*citizens*first**7**

INSTITUTE FOR CITIZEN-CENTRED SERVICE

Report Prepared for: NWT

December 2014

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1. Introduction

About Citizens First

The initial Citizens First survey was undertaken in 1998, establishing baseline measures with respect to citizens' satisfaction with and expectations of service from government, at all levels.

This is now the seventh in this series of studies which have been conducted every 2 to 3 years. These extensive and rigorous citizen 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, provincial/territorial and federal governments.

Each wave also builds on the learning from previous surveys, providing public sector service managers with new insights and practical recommendations to improve service delivery and continue the drive toward citizen-centred service.

The Citizens First series has gained international attention and recognition and remains the "gold-standard" in research on public sector service delivery. Over the past 16 years the surveys have plumbed key facets of the citizen-government interface, including:

- The drivers of satisfaction, by delivery channel;

- The challenges associated with creating a seamless, multi-channel experience;

- Citizens' expectations in terms of service standards; and

- The relationship between service and trust and confidence in government.

A similar survey has been undertaken across multiple waves, focused on business representatives' satisfaction with and expectations of service from government, called 'Taking Care of Business'.

Presented herein are the findings of Citizens First 7 (CF7) in a report prepared for the Government of Northwest Territories.

Making Citizens First More Actionable

Citizens First 7 continues to report key trends and changes from previous waves of the survey, and also continues the tradition of breaking new ground.

The 2014 survey represents a pivotal point in the program's history. A number of important changes have been made to the methodology and approach. Key changes include:

Further development of the model for drivers of satisfaction with government services, in parallel with the approach implemented for Taking Care of Business 4. The ICCS Client Satisfaction Model is employed to provide a robust, integrated approach to measuring client satisfaction and understanding the relative importance of various aspects of service, including functional and emotional dimensions, as well as the contextual situation. For more information on the model and analysis, please refer to Section 4 of this report.

The proportion of respondents who provide detailed evaluations of services provided by the subscriber for their jurisdiction are maximized through the use of questionnaire customizations. (Previous iterations of Citizens First permitted the respondent to evaluate the service of their choosing, regardless of level of government providing the service, which resulted in services outside of the jurisdiction of the subscriber being evaluated.)

Qualitative insight is provided by analyzing the comments of survey respondents regarding how service experiences can be improved. For the first time this information has been categorized and included in the reports. Individual subscribers are also provided with a copy of the verbatim comments for their jurisdiction for further consideration and analysis.

New topics explored in this iteration include probing the awareness and usage of online government services, examining the attitudinal profile of users and non-users of online services and drivers of online usage.

A performance measurement and benchmarking tool	**CF1** 1998	Exploding myths and misperceptions
	CF2 2000	
Channel strategies and the multi-channel experience	**CF3** 2002	e-government
Elements of the service value chain	**CF4** 2005	Building trust and confidence in government
Expectations management	**CF5** 2008	Serving people with disabilities
	CF6 2012	
Service standards for emerging channels	**CF7** 2014	Satisfaction across channels
New model for drivers of satisfaction		New service technologies

Survey Methodology: Subscriber Sample

The Citizens First 7 survey included two separate components. The first includes a sample of at least 400 respondents in each subscribing jurisdiction for a total of around 5,000 Canadians (n=4,951). The second component, a national survey of around 800 interviews is described on the page to follow. Both components are based on a randomly selected, representative sample of Canadians.

Data for CF7 were collected using multiple methodologies, including a randomly-recruited internet panel, mail and mail-to-online (respondents who received a survey package by mail had the option of completing and returning a paper copy of the survey, or completing the same survey online).

The aggregate jurisdictional interviews by method of completion for all jurisdictions except Yukon and NWT are as follows:

- Online panel: 3,120 (75% of all responses);

- Mail: 757 (18% of all responses); and,

- Mail-to-online: 256 (6% of all responses).

Due to the small population in Yukon and NWT, a combined telephone and mail/mail-to-online approach was used.

- The survey was in field from June to September 2014.

- The final data are weighted proportionate-to-population by province/region, age and gender.

- **Northwest Territories: The final total sample size for NWT is 403 (unweighted). The margin of error for a sample of n=403 is +/- 4.9 percentage points, 19 times out of 20.**

- Where appropriate, comparisons are provided to the overall national results and "Best Provincial/Territorial" results which represents the highest score by participating individual province or territory.

Participating Jurisdictions:

Province of Alberta

Province of British Columbia

City of Hamilton

Province of Manitoba

Northwest Territories

Province of Nova Scotia

Province of Ontario

Region of Peel

Province of Québec

City of Toronto

York Region

Yukon

Survey Methodology: National Survey

In addition to the interviews conducted in the jurisdictions, a separate national survey was conducted. It was conducted with a randomly selected, representative sample of over 800 Canadians in every province and territory. This survey included the topics of service standards and expectations and provision of online services.

Data for the national survey was collected using multiple methodologies, including a randomly-recruited internet panel, mail and mail-to-online (respondents who received a survey package by mail had the option of completing and returning a paper copy of the survey, or completing the same survey online). Final sample sizes by method of completion for the National survey are as follows:

- Online panel: 617 (75% of all responses);
- Mail: 155 (19% of all responses); and,
- Mail-to-online: 47 (6% of all responses).

The survey was in field from June to September 2014.

The final data are weighted proportionate-to-population by province/region, age and gender.

Northwest Territories Sample Composition

	CF7 (2014)
Sample Size (Unweighted)	(n=403) %
Gender	
Female	50
Male	50
Ethnicity/Language	
Visible minority	3
Aboriginal Canadian	29
First language -- English	91
First language -- French	1
First language -- Other	7
Length of Time in Canada	
Whole life	89
10 years or more	10
5-10 years	1
Less than 5 years	0
Disability	
Yes	4

	CF7 (2014)
Sample Size (Unweighted)	(n=403) %
Formal Education	
Completed HS or less	15
Some post-secondary	15
Completed college or university	39
Post-graduate or professional degree	16
Household Income (before taxes)	
Under $30K	18
$30K to just under $50K	9
$50K to just under $70K	8
$70K to just under $90K	9
$90K or more	52
No Answer	5
Main Occupation	
Paid employment, full or part time	70
Student, full or part time	5
Looking for work	5
Homemaker	5
Retired	9
Other	6

Definitions and Reporting Conventions

0 to 100 scores: Responses to many of the Citizens 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 Citizens First, 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

Where sample sizes are shown, the lower case 'n' represents the sample size (number of respondents) upon which the percentages or scores are based.

Statistically significant differences at the 95% confidence interval are designated by arrows (⬆⬇). For trend data, only significant changes between CF6 and CF7 are shown.

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, Alberta, Manitoba, Ontario, Québec or Nova Scotia). A best Province/Territory score is reported only if the sample size answering is at least n=30 respondents.

The CF7 Provincial/Territorial basket of 11 services is again an average 0 to 100 rating for a group of services. This measure has been designed to parallel historical measures in order to maintain long-term tracking of overall performance. This basket includes a variety of services, including certificates, registrations, income support and family services, which are detailed in Appendix 1: The Provincial/Territorial Basket of Services.

2. Executive Summary

NWT Performance Results at a Glance

Provincial/Territorial Service Reputation Scores

■ 0 to100 Scale

NWT	66
National Average	58
Best Provincial/ Territorial	66

NWT's reputation score is the highest in Canada

NWT's score is significantly higher than the national average—in fact NWT has the highest provincial/ territorial services rating.

Client Satisfaction Index (CSI)

NWT's client satisfaction index is also comparable to 'best in class'

When residents of NWT rate a recent experience with a territorial service, the scores are on par with the highest score among the eight provinces/territories included in the survey.

■ 0 to 100 Score

NWT	69
Best Provincial/ Territorial	71

Priorities for Service Improvement

Key findings from the national survey which echo across the jurisdictions include:

- Delivery timeliness and issue resolution are the key drivers of satisfaction with government services.

- Government services need to meet or manage citizens' expectations for shorter wait times for telephone and in-person services and easier navigation of online services.

NWT

NWT should strive to improve the findability of information and services on its website in order to reduce online search time significantly. The expectation is less than 7 minutes**
- 24.0
- 6.5

NWT should strive to maintain and/or reduce its telephone service time as it is very close to expectations.
- 17.0
- 15.0 *

NWT should strive to maintain and/or reduce the current in-person service time as it is very close to expectations.
- 21.0
- 19.5

■ **NWT average**　　■ **National service expectation**
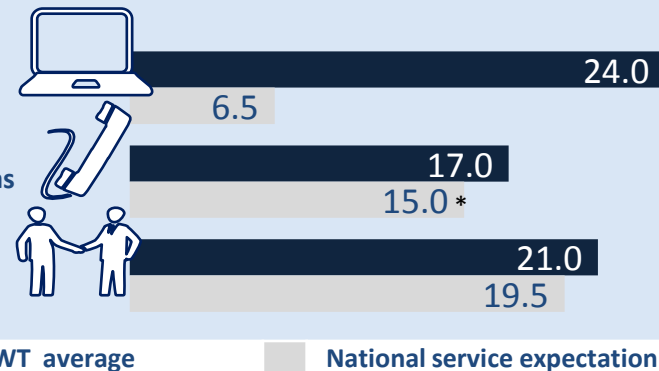
- In addition, governments need to *increase awareness* of services available online and *reinforce ease and security* of online services.

- *Issue resolution is important across all channels.* Service satisfaction could be increased by improving the way complaints and problems are dealt with.

*National service expectation is not available for telephone service, thus the score shown represents the mean length of the phone call at the mid point of the CSI – above average CSI scores have a mean telephone service time of less than 15 minutes, below average CSI scores have a mean time greater than 15 minutes.
**We highlight findability because we know that many of those who are using online services are accessing information and not just looking to complete a service. There may be a need to review other aspects of online services that should be improved in order to reduce the time needed online to complete the service/information search.

For further information on national service priorities, please refer to the national report. Additional insights on NWT's priorities for service improvement are detailed in Section 5.

3. Performance Measures

Service Reputation

Service Reputation:
Government Services—All Levels

- The rating for municipal services is 62. This is significantly lower than the Best Province/Territory rating of 67.

- Ratings for services received at the Provincial/Territorial level (66) is 'Best in Class' and the rating for Federal services is on par with 'Best in Class'.

	Rating of Services Provided by Level of Government 0 to 100 Score	
	NWT Residents	**Best Province/ Territory**
	CF7 (2014)	**CF7 (2014)**
Municipal	62	67 ⬆
Regional or County/Urban Community	60	64
Provincial/Territorial	66	66
Federal	59	60

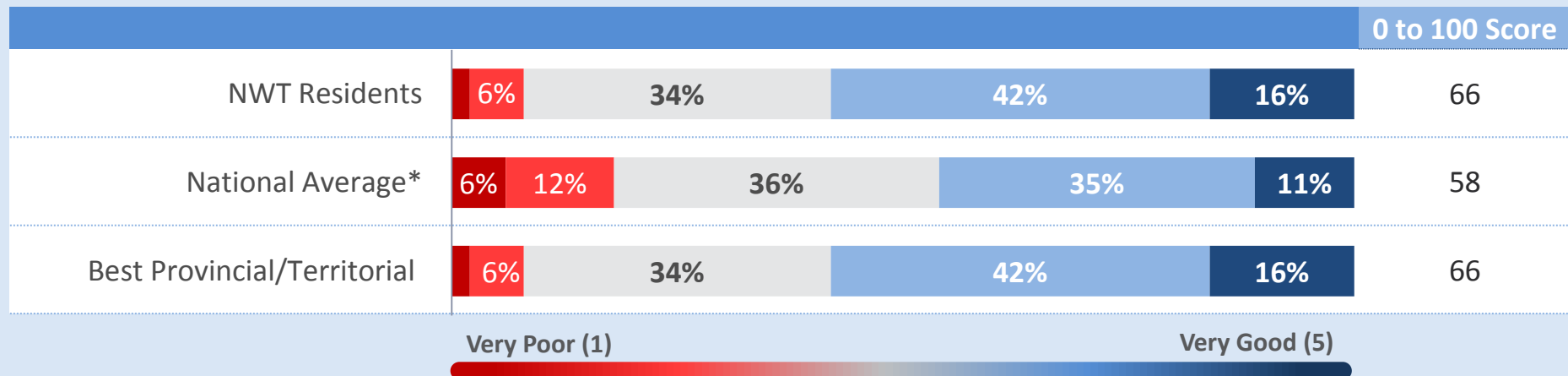Base : NWT respondents who provided a rating

⬆ ⬇ Arrows indicate statistically significant differences

Q4. Overall, how would you rate the services you get from each level of government?

Service Reputation: Provincial/Territorial Services

- Over half (58%) of residents have a favourable perception of how NWT government is providing services, and provide ratings of 4 or 5 on the 5-point scale.

- NWT residents are more likely to provide a score of 4 or 5 as compared to the National Average (at only 46%).

Ratings of Provincial/Territorial Services

	Very Poor (1)				Very Good (5)	0 to 100 Score
NWT Residents	6%		34%	42%	16%	66
National Average*	6%	12%	36%	35%	11%	58
Best Provincial/Territorial	6%		34%	42%	16%	66

Very Poor (1)   Very Good (5)

* The National Average is based on data from the national survey.

Base: All respondents who provided a rating.

Q4. Overall, how would you rate the services you get from your provincial/territorial government?

Service Quality Scores

Provincial/Territorial Basket of Services Scores

- Northwest Territories residents rate the basket of territorial services directionally lower than the 'Best in Class' standard.

- The provincial /territorial basket of services is comprised of 11 provincial/territorial services, most of which are 'high touch' services that involve a service transaction.

Ratings of the Basket of Services* 0 to 100 Score	
Northwest Territories Residents	**Best Provincial/ Territorial**
CF7	**CF7**
76	80

* The provincial/territorial basket of 11 services includes a variety of services, detailed in Appendix 1.

Base: NWT respondents.

Q5, Q6, Q8 Please rate the quality of each of these services from "Very poor" to "Very good". If you did not use this service in the past 12 months, select 'Does Not Apply'.

Service Scores for 'Low Touch' Municipal Services

- For all services with the exception of drinking water and the fire department, NWT residents rate their 'low-touch' municipal services significantly lower than the 'Best in Class'. This is most notable for recycling, leaf and yard waste collection, and composting.

	0 to 100 Score	
	NWT Residents Rating Their Local Municipal Services	Best Provincial/Territorial
Service:	**CF7 (2014)**	**CF7 (2014)**
'Low Touch' Total	66	74 ⬆
Drinking water provided to you at your residence	81	86
Fire Department	80	85
Municipal museums or heritage sites	76	84
Garbage collection or garbage disposal	75	83
Municipal or regional EMS or ambulance services	75	84
Public library services	74	84
Sewage and waste water treatment	72	79
Municipal recreation centres	71	81
Municipal parks and campgrounds	70	81
Municipal or regional Police	62	77
Municipal or regional courts	n/a	71
Municipal or regional snow removal services	60	69
Traffic Management in your municipality or region	59	65
Recycling (blue/black bin)	58	84
Municipally or Regionally-run public transit	52	65
Roads maintained by your municipality or region	51	61
Leaf and yard waste collection (brown bag)	49	77
Composting (green bin)	43	84

⬆⬇ Arrows indicate statistically significant differences between NWT CF7 scores and the Best Provincial/Territorial scores

Base: NWT residents who have used services in past 12 months

Q5. Please rate the quality of each of these services. If you did not use this service in the past 12 months, select Does Not Apply.

Service Scores for 'Low Touch' Territorial Services

- Ratings for 'low touch' territorial services are generally higher than 'low touch' municipal services. Most ratings are lower than results for the best province/territory, many significantly so. Perceptions of territorially-run public transit are substantially lower than for the 'Best in Class' standard.

- NWT residents have the most positive impressions about sending children to public schools.

	Incidence of NWT Residents who have used	0 to 100 Score	
		NWT Residents Rating	Best Provincial/ Territorial
Service:		**CF7 (2014)**	**CF7 (2014)**
'Low Touch' Total	97%	73	78
Sending your child to a public school	59%	79	79
Provincial/territorial park or campground	83%	76	81 ⬆
Provincially/territorially-run EMS or ambulance services	40%	74	82 ⬆
Provincial/territorial museums or heritage sites	71%	73	80 ⬆
Provincial/territorial police	37%	68	75
Provincial/territorial courts	46%	65	69
Provincially/territorially-run public transit (e.g. GO TRAIN)	19%	44	70 ⬆

⬆ Arrows indicate statistically significant differences

Base: NWT residents who have used services in past 12 months.

Q6. Please rate the quality of each of these services. If you did not use this service in the past 12 months, select Does Not Apply.

Service Scores for 'High Touch' Government Services

- Perceptions for 'high touch' services are significantly less positive in NWT as compared to the highest-rated provincial/territorial jurisdiction.

- Healthcare or counselling services are the most favourably rated group of services among residents of NWT, followed by permits/certificates/licensing services (in keeping with how they were rated in the best province/territory).

- Financial aid/benefits/compensation/pensions /support programs and government-provided employment or professional training and support are regarded at the same level as the best performing province/territory.

		0 to 100 Score	
	Incidence of NWT Residents who have used	NWT Residents Rating	Best Provincial/ Territorial
Service:		**CF7 (2014)**	**CF7 (2014)**
Total	97%	74	82 ⬆
Government-Provided Healthcare or Counselling Services	64%	85	91 ⬆
Permits, Certificates and Licensing Services	92%	76	86 ⬆
Government-Provided Financial Aid, Benefits, Compensation, Pensions and Support Programs	41%	71	74
Information or Advisory Government Services	72%	69	76 ⬆
Government-Provided Employment or Professional Training and Support	27%	66	68
Government-Provided Childcare or Daycare Services	10%	62	81 ⬆
Government Community and Social Services	18%	60	70 ⬆

⬆⬇ Arrows indicate statistically significant differences

Base: NWT residents who have used services in past 12 months.

Q8. Have you or your family used any of these government services in the past 12 months? If you used this service in the past 12 months, please indicate the quality of the service from 'very poor' to 'very good'.

4. Service Experience Measures
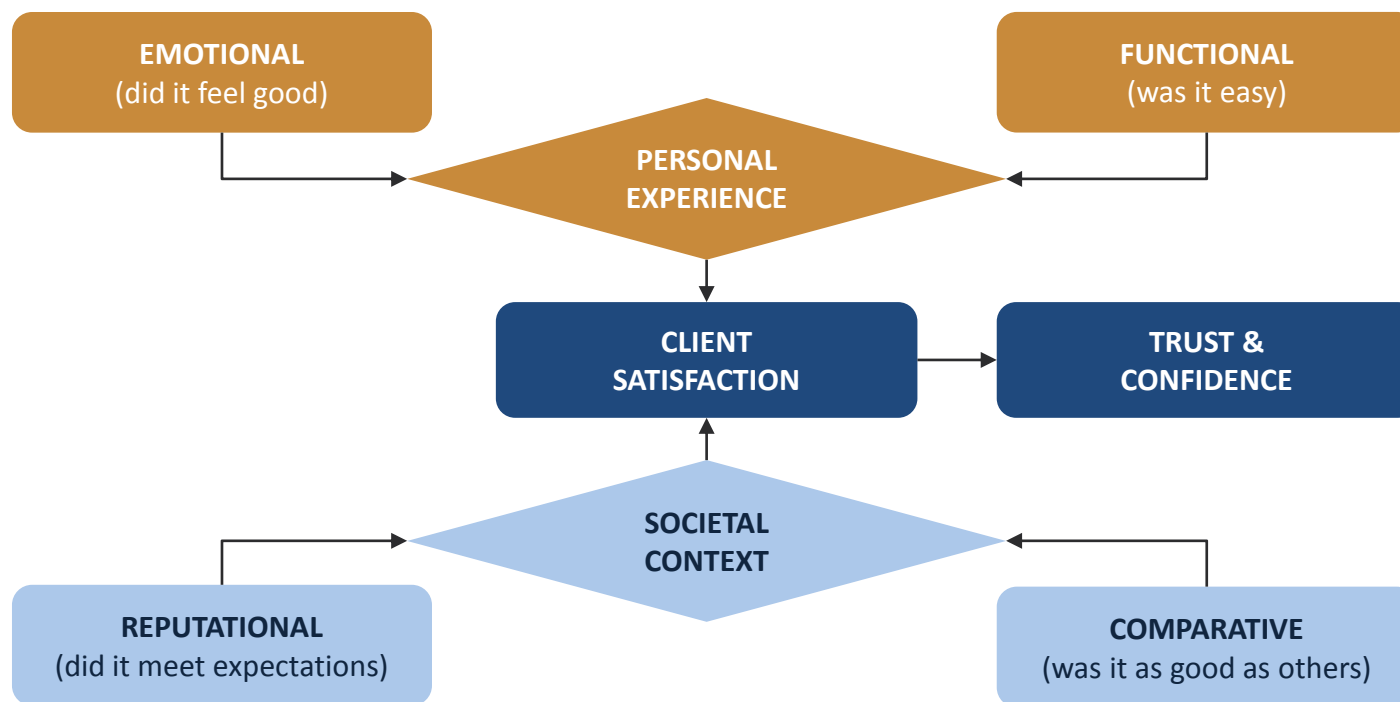## The ICCS Client Satisfaction Model

The ICCS Client Satisfaction Model

The ICCS Client Satisfaction Model represents an evolution and refinement of the model first established in 1998. The model has been developed over time, with additional insights developed and tested during previous iterations of Citizens First and Taking Care Of Business.

