Institute for Citizen-Centred Service and the Common Measurements Tool

Vicki Morrison
Treasury Board Secretariat
Ottawa – October 2007

Overview

- **The Institute for Citizen-Centred Research**

- **ICCS Research**

- **What is the CMT?**

- **Benchmarking CMT Results**

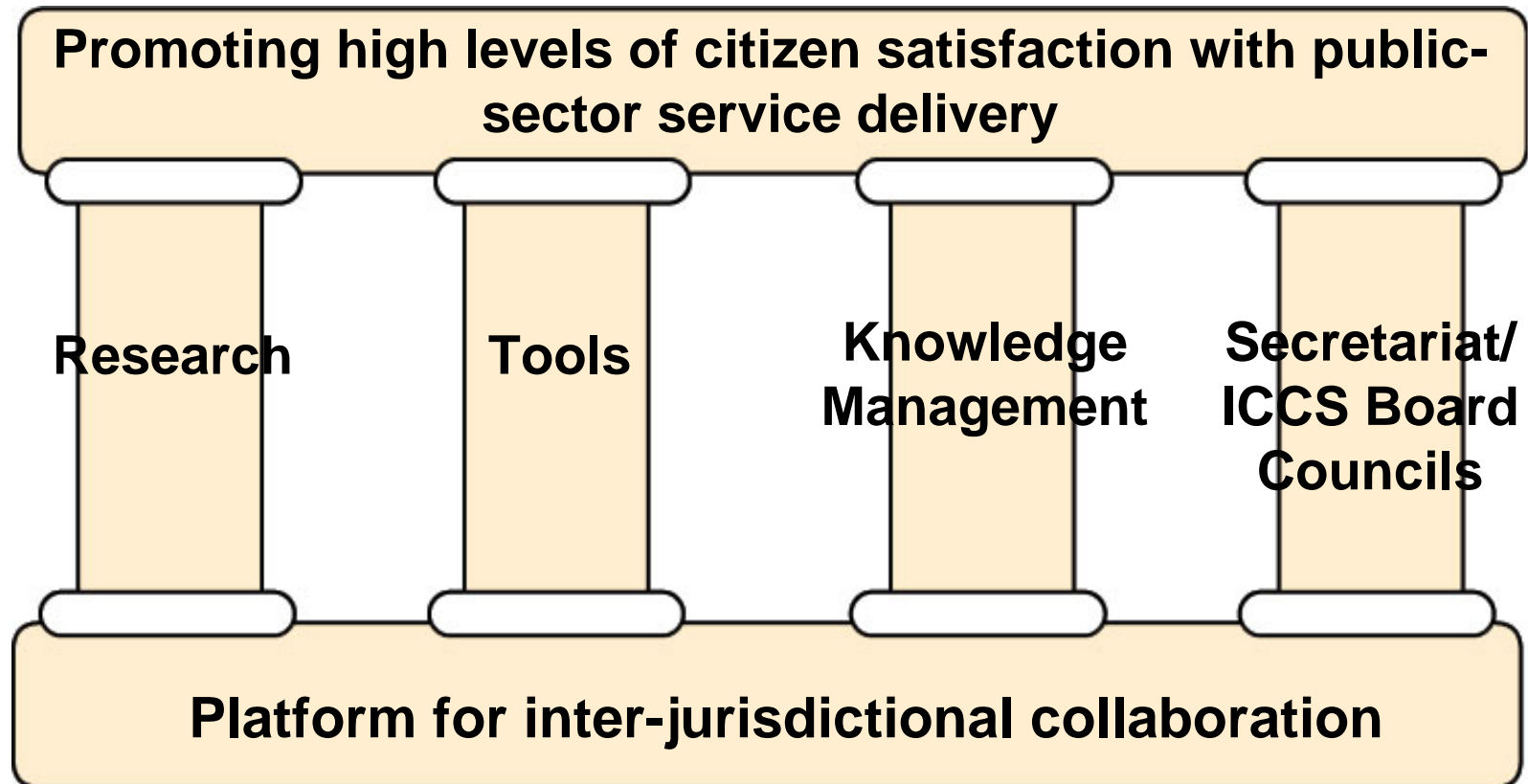- **Research into Action: Using the CMT**

What is citizen-centred service?

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

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

3

The Institute for Citizen-Centred Service

Promoting high levels of citizen satisfaction with public-sector service delivery

