internet is excluded, and 7.1 when it is included.

### Number of Contacts (Past 6 months)

	Not including web contact	Including web contact
% with one contact	32%	26%
% 2-3 contacts	34%	27%
% 4+ contacts	34%	47%
<b>Average # contacts</b>	<b>3.8</b>	<b>7.1</b>

Phoenix SPI for Service Canada; June 2006

Q9

Q9: How many times in the past six months did you use... [insert service channel]? (ASK SEPARATELY FOR EACH CHANNEL USED BY RESPONDENT)

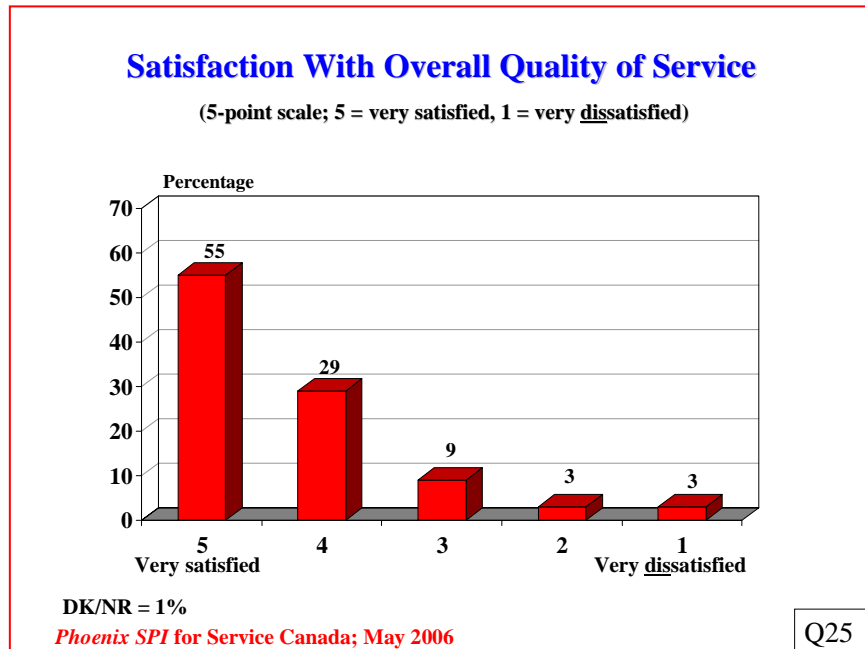
## SATISFACTION WITH OVERALL SERVICE QUALITY

This section reports on the levels of client satisfaction with service received from Service Canada during the previous six months. Respondents were asked to focus on the service they received, not on the government programs themselves.

Clients who had contacted Service Canada regarding more than one program or service were asked to focus on one service only. Priority was given to the program/service that matched the Service Canada client list on which their name appeared (e.g. if the respondent had identified EI and was on the EI client list, that program/service was the focus). In other instances, one program/service was selected at random for multiple service users.

### Widespread Satisfaction with Overall Quality of Service

Satisfaction with the overall quality of service received from Service Canada was widespread. In total, 84% expressed satisfaction with the service received during the previous six months, with more than half (55%) saying they were *very* satisfied. Among those who did not express satisfaction, 9% were neither satisfied nor dissatisfied, and 6% expressed dissatisfaction. Respondents used a 5-point scale to rate their level of satisfaction (5 = very satisfied; 1 = very dissatisfied).



This translates into an index score of 82.75 out of 100, using the Common Measurements Tool index.

Q25: How satisfied were you with the overall quality of service you received from Service Canada related to [INSERT PROGRAM/SERVICE USED] during the last six months? Please use a 5-point scale, where '1' is very dissatisfied, and '5' is very satisfied, and '3' is neither satisfied nor dissatisfied.

The following table presents differences in overall satisfaction by the number of channels used and by total number of contacts. While the levels of overall satisfaction change relatively little (i.e. scores of 4 and 5 combined), there are significant differences in the proportion of clients who claim to be *very* satisfied. This drops by 14% when three or more service channels are used (compared to one only), and by 10% when more than 10 contacts are made (compared to one contact only).

### Overall Satisfaction: Channels/Contacts

	Average	Very Satisfied (5)	Total Satisfied (4/5)
<b>1 service channel</b>	<b>4.37</b>	<b>60%</b>	<b>84%</b>
<b>2 service channels</b>	<b>4.32</b>	<b>54%</b>	<b>86%</b>
<b>3 + service channels</b>	<b>4.18</b>	<b>46%</b>	<b>84%</b>
<b>1 contact</b>	<b>4.46</b>	<b>63%</b>	<b>88%</b>
<b>2-3 contacts</b>	<b>4.32</b>	<b>57%</b>	<b>84%</b>
<b>4-10 contacts</b>	<b>4.25</b>	<b>53%</b>	<b>82%</b>
<b>11+ contacts</b>	<b>4.20</b>	<b>53%</b>	<b>82%</b>

*Phoenix SPI for Service Canada; June 2006*

Q8  
Q9

Q8: During the last six months, in which of the following ways did you contact Service Canada? Please focus on contact with the government itself, not on service received through another organization delivering programs or services funded by the Government of Canada. How about [insert service channel]?

Q9: How many times in the past six months did you use... [insert service channel]? (ASK SEPARATELY FOR EACH CHANNEL USED BY RESPONDENT)

### Positive Perceptions of Different Aspects of Service

In addition to satisfaction with the overall quality of service, clients were asked to rate various aspects of the service they received. Using another 5-point scale (5 = strongly agree; 1 = strongly disagree), respondents were asked to express their level of agreement with 15 service-related statements:

- Staff were knowledgeable and competent.
- Staff were responsive to your needs.
- You were treated fairly.
- You received service in the official language of your choice (i.e. English or French).
- The information you received was clear and easy to understand.
- Staff were courteous.
- You were informed of everything you had to do in order to get the service.
- Staff gave you what you needed or guided you to others who could help you.
- You received consistent information or advice.
- It was clear what you could do if you had a problem or question.
- You are confident that any personal information you provided to Service Canada will remain confidential.
- Staff went the extra mile to make sure you got what you needed.
- You were satisfied with the amount of time it took to get the service.
- You were satisfied with the accessibility of the service.
- Decisions were clearly explained to you.

Over two-thirds offered positive assessments in each of these areas. Moreover, agreement was much more likely to be strong than moderate for each. In fact, majorities expressed *strong* agreement with 13 of 15 issues.

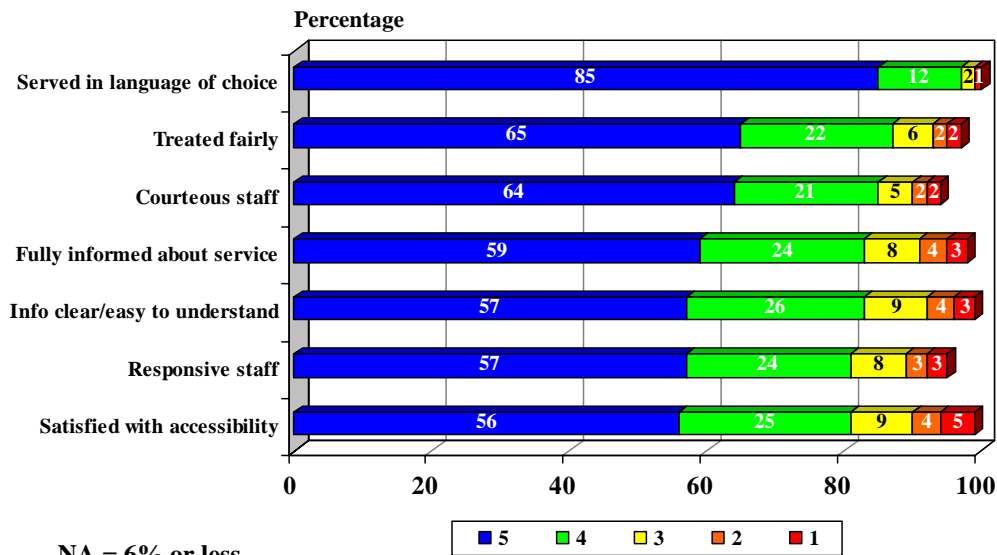
Surveyed clients were most likely to agree that they received service in the language of their choice – this received near unanimous agreement (97%), with the vast majority (85%) expressing *strong* agreement. There also was widespread agreement among clients that they were treated fairly (87%) and courteously (85%), were fully informed about the service (83%), received information that was clear and easy to understand (83%), that they were satisfied with the accessibility of service (81%), that staff were responsive (81%), and that staff gave them what they needed or guided them to those who could help (80%).

Nearly identical numbers (77-79%) agreed that staff were knowledgeable and competent, that decisions were clearly explained, that they were confident that personal information would remain confidential, that they received consistent information or advice, and that it was clear what to do if they had a problem or a question. Approximately three-quarters (74%) were satisfied with the time it took to get service, while about two-thirds (68%) agreed that staff went the extra mile to get them what they needed.

Disagreement with these statements was relatively limited (15% or less) and was highest regarding timeliness of service.

## Perceptions of Service Received from Service Canada

(5-point scale; 5 = strongly agree, 1 = strongly disagree)

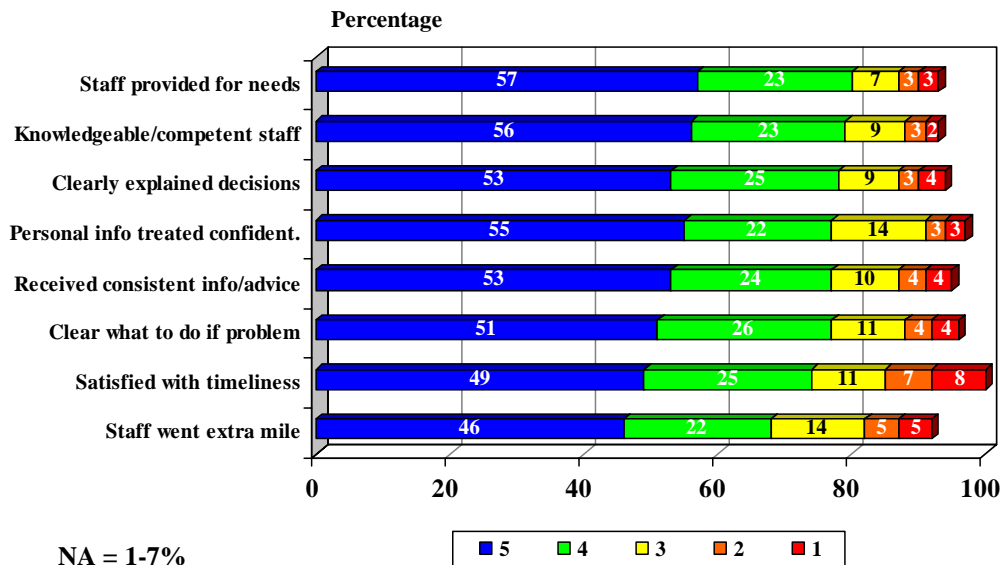


Phoenix SPI for Service Canada; May 2006

Q10-24

## Perceptions of Service Received (Cont'd)

(5-point scale; 5 = strongly agree, 1 = strongly disagree)



Phoenix SPI for Service Canada; May 2006

Q10-24: Thinking about the service you received during the past six months, please tell me how much you agree or disagree with the following statements, using a 5-point scale where '1' means strongly disagree, '5' means strongly agree, and '3' means neither agree nor disagree. If something does not apply to you, please just say so.

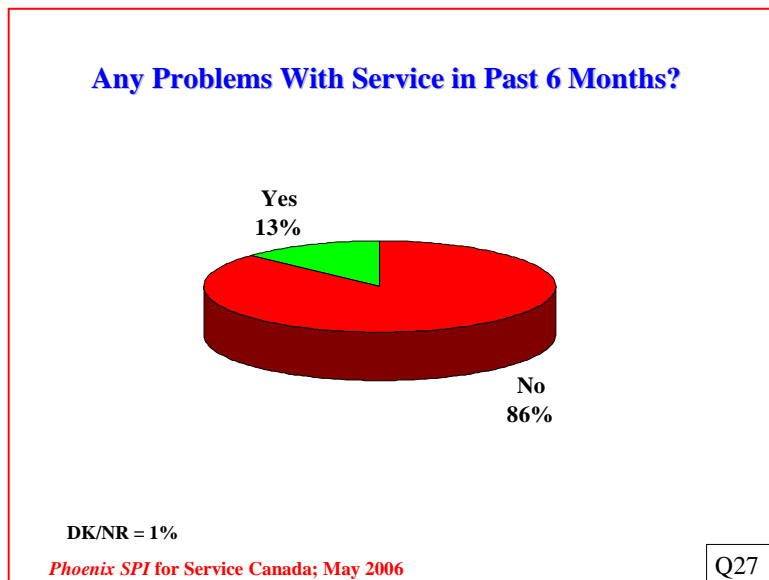
### Most Got What They Needed

Fully 83% said they got what they needed from Service Canada, with an additional 8% saying they received part of what they needed. Seven percent said they did not receive what they needed.



### Relatively Few Experienced Service-Related Problems

In total, 86% of surveyed clients experienced no problems with the service they received from Service Canada during the previous six months. Conversely, 13% said they did experience one or more service-related problems.



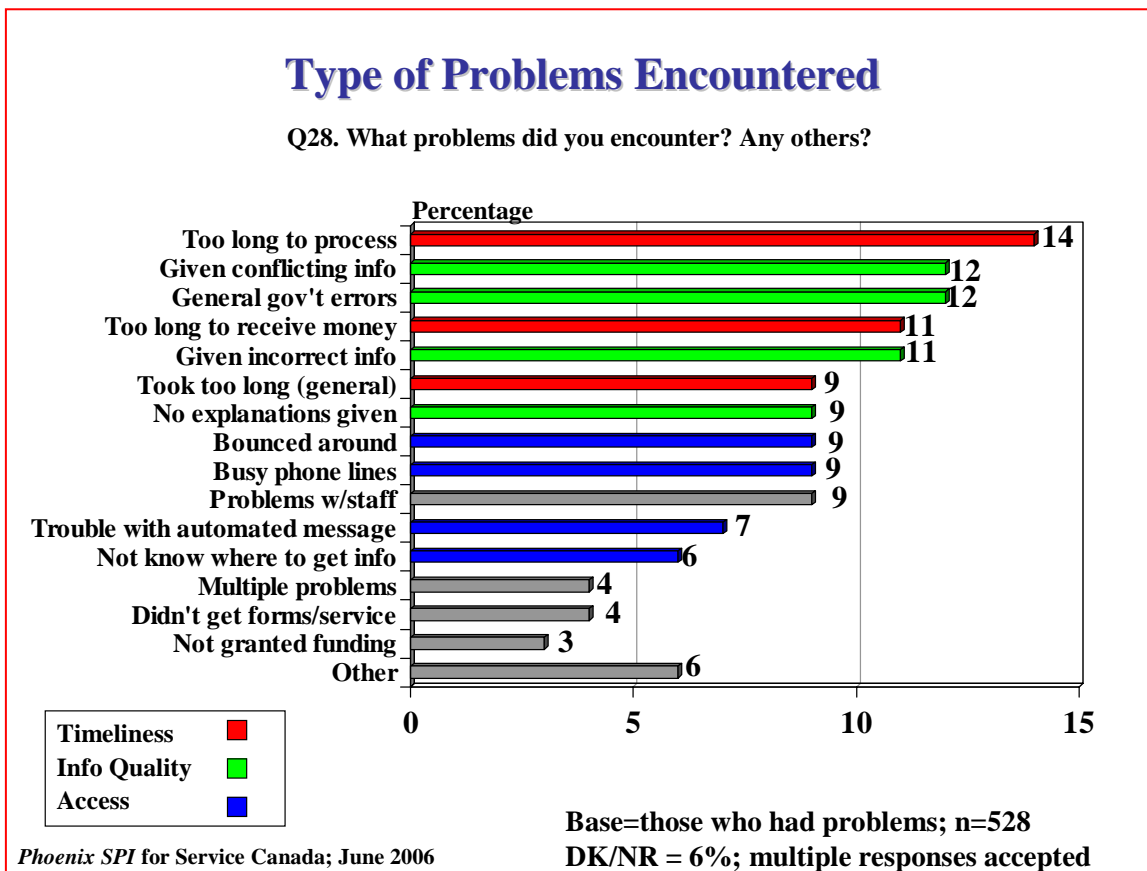
Q26: In the end, did you get what you needed?

Q27: During the past six months, were there any problems with the service you received from Service Canada?

### Timeliness, Information Quality & Access Issues – Main Problems Encountered

Problems encountered by those who did experience service-related problems (N = 528) tended to fall into three categories: issues related to timeliness of service, information quality, and access to service. Just under half (44%) pointed to issues related to information quality. This included receiving conflicting information (12%), mistakes made by government (12%), receiving incorrect information (11%), and no explanations being given (9%) (multiple responses accepted). Approximately one-third (34%) encountered problems related to the timeliness of service, including it taking too long to process applications/get a decision (14%), taking too long to receive money/benefit payments (11%), or simply taking too long in general (9%). Almost as many (31%) had problems with access issues, including getting bounced around (9%), busy phone lines (9%), trouble with the automated message system (7%), and not knowing where to go for information (6%).

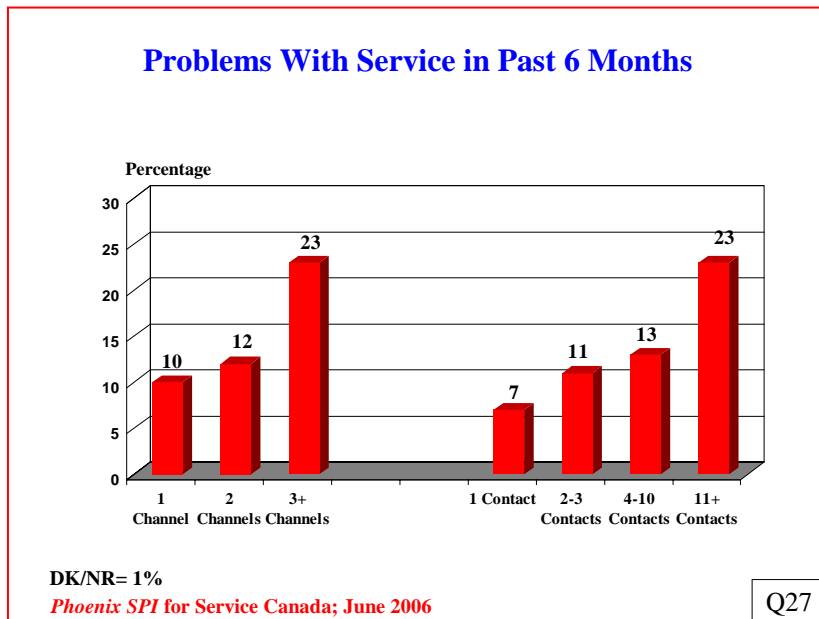
Other problems included having problems with staff (9%), and not getting the forms/information needed (4%) or the funding wanted (3%). Some (4%) said they encountered multiple problems. Included in the ‘other’ category are problems with the website, difficulty filing out forms, problems establishing citizenship, language barrier, the amount of paperwork needing to be filled out, and confusing paperwork.



Q28: What problems did you encounter? Any others?

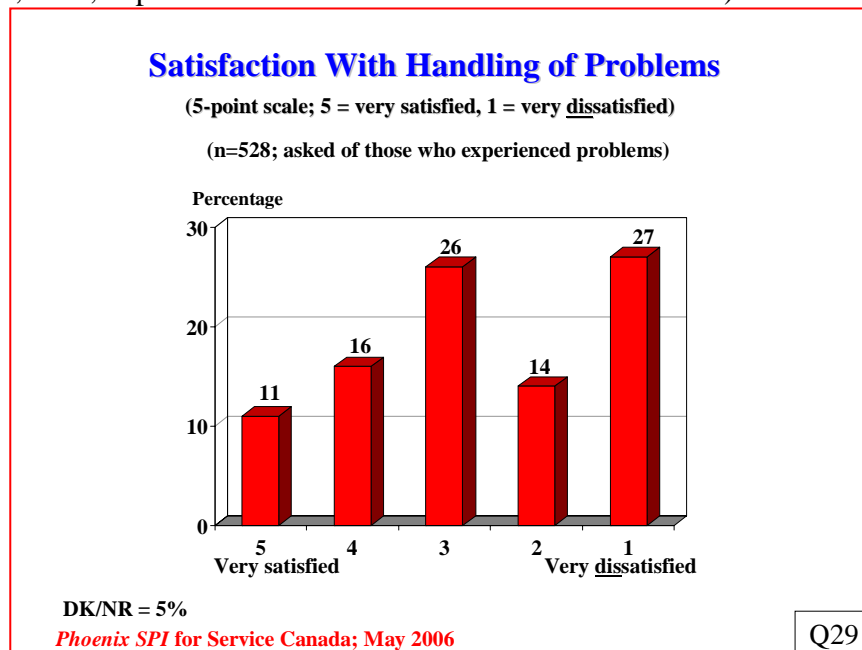
### Likelihood of Having Problems Increases with Number of Contacts & Channels Used

The likelihood of experiencing service-related problems increased significantly with the number of channels used, from 10% of those who used one channel only, to 23% of those who used three or more channels. The situation is similar based on the total number of contacts that clients had with Service Canada, increasing from 7% of those with only one contact to 23% of those who had more than 10 contacts.



### Considerable Dissatisfaction With Way Problem(s) Handled

Clients who experienced service-related problems (N = 528) provided mixed assessments of the way their problem was handled (using a 5-point scale: 5 = very satisfied; 1 = very dissatisfied). The largest proportion (41%) expressed dissatisfaction, with over one-quarter (27%) saying they were *very* dissatisfied. Only 27% expressed satisfaction (and almost the same number, 26%, expressed neither satisfaction nor dissatisfaction).



Q27: During the past six months, were there any problems with the service you received from Service Canada?

Q29: Overall, how satisfied were you with the way in which the problem was handled? Please use a 5-point scale, where '1' is very dissatisfied, and '5' is very satisfied.



## SATISFACTION WITH SERVICE DELIVERY CHANNELS

This section explores client perceptions of and satisfaction with the different service channels used to contact Service Canada during the previous six months. In order to limit response burden, respondents that had used multiple channels in their dealings with Service Canada (i.e. phone, in-person, Internet, etc.) were only asked about service related to one channel, selected at random (except for 1-800-O-Canada callers – see below).

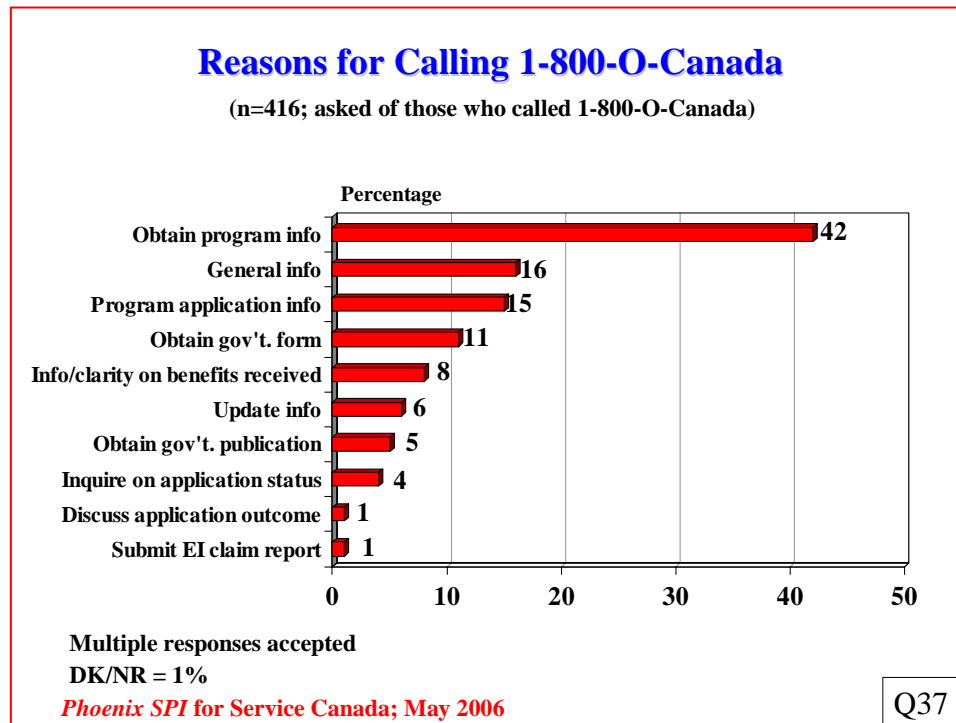
### Telephone Service

Respondents who received phone service were asked about the service received through either the 1-800-O-Canada phone line or other federal government phone lines. Only clients from among those included on the client list as having called 1-800-O-Canada and who acknowledged this in the survey were asked about the 1-800-O-Canada service. All others were asked about Service Canada phone service in general.