In Citizens First 7, client satisfaction is measured using a multi-item composite known as the Client Satisfaction Index (CSI). It incorporates both the individual service experience (personal experience) and the broader "cultural" environment in which the service experience takes place (societal context). This analytical framework connects service quality, client satisfaction, reputation, and trust and confidence in an integrated model that allows for the analysis of data to shed light on these relationships.

EMOTIONAL
(did it feel good)

FUNCTIONAL
(was it easy)

PERSONAL EXPERIENCE

CLIENT SATISFACTION

TRUST & CONFIDENCE

SOCIETAL CONTEXT

REPUTATIONAL
(did it meet expectations)

COMPARATIVE
(was it as good as others)

The ICCS Client Satisfaction Model© is the property of the Institute for Citizen-Centred Service

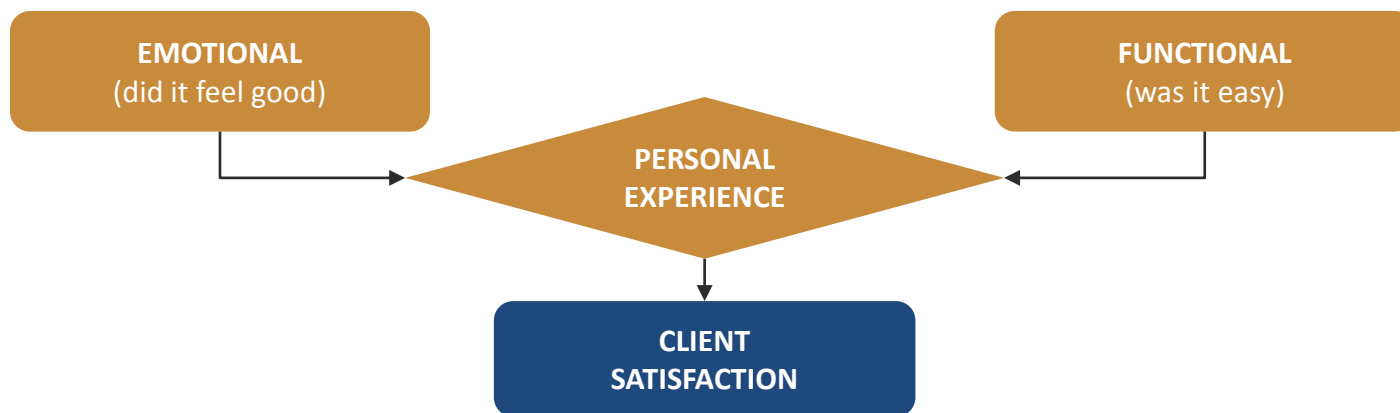# The ICCS Client Satisfaction Model: Personal Experience

The personal experience is the component of the model that is most directly under the control of the service provider. It is the component of the model that public service providers have focused on almost exclusively to date.

Personal experience is comprised of two sub-dimensions: functional and emotional. The functional dimension reflects the technical/mechanical aspects of service delivery, while the emotional dimension reflects the strength of emotional engagement in the service experience (telephone and in-person channels).

The functional dimension includes aspects such as access, timeliness, information, staff knowledge and competence, information, and privacy. The functional dimension is also more than the sum of its parts; taking a holistic approach, such drivers are all components of the question "How easy is it to get the service I need?".

The emotional dimension has in the past been partially reflected in those staff quality drivers associated with extra mile, fairness, and courtesy, but has not been recognized or addressed as a discrete component until TCOB4. Research such as Gallup's Human Sigma and the 2010 Kiwis Count study has demonstrated that an emotional connection between service provider and the client in the service experience is critical to the achievement of client satisfaction.

EMOTIONAL
(did it feel good)

FUNCTIONAL
(was it easy)

PERSONAL
EXPERIENCE

CLIENT
SATISFACTION

The ICCS Client Satisfaction Model© is the property of the Institute for Citizen-Centred Service
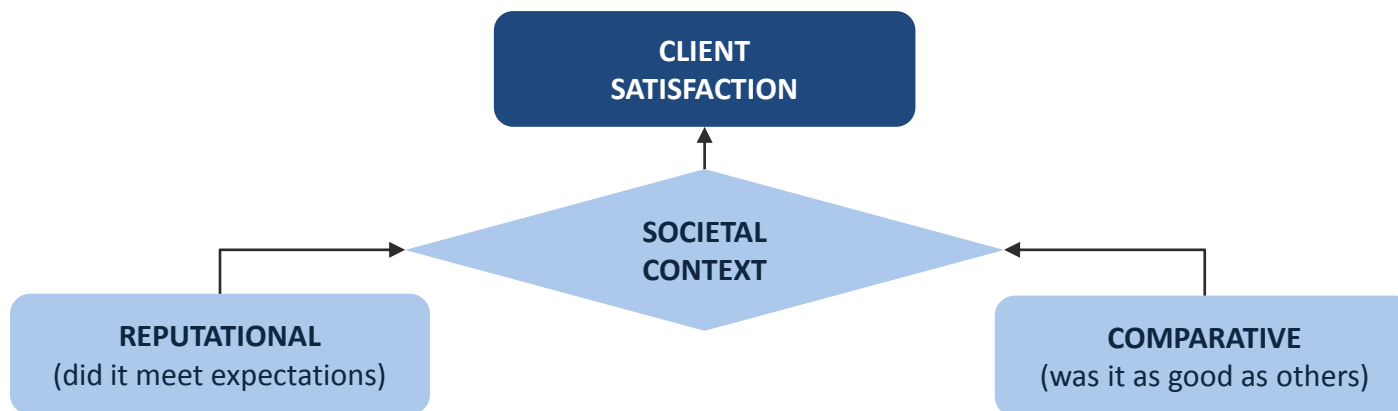
The ICCS Client Satisfaction Model: Societal Context

The societal context is the component of the model over which the service provider has no immediate control, but which nonetheless shapes the clients' perceptions of the service experience.

The broader "cultural" environment in which the service experience takes place includes comparative and reputational contexts.

- Comparative Context: How the experience compares with service experiences from other private and public service providers.

- Reputational Context: What past experience and personal and societal expectations the client has regarding public services.

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                    ┌─────────────────────┐
                    │       CLIENT        │
                    │    SATISFACTION     │
                    └─────────────────────┘
                              ▲
                              │
                        SOCIETAL
                        CONTEXT
    ┌──────────────────┐              ┌──────────────────┐
    │  REPUTATIONAL    │              │   COMPARATIVE    │
    │ (did it meet     │              │ (was it as good  │
    │  expectations)   │              │   as others)     │
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The ICCS Client Satisfaction Model© is the property of the Institute for Citizen-Centred Service

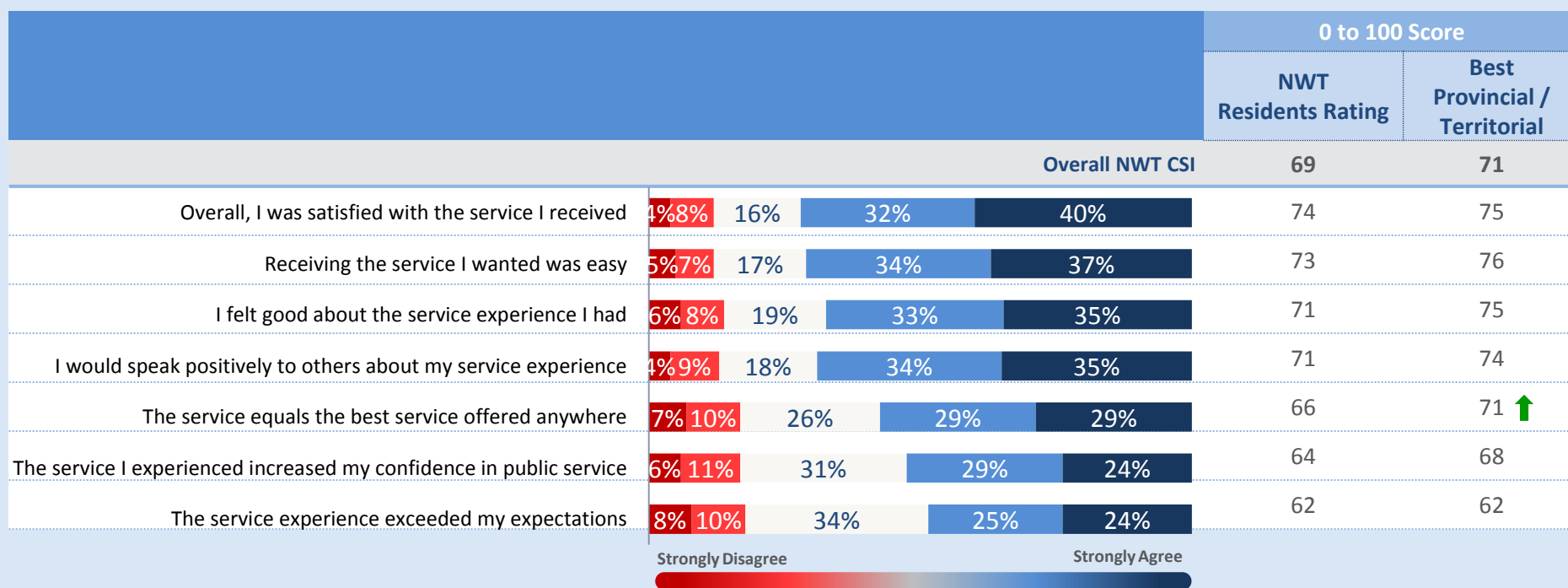# Key Drivers of Client Satisfaction with Government Service

The Customer Satisfaction Index (CSI)

The outcome metric of the Client Satisfaction Model is the Customer Satisfaction Index (CSI), which is an average of the ratings of the following seven components that reflect the various personal and societal components of satisfaction:

1. Receiving the service I wanted was easy [PERSONAL – FUNCTIONAL]

2. I felt good about the service experience I had [PERSONAL – EMOTIONAL]

3. The service equals the best service offered anywhere [SOCIETAL- COMPARATIVE]

4. The service experience exceeded my expectations [SOCIETAL – REPUTATIONAL]

5. I would speak positively to others about my service experience [SOCIETAL – REPUTATIONAL]

6. The service I experienced increased my confidence in public service [IMPACT ON TRUST]

7. Overall, I was satisfied with the service I received [PERSONAL EXPERIENCE]

NWT Client Satisfaction Index (CSI)

- The CSI for NWT is comparable to the 'Best in Class' overall and on most of the seven components. NWT residents provide significantly lower ratings for their feeling that the 'service experience equals the best service offered anywhere'.

- All jurisdictions need to manage service expectations – even the 'Best in Class' jurisdiction receives a relatively lower rating on 'the service experience exceeded my expectations'.
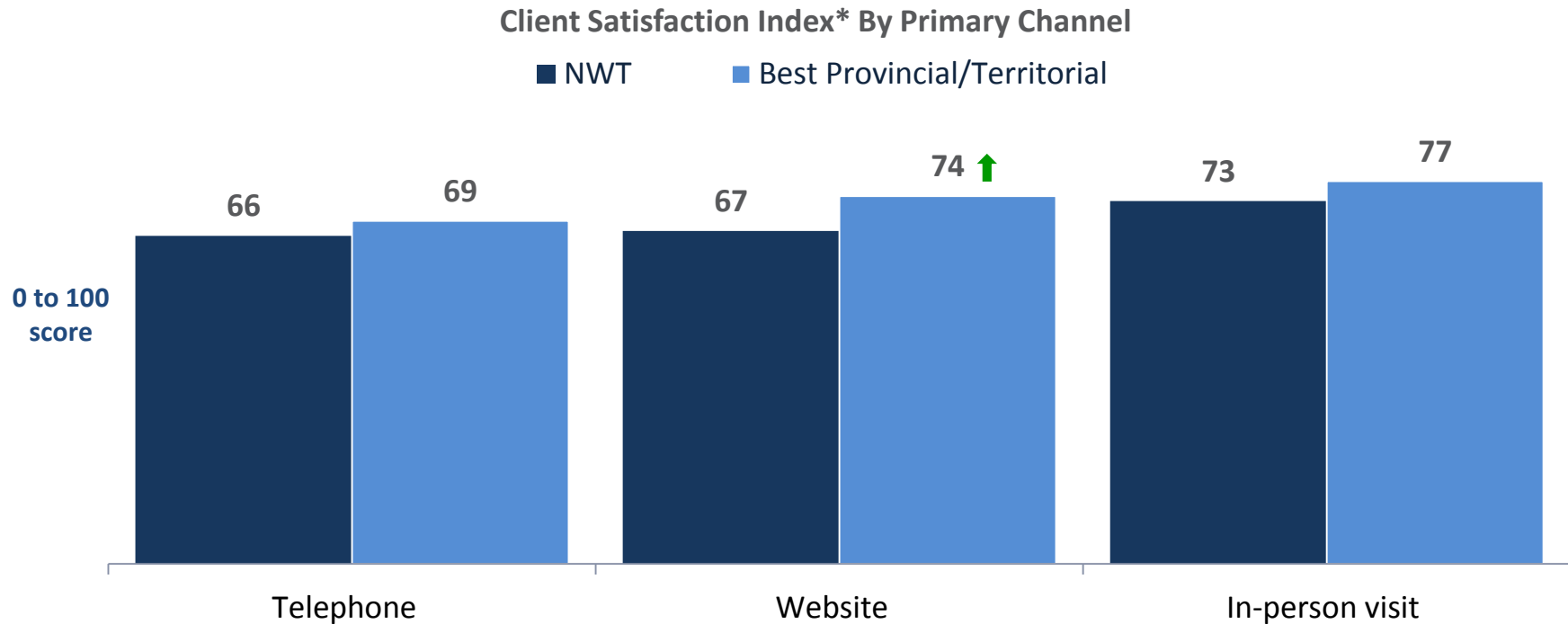
		0 to 100 Score	
		NWT Residents Rating	**Best Provincial / Territorial**
Overall NWT CSI		**69**	**71**
Overall, I was satisfied with the service I received	4% 8% 16% 32% 40%	74	75
Receiving the service I wanted was easy	5% 7% 17% 34% 37%	73	76
I felt good about the service experience I had	6% 8% 19% 33% 35%	71	75
I would speak positively to others about my service experience	4% 9% 18% 34% 35%	71	74
The service equals the best service offered anywhere	7% 10% 26% 29% 29%	66	71 ⬆
The service I experienced increased my confidence in public service	6% 11% 31% 29% 24%	64	68
The service experience exceeded my expectations	8% 10% 34% 25% 24%	62	62

Strongly Disagree ← → Strongly Agree

⬆⬇ Arrows indicate statistically significant differences

Base: Residents of NWT who used a territorial service in past 12 months.

Q20. Thinking back over your entire service experience, how much would you agree or disagree with each of the following statements?

By Primary Channel:
NWT Client Satisfaction Index (CSI)

- NWT's CSI is higher for in-person service than service via telephone or online.

- However, only online ratings lag behind the 'Best in Class' standard.

Client Satisfaction Index* By Primary Channel

■ NWT   ■ Best Provincial/Territorial

0 to 100 score

	Telephone	Website	In-person visit
NWT	66	67	73
Best Provincial/Territorial	69	74 ⬆	77

* The Client Satisfaction Index is based on an average level of agreement with the seven components shown on slide 27

** The sample size for the other channels is too small for analysis (<30). For details on the proportion of residents who used each channel, please refer to slide 59

Base: Residents of NWT who used a territorial service in past 12 months.

Q10. What was your first method of contact for this service? Q12. If you used more than one method, which was your main one?

By Service Category:
NWT Client Satisfaction Index (CSI)

- NWT's CSI is highest for Permits, Certificates and Licensing Services and is ''Best in Class' for this service category.

- NWT's CSI is lowest for Employment or Professional Training and Support services (59 out of 100), which is significantly lower than the 'Best in Class'.
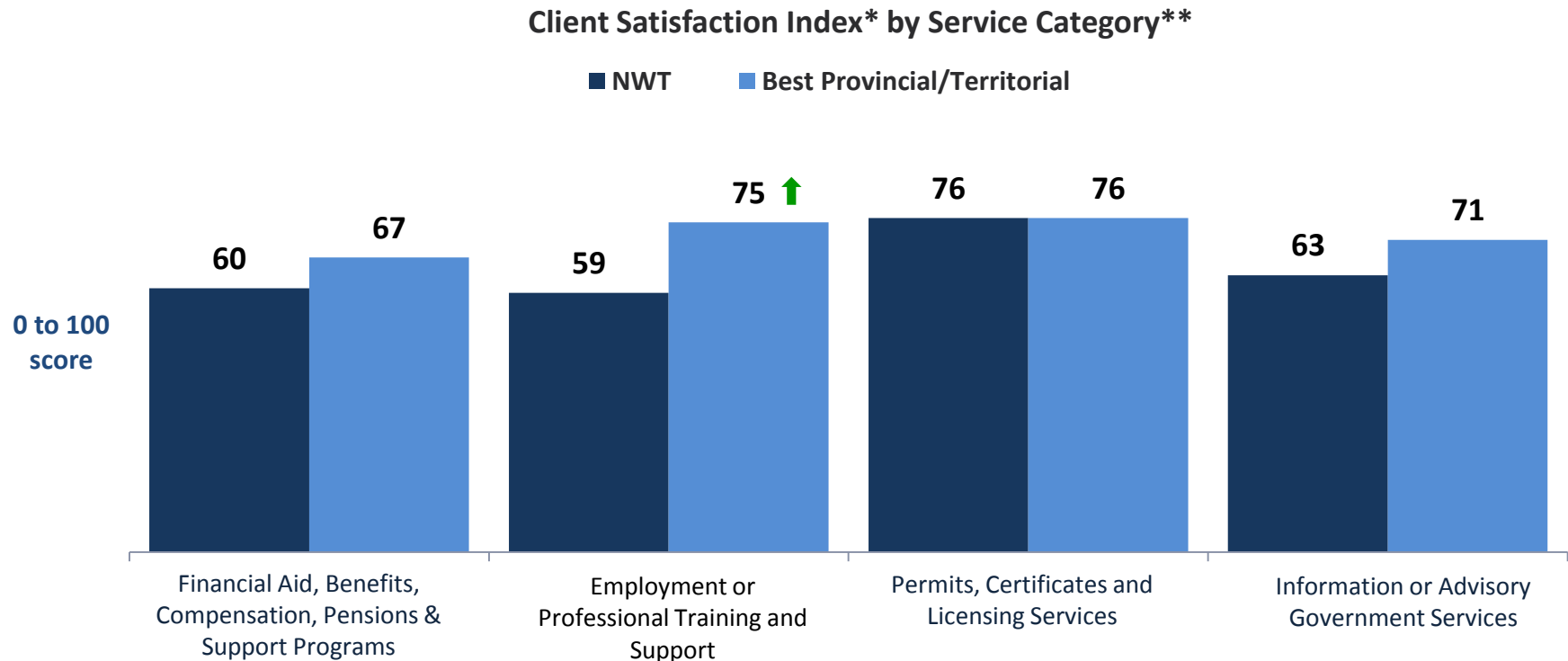
Client Satisfaction Index* by Service Category**

■ NWT ■ Best Provincial/Territorial

0 to 100 score

Service Category	NWT	Best Provincial/Territorial
Financial Aid, Benefits, Compensation, Pensions & Support Programs	60	67
Employment or Professional Training and Support	59	75 ⬆
Permits, Certificates and Licensing Services	76	76
Information or Advisory Government Services	63	71

* The Client Satisfaction Index is based on an average level of agreement with the seven components shown on slide 27

** For details on the services included in each category, please refer to Appendix 1. The sample sizes for Healthcare or Counselling Services, Community and for Social Services and Childcare or Daycare Services are too small for analysis (<30).

