



# Citizens First 8

## NORTHWEST TERRITORIES JURISDICTIONAL REPORT

July 2018



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# 1. INTRODUCTION

# Background

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 eighth 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, regional, 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 20 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 with the focus on business representatives' satisfaction with and expectations of service from government, called 'Taking Care of Business'.

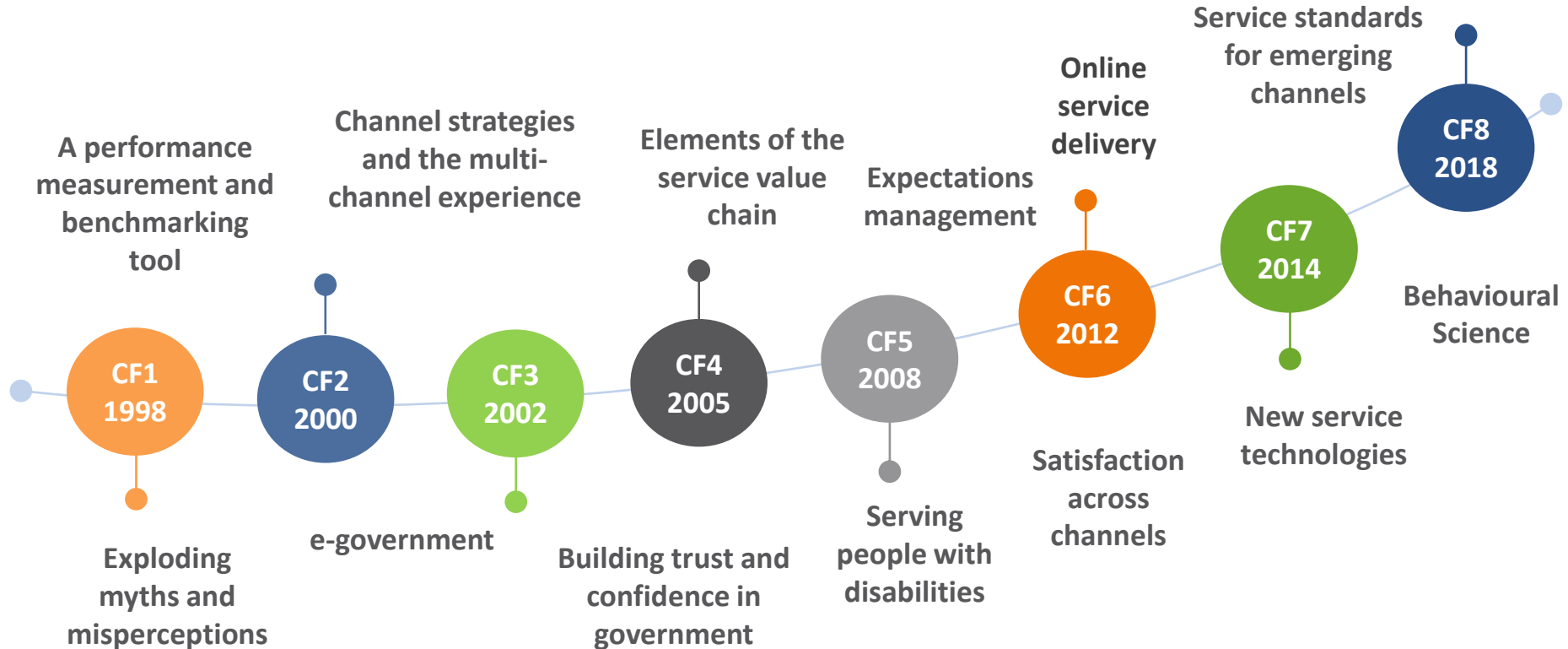
# Changes for Citizens First 8



## Key changes for Citizens First 8 include:

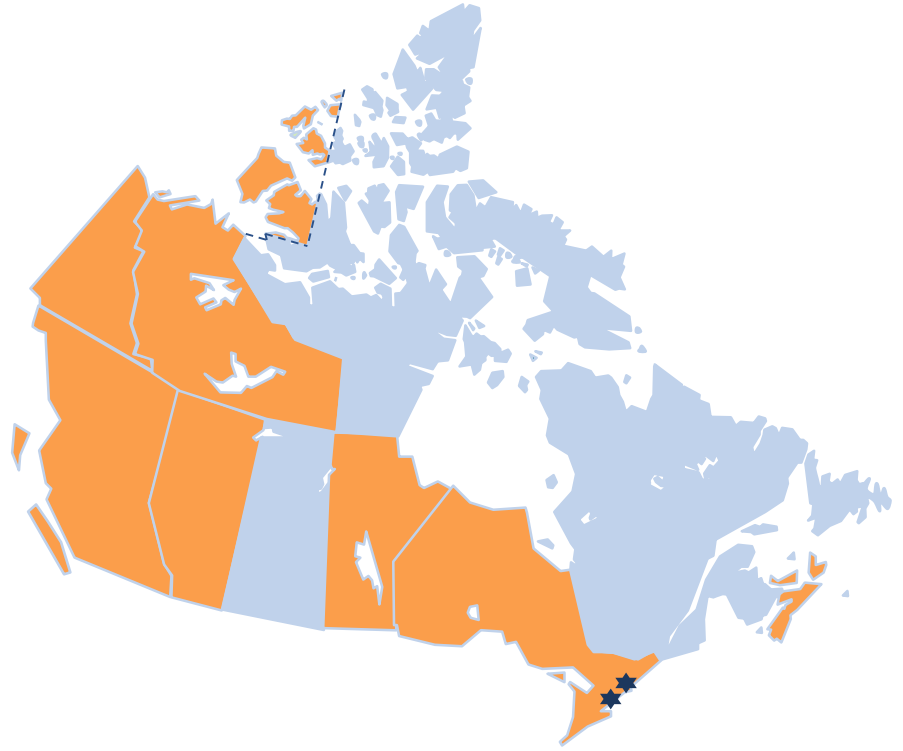
- Streamlining the main customer experience measure to a three-item index, and
- Using a Behavioral Science approach to provide new insights on overcoming barriers to adoption of online government services.

# Evolution of Citizens First



# Eleven Participating Jurisdictions

- Alberta
- British Columbia
- Government of Canada
- Manitoba
- Northwest Territories
- Nova Scotia
- Ontario
- Region of Peel
- Prince Edward Island
- City of Toronto
- Yukon



# Research Approach

The Citizens First 8 survey included two separate components:

## National Survey

A national survey was conducted with a randomly selected, representative sample of over 1,000 Canadians.