1-800-O-Canada (N = 416):

#### Reasons for Calling 1-800-O-Canada

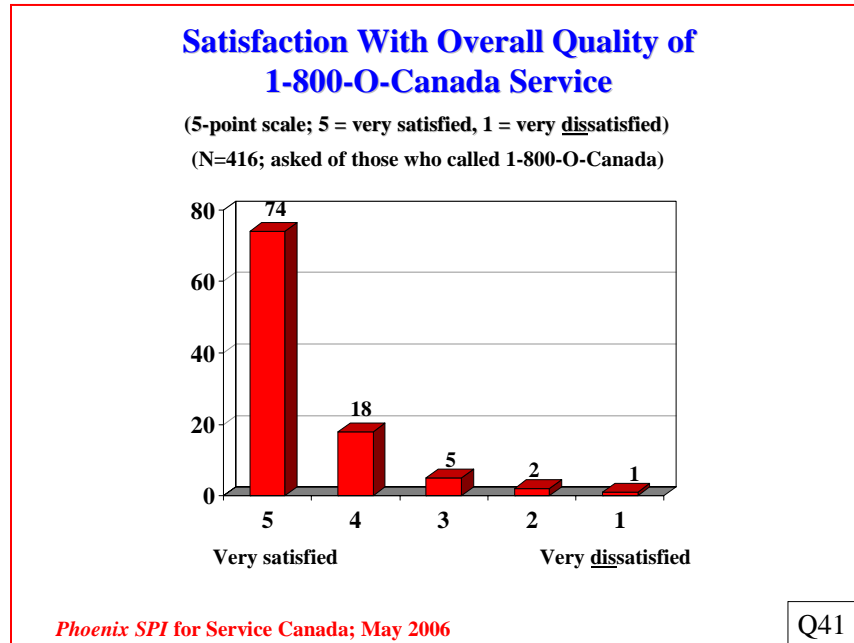
Respondents who called 1-800-O-Canada to obtain information or service did so primarily to obtain information about a specific government program or service (42%). This was followed, at a distance, by calls to obtain general information (16%), program application information (15%), a government form (11%), information or clarification about benefits received (8%), and to update information (6%) (multiple responses accepted). Smaller numbers (5% or less) called to obtain a government publication, inquire about the status of an application, discuss the outcome of an application, or submit an EI claim report.



Q37: Earlier you mentioned that you had called Service Canada to obtain information or service. What was the purpose of the call(s)?

### Widespread Satisfaction with 1-800-O-Canada

The vast majority of clients who called 1-800-O-Canada expressed satisfaction with the overall quality of service received. In total, 92% expressed satisfaction, with nearly three-quarters (74%) expressing *strong* satisfaction. Very few (3%) expressed any degree of dissatisfaction. Respondents were asked to use a 5-point scale (5 = very satisfied; 1 = very dissatisfied)



Those few clients who expressed dissatisfaction with the overall quality of service received (n = 12) said they were unable to get the information they needed when asked to explain their dissatisfaction. This included general information, information about online services, or information related to EI, OAS, or CPP.

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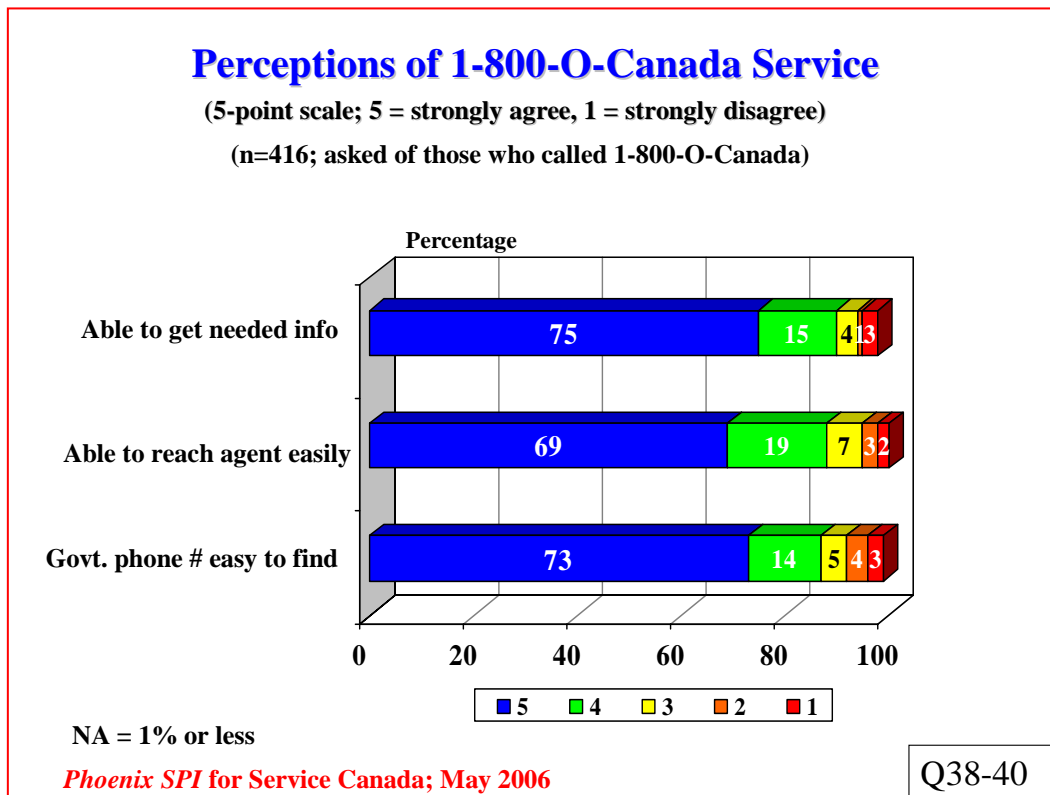
Q41: How satisfied were you with the overall quality of service you received during your phone call(s) to Service Canada in the last six months? Please use a 5-point scale, where 1 is very dissatisfied, and 5 is very satisfied.

### Positive Perceptions of 1-800-O-Canada Telephone Service

Positive feedback on specific aspects of 1-800-O-Canada service was also widespread and strong. Using another 5-point scale (5 = strongly agree; 1 = strongly disagree), clients who called 1-800-O-Canada were asked to express their level of agreement with the following service-related statements:

- The government telephone number was easy to find.
- You were able to get through to an agent without difficulty.
- You were able to get the information you needed.

There was widespread and similar agreement with each of these statements (87-90%), with over two-thirds (69-75%) expressing *strong* agreement. Relatively few (4-7%) expressed disagreement with any of these statements.

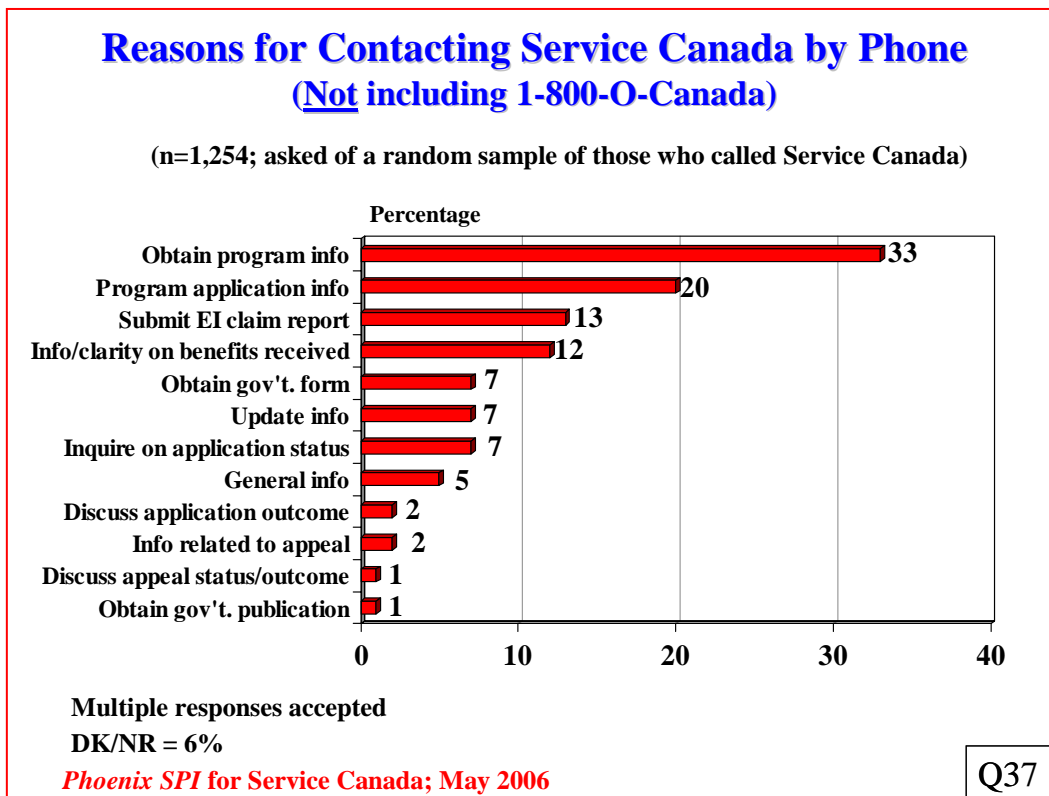


Q38-40: Please tell me how much you agree or disagree with the following statements about your phone call(s) to Service Canada during the last six months, using a 5-point scale where 1 is strongly disagree, 5 is strongly agree. If something does not apply to you, please just say so.

Other Phone Service (N = 1,254):

**Reasons for Calling Service Canada**

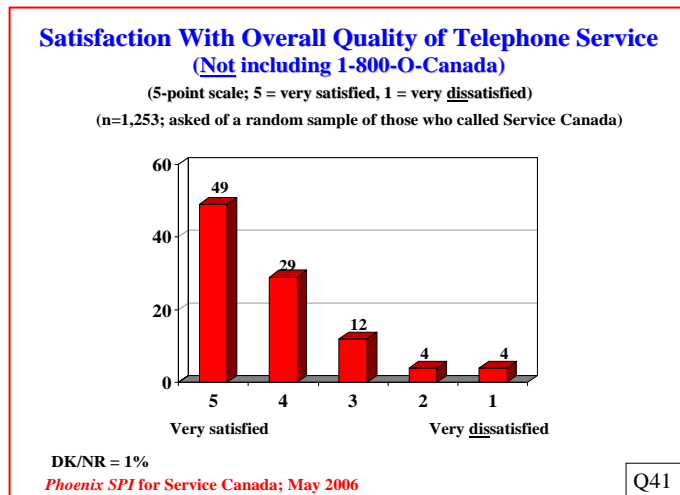
Respondents who contacted Service Canada by phone to obtain information or service, but who did not use 1-800-O-Canada (or at least it is uncertain which phone line[s] were used) did so primarily to obtain information about a government program or service (33%), followed by program application information (20%). Other reasons cited with some frequency included submitting an EI claim (13%) and getting information/clarification on benefits received (12%). Identical proportions (7% each) called to obtain a government form, update information, or to inquire about the status of an application. Smaller numbers (5% or less) called to obtain general information, to learn about the outcome of an application, for information related to an appeal, to discuss the status of an appeal or its outcome, and to obtain a government publication.



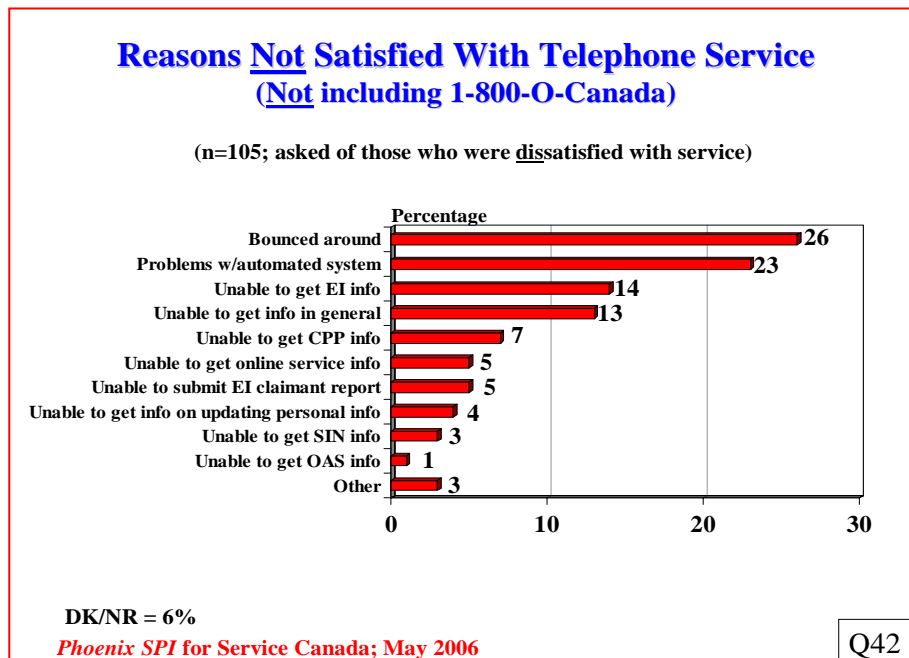
Q37: Earlier you mentioned that you had called Service Canada to obtain information or service. What was the purpose of the call(s)?

### Over Three-Quarters Satisfied with Telephone Service

Over three-quarters of those who called Service Canada expressed either strong (49%) or moderate (29%) satisfaction with the overall quality of service received. Among those who did not express satisfaction, 12% were neither satisfied nor dissatisfied, and 8% were dissatisfied.



Among those who expressed dissatisfaction with the quality of service they received (N = 105), the two reasons cited most often to explain why were getting bounced around (26%) and problems with the automated voice system (23%) (multiple responses accepted). That said, inability to get information of one kind or another was identified by nearly half (47%) the respondents. This included inability to get information about EI (14%), information in general (13%), CPP information (7%), information about online services (5%), information on updating personal information (4%), SIN information (3%), or OAS information (1%). Some (5%) were unable to submit an EI claims report. Included in the ‘other’ category are language barriers, having to call regarding a problem that was supposed to be resolved, and unclear responses/explanations.



Q41: How satisfied were you with the overall quality of service you received during your phone call(s) to Service Canada in the last six months? Please use a 5-point scale, where 1 is very dissatisfied, and 5 is very satisfied?

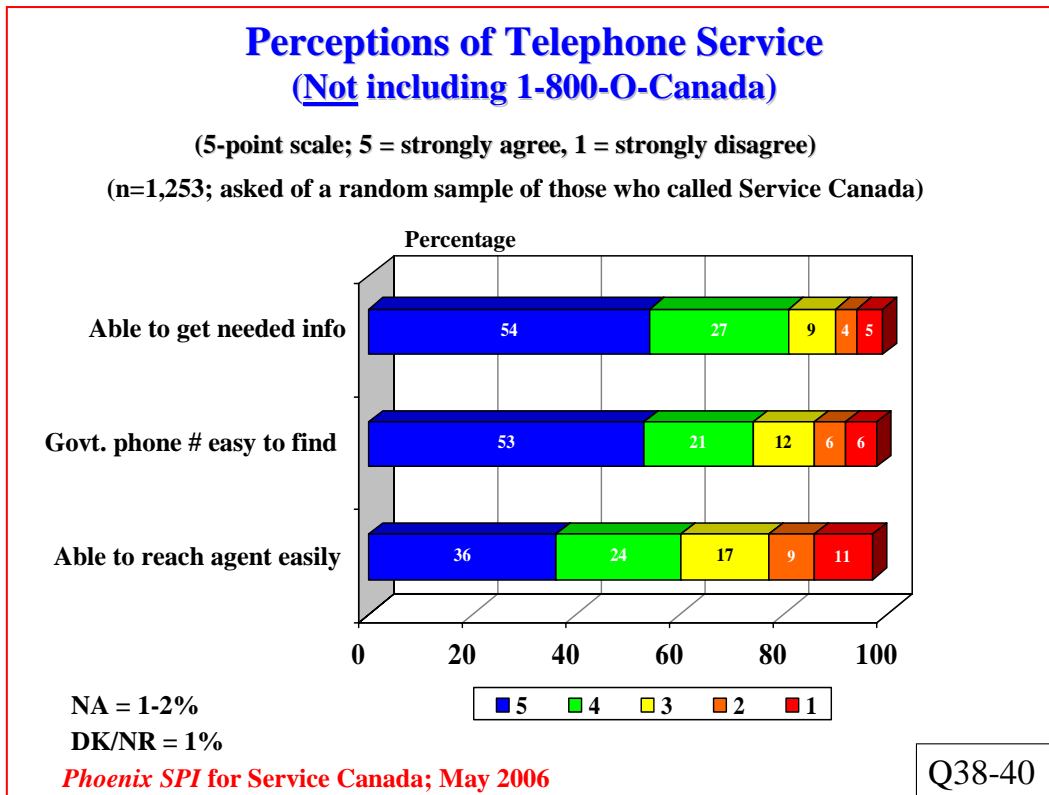
Q42: Why were you not satisfied with the quality of service you received?

**Perceptions of Service Canada Telephone Service**

As was the case with 1-800-O-Canada callers, clients who called Service Canada using some other phone line were asked to express their level of agreement with the following service-related statements:

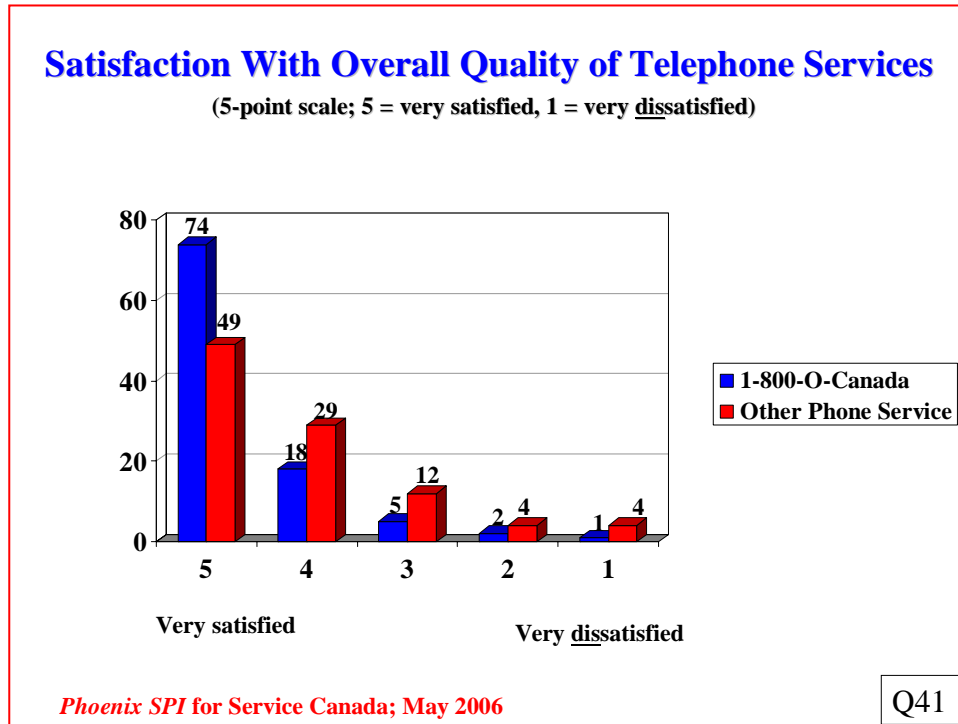
- The government telephone number was easy to find.
- You were able to get through to an agent without difficulty.
- You were able to get the information you needed.

While a majority offered positive assessments in each of these areas, the size of the majority varied. A substantial number (81%) agreed that they were able to get the information they needed, followed by almost three-quarters who felt the government phone number was easy to find (74%). Respondents were least likely to agree that they were able to get through to an agent without difficulty (60%). One in five disagreed with this, while 17% neither agreed nor disagreed. Disagreement with the other two statements ranged from 9-12%.



Q38-40: Please tell me how much you agree or disagree with the following statements about your phone call(s) to Service Canada during the last six months, using a 5-point scale where 1 is strongly disagree, 5 is strongly agree. If something does not apply to you, please just say so.

The following graph compares overall satisfaction with 1-800-O-Canada with service received through other phone lines. As can be seen, satisfaction was not only much higher among 1-800-O-Canada clients, it was also significantly more intense (i.e. the proportion saying *very* satisfied vs. moderately satisfied).



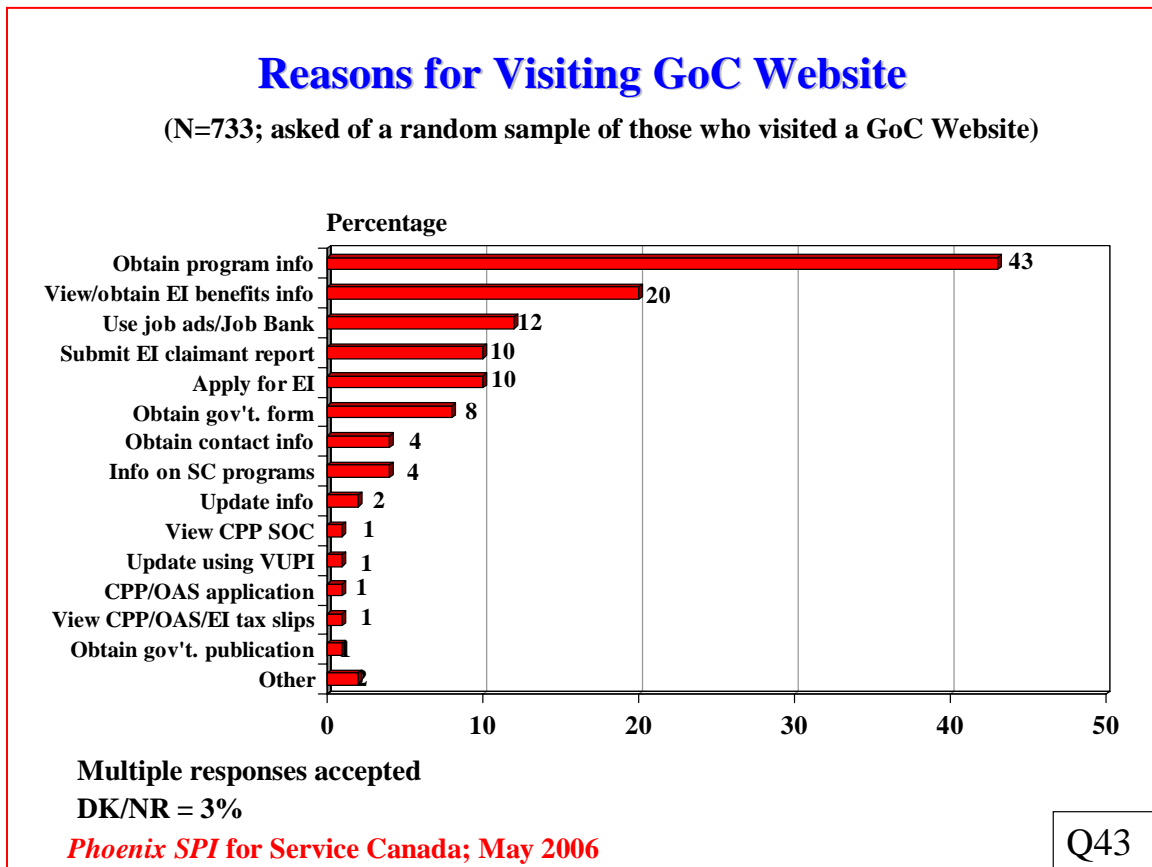
Q41: How satisfied were you with the overall quality of service you received during your phone call(s) to Service Canada in the last six months? Please use a 5-point scale, where 1 is very dissatisfied, and 5 is very dissatisfied?

## Internet Service (N = 733)

### Reasons for Visiting Government Website(s)

Clients who visited one or more Government of Canada websites to obtain information or service did so primarily to obtain information about a government program or service (43%). Less than half this number (20%) visited to view/obtain information on EI benefits (multiple responses accepted). Also mentioned relatively frequently were use of job ads or the Job Bank (12%), submitting an EI claimant report or applying for EI (10% each), and obtaining a government form (8%).

A number of reasons were identified by small numbers (4% or less). These included obtaining contact information, obtaining information on Service Canada programs, updating information, viewing their CPP Statement of Contributions, updating personal information using VUPI, submitting a CPP/OAS application, viewing a CPP/OAS/EI tax slip, or obtaining a government publication. Included in the 'other' category are applying for a day care subsidy, to access travel advisories, to complete an online survey, to print off passport information, and in order to get information more quickly.

