



Business First | 2019

Report presented to:



Government of
Northwest Territories



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EXECUTIVE SUMMARY

Perceptions of Business Users of Government Services Are Relatively Stable

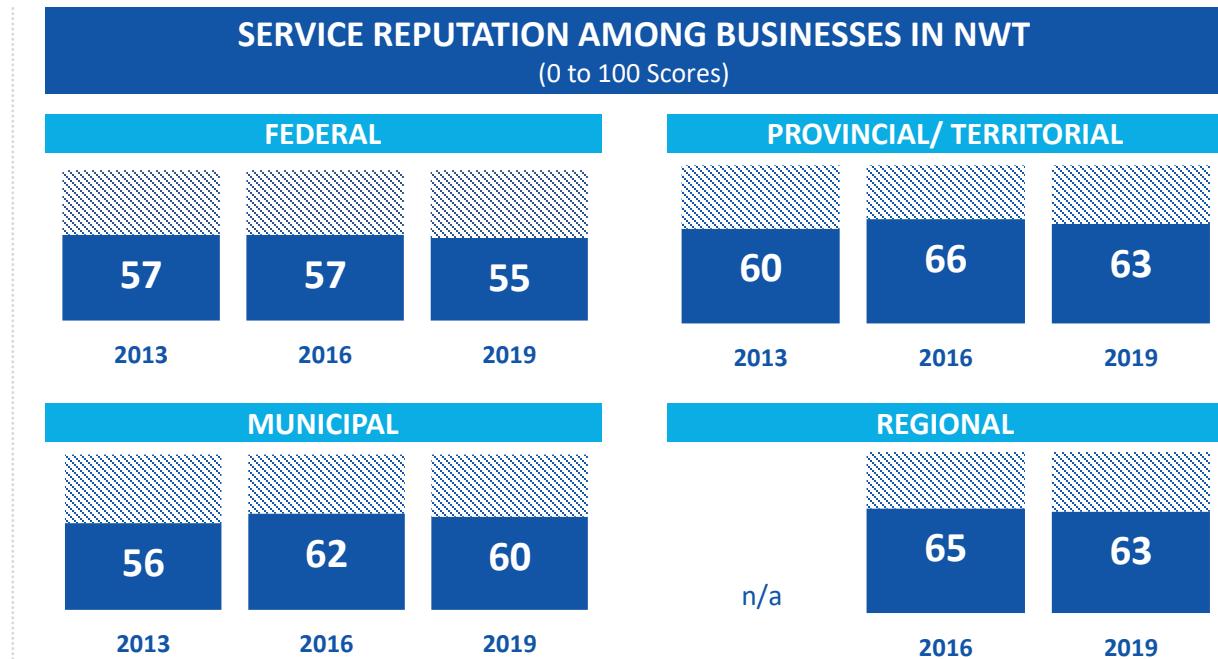
In the eyes of Northwest Territories' business customers, service reputation for all levels of government in Canada has been relatively stable since 2013.

The service reputation score of the Government of the Northwest Territories is 63, a slight dip from the 66 measured in 2016, but not enough to be statistically significant.

This is directionally higher than the scores attributed to other levels of government, with the federal government at 55 and municipal governments at 60.

Key Takeaway:

! There is significant potential for improvement in service reputation scores across all levels of government.



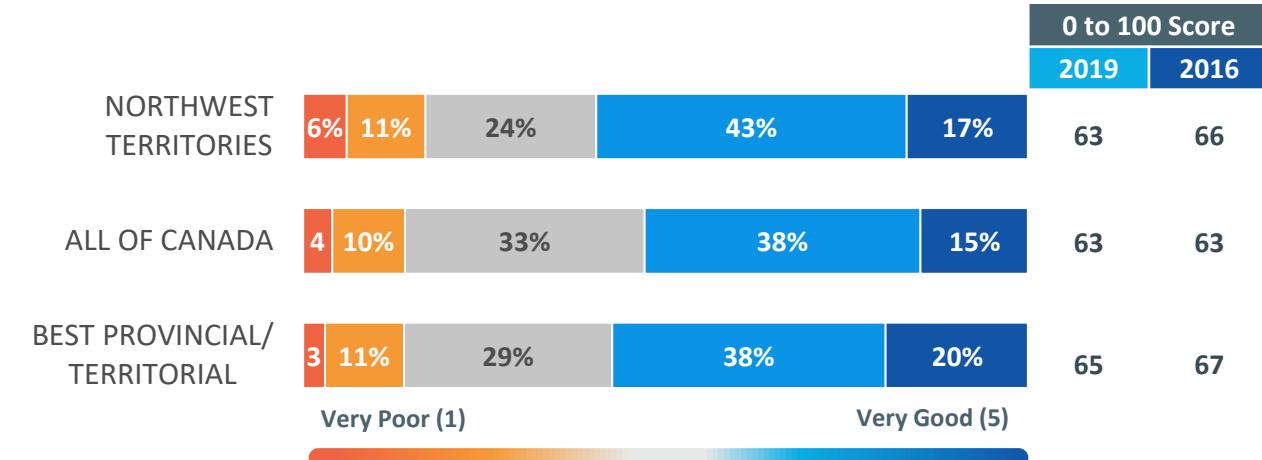
Northwest Territories' Service Reputation Rating is at the National Average



Most business customers are fairly positive in their assessment of the services provided by Northwest Territories. Six-in-ten NWT business customers provide a rating of 4 or 5 on the 5-point scale where 1 means 'very poor' and 5 means 'very good'.

At 63, Northwest Territories' service reputation is on a par with the national service reputation score for all provinces and territories, and only two points lower than the highest provincial/territorial score.

PROVINCIAL/ TERRITORIAL SERVICE REPUTATION RATINGS

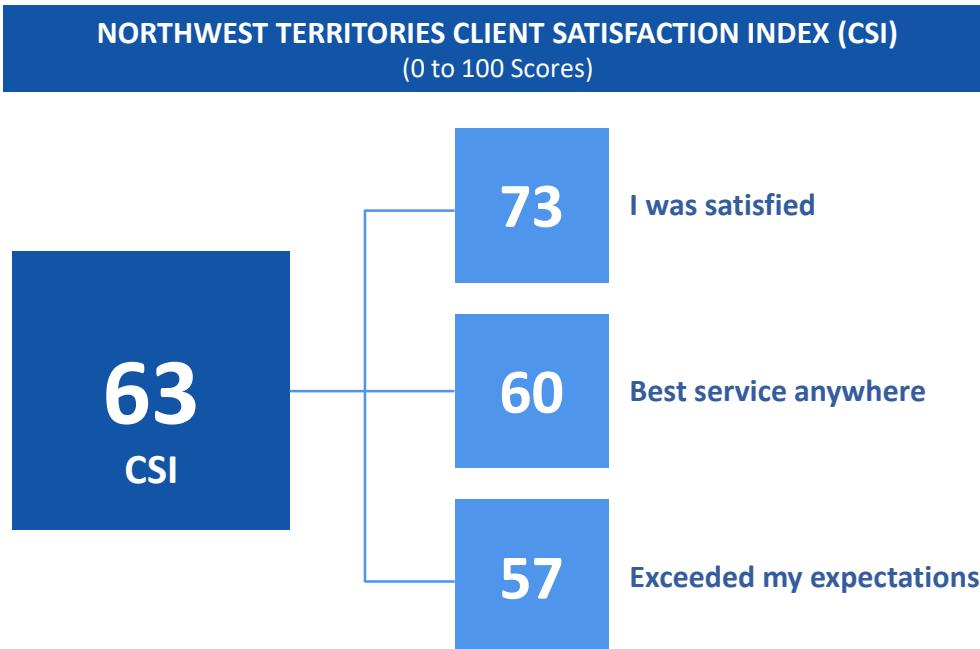


Recent Service Experiences for Northwest Territories Business Clients Remain Positive

The Client Satisfaction Index (CSI) is a composite score that takes into account satisfaction as well as a comparative evaluation and a measure of performance against expectations. It is specific to a recent service transaction.

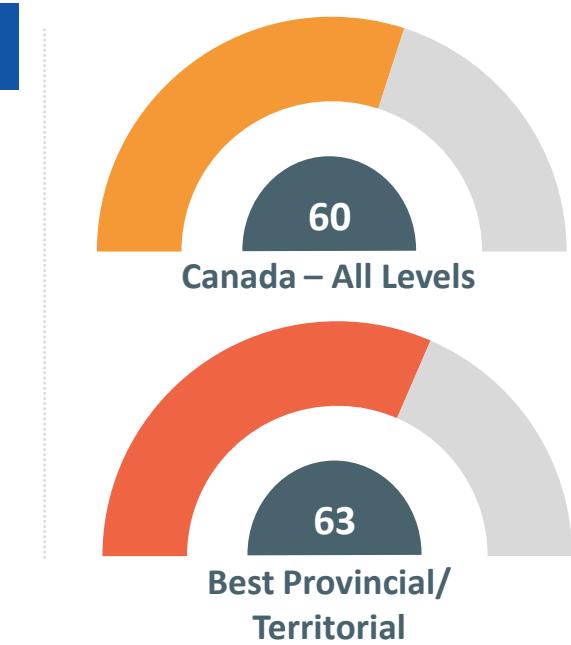
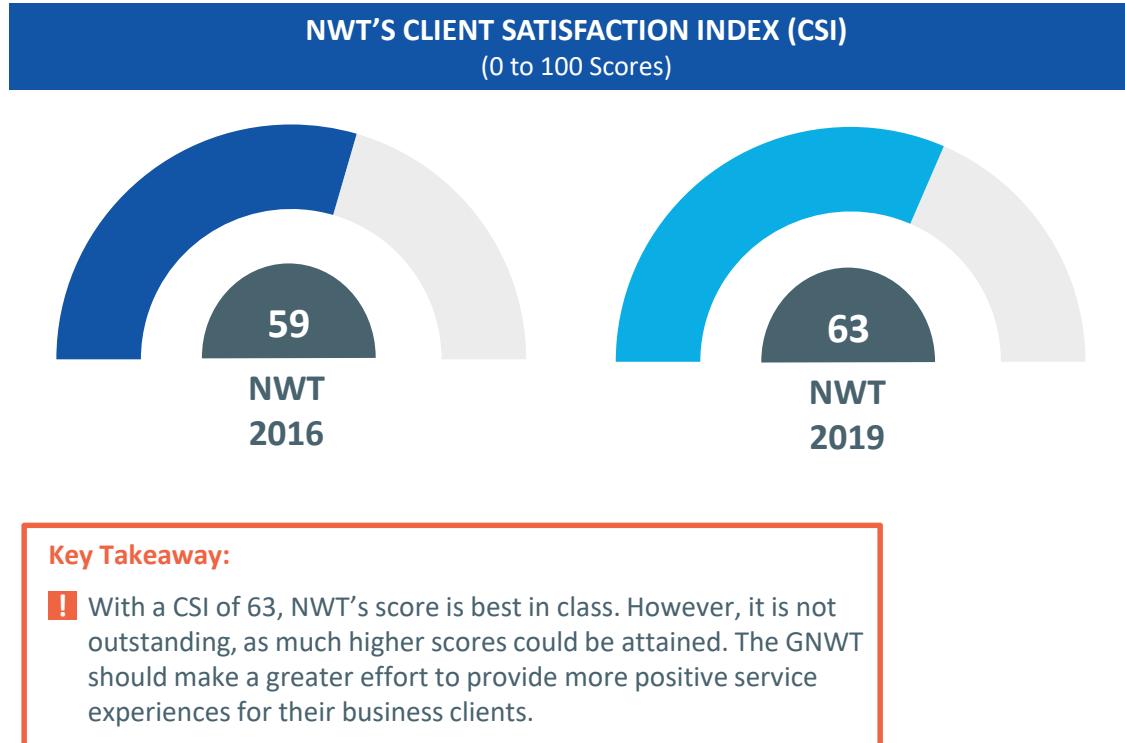
Business clients provide an average CSI score of 63 for a recent experience with a Government of Northwest Territories service.

As with other jurisdictions, the satisfaction score is higher than the scores for the best service anywhere or exceeding expectations.



NWT's CSI is Best in Class

At 63, NWT's Client Satisfaction Index is the best in class for provincial/ territorial service ratings. Comparatively, it is somewhat higher than the Canadian average CSI, at 60, and a few points higher than its 2016 score of 59.



Priorities for Service Improvement

Attributes which have high impact on satisfaction and receive lower performance ratings are the drivers which have the most potential for service improvement. For services provided by the GNWT, the key drivers are:



Extra Mile



Future Issues/ Issue Resolution



Timeliness



Navigation (Web)



Ease of Access

Sixteen percent of business clients report that they experienced an issue or problem during their recent experience with a Government of Northwest Territories service. These clients suggest improvements to the websites, better telephone access, more competent and helpful staff and improved communications.

Business clients who did not experience a problem or issue would like to see similar service improvements. When asked what governments could do to improve their experience, they mention faster service, better communications, improvements to the online experience and improved access.

Key Takeaways:

- ! It is important for GNWT service providers to focus on improving the perceptions of business clients on the five key drivers since they have the most potential to improve attitudes toward overall service experience.
- ! Particular emphasis should be placed on future issues and issue resolution, as these have the lowest scores. The Government of Northwest Territories should strive to improve service so that fewer customers experience issues or problems, and provide options for resolution when they do occur.

Meeting Service Expectations

There continues to be a significant gap between the expectations and the experience reported by business users of government services when it comes to the length of time to access services over the telephone or online.

National service expectations for looking for information or finding the place to start a transaction online are 7.4 minutes. Business clients in Northwest Territories recall spending longer, 11.7 minutes, on average.

The gap for telephone service is even greater. National expectations average at just under 10 minutes, but NWT business clients recall waiting an average of nearly twice that long, at 17.7 minutes. Thus, there is a gap of around 8 minutes between expectations and recalled experience.



Key Takeaways:

- ! GNWT should work toward reducing the gap between expectations and experience for the length of time it takes to find information or start a transaction on their websites.
- ! The gap between expectations and experience for the telephone channel is even bigger. One potential strategy is to allow this gap to continue, while driving traffic to the online mode.

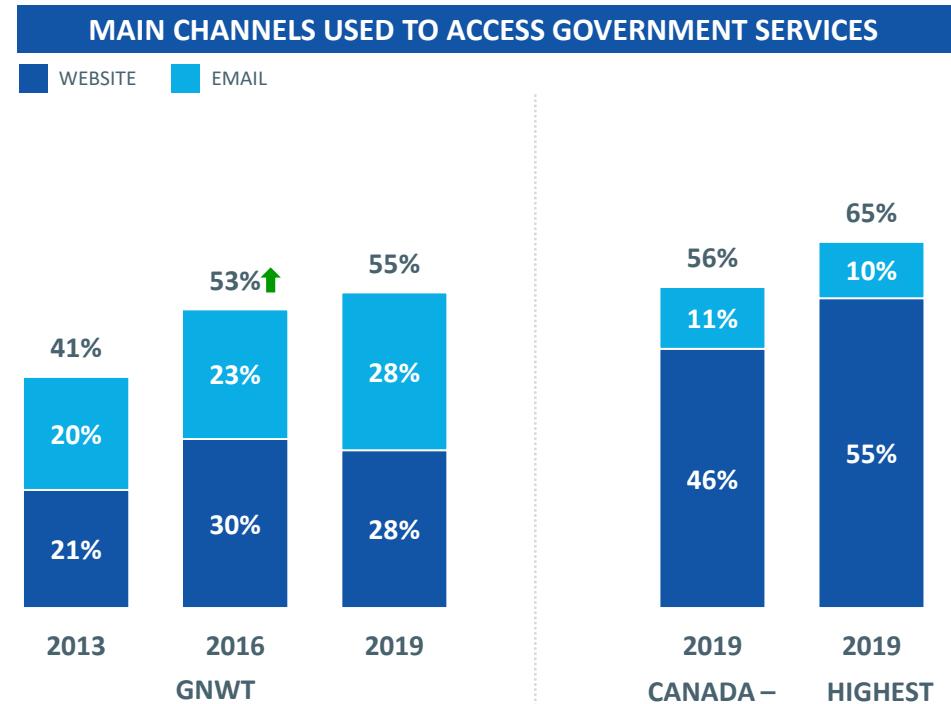
* Responses of over 60 minutes have been identified as outliers and excluded from the mean calculation. Survey respondents were asked how many minutes they spent/ is a reasonable amount of time to spend to get information or start a service transaction.

Online Usage of Government Services has Potential to Further Expand

Over one-half of transactions done by business customers with the Government of Northwest Territories are done using digital channels. Overall, this is very similar to the national average. However, NWT business clients are much less likely to use websites and more likely to use email for their transactions.

Key Takeaways:

- ! Online channels are the dominant channels among business clients. The GNWT should strive to increase this dominance due to the cost-effectiveness, while still offering alternative channels for business clients who cannot or prefer not to go online to access services.
- ! Despite the lower levels of high speed internet access in the North, NWT should focus on increasing usage of their websites. The ways in which this could be accomplished have been detailed in section 8 of this report.

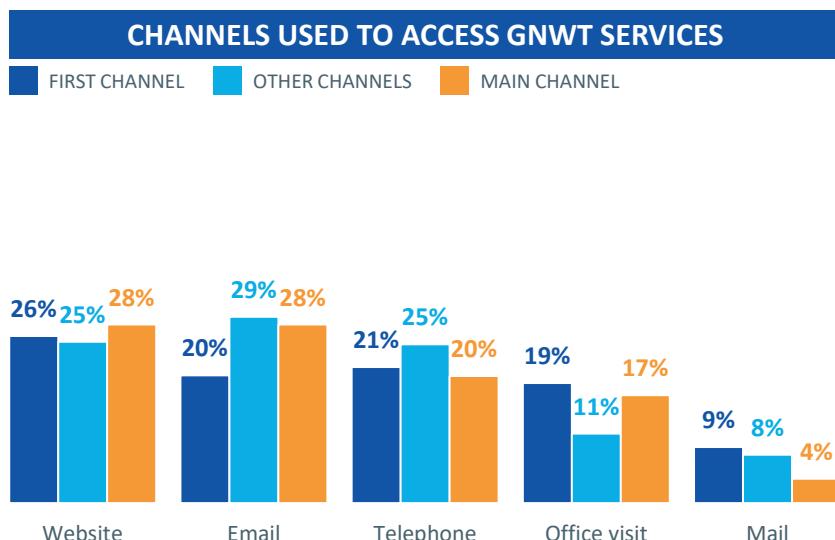


 Arrows indicate statistically significant differences over time.