Base: Residents of NWT who used a territorial service in past 12 months.

Services Included in Key Driver Analysis of NWT's CSI

- After survey respondents were asked to rate their satisfaction with each of the territorial services that they have used in the past 12 months, they were asked to provide a deep dive analysis of one of these services chosen at random. The key driver analysis presented on the following slides is based on the aggregate data collected from the deep dive section.

- The proportions below reflect the composition of the services rated in the deep dive section.

Service Category	Proportion of Performance Score *
Permits, Certificates and Licensing Services	47%
Information or Advisory Government Services	16%
Government-Provided Financial Aid, Benefits, Compensation, Pensions and Support Programs	14%
Government-Provided Employment or Professional Training and Support	8%
Government-Provided Healthcare or Counselling Services	6%
Government Community and Social Services	2%
Government-Provided Childcare or Daycare Services	--

*Note: The total will not add to 100% as 3% of residents used a service that does not fall under one of the main service categories and 6% did not evaluate a service.
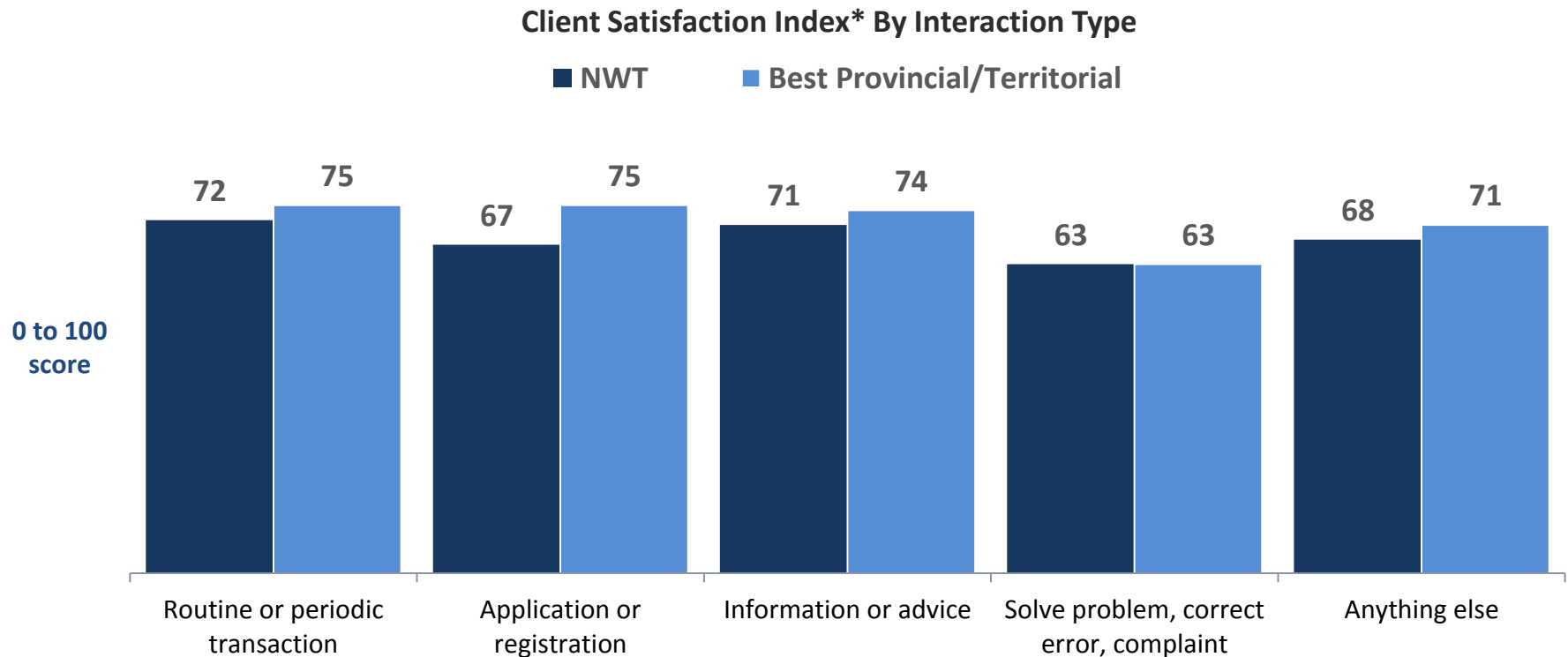For details on the services included in each service category, please refer to Appendix 2

Base: Residents of NWT who used a territorial service in past 12 months.

Q8. Have you or your family used any of these government services in the past 12 months? If you used this service in the past 12 months, please indicate the quality of the service from 'very poor' to 'very good'.

By Nature of Service Interaction: NWT Client Satisfaction Index (CSI)

- NWT's CSI varies by the nature of the service interaction – it is highest for routine or periodic transactions and information or advice and lowest for solving a problem, correcting an error or making a complaint.

- Despite being among NWT's lowest performing service interactions, NWT is the "Best in Class" when it comes to interactions with a goal of solving a problem, correcting an error or making a complaint.
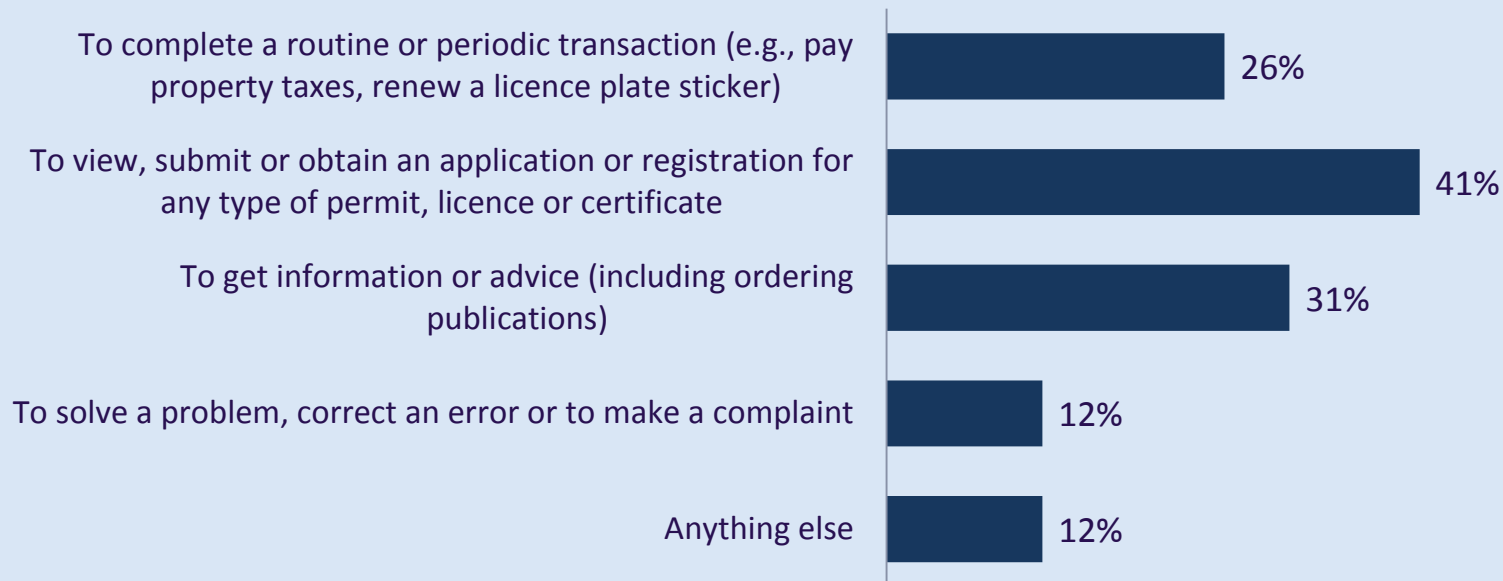
Client Satisfaction Index* By Interaction Type

■ NWT   ■ Best Provincial/Territorial

0 to 100 score

Interaction Type	NWT	Best Provincial/Territorial
Routine or periodic transaction	72	75
Application or registration	67	75
Information or advice	71	74
Solve problem, correct error, complaint	63	63
Anything else	68	71

* The Client Satisfaction Index is based on an average level of agreement with the seven components shown on slide 27

Base: Residents of NWT who used a territorial service in past 12 months.

Q9. What was the nature of the service interaction?

Nature of the Service Interaction

- NWT residents were most likely to view, submit, or obtain an application or registration for any type of permit, licence or certificate (41%). Less than a third of residents completed routine or periodic transactions (26%), or sought information or advice (31%). Fewer evaluated what might be considered less straightforward service interactions – solving a program, correcting an error or making a complaint (12%) – possibly because there may have been fewer of these interactions.

- For many respondents, their interaction involved a combination of these areas.

Category	Percentage
To complete a routine or periodic transaction (e.g., pay property taxes, renew a licence plate sticker)	26%
To view, submit or obtain an application or registration for any type of permit, licence or certificate	41%
To get information or advice (including ordering publications)	31%
To solve a problem, correct an error or to make a complaint	12%
Anything else	12%

Base: Residents of NWT who used a territorial service in past 12 months.

Q9. What was the nature of the service interaction?

Key Driver Analysis

A central objective of this research is to determine which drivers have the most impact on the CSI, allowing service providers to focus on improving those which represent the greatest opportunity to improve the service experience. The five CSI drivers are:

1. Service design

2. Delivery timeliness

3. Staff interaction

4. Channel satisfaction

5. Issue resolution

As with TCOB4, multivariate analysis was conducted to determine which drivers have the most impact on the CSI. Factor analysis was conducted in TCOB4 to confirm the validity of the drivers.

Appendix 3 provides additional information on how the drivers can be used to effectively identify priorities for service improvement.

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 and its performance score (provided by survey respondents).

Improve:
Driver/component has more impact on satisfaction, and its performance score is lower relative to other drivers/components. Focus on improving your performance in this area.

Protect:
Driver/component has more impact on satisfaction, and its performance score is higher relative to other drivers/components. This is a strength which needs to be protected.

Monitor:
Driver/component is not as impactful and it has a lower performance score relative to other drivers/components.

Maintain:
Driver/component is not as impactful as other drivers/components and performance scores are high.

Service Design Driver

- The Service Design score for NWT is close to the 'Best in Class' rating in all categories with the exception of residents knowing where or how to find services they were looking for. The overall score is directionally lower than the best province/territory rating.

		0 to 100 Score	
		NWT Residents Rating	**Best Provincial / Territorial**
Service Design		**77**	**81**
In the end, I received the service I was seeking	5% 9% 25% 58%	82	84
I am confident my personal information was protected	6% 17% 29% 47%	78	79
I received all the information I needed to receive the service	5% 18% 32% 42%	77	81
I knew where or how to find the service I was looking for	6% 17% 31% 43%	76	83 ⬆
The process to receive the service was easy	5% 7% 17% 28% 44%	75	79
The process to get access to the service was easy	5% 7% 16% 30% 43%	75	78

Strongly Disagree ← → Strongly Agree

Base: Residents of NWT who used a territorial service in past 12 months.

Q18 and Q19. Thinking back over your entire service experience, how much would you agree or disagree with each of the following statements?

Action Priorities for Service Design Driver

- Ease of accessing and receiving the service are two of the three most impactful components of service design. Performance scores on these lag behind the performance of most of the other service design components. Therefore, these are the components NWT should prioritize.

- Receiving all the required information is also an impactful component of service design. While performance is a bit stronger compared to the other two components, it too should be prioritized for improvement.
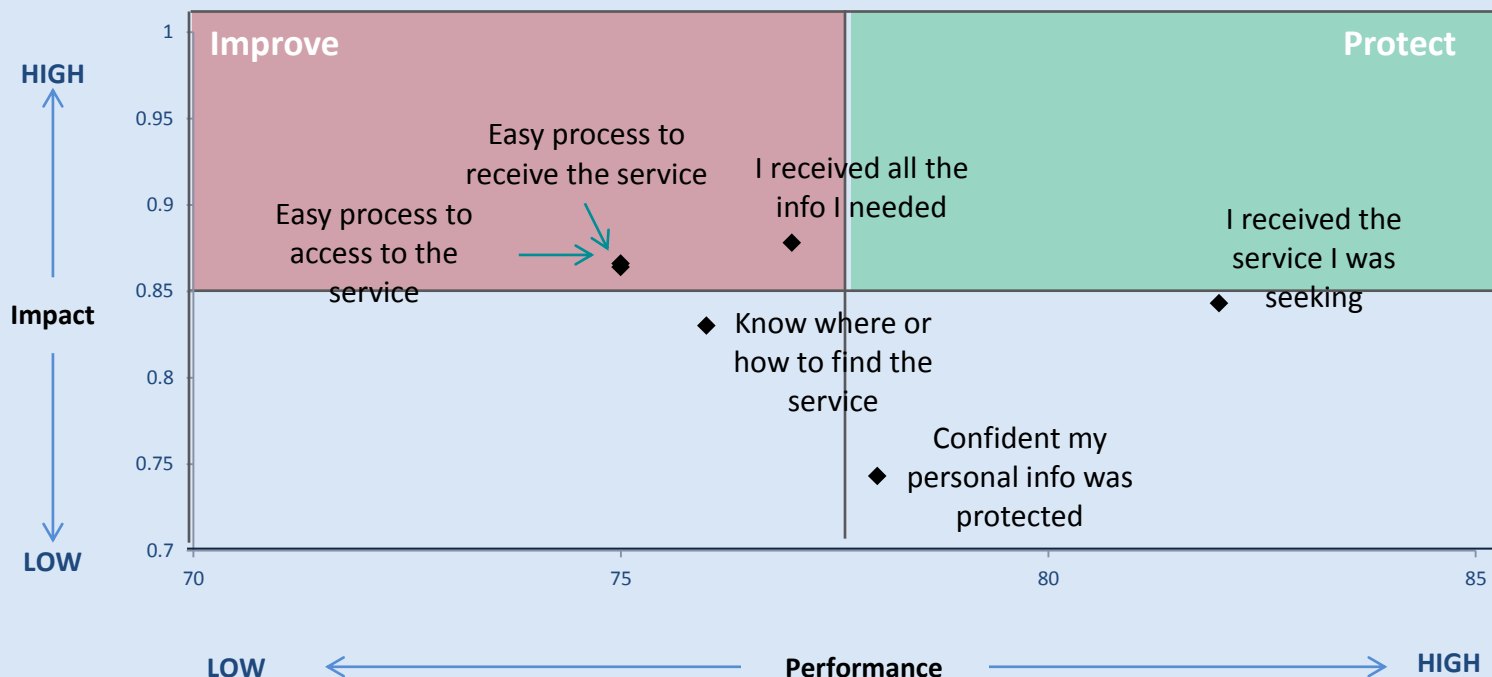
Insights:
Service Design

- As ratings for NWT's service design show a modest gap vs. 'Best in Class', there is room to improve. The priority themes are ease of access to the service, easy process for receiving the service and receiving all of the information needed.

- The main themes arising from the verbatim comments are a need to increase awareness of the various ways to access service – i.e. what services can now be completed online, and how to use/interact with the website. It was also noted that office hours are not always convenient.

- Below are some examples of issues that NWT residents raised with respect to these priority themes:

Receiving all of the information needed	Ease of access to the service
"I would like to have been given information about related service offered. Like career counselling." "The site needs career descriptions, little vignettes showing how individuals got the qualifications and skills needed to get the job they are in. Also, it needs a summary of programs available, which might train one to enter a job field."	"Service needs to be provided through multiple avenues. Information on access is not always as clear and easy to understand as it needs to be. Continue to test processes with 'real people' so that service can be continually improved." "An estimate of waiting time could have been provided" "The public should be able to obtain the service during normal lunch hour, meaning noon to 1 PM. The office is closed during that time." "Perhaps an online tutorial on filling in the forms could happen." "The first page of instructions advised that certain information was required. Obtaining that information delayed the process and I was never actually asked for that information anyway. It took a few minutes to figure out all the links and which page I needed to be on." "I would like for the website to be more intuitive."

Insights:
Service Design (Continued)

Easy process for receiving the service

"Possibly have a secure online application process for the NWT health card and send out emails prior to expiry, giving sufficient time for the person to re-apply and receive the new card before the expiry date of the old one."

"Online process for the renewal of a health card would be the preferred method in the future."

"What would be nice is renewing my fishing license online."

"I would like payments that could be made online for vehicle registration."

"I appreciate the change in service that now we can register our vehicle online."

"The website could be bit clearer with faster access to forms. Data from forms once filled out, should then be availed the following year."

"[Instructions] to find the job that was printed in the paper then to apply was needlessly comprehensive. The site was up and down regularly. I believe better integration and access between government departments with regards to the job postings would be beneficial."

"Reduce the requirements for existing students (2nd, 3rd or 4th year students) to resubmit the same information each year. You could provide an opportunity to confirm existing information is still correct and if not then correct it."

Delivery Timeliness Driver

- NWT residents rate services directionally lower than 'Best in Class' when it comes to service delivery timeliness.

- Satisfaction levels are about the same for all components of delivery timeliness. About two-thirds of residents indicate a positive level of satisfaction to access and get services that were needed.
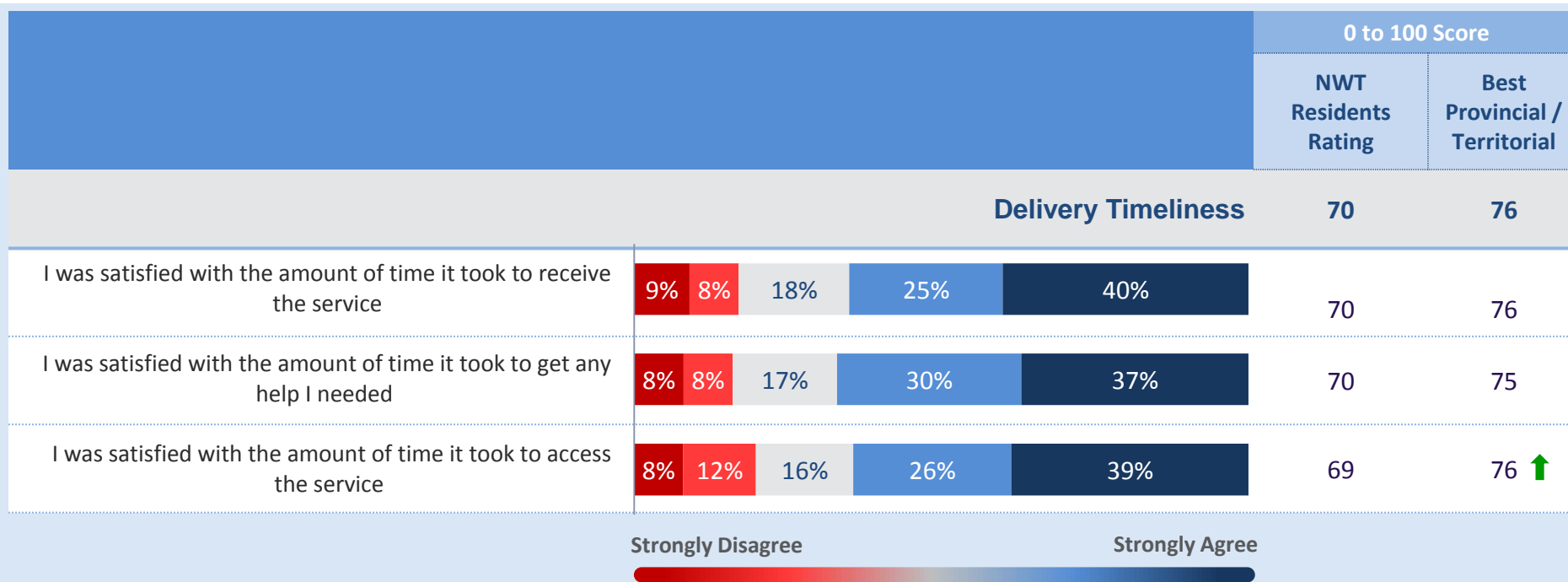
					0 to 100 Score	
					NWT Residents Rating	**Best Provincial / Territorial**
Delivery Timeliness					**70**	**76**
I was satisfied with the amount of time it took to receive the service	9%	8%	18%	25%	40%	70	76
I was satisfied with the amount of time it took to get any help I needed	8%	8%	17%	30%	37%	70	75
I was satisfied with the amount of time it took to access the service	8%	12%	16%	26%	39%	69	76 ↑

Strongly Disagree   Strongly Agree

Base: Residents of NWT who used a territorial service in past 12 months.