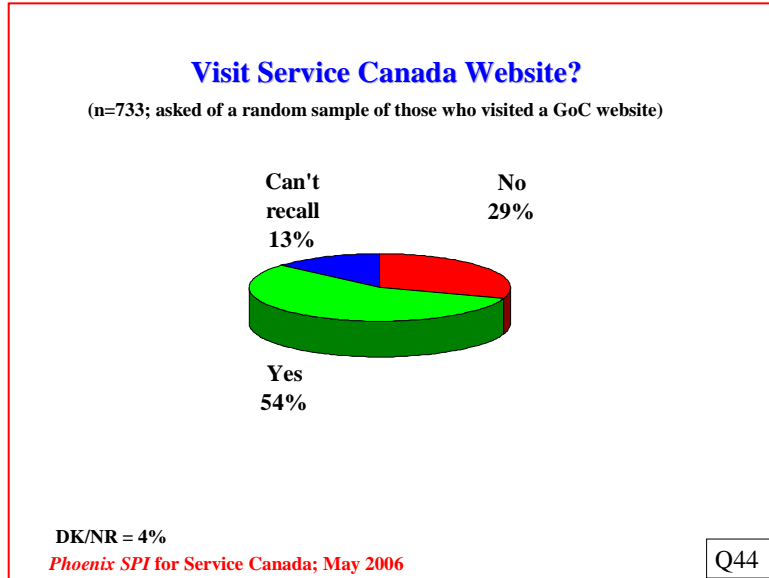


Q43: Earlier you mentioned that you had visited one or more Government of Canada websites to obtain information or service. What was the purpose of your website visit(s)?



### Most Visited Service Canada Website

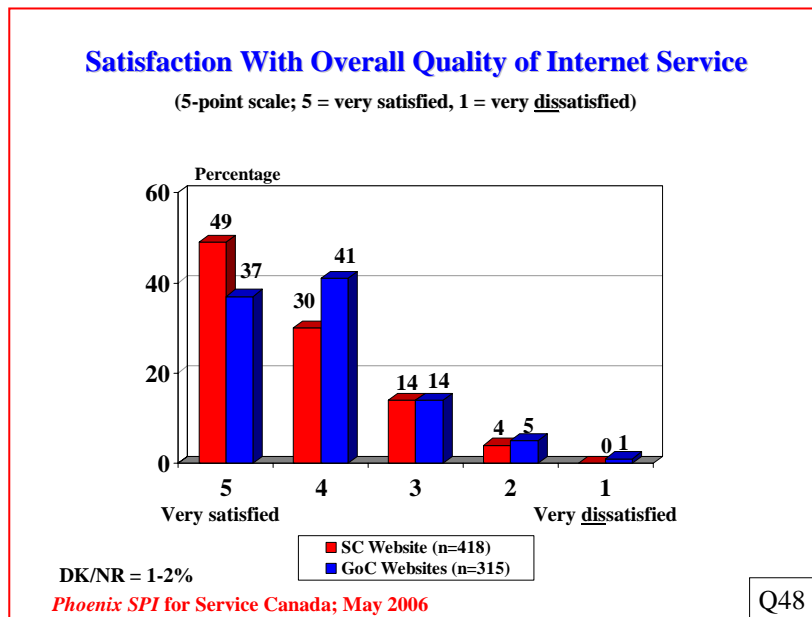
A majority of those who visited federal government websites (54%) said they specifically visited Service Canada’s website. Most of the rest did not visit the Service Canada website (29%). As well, 17% are uncertain about the site(s) they visited.



For the remaining questions on the Internet channel, those who visited the Service Canada website were asked specifically about it, while those who did not or who were unsure were asked generally about Government of Canada website(s) visited during the previous six months for information or service related to the program/services explored in the survey.

### Over Three-Quarters Satisfied with Internet Service

Almost identical numbers of clients who used the Internet, regardless of the site they used, expressed satisfaction with the overall quality of service received. Using a 5-point scale (5 = very satisfied; 1 = very dissatisfied), 78-79% expressed satisfaction with the overall quality of service. However, while the levels of satisfaction were almost identical, the intensity or degree of satisfaction differed. Users of the Service Canada website were far more likely to express strong satisfaction (49% vs. 37%).



Q44: Did you specifically visit the Service Canada website during the past six months?

Q48: How satisfied were you with the overall quality of the service you received through the Internet during the last six months? Please use a 5-point scale, where 1 is very dissatisfied, and 5 is very satisfied.

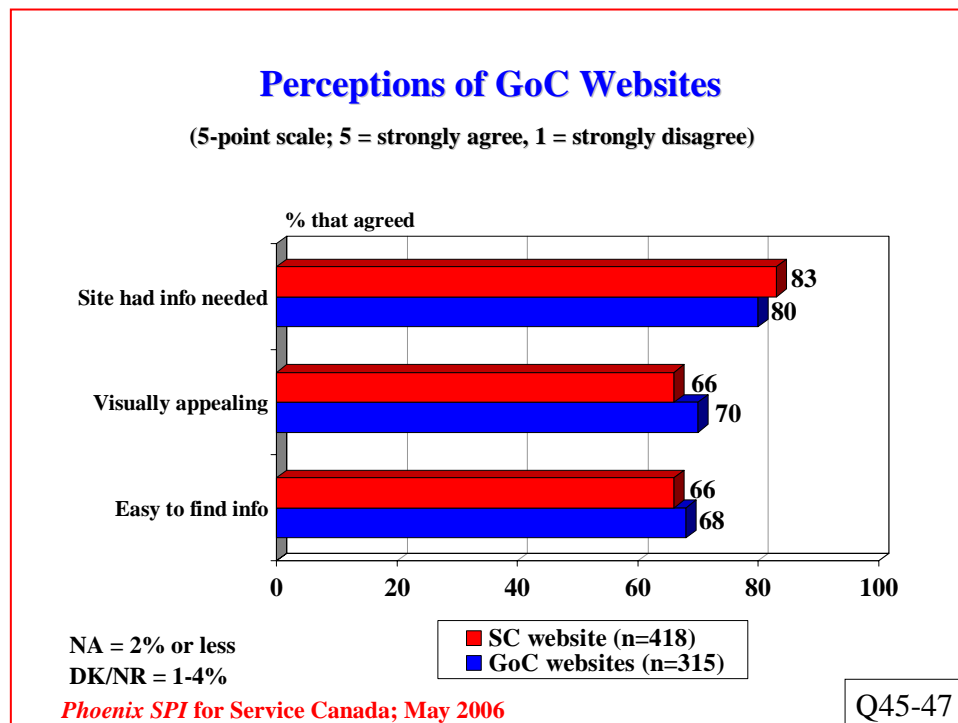
Among those who expressed dissatisfaction with the overall quality of service received through the Internet, users of the Service Canada website were more likely to identify problems with the website (59% vs. 41%), and to cite inability to apply for EI (16% vs. 6%). Respondents, regardless of the site used, were similarly likely to cite inability to obtain EI information (15-18%) and inability to update personal information (15-17%) as reasons for their dissatisfaction. Caution should be exercised when interpreting these results due to the very small sample sizes (n = 20-23).

### Perceptions of Internet Service

Respondents who used Internet service were asked to express their level of agreement with the following service-related statements:

- It was easy to find what you were looking for.
- The site was visually appealing.
- The site had the information you needed.

Clients, regardless of the site(s) used, expressed similar levels of agreement with each of these statements. They were most likely to agree that the site(s) they visited had the information they needed (80-83%), though users of the Service Canada website were more likely to strongly agree with this (53% vs. 43%). Smaller majorities agreed with the remaining statements. While users of the Service Canada website were slightly less likely to agree that the site is visually appealing (66% vs. 70%), they were more likely to strongly agree with this (35% vs. 28%). Almost equal numbers agreed that it was easy to find what they were looking for (66-68%).

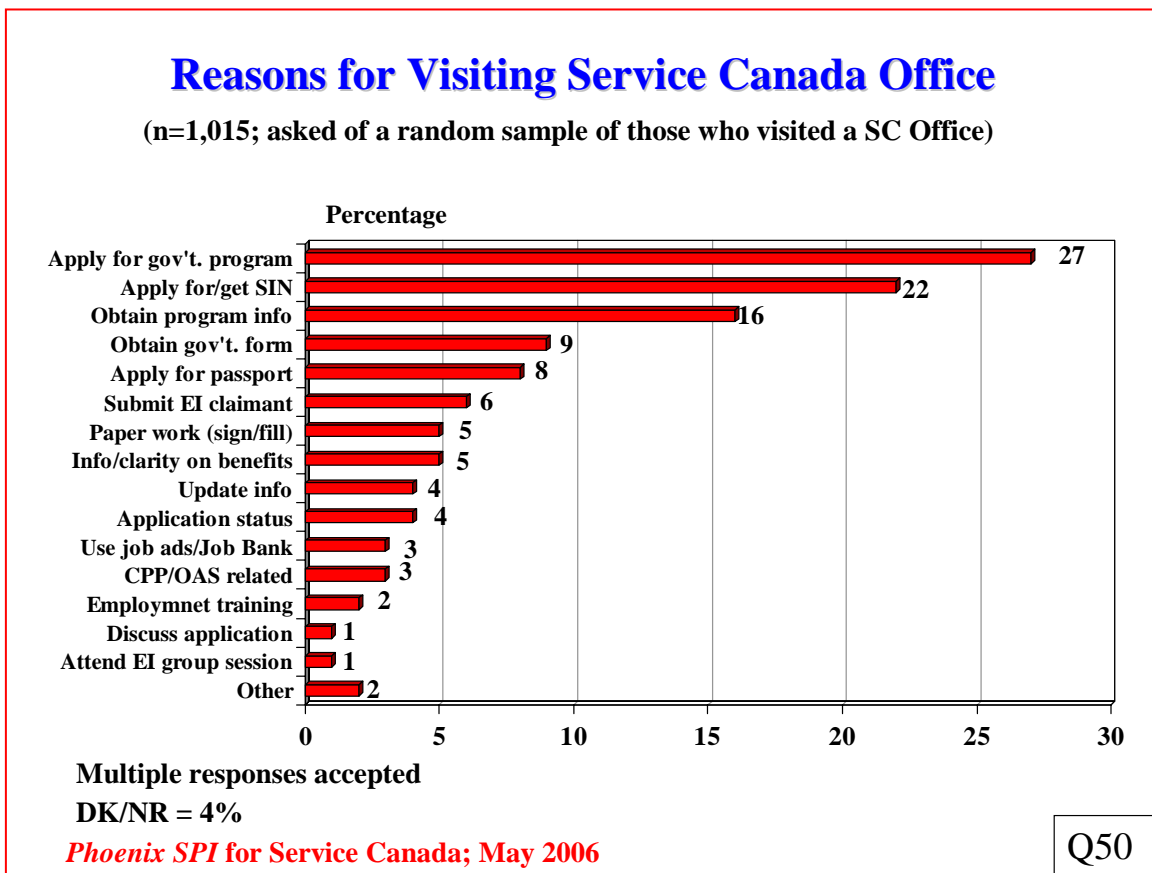


Q45-47: Please tell me how much you agree or disagree with the following statements about the Service Canada website (Government of Canada website(s) you visited in the last six months), using a 5-point scale where 1 is strongly disagree, 5 is strongly agree. If something does not apply to you, please just say so.

Office/In-Person Service (N = 1,015)

**Reasons for Visiting Service Canada Office**

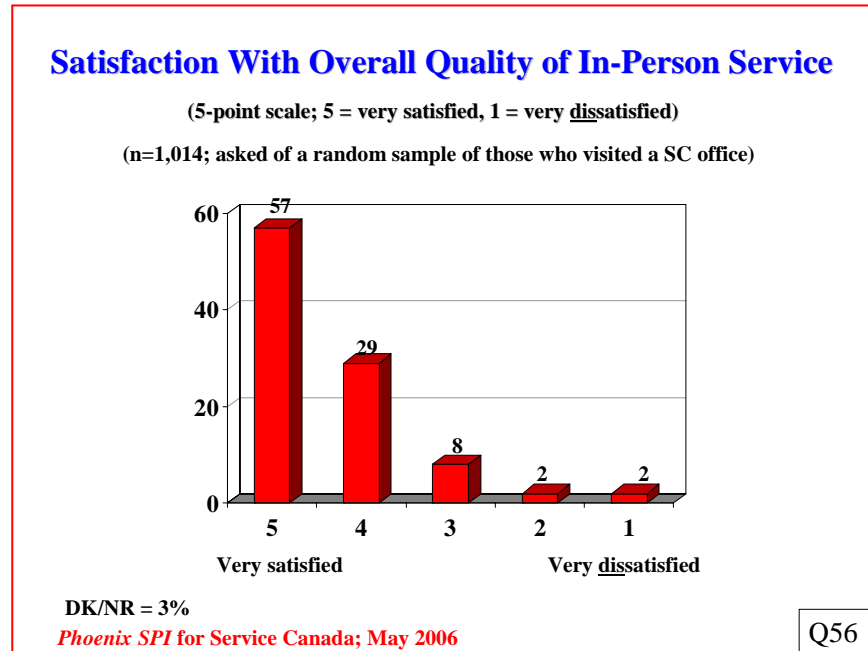
Clients who visited a Service Canada office to obtain information or service did so mainly to apply a government program (27%) or to apply for a Social Insurance Number (22%) (multiple responses accepted). This was followed by visits to obtain program information (16%), obtain a government form (9%), apply for a passport (8%), and submit EI claimant reports (6%). Smaller numbers visited an office for a variety of reasons, including completion of paperwork, information/clarification on benefits, updating information, inquiring about the status of an application, use of job ads or Job Bank, CPP/OAS-related matters, employment training, to discuss the outcome of an application, and attend an EI group session. Included in the 'other' category are renewing a SIN card, following up on a complaint, applying for a marriage certificate, and in order to deal with someone in person.



Q50: Earlier you mentioned that you had visited a Service Canada office to obtain information or service. What was the purpose of the visit(s)?

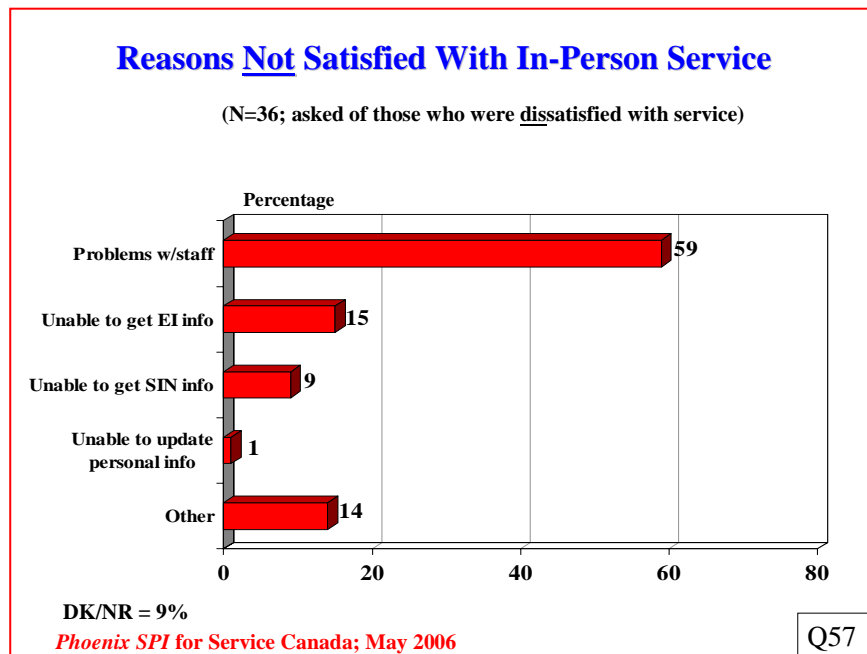
### Widespread Satisfaction with In-Person Service

In total, 86% of those who visited a Service Canada office expressed satisfaction with the overall quality of service received, with over half (57%) expressing *strong* satisfaction. Very few (4%) expressed any degree of dissatisfaction with the service received.



Q56

Those who did express dissatisfaction with the overall quality of service (n = 36) were most likely to say they encountered problems with service staff (59%). Other problems included the inability to get EI information (15%), SIN information (9%), and to update personal information (1%). Caution should be exercised when interpreting these results due to the small sample size. Included in the ‘other’ category are dissatisfaction with result of encounter, the time it took to be served, and lack of clarity in information provided.



Q57

Q56: How satisfied were you with the overall quality of service you received at the Service Canada office in the last six months? Please use a 5-point scale, where 1 is very dissatisfied, and 5 is very satisfied.  
 Q57: Why were you not satisfied with the quality of service you received?

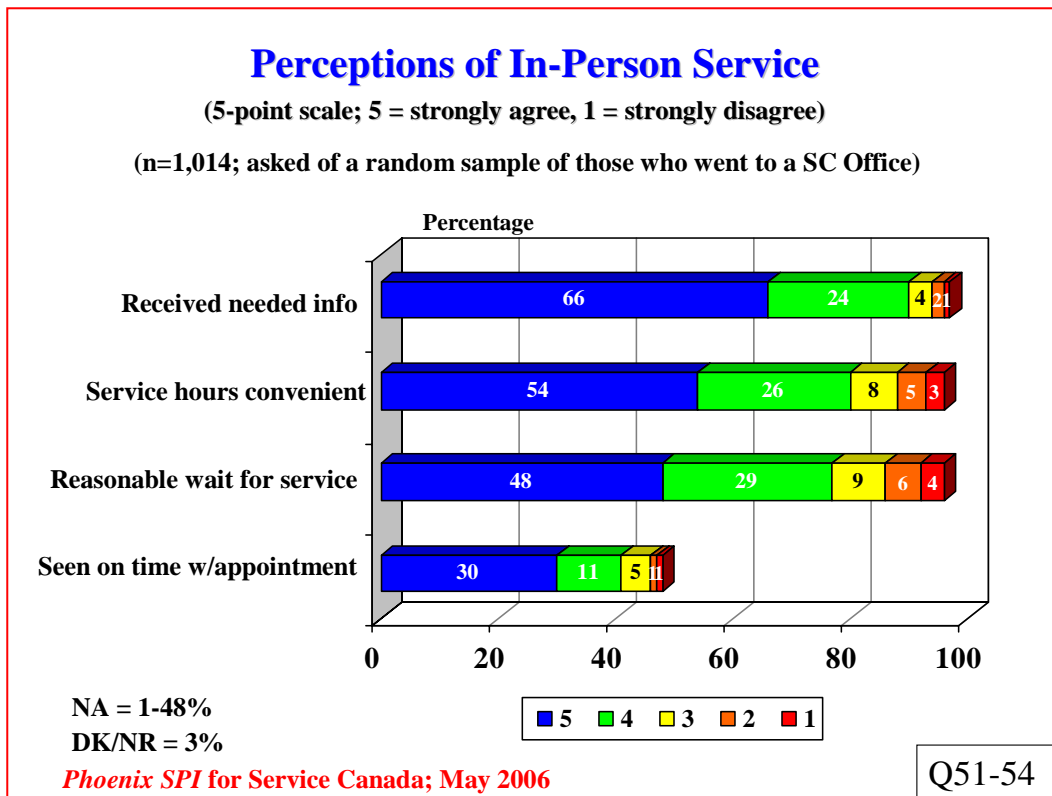
**Positive Perceptions of In-Person Service**

Positive feedback on specific aspects of phone service was also relatively widespread and strong. Using a 5-point scale, clients who visited a Service Canada office were asked to express their level of agreement with the following:

- You waited a reasonable amount of time before getting service.
- If you had an appointment, you were seen on time.
- You were able to get the information you needed.
- The hours of service were convenient.

More than three-quarters expressed agreement with all but one of these statements, with surveyed clients much more likely to express strong than moderate agreement with each of them. They were most likely to agree that they were able to get the information they needed (90%). Smaller, though still substantial majorities agreed that hours of service were convenient (80%) and that they waited a reasonable amount of time before getting service (77%). Although fewer than half (41%) agreed that if they had an appointment, they were seen on time, almost half (48%) said this did not apply to them (i.e. they did not make an appointment). Of those who did have an appointment, 79% expressed satisfaction that they were seen on time.

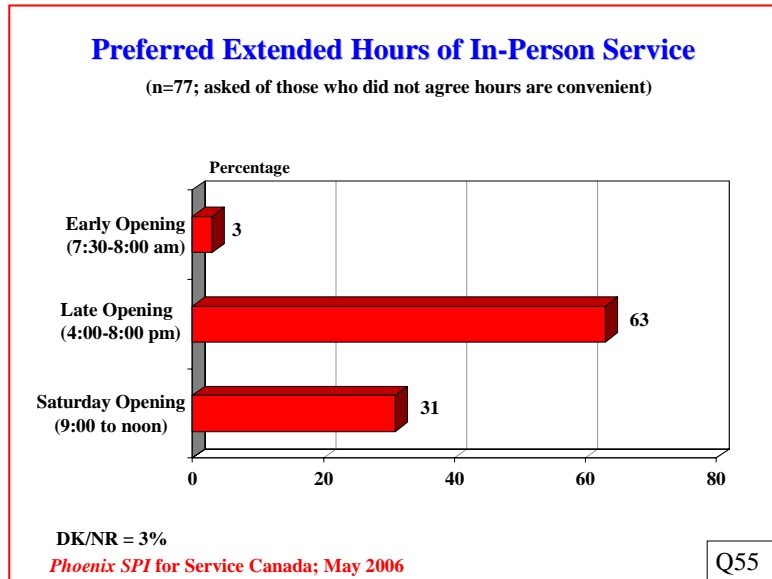
Relatively small numbers expressed disagreement with any of these statements (2-10%).



Q51-54: Please tell me how much you agree or disagree with the following statements about your visit(s) to the office, using a 5-point scale where 1 is strongly disagree, 5 is strongly agree. If something does not apply to you, please just say so.

### Late Openings Preferred to Early Openings for Extended Hours of Service

Clients who disagreed that the hours of service were convenient (N = 77) were asked to choose from among three extended-hour options. Nearly two-thirds (63%) said that extending hours in the evening, 4:00 p.m. to 8:00 p.m., was most convenient for them. Most of the rest (31%) said Saturday morning opening was most convenient for them (9:00 a.m. to noon). Few (3%) preferred early morning, weekday openings (7:30 to 8:00 a.m.).



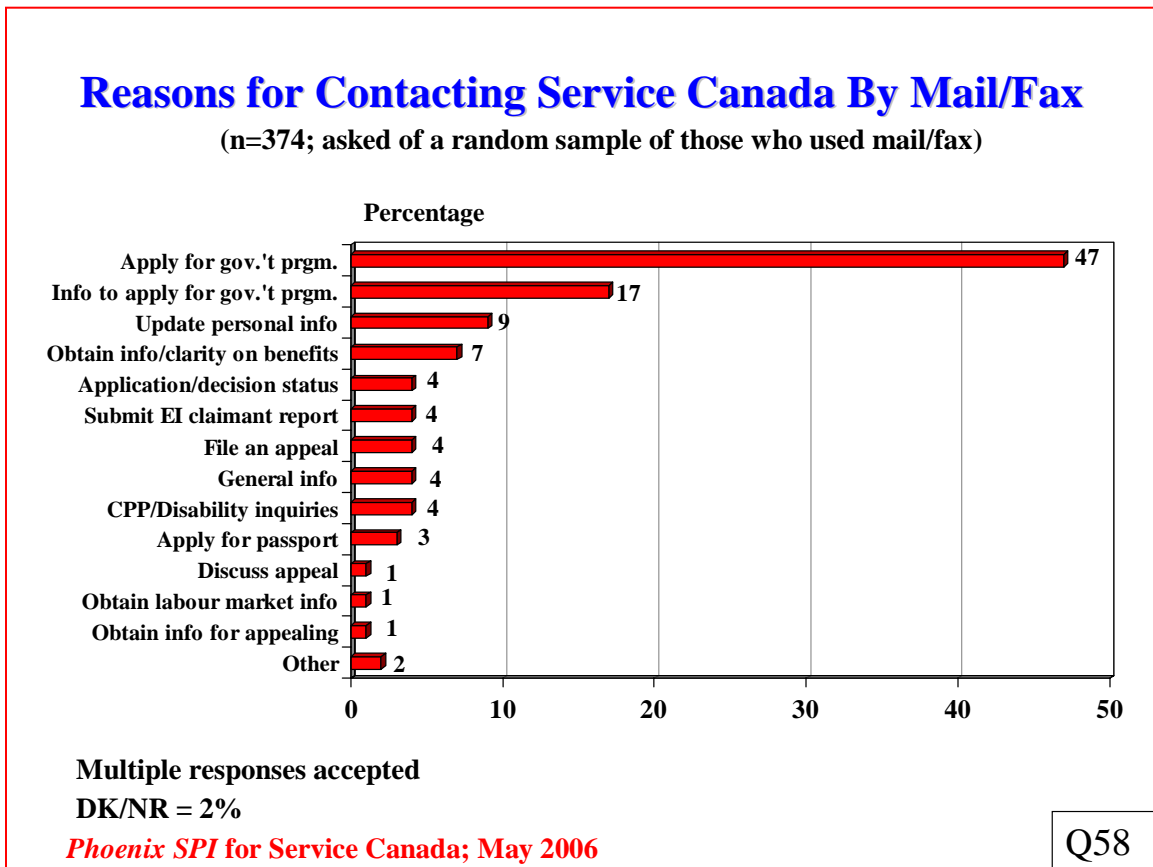
Caution should be exercised when interpreting these results due to the small sample size.