Online Channels are Often Used First

In the Northwest Territories, many business clients first start their transaction with either a website (26%) or an email (20%). Similarly, many turn to telephone as their first channel (21%).

These clients may be seeking information on accessing services that they ultimately obtain using other channels.



Levels of satisfaction are similar among business customers, regardless of the number of channels that they used to access the service.

CLIENT SATISFACTION INDEX*
CANADA (ALL LEVELS OF GOVT.)
(0 to 100 Scores)



One Two Three or more
NUMBER OF CHANNELS** USED

Key Takeaway:

- ! GNWT service providers should support the customer journey across more than one channel where appropriate.

* The Client Satisfaction Index is an average 0 to 100 score of the ratings of three attributes: overall satisfaction, the service equaling the best anywhere and exceeding expectations.

** Note: Number of channels is derived from all methods of contact used.

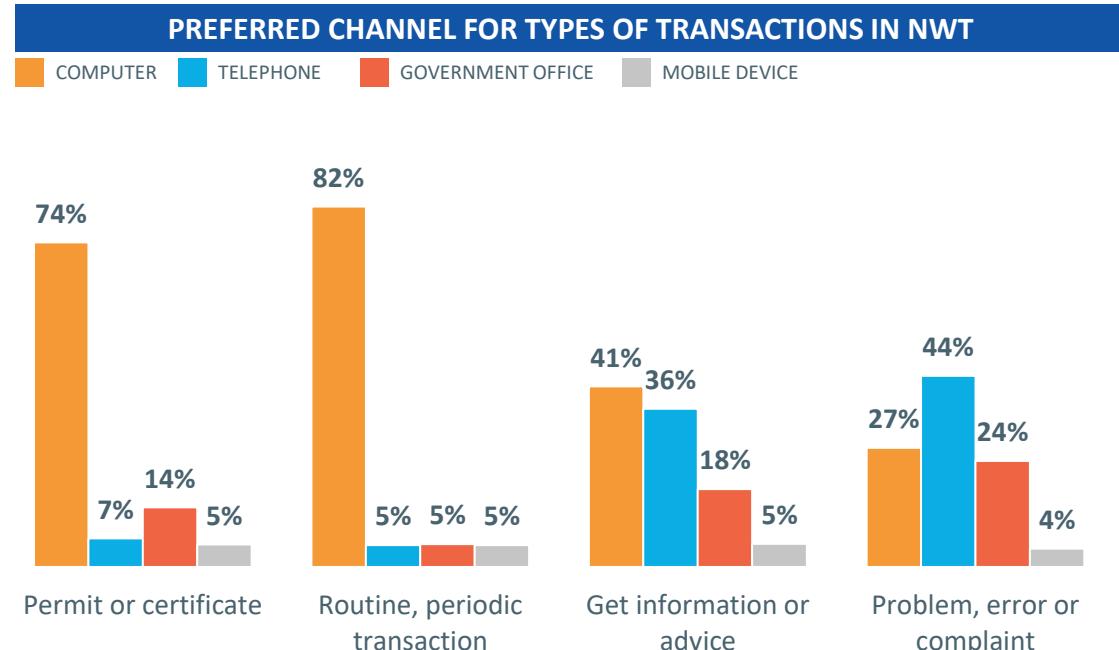
Telephone is Still Preferred for Some Transactions

Using a computer to access a website is the method that businesses in the Northwest Territories prefer for most types of government transactions. There is a small segment of business clients who would prefer to use a mobile device.

Telephone is more likely to be preferred when it comes to solving a problem, correcting an error or making a complaint than it is for other types of transactions. Forty-four percent of businesses prefer telephone for problem solving, while 36 percent prefer this channel when they are getting information or advice.

Key Takeaway:

- ! In order to increase uptake of online channels, it is important for government service providers to effectively manage providing information and resolving problems and complaints on their websites or by email.





1. INTRODUCTION

Purpose

Business First (formerly Taking Care of Business) is a series of studies which have been conducted every 2 to 3 years under the direction of the Institute for Citizen-Centred Service (ICCS).

These surveys explore various dimensions of the evolving service environment, tracking perceptions of service quality and performance for a wide range of services offered by municipal, regional, provincial/ territorial and federal governments.



The objective of Business First 2019 is to update our understanding of business perceptions of government services in Canada, including:

- The service reputation of various levels of government in Canada as perceived by business users of government services;
- Satisfaction with government services provided to businesses;
- The drivers of satisfaction;
- Usage and preference of delivery channels and motivations for increasing usage of online services; and
- Attitudes toward business burden and its reduction.

Presented herein is the Business First 2019 report for the Northwest Territories.

Research Approach

The Business First survey included a sample in each subscribing jurisdiction, and an independent national sample was also conducted. A total of 2357 Canadian business representatives were interviewed by telephone.

In previous iterations of the study, interviewing was conducted using multiple methodologies, including mail-to-online and telephone. A telephone-only approach was employed for Business First in order to increase the speed of data collection over that possible using a mail approach.

Details of the research method were as follows:

- The survey was in field from December 6, 2018 to January 25, 2019, with the exception of Yukon and Northwest Territories, where data collection was extended to increase the number of completions with a limited sample or potential respondents;
- The final data are weighted in proportion to the universe of businesses by jurisdiction and size of business;
- Where appropriate, comparisons are provided to the overall national results and “Best Provincial/ Territorial” results which represent the highest score by participating individual province or territory; and
- To reduce respondent burden, a modular approach was employed for the questionnaire. One-half of respondents was randomly assigned to complete the module which included questions on online service provision of government services, while the other respondents were asked to complete the questions about regulatory burden.



JURISDICTIONS:

Province of
British Columbia

Government of Canada

Province of Manitoba

Northwest Territories

Region of Peel

Yukon

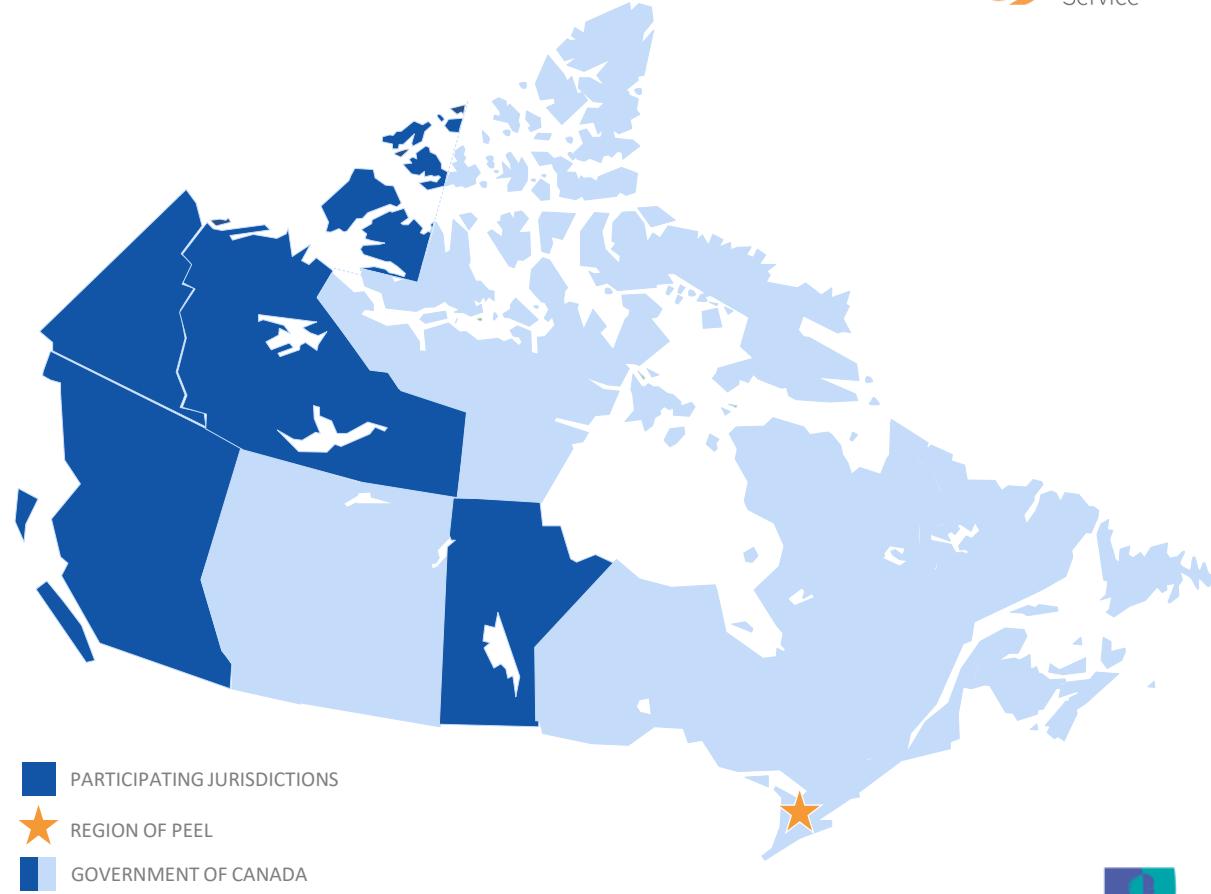
Overview of the Approach

 2,357 participants interviewed by telephone.

 Interviewing was from December, 2018 to February, 2019.

 Six participating government entities.

 A total of 173 interviews were conducted on behalf of the Government of Northwest Territories.



Definitions and Reporting Conventions

0 TO 100 SCORES

0 to 100 scores: Responses to many of the Business First survey questions are recorded on a 5-point scale where 1 means 'very poor' or 'strongly disagree' and 5 means 'very good' or 'strongly agree'. To present findings in a manner consistent with previous iterations of this study, many of the results are scaled from 0 to 100 by applying the following scores to each response:

Rating	Very Poor 1	2	3	4	Very Good 5
Score	0	25	50	75	100

STATISTICAL SIGNIFICANCE

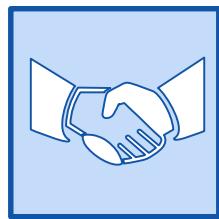
Statistically significant differences at the 95% confidence interval are designated by arrows (↑↓).

BEST IN CLASS

Best Provincial/ Territorial is comparable to 'best in class' in previous waves of this study. It represents the highest score achieved by a participating individual province or territory (BC, Manitoba, Northwest Territories or Yukon). A best Province/ Territory score is reported only if the sample size answering is at least n=30 respondents.

2. SERVICE REPUTATION

Overview: Service Reputation



Service reputation is a measure of general attitudes toward the service that various levels of government provide. Business customers are asked how they would rate the services they get from each level of government.

Business representatives may be thinking in a much broader way than just focusing on the services that they receive directly from each level of government. Perceptions may be influenced by far-ranging experiences, as well as attitudes toward how well the government is serving its constituents. General conditions, such as the economy, have an impact on this score. Bad service experiences, whether direct or indirect (i.e., involving a colleague or family member), can be extremely 'sticky' and can influence perceptions even though the experience occurred quite some time ago.

Currently, service reputation scores are positive, ranging from 55 to 63 on the 0 to 100 scale. The service reputation of NWT presently sits at 63, which is similar to the scores for other levels of government. It has also declined slightly (but not to a statistically significant degree) since 2016.

Key Takeaways:

- ! The Service Reputation score for NWT is higher or on a par with other levels of government. It is only a few points lower than the best in class provincial/ territorial jurisdiction.
- ! With scores ranging from the mid-fifties to mid-sixties, there is significant room for improvement for all levels of government.

Service Reputation

Overall ratings of services provided by various levels of government offer an important measure of service reputation. Service reputation is generally established over a long period of time and usually changes slowly. It is also impacted by events which are external to the service provision, e.g., the state of the economy.

After improving from 2013 to 2016, NWT's service reputation has declined slightly (but not to a statistically significant degree). At 63, the score is slightly higher or on a par with other levels of government in the NWT, and equal to the overall provincial/territorial average in Canada.

	Businesses in Northwest Territories				Businesses in Canada			
	2010	2013	2016	2019	2010	2013	2016	2019
Ratings of Services Provided by Level of Government:								0 to 100 Score
Services of your provincial or territorial government, e.g., employment standards, business registration	n/a	60	66	63	56	59↑	63↑	63
Services of the federal government, e.g., Canada Post, Canada Revenue Agency	n/a	57	57	55	57	59	61↑	59
Services of your municipal government, e.g., zoning, property taxes, business licenses	n/a	56	62	60	58	58	63↑	61
The services of your regional government, if you have this where you live, such as water, sewer and roads	n/a	n/a	65	63	n/a	n/a	63	63

↑↓ Arrows indicate statistically significant differences

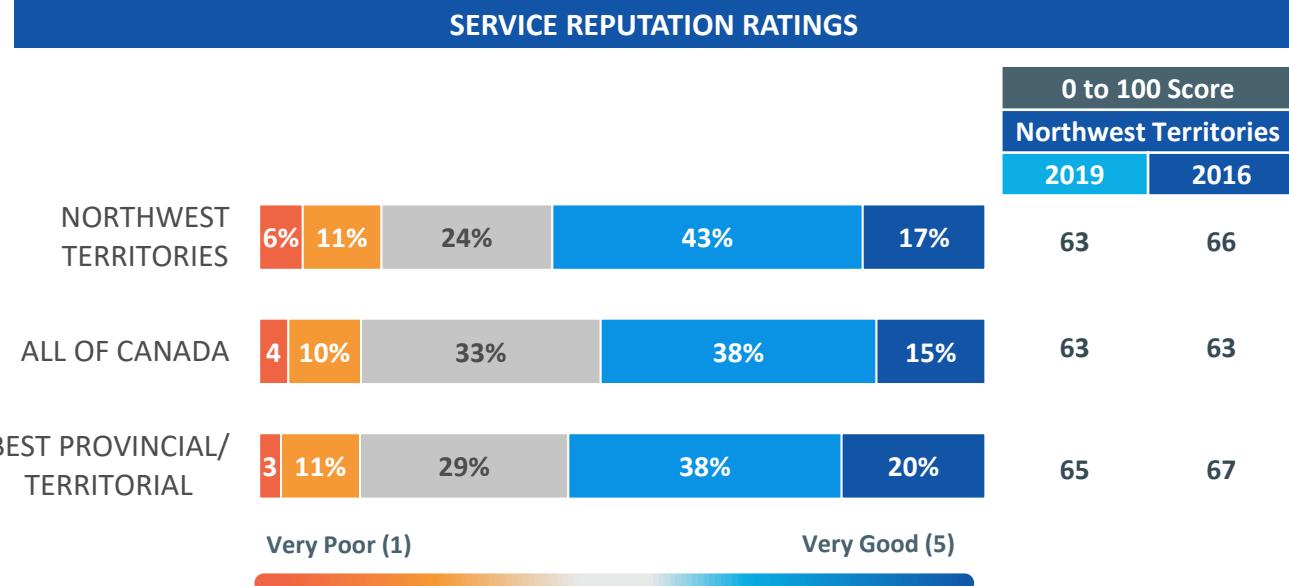
Base: Northwest Territories survey respondents that provided a rating.

B3. We would like you to think about your business dealings with all levels of government, be it municipal, regional, provincial, territorial and federal. Using a 5-point scale where 1 means "Very Poor" and 5 means "Very Good", please rate the overall quality of service from each of the following levels of government.

Service Reputation Rating: Provincial/ Territorial Services

Most business customers are fairly positive in their assessment of the services provided by the various levels of government. Just over one-half of businesses provide a rating of 4 or 5 on the 5-point scale where 1 means 'very poor' and 5 means 'very good'.

Six-in-ten of Northwest Territories' business clients provide a rating of 4 or 5, which is similar to the highest rated province or territory. There is a small minority of 6% who provided a rating of 1.



Base: Northwest Territories survey respondents/ All survey respondents/ Best provincial or territorial survey respondents who provided a rating.

B3. We would like you to think about your business dealings with all levels of government, be it municipal, regional, provincial, territorial and federal. Using a 5-point scale where 1 means "Very Poor" and 5 means "Very Good", please rate the overall quality of service from each of the following levels of government...

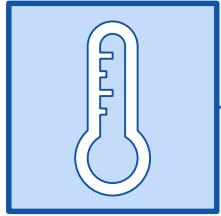


3. SERVICE QUALITY SCORES

Overview: Service Quality Scores

From among the services that each business representative had used in the past year, a service provided by the sponsoring jurisdiction was selected at random for the 'deep dive' evaluation. Jurisdictional respondents were then asked a detailed series of questions about their recent service experience.

The key measure of client satisfaction for the Business First study is the Client Satisfaction Index or CSI. It consists of three items which represent different aspects of the customer experience:



I was satisfied

Best service anywhere

Exceeded my expectations

Overview: Service Quality Scores (cont'd)

The overall Client Satisfaction Index (CSI) for the Government of Northwest Territories stands at 63 points. In general, business representatives agree more strongly that they were satisfied than that it was the best service anywhere or that it exceeded their expectation, demonstrating that the overall client service experience goes beyond mere satisfaction to include a comparative measure and a benchmark against expectations.

The following findings are of note:

- Business clients of GNWT provide directionally higher CSI scores for telephone interactions than they do for digital transactions.
- Services provided by the Government of Northwest Territories perform well for the majority of service attributes, including Channel Satisfaction, Fairness and Outcome.
- For personal interactions, clients provide high scores for Knowledge and Competence and the emotional component Felt Good. For digital transactions, Security (Web) and Information (Web) receive moderately high scores.