Research

Tools

Knowledge Management

Secretariat/ ICCS Board Councils

Platform for inter-jurisdictional collaboration

4

Our Formula
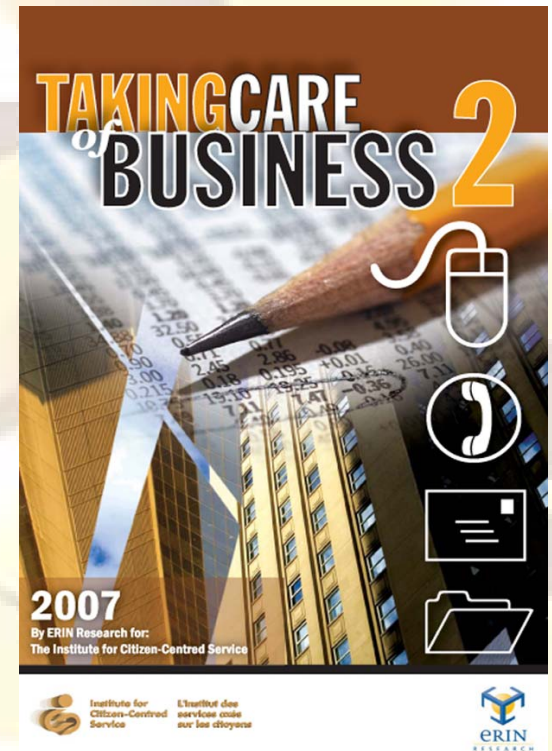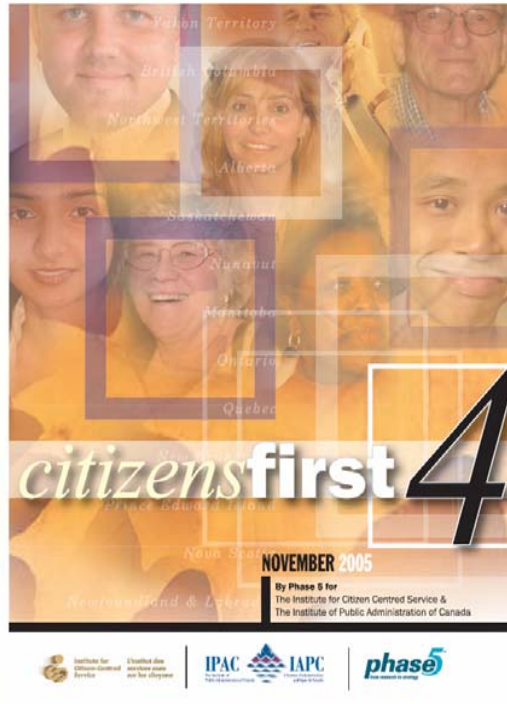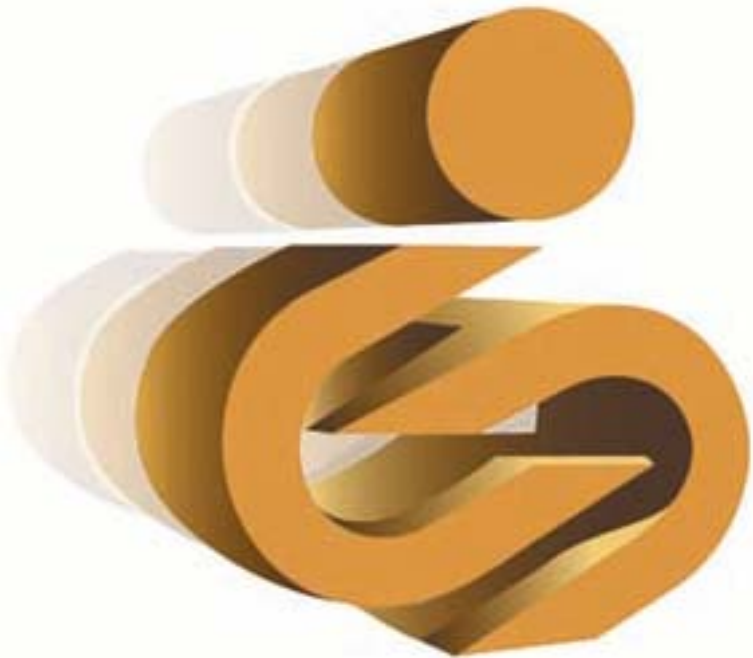
Collaboration = Success

The ICCS is a collaborative venture engaging all levels of government and all regions of Canada.

ICCS Performance

- **Managing Inter-Governmental Research**
    - Citizens First series since 1998
    - Taking Care of Business
    - Telephony Action Research Project

- **Common Measurements Tool**
    - Universally applicable survey tool
    - Benchmarking Database

- **Gathering, Preserving and Disseminating Knowledge and Innovative Practices**
    - Website, learning events, curriculum, newsletter
    - Intergovernmental networks and councils

- **Building Capacity**
   - Collaboration, Focus, Continuity

6

ICCS Research

ICCS syndicated collaborative research

- Reaches across all levels of the public sector

- Baseline and trend information to guide service improvement

- Includes 4 iterations of Citizens First, 2 iterations of Taking Care of Business, the Telephony Action Research Project etc.