Multiple methodologies were used to collect data for the national survey, including a survey with internet panelists, 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: 869
- Mail: 145
- Mail-to-online: 51

The national survey was in field from December 2017 to February 2018. The final data are weighted proportionate-to-population by province/region, age and gender.

## Jurisdictional Survey

The jurisdictional survey is the second component. It includes a sample of at least 400 respondents in each subscribing jurisdiction for a total of 4,627 Canadians. It is based on a representative sample within each jurisdiction.

The number of jurisdictional interviews are as follows:

- Online panel: 2,909
- Mail: 882
- Mail-to-online: 361
- Telephone (Yukon and NWT only): 475

The survey was in field December 2017 to February 2018. The final data are weighted within each subscribing jurisdiction by age and gender.

# 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

## JURISDICTIONAL AVERAGE SCORES

These are the average scores across all participating jurisdictions, with each jurisdiction having an equal weight.

## BEST IN CLASS

This represents the highest score achieved by a participating individual jurisdiction (Alberta, British Columbia, Government of Canada, Manitoba, Northwest Territories, Nova Scotia, Ontario, Region of Peel, Prince Edward Island, City of Toronto and Yukon). A 'Best in Class' score is reported only if the sample size answering is at least n=30 respondents.

# Statistical Significance and Margins of Error

## STATISTICAL SIGNIFICANCE

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

## MARGINS OF ERROR

Surveys based on samples of the population are subject to sampling error due to the fact that not everyone in the entire population was surveyed. The reliability of survey results is often reported as a range within which the actual result is expected to fall. This range is based on a specified level of probability, typically 95%.

Outlined to follow are the sample sizes and associated margins of error for various survey components.

Data based on sub-groups is subject to greater margins of error.

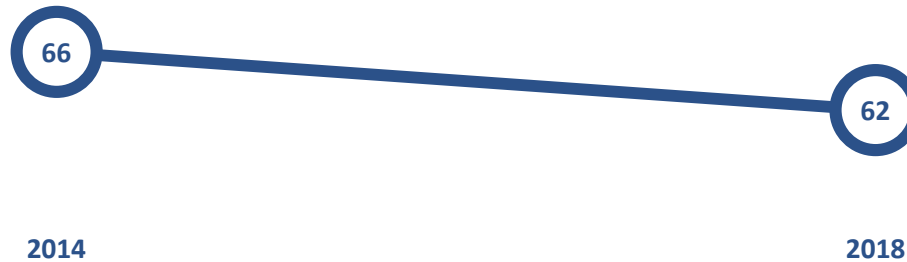
	Base for Percentages	Margin of Error*
Total national survey respondents	1065	±3.0%
Total jurisdictional survey respondents	4627	±1.4%
Individual jurisdictional survey respondents (NWT)	413	±4.8%

\* For a result of 50% at the 95% confidence interval.

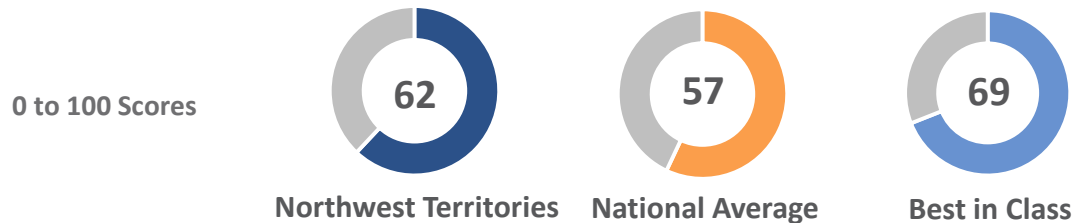
# 2. EXECUTIVE SUMMARY

Service reputation is a perceptual measure of how residents feel about the services provided by their governments. The service reputation score for the Northwest Territories is 62. There is a directional decline from the previous score of 66 in 2014, however this change is not statistically significant.

## Northwest Territories Service Reputation Score



NWT's service reputation score is directionally higher than the national average, and lower than the best in class.



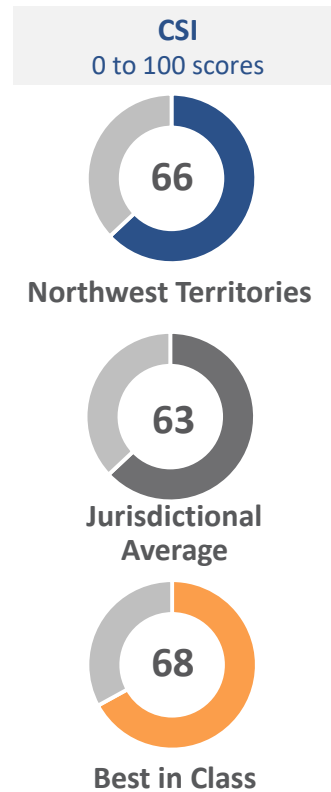
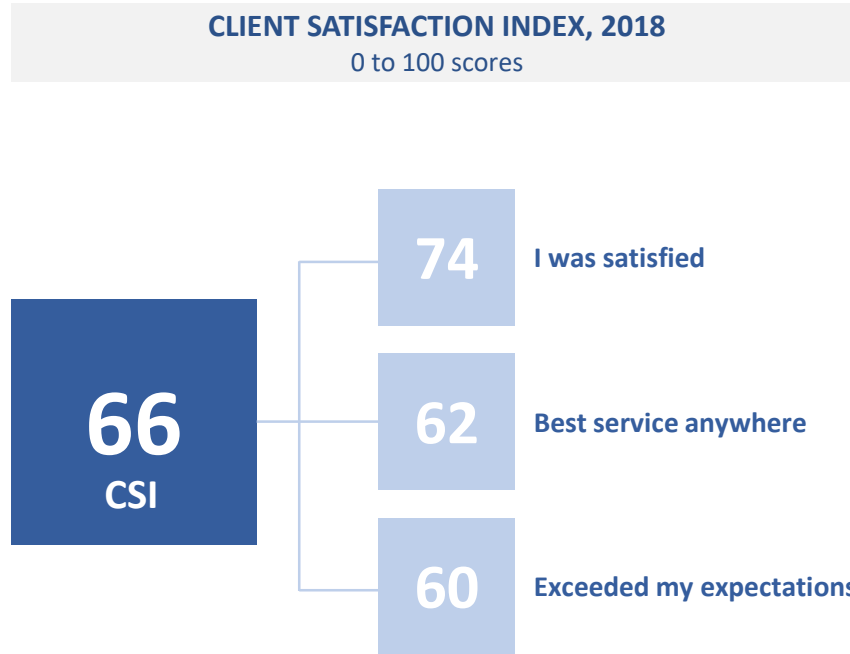
# Client Satisfaction Index (CSI)

Northwest Territories performs well for client satisfaction with the services it provides.