Q19. Please indicate how much you agree or disagree with the following statements.

Action Priorities for Delivery Timeliness

- There is little difference in both the impact and performance scores between the components of delivery timeliness.

- Performance scores are marginally lower for the amount of time it took to access service. However, instead of putting too much focus on this one component, the NWT Government would be well advised to focus on continuing to maintain and improve all three areas as this is one of the top two most impactful drivers of the CSI.
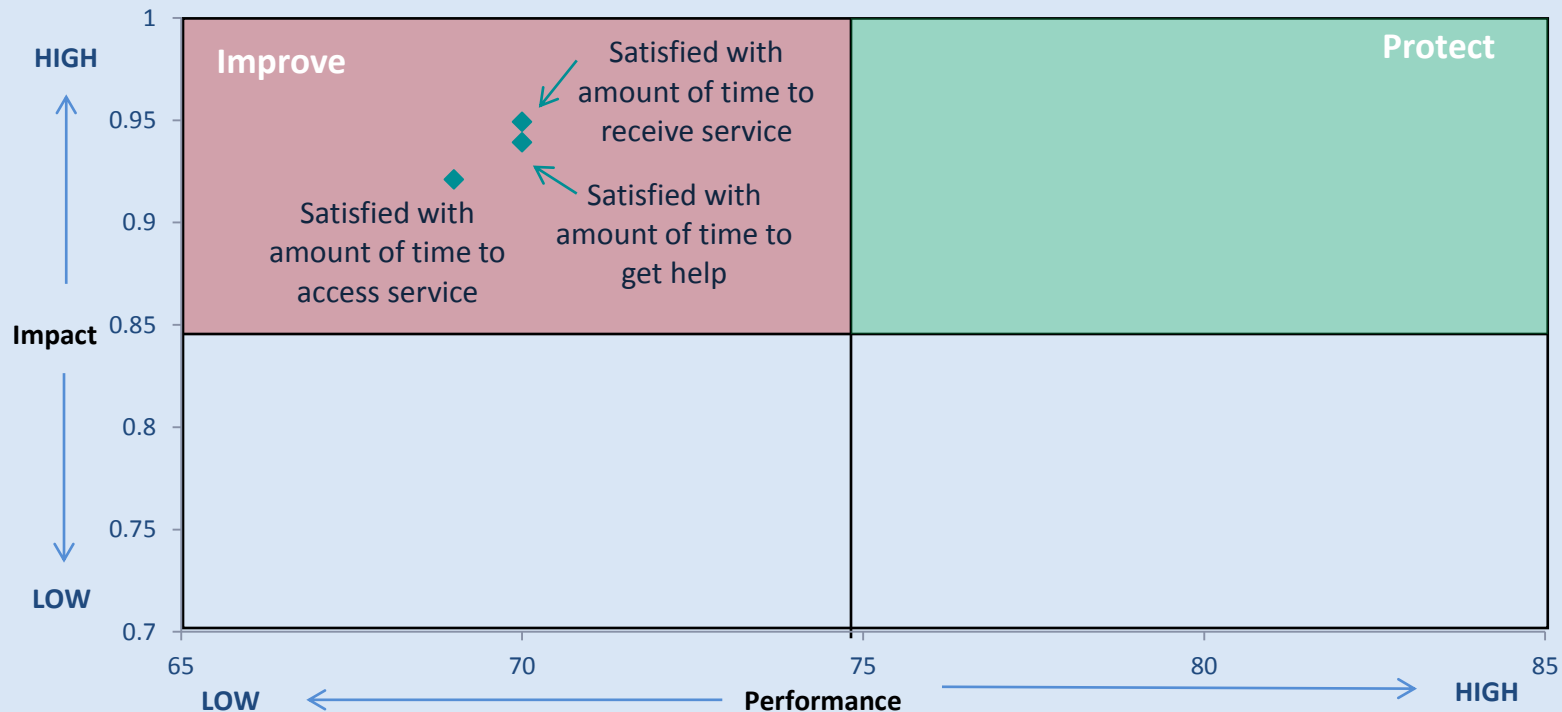
Insights:
Delivery Timeliness

- As NWT's ratings on the delivery timeliness driver lag behind those of the 'Best in Class, there is room to improve.

- The main themes arising from the verbatim comments are a desire for shorter wait times and extended hours.

- Below are some examples of issues that NWT residents raised with respect to delivery timeliness.

"Stick to posted opening times/ hours."

"More staff is needed to reduce the wait times. Having to wait 30 to 60 minutes plus to renew licenses and/ or vehicle registration is ridiculous."

"I would like to spend less time waiting."

"The hours posted to be able to obtain my license renewal do not consider a working person's hours. It is extremely difficult to renew any form of license or registration as they do not open prior to 8:30 AM and are not open for lunch. They also closed at 4 - my employment requires me to be at my job from 8:15 to 4 PM and I am not allotted time to go and do this. It required a lot of juggling and special permission from my employer to be able to maintain my legal requirements with my vehicle."

Staff Interaction Driver

- Satisfaction levels are quite consistent across all components of the staff interaction driver. The overall rating for staff interaction is 'Best in Class' of the provincial/territorial jurisdictions surveyed.

		0 to 100 Score	
		NWT Residents Rating	Best Provincial / Territorial
Staff Interaction		**83**	**83**
Service staff treated me with courtesy	8% / 30% / 58%	86	86
Service staff treated me fairly	11% / 28% / 59%	85	85
I felt good about my interaction with service staff	13% / 26% / 55%	82	82
Service staff understood my needs	4% 4% 11% / 27% / 55%	81	84
Service staff made every effort to address my needs	12% / 30% / 52%	81	83
Service staff were knowledgeable	4% 12% / 27% / 54%	81	82

Strongly Disagree — Strongly Agree

Base: Residents of NWT who used a territorial service in past 12 months.

Q18B Please indicate if you agree or disagree with each of the following statements?

Action Priorities for Staff Interaction

- There are no substantial performance issues for NWT to deal with concerning staff interaction driver components, with 'staff treating me courteously' and 'staff treated me fairly' being particularly strong.

- For the other four measures, there is little variation in the impact of the components of staff interaction. There is also little variation in the performance scores.
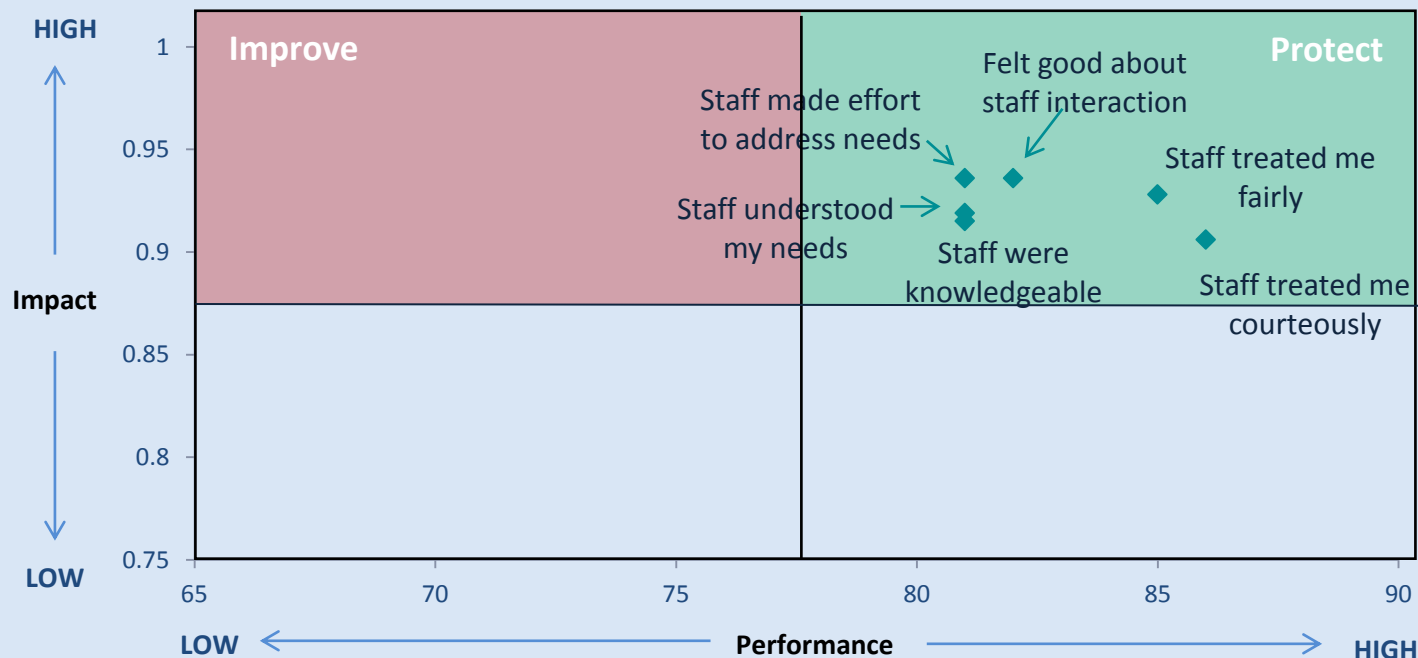
Insights:
Staff Interaction

- When it comes to the staff interaction driver, NWT receives scores just under the 'Best in Class'. However, there is room to improve. In particular, improving staff knowledge, making sure staff are giving their best effort to address the needs of the resident and ensuring residents feel good about their interaction with staff should be addressed.

- Below are some examples of issues that NWT residents raised with respect to staff interactions:

Staff knowledge
"The staff in charge of the services I required were not knowledgeable in that area. Their Customer Service efforts were lacking. Better training in both areas would certainly improve their chances." "Have more knowledgeable staff and better training."

Understanding, compassion
"It really wasn't about the personal service I received. The individual was competent, but trying to function within constraints placed on them by the government rules."

Soft skills
"They need to understand this is a service and should try to satisfy the needs of the customer and not make you feel like you are an inconvenience to them."

Channel Functionality Driver

- About three-quarters of NWT residents gave positive ratings when it comes to satisfaction with channel functionality.

- Satisfaction levels are also very consistent across each of the components of channel functionality. Only about one in ten NWT resident is dissatisfied.

- However, NWT lags behind the 'Best in Class' standard somewhat, across the board.
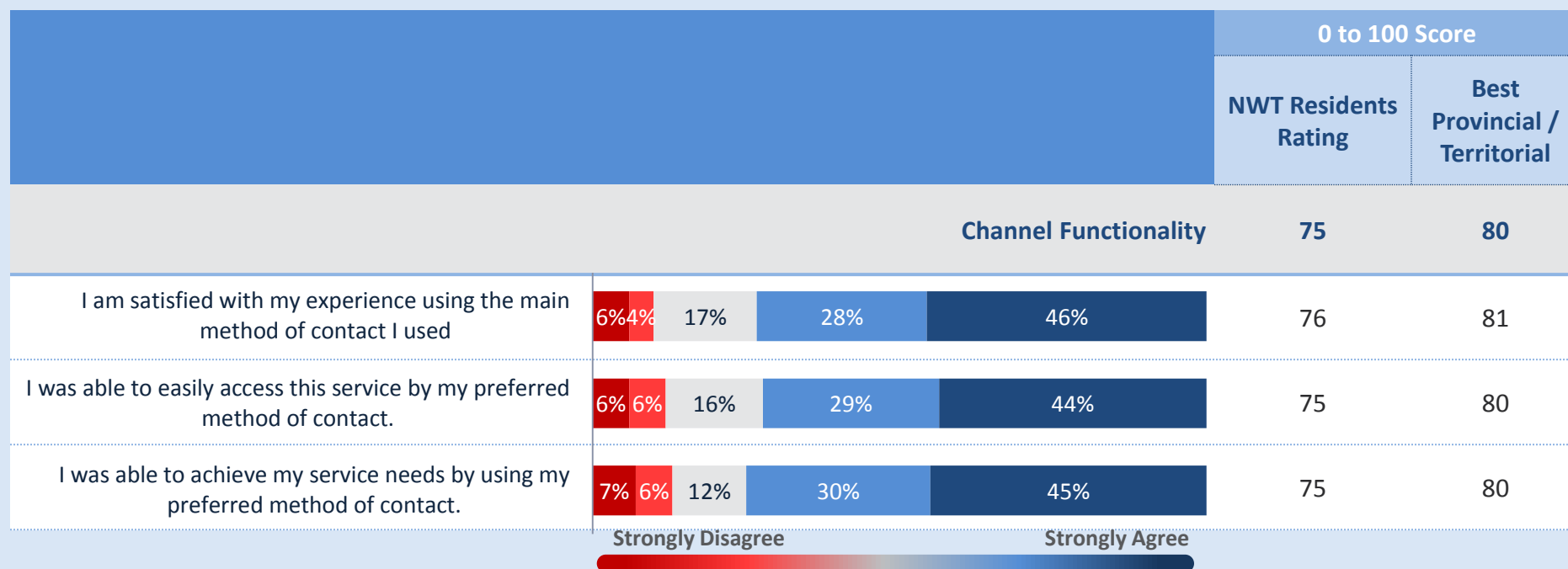
		0 to 100 Score	
		NWT Residents Rating	Best Provincial / Territorial
Channel Functionality		**75**	**80**
I am satisfied with my experience using the main method of contact I used	6% 4% 17% 28% 46%	76	81
I was able to easily access this service by my preferred method of contact.	6% 6% 16% 29% 44%	75	80
I was able to achieve my service needs by using my preferred method of contact.	7% 6% 12% 30% 45%	75	80

Strongly Disagree — Strongly Agree

Base: Residents of NWT who used a territorial service in past 12 months.

Q19. Please indicate how much you agree or disagree with the following statements.

Action Priorities for Channel Functionality

- There is virtually no difference between the components of channel functionality on both impact and performance.

- Scores on channel functionality vary somewhat by the main channel used. Services delivered through the telephone channel were rated lower than in-person or online services. Residents whose main channel was online rate "I was able to achieve my service needs by using my preferred method of contact" 83 out of 100. This compares to 80 among those whose main channel was in-person and 76 among those whose main channel was telephone.
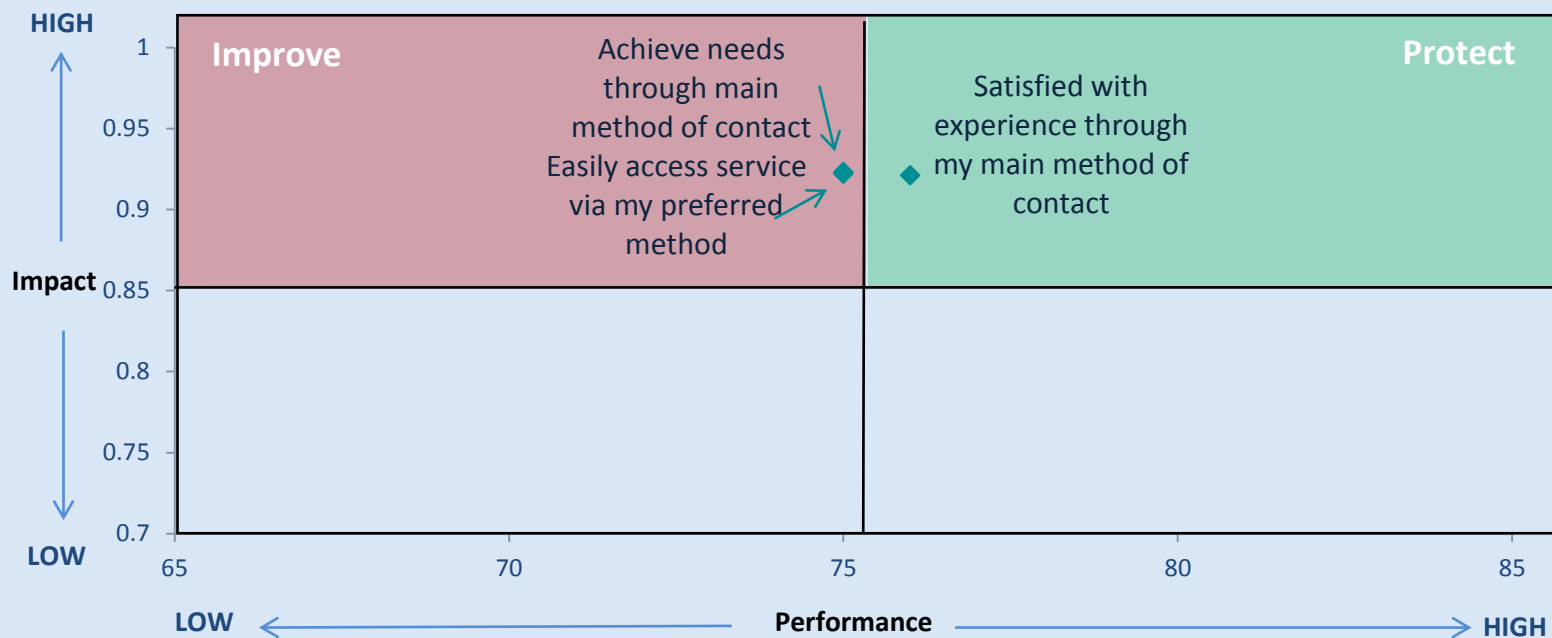
Insights:
Channel Functionality

- When it comes to the channel functionality driver, NWT's score is somewhat below the 'Best in Class'. There is room to improve.

- The main themes arising from the verbatim comments related to online service delivery are to make the website/webpages easier to navigate, allow website payments and improve location and downloading of forms.

- Regarding in-person visits at a government office, service counter or kiosk, faster service/less waiting is the most common theme. The most common theme for the telephone channel is a desire to be able to complete the services online.

- Below are some examples of issues that NWT residents raised with respect to channel functionality.

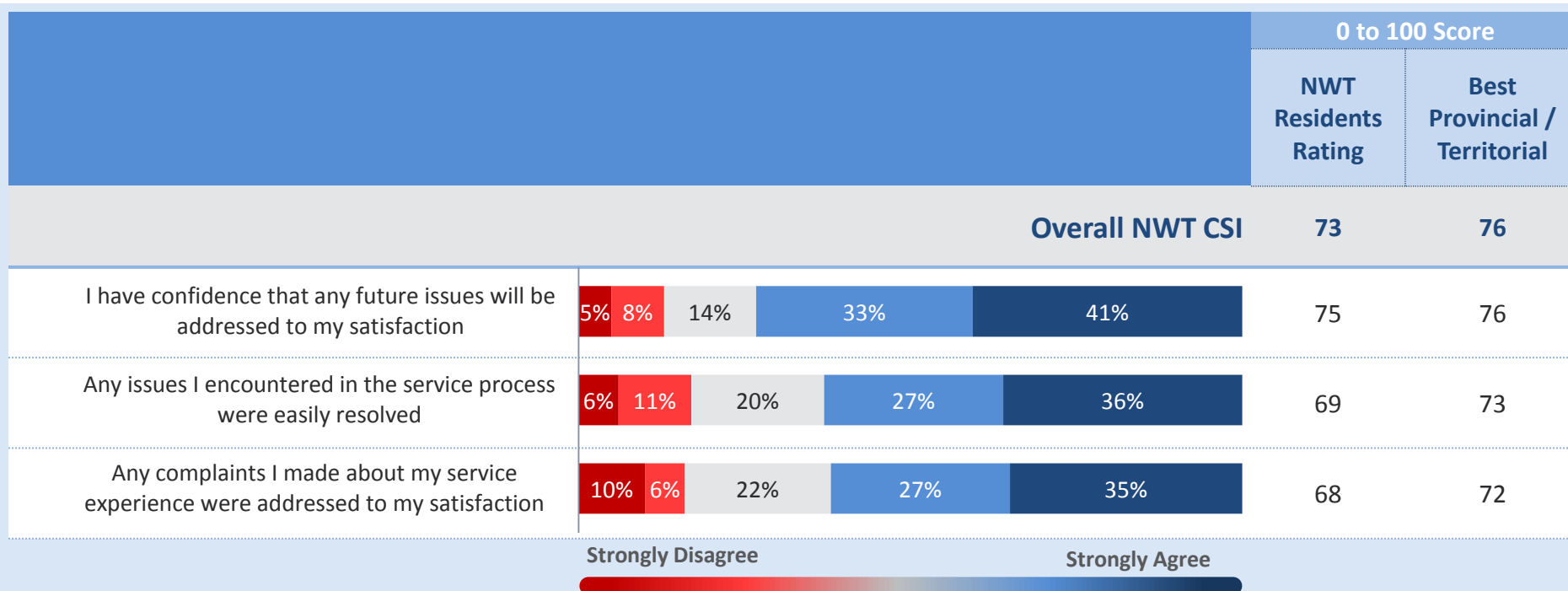| Online	Telephone	In person/office/service counter
"The first click you have to make might be obscure to someone who hasn't worked for the government."	"A local office or an online site would have greatly improved my process."	"Have more people in the office to assist customers."
"Website information a little more secure."	"Person to person contact over phone, not automation. People who are accountable and want to be of service."	"Stick to posted opening times/ hours."
"Logging on with <name> was very difficult and I had to phone for assistance."	"With the phone, have easier directory listings in person. Post hours of operation where the public can see. With the Internet, have more online things."	"An estimate of waiting time could have been provided."
"I would like a better explanation of what to do in the event of a problem."		"It could be offered by web/ Internet instead."
"There were 2 websites, 1 for acquiring the service and 1 to use the service. It should have been 1 website."		It should be noted that this service was provided by a private contractor and not by direct public servants."
		"I would like to be able to do it online."
		"Improve the website [so going to office is not necessary]."
		"I would like a shorter wait time."
		"Have a shorter wait time or make the service available online."
		"I would like it done online."
		"I would like the use of modern technology and a competent staff."