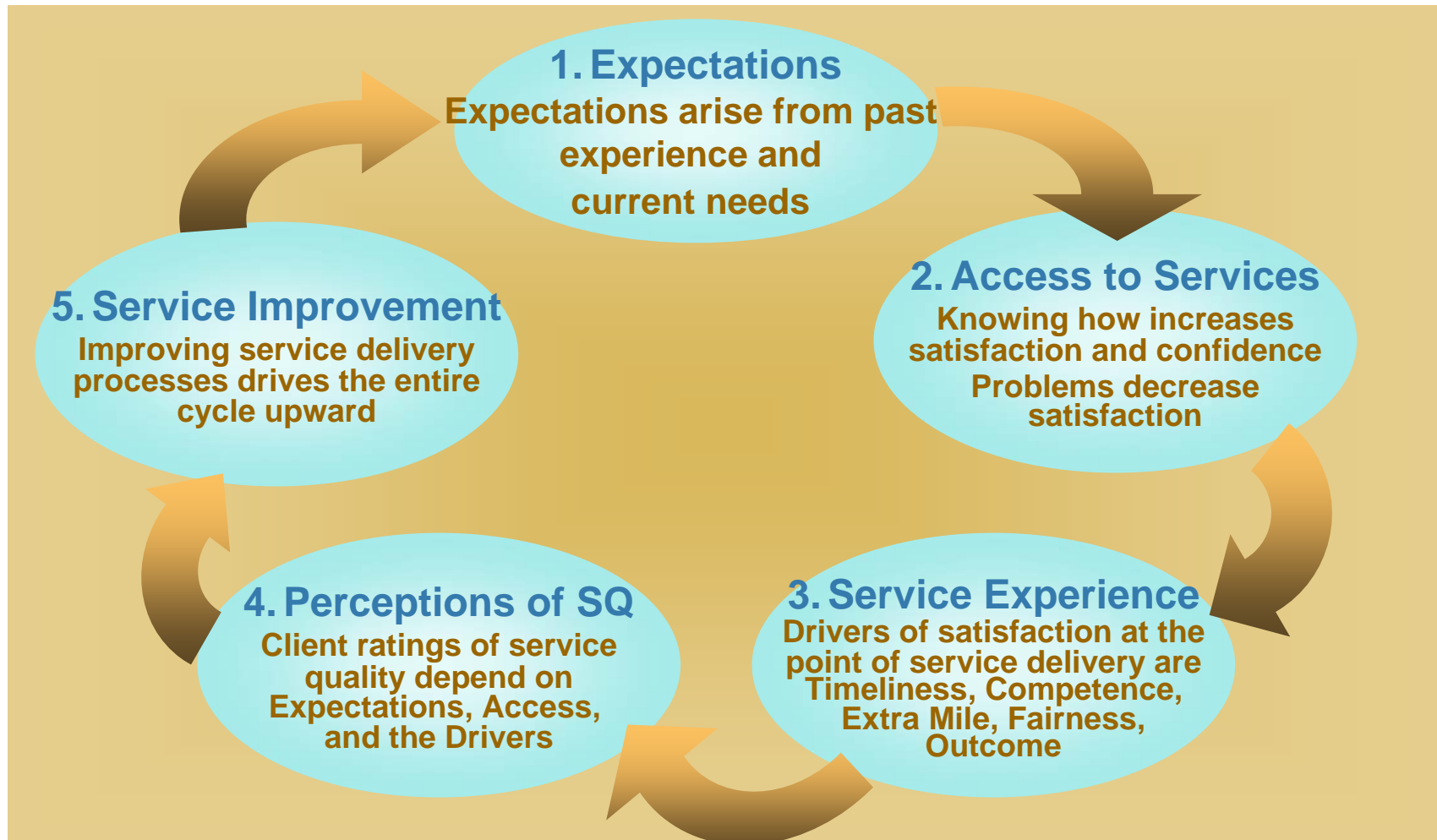- Research being modeled internationally

8
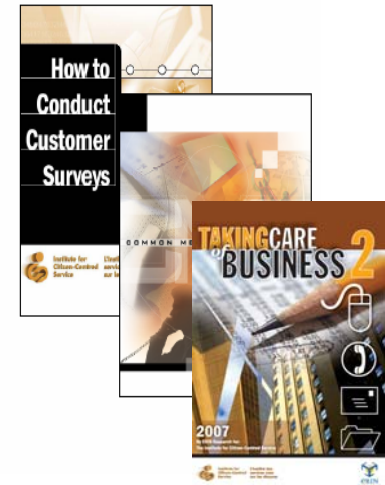
ICCS Research

- Provides pan-Canadian data and analysis at a national and jurisdictional levels

- Provides new insights into public sector service delivery, trends over the past seven years, drivers of citizen satisfaction and areas needing attention

- Provides information geared to the service manager – helping them deliver improved services to citizens through clear and actionable recommendations based on the needs and expectations of Canadian

- Citizens First 4 conducted in Spring 2005 by *Phase 5 Consulting Group Inc.* through a mail-in survey (6,994 responses)

- Taking Care of Business 2 conducted in Fall 2006 by ERIN Research through a telephone survey (6,000 responses)

9

Conceptual Framework of Service Quality

1. Expectations
Expectations arise from past experience and current needs

2. Access to Services
Knowing how increases satisfaction and confidence
Problems decrease satisfaction

3. Service Experience
Drivers of satisfaction at the point of service delivery are Timeliness, Competence, Extra Mile, Fairness, Outcome

4. Perceptions of SQ
Client ratings of service quality depend on Expectations, Access, and the Drivers

5. Service Improvement
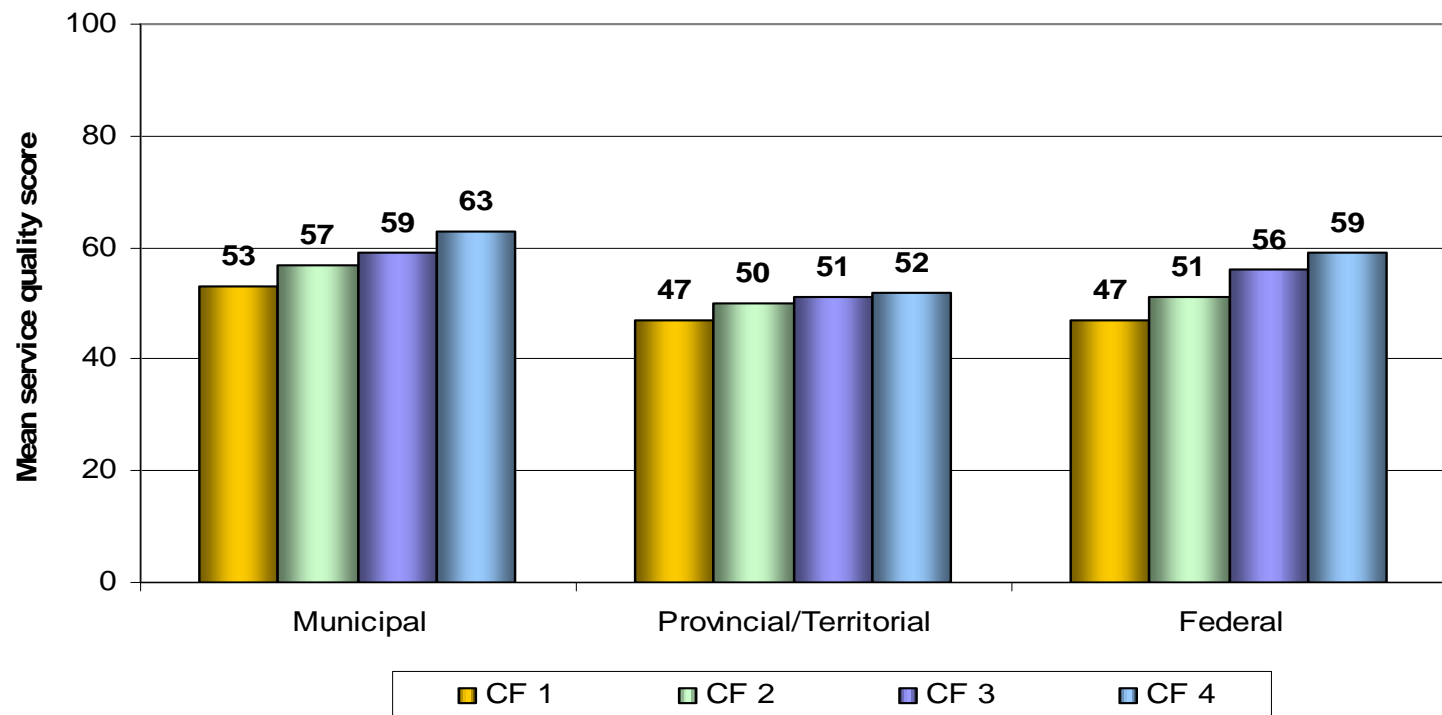Improving service delivery processes drives the entire cycle upward