The Client Satisfaction Index (CSI) is a measure of client response to a specific recent service experience. It has three components: overall satisfaction, best service anywhere and exceeding expectations.

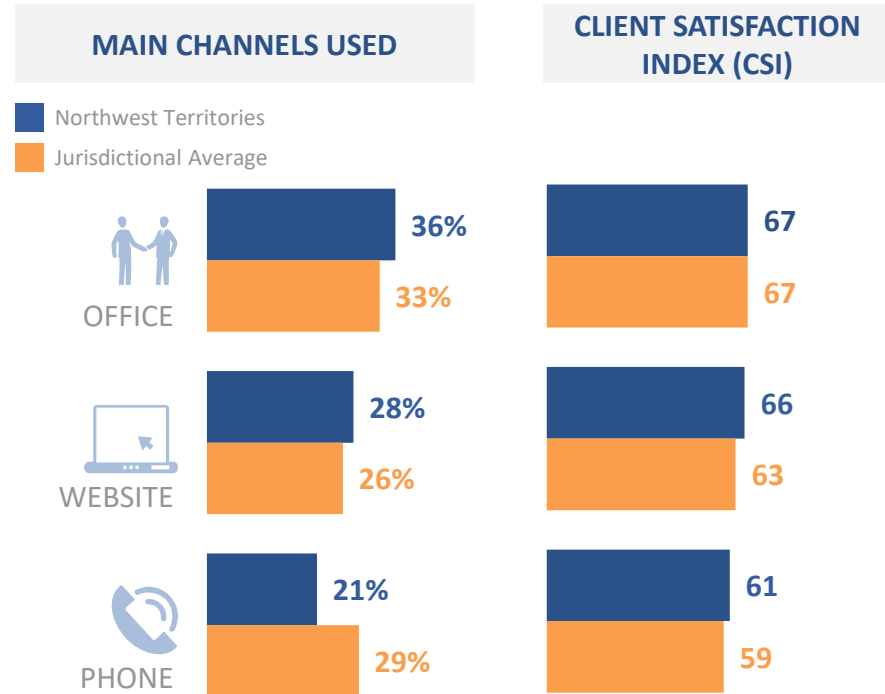
When clients of the services of NWT consider the service that they received, the scores are 74 for satisfaction, 62 for providing the best service anywhere and 60 for exceeding expectations.

The overall CSI score is 66, which is higher than the average of all participating jurisdictions. And, it is 2 points lower than the score of the best-performing jurisdiction.



Going to an office or kiosk is the most frequent channel for users of Northwest Territories' services, followed by using a website and then by phone. This pattern is similar to the jurisdictional average for channel usage, except that NWT service users are less likely to use the telephone channel.

The Northwest Territories' CSI score is higher for office and online, but lower for the telephone channel. This is similar to the jurisdictional average.



Key drivers are those attributes that have the most potential to impact the level of satisfaction with services provided by the Government of the Northwest Territories.

Issue resolution is key among those who experienced a problem, while confidence that any issues would be resolved is key among those who did not. Going the extra mile is likely a related attribute.

Being able to get timely help is also a key driver, as is being able to get through on the telephone.



**Issue Resolution/Future Issues**



**Timely Help**



**Extra Mile**



**Access (Telephone)**

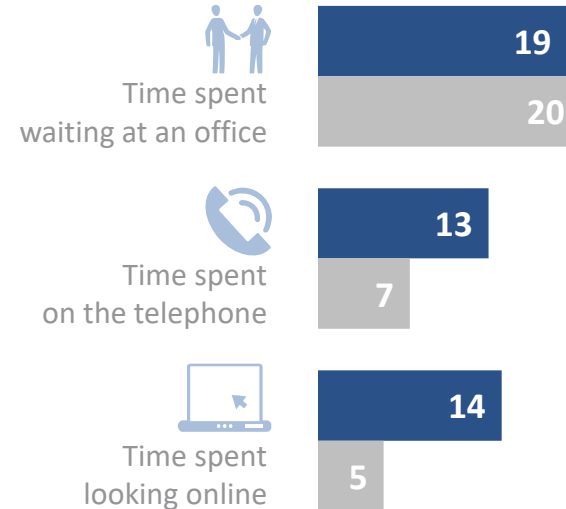
# Expectations for Timeliness on the Telephone and Online Findability are Not Currently Being Met

As with all jurisdictions, the time spent finding something online or waiting on the telephone for Northwest Territories services does not meet Canadians' service expectations. Improving timeliness on these channels should be a priority for NWT service providers, since timely help and telephone access are key drivers of client satisfaction.

## TIMELINESS: EXPECTATIONS VS. EXPERIENCE

Amount of Time (Minutes)