Key Takeaway:

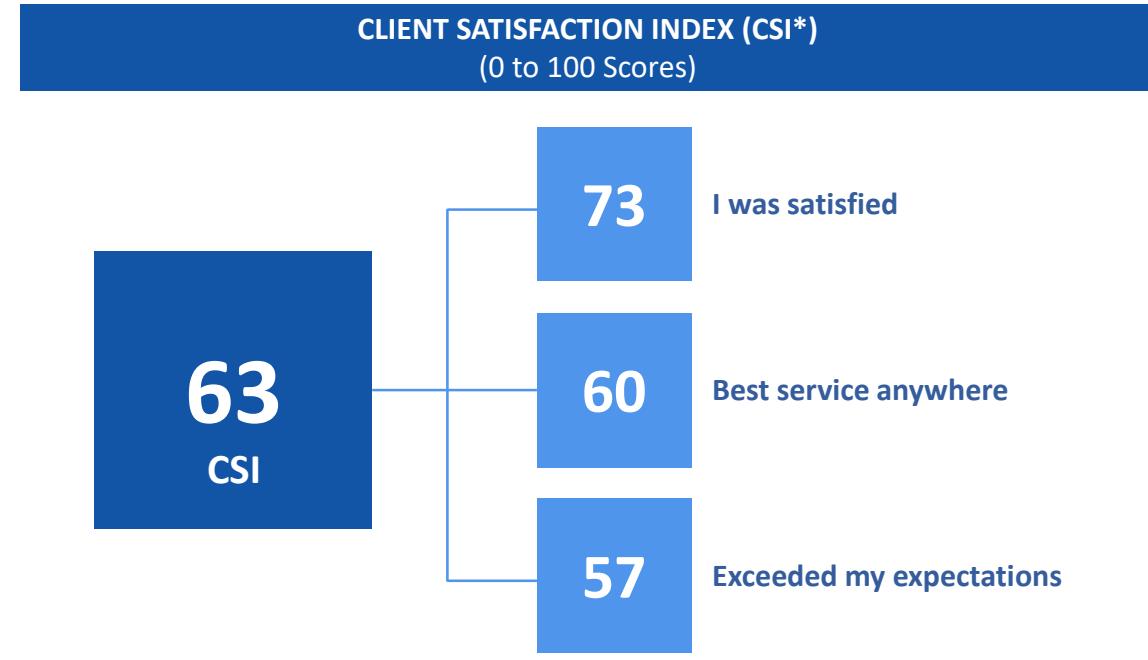
! Future Issues and Issue Resolution are among the service attributes with the lowest scores. This is an important area where GNWT service providers should strive to improve by reducing the frequency with which business customers experience problems and providing options for resolution when they do occur.

Client Satisfaction Index (CSI) for the Northwest Territories Services

The key measure of client satisfaction for the Business First study is the Client Satisfaction Index (CSI). It is a composite score of three attributes:

- Overall, I was satisfied with the service I received,
- The service equals the best service offered anywhere, and
- The service experience exceeded my expectations.

Among the three measures, NWT's score is highest for overall satisfaction, at 73. Lower scores are attained for the service equaling the best service offered anywhere and for exceeding expectations. The overall average CSI across all Northwest Territories services is 63.



* Average 0 to 100 score across all services.

Base: Northwest Territories survey respondents who provided a rating.

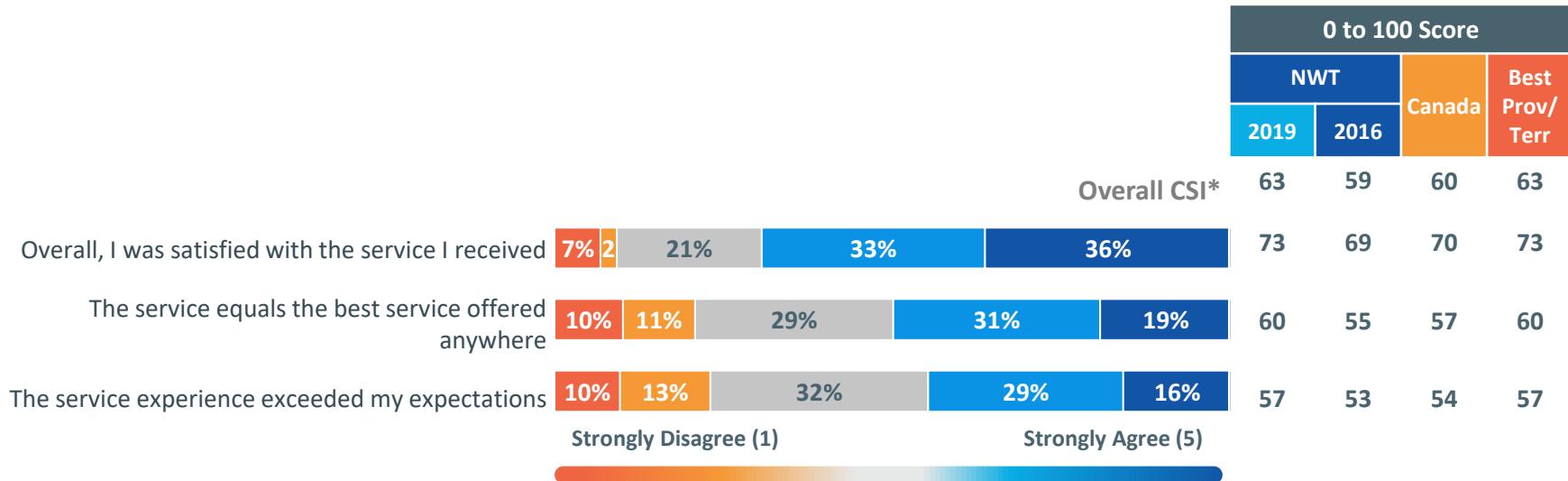
C16. Thinking back over your entire service experience, how much would you agree or disagree with each of the following statements? Overall, I was satisfied with the service I received; The service equals the best service offered anywhere; The service experience exceeded my expectations

Client Satisfaction Index (CSI) for NWT

Business clients of NWT services provide a CSI of 63 on the 0 to 100 scale for a recent service experience. This is three points higher than the overall score for all levels of government in Canada, and is the best in class score.

For overall satisfaction, seven-in-ten of NWT's business customers provide a rating of four or five on the 5-point scale.

Ratings are lower for the other attributes included in the composite score. Only one-half provide a rating of four or five for equaling the best service anywhere, while 45% provide those ratings for the service experience exceeding their expectations.



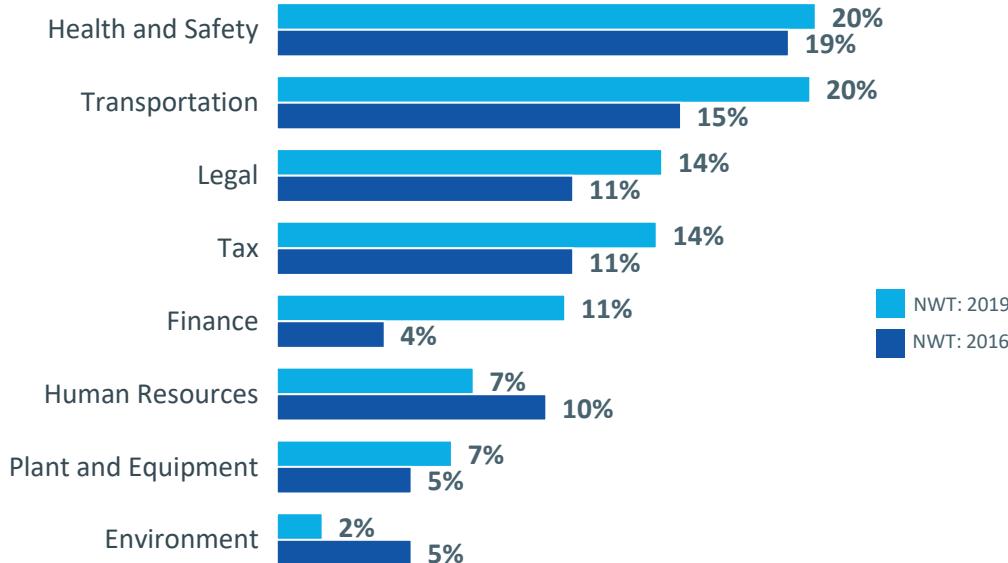
* The Client Satisfaction Index is an average 0 to 100 score of the ratings of three attributes: overall satisfaction, the service equaling the best anywhere and exceeding expectations.

Base: Northwest Territories survey respondents/ All survey respondents/ Best provincial or territorial survey respondents who provided a rating.

C16. Thinking back over your entire service experience, how much would you agree or disagree with each of the following statements?

Service Categories

The territorial service categories which are used most often by NWT businesses are Health and Safety, and Transportation. One-in-five of business clients evaluated each of these categories of service. They are followed by Legal, Tax, and Finance. Other service categories are less frequently accessed.



Base: Northwest Territories survey respondents who evaluated a specific government service and provided a rating.

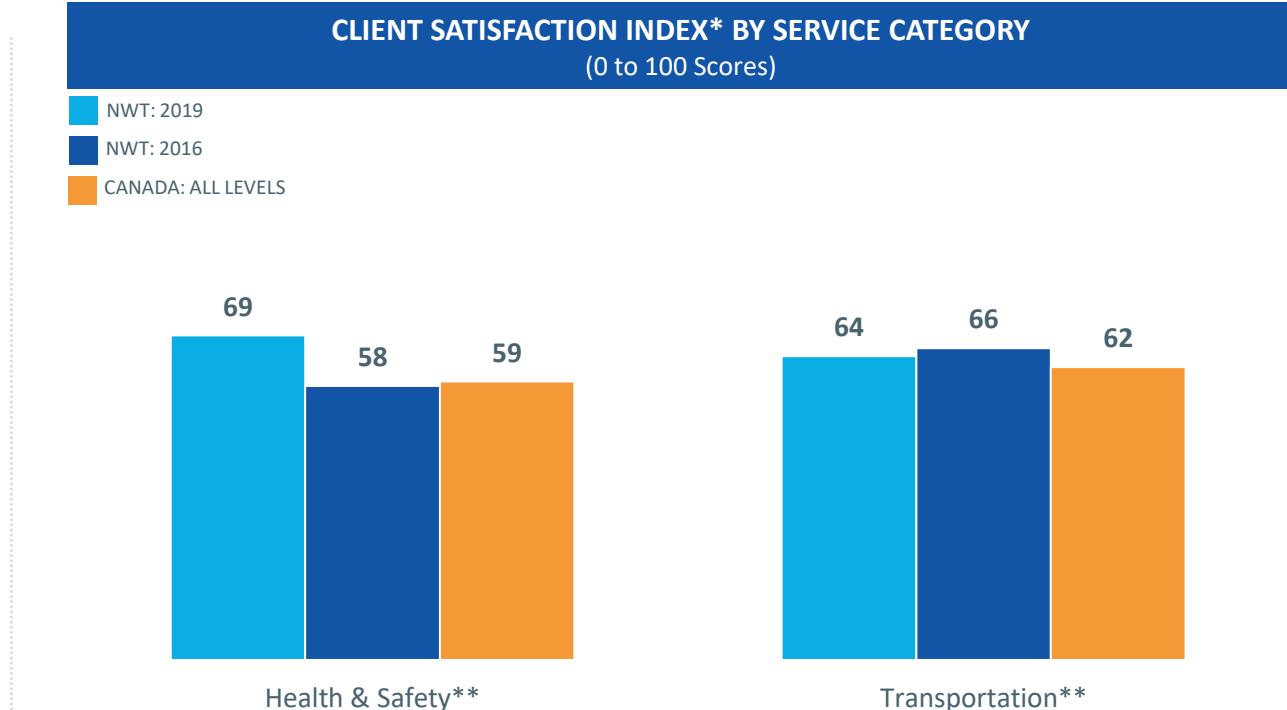
C1.a Which of the following types of government services have you used in the past six months? (Choose all that apply) If you didn't use any of the services in the past 6 months, think back to within the past year.

C1.b Was the specific nature of your most recent interaction with your government related to [C1.a response]?

Performance by Service Category

When it comes to performance by service category, GNWT services for Health and Safety and Transportation are positively perceived. Health and Safety has a CSI of 69, while, for Transportation, it is 64.

The ratings for the NWT's service provision for Health and Safety and Transportation appear to be higher than or on a par with those for Canada overall.



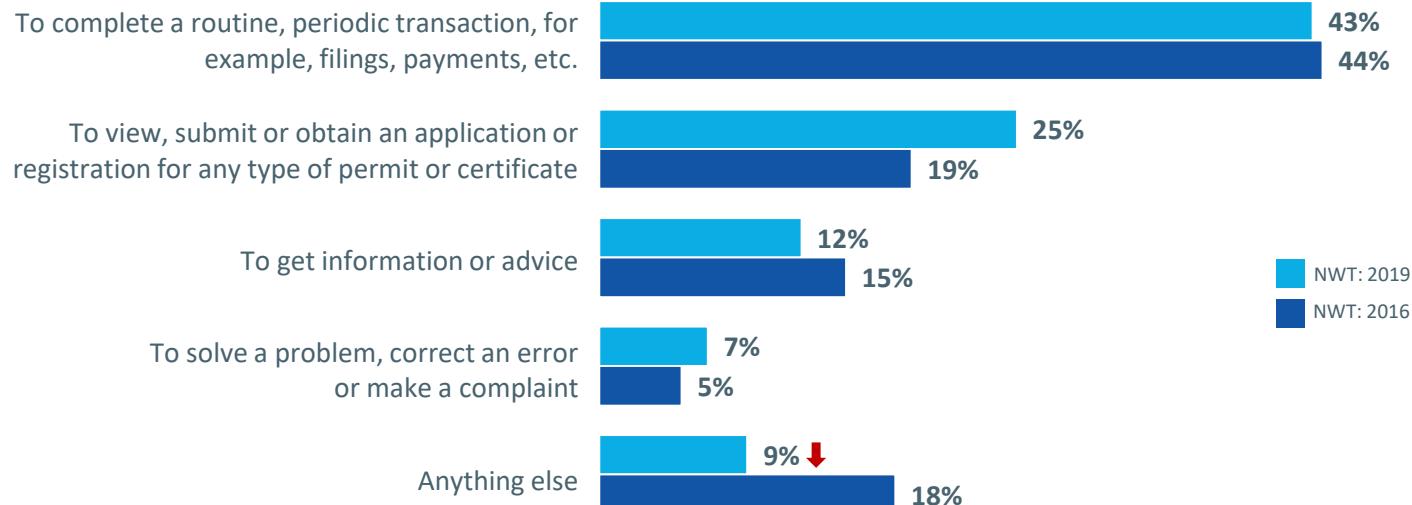
* The Client Satisfaction Index is an average 0 to 100 score of the ratings of three attributes: overall satisfaction, the service equaling the best anywhere and exceeding expectations.

** Caution: Small sample size (<50) for Northwest Territories ratings.

Base: Northwest Territories survey respondents/ All survey respondents who evaluated a specific government service and provided a rating.

Types of Transactions

Types of transactions accessed by business customers of the Government of Northwest Territories are similar to those measured in 2016. Just over four-in-ten GNWT transactions conducted by business clients are routine, periodic transactions, followed by viewing or obtaining permits or certificates (25%) and then by getting information or advice (12%). Around 7% of transactions are to solve a problem, correct an error or make a complaint.



↑↓ Arrows indicate statistically significant differences

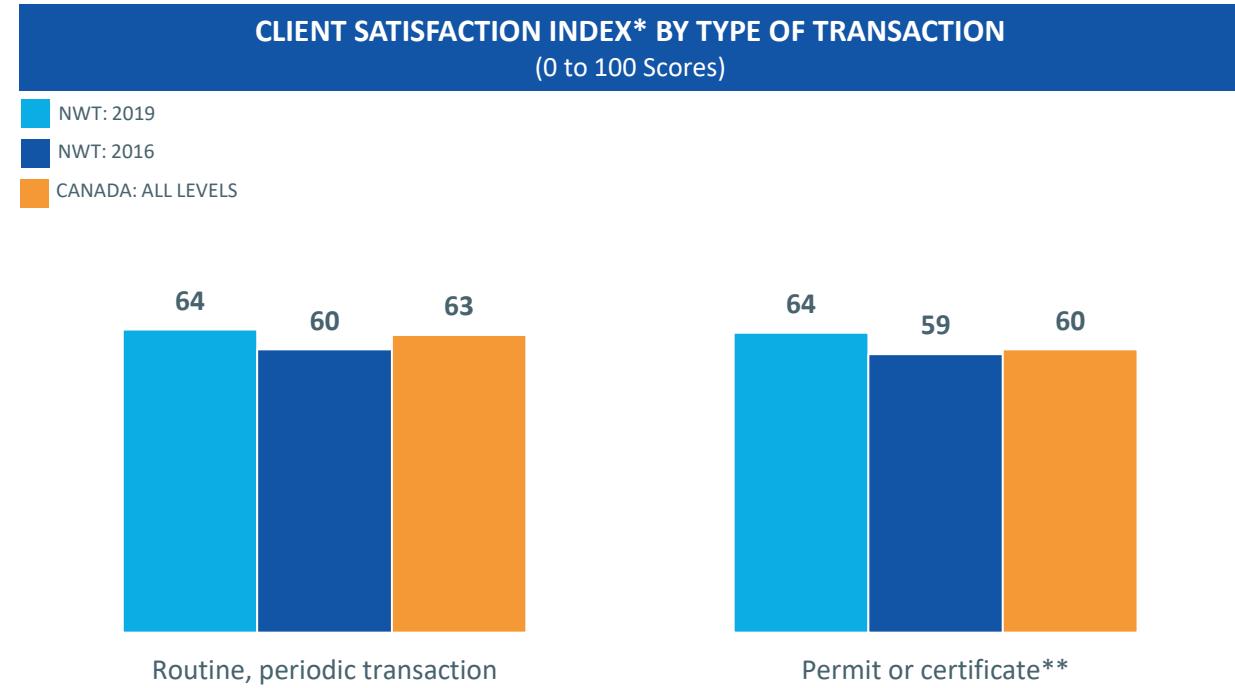
Base: Northwest Territories survey respondents who evaluated a specific government service and provided a rating.