Canadian government services are improving

Service reputation scores
Citizens First 1 to 4

"What was the quality of the service for your...government in general?"

	Municipal	Provincial/Territorial	Federal
CF 1	53	47	47
CF 2	57	50	51
CF 3	59	51	56
CF 4	63	52	59

11

Listening to Citizens

- Citizen First Surveys are conducted biennially by the ICCS in order to:

  - Measure citizens' service needs and expectations
  - Track citizen satisfaction with government services
  - Identify citizens' priorities for service improvement, and therefore the forward agenda for government action on service improvement

- Telephony Research conducted to better understand why citizen satisfaction with the telephone channel also know as the peoples' channel remains low despite our collective efforts to make improvements

12

Drivers of Satisfaction

Satisfaction drivers, and their relative importance, are consistent with those found in previous *Citizens First* studies

Citizens First 4

CLIENT SATISFACTION

Knowledge

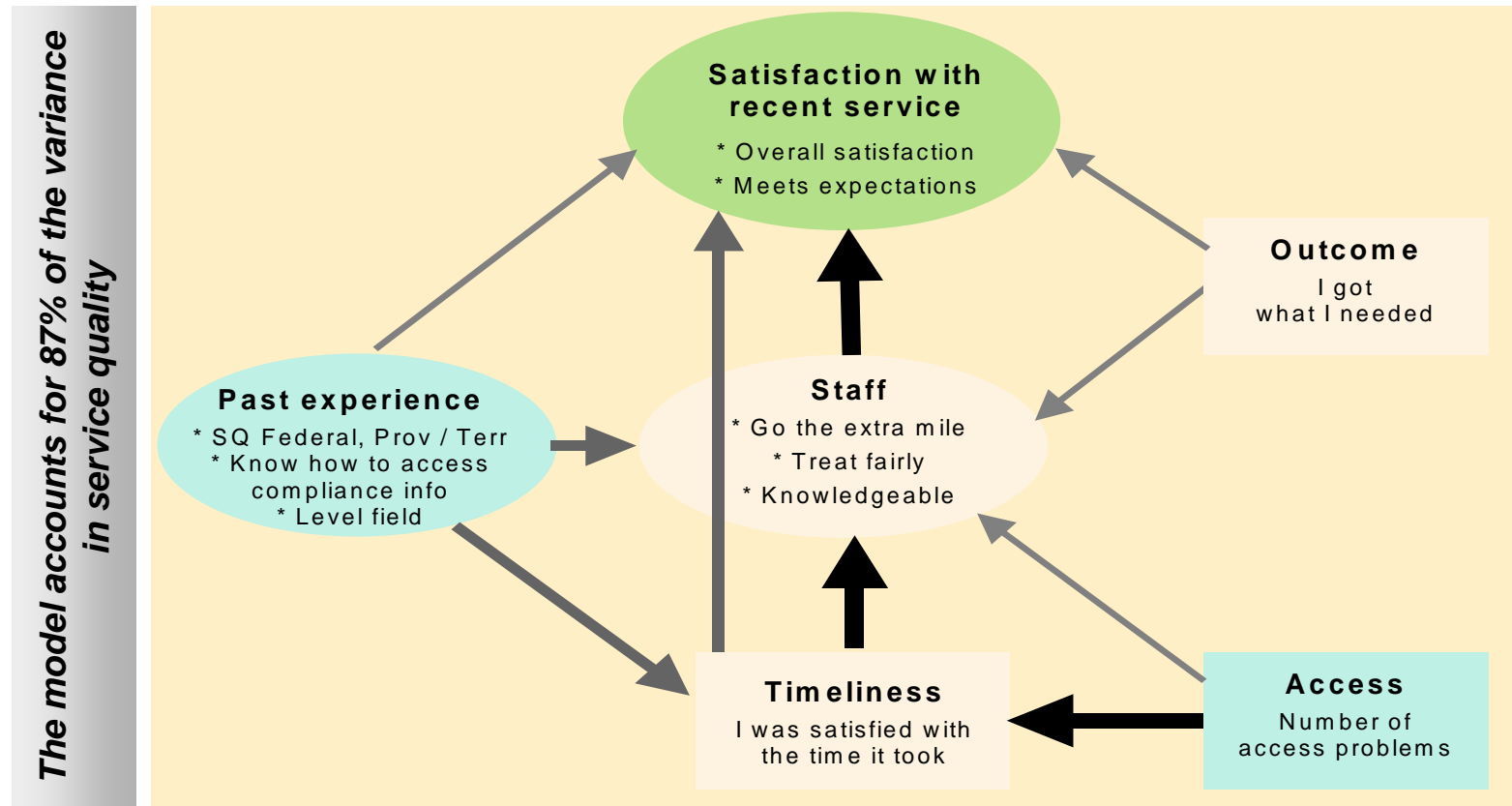Fairness

Extra Mile

Outcome

Timeliness

Listening to business clients

- **Taking Care of Business** was a landmark study published in 2004 that explored Government to Business service delivery from the perspective of the business community.