Issue Resolution Driver

- Ratings for NWT on the issue resolution driver is just marginally below the best province/territory scores.

- Easy resolution and addressing complaints are the areas where satisfaction is directionally lower than the 'Best in Class' scores. These components were also rated somewhat lower than confidence with future issues being addressed among NWT residents which is nearly at the 'Best in Class' standard.

			0 to 100 Score	
			NWT Residents Rating	Best Provincial / Territorial
	Overall NWT CSI		**73**	**76**
I have confidence that any future issues will be addressed to my satisfaction	5% 8% 14% 33% 41%		75	76
Any issues I encountered in the service process were easily resolved	6% 11% 20% 27% 36%		69	73
Any complaints I made about my service experience were addressed to my satisfaction	10% 6% 22% 27% 35%		68	72

Strongly Disagree   **Strongly Agree**

Base: Residents of NWT who used a territorial service in past 12 months.

Q19. Please indicate how much you agree or disagree with the following statements.

Priorities for Action for Issue Resolution Driver

- While there is little variation between the components of the issue resolution driver when it comes to impact (they all have about the same impact), there is considerable variation by performance. Complaints being addressed to one's satisfaction and issues being easily resolved are rated lower than how confident residents are that future issues will be addressed.
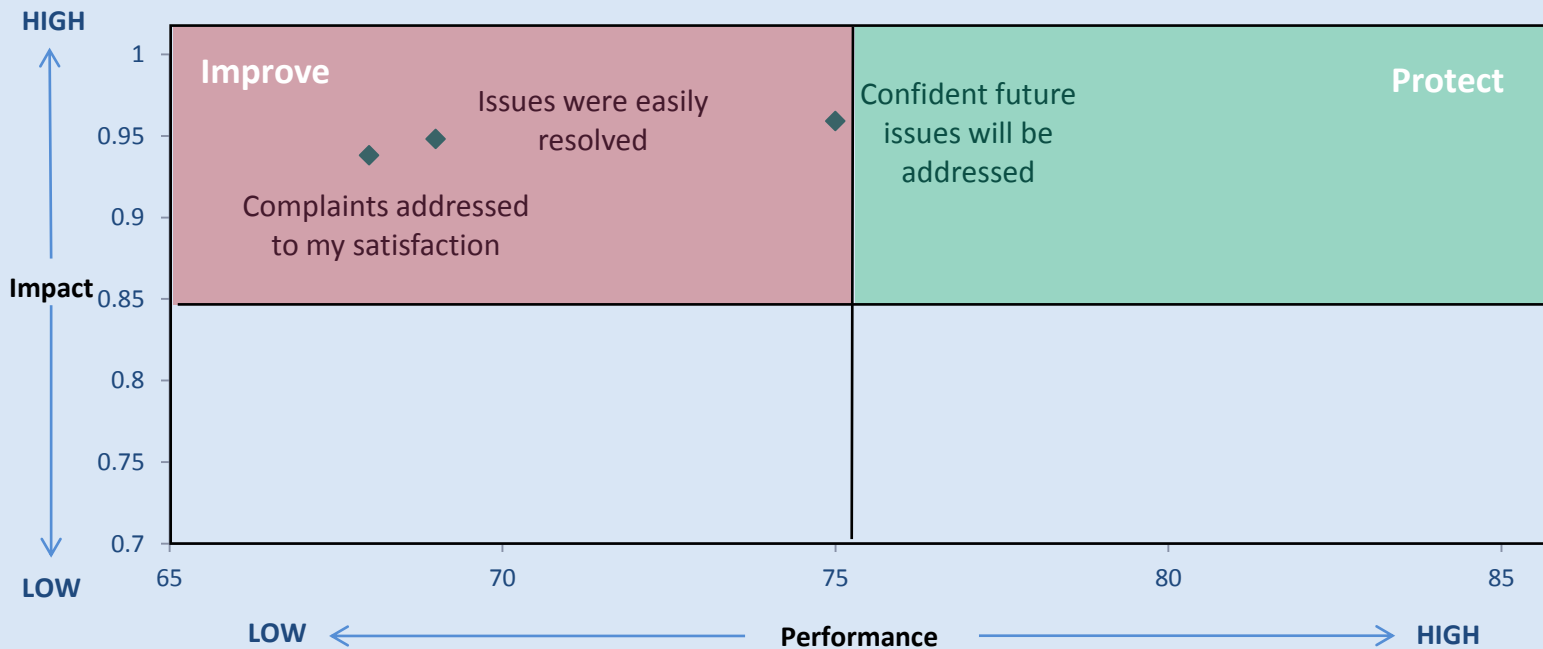
Insights: Issue Resolution

- When it comes to the issue resolution driver, NWT receives performance scores just under the 'Best in Class'.

- Below are some examples of issues that NWT residents raised with respect to issue resolution.

Successful resolution	Timely resolution	Clarity
"I received no follow up from the department that told me they need more information. They said they would contact me and have not done so."	"I had to travel to <town/ city> to get a form signed by a supreme court judge for a divorce. The supreme court judges come to <town/ city>, but I couldn't get that signed here, I had to fly to <town/ city>. It was very costly. Then I had to go to the courthouse by taxi and had to have him wait while my papers were being figured out."	"More clarity in health care registration renewal process is needed. Not sending completed forms back just because they were sent too early - they should be kept on file and actioned at the appropriate time."

NWT Citizen Service Expectations

Service Expectations – Introduction

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 from the National survey to the actual service experienced by residents of NWT on the delivery timeliness measures where comparable data is available.

Additional service expectation measures and comparisons to previous waves of Citizens First are reported in Section 6: Citizen Service Standard Expectations.

Service Expectations – Delivery Timeliness

- As noted, service delivery timeliness is a key priority area for NWT to improve upon.

- Compared to national service expectations NWT's mean and median wait time for service at a government office, service counter or kiosk is essentially on par with national service expectations.

- However, NWT should strive to make the online channel easier to navigate for residents and aim to cut the mean time substantially from 24 minutes down to less than 7 minutes.

	Service Expectation – National		Actual Service Time – NWT	
	Number of Minutes			
	Mean	Median	Mean*	Median
What is a reasonable amount of time to wait for service when visiting a government office, service counter or kiosk?	19.5	15	21	15
When you visit a government website for a routine service, what is a reasonable amount of time to spend online finding the information you need?	6.5	7	24 🔺	15
Total amount of time on the telephone (include multiple calls)	15**	n/a	17	15

* Residents who spent more than 120 minutes accessing services through any channel have been identified as outliers and excluded from the mean calculation.
** While national service expectation is not available we know that after 15 minutes on the phone CSI falls below the average, therefore 15 minutes should be the aim.

🔺🔻 Arrows indicate statistically significant differences

Base: National survey/ NWT residents who used a territorial service in past 12 months and used a particular channel for the service they evaluated.
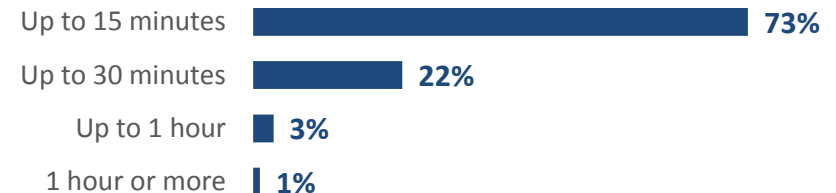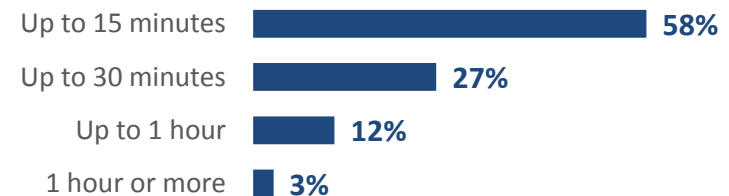
Service Expectations – In-Person Channel

- NWT's average wait time at government offices, service counters and kiosks is slightly longer than the national service standard. On average, residents expect to wait 19.5 minutes but in NWT the mean wait is 21 minutes.

- Note the proportion of NWT residents who are spending upwards of 1 hour during an in-person visit.

Wait time for in-person service at government office

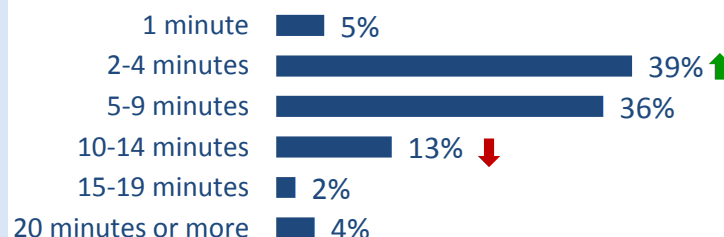| *Reasonable amount of time to wait for service when visiting a government office, service counter or kiosk*	**NATIONAL AVERAGE** Mean 19.5 minutes Median 15 minutes	Up to 15 minutes — 73% Up to 30 minutes — 22% Up to 1 hour — 3% 1 hour or more — 1%
Total number of minutes that you were at the office, counter, or kiosk	**NWT** Mean 21 minutes* Median 15 minutes	Up to 15 minutes — 58% Up to 30 minutes — 27% Up to 1 hour — 12% 1 hour or more — 3%

Service Expectations – Online Channel

- In NWT the median amount of time residents spend online accessing government services is 15 minutes. The national median service expectation for online service is 7 minutes. NWT should strive to improve the navigation of its website to reduce search time by half (about 7 minutes) to meet the national service expectation.

		Amount of time spent looking for information online	CF6
Reasonable amount of time to spend online finding the information you need on a government website	**NATIONAL AVERAGE** Mean 6.5 minutes Median 7 minutes	1 minute — 5% 2-4 minutes — 39% ⬆ 5-9 minutes — 36% 10-14 minutes — 13% ⬇ 15-19 minutes — 2% 20 minutes or more — 4%	**4%** **32%** **38%** **18%** **5%** **4%**
Total number of minutes that you were on the website	**NWT** Mean 24 minutes* Median 15 minutes	1 minute — 0% 2-4 minutes — 8% 5-9 minutes — 12% 10-14 minutes — 18% 15-19 minutes — 15% 20 minutes or more — 47%	
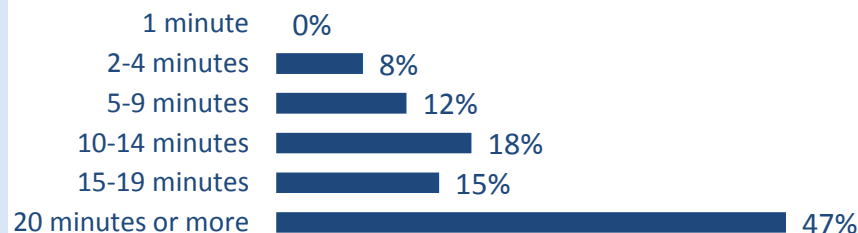
* Residents who spent more than 120 minutes accessing services through any channel have been identified as outliers and excluded from the mean calculation.
🟢⬇ Arrows indicate statistically significant differences
Base: National survey/ NWT residents who used a provincial service in past 12 months and used a particular channel for the service they evaluated.

Channel Usage and Preferences*

* Note: Findings presented in this section are based on NWT residents' responses to questions concerning provincial/ territorial services as part of the jurisdictional survey. As base sizes for provincial/territorial services were small for previous waves, comparison data has not been included in this report.

Number of Channels Used to Access Provincial/Territorial Services

- Less than half (41%) of NWT residents used a single channel to receive the service they were seeking, while 45% indicated that they used two channels to access services. This differs from the national picture where more than half of residents use just one channel of access.

Number of Channels Used to Get Provincial/Territorial Services	NWT	Average Across Provincial/Territorial Jurisdictions
One	41%	57%
Two	45%	34%
Three	9%	7%
Four or more	5%	2%
Average	*1.8*	*1.6*

Base: Residents of NWT who used a territorial service in past 12 months.

Number of channels derived from all methods of contact used (Q10. What was your <u>first method</u> of contact for this service? And Q11. What <u>other methods</u> of contact did you use, if any?)

Service Experience by Number of Channels Used when Accessing Provincial/Territorial Services

- Having to use three or more channels has somewhat less of a negative impact on the CSI score for the 'Best in Class' standard and a greater impact in NWT.

- Generally, satisfaction with provincial/territorial services is consistent regardless of whether one or two methods of contact is utilized for service; however, there is a slight directional decline in satisfaction if three channels are used.

Client Satisfaction Index*

■— NWT   **◆ Best Provincial/Territorial**

0 to 100 score

	One	Two	Three or More
Best Provincial/Territorial	72	71	69
NWT	71	68	63

Number of Channels Used
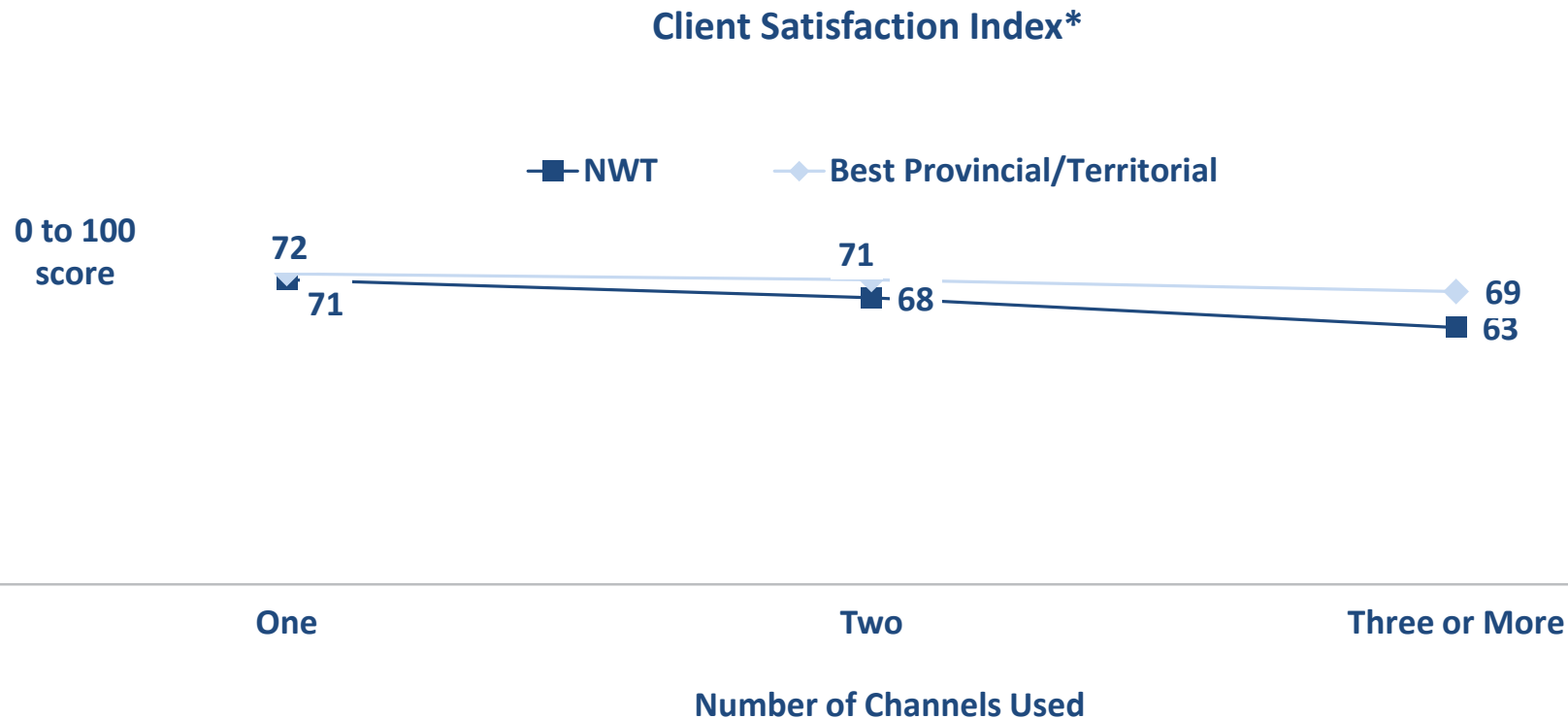
* The Client Satisfaction Index is based on an average level of agreement (0 to 100 score) with the seven service attributes shown in slide 27

Base: Residents of NWT who used a territorial service in past 12 months.

Number of channels derived from all methods of contact used (Q10. What was your first method of contact for this service? and Q11. What other methods of contact did you use, if any?)

Use of Different Types of Channels

- About one-third of NWT residents start their territorial service experience with an in-person visit. Combining that with those who start their interaction via telephone, just over half (56%) of all residents begin their service transaction with a staff interaction.

- About a third of residents (34%) start their service experience either on a NWT Government website or via e-mail.

Channel Used to Get Services:	Channel Used in NWT to Get Territorial Services:	
	First Channel	**Other Channels**
Visit an office or service counter	34%	15%
Online/website	29%	18%
Telephone	22%	28%
E-mail	5%	14%
Regular mail	4%	4%
Visit from a government employee	1%	2%
Other	4%	4%
No Others	2%	39%

Base: Residents of NWT who used a territorial service in past 12 months.
All methods of contact used (Q10. What was your first method of contact for this service? And Q11. What other methods of contact did you use, if any?)

Preferred Channel

- Six-in-ten NWT residents prefer a live interaction when accessing a territorial service (with a fairly even split between in-person visit versus telephone).

- Three in ten residents prefer the online channel.

- Channel preferences line up closely with how NWT residents currently start their service interaction (see previous slide).

	Preferred Channel in NWT to Get Territorial Services
Visit an office or service counter	31%
Online/website	30%
Telephone	26%
E-mail	7%
Regular mail	3%
Visit from government employee	2%
Kiosk	1%
Mobile app	-

Base: Residents of NWT who used a territorial service in past 12 months.

Q14. If you were to get this service again, which would you prefer as your main method of contact?

Preferred and Main Channels Used

- The main channel that residents used for their recent transaction dominates the channel they would prefer if they were to get this service again. However, the past channel used did not dominate future preference to the extent seen in other jurisdictions.

- Among residents whose main channel was an in-person visit, 62% would prefer to use this mode of contact if they were to use this service again. A similar proportion of those who used a website (63%) and those who used telephone (61%) would prefer the same channel for a future transaction.

- There is a substantial opportunity to transition those who have used in-person visits in the past to website use (21%).