C3. Now we have some questions about your experience with [INSERT SELECTED SERVICE]. Which of the following best describes the type of interaction?

Performance by Type of Transaction

Business clients provide similar scores across services delivered for routine transactions and for permits or certificates.

At 64, the Government of Northwest Territories' scores appear to be higher than they were in 2016, and higher than or similar to the scores for Canada overall. However these differences are not statistically significant.



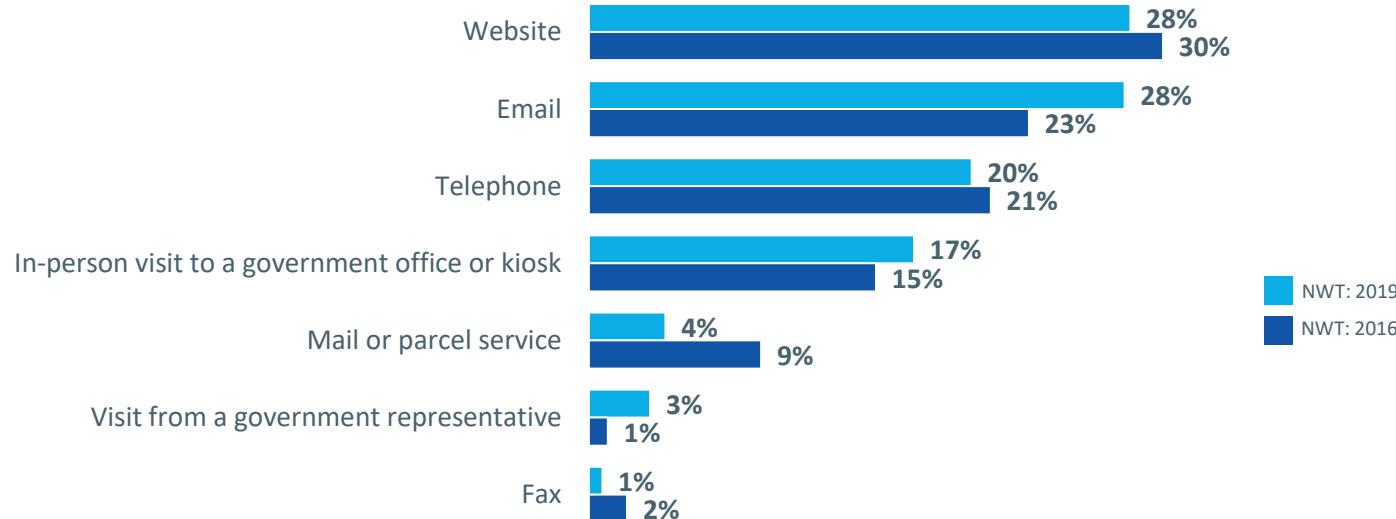
* The Client Satisfaction Index is an average 0 to 100 score of the ratings of three attributes: overall satisfaction, the service equaling the best anywhere and exceeding expectations.

** Caution: Small sample size (<50) for Northwest Territories ratings.

Base: Northwest Territories survey respondents/ All survey respondents who evaluated a specific government service and provided a rating.

Channels Used in the Northwest Territories

The majority of NWT business clients access these services digitally, with 28% using a website and 28% using email as their main channel. Only 20% of transactions are done over the telephone, while 17% are visits to an office. Fewer businesses access services by way of mail, visits from a government representative or by fax.

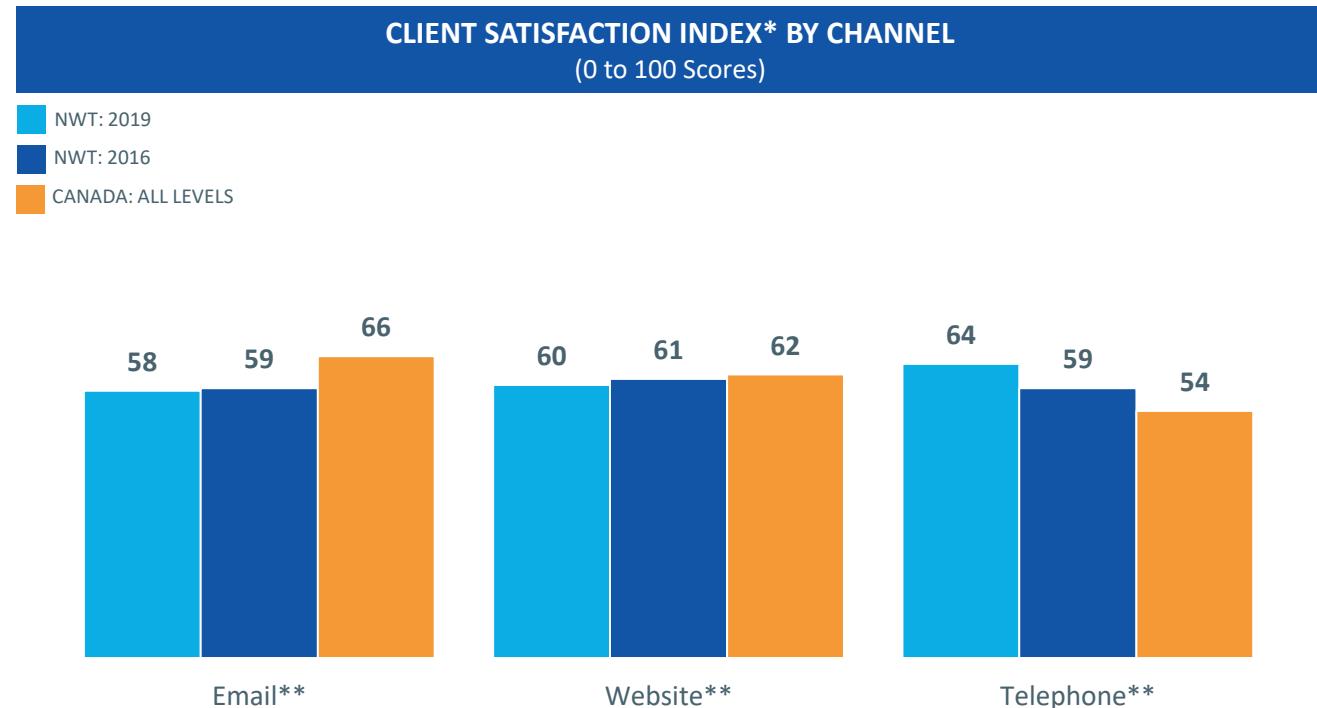


Base: Northwest Territories survey respondents who evaluated a specific government service and provided a rating.
C6. Of all these various channels for accessing this service, which was the principal or primary one you used?

Performance by Channel

NWT's CSI score for services provided by digital channels is directionally lower than for those delivered over the telephone.

The CSI for email transactions in NWT is directionally lower than the overall score for Canada, while the telephone is directionally higher. However, these differences are not statistically significant.



* The Client Satisfaction Index is an average 0 to 100 score of the ratings of three attributes: overall satisfaction, the service equaling the best anywhere and exceeding expectations.

** Caution: Small sample size (<50) for Northwest Territories ratings.

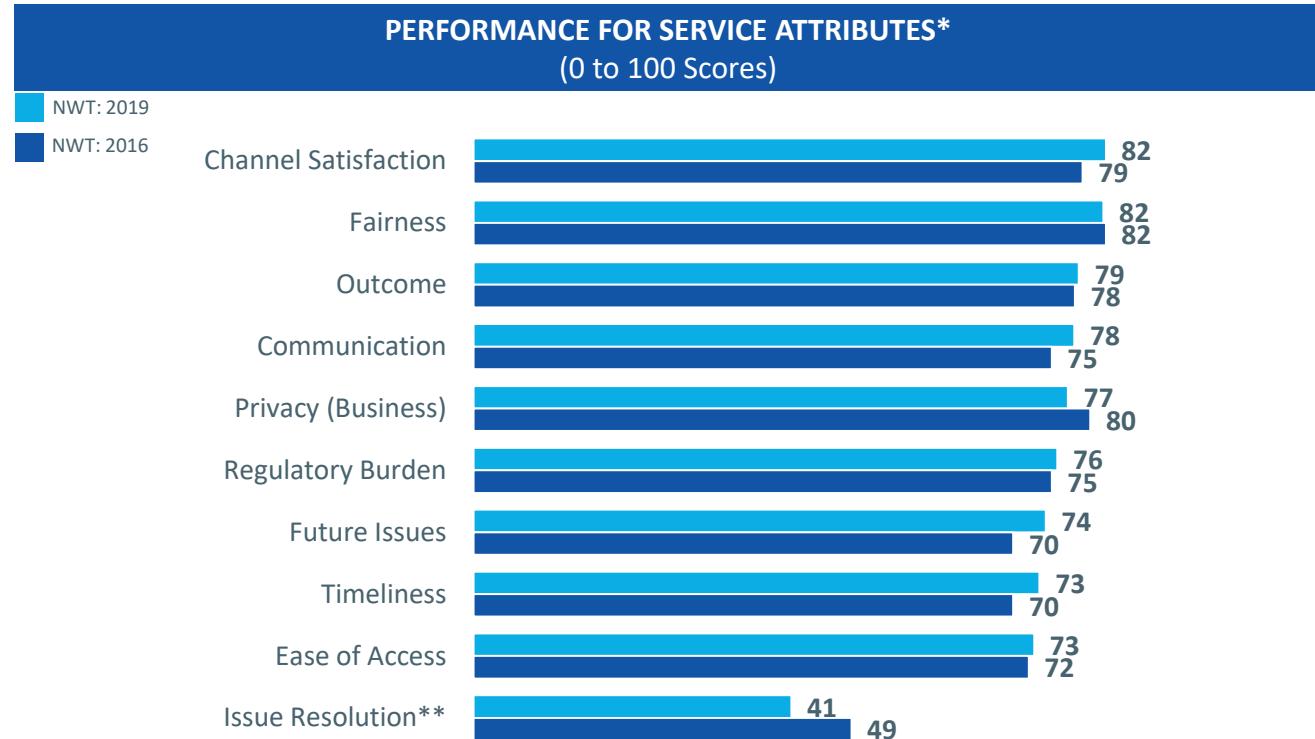
Base: Northwest Territories survey respondents/ All survey respondents who evaluated a specific government service and provided a rating.

Performance for Service Attributes: Overview

For both NWT and other jurisdictions across Canada, the majority of service attributes attain scores between 70 and 80 points.

The key exception to this pattern is the substantially lower score for Issue Resolution. Only those business users of government services who encountered issues when accessing the recent service are asked to rate this attribute.

This pattern is also evident across the participating jurisdictions.



*The complete wording of the service attributes is included in the appendix.

** Based on respondents who had issues or problems when accessing the service (C14).

Base: Northwest Territories survey respondents/ All survey respondents who evaluated a specific government service and provided a rating.

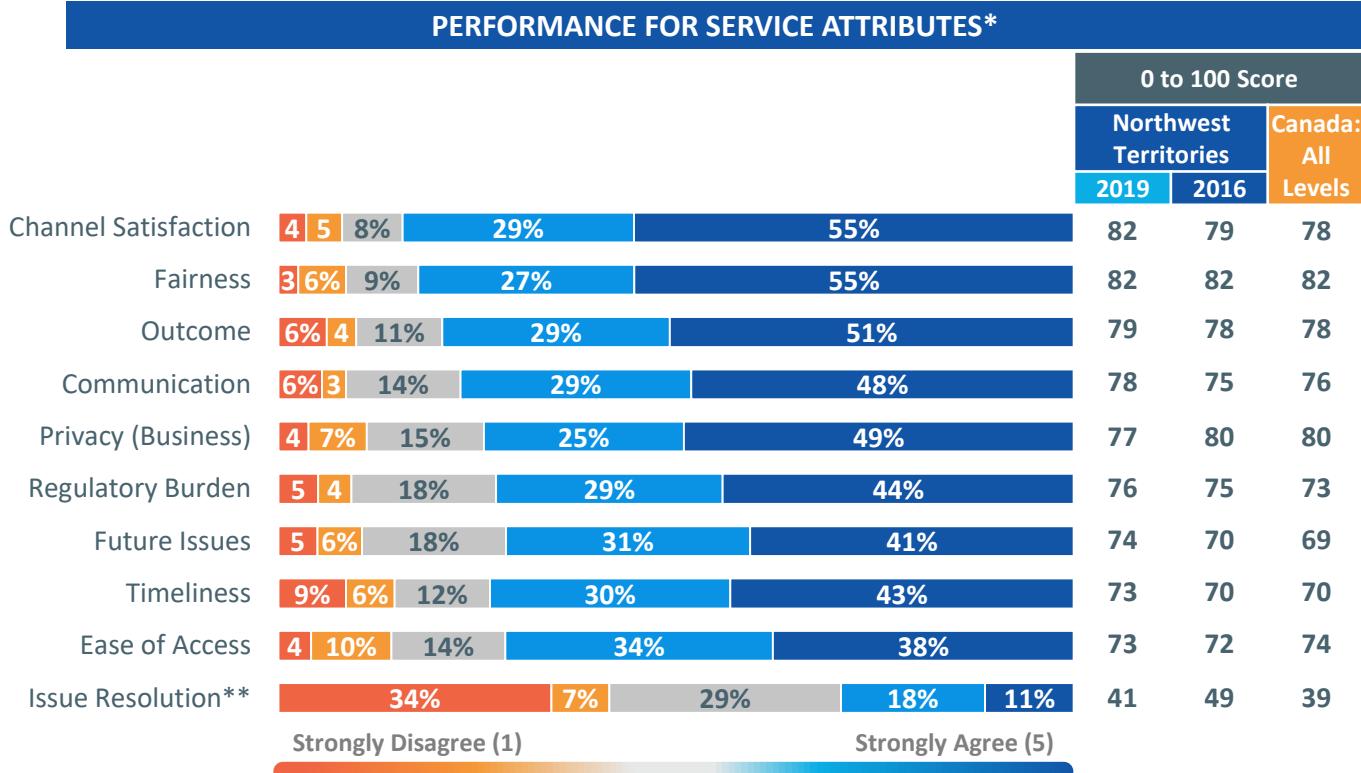
C15. How much do you agree or disagree with the following statements?

Performance for Service Attributes

Over seven-in-ten business respondents rate nearly all attributes of services provided by the Government of Northwest Territories at 4 or 5 on the 5-point scale.

Issue resolution receives substantially lower ratings. Only those business users of government services who encountered issues when accessing the recent service are asked to rate this attribute. Of those, only 29% rate this attribute of NWT services as 4 or 5 on the 5-point scale.

While this attribute impacts only 16% of transactions, it is a key driver among attributes, so it is important for NWT government service providers to improve in this area.



* The complete wording of the service attributes is included in the appendix.

** Based on respondents who had issues or problems when accessing the service (C14).

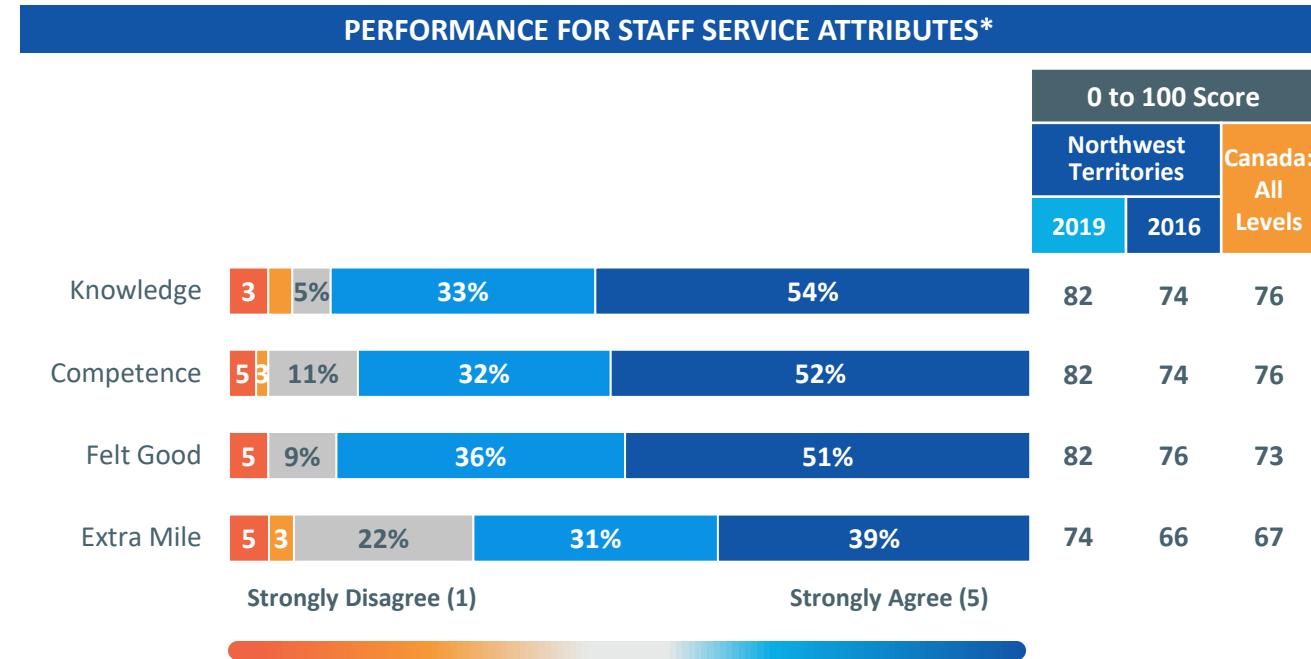
Base: Northwest Territories survey respondents/ All survey respondents who evaluated a specific government service and provided a rating.

C15. How much do you agree or disagree with the following statements?

Performance for Staff Service Attributes

Businesses are generally satisfied with their interactions with NWT government staff. Over eight-in-ten rate their service experience at 4 or 5 on the 5-point scale when it comes to staff being Competent, Knowledgeable, and for the emotional component of 'I felt good about my interaction with service staff'.

Business customers are not quite as positive when it comes to staff going the extra mile.