Q55: Which of the following extended hours would be most convenient for you?

Mail/Fax Service (N = 374)

**Reasons for Using Mail or Fax Service**

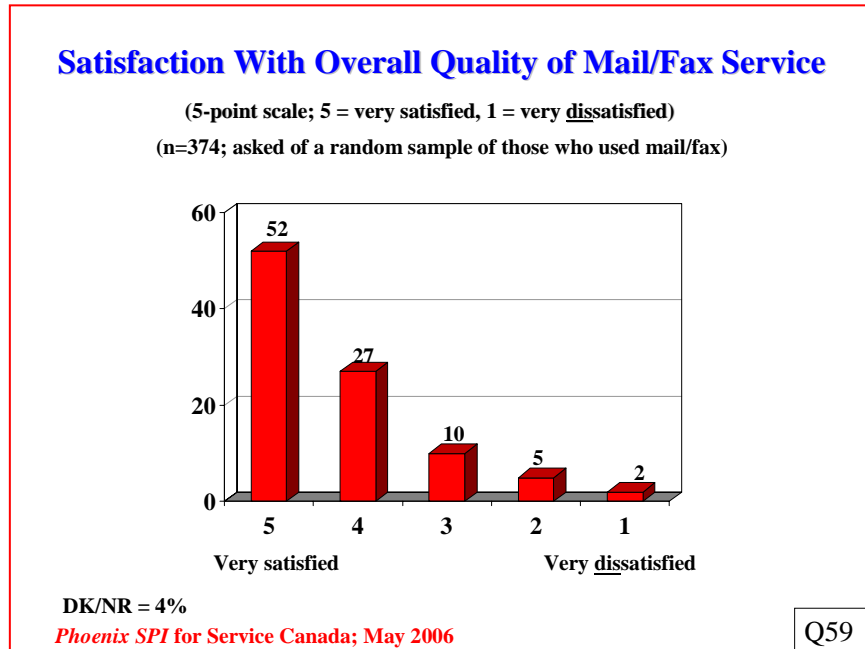
Clients who used regular mail or fax to obtain information or service did so mainly to apply for a government program (47%), followed at a distance by a desire to obtain information about how to apply for a government program (17%). The only other reasons identified with any frequency were to update personal information (9%) or obtain information or clarification about benefits (7%). A host of reasons were identified by small numbers (4% or less), including inquiring about the status of an application, submitting EI claimant reports, filing an appeal, getting general information, inquiring about CPP Disability, applying for a passport, discussing an appeal, obtaining labour market information, and obtaining information about filing an appeal. Included in the ‘other’ category are registering a complaint, acting as a proxy for someone else, and applying for a birth certificate.



Q58: Earlier you mentioned that you used the regular mail or fax to obtain information or service from Service Canada. What was the purpose of your mail or fax contact with the government?

### Over Three-Quarters Satisfied with Service Received

Over three-quarters of those who used mail or fax (79%) expressed satisfaction with the overall quality of service they received. Moreover, over half were *very* satisfied. Among those who did not express satisfaction, 10% were neither satisfied nor dissatisfied, while 7% were dissatisfied.



Clients who expressed dissatisfaction with the overall quality of service (n = 24) were most likely to identify response time as the reason for their dissatisfaction. Other reasons related to the inability to get information, including information about SIN, CPP, OAS, EI, and online services. A few said they were unable to update personal information.

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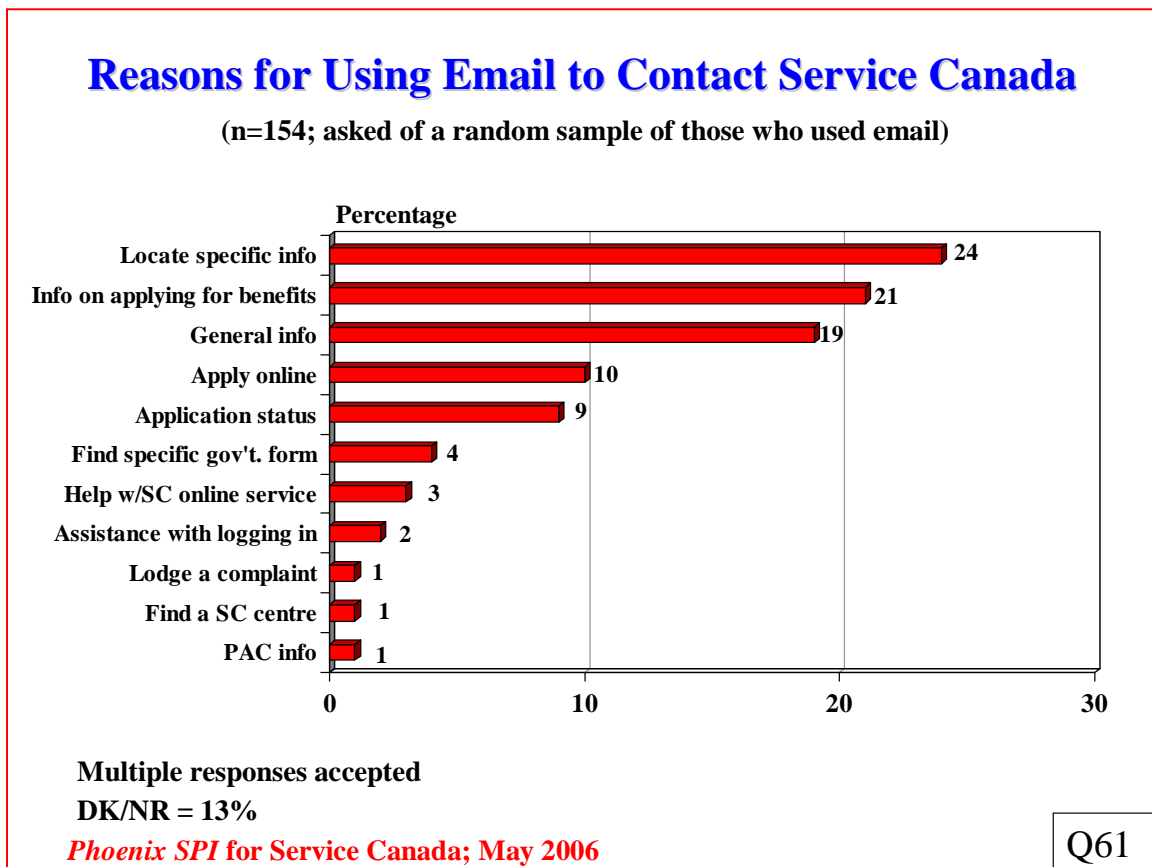
Q59: How satisfied were you with the overall quality of service you received in terms of your contact with Service Canada by mail or fax? Please use a same 5-point scale, where 1 is very dissatisfied, and 5 is very satisfied.



Email Service (n = 154)

Reasons for Using Email

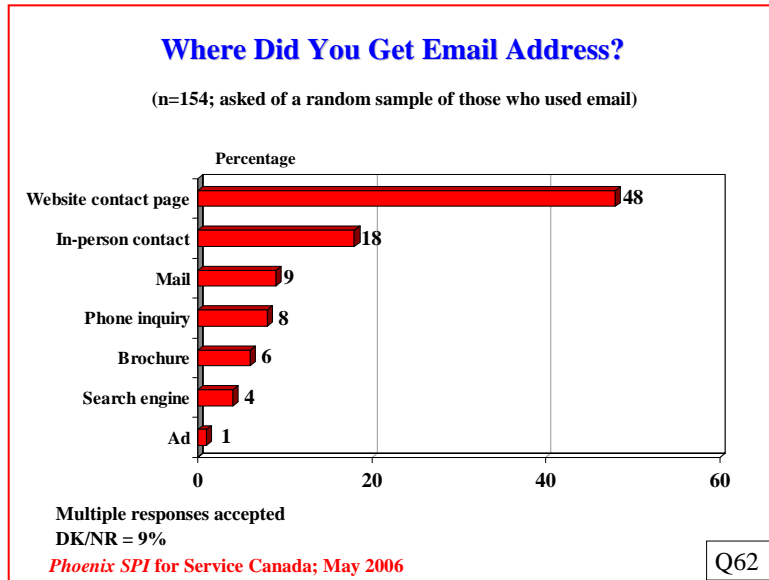
Respondents who used email to obtain information or service did so mainly to locate specific information (24%), get information on applying for benefits (21%), or to get general information (19%). The only other reasons identified with any frequency were to apply online (10%) or check on the status of an application (9%). Small numbers used email to get a government form, get help with a Service Canada online service or help logging onto one, lodge a complaint, find a Service Canada Centre, and find out about Personal Access Codes.



Q61: Earlier you mentioned that you used email to obtain information or service from Service Canada. What was the purpose of your email correspondence with the government?

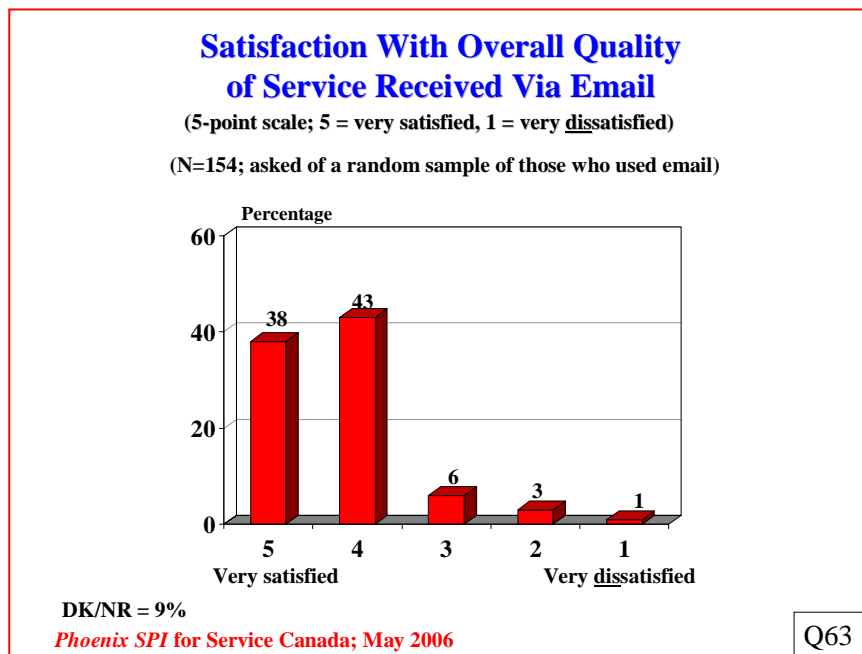
### Email Addresses Obtained Mainly From Website Contact Page

Almost half of those who used email to obtain information/service obtained the email address they used from a contact page on a website (48%). Also cited were obtaining the address via a personal contact (18%), mail correspondence (9%), a phone inquiry (8%), through a brochure (6%), a search engine (4%) or an ad (1%).



### Most Satisfied with Overall Quality of Email Service

The large majority of those who used email (81%) expressed satisfaction with the overall quality of service received. Only 4% expressed dissatisfaction.



Those who expressed dissatisfaction with the quality of service received (n = 9) focused on the response (or lack of response) to their email. This included receiving no response to

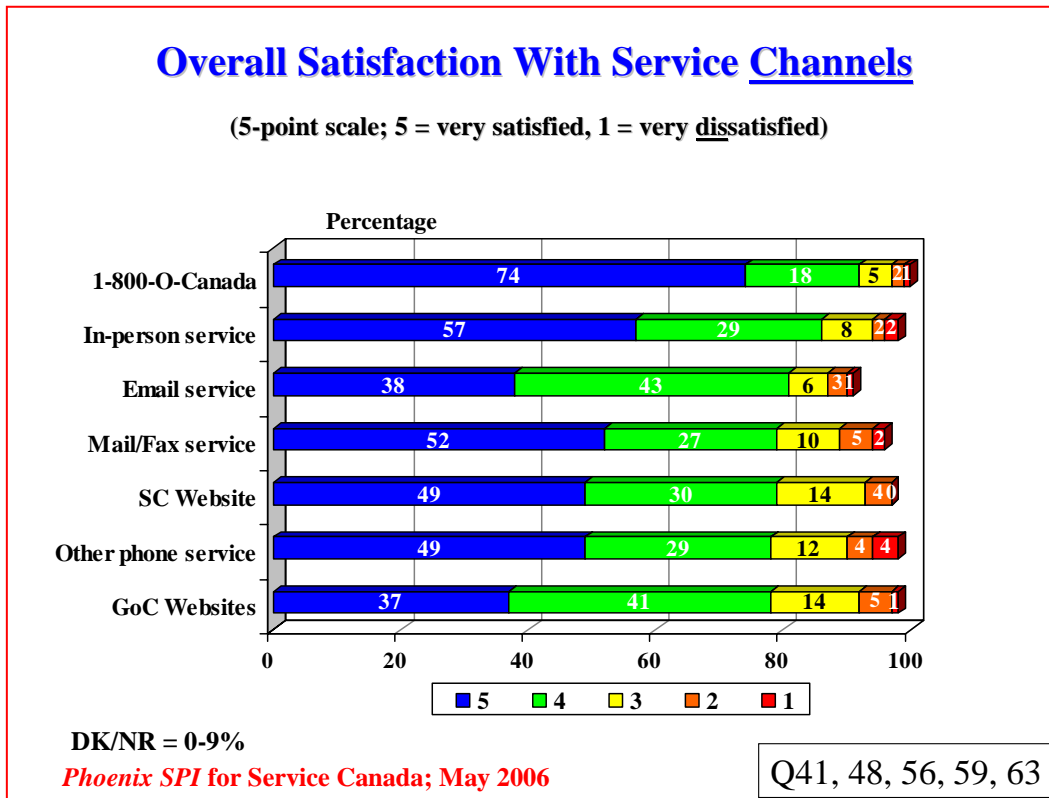
Q62: Where did you get the email address from?

Q63: How satisfied were you with the overall quality of service you received when using email with Service Canada? Please use a same 5-point scale, where 1 is very dissatisfied, and 5 is very satisfied.

their email(s), receiving a response that did not answer their question, receiving an inaccurate response, or waiting a long time for a response.

**Widespread Satisfaction with Service Received Through All Channels**

The following graph presents the satisfaction levels for each of the service channels used (i.e. summarizes in one place the satisfaction scores that have been presented earlier in this report). Satisfaction with all of the channels was relatively widespread, with 78% or more expressing satisfaction with each channel. Satisfaction was highest for 1-800-O-Canada (92%) and in-person service (86%), and lowest for the two more ‘generic’ channels – other government websites (i.e. not Service Canada site) and other phone services (i.e. not 1-800-O-Canada), at 78% each.



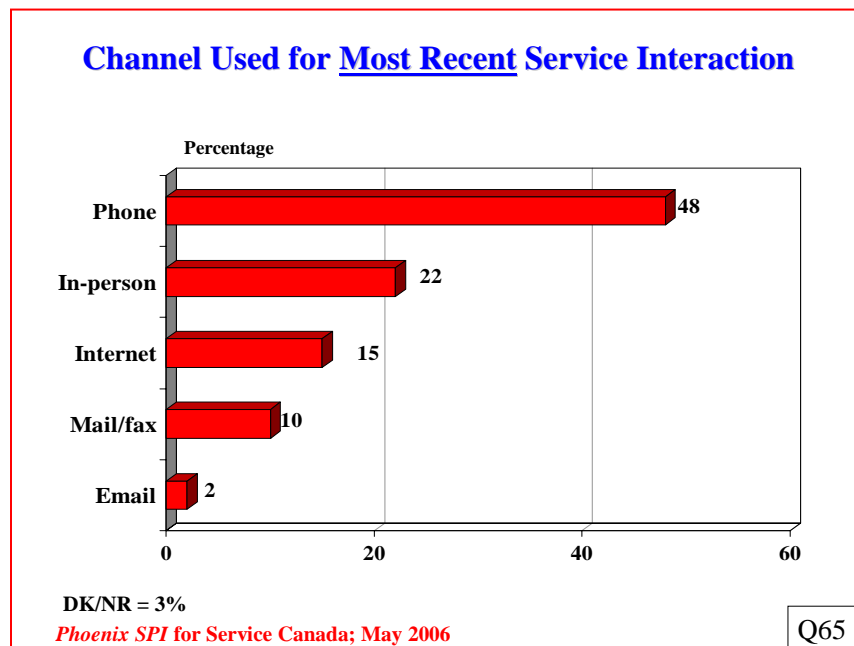
Q41,48,56,59,63: How satisfied were you with the overall quality of service you received during [insert service channel] to Service Canada in the last six months? Please use a 5-point scale, where 1 is very dissatisfied, and 5 is very satisfied.

## MOST RECENT SERVICE INTERACTION

This section reports on client perceptions of their most recent service interaction with Service Canada. Surveyed clients that had multiple interactions with Service Canada during the previous six months were asked a small set of questions about their most recent interaction. Those who had only one service interaction were not asked these questions; however, the responses of these respondents about their channel use and satisfaction levels provided earlier in the survey have been added here to provide complete data about clients' most recent service interaction.

### Phone Most Likely to Have Been Used for Most Recent Contact

Nearly half (48%) of surveyed clients conducted their most recent service interaction with Service Canada by phone. Fewer than half this number used any other channel. In declining order of frequency, this included in-person contact (22%), the Internet (15%), mail/fax (10%), and email (2%).

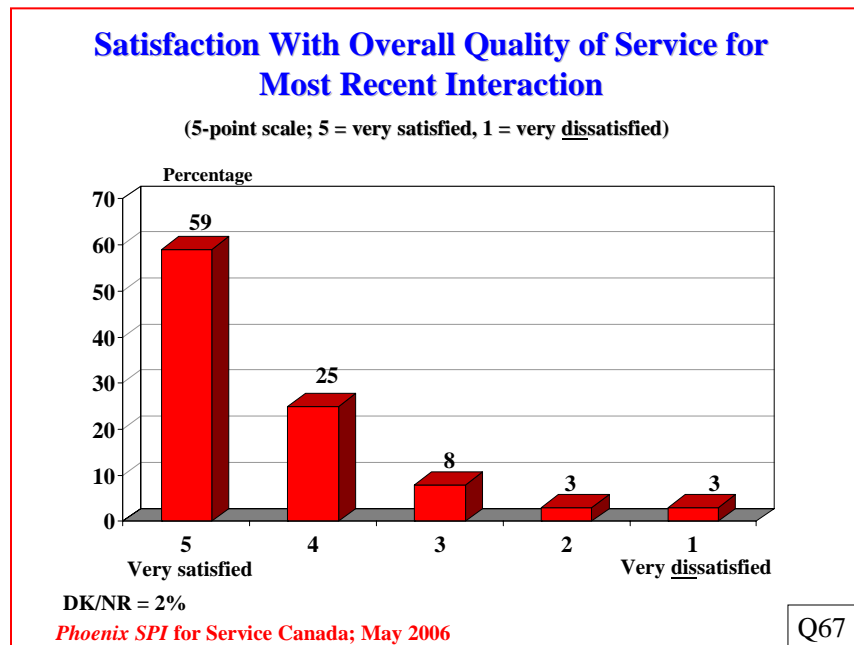


Q65: Was your most recent service interaction with Service Canada by [insert channel]?

### Widespread Satisfaction With Service Received During Most Recent Interaction

The large majority (84%) expressed satisfaction with the overall quality of service received during their most recent service interaction with Service Canada, with over half (59%) expressing *strong* satisfaction. Those who were not satisfied were almost equally divided between those who were neutral (8%) and those who were dissatisfied (6%).

Note that these results are virtually identical to those expressed with respect to the overall quality of service received when the focus was on all interactions related to a particular program or service.



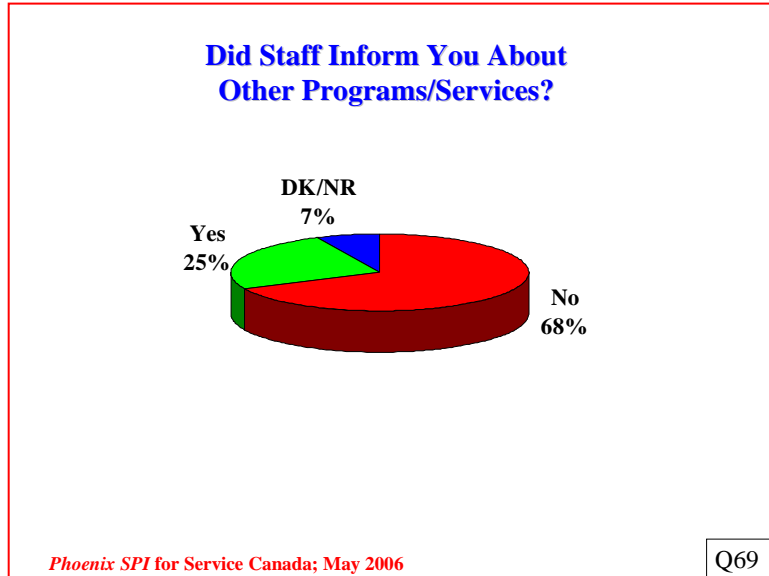
Q67: How satisfied were you with the overall quality of service you received during this most recent contact with Service Canada? Please use a 5-point scale, where 1 is very dissatisfied, and 5 is very satisfied.

## RELATED ISSUES AND SUGGESTIONS FOR IMPROVEMENT

This section reports on client perceptions of the Service Canada approach to service delivery, as well as ways to improve the quality of service provided.

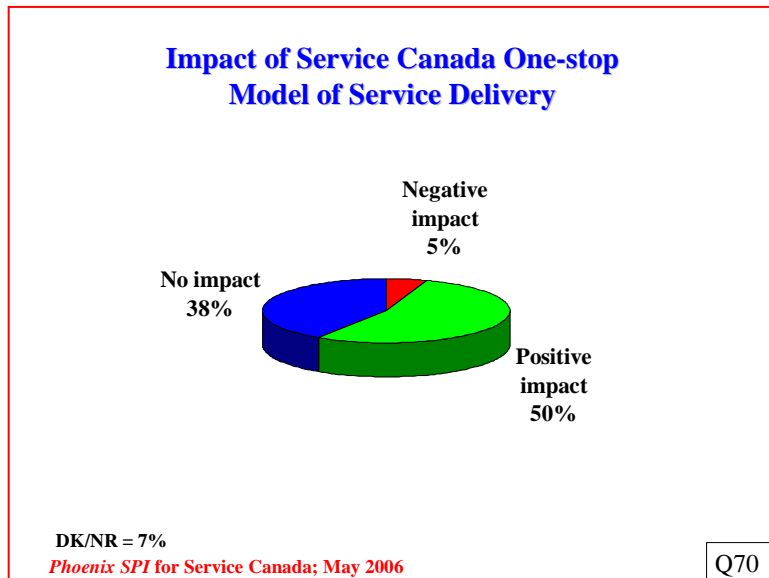
### Most Not Informed About Additional Programs/Services

Two-thirds of surveyed clients (68%) said that service staff did not inform them about any other programs, services or information that might be of value or use to them when they had contacted Service Canada. Conversely, one-quarter said they were given such information, and 7% were unsure or did not provide an answer.



### Impact of New Approach to Service Delivery Seen as Positive by Many

Exactly half of surveyed clients attributed a positive impact to Service Canada's new, one-stop approach to service delivery. Most of the rest, 38%, attributed no impact to it. Very few (5%) described the impact as negative (7% were uncertain or did not provide a response).



Q69: When you contacted Service Canada to obtain information or service during the past six months, did service staff inform you about any other programs, services or information that might be of value or use to you?

Q70: IN TEXT, P42.

These results came in response to the following question (Q70):

Service Canada represents a new approach for service delivery for the Government of Canada, where Canadians are provided with one-stop access to a broader range of government programs and services. Thinking about your service experience, would you say this had a positive impact on the quality of service you received, a negative impact, or no impact at all?