	All Channels	Main Channel Used by Residents of NWT when using Territorial Services		
		Office/ Service Counter	Telephone	Website
Preferred Method of Contact for Future Services:				
Telephone	26%	15%	61%	13%
Website	30%	21%	7%	63%
Office or service counter	31%	62%	17%	15%
Email	7%	1%	6%	9%
Regular mail	3%	2%	1%	--
Visit from a government employee	2%	--	5%	--
Others*	1%	--	2%	--

Base: Residents of NWT who used a territorial service in past 12 months.

* Includes mobile app, text message and social media

Q12. If you used more than one method, which was your main one? (Respondents who used more than one method of contact). Q14. If you were to get this service again, which would you prefer as your main method of contact?

Access Problems and Impact on Satisfaction

Number of Problems Experienced With Provincial/Territorial Services

- More than half (60%) of NWT residents encountered at least one problem when using territorial services (somewhat higher than the average across all provincial/territorial jurisdictions) – with one in five users experiencing four or more problems.
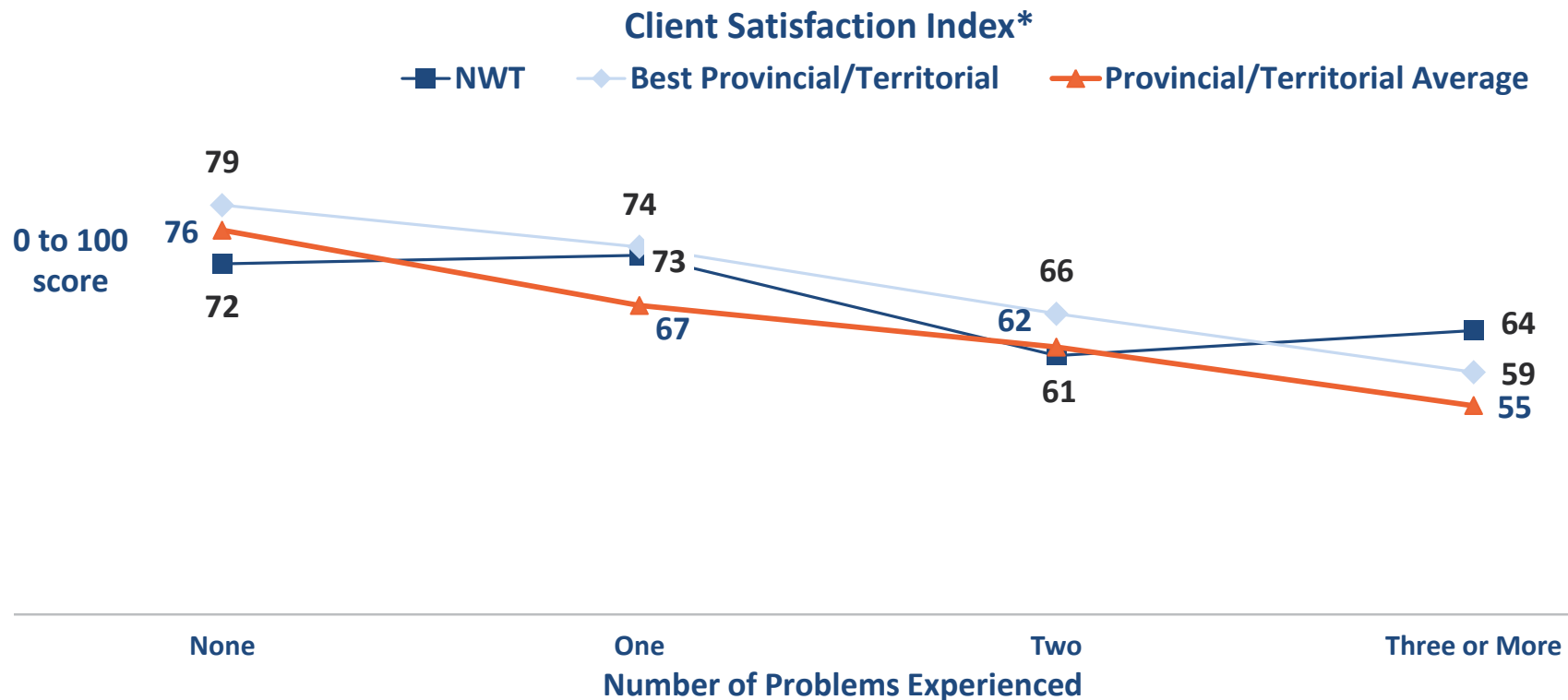
	Number of Problems Experienced With Provincial/Territorial Services:	
	NWT	Average Across Provincial/Territorial Jurisdictions
None	40%	47%
One	20%	19%
Two	13%	10%
Three	7%	6%
Four or more	20%	18%
Average	*1.8*	*1.8*

Base: Residents of NWT who used a territorial service in past 12 months.
Number of problems derived from all potential problems listed (Q16, Q17a, Q17b, Q17c)

Service Satisfaction by Number of Problems Experienced

- NWT residents' satisfaction with government performance drops upon experiencing two or more problems.

- This pattern differs from the 'Best in Class' and the average score across subscribers, where satisfaction starts to erode as soon as a single problem is experienced. In NWT, there seems to be a bit more tolerance for a single service issue.

Client Satisfaction Index*

NWT • **Best Provincial/Territorial** ▲ **Provincial/Territorial Average**

0 to 100 score

	None	One	Two	Three or More
Best Provincial/Territorial	79	74	66	59
NWT	72	73	61	64
Provincial/Territorial Average	76	67	62	55

Number of Problems Experienced

* The Client Satisfaction Index is based on an average level of agreement with the seven service attributes shown in slide 27

Base: Residents of NWT who used a territorial service in past 12 months / Residents of all provincial/territorial jurisdictions who used a provincial/territorial service in past 12 months

Number of problems derived from all potential problems listed (Q16, Q17a, Q17b, Q17c). The problems are detailed on the following two slides.

Access Problems Experienced for NWT Services

- Of NWT residents who experienced an access problem across all channels, one-quarter (25%) indicated they didn't know where to start or who to contact or were concerned about privacy or security concerns. This problem is more common than getting bounced among service staff.

- The most common problems experienced via the telephone channel were difficulty finding the right telephone number, busy phone lines and trouble using the automated system.

	% Agree (4 or 5 on a 5-point scale)
	NWT
Experienced the Problem:	
Among residents who used any channel:	
I didn't know where to start or who to contact	25%
I was concerned about privacy or about the security of my personal information	22%
I got bounced around from one person to another	15%
Among residents who used the telephone:	
It was difficult to find the right telephone number(s)	28%
Telephone lines were busy	26%
I had trouble using an automated phone system	25%
I waited too long on hold	22%
It was difficult to understand the person I was talking to	15%

Base: Residents of NWT who used a territorial service in past 12 months, and used each method of contact.

Q16. Answer all those items that apply to your situation. Please indicate how much you agree or disagree.

Q17A. Answer all those items that apply to your situation. Please indicate how much you agree or disagree. If you used the telephone..

Access Problems Experienced for NWT Services (Continued)

- Of those who experienced a problem using websites to access NWT government services, the most common issues were having trouble finding information, incomplete information, and not being to complete everything on the website.

- For those experiencing a problem during an in-person visit, the inability to get to the office/kiosk by public transportation was the dominant issue. Waiting too long and being told that they did not have the right papers or documents were also cited, but to a lesser degree.

	% Agree (4 or 5 on a 5-point scale)
	NWT
Experienced the Problem:	
Among those who used a government website:	
I had trouble finding what I needed	31%
The website did not have all the information I needed	30%
I couldn't complete everything I wanted to do on the website	29%
The website was too complicated	13%
The website did not work properly - there were technical difficulties	10%
The search engine did not work well	9%
I forgot my password	9%
Among those who visited a government office or kiosk:	
I could not get there by public transportation	32%
I had to wait too long to get service	19%
I was told I did not have the right papers or documents	18%
I had to travel too great a distance	10%

Base: Residents of NWT who used a territorial service in past 12 months.

Q17B. Answer all those items that apply to your situation. Please indicate how much you agree or disagree. Q17C. Answer all those items that apply to your situation. Please indicate how much you agree or disagree. If you used the telephone…

Inclusion and Diversity

Perceptions of Responsiveness to Needs of a Diverse Population

- When NWT residents consider whether the services offered by their government are responsive to the needs of a diverse population, they provide an average level of agreement of 58 on the 0 to 100 scale, on par with the average jurisdiction.

- NWT residents who are members of a visible minority provide higher levels of agreement (65), while NWT residents with disabilities provide similar levels of agreement (56) to the NWT total.
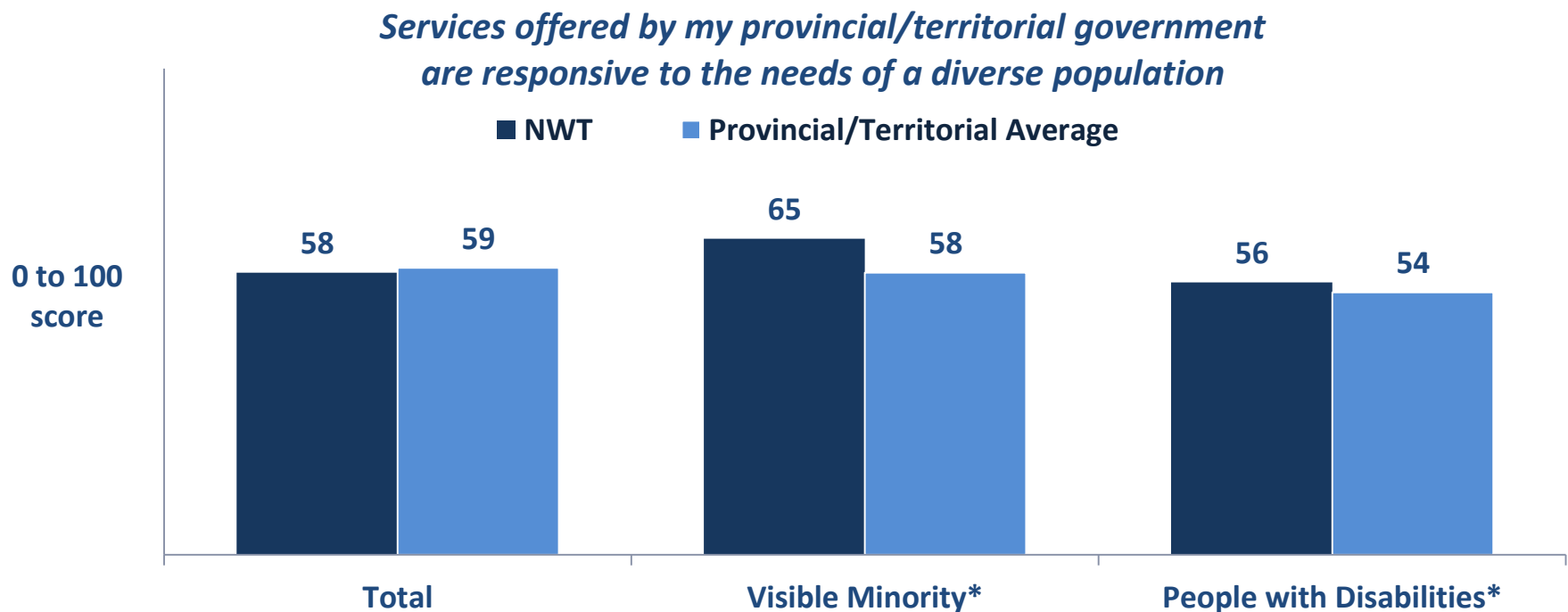
Services offered by my provincial/territorial government are responsive to the needs of a diverse population

■ NWT ■ Provincial/Territorial Average

0 to 100 score

	Total	Visible Minority*	People with Disabilities*
NWT	58	65	56
Provincial/Territorial Average	59	58	54

* Caution: small sample sizes for NWT (under n=30)

Base: NWT Residents / Residents of all provincial/territorial jurisdictions

Q7a. Please indicate how much you agree or disagree with each of the following statements: Services offered by my provincial/territorial government are responsive to the needs of a diverse population

Perceptions of Needs of Diverse Groups Being Reflected in Services

- NWT residents are as likely as the provincial/territorial average to agree that the voices and needs of varying ethnic and demographic groups are reflected in the services provided by their territorial government, with an average level of agreement of 60 on the 0 to 100 score, on par with the average provincial/territorial jurisdiction.

- NWT residents who are members of a visible minority provide higher levels of agreement (67), while NWT residents with disabilities provide similar levels of agreement (58) to the NWT total.

The voices and needs of varying ethnic and demographic groups are reflected in the services provided by my provincial/territorial government

■ **NWT**   ■ **Provincial/Territorial Average**

0 to 100 score

	Total	Visible Minority*	People with Disabilities*
NWT	60	67	58
Provincial/Territorial Average	60	58	56
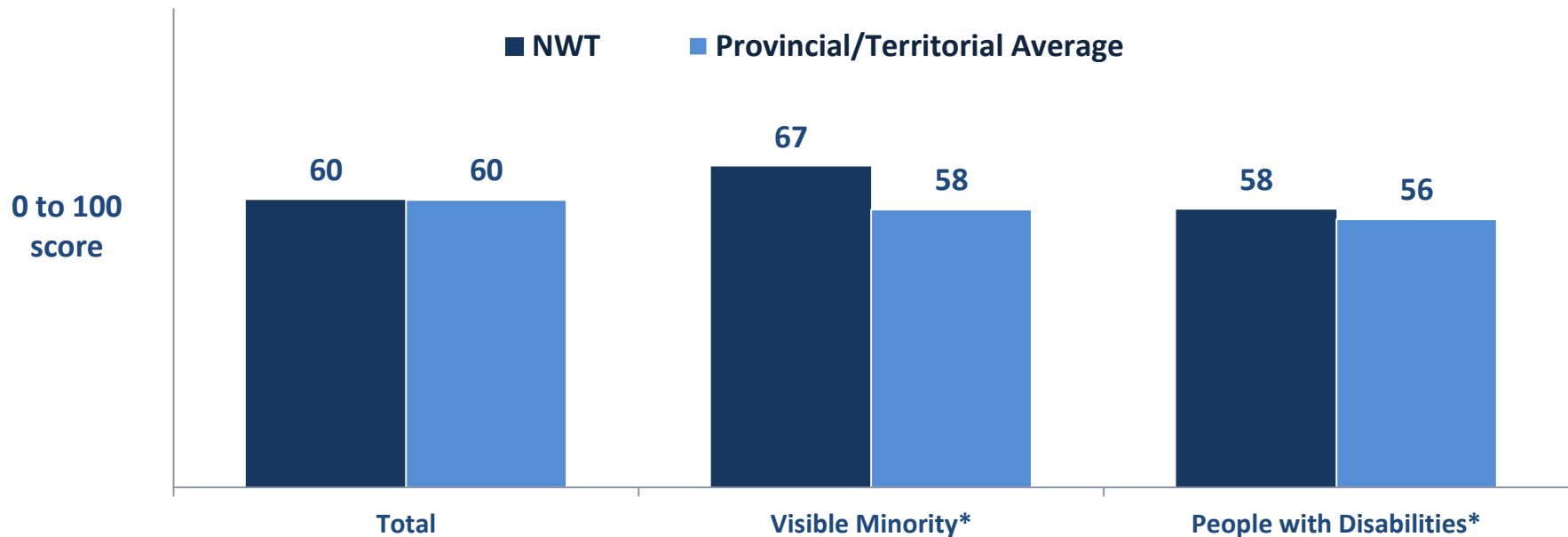
* Caution: small sample sizes for NWT (under n=30)

Base: NWT Residents / Residents of all provincial/territorial jurisdictions

Q7b. Please indicate how much you agree or disagree with each of the following statements: The voices and needs of varying ethnic and demographic groups are reflected in the services provided by my provincial/territorial government

Service Experience Among People With Disabilities

- Among NWT residents with disabilities who access services, the score is 77 out of 100 for having their independence respected, 76 for staff interacting appropriately with them, and 73 for service being available in alterative formats.

- Two-thirds (65%) report that access did not pose difficulties.

- Please note that the following analysis is based on very small sample sizes and should be treated with caution.

	0 to 100 score
	NWT
Agreement with Statements:	CF7*
My independence was respected while getting this service	77
Staff interacted with me in an appropriate manner	76
The service was available in alternative formats (e.g., simultaneous ASL, TTY, Braille, large print, audio format, etc.)	73
The service was designed so that I could access it without difficulty	65

* Caution: small sample sizes (under n=30)

Base: Residents of NWT reporting a disability

Q26. Do you have a disability that makes it difficult for you to access any government services or government information?

Q28. Thinking about the service you rated in Section F, please indicate how much you agree or disagree with the following.
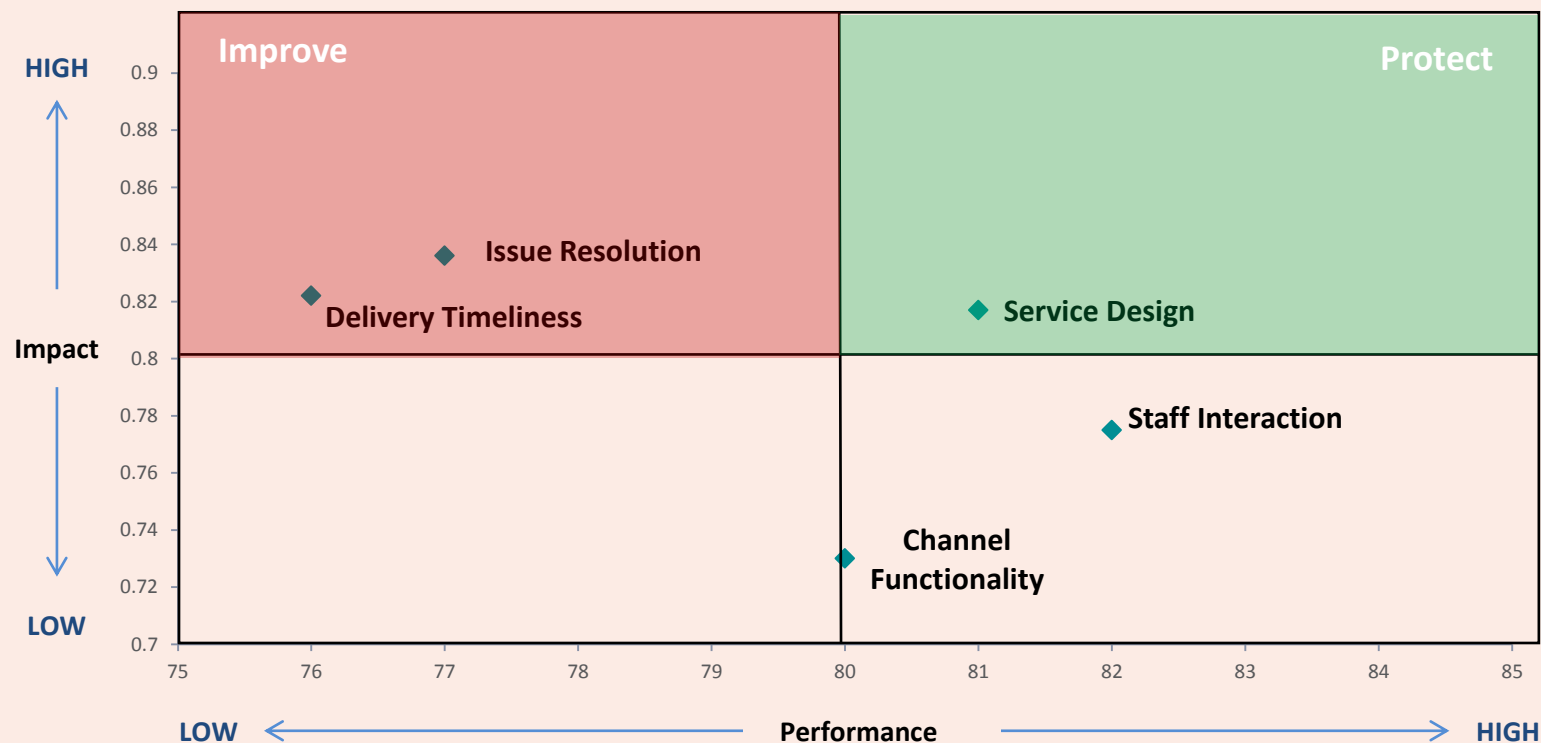
5. Summary of Priorities for Service Improvement

Client Satisfaction Drivers:
# Priorities for Improvement

- Delivery timeliness and the ability to resolve residents' issues are not only the drivers with the greatest impact on the CSI, but are also those with the lowest performance scores amongst NWT residents. These are the service components that require the greatest attention and potentially, investment. While service design is also a key driver of satisfaction, NWT is performing strongly in this regard -- hence, the current level of attention should be maintained (but the programs and actions could possibly be improved or updated).