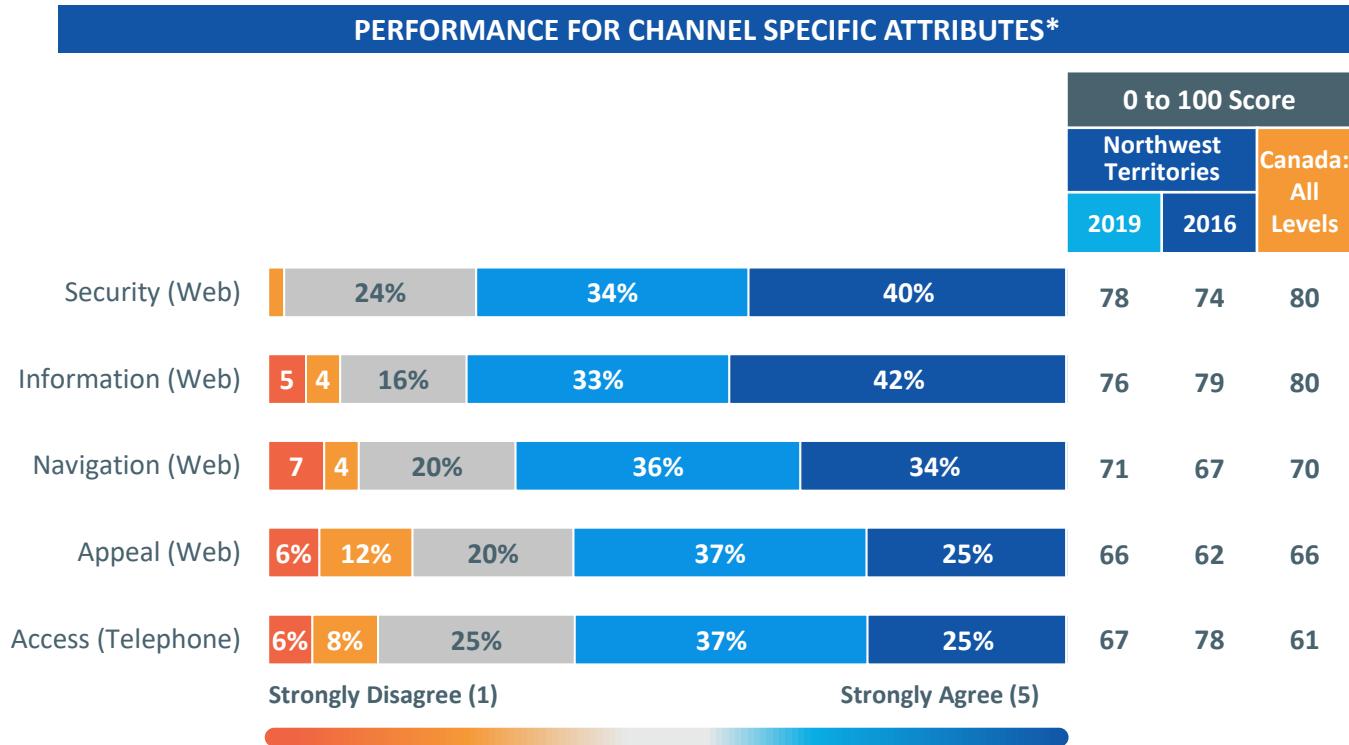
*The complete wording of the service attributes is included in the appendix.

Base: Northwest Territories survey respondents/ All survey respondents who evaluated a specific government service using a channel which involves staff (face-to-face or over the telephone) and provided a rating: C15. How much do you agree or disagree with the following statements?

Performance for Channel Specific Attributes

Business users of NWT government services are quite positive when it comes to most of the channel-specific attributes.

Scores are similar to overall Canadian scores, but NWT business customers appear to be more positive about being able to get through to a telephone agent without difficulty.



* The complete wording of the service attributes is included in the appendix.

Base: Northwest Territories survey respondents/ All survey respondents who evaluated a specific government service using the channels specified in the table and provided a rating.
C15. How much do you agree or disagree with the following statements?

4. DRIVERS OF SATISFACTION

Overview: Drivers of Satisfaction for the Services of the Northwest Territories

A central objective of this research is to determine which aspects of service have the most impact on the CSI, allowing service providers to focus on improving aspects of service which represent the greatest opportunity to improve the service experience. Multivariate analysis was conducted to determine which drivers have the most impact on the CSI.

Attributes which have high impact on satisfaction and receive lower performance ratings are the drivers which have the most potential for service improvement. For services provided by the Government of Northwest Territories, these are:



Extra Mile



Future Issues/
Issue Resolution



Timeliness



Navigation
(Web)



Ease of
Access

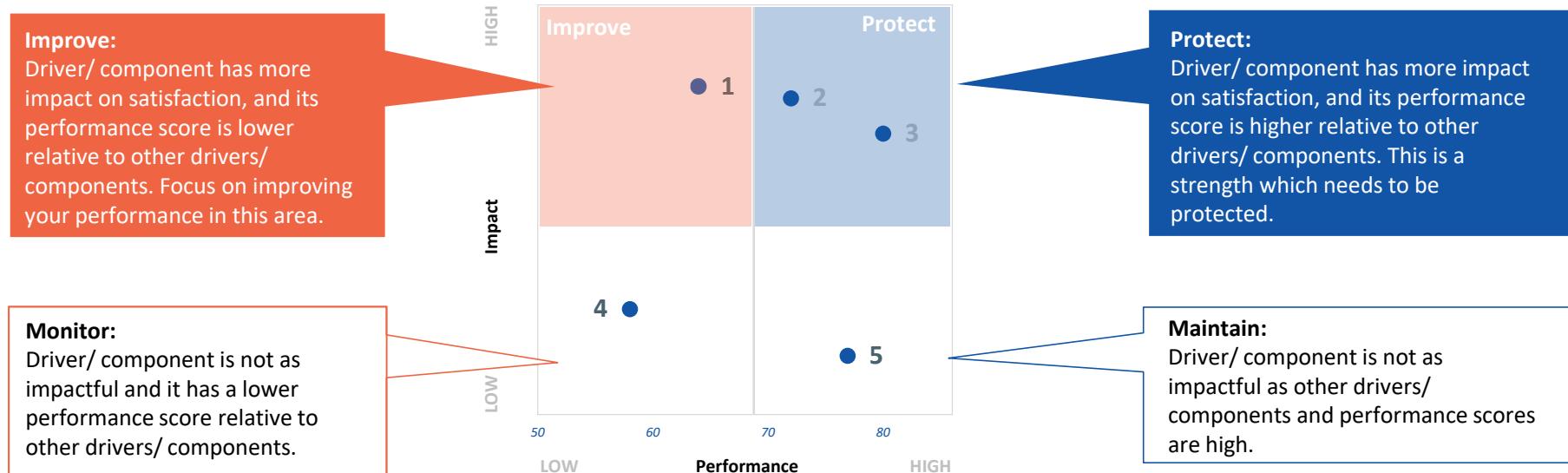
Service attributes which are important and also are positively perceived by customers fall into the 'protect' quadrant of the importance/performance matrix. For government services in NWT as perceived by business customers, these include Felt Good, Competence and Knowledge, among others. For these elements of service, it is important that service providers maintain positive experience ratings among business customers. Customer perception may change if their experience with other services changes—for instance, improved performance on the part of private sector service providers may negatively impact perceptions of government services if they do not keep pace.

Key Takeaway:

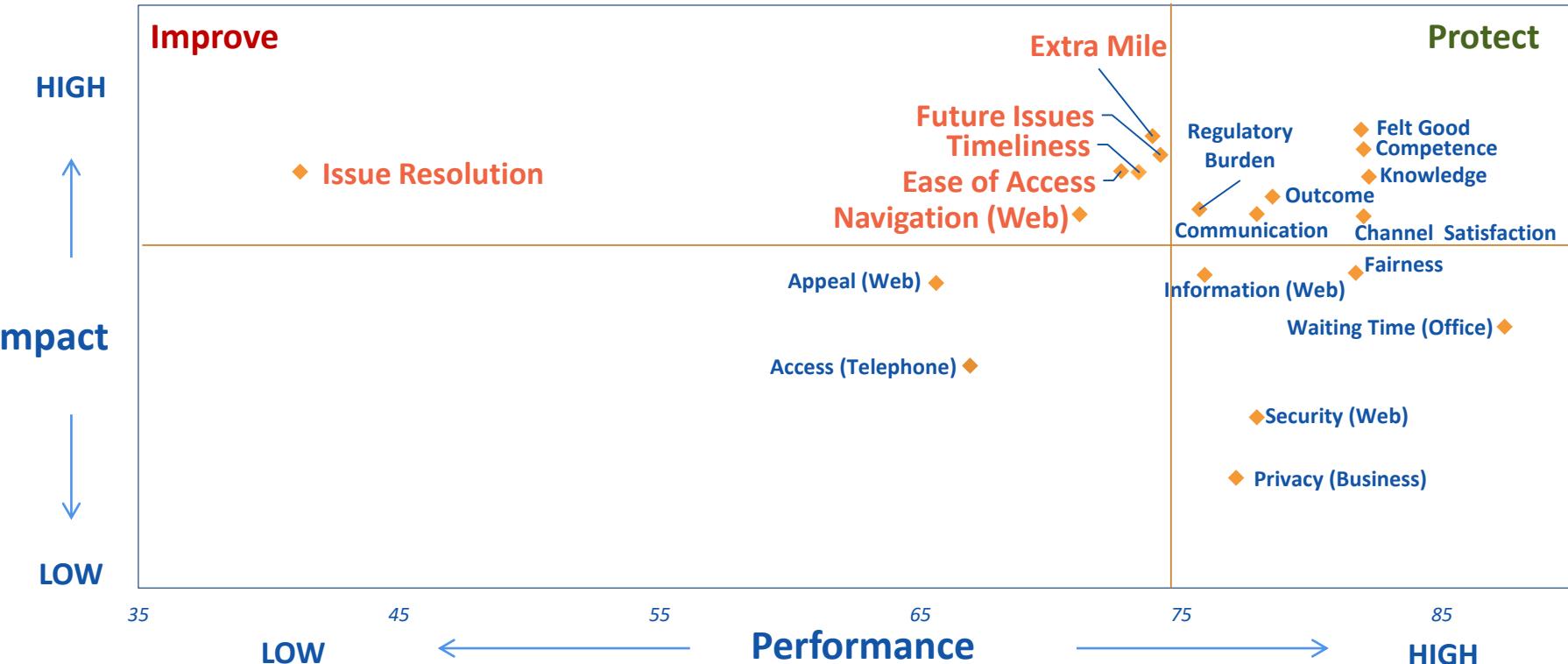
-  It is important for GNWT service providers to focus on improving the perceptions of business clients on these five attributes since they have the most potential to improve attitudes toward overall service experience.

Priority Matrices Explained

A priority matrix allows for decision makers to easily identify priorities for improvement by comparing 'how strongly a driver performed' and 'how much impact each driver has' on the CSI. It helps to answer the question 'what can we do to improve client satisfaction'. Each driver or component will fall into one of the quadrants explained below, depending on its impact on overall satisfaction (derived from the interrelationships within the data) and its performance score (provided by survey respondents).



Importance/Performance Matrix for Northwest Territories



* Note that "Impact" represents squared Pearson's correlation coefficients (pairwise against the dependent variable (the 3-item CSI)), and "Performance" represents the average score (0 to 100) for each driver (independent variable). Base: Impact: All survey respondents; Performance: Northwest Territories survey respondents who rated a specific government service.

Service Improvements Suggested by NWT Business Clients

When asked what governments could do to improve their experience, business customers who assessed a GNWT service are most likely to suggest quicker service, better communications, improvements to the online experience and improved access.

Improved staff performance and process improvements are also suggested.

Suggested Improvements*:	Percent of Businesses in the NWT Survey
Timeliness	13%
Quicker service/ faster response	6%
Shorter wait time	6%
Communication	11%
Better/ improved communication	7%
More/ clearer/ up-to-date/ accurate information	4%
Online	10%
Better website/ easier to navigate/ more user friendly	7%
Online availability (forms, etc.)	3%
Access	9%
Prefer to speak to a real person/ less automation	3%
Staff Performance	8%
More competent/ experienced/ better informed staff	5%
Process	6%
Less bureaucracy/ (improved) rules and regulations	3%
Nothing	23%
Don't know	23%

* Mentions of less than 3% are not shown.

Base: Northwest Territories survey respondents who evaluated a specific government service and did not experience any issues or problems while accessing that service.
C17. If you were to use this service again, what one thing could government do to improve it?

Comments on Improving the Service Experience



“Decrease phone wait time.”



“It would be awesome if somebody live actually answered the phone.”



“I feel like it's hit or miss when you call. I've called previously and its been difficult to get through. Sometimes you call and get a machine and it's a few days before you hear back. It might be better if you had an agent specifically assigned to you. We have to report to them any incidents so it would be easier if we knew who we would be routed to, or even just had an extension we know to use.”



“Que ce soit en français. »



“Have clearer channels, clearer language, less bureaucracy and red tape.”



“Access by emails or electronic depository, another way besides faxing.”



“Make the application online (automated), e-services, no PDF forms.”



“Probably make you not have to go through ten hoops [on the website] to find an answer.”



“Make everything accessible online. Like everything!”



“There are people that don't seem to have the drive to be doing what they are doing. It takes longer to achieve the end goal when you are dealing with people that have very little interest in what they are doing. The work gets done but there is no enthusiasm for doing it. You have got to hire people that better fit the position they are hired for.”

Verbatim comments provided by Northwest Territories survey respondents who evaluated a specific service and did not experience any issues or problems while accessing that service.
Q21a. Overall, how could your service experience have been improved? (Please be as specific as possible.)

5. ISSUE RESOLUTION

Overview: Issue Resolution



Issue resolution is an important aspect of providing service to clients. When business customers report having had an issue or problem during their transaction, it has a significant negative impact on their experience ratings, and is a key driver of the overall CSI experience score.

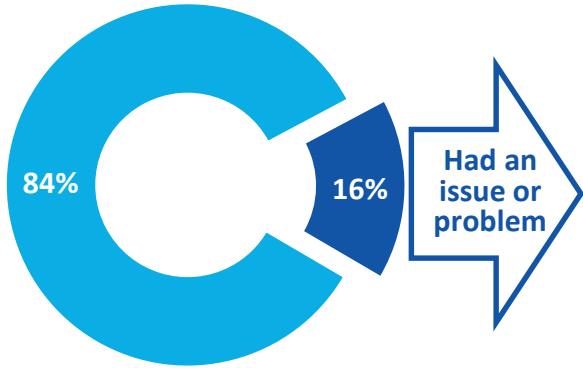
When business customers are asked if they had any issues or problems when accessing the service during a recent NWT government service interaction, 16% state that they did.

Key Takeaway:

- ! The Government of Northwest Territories should strive to improve service so that fewer customers experience issues or problems. Those who did experience problems report a range of issues. Website improvements, better telephone access, competent and helpful staff, and improved communication are all suggested.

Issues or Problems

PERCENT OF SERVICE INTERACTIONS



Base: Northwest Territories survey respondents who evaluated a specific government service.

C14. Still thinking about your experience with..., did you have any issues or problems while you were accessing this service?

Issues or Problems that were Experienced:	Percent of Businesses* in the NWT Survey Who Had Issues or Problems**
Website	30%
Website navigation/ technical issues	19%
Registration/ username/ password issues	4%
Needs more online availability/ access	4%
Had to use website/ need alternatives	3%
Access	15%
Lack of response/ no call back/ not answering the phone	8%
Difficult finding the right person/ department	7%
Difficult/ long to talk to a real person	4%
Staff Performance	15%
Employees are incompetent/ inexperienced/ uninformed	11%
Unhelpful service	4%
Communication	14%
Difficult to access/ find information	11%
Lack of communication	3%
Long wait times for a service	14%
Process Issues	12%
Lack of clarity/ organization	8%
Process is complicated/ hard to understand	8%
Location/ Travel	7%
Other	8%

* Mentions of less than 3% not shown

** Caution: Small sample size (<50) interpret with caution

Base: Northwest Territories survey respondents who reported that they had any issues or problems while accessing service C14b. What issues or problems did you experience?

6. SERVICE EXPECTATIONS

Overview: Service Expectations



Quality perceptions that customers derive from their service experience are strongly influenced by what their expectations were at the onset of the interaction. Therefore, it is important for service providers to understand these expectations in order that they be met or, alternatively, managed.

To follow is a comparison of service expectations with the recalled time waiting on the telephone or searching online to find information or start the service transactions as reported by business users of GNWT services.

This analysis focusses on two key channels: online and telephone. These channels were selected for inclusion in the survey due to their importance in channel management strategy.

Key Takeaway:

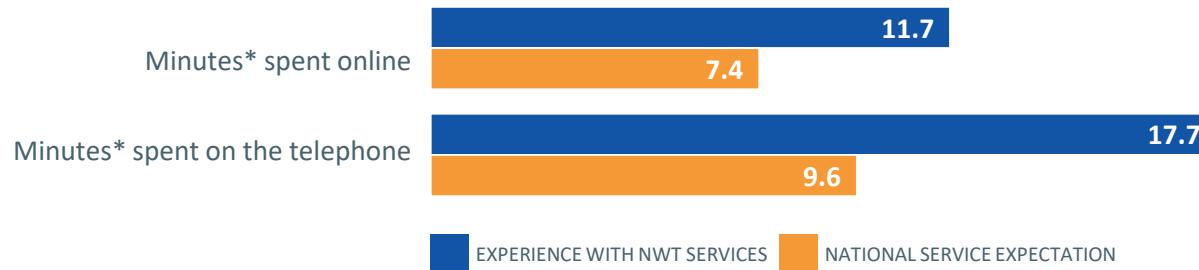
- ! The Government of Northwest Territories should work toward reducing the gap between expectations and experience for the length of time it takes to find information or start a transaction on their websites.
- ! The gap between expectations and experience for the telephone channel is even bigger. One potential strategy is to allow this gap to continue, while driving traffic to a digital mode.

Delivery Timeliness: Recalled vs. Expectations

There is a significant gap between the expectations and the experience reported by business users of government services when it comes to the length of time to access services over the telephone or online. This is also the case for citizens (see the Citizens First 8 report for further details on non-business client attitudes and experiences).