■ EXPERIENCE WITH NORTHWEST TERRITORIES SERVICES  
■ CANADIAN SERVICE EXPECTATIONS



# 3. SERVICE REPUTATION

# Service Reputation for All Levels of Government

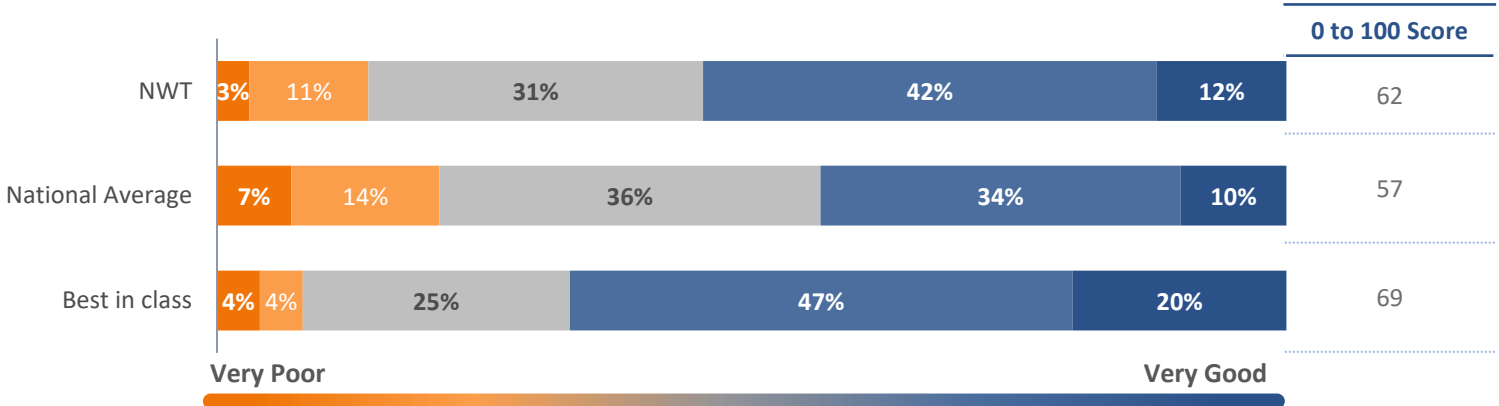
Residents of the Northwest Territories rate services at all levels of government as positive, with no significant changes compared to the previous wave. Territorial services (scoring 62, using a 0 to 100 scale) scored significantly lower than the Best in Class (69), while the other levels of government attained more comparable service ratings.

	NWT Residents		Best in Class
	CF7 (2014)	CF8 (2018)	CF8
Municipal	62	63	69
Regional	60	62	67
Provincial/Territorial	66	62	69 ▲
Federal	59	62	65

▲ ▼ Significantly higher/ lower than the previous wave and/or compared to Best in Class

# Service Reputation: Provincial/ Territorial Services

Over one-half (54%) of NWT residents have a favourable perception of how the territorial government is delivering services, and provide ratings of 4 or 5 on a 5-point scale. However, the territorial government serving residents of the NWT scored significantly lower than the jurisdictional Best in Class. Overall, NWT service ratings are on par with the national average.



Q4. Overall, how would you rate the services you get from each level of government? The services of your provincial/territorial government?  
 Citizens First 8 Base: NWT Jurisdictional Survey respondents (n=393); National Survey Respondents (n=1045); Best in Class Jurisdictional Survey respondents (n=447)

# 4. SERVICE QUALITY RATINGS

# Municipal and Regional Services

Citizens' ratings of NWT municipal and regional government services continue to be positive, with the exception of leaf and yard waste collection (37). Previous gains in satisfaction have been largely maintained, and scores for most services are comparable to the CF7 scores.

The most positive scores are attained by residential drinking water (85), garbage collection services (82), the Fire Department (81), and sewage and waste water treatment (80).

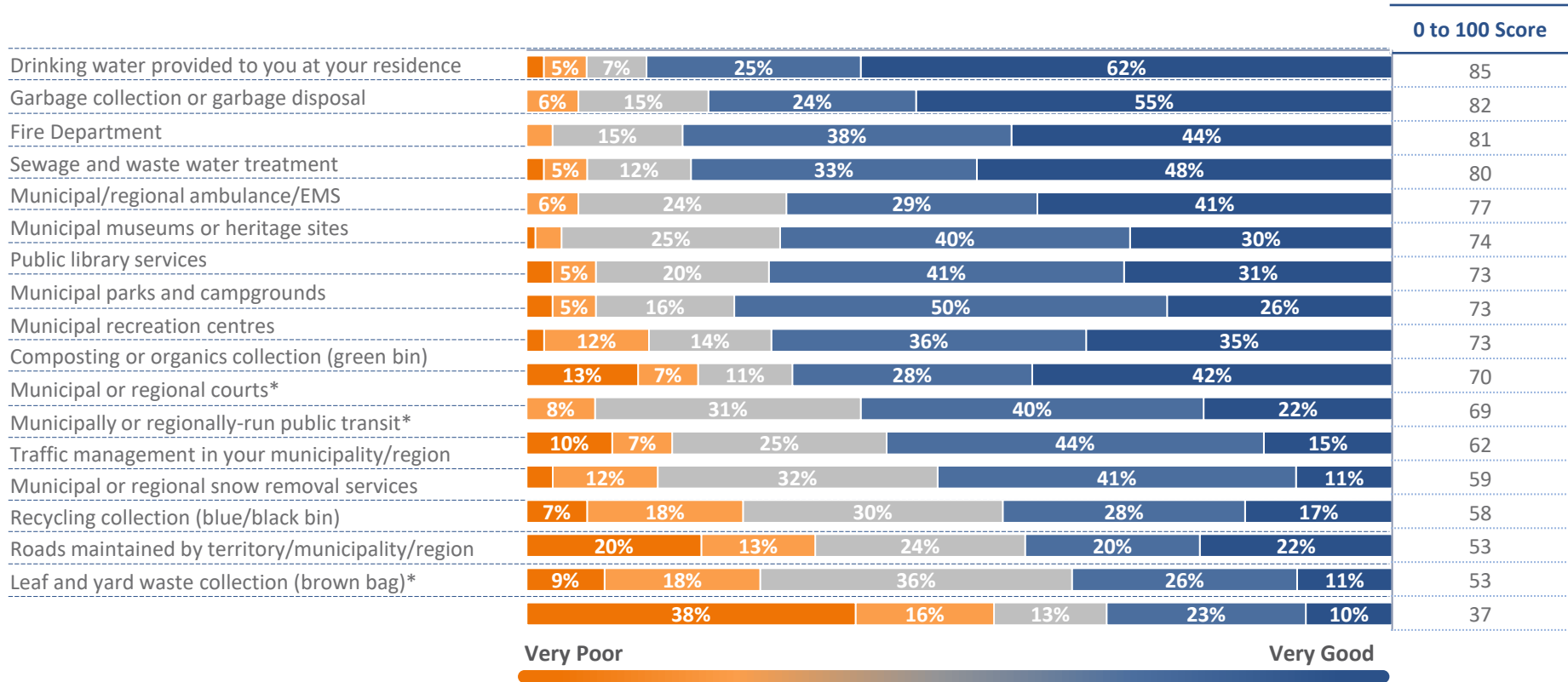
Ambulance and emergency medical services (77) and the municipal/regional courts (69) attain relatively lower ratings, but still receive positive scores.