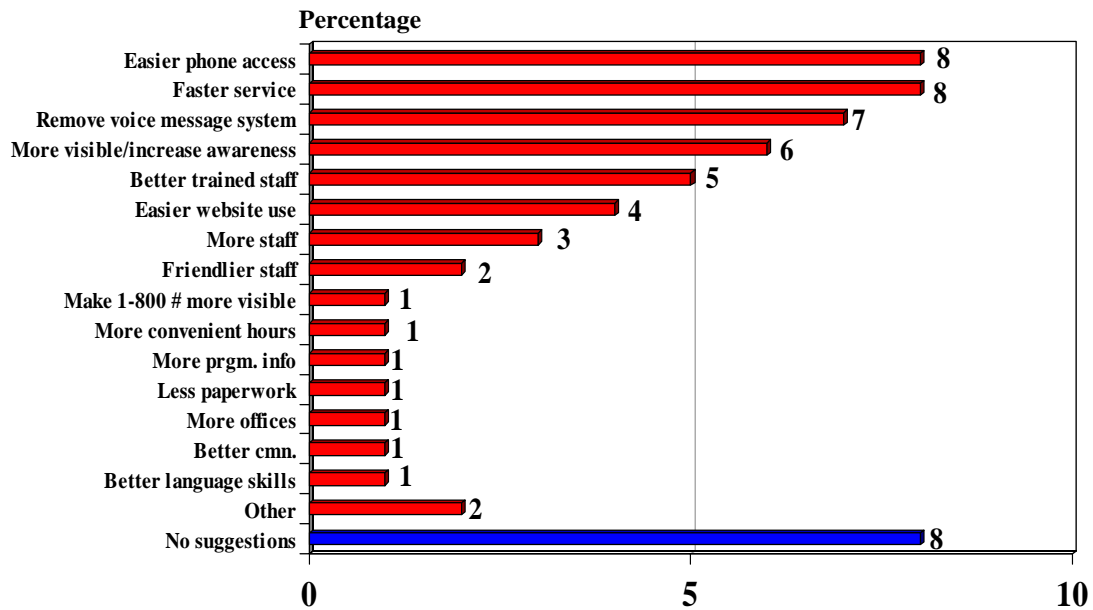
### **Suggestions to Improve Service**

At the conclusion of the survey, approximately half of the surveyed clients were asked to offer suggestions on how to improve the quality of service received from Service Canada. In response, more than one-third (39%) did not offer any suggestions at all. Of those who did offer substantive feedback, suggestions tended to lack salience, none of which was identified by more than 8% of respondents.

Among suggestions made, the focus tended to be on access issues, staff, and faster service. Suggestions related to access led the way, and included easier phone access (8%) removing the voice message system (7%), making the website more user-friendly (4%), and having more offices and more convenient hours (1% each). This was followed by suggestions related to staff, including having better trained staff (5%), more staff (3%), friendlier staff (2%), and staff with better language skills (1%). Other suggestions included faster service (8%), increasing visibility/awareness (6%), making the 1-800-number more visible, providing more program information, reducing paper work, and better communication (1% each). Included in the 'other' category are improving accessibility (unspecified), improving parking at government offices, ensuring that people receive all the information they need on a topic/issue, and providing more information on job opportunities.

## Suggestions To Improve Service Quality

(n= 2072; asked of approximately half of the respondents)



DK/NR = 39%

Phoenix SPI for Service Canada; May 2006

Q71

Q71: If you could offer one suggestion to improve the quality of service you received from Service Canada, what would that be?



## **SERVICE DIMENSIONS AND DRIVERS OF OVERALL SATISFACTION**

This section presents the results of multivariate analyses undertaken with the data to better understand how clients perceive the various dimensions of service delivery and the factors that are most important in terms of driving overall satisfaction.

### **Overview**

Factor analysis was performed to reduce the 14 service-dimension variables (Qs 10-24) into a smaller set of composite measures. Using normal cutoffs for the number of factors yielded only one factor, demonstrating that all of these variables are highly interrelated. The exceptions were the variables for protection of personal information and service in the official language of choice. These variables did not correlate well with overall client satisfaction, and were removed from the subsequent analysis.

When forcing a larger number of solutions on the factor analysis to see if this would reveal any grouping of variables that could be used to create distinct composite measures, the most sensible results were obtained using a three-factor solution. The three factors were information quality, staff quality and access-speed (including accessibility and timeliness).

In terms of driving overall satisfaction, the most important service dimensions were the quality of the staff and, to a slightly lesser degree, the quality of the information. If the average rating of the quality of the staff or the quality of the information increased by '1', we would expect the overall client satisfaction rating to increase by .3. While changes in an average rating of .3 may seem small, this represents 30% of the clients increasing their overall satisfaction rating by one full rating point on the 5-point scale. The staff and information factors account for 54.5% of the variance in overall client satisfaction. Access-speed was also statistically significant, but much less so.

This is consistent with the bivariate measures. For example, over 60% of clients who provided a low rating on the information or staff factors also provided a low overall client satisfaction rating (1-2), compared to only 37% of clients who provided a low rating on the access-speed factor. The average rating for the latter was lower than for the other two factors, indicating more room for improvement, but potentially less impact on overall client satisfaction.

The impact of these three factors on overall satisfaction varied substantially across the different programs/services used by the clients. For instance,

- The quality of the staff was dominant for CPP Disability, Employment Programs/Assistance and SIN
- For EI and 1-800-O-Canada, staff quality was still important but other factors had lower but sometimes similar coefficients
- For OAS, the staff quality and information factors were similar, and access-speed was not statistically significant
- For Passport, the information quality and access-speed factors were the key drivers, while staff quality was not statistically significant.
- Information quality was the only significant factor for GIS and CPP clients.

The key drivers for the client types were as follows:

- The quality of the staff was a critical factor for the overall client satisfaction of some of the most vulnerable groups served – visible minorities, persons with disabilities, Aboriginal persons, and new Canadians.
  - Persons with disabilities seemed to be especially influenced by the staff ratings; information quality was also a driver, albeit less dominant
  - For Aboriginal persons, access-speed was the second strongest driver of overall client satisfaction
- For males and working-age Canadians, staff quality had the strongest impact on overall satisfaction; the other two factors were statistically significant but smaller
- For youth, females and seniors, all three factors were similar in magnitude.

## **Detailed Findings**

### **Overall Service Dimensions**

Initially regression models were tested to predict overall client satisfaction using all of the core service dimensions (Q10 to Q24). Due to the large number of highly interrelated variables, the model coefficients for each variable tended to be small and were sometimes unstable or yielded questionable results. To avoid the multicollinearity problem (high correlation among the predictor variables in the regression equation), we tested the possibility of using factor analysis to reduce the 14 variables into a smaller set of composite measures. Using normal cutoffs for the number of factors yielded only one factor, demonstrating that all of these variables are highly interrelated and could be used to create an overall client satisfaction index. The exceptions were the variables for protection of personal information and service in the official language of choice. These variables did not load highly on the single factor and did not correlate well with overall client satisfaction. These variables were removed from the subsequent analysis since they showed little value in understanding the pattern of client ratings and were not useful in predicting overall client satisfaction.

To see if forcing a larger number of solutions on the factor analysis would reveal any grouping of variables that could be used to create distinct composite measures, three- and four-factor solutions were initially tested using the variables. The most sensible results were obtained using a three-factor solution. Based on the loadings of the variables on these factors, the three factors were information quality, staff quality and access-speed (including accessibility and timeliness). Table 1.1 shows the core service dimensions associated with each of these factors. Reliability of these factors was tested using Cronbach's Alpha, which confirmed the inclusion of these variables in the three factors. For the subsequent regression analysis, the factors were created using a simple linear composite by adding the variables in each factor. This composite index was converted to a five-point scale similar to the original variables by dividing the total score by the number of variables used to create the index.

Table 1.1 Client Satisfaction Service Factors		
Information Quality	Staff Quality	Access-Speed
<p>Q14 The information you received was clear and easy to understand.</p> <p>Q16 You were informed of everything you had to do in order to get the service.</p> <p>Q18 You received consistent information or advice.</p> <p>Q19 It was clear what you could do if you had a problem or question.</p> <p>Q24 Decisions were clearly explained to you.</p>	<p>Q10 Staff were knowledgeable and competent</p> <p>Q11 Staff were responsive to your needs.</p> <p>Q12 You were treated fairly.</p> <p>Q15 Staff were courteous.</p> <p>Q17 Staff gave you what you needed or guided you to others who could help you.</p> <p>Q21 Staff went the extra mile to make sure you got what you needed.</p>	<p>Q22 You were satisfied with the amount of time it took to get the service.</p> <p>Q23 You were satisfied with the accessibility of the service.</p>

### Overall Client Satisfaction

Table 1.2 provides a summary of the relationship between overall client satisfaction and the client satisfaction service factors described above. The third column in this table provides the average rating for overall client satisfaction and the service factors, and the fourth column presents the simple Pearson correlation coefficient\* that provides a bivariate measure of the direction and strength of the relationship between overall client satisfaction and the client satisfaction service dimensions (ranges from -1 to +1). The fifth column provides another bivariate measure of how well the service factors match the overall client satisfaction ratings. A cross-tabulation of each service factor with overall client satisfaction was prepared to examine how often a respondent with a low rating on the service factor (1.0 to 2.5) also provided a low overall client satisfaction rating (1-2).

Based on this analysis, the most important service dimensions were the quality of the staff and the quality of the information. Both these coefficients exceeded .3 (the staff quality factor was close to .4). In other words, if the average rating of the quality of the staff or the quality of the information increased by '1', we would expect the overall client satisfaction rating would increase by .3. While changes in an average rating of .3 may seem small, it represents 30% of the clients increasing their overall satisfaction rating by one full rating point on the 5-point scale. The finding that the staff-related variables are a key predictor of overall client satisfaction is consistent with the bivariate correlation analysis that showed the six top correlates were:

- Q11 Staff were responsive to your needs (.622)
- Q17 Staff gave you what you needed or guided you to others who could help you (0.613)
- Q21 Staff went the extra mile to make sure you got what you needed (0.610)
- Q10 Staff were knowledgeable and competent ( 0.598)

\* It should be noted that for all three factors, the correlation between the factor and overall client satisfaction was larger than the correlation between overall client satisfaction and the individual variables included in the factor. That is, the composite measure was a better predictor of overall client satisfaction than any one variable in the factor.

- Q24 Decisions were clearly explained to you (0.589)
- Q22 You were satisfied with the amount of time it took to get the service (0.588)

The staff and information factors account for 54.5% of the variance in overall client satisfaction. Access-speed was also statistically significant; however, the coefficient was smaller – approximately 0.2. This is consistent with the bivariate measures that showed the information and staff variables had a slightly higher correlation coefficient than the access-speed factor, and were also more likely show agreement between a low rating on the factor and a low rating overall. For example, over 60% of the respondents who provided a low rating on the information or staff factors also provided a low overall client satisfaction rating (1-2), compared to only 37% of the respondents who provided a low rating on the timeliness factor. The average rating for the access-speed factor was lower than the other two factors, indicating more room for improvement, but potentially less impact on overall client satisfaction.

<b>Overall Satisfaction and Service Dimensions</b>	<b>Coefficient b (Unstandardized)</b>	<b>Mean Rating</b>	<b>Correlation with Overall</b>	<b>Overlap of Lowest Ratings with Overall <sup>1</sup></b>
Overall Satisfaction	---	4.31	---	---
Information Quality	0.332***	4.27	0.70	60.5%
Staff Quality	0.390***	4.38	0.72	65.7%
Access Speed	0.204***	4.14	0.65	36.9%

<sup>1</sup> The percentages are the percent of survey respondents who scored low on the service factor (1.0 – 2.5) that also provided an overall client satisfaction rating of very dissatisfied or dissatisfied (1-2).

\*p<.05, \*\*p<.01, \*\*\*p<.001

### Programs/Services

The overall client satisfaction rating was asked relative to specific programs/services the clients had experienced (e.g. EI, CPP, OAS, SIN, etc.). Table 1.3 shows the results when the same model was estimated, segmented by the program/service the client was asked about. To assist in the interpretation of the results, Table 1.4 lists the six top variables with the largest simple correlation coefficients with overall client satisfaction.

The three factors driving overall satisfaction (Table 1.3) varied substantially across the programs/services used by clients. For instance,

- The quality of the staff was dominant for CPPD, Employment Programs/ Assistance and SIN
- For EI and 1-800-O-Canada, staff quality was still important but other factors had lower but sometimes similar coefficients
- For OAS, the staff quality and information factors were similar, and access-speed was not statistically significant
- For Passport, the information quality and access-speed factors were the key drivers, while staff quality was not statistically significant

- Information quality was the only significant factor for GIS and CPP clients.

**Table 1.3 Results of Multivariate Modeling: Service Dimensions and Overall Satisfaction Segmented by Services**

Services	Staff Quality	Information Quality	Access-Speed
CPPD	0.605**	0.344	0.053
EPB/EA	0.602***	0.295	0.084
SIN	0.493***	0.319***	0.099
EI	0.410***	0.335***	0.234
1-800	0.350***	0.226***	0.332
OAS	0.297*	0.305*	0.229
Passport	0.099	0.519***	0.412
GIS	0.055	0.776***	-0.08
CPP	0.021	0.455***	0.228

Service Canada Client Satisfaction Research: 2006 Baseline Survey

<b>Table 1.4 Top Six Correlates with Overall Satisfaction Segmented by Program/Services</b>			
<b>Program/Service</b>	<b>Staff Quality</b>	<b>Information Quality</b>	<b>Access-Speed</b>
CPPD	Q17 Staff gave you what you needed or guided you to others who could help you. 0.773 infofactor 0.766 Q11 Staff were responsive to your needs. 0.754 Q21 Staff went the extra mile to make sure you got what you needed. 0.714 Q12 You were treated fairly. 0.696 Q10 Staff were knowledgeable and competent.0.683	Q19 It was clear what you could do if you had a problem or question. 0.711	
EPB/Empl. Assistance	Q11 Staff were responsive to your needs. 0.680 Q10 Staff were knowledgeable and competent.0.657 Q21 Staff went the extra mile to make sure you got what you needed. 0.638 Q17 Staff gave you what you needed or guided you to others who could help you. 0.629	Q14 The information you received was clear and easy to understand.0.593	Q22 You were satisfied with the amount of time it took to get the service. 0.595
SIN	Q10 Staff were knowledgeable and competent.0.692 Q11 Staff were responsive to your needs. 0.661 Q12 You were treated fairly. 0.641 Q17 Staff gave you what you needed or guided you to others who could help you. 0.626 Q21 Staff went the extra mile to make sure you got what you needed. 0.614	Q24 Decisions were clearly explained to you. 0.601	
EI	Q21 Staff went the extra mile to make sure you got what you needed. 0.644 Q17 Staff gave you what you needed or guided you to others who could help you. 0.623 Q11 Staff were responsive to your needs. 0.617 Q12 You were treated fairly. 0.604	Q24 Decisions were clearly explained to you. 0.605	Q22 You were satisfied with the amount of time it took to get the service. 0.616
1-800	Q11 Staff were responsive to your needs. 0.604 Q17 Staff gave you what you needed or guided you to others who could help you. 0.589 Q10 Staff were knowledgeable and competent. 0.564 Q21 Staff went the extra mile to make sure you got what you needed. 0.558	Q19 It was clear what you could do if you had a problem or question. 0.587	Q22 You were satisfied with the amount of time it took to get the service. 0.580
OAS	Q21 Staff went the extra mile to make sure you got what you needed. 0.508	Q24 Decisions were clearly explained to you. 0.567 Q18 You received consistent information or advice.0.559 Q19 It was clear what you could do if you had a problem or question. 0.521	Q23 You were satisfied with the accessibility of the service. 0.624 Q22 You were satisfied with the amount of time it took to get the service. 0.521

Passport	<p>Q11 Staff were responsive to your needs. 0.631</p> <p>Q21 Staff went the extra mile to make sure you got what you needed. 0.622</p>	<p>Q16 You were informed of everything you had to do in order to get the service. 0.739</p> <p>Q19 It was clear what you could do if you had a problem or question. 0.665</p> <p>Q18 You received consistent information or advice.0.623</p>	<p>Q22 You were satisfied with the amount of time it took to get the service. 0.703</p>
GIS	<p>Q17 Staff gave you what you needed or guided you to others who could help you. 0.640</p> <p>Q11 Staff were responsive to your needs. 0.607</p>	<p>Q18 You received consistent information or advice.0.624</p> <p>Q24 Decisions were clearly explained to you. 0.622</p> <p>Q14 The information you received was clear and easy to understand. 0.612</p> <p>Q16 You were informed of everything you had to do in order to get the service. 0.600</p>	
CPP	<p>Q21 Staff went the extra mile to make sure you got what you needed. 0.522</p> <p>Q11 Staff were responsive to your needs. 0.512</p>	<p>Q16 You were informed of everything you had to do in order to get the service. 0.573</p> <p>Q24 Decisions were clearly explained to you. 0.558</p> <p>Q14 The information you received was clear and easy to understand. 0.520</p> <p>Q18 You received consistent information or advice.0.488</p>	<p>Q22 You were satisfied with the amount of time it took to get the service. 0.508</p>

### Client Type

Table 1.5 shows the coefficients for the models segmented by the following nine client types:

- Youth (18 – 30);
- Working-age Canadians (18 – 64);
- Seniors (60 plus);
- Aboriginal persons;
- Persons with a disability;
- Visible minorities;
- New Canadians (in Canada three years or less);
- Males; and
- Females.

The key drivers of overall satisfaction for the client types (Table 1.5) were as follows:

- The quality of the staff was a critical factor for the overall client satisfaction of some of the most vulnerable groups served – visible minorities, persons with disabilities, Aboriginal persons, and new Canadians.
  - Persons with disabilities seemed especially influenced by the staff ratings, with the simple correlation coefficients exceeding 0.7; however, information quality was also a driver albeit less dominant
  - For Aboriginal persons, access-speed was the second strongest driver of overall client satisfaction

- For males and working-age Canadians, staff quality had the strongest impact on overall satisfaction; the other two factors were statistically significant but smaller
- For youth, females and seniors, all three factors were similar in magnitude.

To assist in the interpretation of the results, Table 1.6 on the next page lists the six top variables with the largest simple correlation coefficients with overall client satisfaction.

**Table 1.5 Results of Multivariate Modeling: Service Dimensions and Overall Satisfaction Segmented by Client Type**

Services	Staff Quality	Information Quality	Access-Speed
Visible Minority	0.644***	0.151	0.024
PWD	0.530***	0.377***	0.118*
Aboriginal	0.523**	0.043	0.373***
New Canadian	0.506*	0.242	0.142
Male	0.489***	0.285***	0.197***
Working Age	0.444***	0.308***	0.218***
Youth	0.342***	0.334***	0.295***
Female	0.313***	0.369***	0.208***
Seniors	0.239***	0.316***	0.255***

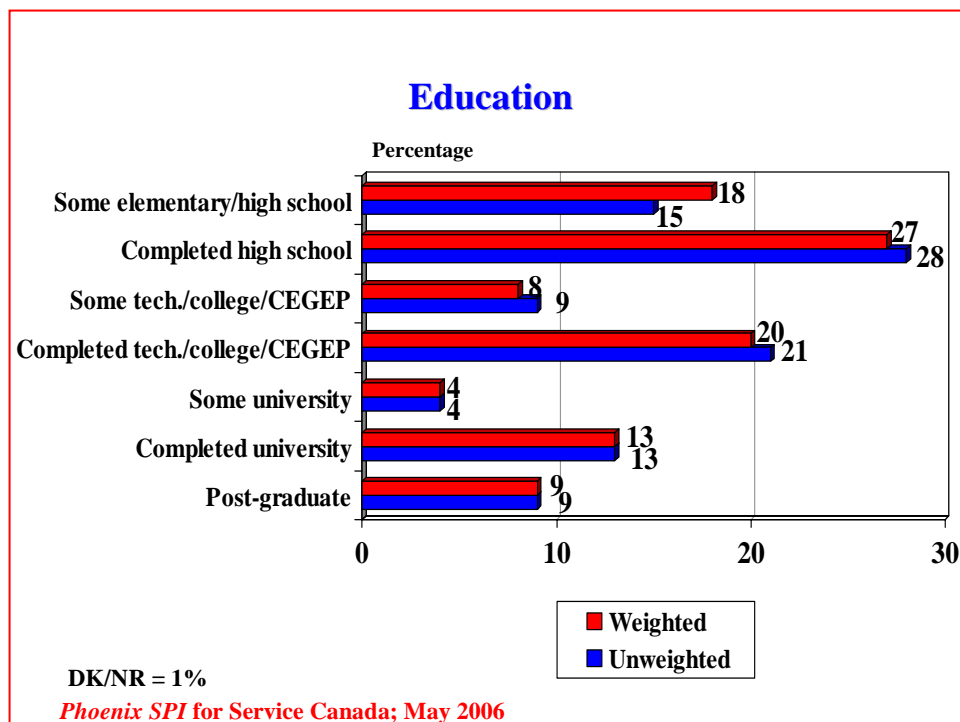
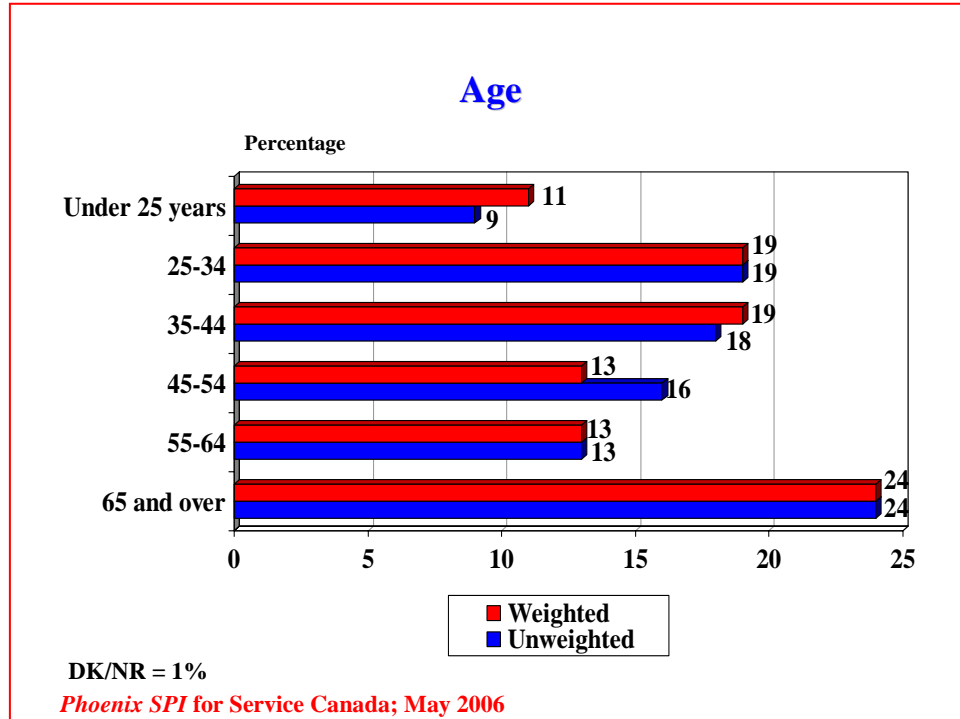