The average expectation among Canadian business clients is that it will take around seven and a half minutes on a government website to find the information they are seeking or start a service transaction. When those who used the online channel for a recent NWT service are asked how long it actually took, they report an average of over 11 minutes.

Similarly, the national expectation to get information or start a transaction on the telephone is just under 10 minutes, on average. However, recent users of NWT services report spending an average of 17.7 minutes—nearly twice as long—to do so.



* Responses of over 60 minutes have been identified as outliers and excluded from the mean calculation

Base: All Section D Respondents/ Northwest Territories survey respondents who evaluated a specific government service accessed via the online channel/ telephone.

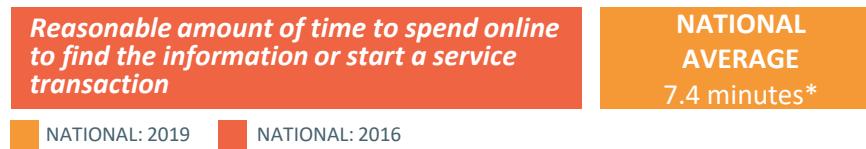
D5./C10. If you go online to access a government service or get information, how many minutes do you think is a reasonable amount of time to spend online to find the information or the webpage where you can start your service transaction? / How many minutes did you spend on the website to find the information you were looking for, or the webpage where you could start your service transaction?

D7./C8. If you use the telephone to access a government service or get information, how many minutes do you think is a reasonable amount of time to spend on the phone to get the information or start your service transaction? Please include being transferred, being on hold, and making more than one call if that would be needed. / What was the total number of minutes that you spent on the telephone to get the information that you were seeking or to start the transaction that you conducted over the telephone?

Time Spent Using Online Channel

Currently, Canadian businesses expect it will take longer to find the information they need or start a transaction on a government website than they did in 2016. Then, one-third of businesses expected to spend less than five minutes online, looking for information or accessing a government service. At present, only one-quarter hold this expectation. Still, around two-thirds expect to spend less than 10 minutes.

There is a large gap between the expectations and experience. Over one-half of NWT businesses recalled visit times on a territorial government website of 10 minutes or longer. Just under one-in-five indicated that they spent 20 minutes or longer.



↑↓ Arrows indicate statistically significant differences

* Responses of over 60 minutes have been identified as outliers and excluded from the mean calculation.

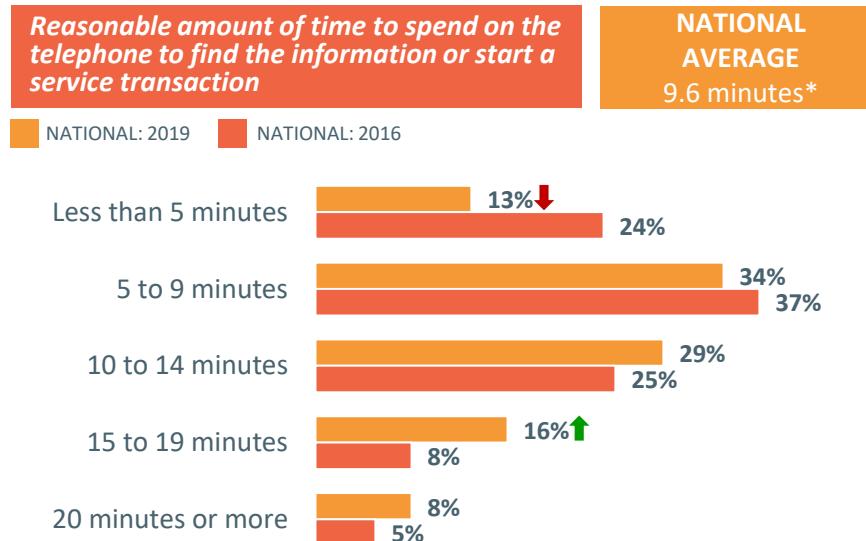
Base: Expectations: All Section D survey respondents/ Experience: Recalled time spent: Northwest Territories survey respondents who used the online channel for the service they rated.

D5./C10. If you go online to access a government service or get information, how many minutes do you think is a reasonable amount of time to spend online to find the information or the webpage where you can start your service transaction? / How many minutes did you spend on the website to find the information you were looking for, or the webpage where you could start your service transaction?

Time Spent Using Telephone Channel

Business representatives also expect telephone transactions to take longer now than they did in 2016. Then, one-quarter thought that less than 5 minutes was reasonable, now only 13% do so. This has likely occurred because clients are more accustomed to longer wait times.

There is still a significant gap between the average time considered reasonable, at just under 10 minutes, and the recalled time spent on the telephone for a recent NWT government service transaction, an average of around 18 minutes.



↑ ↓ Arrows indicate statistically significant differences

* Responses of over 60 minutes have been identified as outliers and excluded from the mean calculation.

Base: Expectations: All Section D survey respondents/ Experience: Recalled time spent: Northwest Territories survey respondents who used the telephone for the service they rated.

D7./C8. If you use the telephone to access a government service or get information, how many minutes do you think is a reasonable amount of time to spend on the phone to get the information or start your service transaction? Please include being transferred, being on hold, and making more than one call if that would be needed. / What was the total number of minutes that you spent on the telephone to get the information that you were seeking or to start the transaction that you conducted over the telephone?

7. CHANNEL USAGE AND PREFERENCES

Overview: Channel Usage and Preferences

The majority of the business clients of NWT services access these services digitally, with 28% using a website and 28% using email as the main channel. Only 20% of transactions are done over the telephone, and 17% involve visits to a government office. Fewer business customers use mail, visits from a government representative or fax.

At 28%, website usage as the main channel is much lower in NWT as compared to 46% across all levels of government in Canada. NWT's business customers are also much less likely to use only one channel for a transaction. Only 29% do, as compared to 40% across all levels of government in Canada.

NWT's Client Satisfaction Index score declines to 58 when three or more channels are used. Usage of three or more channels in NWT appears to be a factor depressing the CSI score.

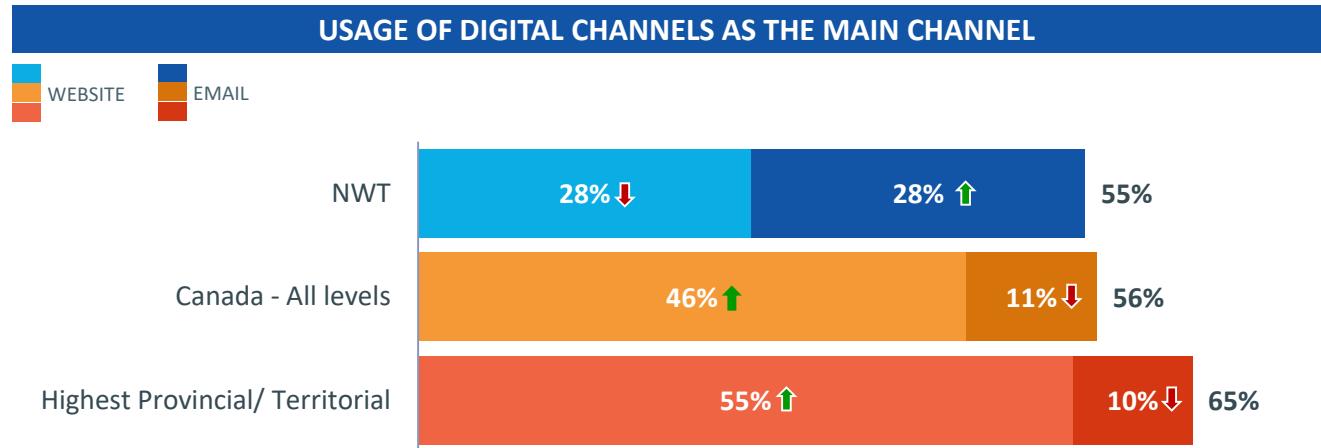
Key Takeaway:

- GNWT should strive to increase usage of the online channel due to the cost-effectiveness, and to assist in reducing the number of channels that some business customers have needed to use to fulfil their service requirement. At the same time, it is recognized that not all businesses have the desire or ability to use digital channels, so offering alternative channels is still required for most services.

Penetration of Digital Channels

Over one-half of transactions done by business customers with the government of NWT are done using digital channels. Overall, this is very similar to the national average. However, NWT business clients are much less likely to use websites and more likely to use email for their transactions.

Both NWT and the overall measure of all levels of government in Canada have much lower website usage levels than the jurisdiction with the highest usage of digital channels.



↑ ↓ Arrows indicate statistically significant differences

Base: Northwest Territories survey respondents/ All respondents/ Jurisdiction with the highest usage of digital channels survey respondents who evaluated a specific government service.

C4. And what was the initial channel or method of accessing this service? C5. What other channels, if any, did you use to access this service? C6. Of all these various channels for accessing this service, which was the principal or primary one you used?

Number of Channels Used

Only 29% of NWT's business customers were able to fulfil their service requirement using only one channel. This is significantly lower than the overall level of 40% across all levels of government in Canada.

Nearly one-quarter of NWT's business customers used three or more channels to get their service.

NUMBER OF CHANNELS* USED TO GET GOVERNMENT SERVICES		
	Northwest Territories	Canada: All Levels
One	29% 	40% 
Two	48%	44%
Three	13%	12%
Four or more	10%	5%
<i>Average</i>	2.1	1.8

  Arrows indicate statistically significant differences

* Note: Number of channels derived from all methods of contact used.

Base: Northwest Territories survey respondents/ All survey respondents who evaluated a specific government service.

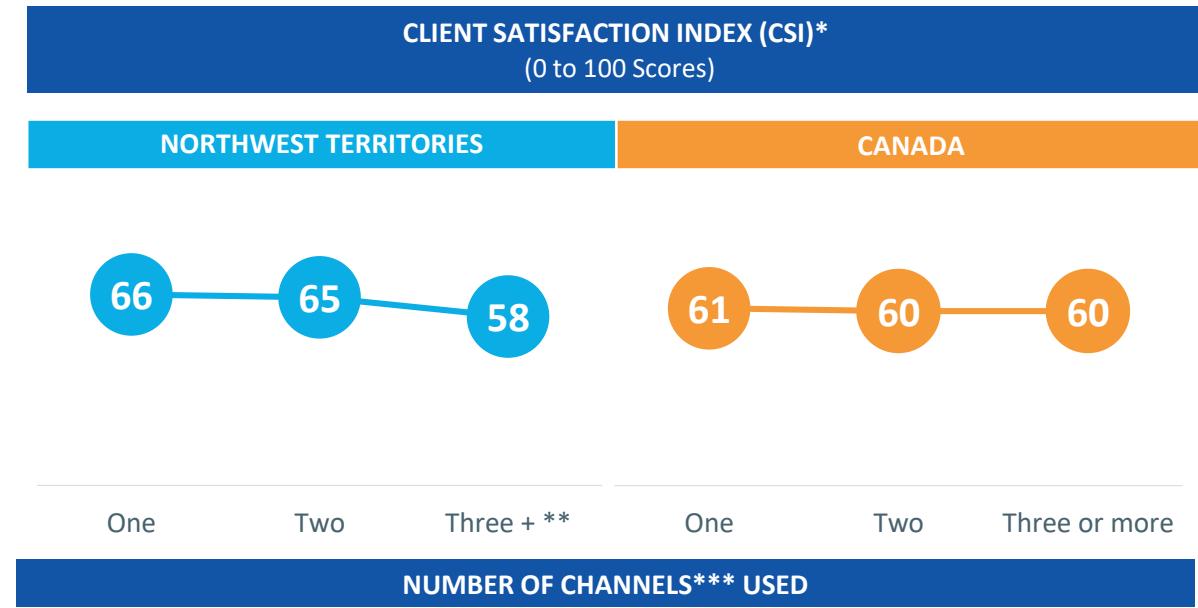
C4. And what was the initial channel or method of accessing this service?

C5. What other channels, if any, did you use to access this service?

Impact of Number of Channels Used on Satisfaction

Among Canadian business representatives, there is little or no decline in satisfaction with government services when two or more methods of contact are used for government services.

However, the CSI does decline to 58 among Northwest Territories business customers when they use three or more channels.



* The Client Satisfaction Index is an average 0 to 100 score of the ratings of three attributes: overall satisfaction, the service equaling the best anywhere and exceeding expectations.

** Caution: Small sample size (<50) for Government of Northwest Territories ratings.

*** Note: Number of channels is derived from all methods of contact used.

Base: Northwest Territories survey respondents/ All survey respondents who evaluated a specific government service.

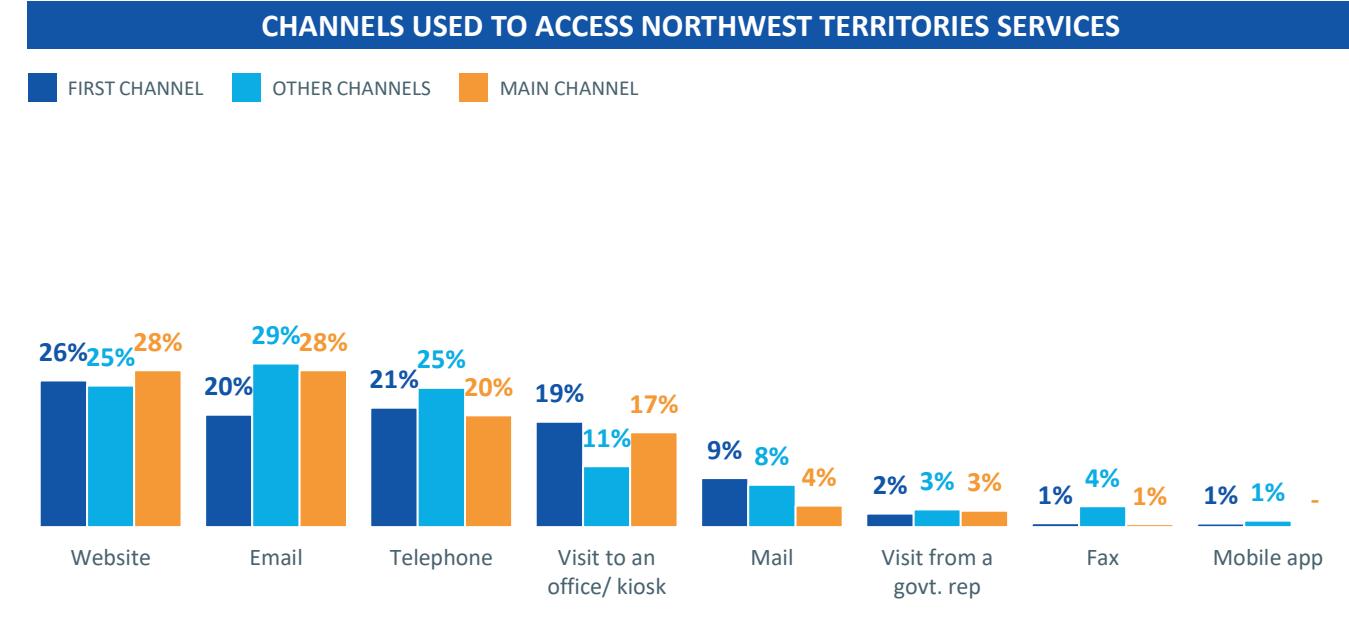
C4. And what was the initial channel or method of accessing this service? C5. What other channels, if any, did you use to access this service?

Channel Usage for Northwest Territories Services

One-quarter of businesses accessing NWT services use a website as the first option they turn to, and for 28%, it is the main channel used. Email is the main channel for the same proportion of customers.

Telephone is the main channel used for only two-in-ten users.

Office visits are the main channel for 17% of business representatives for their recent service experience. Only a few representatives had a visit from a government representative or used fax or a mobile app.



* Equals less than one-half of one percent

Base: Northwest Territories survey respondents who evaluated a specific government service.

C4. And what was the initial channel or method of accessing this service? C5. What other channels, if any, did you use to access this service? C6. Of all these various channels for accessing this service, which was the principal or primary one you used?

Preferred and Main Channels Used for Northwest Territories Services

The main channel that business representatives used for their recent transaction is, for the most part, the same channel they preferred.

Among businesses whose main channel for their recent transaction was a website, email or the telephone, over 90% of each group used the channel that they preferred.

Only a small minority of GNWT business clients did not access the service using their preferred channel.

MAIN CHANNEL USED BY BUSINESSES IN NWT FOR GOVERNMENT SERVICES				
	All Channels	Website**	Email**	Telephone**
Preferred Method of Contact:				
Website	27%	94%	-	-
Telephone	19%	2%	2%	91%
Email	29%	2%	96%	6%
Office or kiosk	17%	2%	-	-
Mail or parcel service	4%	-	2%	3%
Visit from a government representative	3%	-	-	-
Fax	1%	-	-	-

* Equals less than one-half of one percent.