Municipal recreation services are perceived positively, and scores are virtually unchanged when compared to the previous wave. These include municipal museums or heritage sites (74), public library services (73), municipal parks and campgrounds (73), and municipal recreation centres (73).

Composting/organics collection attains a mid-range score (70), although four-in-ten (42%) say the service is "very good". However, recycling collection (53) and leaf and yard waste collection (37) receive much lower scores, and both show directional declines when compared to 2014.

Transportation-related services achieve lower satisfaction ratings, but all show directional increases since CF7, with the exception of snow removal services (58).

# Municipal/ Regional Service Quality Ratings



Q5a and 5b. 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'.

Citizens First 8 Base: NWT Jurisdictional Survey respondents who have used each service in past 12 months (base varies), \*small base, n<50

# Municipal/ Regional Services: Trend

Service:	Residents of NWT		Best in Class
	CF7	CF8	CF8
Drinking water provided to you at your residence	81	85	92 ▲
Garbage collection or garbage disposal	75	82	85
Fire Department	80	81	88 ▲
Sewage and waste water treatment	72	80 ▲	85
Municipal/regional ambulance/EMS	75	77	84
Municipal museums or heritage sites	76	74	81
Public library services	74	73	84 ▲
Municipal parks and campgrounds	70	73	81
Municipal recreation centres	71	73	87 ▲
Composting or organics collection (green bin)	43	70 ▲	86 ▲
Municipal or regional courts*	n/a	69	74
Municipally or regionally-run public transit*	52	62	68
Traffic management in your municipality/region	59	61	68
Municipal or regional snow removal services	60	58	72 ▲
Recycling collection (blue/black bin)	58	53	84 ▲
Roads maintained by territory/municipality/region	51	53	66 ▲
Leaf and yard waste collection (brown bag)	49	37	83 ▲

More than one-half of NWT municipal/regional services receive scores that are significantly lower than the Best in Class, most notably:

- Leaf and yard waste collection,
- Recycling, and
- Snow removal.

On a more positive note, composting services appear to be perceived much more positively compared to 2014, as does sewage and waste water treatment.

▲ ▼ Significantly higher/ lower than the previous wave and/or compared to Best in Class

Q5a and 5b. 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'.

Citizens First 8 Base: NWT Jurisdictional Survey respondents who have used each service in past 12 months (base varies), \*small base, n<50

# Provincial/ Territorial and Federal Services



All territorial and federal services listed receive positive ratings from NWT residents.

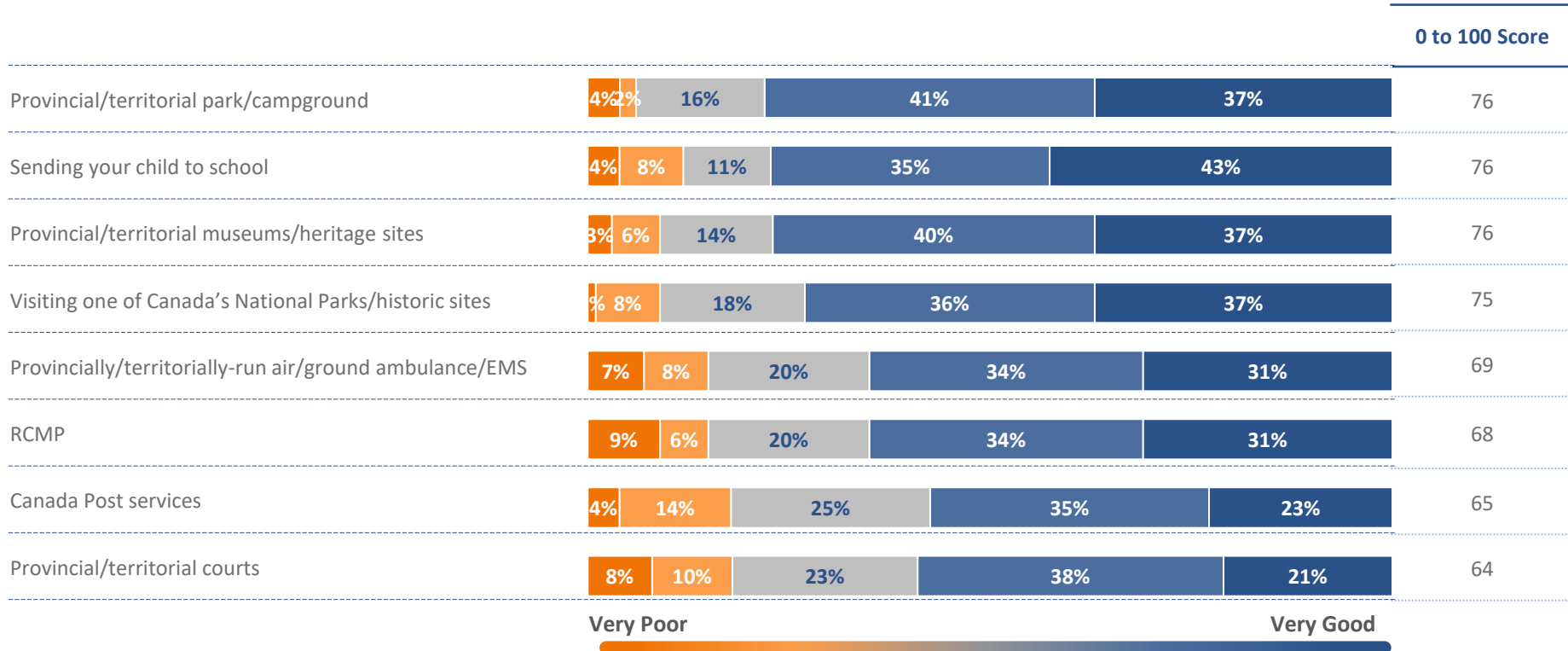
Residents who have visited a provincial/territorial park or campground, or a provincial/territorial museum or heritage site, provide positive ratings for a score of 76, and visiting one of Canada's National Parks or historic sites achieves a score of 75.

Quality of services that relate to sending a child to school has a score of 76, and is on par with the jurisdictional Best in Class (77).

Ambulance and emergency medical services receive a mid-range score of 69, while the score for the RCMP is 68.

Other services provided by the government attain slightly lower, but still positive ratings. Canada Post achieved a score of 65, and the territorial courts weigh in at 64.