- **Taking Care of Business 2,** published in August 2007, builds upon the information previously gathered and offers actionable recommendations to improve service to business.

14

TCOB 2 Breakthrough: a new look at drivers of satisfaction

The model accounts for 87% of the variance in service quality

Satisfaction with recent service
* Overall satisfaction
* Meets expectations

Outcome
I got
what I needed

Past experience
* SQ Federal, Prov / Terr
* Know how to access compliance info
* Level field

Staff
* Go the extra mile
* Treat fairly
* Knowledgeable

Timeliness
I was satisfied with the time it took

Access
Number of access problems

* Step 1: Identifying the Relationships Between Drivers of Satisfaction, Step 2: Adding Access, Step 3: Adding Past Experience – a new element in the integrated model

15

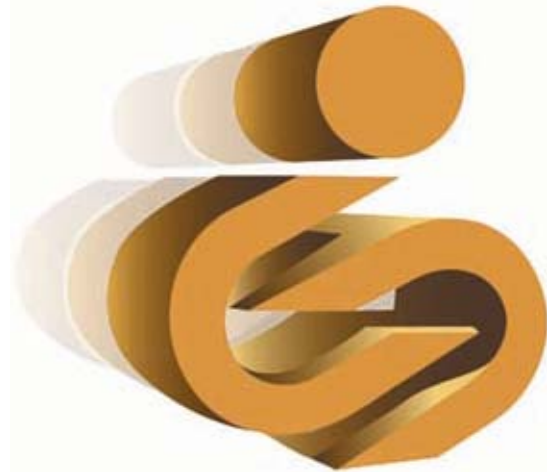# Government Transformation and the Service Value Chain

The Public Sector Value Chain*

Strong services internally and externally contribute to confidence in the public service
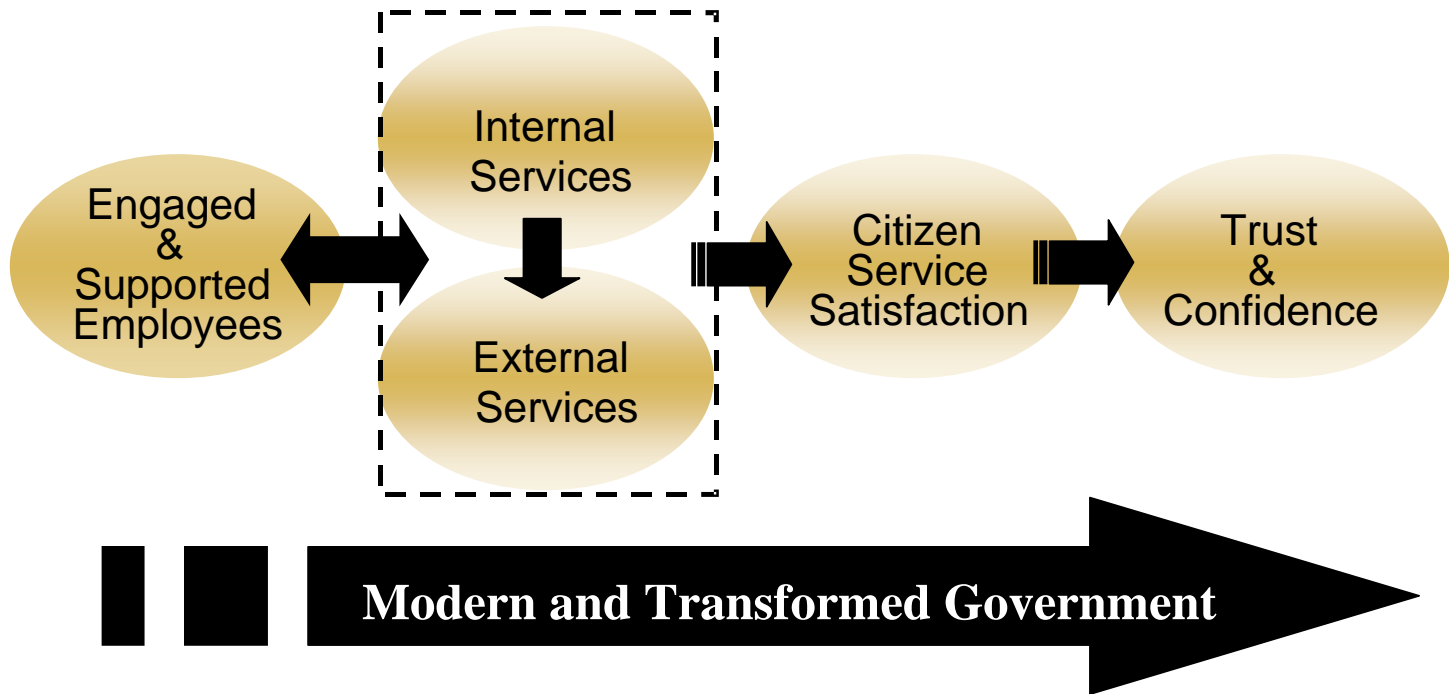
*Heintzman and Marson 2003

©Institute for Citizen-Centred Service

Common Measurements Tool

The Common Measurements Tool

1999 Gold Award

2000 Silver Award

- A multi-channel instrument for designing client satisfaction surveys

- Designed by public servants, for public servants

- Enables organizations to benchmark results

- Being used across Canada and in a growing number of other countries

18

Vision for a common measurement tool

A single, integrated, multi-channel instrument that is easy to use, enables benchmarking through the use of common questions, and produces effective results for policy and program managers alike.