- NWT performs most strongly on the staff interaction component, but this driver has lower impact on satisfaction. Channel functionality has the least impact of the five drivers in this model (although it still has some impact and thus should not be ignored).

Of all 21 service components considered within the five drivers of satisfaction, the following stand out as priorities for improvement, as depicted below. The top 3 are associated with issue resolution and the latter two are associated with delivery timeliness:

- Complaints are addressed to the residents' satisfaction.
- Any issues encountered in the service process by residents are easily resolved.
- Residents' confidence that any future issues will be addressed to their satisfaction.
- Residents are satisfied with the amount of time it takes to get any help needed.
- Residents are satisfied with the amount of time it takes to receive service.
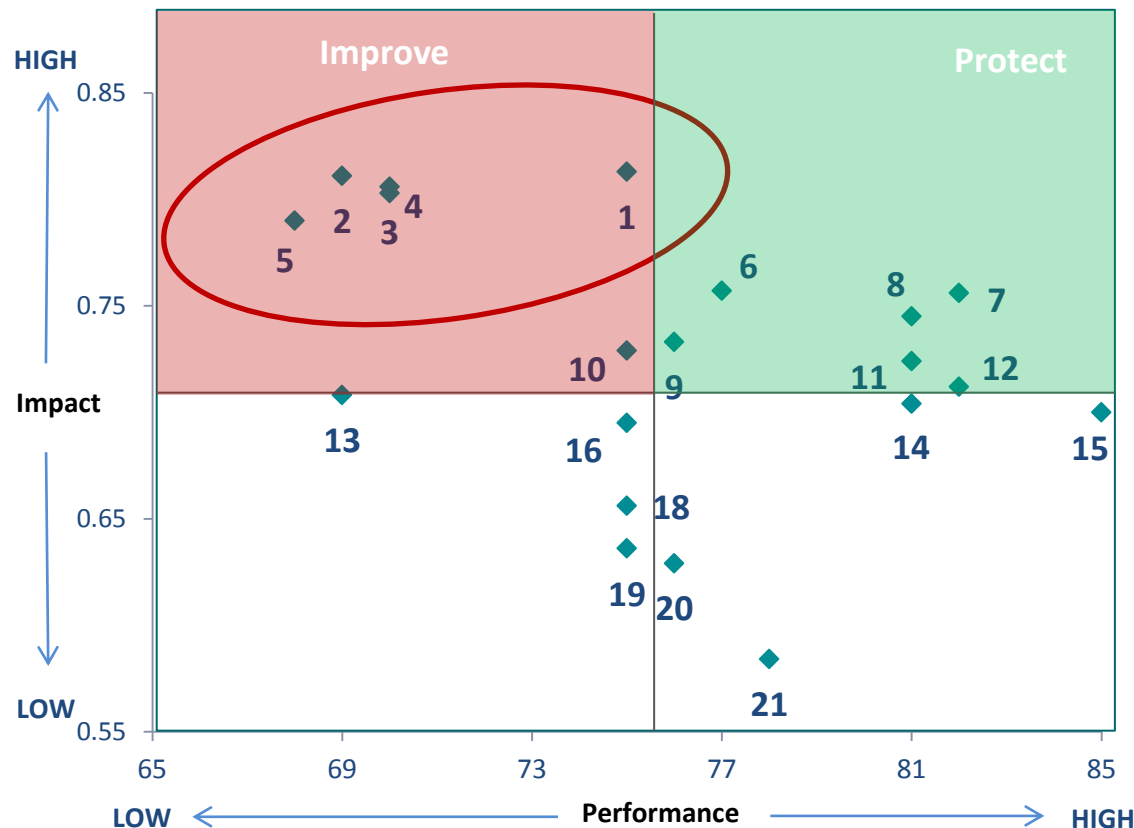
#		#	
1	Confident future issues will be resolved	11	Staff were knowledgeable
2	Issues were easily resolved	12	I received the service I was seeking
3	Amount of time to receive the service	13	Amount of time to get access to the service
4	Amount of time to get help	14	Staff understood my needs
5	Complaints were addressed	15	Staff treated me fairly
6	Received needed information	16	Process to access to the service was easy
7	I felt good about my staff	17	Staff treated me with courtesy
8	Staff made every effort to address my needs	18	Achieved needs using main method
9	Satisfied with my experience using the main method	19	Easy to access the service by my preferred method
10	The process to receive the service was easy	20	Knew where or how to find the service
		21	My personal information was protected

Overall Priorities for Service Improvement

While there is much to celebrate in NWT's relative success, especially achieving 'Best in Class ' ratings for reputation of public services delivered and 'Best in Class' ratings for staff interaction, there is room for improvement. In particular NWT residents are less satisfied with telephone and website interactions than they are with in-person visits.

Problem Resolution

NWT residents are also less satisfied with the service received for transactions to solve a problem, correct an error or make a complaint than they are with other types of transactions. This indicates a need for improved problem resolution, as do the results of the driver analysis, which demonstrate that a key area for improvement is the issue resolution driver, including the driver's components of:

- Any complaints I made about my service experience were addressed to my satisfaction

- Any issues I encountered in the service process were easily resolved

- I have confidence that any future issues will be addressed to my satisfaction

Access Problems

Underscoring the importance of problem resolution, there is a consistent pattern that demonstrates that satisfaction declines when residents encounter access problems. For NWT, 'Best in Class' and the average across all eight participating provinces/territories, satisfaction scores drop by about 10 points between those who did not encounter any problems and those who experienced two or more.

Timeliness

The CF7 research shows that expectations are most strongly correlated with timeliness of the service delivery. And, delivery timeliness is a driver identified in the driver analysis as a priority for improvement. NWT, like all jurisdictions, should strive to meet or exceed expectations on timely service delivery. It is clear that improved performance on this driver will increase residents' overall satisfaction with government services. Continuing to maintain wait times under 15 minutes at government offices, greater first call resolution for services available over the phone and less time online finding and completing web-based services are key to enhanced performance.

Timeliness (Continued)

Currently NWT comes very close to national expectations on wait times for service in a government office, service counter or kiosk. However, NWT residents spend at least twice the amount of time online looking for information for a routine territorial service than what is considered reasonable by national standards and longer than the average across jurisdictions. Improving the navigation of territorial webpages and making sure that all of the information that is needed is available online is recommended.

When it comes to delivery timeliness for services provided online, NWT residents spend a mean amount of time online to access services of 24 minutes. The national mean service expectation for online service is 7 minutes. NWT should strive to improve the navigation of its website to reduce search time substantially to come closer to national service expectation.

Moving Services Online

Relative to the rest of Canada, residents are more likely to use channels that involve in-person contact rather than accessing services online. Since the online channel tends to be more cost-effective, it is important that NWT improve it's online service offering, and encourage citizens to access services via this channel. There is also evidence that there is unmet demand for online access of government services since there are strong pockets of residents that used the office or telephone channels for their recent transaction who would prefer to use the website for a future transaction of this type, including information services, health card and driver's licence renewal, motor vehicle registration and hunting or fishing licence application.

The key access problems experienced by NWT residents accessing services online are that residents had trouble finding information on the website or the website did not have the information needed, and that they couldn't complete the service they wanted.

6. Citizen Service Standard Expectations*

*Note: The findings in this section are based on the results of the National CF7 survey.

Service Expectations

The threshold for waiting for service across all channels is diminishing. Acceptable wait times for service in-person, on the telephone (answering or transferring calls/returning voicemails), and online (looking for information) are declining. This is particularly the case for telephone and online where expectations for near-instant service are increasing. At present, performance is not in line with expectations.

The only exception is in-person interactions, as speed isn't necessarily the key driver of that channel choice. It appears that the value associated with that preference–being able to ask questions, knowing that the transaction is completed accurately–means that clients are prepared to wait a little longer for service. As such, personal experience for this channel is in sync with expectations. A slight majority would like the in-person experience optimized through flexible hours of operation.

Wait times expectations for all channels need to be either met or managed. The opportunity for instant and anonymous information transactions across consumer service categories afforded by today's technology means that there is less tolerance for delay, and government services need to meet these standards. Where wait times are necessary, managing expectations around the duration of the wait or offering a reason for the wait is key to a more positive experience.

The following is a summary of citizen's expectations by channel.

Service Expectations: Online Channel

- Expectations for speed of transactions have risen for the online channel. Speed is recognized as a key benefit of this channel, but experiences are falling short of expectations—too much time spent surfing around for information is a key issue. Websites for all levels of government receive lower ratings for ease of navigation.

- The average number of minutes Canadians are willing to search for information for a routine service on a government website is 6.5 minutes, which is a shift toward even shorter times than was the expectation in CF6. The proportion expecting to find the information they need in under 5 minutes has increased from 36% in CF6 to current levels of 44%.

- The average number of web pages Canadians are willing to search is 3 to 5 pages (which is even fewer pages than in CF6). The proportion expecting to search only one or two pages has increased from 27% in CF6 to 35% in CF7. (See chart below.)

- Most Canadians want instantaneous payment confirmation. The proportion expecting this has increased from 59% in CF6 to 66% in CF7.

Maximum Number of Pages Before Finding Information Online
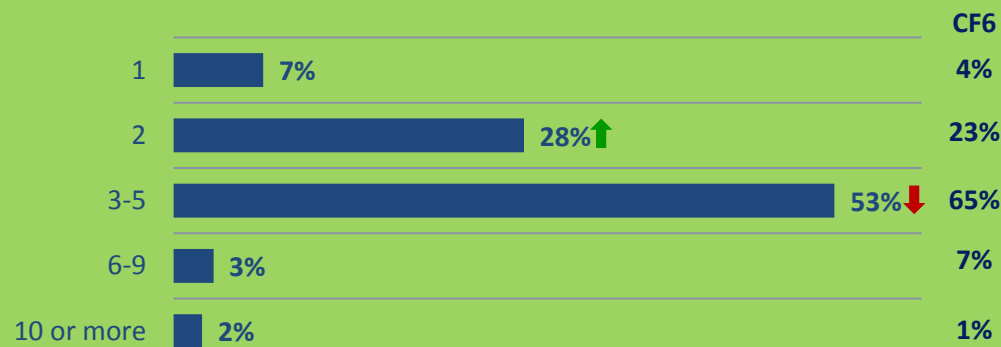
	CF7	CF6
1	7%	4%
2	28% ⬆	23%
3-5	53% ⬇	65%
6-9	3%	7%
10 or more	2%	1%

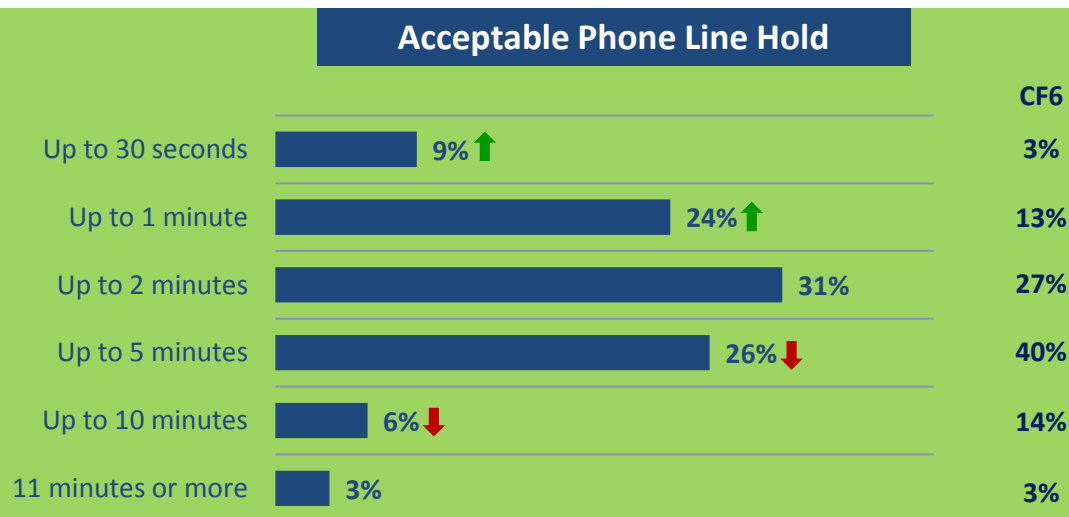* Note: the total proportion will not add to 100% as some residents did not answer

⬆⬇ Significantly higher/lower than the previous wave

Base: Representative sample of Canadians: CF7 (n=819)

Q34. What is the maximum number of web pages you should have to look at in order to find the information you need?

Service Expectations: Telephone Channel

- Thresholds for waiting for a call to be connected or to receive a call back are diminishing. While a majority of residents continue to find a wait of 5 minutes or less on hold acceptable, there has been a notable increase over the previous reporting period in the proportions of those who find it acceptable to <u>remain on hold for just one minute or less</u>. (See chart below.)

- A similar trend is found in expectations for receiving a callback. Within the business day remains acceptable to the majority, however there has been a significant increase in expectations of hearing back within the hour.

- Canadians are willing to wait less time to be transferred between staff. In CF6, 43% considered a wait of up to 2 minutes to be acceptable, this proportion has now risen to 64%.

Acceptable Phone Line Hold

		CF6
Up to 30 seconds	9% ↑	3%
Up to 1 minute	24% ↑	13%
Up to 2 minutes	31%	27%
Up to 5 minutes	26% ↓	40%
Up to 10 minutes	6% ↓	14%
11 minutes or more	3%	3%

* Note: the total proportion will not add to 100% as some residents did not answer

↑↓ Significantly higher/lower than the previous wave

Base: Representative sample of Canadians: CF7 (n=819)

Q38. When you call a government office using a direct line (that is a number that should get you directly through to a person, not an automated system) and you get their voice mail greeting, and, if you select the option to connect to a live person, what is an acceptable length of time to wait on hold?

Service Expectations: In-Person Channel

- The average number of minutes Canadians are waiting for service at government offices, service counters or kiosks is 20 minutes–which is right on target with their expectations (19.5 minutes). (See chart to follow.)

- Only a small majority expect flexible hours at government offices. Those who do are more likely to prefer weekend and later evening hours than was the case in CF6.

Reasonable Wait Time for in-Person Service at a Government Office

Up to 15 minutes	73%
Up to 30 minutes	22%
Up to 1 hour	3%
1 hour or more	1%
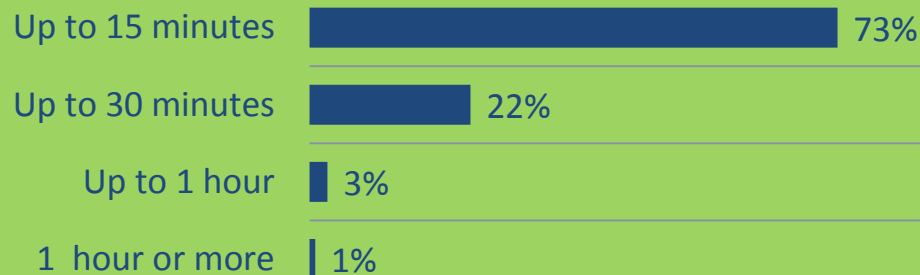
For more detail on service expectations, please refer to the National Report.

* Note: the total proportion will not add to 100% as some residents did not answer
Base: Representative sample of Canadians: CF7 (n=819)
Q46. What is a reasonable amount of time to wait for service when visiting a government office, service counter or kiosk?

7. Moving Services Online*

*Note: The findings in this section are based on the results of the National CF7 survey.

Using the Internet to Obtain Government Services

- Online service provision has the potential to become the "new normal" for government services. Despite lingering concerns about security and privacy, online channels are increasingly being used to interact with government services.

- Nearly all respondents (96%) use the internet and the vast majority of internet users have done online banking (82%) or online shopping (73%) in the past year. And, six-in-ten citizens have used the internet for government services in the past 12 months.

- Nearly eight-in-ten of Canadian internet users report that they are likely to use the internet for government services in the near future.

Likelihood of Using the Internet for Government Services

37%	42%	15%	5%

Very Likely   **Not Likely At All**
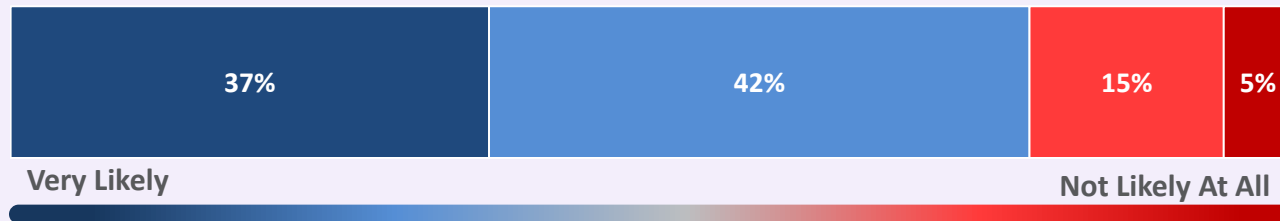
The following is a summary of citizens' usage of online government services.

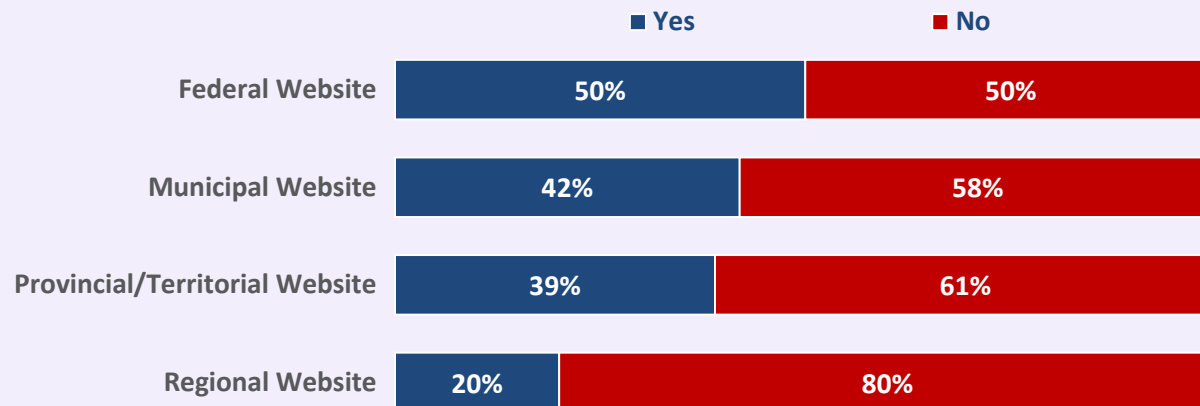Note: the total proportion will not add to 100% as some residents did not answer
Base: Those who use the internet (n=775)
Q14 . What is the likelihood of using the internet to get government services in the near future?

Usage of Government Websites

- Usage patterns are currently uneven between levels of government, with the highest incidence reported for visiting a federal website. (See chart to follow.)

- When citizens consider various aspects of visiting government websites, ease of navigation is consistently one of the attributes that is the least positively perceived.