# Provincial/ Territorial and Federal Service Ratings



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').  
 Citizens First 8 Base: NWT Jurisdictional Survey respondents who have used each service in past 12 months (base varies)

# Provincial/ Territorial and Federal Service Trends

There are no significant changes in service quality ratings compared to the previous wave. However, more than one-half of the services listed receive scores that are significantly lower than the Best in Class, particularly the RCMP, Canada Post, and provincial/ territorial ambulance and emergency services.

0 to 100 Score				
	Incidence of NWT Residents who have used	NWT Residents Rating		Best in Class
Service:		CF7 (2014)	CF8 (2018)	CF8 (2018)
Provincial/territorial park/campground	75%	76	76	82 ▲
Sending your child to school	39%	79	76	77
Provincial/territorial museums/heritage sites	67%	73	76	78
Visiting one of Canada's National Parks/historic sites	53%	-	75	84 ▲
Provincially/territorially-run air/ground ambulance/EMS	44%	74	69	81▲
RCMP	62%	-	68	82 ▲
Canada Post services	97%	-	65	79 ▲
Provincial/territorial courts	32%	65	64	69

▲ ▼ Significantly higher/ lower than the previous wave and/or Best in Class

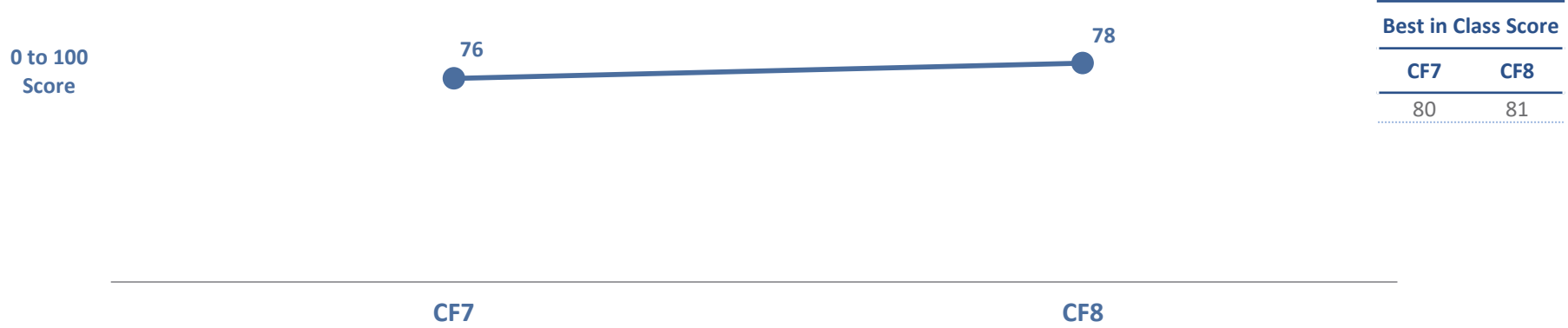
Q6: Please rate the quality of each of these services (if you did not use this service in the past 12 months, select 'Does Not Apply').

Citizens First 8 Base: NWT Jurisdictional Survey respondents who have used each service in past 12 months (base varies)

# Provincial/ Territorial Basket of Services Scores

Citizen satisfaction with the provincial/territorial Basket of Services\* is high, with a score of 78, and is comparable to the jurisdictional Best in Class. Overall service quality rating is statistically equivalent to the previous wave.

## SATISFACTION WITH THE PROVINCIAL/ TERRITORIAL BASKET\* AMONG RESIDENTS OF NWT



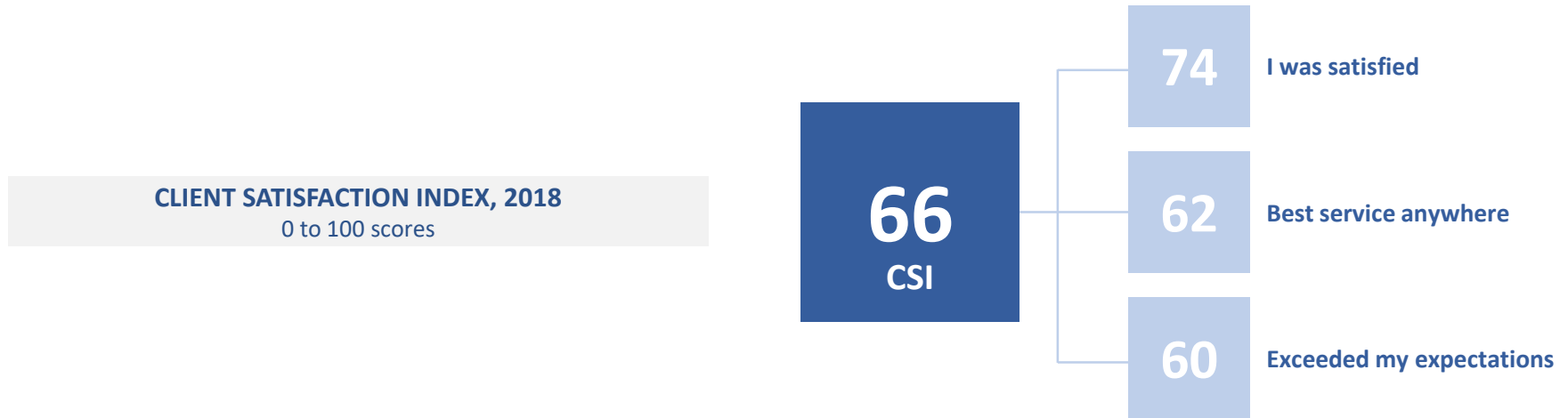
\* The provincial/territorial basket of 11 services includes a variety of services, detailed in the appendix.  
 Q5, Q6, Q8 Please rate the quality of each of these services from "Very poor" to "Very good". If you did not use this service in the past 12 months, select 'Does Not Apply'.  
 Base: NWT Jurisdictional Survey respondents (n=413)

# 5. SERVICE EXPERIENCE MEASURES

# NWT's Client Satisfaction Index (CSI)

The key measure of client satisfaction for the CF8 study is the Client Satisfaction Index, or CSI. It is a composite of the three items detailed below. Among the three measures, the government of NWT score is highest for overall satisfaction, weighing in at 74. Scores are lower for whether the service equals the best offered anywhere (62), and for exceeding expectations (60). The average CSI across all services is 66.

These scores are based on the ratings provided by residents of the NWT of selected services delivered by the government of the NWT.