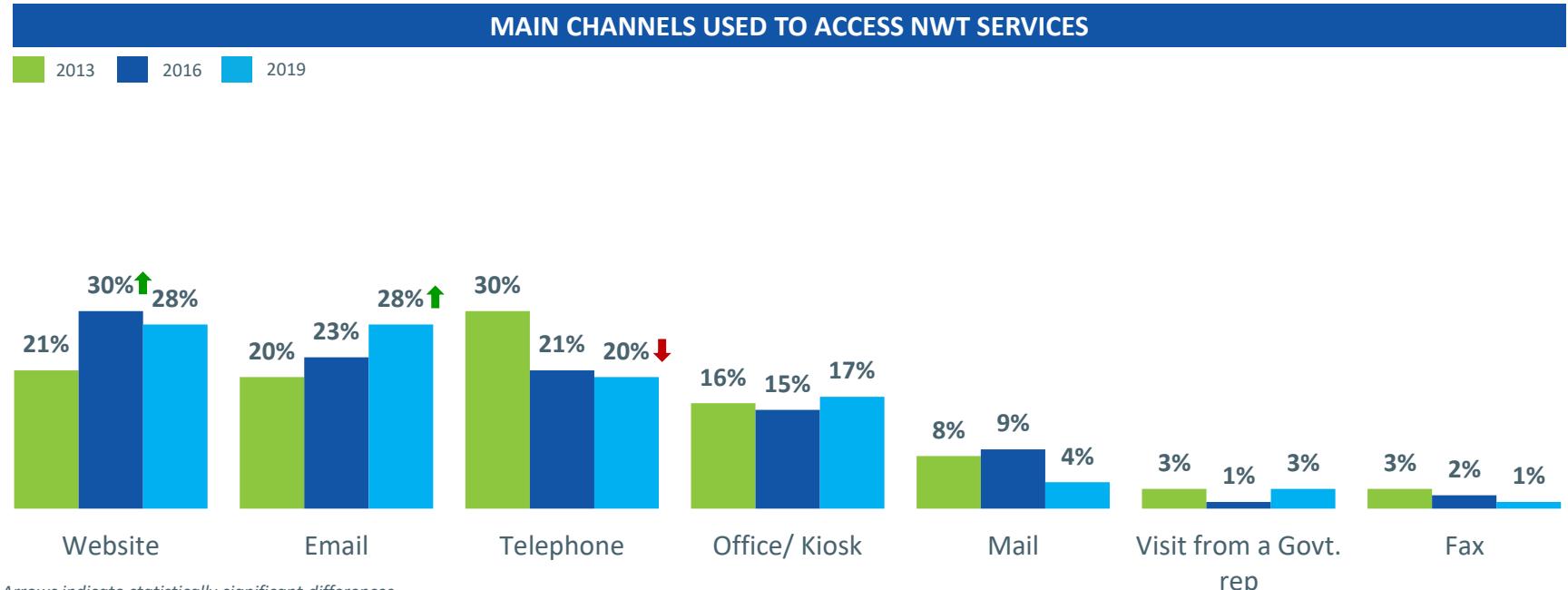
** Caution: Small sample size (<50) for Northwest Territories ratings.

Base: Northwest Territories survey respondents who evaluated a specific government service.

C6. Of all these various channels for accessing this service, which was the principal or primary one you used? C12. Did you get access to this service using the method of contact that you preferred? C13. What channel would you have preferred to use to access this service?

Trend: Main Channel Used in NWT

Usage of websites and email has increased since 2013, while usage of telephone as the main channel for transactions with the Government of Northwest Territories has declined. Usage of mail and fax also appears to have declined during that time, while office visits have remained steady.



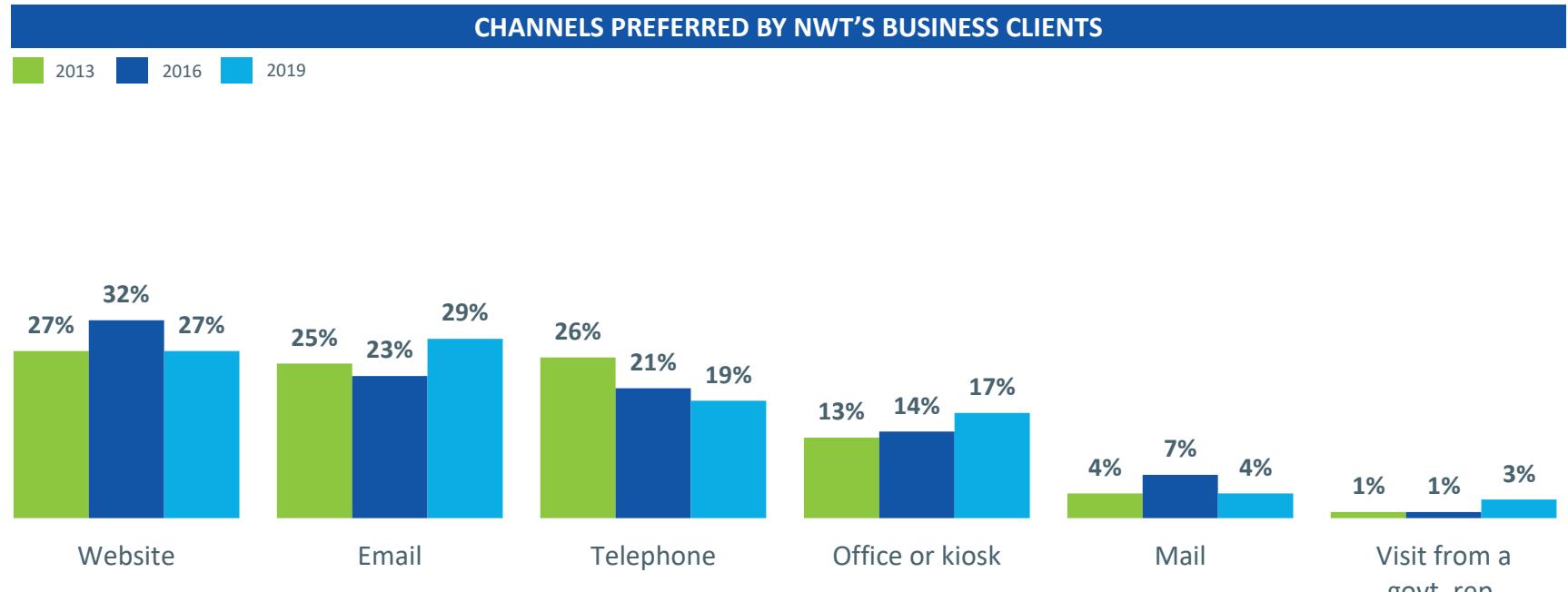
↑ ↓ Arrows indicate statistically significant differences

Base: NWT respondents who evaluated a specific government service.

C6. Of all these various channels for accessing this service, which was the principal or primary one you used?

Trend: Channels Preferred by NWT's Business Clients

Trends in channel preferences parallel actual usage. However, preference for website transactions has not increased since 2013. Preference for this channel might increase if more services were offered online, and with improved website findability and usability.



Base: NWT respondents who evaluated a specific government service.

C13. What channel would you have preferred to use to access this service?

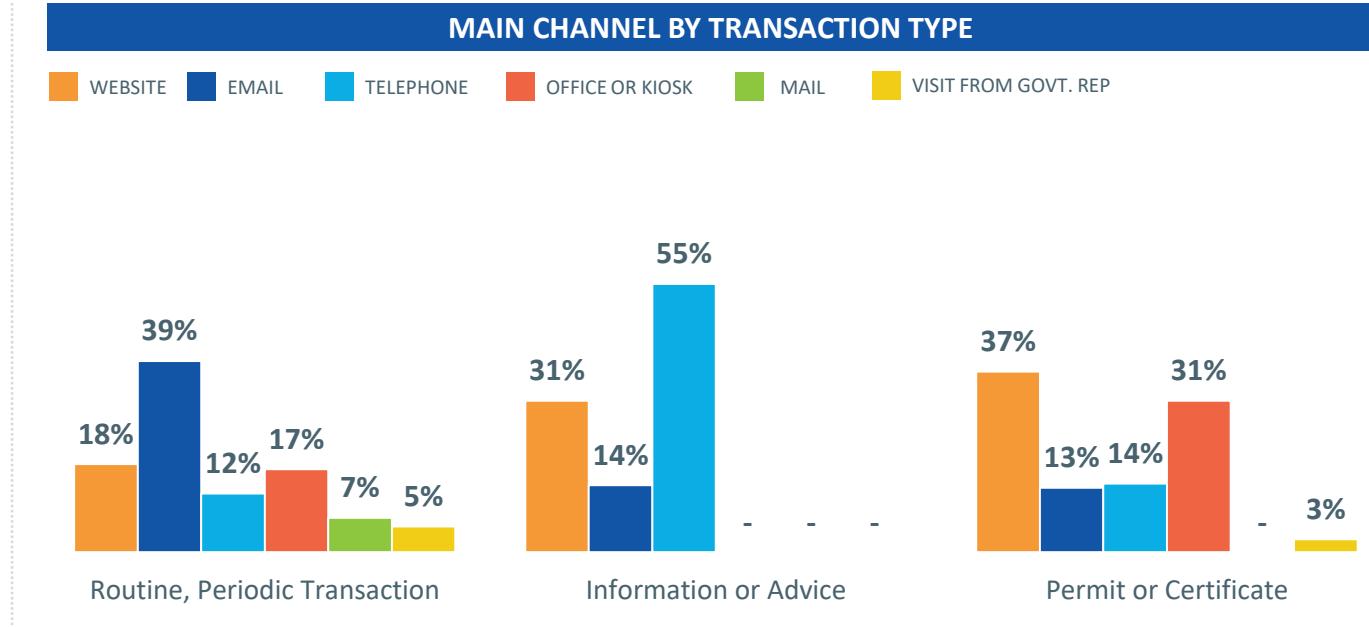
Business First 2019

Channels Used by Type of Transaction

Business customers mostly use digital channels (website and email) for routine, periodic transactions with the Government of Northwest Territories.

Telephone, at 55%, is more dominant when businesses are seeking information or advice than for other types of transactions.

When it comes to obtaining a permit or certificate, the channels used most often are websites and office visits.



* Equals less than one-half of one percent

Base: Northwest Territories survey respondents who evaluated a specific government service.

C6. Of all these various channels for accessing this service, which was the principal or primary one you used?

C3. Now we have some questions about your experience with [INSERT SELECTED SERVICE]. Which of the following best describes the type of interaction?

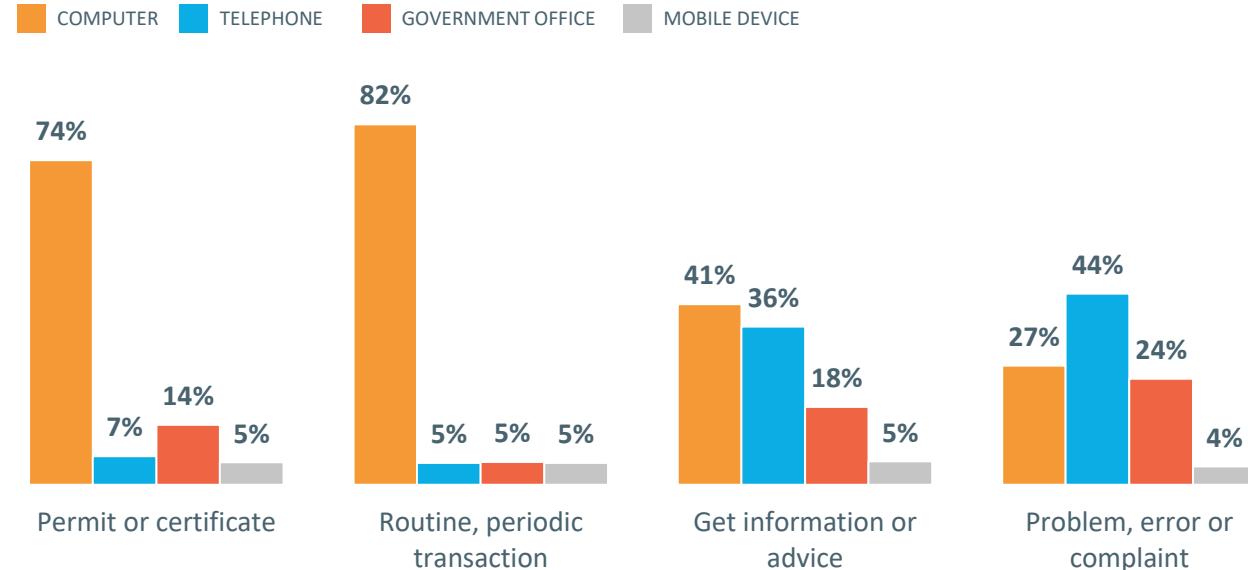
Impact of Transaction Type on Channel Preferences

Using a computer is the method that businesses in Northwest Territories prefer when completing a routine, periodic transaction with the government (82%) or when viewing, applying or registering for a permit or certificate (74%). Channel preferences are divided when it comes to getting information or advice.

Telephone is more likely to be preferred when it comes to solving a problem correcting an error or making a complaint than it is for other types of transactions. Forty-four percent of businesses prefer telephone, as compared to 31% preferring a digital approach and 24% preferring to go to a government office for this type of transaction.

A small proportion of businesses are interested in conducting transactions with the government using mobile devices.

PREFERRED CHANNEL FOR TYPES OF TRANSACTIONS AMONG BUSINESS CLIENTS IN NWT



Base: Northwest Territories survey Section D respondents.

D2. If the service or information were offered in-person at a government office, over the telephone and on the internet for access on computers or mobile devices, which mode would your business prefer to use for...



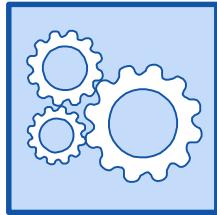
8. MOVING SERVICES ONLINE

Overview: Moving Services Online

Eight-in-ten business representatives state that their businesses would prefer to be able to access all routine government services online, while only six-in-ten state that they can already do so. This is a clear indication that there is dormant demand for digital services.

Most business representatives would be more likely to use the online channel if the transaction would only take five minutes and the service could be found with just a few mouse clicks.

Being able to call and ask questions about how to use the website, having online support available 24/7, and having a person available to chat with online would also positively impact likelihood of going online for GNWT government services.



Key Takeaways:

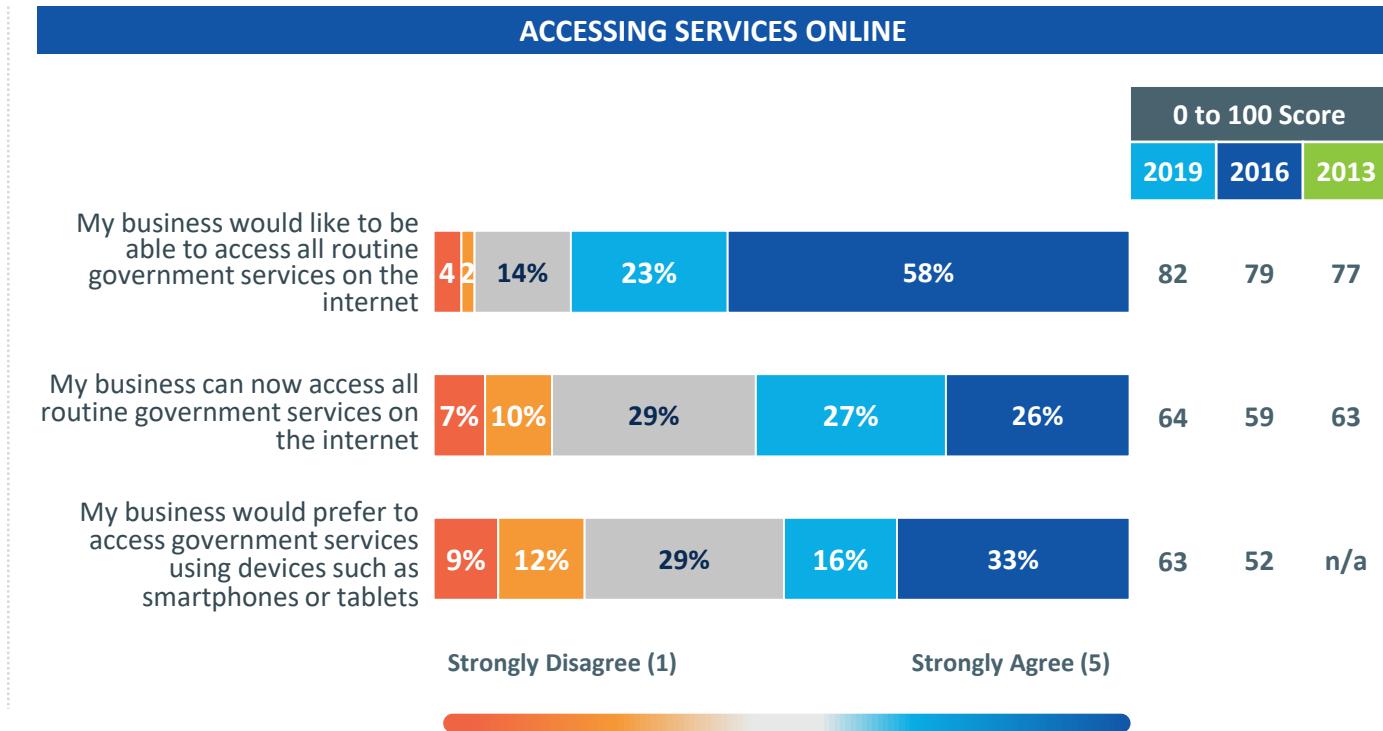
- ! Increasing availability and awareness of online services and encouraging usage of business services online is needed to more fully activate patronage from among those businesses who would prefer to go online, particularly for routine services.
- ! Improve website findability and inform business clients that their transactions would only take 5 minutes and that they can find what they need with just a few mouse clicks.
- ! Provide support for website users by providing a telephone number for clients to call if they need help, 24/7 online support and online chat. These steps will also be very helpful in managing occasions when clients encounter problems or issues during the service process.

Accessing Government Services Online

Eight-in-ten businesses in Northwest Territories agree (4 or 5 on the 5-point scale) that they would like to be able to access all routine government services on the internet.

Only 53% of businesses agree that they can now access all routine government services online. This demonstrates a significant degree of latent demand for online access to GNWT services among business clients.

One-half of business representatives agree that they would like to use a variety of devices such as smartphones or tablets.