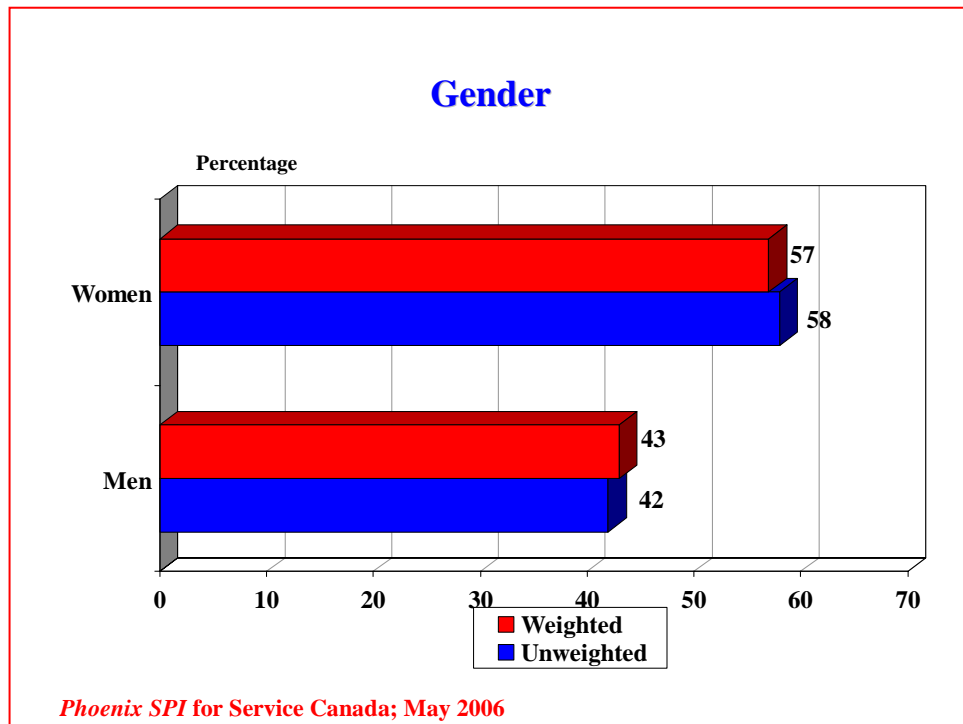
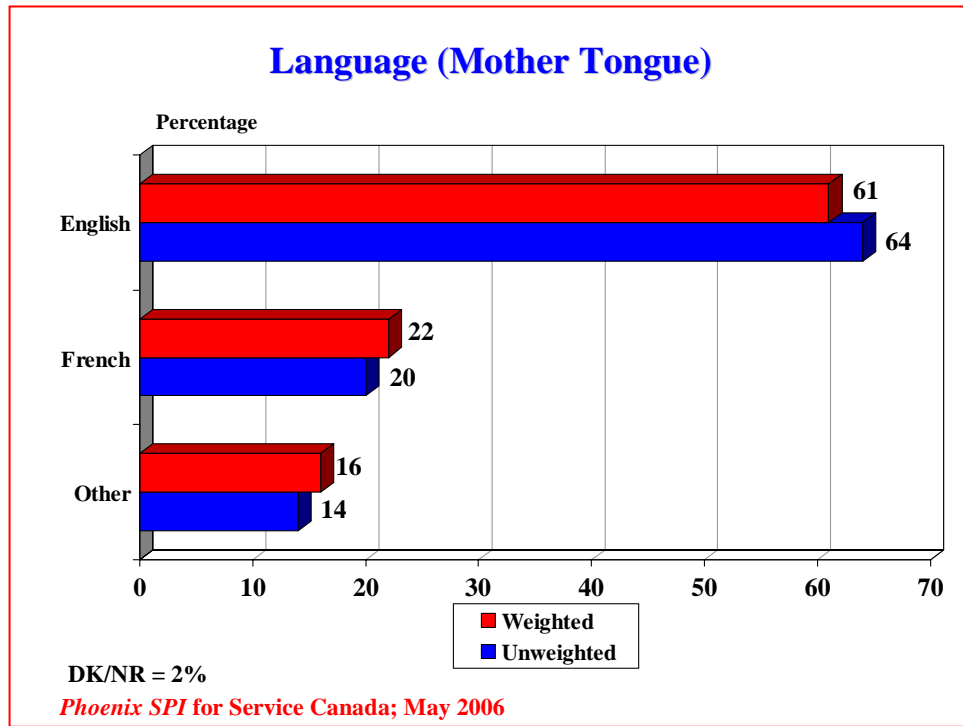
<b>Table 1.6 Top Six Correlates with Overall Satisfaction Segmented by Client Type</b>			
<b>Services</b>	<b>Staff Quality</b>	<b>Information Quality</b>	<b>Access-Speed</b>
Visible Minority	Q12 You were treated fairly. 0.625 Q10 Staff were knowledgeable and competent.0.621 Q17 Staff gave you what you needed or guided you to others who could help you. 0.605 Q11 Staff were responsive to your needs. 0.603 Q21 Staff went the extra mile to make sure you got what you needed. 0.585 Q15 Staff were courteous. 0.576	Q16 You were informed of everything you had to do in order to get the service. 0.595	
PWD	Q10 Staff were knowledgeable and competent.0.746 Q11 Staff were responsive to your needs. 0.731 Q12 You were treated fairly. 0.720 Q17 Staff gave you what you needed or guided you to others who could help you. 0.700	Q19 It was clear what you could do if you had a problem or question. 0.710 Q18 You received consistent information or advice.0.685	
Aboriginal	Q11 Staff were responsive to your needs. 0.665 Q12 You were treated fairly. 0.661	Q16 You were informed of everything you had to do in order to get the service. 0.657 Q19 It was clear what you could do if you had a problem or question. 0.645	Q23 You were satisfied with the accessibility of the service. 0.669 Q22 You were satisfied with the amount of time it took to get the service. 0.662
New Canadian	Q10 Staff were knowledgeable and competent.0.510 Q12 You were treated fairly. 0.476 Q11 Staff were responsive to your needs. 0.456	Q16 You were informed of everything you had to do in order to get the service. 0.509 Q24 Decisions were clearly explained to you. 0.458	Q23 You were satisfied with the accessibility of the service. 0.503
Male	Q17 Staff gave you what you needed or guided you to others who could help you. 0.626 Q11 Staff were responsive to your needs. 0.608 Q10 Staff were knowledgeable and competent.0.605 Q21 Staff went the extra mile to make sure you got what you needed. 0.593	Q24 Decisions were clearly explained to you. 0.587	Q22 You were satisfied with the amount of time it took to get the service. 0.592
Working Age	Q11 Staff were responsive to your needs. 0.661 Q21 Staff went the extra mile to make sure you got what you needed. 0.656 Q17 Staff gave you what you needed or guided you to others who could help you. 0.640 Q10 Staff were knowledgeable and competent.0.626	Q19 It was clear what you could do if you had a problem or question. 0.617	
Youth	Q11 Staff were responsive to your needs. 0.681 Q21 Staff went the extra mile to make sure you got what you needed. 0.636 Q17 Staff gave you what you needed or guided you to others who could help you. 0.618	Q16 You were informed of everything you had to do in order to get the service. 0.593	Q22 You were satisfied with the amount of time it took to get the service. 0.605 Q23 You were satisfied with the accessibility of the service. 0.585
Female	Q11 Staff were responsive to your needs. 0.633 Q21 Staff went the extra mile to make sure you got what you needed. 0.624 Q17 Staff gave you what you needed or	Q16 You were informed of everything you had to do in order to get the service. 0.615 Q19 It was clear what you could do if you had a problem or question. 0.603	

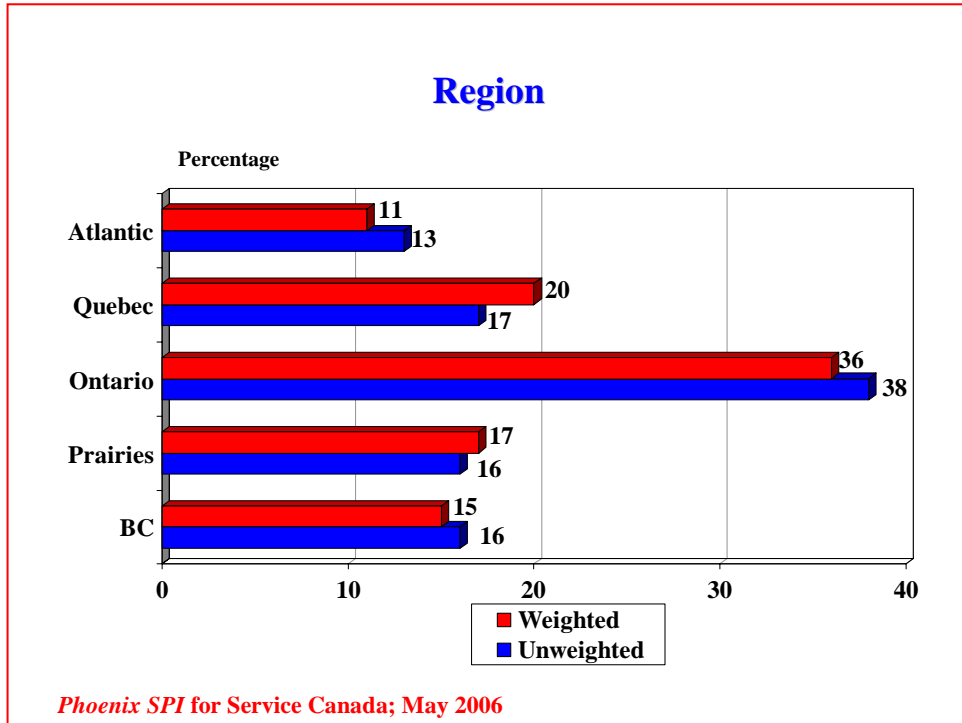
<b>Table 1.6 Top Six Correlates with Overall Satisfaction Segmented by Client Type</b>			
<b>Services</b>	<b>Staff Quality</b>	<b>Information Quality</b>	<b>Access-Speed</b>
	guided you to others who could help you. 0.599 Q10 Staff were knowledgeable and competent. 0.595		
<b>Seniors</b>	Q17 Staff gave you what you needed or guided you to others who could help you. 0.552	Q16 You were informed of everything you had to do in order to get the service. 0.535 Q14 The information you received was clear and easy to understand. 0.535 Q24 Decisions were clearly explained to you. 0.532	Q22 You were satisfied with the amount of time it took to get the service. 0.558 Q23 You were satisfied with the accessibility of the service. 0.527

## PROFILE OF SURVEYED CLIENTS

The following graphs present the characteristics of respondents by age, education, language (mother tongue), gender, and region. Both weighted and unweighted data are presented.





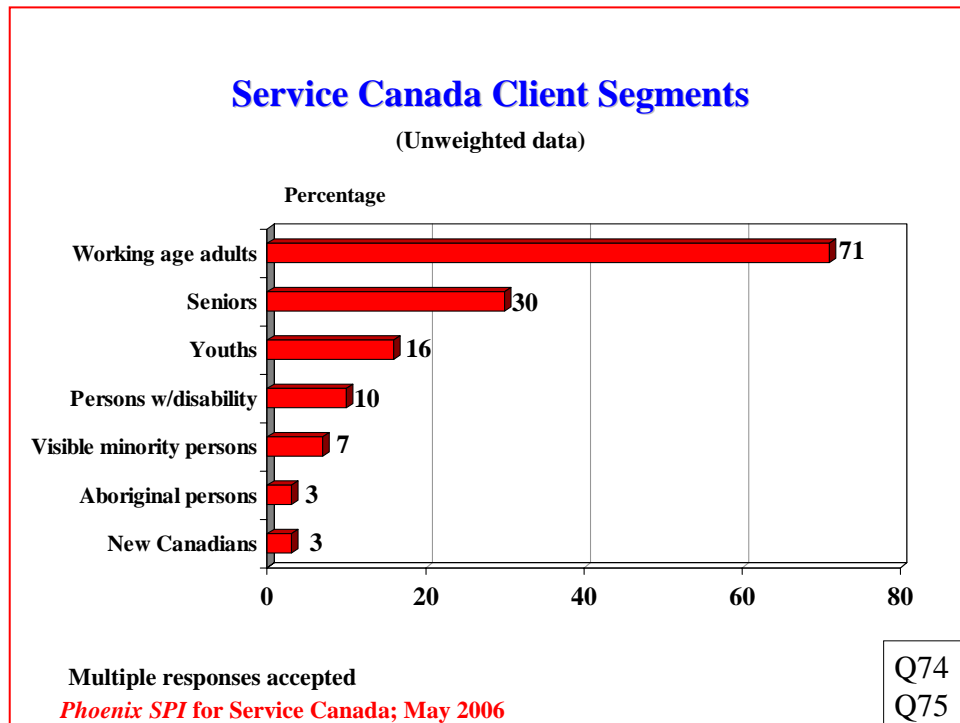


## CLIENT SEGMENTS

This section presents variations on key issues explored in the survey for different Service Canada client segments. The client segments included in this analysis, including the number of respondents in each group (identified in brackets) are:

- ❑ Aboriginal Canadians (N = 131)
- ❑ Persons with disabilities (N = 383)
- ❑ Members of visible minorities (N = 290)
- ❑ New Canadians (N = 109)
- ❑ Seniors (i.e. 60 or older) (N = 1,205)
- ❑ Youths (i.e. 18-30 years old) (N = 661)
- ❑ Working-age adults (N = 2,842)

The following graph presents the distribution of surveyed clients by client segment. Note that respondents could be in multiple client segment groups (e.g. someone can be a youth and a person with disabilities).



### Overview

On the whole, differences by client segments were neither pervasive nor wide. Differences that did manifest themselves tended to distinguish one or two groups from others, and tended to be related to behaviour or experiences more than perceptions. In terms of behaviour, for example, seniors were the most likely to have used a single channel to initiate contact during the past six months and to have made contact only once during this period. However, along with persons with disabilities, they were the most likely to have

Q74: Are you a member of any of the following groups?

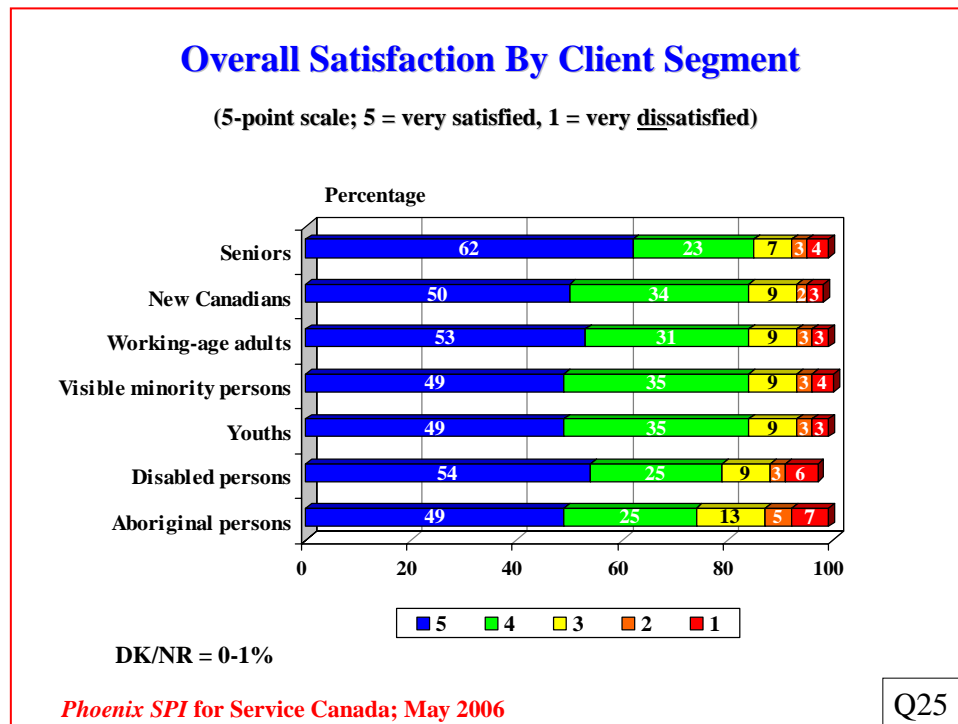
Q75: How long have you lived in Canada?

made contact regarding three or more programs/services. Perhaps not surprisingly, persons with disabilities and seniors were the most likely to have used the telephone to contact Service Canada, and seniors were the least likely to use both in-person service and the Internet. As might be expected, youth were the most likely to have used the Internet.

Levels of satisfaction with the overall quality of service were similarly high among most client groups, with the exception of persons with disabilities and Aboriginal Canadians. Seniors were most likely to provide *strongly* positive feedback in most service-related areas, while members of visible minorities were the least likely to do so. Along with Aboriginal Canadians, they were also the least likely to strongly agree that staff were courteous, gave them what they needed, and went the extra mile to get them what they needed. Aboriginal Canadians were least likely to attribute a positive impact to the new, one-stop model of service delivery represented by Service Canada.

**Satisfaction Across Client Segments Largely Consistent, Lower for Aboriginal Cdns.**

There were generally only minimal differences in terms of the levels of satisfaction with the overall quality of service received across the different client segments. Five of seven of the client segments have satisfaction levels of 84-85%. Only two were below this – persons with disabilities (79%) and Aboriginal Canadians (74%). Moreover, approximately half or more of the respondents in each group were *very* satisfied with the service received. Levels of dissatisfaction with the overall quality of service ranged from 5-12%, and only reached double digits for Aboriginal Canadians.

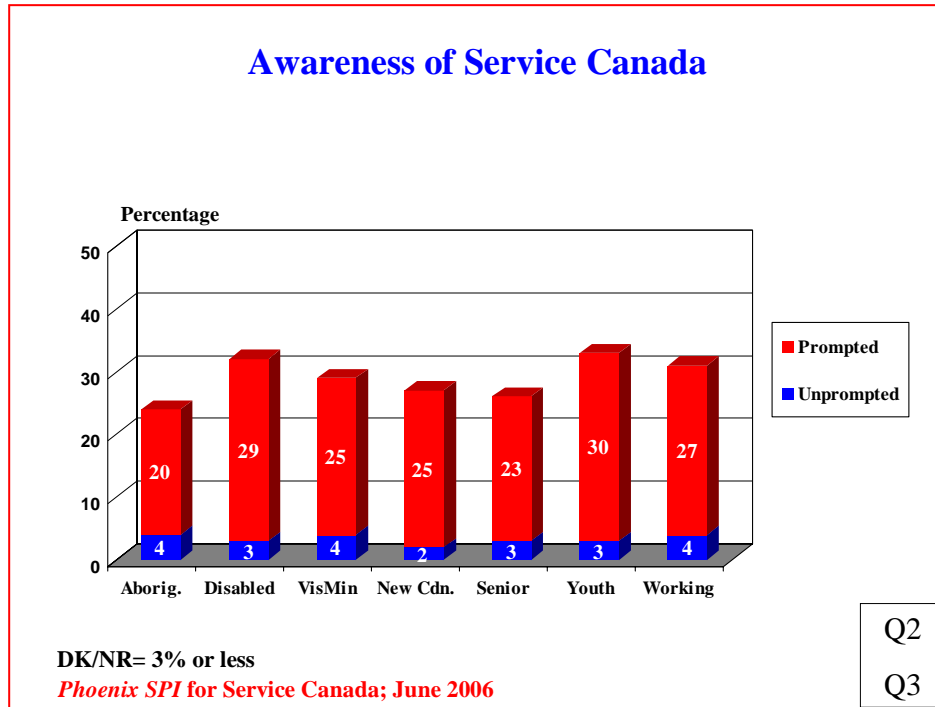


Q25: How satisfied were you with the overall quality of service you received from Service Canada related to.... [INSERT PROGRAM/SERVICE USED] during the last six months? Please use a 5-point scale, where '1' is very dissatisfied, and '5' is very satisfied, and '3' is neither satisfied nor dissatisfied.

**Variations in Other Key Areas**

Awareness of Service Canada

The following graph presents awareness of Service Canada by client segment. Awareness was highest among youth, disabled Canadians and working-age adults, and lowest among Aboriginal Canadians, new Canadians and seniors.



Q2  
 Q3

Reasons for Contacting Service Canada

Not surprisingly, certain client groups were more likely to contact Service Canada for certain services. For example, seniors were most likely to contact the government regarding a CPP Retirement pension, the OAS, and the GIS. Similarly, persons with disabilities were most likely to contact the government regarding CPP Disability. Youth and working-age adults were most likely to initiate contact regarding EI. Members of visible minorities and New Canadians were most likely to initiate contact regarding a SIN and a passport. Use of 1-800-O-Canada was highest among Aboriginal Canadians and persons with disabilities. Contact regarding Employment Programs/Assistance was very similar across all client groups (14-16%), with the exception of persons with disabilities (9%) and seniors (3%).

Q2: What is the name of that department?

Q3: Service Canada, created in September, 2005, has primary responsibility for providing services to Canadians on behalf of the Government of Canada. Have you heard of this organization?



Service Channels Used

Persons with disabilities and seniors were the most likely to use the telephone to contact Service Canada (69-73%), with members of most other client groups similarly likely to have done so (60-64% vs. 54% of New Canadians). New Canadians were most likely to contact Service Canada in person (65%). Members of visible minorities, youths, and working age adults were similarly likely to do so (43-47%). It was less likely to be used by Aboriginal Canadians and persons with disabilities (30-32%), and least likely to be used by seniors (24%). Seniors were also the least likely to use the Internet (16%), while youth were most likely to have done this (51%).

The following graph presents channel use by client segment:

**Service Channels Used  
Client Segments**

	Overall	Aborig.	Disabled	VisMins	New Cdns.	Seniors	Youth	Work-age Adults
Phone	63	60	73	64	54	69	61	64
Mail/fax	21	35	24	17	12	28	15	17
Email	9	10	8	8	9	6	9	11
In person	39	30	32	43	65	24	47	45
Website	38	34	24	41	42	16	51	46

**Multiple responses accepted**  
**DK/NR=5% or less**

*Phoenix SPI for Service Canada; June 2006*

Q8

Seniors were the most likely to be single-channel users (65%), although a majority of persons with disabilities, Aboriginal Canadians, and members of visible minorities were also single channel users (52-58%). The following graph presents the number of channels used by client segment:

Q8: During the last six months, in which of the following ways did you contact Service Canada? Please focus on contact with the government itself, not on service received through another organization delivering programs or services funded by the Government of Canada. How about [insert service channel]?

### Number of Service Channels (Past 6 months) Client Segments

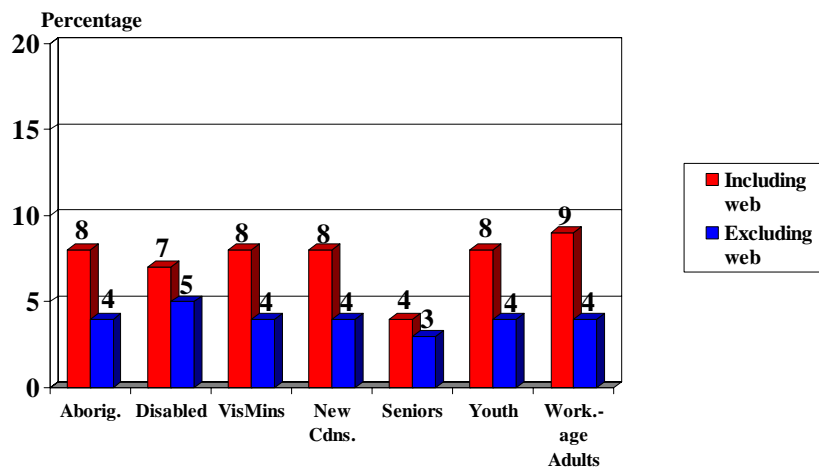
	One channel	Multiple channels
All clients	51%	49%
Working-Age Adults	46%	53%
Youth	47%	54%
Seniors	65%	34%
Disabled	58%	42%
Visible Minority	53%	47%
Aboriginal Canadians	52%	48%
New Canadians	47%	53%

Phoenix SPI for Service Canada; June 2006

Q8

In terms of the *average* number of contacts across all channels (both including and excluding the Internet), seniors were the most likely to have had fewer contacts with Service Canada during the previous six months. The frequency of contact among other client segments was quite similar.

### Average Number of Contacts with Service Canada (Past 6 months)



Phoenix SPI for Service Canada; June 2006

Q9

Q8: During the last six months, in which of the following ways did you contact Service Canada? Please focus on contact with the government itself, not on service received through another organization delivering programs or services funded by the Government of Canada. How about [insert service channel]?

Q9: How many times in the past six months did you [insert service channel]?

Number of Services Used

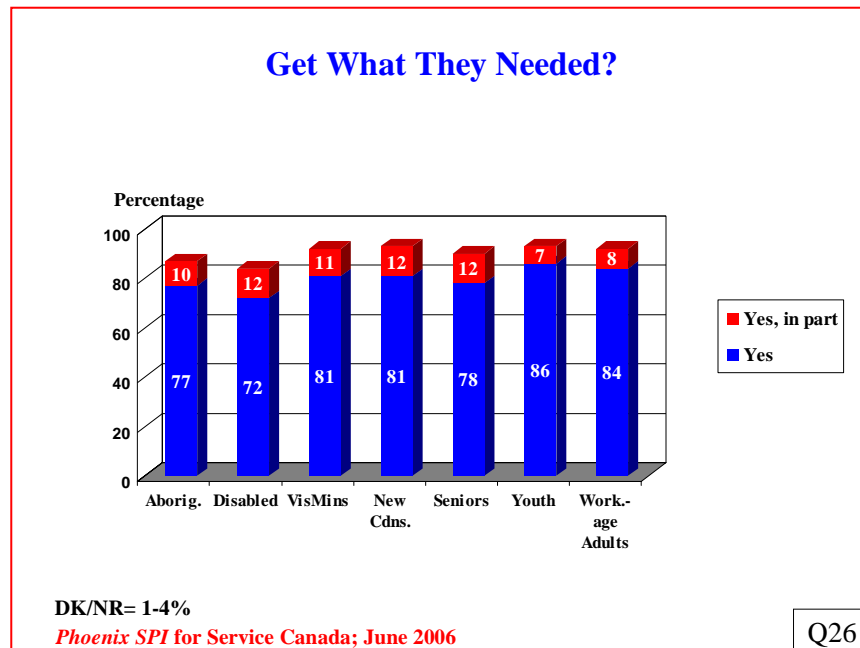
Youth were most likely to contact Service Canada regarding one service (63%), although so did a majority of working-age adults, Aboriginal Canadians and members of visible minorities. Persons with disabilities and seniors were most likely to make contact regarding three or more services (32-35% vs. 13-26% of others).