19
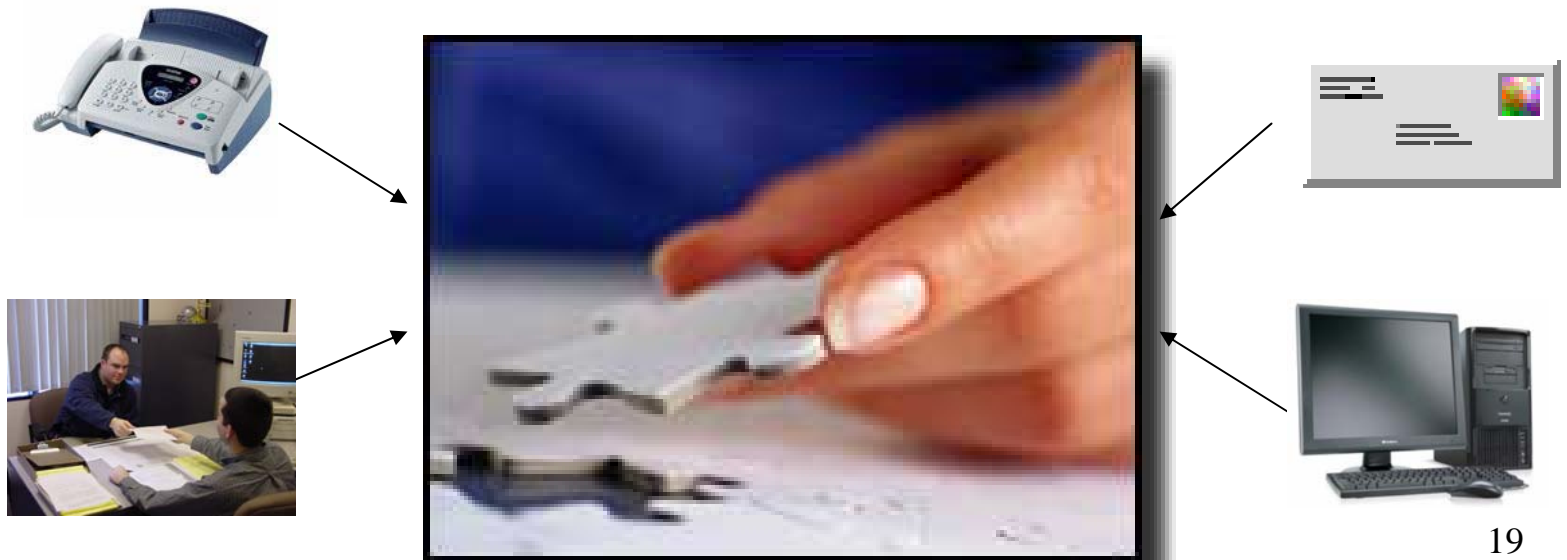
CMT: Foundation in Research

Core CMT questions

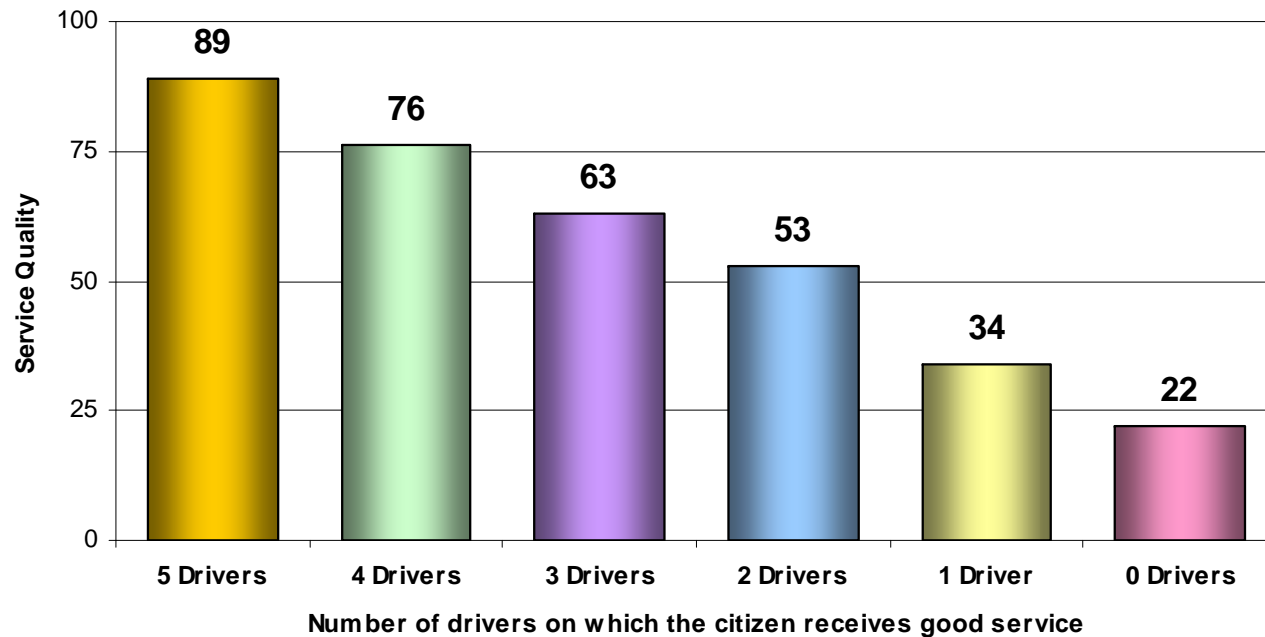**Aligned with the drivers of satisfaction:**

Extra Mile/Courtesy

Knowledge

Fairness

Outcome

Timeliness

Why the core CMT questions are important

Service Quality (vertical axis)

Number of drivers on which the citizen receives good service	Service Quality
5 Drivers	89
4 Drivers	76
3 Drivers	63
2 Drivers	53
1 Driver	34
0 Drivers	22

Citizens who get good service on all 5 drivers rate service quality at 89%.