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

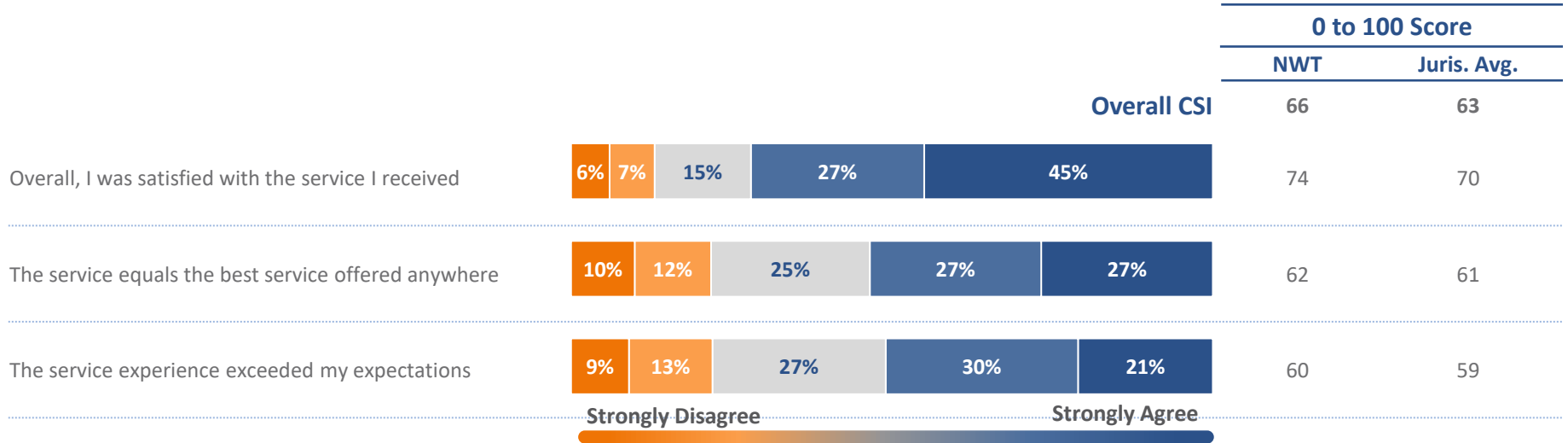
Citizens First 8 Base: NWT Jurisdictional Survey respondents who have used an NWT service in past 12 months and provided a rating for at least one of the three items (n=413)

# Components of the NWT's CSI

Citizens provide the highest ratings when it comes to their overall satisfaction, with seven-in-ten (72%) providing a rating of 4 or 5 on the 5-point scale.

Ratings are slightly lower for 'best anywhere' and 'exceeding expectations', with just over one-half rating these aspects of their service experience as 4 or 5.

The NWT government's scores on these dimensions, as well as NWT's overall CSI score, are higher than the corresponding averages across jurisdictions. However, these differences are not statistically significant.



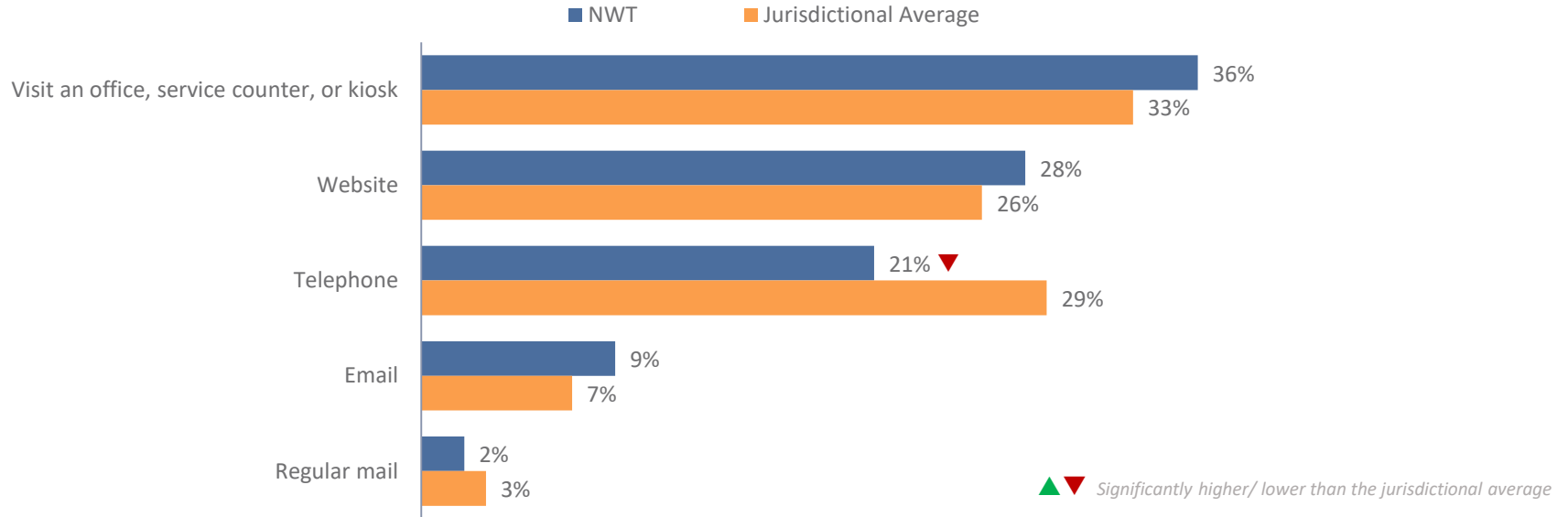
Q19 and Q20. Thinking back over your entire service experience, how much would you agree or disagree with each of the following statements?

Base: NWT Jurisdictional Survey respondents who have used a NWT service in past 12 months (n=413)

Citizens First 8 Average across jurisdictions: Jurisdictional Survey respondents who have used one of the selected services in past 12 months (n=4513)

# Main Channels Used

The main channel for one-third (36%) of NWT government service users is a government office, but sizable proportions use either a website (28%) or the telephone (21%). Respondents are less likely to indicate that they use email (9%), and rarely access services through regular mail (2%). Channel usage among NWT clients parallels the average usage levels across all participating jurisdictions, with the exception of telephone: residents of NWT are significantly less likely to access government services over the phone.