Usage of Government Websites in Past 12 Months

■ Yes   ■ No

Website	Yes	No
Federal Website	50%	50%
Municipal Website	42%	58%
Provincial/Territorial Website	39%	61%
Regional Website	20%	80%

Base: Representative sample of Canadians: CF7, excluding not applicable/not stated
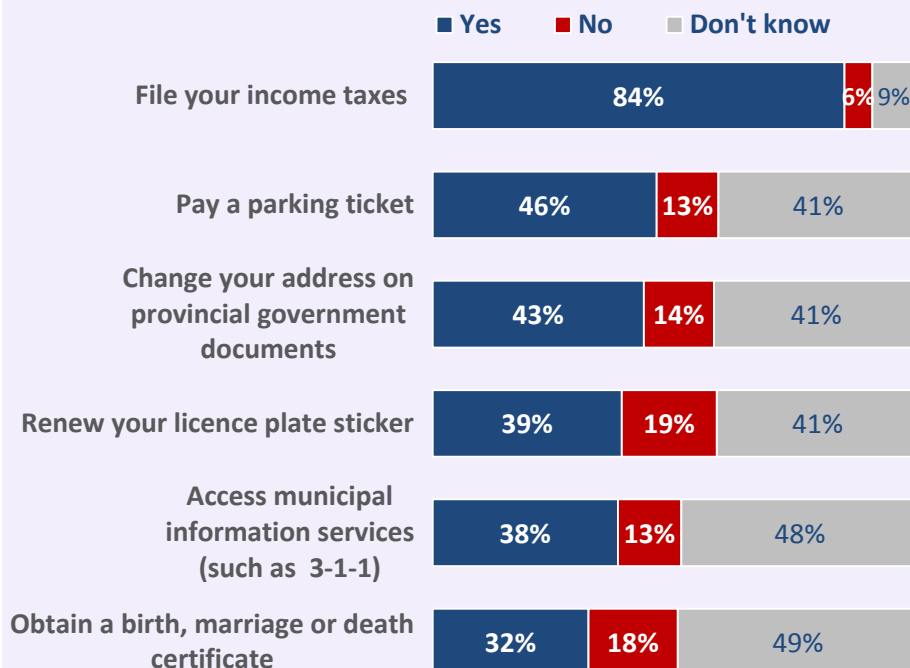*Q19. Have you visited your (SPECIFY LEVEL) government's website in the past 12 months?*
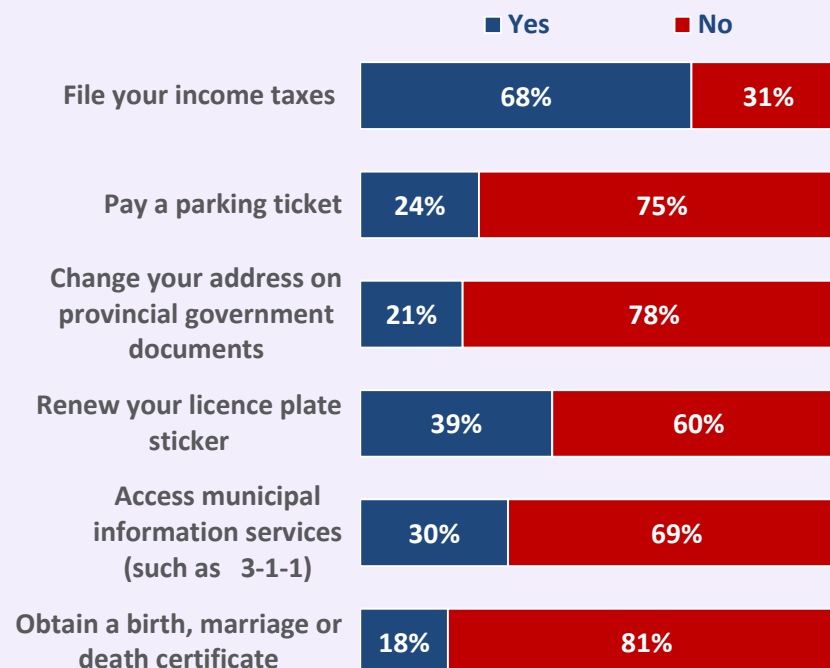
Usage and Awareness of Specific Services

- Awareness and usage of services available online is uneven between levels of government and also among specific services, with the highest awareness and usage reported for filing taxes (consistent with higher usage of federal government websites).

- <u>It is important that municipal, regional and provincial/territorial governments increase awareness of their online service offerings among their citizens.</u>

Awareness of Online Government Services

■ Yes ■ No ■ Don't know

Service	Yes	No	Don't know
File your income taxes	84%	6%	9%
Pay a parking ticket	46%	13%	41%
Change your address on provincial government documents	43%	14%	41%
Renew your licence plate sticker	39%	19%	41%
Access municipal information services (such as 3-1-1)	38%	13%	48%
Obtain a birth, marriage or death certificate	32%	18%	49%

Online Government Services Used in the Past 12 Months

■ Yes ■ No

Service	Yes	No
File your income taxes	68%	31%
Pay a parking ticket	24%	75%
Change your address on provincial government documents	21%	78%
Renew your licence plate sticker	39%	60%
Access municipal information services (such as 3-1-1)	30%	69%
Obtain a birth, marriage or death certificate	18%	81%

* Note: the total proportion will not add to 100% as some residents did not answer
Base: Those who use the internet (n=775)

* Note: the total proportion will not add to 100% as some residents did not answer
Base: Varies by service. Those who know this service is available online in their area.
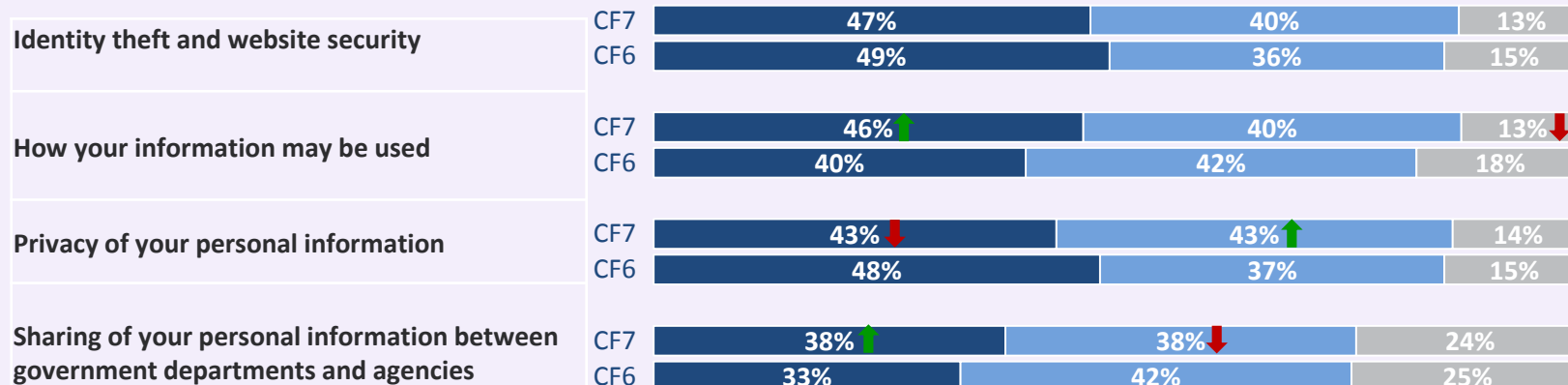
Security and Privacy Concerns

The strong majority of Canadians have at least some concerns about the security and privacy of the personal information they share online. Nearly nine-in-ten are concerned to some degree about identity theft/website security, how their information is used, and the privacy of their personal information with nearly half "very" concerned about these issues.

Concern with how information is used and sharing of information between government parties is up since CF6, with the increase noted in the proportion of those who are "very" concerned, while the intensity of those concerned about privacy is down from the previous reporting period.

Online Concerns

Legend: ■ Very concerned ■ Somewhat concerned ■ Not Concerned

		Very concerned	Somewhat concerned	Not Concerned
Identity theft and website security	CF7	47%	40%	13%
	CF6	49%	36%	15%
How your information may be used	CF7	46% ⬆	40%	13% ⬇
	CF6	40%	42%	18%
Privacy of your personal information	CF7	43% ⬇	43% ⬆	14%
	CF6	48%	37%	15%
Sharing of your personal information between government departments and agencies	CF7	38% ⬆	38% ⬇	24%
	CF6	33%	42%	25%

* Note: the total proportion will not add to 100% as some residents did not answer
⬆⬇ Significantly higher/lower than the previous wave
Base: Those who use the internet (n=775)
Q16. How concerned are you about the following?

Increasing Usage of the Online Channel

In order to increase transactions via the cost-effective online delivery channel, it is important for government service providers to:
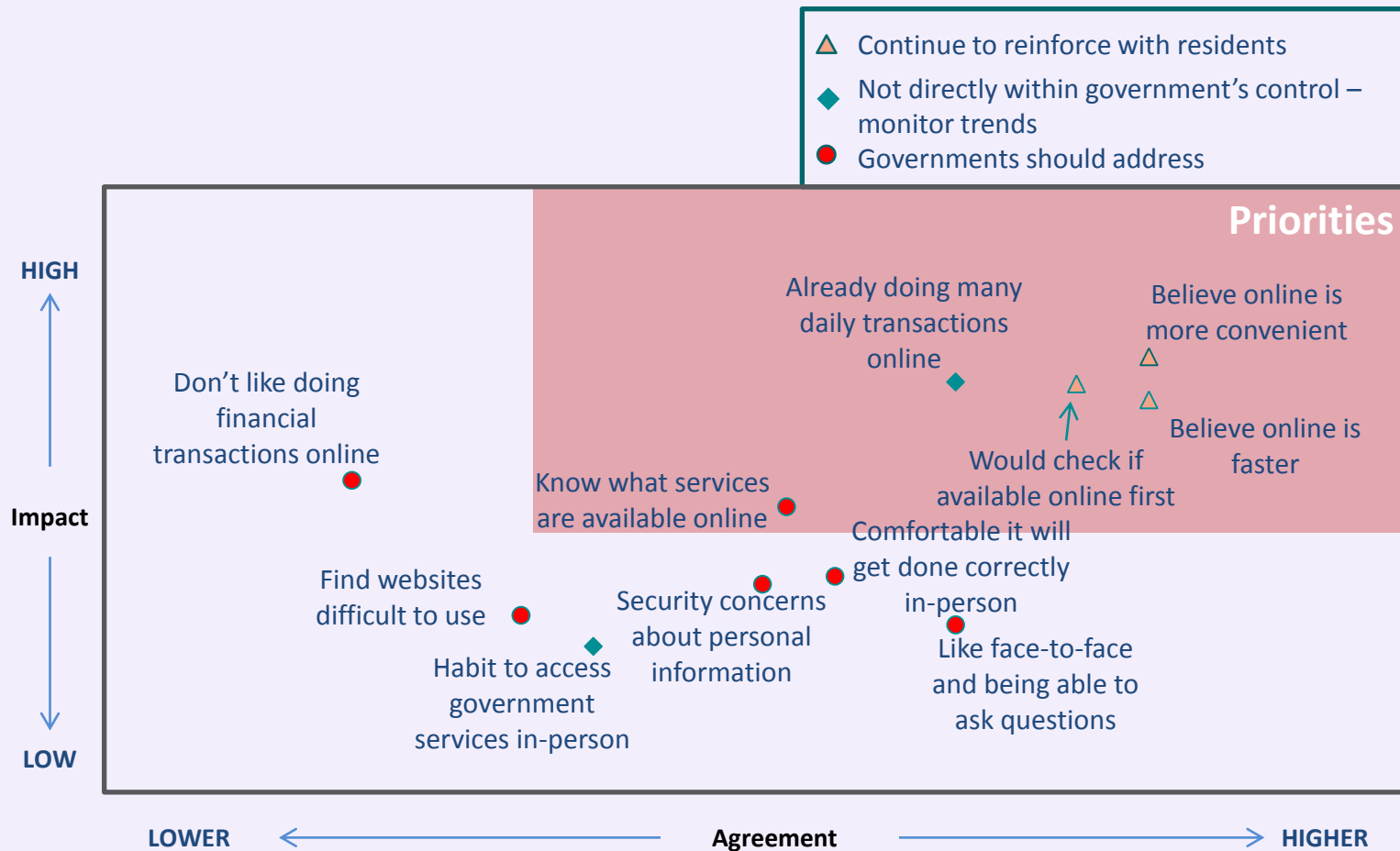
- Increase awareness of services provided online,

- Meet citizens' service expectations for speed of the transaction, convenience and ease of navigation, and

- Mitigate concerns about accuracy, security and privacy.

The following slide depicts the degree to which citizens agree with aspects of online service provision relative to their importance. This demonstrates that:

- Belief in the speed and convenience of using online services is a key driver in increasing uptake of this channel, and the governments could realize gains by reinforcing these benefits with residents, and

- Overcoming concerns about conducting financial transactions online, while a broader concern that transcends government websites and online services, could also improve adoption rates.

For more detail on online service provision of government services, please refer to the National Report.

Drivers of Likelihood to Access Government Services Online

Legend:
- △ Continue to reinforce with residents
- ◆ Not directly within government's control – monitor trends
- ● Governments should address

Priorities

- Already doing many daily transactions online ◆
- Believe online is more convenient △
- Don't like doing financial transactions online ●
- Would check if available online first △
- Believe online is faster △
- Know what services are available online ●
- Comfortable it will get done correctly in-person ●
- Find websites difficult to use ●
- Security concerns about personal information ●
- Habit to access government services in-person ◆
- Like face-to-face and being able to ask questions ●

HIGH ↑ Impact ↓ LOW

LOWER ← Agreement → HIGHER

Note: "Impact" represents squared Pearson's correlation coefficients (pairwise against the driver of Likelihood to Access Government Services Online and "Level of Agreement" represents the average score (0 to 100) for attribute (independent variable).

Appendices

Appendix 1: The Provincial/Territorial Basket of Services
Appendix 2: Service Categories with Individual Service Detail
Appendix 3: Acting on the Results: Getting More Insight

Appendix 1:
The Provincial/Territorial Basket of Services

The provincial/territorial Basket of Services refers to the 0 to 100 score averaged across the following services. This basket comprises 11 major services that have been tracked since CF1.

- Birth, marriage, death registration and certificates
- Health card application or renewal
- Hunting or fishing licence
- Motor vehicle registration, including transfer of ownership
- Driver testing, licensing
- Injured workers' compensation or programs
- Provincial/territorial student loan
- Income support/assistance, social assistance, welfare
- Government public housing
- Family services, counselling or children's aid
- Sent a child to public school

Appendix 2:
Service Categories with Individual Service Detail

Government-Provided Financial Aid, Benefits, Compensation, Pensions and Support Programs

- Injured workers compensation or programs
- A provincial or territorial student loan and/or employment training loan
- A retirement pension from la Regie des rentes du Québec (for Québec residents only)
- Income support, social assistance and/or welfare, including ODSP, OW, etc.
- A provincial/territorial housing subsidy
- A municipal or regional housing subsidy

Government Community and Social Services

- Living or staying in public housing, hostel and/or shelter that is owned and operated by a provincial/territorial Government (e.g., rent is based on income)
- Living or staying in public housing, hostel and/or shelter that is owned and operated by your municipal or regional Government (e.g., rent is based on income)
- Living or having a close family member living at a public long-term care facility for seniors
- Living or having a close family member living at a public long-term care facility for individuals with disabilities
- Immigration or settlement services provided by your province/territory (e.g., counselling, family support, housing information, job information, job training, language services)
- Public transportation disability pass or services (e.g. para-transit)

Government-Provided Employment or Professional Training and Support

- Registered for a provincial/territorial government professional training program (e.g., workplace training subsidies, apprenticeship registration)
- Registered for a municipal/regional government professional training program designed to increase your skills in a particular area (e.g., workplace training subsidies, apprenticeship registration)
- Registered for a hiring incentive program provided by your provincial/territorial government
- Registered for employment or career planning services provided by your provincial/territorial government
- Visited a job bank (such as workbc.ca) provided by your provincial/territorial government

Government-Provided Childcare or Daycare Services

- Municipally or regionally-run daycare
- Municipal or regional childcare subsidy
- Provincial/territorial childcare subsidy
- Recreation subsidy
- Service for children with disabilities

Government-Provided Healthcare or Counselling Services

- Contacted a provincial/territorial online or telephone health information service (e.g. Telehealth, poison control, quit smoking)
- Registered for counselling and/or family services provided by your provincial or territorial government
- Registered for counselling and/or family services provided by your municipal or regional government
- Obtained a vaccination (e.g., a flu shot)

Permits, Certificates and Licensing Services

- A building permit
- Birth, marriage, death registration and certificate
- Hunting or fishing licence
- Driver's licensing testing or renewal
- Health card application or renewal
- Motor vehicle registration, transfer of ownership
- Automobile insurance (for Québec, Manitoba, Saskatchewan and British Columbia only)

Information or Advisory Government Services

- Information services of your municipality, including telephone, website or in-person offices
- Information services of your regional government, including telephone, website or in-person offices
- 3-1-1 information services by telephone or website
- Information services of your province or territory including telephone, website or in-person office
- Municipal or regional road information (e.g., winter road conditions, closures, restrictions, construction traffic flow)
- Provincial/territorial highway or road information (e.g., winter road conditions, closures, restrictions, construction traffic flow)
- Municipal or regional planning or land development office for information or advice
- Contacted your municipality with a question about, or to pay your property taxes

Appendix 3:
Acting on the Results: Getting More Insight

The following nine techniques can be utilized to add depth and greater insight to Citizens First 7 survey results.

1. Review your scores over time

Compare your CF7overall satisfaction score to your previous score to assess the direction and magnitude of change. Identify trends over time that may signal the need for action. Citizens First 7 will provide the baseline for longitudinal tracking of the Customer Satisfaction Index in future research.

2. Benchmark your Overall Satisfaction Score and Drivers against other jurisdictions using the Best in Class

This report allows you to see how you're doing compared to the "Best in Class". Significant gaps indicate the need for action. Look for "Best In Class" performances and encourage departments to share their successes/best practices with you.

The driver scores provide a second layer of analysis to the Client Satisfaction Index. First, study the relationship among the priority themes that surface and look for how they may be linked. Then, look at how your organization is doing relative to the "Best in Class" scores. Share your "Best in Class" results and look to other partner jurisdictions to get ideas in areas where they are "Best In Class" and to leverage best practices.

3. Drill down into the seven component measures of client satisfaction

Review the seven scores that make up the Client Service Index (CSI) composite to understand which general aspects of client satisfaction need attention: emotional, functional, comparative or reputational. See how your scores compare to the "Best in Class" scores and identify any gaps. If your score is significantly lower than the "Best in Class" score for any component, this may signify a broad area in which improvements could be made. Taking into account that you will have more control over some of these components than over the others, correlate the CSI components to drivers (see #4) and consider what could be done to increase your scores.

4. Use the five driver scores to ensure that you are covering all priority themes

This report identifies drivers that are priorities for action for your organization. These themes should become key focal points for your action planning. Bear in mind that while themes are grouped under individual drivers, many cross over and influence one another.

Compare your scores for each of the five Client Service Index (CSI) drivers to the "Best in Class" scores and identify any gaps. A significant negative difference may be indicative of an issue that needs to be addressed. You will need to examine individual attributes (see below) to obtain actionable insights on how your score could be improved.

Take into consideration how much impact each driver has on the CSI composite score. This will help you to prioritize the drivers and decide where to focus your resources. It is also important to remember that, while some drivers, e.g., service design, will always play a role, others may not always be as important. For instance, issue resolution will only be a factor when a client experiences a problem with service.

5. Drill down into the question banks (attributes) under the priority drivers

For each priority driver, you can drill down to review your performance on the attributes that comprise the driver. The attributes with the weakest performance are likely the key levers to improve engagement. Examine what kind of impact the individual attributes have on client satisfaction. This will help you to decide how to prioritize your actions related to service improvement. Supplement this information with a review of verbatim comments submitted by respondents (see #9).

6. Look for significant downward shifts in question scores

Significant shifts in question scores since Citizens First 6 can signal an issue needing attention. This may have a link to priority issues already identified, or be unique issues in their own right.

7. Link other data outside of Citizens First (e.g., Taking Care of Business and Employee Surveys)

The Client Satisfaction data in this report provides you with the client perspective. Another side of the equation is the employee perspective. Relate your Client Satisfaction Index scores to your employee engagement data (if available). According to the Public Sector Service Value Chain, employee engagement and customer satisfaction strongly influence each other. Analyzing how these two sets of data relate can provide useful information for improvements within your organization.

8. Demographics

Examine how your driver scores relates to the demographic data, including age, gender, and other demographic variables. Where there are markedly lower scores, it may be necessary to adapt specific action plans to address the needs of those demographic groups.

9. Verbatim data

Once you have reviewed your priority drivers and the demographic categories needing attention, review the comments related to these areas made by respondents. While some of these have been provided for you in this report, there may be others in the report containing the full listing of verbatim comments for your jurisdiction. This will add a qualitative layer of insight to your action planning process. See if there are any patterns or themes in the comments that can provide actionable insights. While the scores for individual drivers or attributes will help you to identify problem areas, the verbatim responses will assist you in zeroing in on specific issues, as well as potential solutions, that may not be apparent just by looking at the scores.