22

Secondary drivers: vary by channel and use

Telephone

Used for guidance and advice

Often relates to program-specific or personal questions

- **Outcome**
- **Reaching a live person**
- Accurate numbers
- Not being bounced around
- Minimal wait times

Internet

Used to find information

Tends to support other channels

- **Outcome**
- Ease of finding information
- Sufficient information
- Site navigation
- Visual Appeal

23

Customized CMT

- Contains an additional bank of more than 150 questions

- CMT can be adapted for administration in-person, over the telephone, or electronically

- Organizations can always add customized and organization-specific questions

24

How does the CMT work?

STATEMENT	AGREEMENT		IMPORTANCE		Phone In-person Web Mail Email
	Strongly disagree — Strongly agree		Not at all important — Very important		
L. Staff were courteous	1 2 3 4 5 NA		1 2 3 4 5 NA		
M. Staff were helpful	1 2 3 4 5 NA		1 2 3 4 5 NA		
N. Staff were good listeners	1 2 3 4 5 NA		1 2 3 4 5 NA		
O. Staff were respectful	1 2 3 4 5 NA		1 2 3 4 5 NA		
P. Staff were flexible	1 2 3 4 5 NA		1 2 3 4 5 NA		
Q. I waited a reasonable amount of time at the service location	1 2 3 4 5 NA		1 2 3 4 5 NA		
R. It was easy to find [agency's] website	1 2 3 4 5 NA		1 2 3 4 5 NA		
S. When I got to the site, it was easy to find what I was looking for	1 2 3 4 5 NA		1 2 3 4 5 NA		

25

Benefits to CMT users

- Ensure that you are providing what your clients want, as opposed to what you may think they want (outside-in approach)

- Allocate resources more effectively by targeting priority areas

- Validate resource requests

26

CMT Benchmarking Database

A central database for storing CMT data has been built, allowing organizations to anonymously compare results against peers.

Organizations benefit from:

- Alignment of Services

- Direct Comparisons

- Sharing of Knowledge and Best Practices

CMT Benchmarking Analysis

Service Gaps: The difference between what a client expects to get and how they perceive the actual service experience.

Service Standards: Understanding what a client believes to be an acceptable level of service (e.g. waiting time, number of clicks).

Satisfaction/Importance Matrix: Assessing satisfaction scores relative to importance scores.

Drivers of Satisfaction: What drives satisfaction in your service area?

Sample question-by-question analysis

Question: Staff were knowledgeable and competent. How much do you agree with the statement?

Benchmarking Groups

Group 1	Org ID	Survey ID	Average	Percent	Percentile	Rank
Highest	**101001**	**118**	**4.85**	**96%**	**100%**	**1**
Lowest	**103001**	**111**	**4.15**	**79%**	**1%**	**18**
Your Org	**105001**	**146**	**4.81**	**95%**	**75%**	**9**

Overall Average

4.63

Importance/Satisfaction Matrix

High **5**

Importance **4**

3

2

Low **1**

	Fix It Areas to focus improvement on	Keep it Up Areas of organizational strength
	Check It Areas where attention could be applied	Review It Areas of possible overkill or unnecessary strength

1 2 3 4 5

Low **Satisfaction** **High**
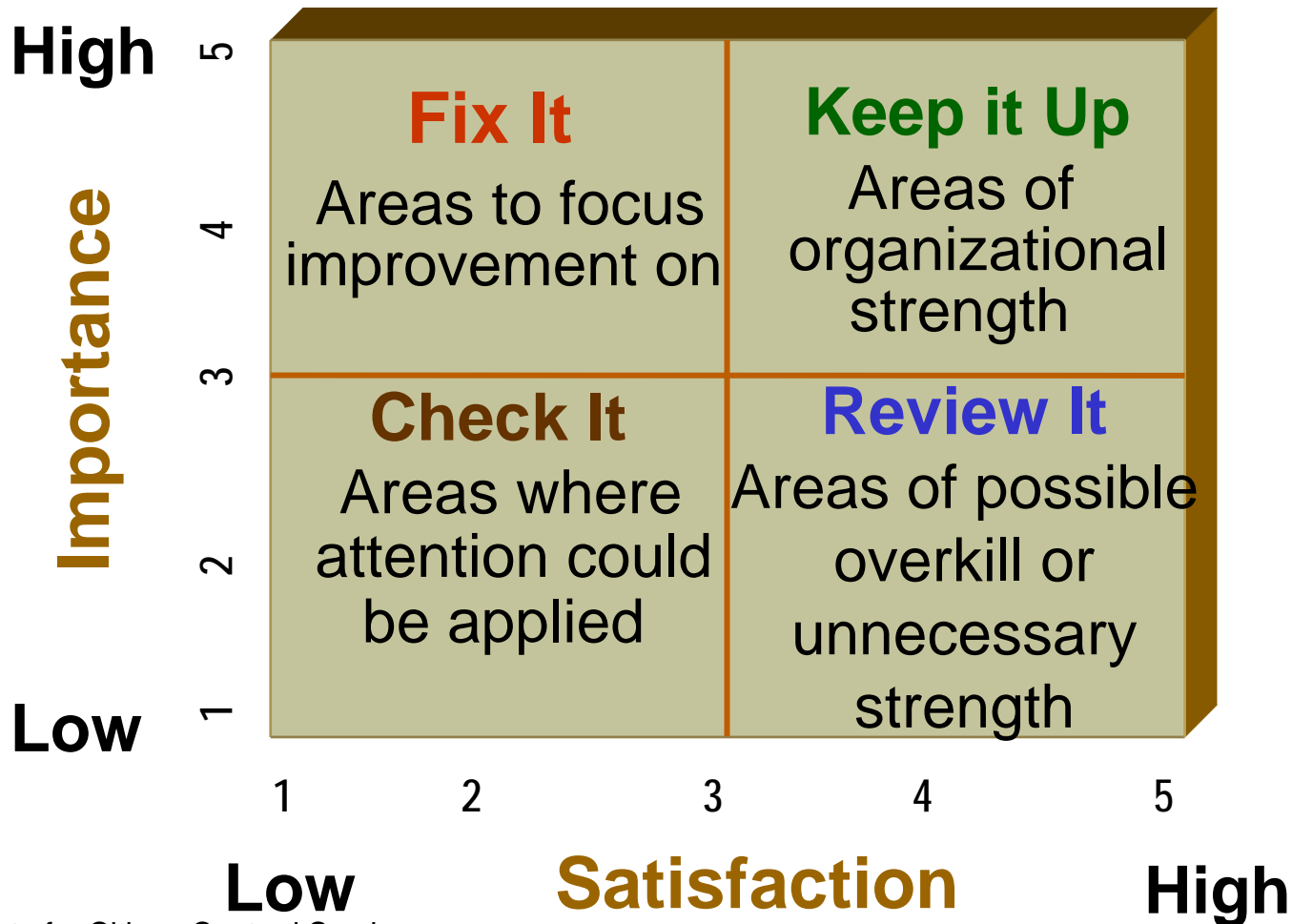
Sample priorities for service improvements