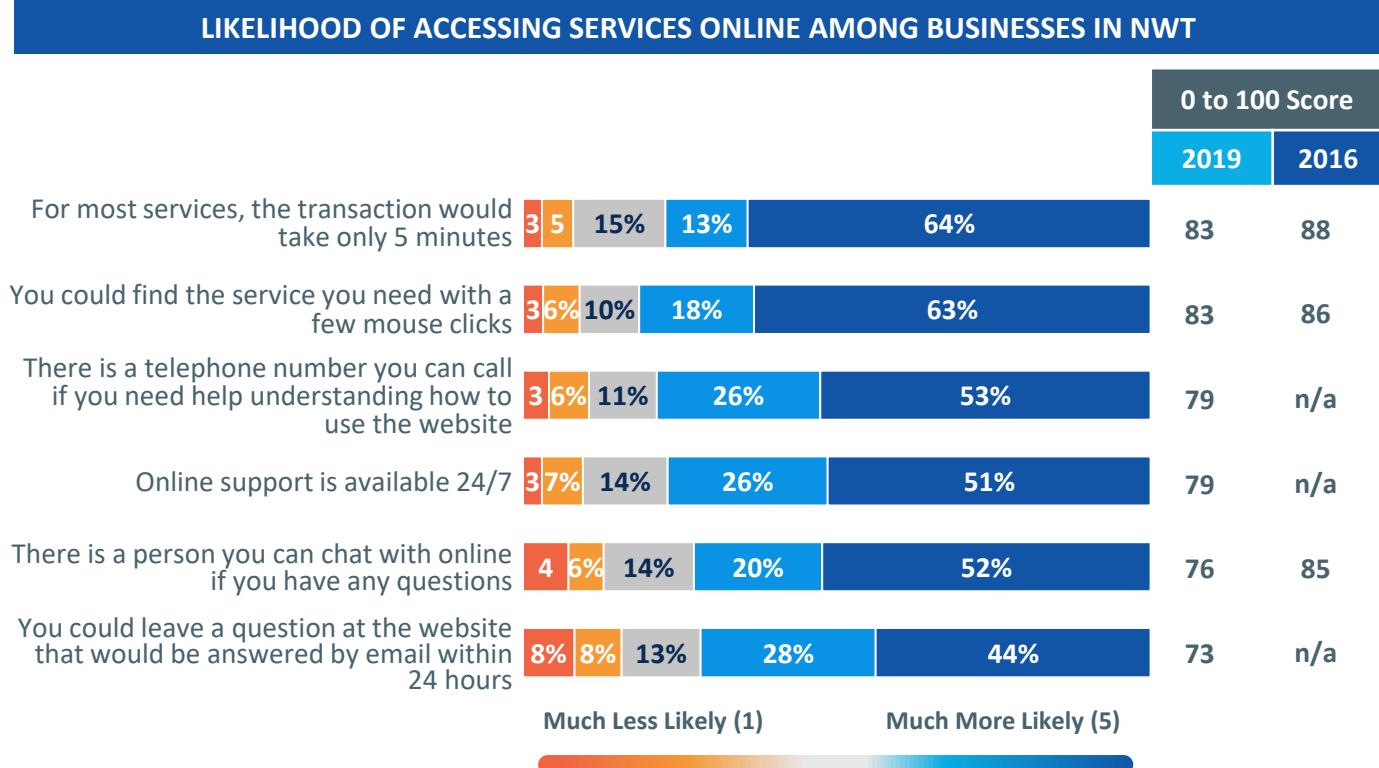
Base: Northwest Territories Section D respondents who provided a rating.

D1. Thinking about accessing services online, how much do you agree or disagree with each of the following statements using the 5 point scale?

Increasing Use of Digital Services

The majority of NWT business people state that they would be much more likely to access government services online if the suggested improvements were undertaken. Specifically:

- A transaction time of 5 minutes, and the ability to find the service with a few mouse clicks would have the highest impact.
- Preferences for telephone support, 24/7 online support and online chat are all stronger than for having one's questions answered by email within 24 hours.



Base: Northwest Territories Section D respondents who provided a rating.

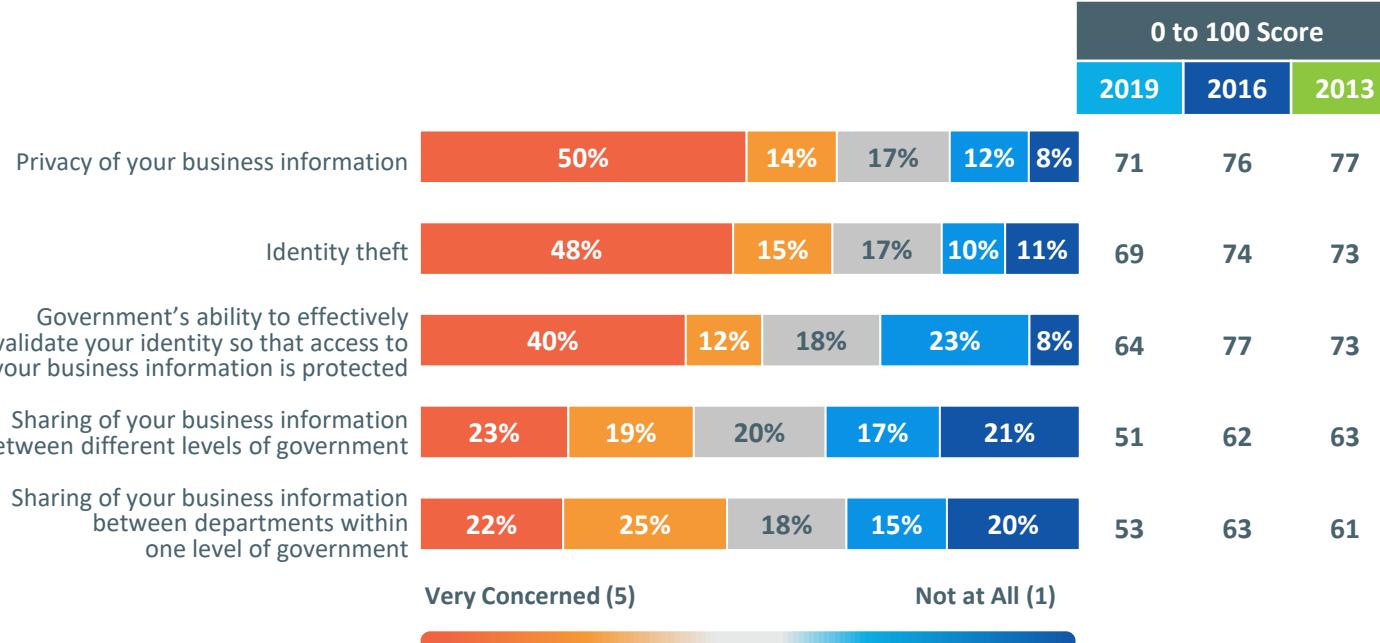
D4a. Would you be more or less likely to use government services online instead of by telephone or in-person at a government office if you knew the following? Please use a scale from 1 to 5, where 1 is "much less likely" and 5 is "much more likely". How about...

Security and Privacy Concerns

Many business people in NWT are concerned about security and privacy when conducting transactions online. Around one-half or more rate their concern as 4 or 5 on a scale where 5 means 'very concerned' for many of the issues included in the assessment. And, the level of concern has not declined over time.

Visibly addressing these concerns with effective safeguards will be an important means of eliminating this barrier to accessing government services offered in the online environment.

LEVEL OF CONCERN AROUND PRIVACY ISSUES AMONG BUSINESSES IN NWT



Base: Northwest Territories Section D respondents who provided a rating.

D4b. Thinking about using the internet to get government services, how concerned are you about each of the following? Please use a scale from 1 to 5, where 1 is "not concerned at all" and 5 is "very concerned".

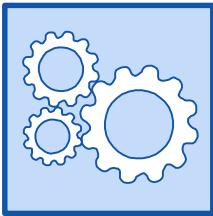


9. REGULATORY ISSUES

Overview: Regulatory Issues

The majority of business representatives agree or are neutral as to whether the number of regulatory requirements that their business experiences is reasonable. One-quarter disagree that it is reasonable.

Opinions are divided as to whether the regulatory burden has increased (44%) or stayed the same (52%) over the past three years. This attitude has remained relatively unchanged since 2013.



Key Takeaway:

- ! Implement the actions that generate the highest level of agreement for reducing the regulatory burden on businesses:
 - Provide electronic alerts and notifications.
 - Notify clients when all necessary documentation has been received.
 - Have one government identity card or number to access services from any level of government.
 - Establish service standards.

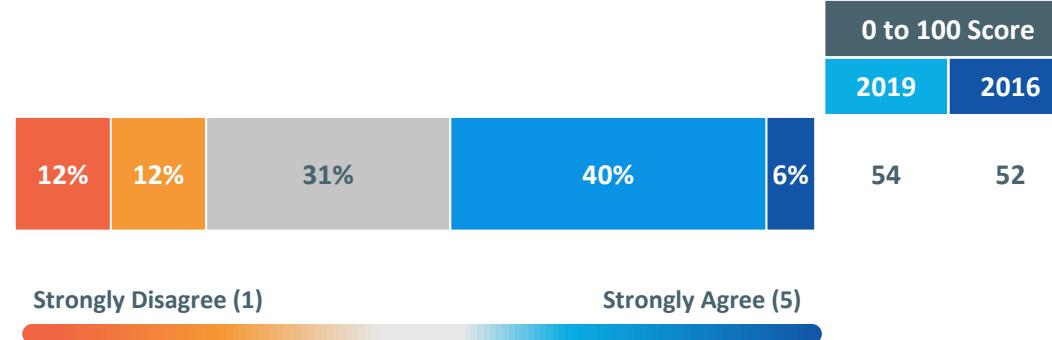
Regulatory Requirements

Forty-six percent of NWT business customers agree (four or five on the five-point scale) that the number of regulatory requirements experienced by their businesses is reasonable.

Thirty-one percent are neutral, while 24% disagree that regulatory requirements are reasonable.

There has been no significant change in the 0 to 100 score on this measure since 2016.

AGREEMENT THAT REGULATORY REQUIREMENTS ARE REASONABLE



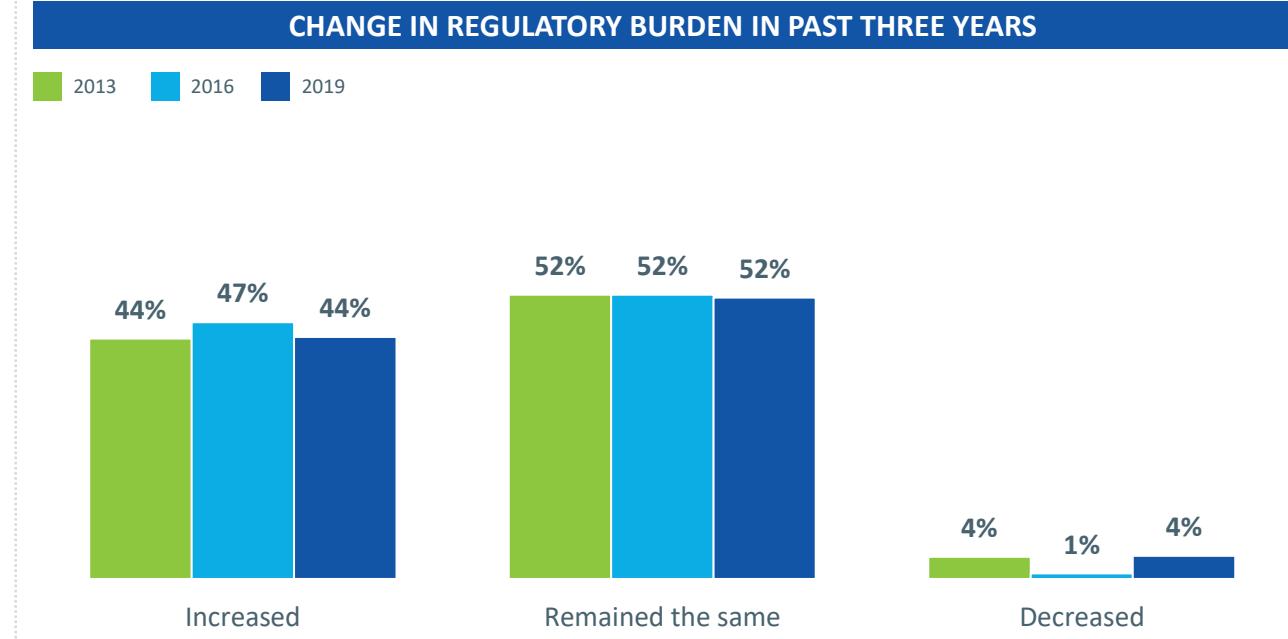
Base: Northwest Territories Section E respondents who provided a rating.

E2. We are interested in your opinion as to how governments consult with you regarding changes in policies, regulations,... and other issues. How much do you agree or disagree that the number of regulatory requirements experienced by your business is reasonable?

Attitudes Toward the Change in Regulatory Burden

Businesses in NWT are split when it comes to believing that their regulatory burden has either increased or remained the same over the past three years, while a very small minority report that it has decreased.

These perceptions have remained relatively unchanged over the past three waves.



Base: Northwest Territories Section E respondents who provided a rating.

E3. Overall, during the past three years, would you say that the impact of regulatory compliance requirements on your business has increased, decreased or remained the same?

Attitudes Toward Regulatory Burden Reduction

Business users of government services respond positively to most options for regulatory burden reduction. They are most likely to agree that effective measures would be electronic alerts and automatic notifications, providing notifications when all documents required for a service are received, and having just one identity card or number.

While attitudes toward the effectiveness of some measures have declined, the score for electronic alerts and automatic notifications has increased, and stands at 82 on the 0 to 100 scale.

	Effectiveness of Measures/ Agreement with Statements (0 to 100 Scores)		
	2013	2016	2019
Electronic alerts and automatic notifications would make it easier for your business to navigate the service delivery process	71	72	82 
Being notified when all documentation required for a service has been received	n/a	84	80
Having just ONE government identity card or number for my business to access services provided by any level of government	79	78	76
Establishing service standards so that, for example, you would know how long it would take to receive a license	82	79	76
Having fewer policies and regulations	71	75	71
I can easily access the information I need to comply with government regulations	58	62	62

  Arrows indicate statistically significant differences

Base: Northwest Territories Section E respondents who provided a rating.

E4. How much do you agree or disagree that electronic alerts and automatic notifications would make it easier for your business to navigate the service delivery process?

E5.. Please tell me how effective each of the following options would be in reducing the impact of regulatory compliance requirements on your business using a 5-point scale where 1 = "Very Ineffective" and 5 = "Very Effective" ..

Qb1_2. [I can easily access the information I need to comply with government regulations] On a scale from 1 to 5, with 1 being 'Strongly Disagree' and 5 being 'Strongly Agree', please indicate your level of agreement.

APPENDIX

Sample Composition: Years in Operation and Size

The profile of business participants in the study is highly comparable to the universe of businesses in Canada.



	NWT Survey Respondents (Unweighted proportions)	All Survey Respondents (2,357)
Years in Operation:		
Less than 24 months	3%	2%
2 years to less than 5 years	5%	8%
5 years to less than 20 years	23%	34%
20 years or more	69%	56%
Number of Employees:		
4 or less	39%	45%
5 to 19	40%	39%
20 to 99	18%	14%
100 or more	3%	2%

Sample Composition: Industry

The sample composition provides a good representation of types of industries across Canada.



INDUSTRY	NWT Survey Respondents	All Survey Respondents
(Unweighted proportions)	(173)	(2,357)
Agriculture, forestry, fishing and hunting	-	2%
Mining, quarrying, and oil and gas extraction	1%	1%
Utilities	-	*
Construction	10%	9%
Manufacturing	1%	6%
Wholesale trade	5%	5%
Retail trade	13%	13%
Transportation and warehousing	5%	4%
Information and cultural industries	5%	2%
Finance and insurance	2%	2%
Real estate, rental and leasing	4%	3%
Professional, scientific, and technical services and Administrative and support, waste management and remediation	16%	20%
Management of companies and enterprises	1%	1%
Educational services	2%	1%
Health care and social assistance	9%	9%
Arts, entertainment and recreation	5%	3%
Accommodation and food services	7%	6%
Other services (except public administration)	15%	12%

* Equals less than one-half of one percent.

Service-to-Business Categories

Provincial, territorial and federal service experiences are grouped into the following service categories. This typology has been drawn from previous Taking Care of Business studies.



SERVICE CATEGORIES	DESCRIPTION
Finance	Grants, financing or financial advice from your provincial/ territorial government.
Tax	Sales tax, corporate income tax or employer health tax [BC ONLY: or MSP].
Legal	Business registration and incorporation, real estate registration or government contract bidding.
Plant and Equipment	Provincial/ territorial public health inspections or services, services or information from public utilities.
Environment	Services from your provincial/territorial government, such as pesticide permits and handling industrial waste.
Transportation	Commercial vehicle registration, safety and enforcement.
Customers	Services such as protecting consumer privacy and the ombudsman.
Human Resources	Labour relations, employment standards, training and hiring resources such as job bank.
Health and Safety	Workers compensation or your provincial/territorial safety authority.
Trade	Domestic/ interprovincial, international.

Wording of Satisfaction Attributes



The wording of the specific attributes for each of the three measures that comprise the Client Satisfaction Index (CSI) is detailed below.

MEASURE	WORDING OF ATTRIBUTE
Overall Satisfaction	Overall, I was satisfied with the service I received
Best Anywhere	The service equals the best service offered anywhere
Exceeded Expectations	The service experience exceeded my expectations

Wording of Service Attributes



The full wording of the attributes as presented to respondents, with the corresponding name of the measure used in this report, is detailed in the following table.

ATTRIBUTE	WORDING OF ATTRIBUTE
Fairness	I was treated fairly
Privacy (Business)	I am confident that my business information was protected
Channel Satisfaction	I am satisfied with my experience using the [INSERT MAIN CHANNEL] as the method of contact
Outcome	In the end, I got what I needed from the government of ...
Communication	I was informed of everything I had to do to get the service or product
Regulatory Burden	Getting this service did not place an unreasonable burden on my business
Timeliness	Overall, I was satisfied with the amount of time it took to get the service or product
Ease of Access	Overall, I was satisfied with the ease of accessing the service or product
Future Issues	I have confidence that future issues will be resolved to my satisfaction
Issue Resolution	Any issues that I encountered in the service process were easily resolved
Competence	Staff were competent
Knowledge	Staff were knowledgeable
Felt Good	I felt good about my interaction with service staff
Extra Mile	Staff went the extra mile to make sure I got what I needed
Waiting Time (Office)	I waited a reasonable amount of time at the service location
Security (Web)	The website or app used practices that ensured system security
Information (Web)	The website or app had the information I needed
Navigation (Web)	It was easy to find what I was looking for on the website or app
Appeal (Web)	The website or app is visually appealing
Access (Telephone)	I was able to get through to an agent without difficulty