Perceptions of Service

Seniors were most likely to provide *strongly* positive feedback in 13 of 15 service-related areas. Differences in strongly positive perceptions between other client groups did not tend to be large (5-9% in most service-related areas). That said, members of visible minorities were least likely to provide strongly positive feedback in most of these areas (8 of 15). This included: being treated fairly, receiving information that is clear and easy to understand, being informed of everything they needed to do to receive the service, receiving consistent information/advice, knowing what to do in the event of a problem or question, confidence about personal information being kept confidential, satisfaction with the time it took to get service, and accessibility to service. Moreover, along with Aboriginal Canadians, they were least likely to strongly agree that staff were courteous, gave them what they needed, and went the extra mile to get them what they needed. Aboriginal Canadians were most likely to disagree that the information they received was clear and easy to understand, that they were informed of everything they needed to do to receive the service, and to have received consistent information or advice.

Received What They Needed

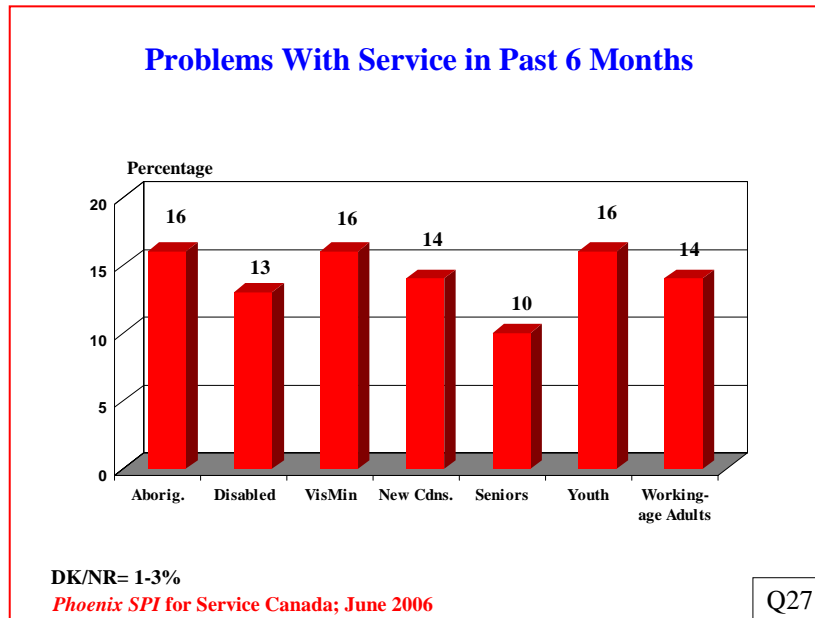
Disabled persons, followed by Aboriginal Canadians and seniors, were the least likely to say they received everything the needed.



Q26: In the end, did you get what you needed?

Problems with Service

The likelihood of encountering problems with service during the previous six months did not vary much by client segment (10-16%), and was lowest for seniors, and highest for Aboriginal Canadians, youth, and members of visible minorities.



Satisfaction With Specific Programs/Services

Client segments in which fewer than 50 individuals used a specific program/service were not included in the comparison. This resulted in the exclusion of 2-3 client groups for most services. EI is the only service for which the comparison includes members of all client groups. At the other extreme, results for CPP Disability include only two groups: persons with disabilities and working-age adults.

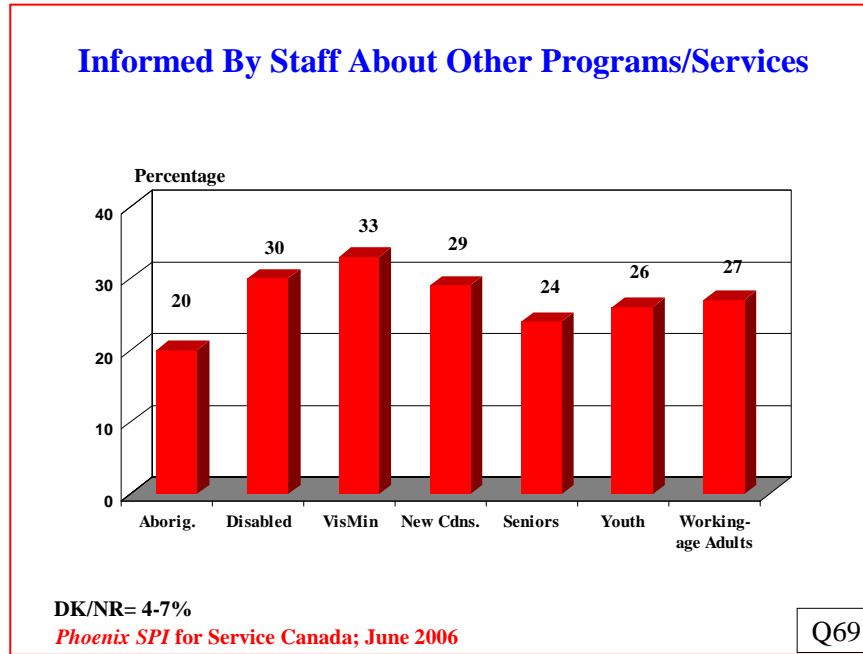
Satisfaction with service related to SIN was very high across groups (88% or higher), as was satisfaction with the quality of service received when calling 1-800-O-Canada (85% or higher). Satisfaction with the quality of service received in relation to EI also did not vary much across groups (74-80%). Satisfaction with the quality of service received for a CPP Retirement pension was similar across all groups (83-86%), with the exception of persons with disabilities (71%). Satisfaction with service related to the OAS was similar across all groups (84-88%), with the exception of working-age adults (79%). Youth and working-age adults were most likely to be satisfied with service related to Employment Programs/ Assistance (73-76% vs. 64-67% of New Canadians and members of visible minorities). Seniors and working-age adults were more satisfied with service related to a passport than youth and New Canadians (82-84% vs. 77%). Finally, working-age adults were more satisfied than persons with disabilities regarding service related to CPP Disability (78% vs. 72%).

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Q27: During the past six months, were there any problems with the service you received from Service Canada?

Perceived Impact of Service Model on Quality of Service

The following graph presents information about the degree to which different client segments were informed by Service Canada staff about other programs or services that might be of interest to them. This was done least often with respect to Aboriginal Canadians and seniors, and most often with respect to members of visible minorities, disabled Canadians and new Canadians.



The following client groups were more likely to attribute a positive impact to the new, one-stop model of service delivery represented by Service Canada: New Canadians, persons with disabilities, members of visible minorities, and seniors. A majority in each of these groups (53-58%) said the new approach to service delivery had a positive impact on the quality of service they received. Aboriginal Canadians were the least likely to think this (36%), and the most likely to see no impact on service quality (54%). Perceptions that the impact was negative varied little across client segments (4-8%).

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Q69: When you contacted Service Canada to obtain information or service during the past six months, did service staff inform you about any other programs, services or information that might be of value or use to you?

## PROGRAMS/SERVICES USED

This section explores differences based on the specific programs or services used by surveyed clients. The program/services are presented below, including the number of respondents in each group (identified in brackets):

- ❑ Canada Pension Plan Retirement Pension (CPP Retirement) (N = 597)
- ❑ Canada Pension Plan Disability Pension (CPP Disability) (N = 147)
- ❑ Employment Insurance (EI) (N = 1,660)
- ❑ Employment Programs/Assistance (N = 652)
- ❑ Old Age Security (OAS) (N = 678)
- ❑ Passport (N = 724)
- ❑ Social Insurance Number (SIN) (N = 639)
- ❑ Guaranteed Income Supplement (GIS) (N = 597)
- ❑ 1-800-O-Canada (N = 416)

When reviewing the results in this section of the report, it is important to keep in mind that the number of respondents rating each service varied widely, from a low of 147 for CPP Disability to a high of 1,660 for Employment Insurance.

### Overview

There were considerable differences in terms of awareness of Service Canada, the number of programs/services used, the type and number of channels used, as well as total number of contacts. There were also noteworthy differences in the extent to which problems were encountered (most often by Employment Programs/Assistance, EI and GIS clients), and in the extent to which clients were informed of other services/programs that might be of interest or use to them (GIS, SIN clients were informed of this least often, Employment Programs/Assistance and 1-800-O-Canada most often).

Clients who used the 1-800-O-Canada phone line were the most likely to provide positive feedback on service received from Service Canada. Along with users of EI, they were most likely to express satisfaction with the overall quality of service received. They were also most likely to provide strongly positive feedback on all 15 service-related issues, least likely to have encountered problems with service, and most likely to attribute a positive impact to the new model of service delivery represented by Service Canada. Conversely, clients who made contact regarding a CPP Disability pension were most likely to provide negative feedback on nearly all service-related issues (13 of 15 issues), although the differences were not usually very large.

**Relatively Widespread Satisfaction with Quality of Service Across All Service Lines**

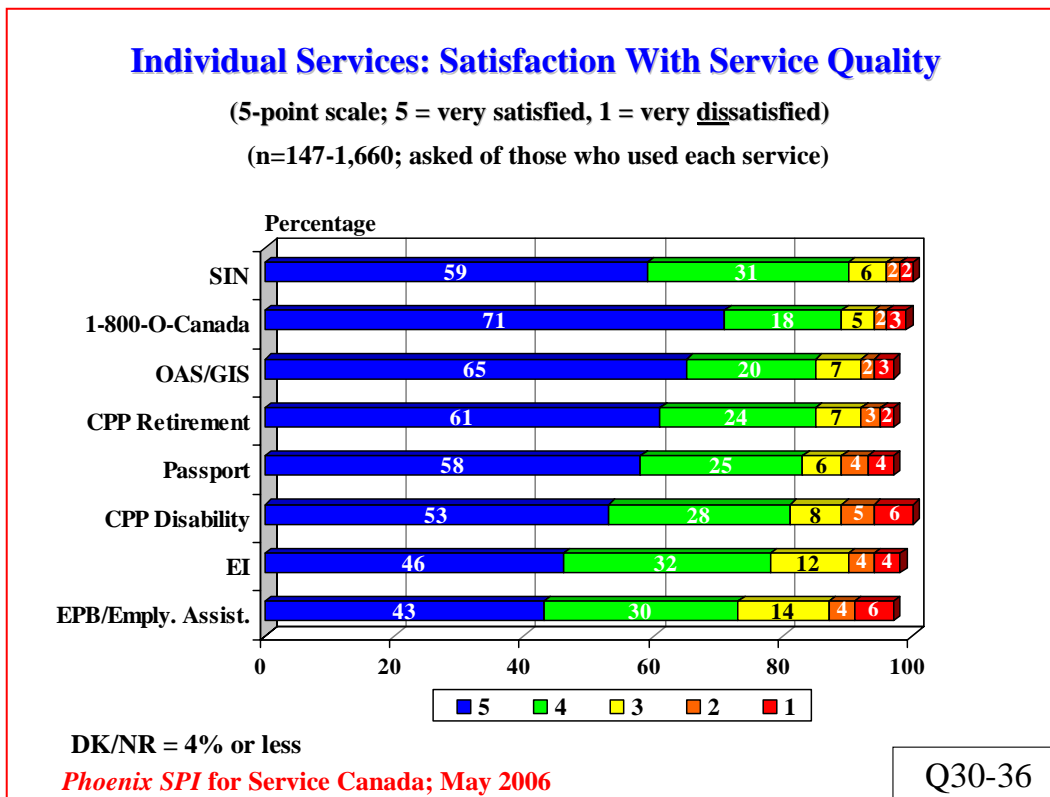
Clients who had accessed service related to more than one program or service during the previous six months were asked to rate their satisfaction with the overall quality of service received for each program/service accessed (5-point scale: 5 = very satisfied; 1 = very dissatisfied).

Approximately three-quarters or more of service users expressed satisfaction with the overall quality of service received from Service Canada for each of the programs/services included in this survey. Moreover, satisfaction was more likely to be strong than moderate for each service accessed.

Clients were most satisfied with service received related to a Social Insurance Number (90%), followed closely by 1-800-O-Canada (89%). There was also widespread satisfaction among those who contacted Service Canada for service related to Old Age Security and CPP Retirement pensions (85% each), a passport (83%), and CPP Disability (81%). Majorities of those who contacted Service Canada for each of these services expressed *strong* satisfaction with the overall quality of service received (53-71%).

Approximately three-quarters of those who contacted Service Canada regarding Employment Insurance (78%) and Employment Programs/Assistance (73%) expressed satisfaction with the overall quality of service received.

Dissatisfaction among users of these services was relatively limited, ranging from 4-11%.



Q30-36: You mentioned that you had been in contact with Service Canada for [insert service]. How satisfied were you with the overall quality of service you received during the last six months related to the Canada Pension Plan? Please use a 5-point scale, where '1' is very dissatisfied, and '5' is very satisfied, and '3' is neither satisfied nor dissatisfied.

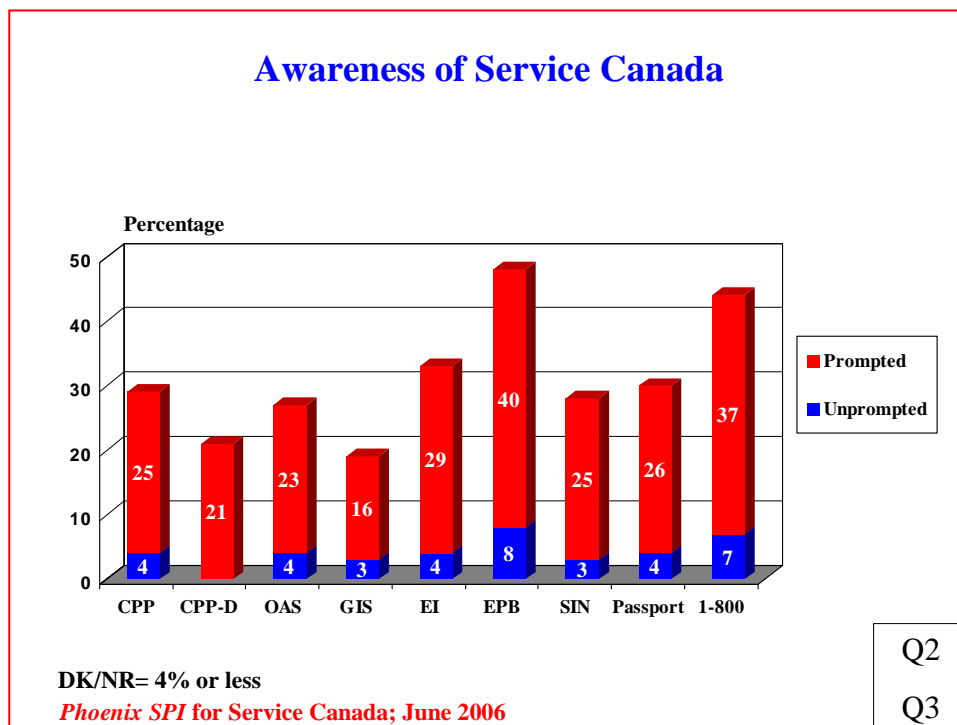
The following table presents the Common Measurements Tool index scores for each of these programs/services:

<b>Common Measurements Tool – Index Scores</b>		
<b>Program/Service</b>	<b>Mean Scores (out of 5)</b>	<b>CMT Index Score (out of 100)</b>
1-800-O-Canada	4.53	88.25
Old Age Security/ Guaranteed Income Supplement	4.47	86.75
Social Insurance Number	4.45	86.25
CPP Retirement	4.43	85.75
Passport	4.33	83.25
<b>Overall</b>	<b>4.31</b>	<b>82.75</b>
<b>CPP Disability</b>	<b>4.17</b>	<b>79.25</b>
<b>Employment Insurance</b>	<b>4.13</b>	<b>78.25</b>
<b>Employment Programs/ Assistance</b>	<b>4.03</b>	<b>75.75</b>

### Variations in Other Key Areas

#### Awareness of Service Canada

The following graph presents awareness of Service Canada by program/service used. As can be seen, awareness is highest among Employment Programs/Assistance and 1-800-O-Canada clients. It is lowest among GIS and CPP Disability clients.



Q2  
Q3

Q2: What is the name of that department?

Q3: Service Canada, created in September 2005, has primary responsibility for providing services to Canadians on behalf of the Government of Canada. Have you heard of this organization?



Reasons for Contacting Service Canada

The following table presents the number of different program or services used by type of service/ program. As can be seen, clients who obtained service related to a CPP Retirement pension, EPB/ Employment Assistance or a passport were the most likely to have used other programs or services.

**Number of Different Programs/Services**

	One service	Multiple services
<b>All clients</b>	<b>53%</b>	<b>47%</b>
<b>CPP</b>	<b>13%</b>	<b>87%</b>
<b>CPP-Disability</b>	<b>70%</b>	<b>30%</b>
<b>OAS</b>	<b>22%</b>	<b>78%</b>
<b>GIS</b>	<b>26%</b>	<b>74%</b>
<b>EI</b>	<b>59%</b>	<b>41%</b>
<b>EPB</b>	<b>12%</b>	<b>88%</b>
<b>SIN</b>	<b>43%</b>	<b>57%</b>
<b>Passport</b>	<b>15%</b>	<b>85%</b>
<b>1-800-O-Canada</b>	<b>44%</b>	<b>56%</b>

*Phoenix SPI for Service Canada; June 2006*

Q6

Service Channels Used

Leaving aside those who used the 1-800-O-Canada phone line, respondents who contacted Service Canada regarding a CPP Retirement pension and a CPP Disability pension were most likely to have used the telephone (74-79%). That said, a majority of those who made contact for each of the other services also used the phone, with the exception of those who made contact about a SIN (48%). Those who contacted Service Canada about a SIN were most likely to have done so in-person (64%). In-person contact was also used by a majority of those who made contact regarding a passport and Employment Programs/Assistance. The Internet was most likely to be used by those making contact about EI and Employment Programs/Assistance services (55-57%). Mail and fax were most likely to be used by those making contact about CPP, the OAS, and the GIS (33-34%). Email

**Service Channels Used Programs/Services**

	Overall	CPP	CPP-D	OAS	GIS	EI	EPB	SIN	Pass.	1-800
<b>Phone</b>	63	<b>74</b>	<b>79</b>	67	<b>70</b>	64	67	48	60	<b>97</b>
<b>Mail/fax</b>	21	<b>33</b>	27	<b>34</b>	<b>34</b>	15	19	25	28	8
<b>Email</b>	9	8	6	5	6	<b>14</b>	<b>20</b>	9	<b>13</b>	8
<b>In person</b>	39	29	17	23	27	<b>47</b>	<b>53</b>	<b>64</b>	<b>54</b>	11
<b>Website</b>	38	26	19	18	9	<b>55</b>	<b>57</b>	42	46	28

**Multiple responses accepted  
DK/NR=6% or less**

*Phoenix SPI for Service Canada; June 2006*

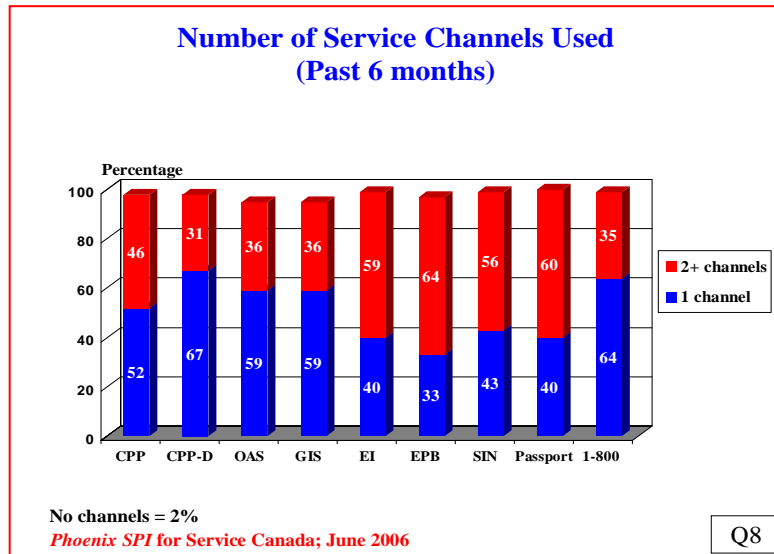
Q8

Q6: Did your contact concern any of the following programs or services?

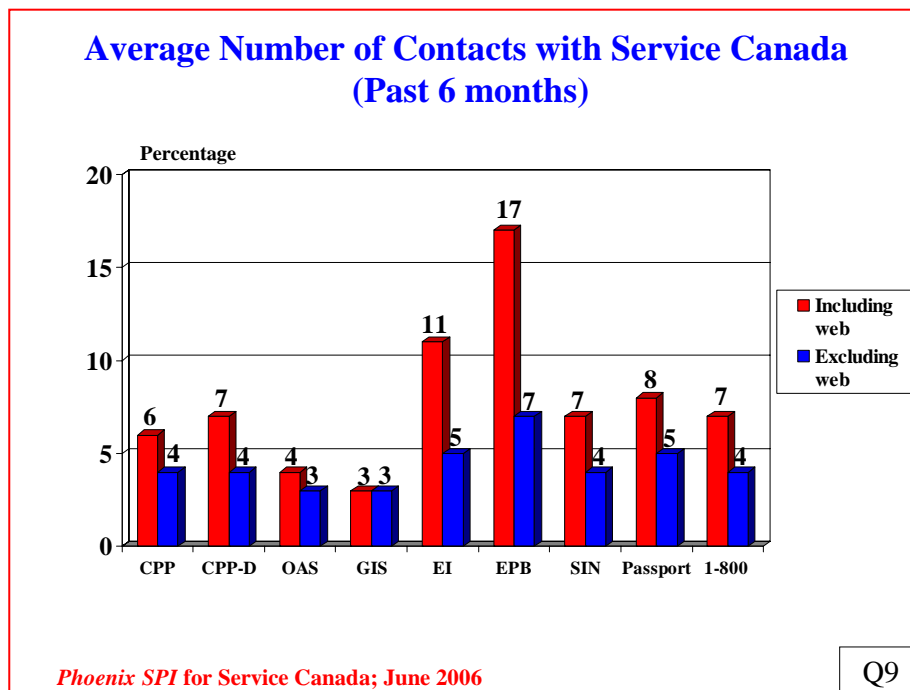
Q8: During the last six months, in which of the following ways did you contact Service Canada? Please focus on contact with the government itself, not on service received through another organization delivering programs or services funded by the Government of Canada. How about [insert service channel]?

was most likely to be used by those making contact regarding Employment Programs/Assistance (20%).

The following graph presents the number of channels used by program/service. Single channel use was most common among CPP Disability and 1-800-O-Canada clients, and lowest for EI, Employment Programs/Assistance, and passport clients.



In terms of *average* number of contacts with Service Canada across all channels (both including and excluding web contact), EI and Employment Programs/Assistance clients were the most likely to have numerous contacts, particularly when website visits are included\*. CPP, OAS and GIS clients are at the lower end of the spectrum.



\* Average number of contacts have been rounded to closest full number.

Q8: During the last six months, in which of the following ways did you contact Service Canada? Please focus on contact with the government itself, not on service received through another organization delivering programs or services funded by the Government of Canada. How about [insert service channel]?

Q9: How many times in the past six months did you [insert service channel]?