Questions (y-axis) / **Performance / Importance Differential** (x-axis)

- Clear who to contact: -1.23
- Easy to find what looking for: -0.93
- Waited reasonable amount of time: -0.68
- Site had information needed: -0.41
- Informed on what to do: -0.36
- Knowledgeable and competent: -0.19
- Extra Mile: 0.14
- Privacy Protected: 0.25
- Visually Appealing: 0.68

Legend:
- Clear who to contact
- Easy to find what looking for
- Waited reasonable amount of time
- Site had information needed
- Informed on what to do
- Knowledgeable and competent
- Extra Mile
- Privacy Protected
- Visually Appealing

31
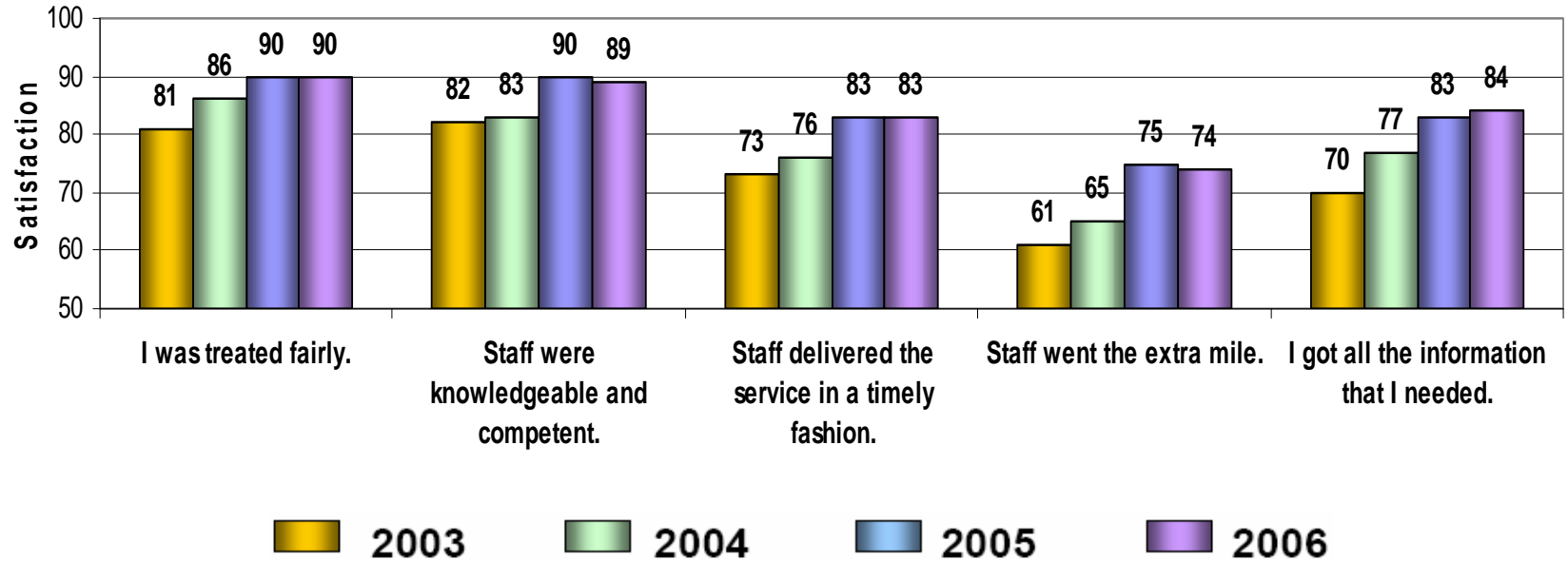
Putting theory into practice

- The CMT has been employed by a diverse range of organizations at all levels of government, measuring citizen satisfaction across a wide range of services and products.

- Organizations have achieved successful service improvement initiatives; using the CMT, they are able to achieve the biggest bang for the limited service improvement buck.

32

Research into action: real service improvement

RCMP National Level Results

	2003	2004	2005	2006
I was treated fairly.	81	86	90	90
Staff were knowledgeable and competent.	82	83	90	89
Staff delivered the service in a timely fashion.	73	76	83	83
Staff went the extra mile.	61	65	75	74
I got all the information that I needed.	70	77	83	84

Royal Canadian Mounted Police
Gendarmerie Royale du Canada

33

Where to Find the CMT

- Canadian public sector organizations simply go to the ICCS website (www.iccs-isac.org) to register – we will then send you both the CMT Question Bank and the CMT User Manual.

- The ICCS also offers support material such as "How To Conduct Customer Surveys" and information about benchmarking.

34

Please Do Not Hesitate to Call

Vicki Morrison

Vicki.Morrison@iccs-isac.org

1-416-325-1613

www.iccs-isac.org