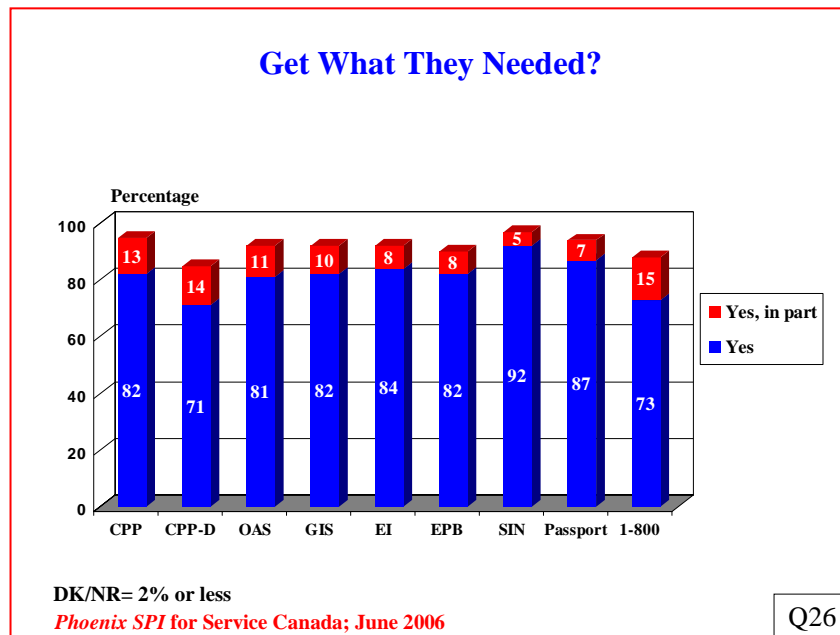
Perceptions of Service

Respondents who used the 1-800-O-Canada phone line were most likely to provide strongly positive feedback on all 15 service-related issues. The difference in strongly positive feedback between users of 1-800-O-Canada and those who contacted Service Canada for other services were widest regarding perceived courteousness of staff (84% vs. 57-67% of others), responsiveness to needs (75% vs. 50-62% of others), perceived knowledge and competence of staff (72% vs. 50-59% of others), being treated fairly (79% vs. 58-67% of others), and the perception that staff went the extra mile to get them what they needed (66% vs. 40-54% of others). Excluding users of 1-800-O-Canada, differences in strongly positive feedback between respondents who initiated contact for other services ranged from 7-15% across the various service-related issues. The difference was widest regarding the amount of time it took to get service.

On 13 of 15 issues, those who made contact regarding a CPP Disability pension were most likely to provide negative feedback. The only exceptions were the clarity/ease of understanding of information and the courteousness of staff. Negative feedback among those who made contact regarding a CPP Disability pension was most likely to stand out in relation to confidence that any personal information provided would be kept confidential (14% vs. 4-7% of others), the amount of time it took to get service (22% vs. 18% or fewer of others), and accessibility to service (13% vs. 5-9% of others).

Received What They Needed

CPP Disability and 1-800-O-Canada clients were the least likely to say they received everything they needed, while SIN and Passport clients were the most likely to say they got what they needed.

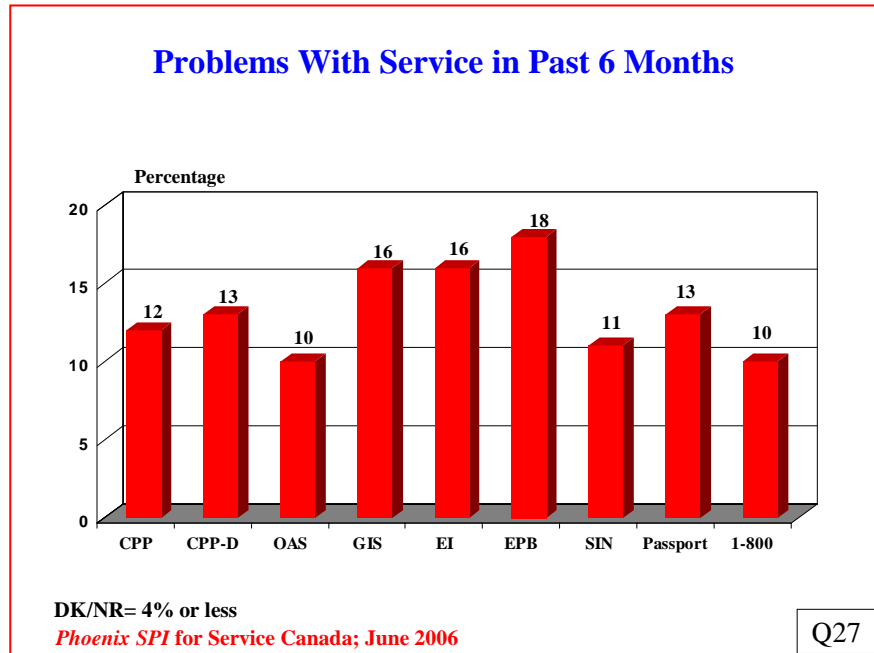


Q26

Q26: In the end, did you get what you needed?

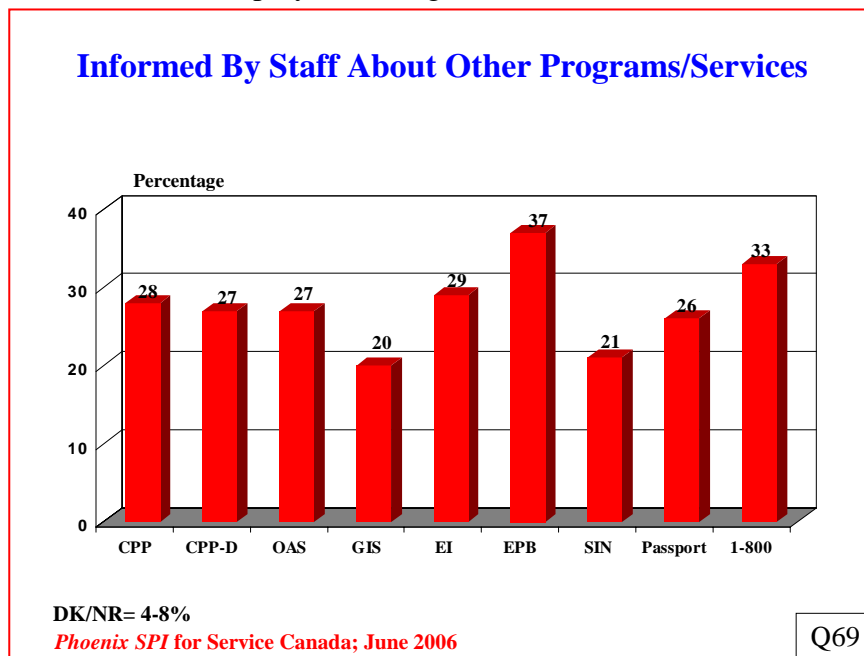
Problems with Service

The likelihood of encountering problems with service during the past six months ranged from a high of 18% of those who made contact regarding Employment Programs/Assistance to a low of 10% of OAS clients and those who called 1-800-O-Canada.



Perceived Impact of Service Model on Quality of Service

The following graph presents information about the degree to which clients of different programs or services were informed by Service Canada staff about other programs or services that might be of interest to them. This was done least often for GIS and SIN clients, and most often for Employment Programs/Assistance and 1-800-O-Canada clients.



Q27: During the past six months, were there any problems with the service you received from Service Canada?

Q69: When you contacted Service Canada to obtain information or service during the past six months, did service staff inform you about any other programs, services or information that might be of value or use to you?

Users of 1-800-O-Canada were most likely to attribute a positive impact to the new model of service delivery represented by Service Canada (71%). A majority (51-57%) of those who contacted Service Canada for the following also attributed a positive impact to the new model: Employment Programs/Assistance, a CPP Retirement pension, the OAS, the GIS, and a passport. Those who contacted Service Canada for a CPP Disability pension were least likely to think this (42%). Perceptions that the impact is negative varied little across client groups (3-7%).

## DEMOGRAPHIC VARIATIONS

This section presents demographic differences for key issues explored in the survey. This includes variations based on gender, language, education, and region. For the purposes of this analysis, demographic characteristics have been grouped as follows (the number of respondents in each group is identified in brackets):

### Gender

- Male (N = 1,709)
- Female (N = 2,314)

### Language (mother tongue):

- Anglophone (N = 2,579)
- Francophone (N = 822)
- Other (Allophones) (N = 565)

### Education:

- High school education or less (N = 1,693)
- Some post-secondary education (N = 538)
- Post-secondary graduate (N = 1,757)

### Region:

- Atlantic (N = 529)
- Quebec (N = 678)
- Ontario (N = 1,539)
- Prairies (N = 640)
- B.C. (N = 590)

## Overview

Differences were most evident in relation to education, language and region. Moreover, while patterns were evident within each of these subgroups, they tended to pertain to specific issues rather than applying generally. By contrast, gender-based differences tended to be small both in relation to behaviour and perceptions of service.

Differences based on education were more evident regarding behaviour than perceptions. The likelihood of initiating contact regarding EI increased noticeably with education, while contact regarding OAS and CPP Retirement decreased as education increased. Use of the Internet to contact Service Canada increased noticeably with education. Those with more education were most likely to be multiple channel users and to have had multiple contacts. By contrast, differences in overall satisfaction with service were small, as were differences in satisfaction with specific services. While strongly positive feedback on 13 of 15 aspects of service decreased as education increased, the decline was relatively small in most areas (6-9% range).

Francophones were most likely to have limited interaction with Service Canada. They were most likely to have used a single channel, initiated a single contact, and initiated contact regarding a single service. Differences in overall satisfaction with service were small, but differences regarding specific aspects of service followed a consistent pattern. On 14 of 15 service-related issues, Francophones were most likely to be strongly positive, followed in each instance by Anglophones, then Allophones. The differences were widest in five areas: knowledge and competence of staff, fair treatment, staff courteousness, being informed of everything that needed to be done to receive service and knowing what to do in the event of a problem or question. Despite this, Allophones were most likely to attribute a positive impact on quality of service to the new service model represented by Service Canada.

Regional differences in behaviour were sometimes wide but followed no distinct pattern. That said, clients from Quebec were most likely to have used a single channel and to have contacted Service Canada only once. Differences in overall satisfaction with service were small. As well, differences regarding most aspects of service did not tend to be large (9-15% across regions), though they did follow a pattern. On most issues, strongly positive feedback was highest in Quebec, followed by the Atlantic region, and lowest in Ontario.

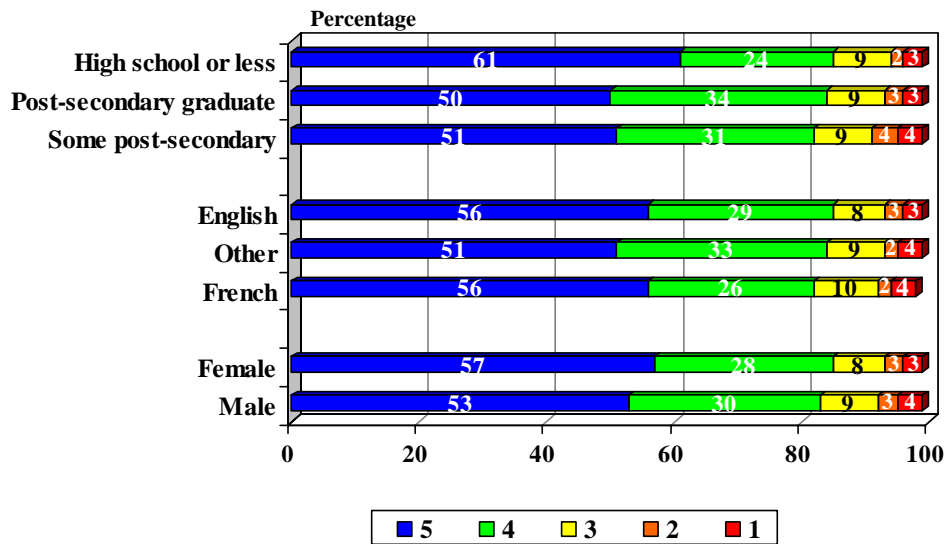
### **Minimal Differences in Overall Satisfaction Across Demographic Groups & Regions**

There were minimal differences in the levels of satisfaction with the overall quality of service received across the different demographic groups and regions of the country. Men and women were almost equally likely to express satisfaction with the overall quality of service received from Service Canada during the previous six months (83-85%). As well, satisfaction was similar across all linguistic groups (82-85%), although Francophones and Anglophones were more likely to express *strong* satisfaction (56% each vs. 51% of Others). In terms of education, overall satisfaction levels were similar (82-85%), although those with less formal education were more likely to express strong satisfaction (61% vs. 50-51% of others). Satisfaction was also similar across all regions (83-86%). When it came to expressions of strong satisfaction, however, the differences were more pronounced, ranging from 60% in the Atlantic region to 52% in Ontario.

Levels of dissatisfaction with the overall quality of service ranged from 5-8%.

### Overall Satisfaction by Demographics

(5-point scale; 5 = very satisfied, 1 = very dissatisfied)

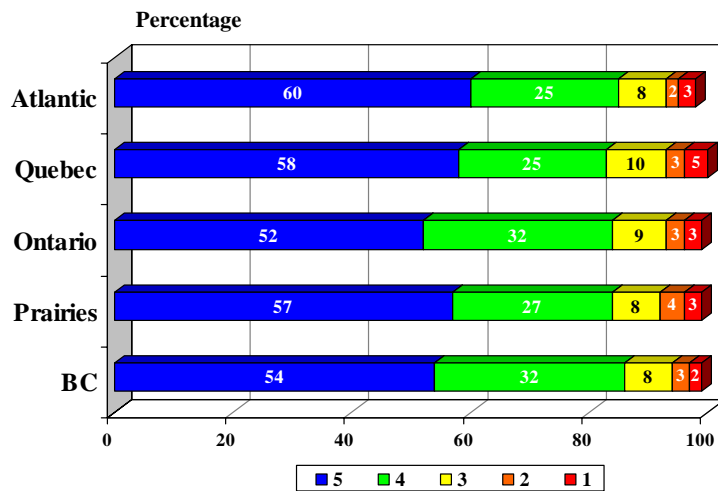


Phoenix SPI for Service Canada; May 2006

Q25

### Overall Satisfaction By Region

(5-point scale; 5 = very satisfied, 1 = very dissatisfied)



DK/NR = 0-2%

Phoenix SPI for Service Canada; May 2006

Q25

Q25: How satisfied were you with the overall quality of service you received from Service Canada related to [insert program/service] during the last six months?



## **Variations in Other Key Areas**

### **Gender**

#### Reasons for Contacting Service Canada

Men were more likely to contact Service Canada regarding EI (47% vs. 41%), while women were more likely to contact it regarding a SIN (26% vs. 19%). Women were also more likely to use the 1-800-O-Canada phone line (26% vs. 21%).

#### Service Channels Used

Men and women were similarly likely to use the various service channels to contact Service Canada during the past six months. Men and women did not differ in the number of channels used to contact Service Canada, nor did they differ to any extent in terms of total number of contacts across all channels (including the Internet).

#### Number of Services Used

There was very little difference between men and women regarding the number of services for which they contacted Service Canada.

#### Perceptions of Service

While women were more likely to provide strongly positive feedback for all 15 service-related issues, differences tended to be small (most often not exceeding 4%). The exceptions included responsiveness of staff to needs (59% vs. 54%), receiving consistent information or advice (55% vs. 49%), and confidence that any personal information provided would remain confidential (58% vs. 52%). Men and women were almost equally likely to provide negative feedback regarding each aspect of service.

#### Problems with Service

Men and women were equally likely to encounter problems with service during the past six months.

#### Satisfaction With Specific Programs/Services

Men and women were similarly likely to express satisfaction with the overall quality of service received for most services, with one exception: men were more likely to express satisfaction with service related to a CPP Retirement pension (89% vs. 81%). Differences regarding other services did not exceed 4%.

#### Perceived Impact of Service Model on Quality of Service

Men and women expressed similar views regarding the perceived impact of the new model of service delivery represented by Service Canada.

## **Language**

### Reasons for Contacting Service Canada

Anglophones and those whose mother tongue is not English or French were more likely to contact Service Canada regarding a CPP Retirement pension (16-19% vs. 12% of Francophones). They were also more likely to have called 1-800-O-Canada (26-28% vs. 17% of Francophones). Those whose mother tongue is not English or French were the most likely to make contact regarding Employment Programs/Assistance, a passport, and a SIN.

### Service Channels Used

Respondents, regardless of language, were similarly likely to have used the phone, mail/fax, and email to communicate with Service Canada. Those whose mother tongue is not English or French were most likely to have used in-person contact (46% vs. 40% of Anglophones and 33% of Francophones), while Anglophones and Allophones were most likely to have used the Internet (37-39% vs. 33% of Francophones).

A majority of Francophones and Allophones used a single channel to contact Service Canada during the past six months (54-60% vs. 49% of Anglophones). Anglophones were most likely to be multiple channel users (22% using 3 channels or more vs. 17% of Allophones and 13% of Francophones).

In terms of total contacts across all channels, Francophones were most likely to have made only one contact (30% vs. 24% of others). Anglophones were most likely to have made contact four times or more (51% vs. 47% of Allophones and 42% of Francophones).

### Number of Services Used

Francophones were noticeably more likely to have contacted Service Canada regarding a single service during the past six months (66% vs. 47-50% of others). Allophones were most likely to have initiated contact regarding three or more services (26% vs. 21% of Anglophones and 13% of Francophones).

### Perceptions of Service

Respondents, regardless of language, were similarly likely to strongly agree that they were confident that any information they provided would remain confidential (53-56%). However, regarding the other 14 service-related issues, Francophones were always most likely to provide strongly positive feedback, followed by Anglophones then Allophones. The differences in strongly positive feedback were widest regarding the following:

- The perceived knowledge and competence of staff (from 63% of Francophones to 50% of Allophones).
- Fair treatment (from 73-58%).
- Staff courteousness (from 70-54%).
- Being informed of everything that needed to be done to receive service (from 65-54%).
- Knowing what to do in the event of a problem or question (from 57-46%).

Within this same pattern, Francophones and Anglophones were more likely to strongly agree that they received service in the official language of choice (86-88% vs. 76% of Allophones) and consistent information or advice (54-57% vs. 43% of Allophones).

### Problems with Service

The likelihood of encountering problems with service during the previous six months did not vary by language.

### Satisfaction With Specific Programs/Services

Respondents, regardless of language, were similarly likely to express satisfaction with the overall quality of service related to EI (78-81%), though Francophones were most likely to express *strong* satisfaction (51% vs. 43-45% of others). Anglophone and Allophones expressed similar levels of satisfaction with service related to a CPP Retirement pension (84-86%). Francophones were not included in the latter comparison due to the small number who contacted Service Canada for this (n = 42). Satisfaction regarding other services varied. Satisfaction with service related to Employment Programs/Assistance varied widely (from 86% of Francophones, to 73% of Anglophones to 62% of Allophones). Francophones and Anglophones were more likely to express satisfaction with service related to a passport (83-86% vs. 76% of Allophones), and slightly more likely to express satisfaction with 1-800-O-Canada (90% each vs. 86% of Allophones). Anglophones were most likely to express satisfaction regarding OAS (88%) and a SIN (92%).

### Perceived Impact of Service Model on Quality of Service

Allophones were somewhat more likely to attribute a positive impact on quality of service to the new model of service delivery represented by Service Canada (61% vs. 48% of Francophones and Anglophones). Francophones and Anglophones were most likely to attribute no impact on quality of service to the service delivery model (39-41% vs. 24% of Allophones).

## **Education**

### Reasons for Contacting Service Canada

The likelihood of contacting Service Canada regarding EI increased with education (from 36-51%), while the likelihood of contacting it regarding the OAS and CPP Retirement decreased with education (from 23-14% for the OAS, and 21-13% for a CPP Retirement pension). Those with less formal education (i.e. high school or less) were most likely to initiate contact regarding the GIS (17% vs. 11% of others).

### Service Channels Used

Respondents, regardless of level of education, were similarly likely to have used the phone, mail/fax, and email to communicate with Service Canada, though the use of email increased slightly with education (from 7-12%). Use of the Internet increased much more

noticeably with education (from 26-49%), and those with the most formal education were the most likely to have visited an office (43% vs. 36-37% of others).

The likelihood of having used a single channel to contact Service Canada during the past six months was highest among those with less formal education and decreased as level of education increased (from 61-44%). Those with more formal education (i.e. at least some post-secondary education) were more likely to be multiple channel users (23-24% using 3 channels or more vs. 13% of those with high school education or less).

Those with less formal education were most likely to have made only one contact during the past six months (31% vs. 21-22% of others). Those with more formal education were most likely to have made contact four times or more (53-55% vs. 40% of those with high school or less).

#### Number of Services Used

There was little difference by education regarding the number of services for which respondents contacted Service Canada.

#### Perceptions of Service

For 13 of 15 service-related issues, *strong* satisfaction decreased as education increased. In most areas, the decline in strongly positive feedback was moderate (6-9% range). The exceptions related to satisfaction with the amount of time it took to get service (from 55% of those with high school education or less to 44% of post-secondary graduates) and the clarity of explanations relating to decisions (from 58-48%). Those with less formal education were also most likely to strongly agree that the information they received was clear and easy to understand (61% vs. 51-53% of others).

#### Problems with Service

Those with more formal education were slightly more likely to encounter problems with service (14-15% vs. 10% of those with high school education or less).

#### Satisfaction With Specific Programs/Services

Respondents, regardless of education, were similarly likely to express satisfaction with the overall quality of service related to 1-800-O-Canada, EI, and SIN. As well, differences in satisfaction with service related to CPP Retirement, passport, and Employment Programs/Assistance were relatively small. Satisfaction with service related to the OAS was highest among those with less formal education (89% vs. 81-83% of others).

#### Perceived Impact of Service Model on Quality of Service

Differences in perceptions of the perceived impact on service of the new model of service delivery represented by Service Canada were small.

## **Region**

### Reasons for Contacting Service Canada

Not surprisingly, clients from Quebec were least likely to have contacted Service Canada regarding CPP Retirement (11% vs. 17-21% elsewhere). They were also least likely to have called 1-800-O-Canada (17% vs. 24-31% elsewhere). Clients from the Atlantic region were somewhat more likely to have made contact regarding EI (62% vs. 34-49% elsewhere). Ontario clients were most likely to have initiated contact regarding SIN (30%).

### Service Channels Used

Use of the phone to communicate with Service Canada ranged from a high of 70% in the Atlantic region to a low of 59% in Ontario. Use of the Internet ranged from a high of 42% in Ontario to 30% in Quebec. Differences in the use of other channels were relatively small (not exceeding 9% across regions).

Clients from Quebec were the most likely to have used a single channel to contact Service Canada during the previous six months (61% vs. 47-52% elsewhere). Use of multiple channels (i.e. three or more) was similar in all regions (19-22%) except Quebec (12%).

Only in the Atlantic region did a majority (54%) make contact with Service Canada four times or more. The number of clients in other regions to have contacted Service Canada this frequently ranged from 42-49%.

### Number of Services Used

In addition to being most likely to have used a single channel to contact Service Canada, Quebec clients were also most likely to have initiated contact regarding a single service (65% vs. 47-52% elsewhere). The likelihood of having made contact regarding three or more services was relatively similar in all regions (21-23%) except Quebec (13%).

### Perceptions of Service

Differences across regions in strongly positive feedback on service-related issues ranged from 9-15%. On most issues (11 out of 15), strongly positive feedback was highest in Quebec, followed by the Atlantic region. These included the following:

- Knowledge and competence of staff
- Staff responsiveness
- Fair treatment
- Service in official language of choice
- Clarity and ease of understanding of information
- Staff courteousness
- Being informed of everything that had to be done to receive service
- Receiving assistance or being guided to those who could provide it
- Receiving consistent information or advice
- Understanding what to do in the event of a problem or question
- Clarity in explanation of decisions.

Moreover, in most of these areas (8 out of 11) strongly positive feedback was lowest in Ontario.

Clients from the Atlantic region and Quebec were also most likely to strongly agree that staff went the extra mile to give them what they needed (50-52% vs. 41-46% elsewhere), and that they were satisfied with accessibility of service (60-61% vs. 53-55% elsewhere). Clients in all regions except Ontario and the Prairies were similarly likely to strongly agree that they were satisfied with the amount of time it took to get service (53-54% vs. 46% of those in Ontario and the Prairies).

### Problems with Service

The likelihood of encountering problems with service during the past six months was similar across regions (11-14%).

### Satisfaction With Specific Programs/Services

When interpreting the following results it is important to keep in mind that respondents from Quebec are not included in the comparison for satisfaction with service related to CPP Retirement and Employment Programs/Assistance (due to the small number of eligible respondents from that province). For the same reason, clients from the Atlantic region are not included in the comparison for satisfaction with service related to SIN and 1-800-O-Canada.

Clients, regardless of region, were similarly likely to express satisfaction with the overall quality of service related to 1-800-O-Canada. Beyond that, there were regional differences, with clients from the Atlantic region most likely to express satisfaction with all but one service. This included service related to:

- CPP Retirement (95% vs. 81-85% elsewhere).
- OAS (94% vs. 79-87% elsewhere).
- Employment Programs/Assistance (75% vs. 68-72% elsewhere).
- EI (84% vs. 75-81% elsewhere).
- Passport (89% vs. 82-83% elsewhere).

Satisfaction with service related to SIN was similarly high in all regions (90-94%) except Quebec (83%).

### Perceived Impact of Service Model on Quality of Service

Regional differences in perceptions of the impact of the new model of service delivery represented by Service Canada were relatively small. A majority of clients in the Atlantic region and Ontario said the impact was positive (52-54%), compared to 47-49% elsewhere.

**APPENDIX**