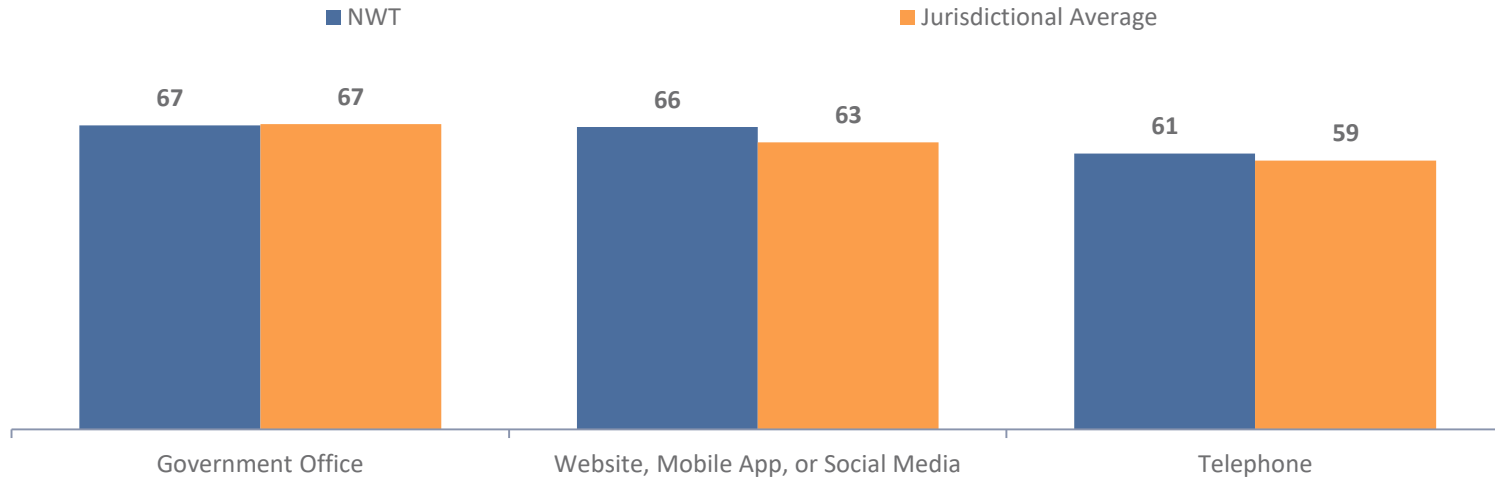
Q10. What was your first method of contact for this service? Q12. If you used more than one method, which was your main one? (Select one only.)

Base: Survey respondents who evaluated a selected service and provided a rating. Note that 'don't know' responses were not accepted in the CF7 measure, but were included in CF8.

The base for the CF8 data excludes respondents who provided a 'don't know' response.

# NWT's CSI by Main Channel

The Client Satisfaction Index for NWT is higher among clients who visit a government office (67) and among those who access services using a website (66). Respondents who use telephone to access services appear to be less satisfied (61). The same pattern emerges across participating jurisdictions, with satisfaction highest among those visiting an office or using a website, followed by those accessing services using the telephone channel.



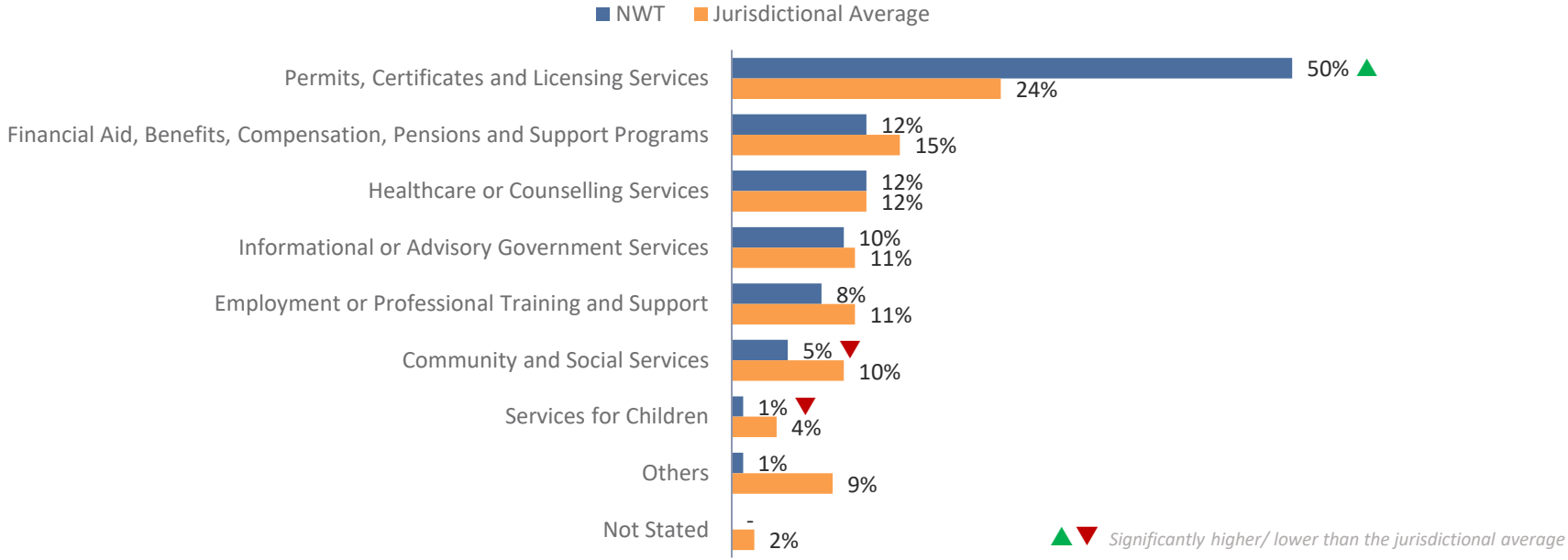
CSI is based on the three key measures: Satisfaction, Best Service Anywhere and Exceeding Expectations.

Q12. If you used more than one method, which was your main one? (Select one only.)

Citizens First 8 Base: Jurisdictional survey respondents who evaluated a selected service and used the corresponding channel (bases vary)

# Service Categories for Recent Service Experience

NWT government clients access a variety of government programs, but fully one-half of recent service experiences related to permits, certificates, and licensing services. Relatively fewer clients access financial services (12%), healthcare or counselling services (12%), services to get information or advice (10%), or vocational services (8%). Community and social services (5%) and services for children (1%) are rarely used. NWT government clients are more likely to access services that pertain to permits, certificates, and licences than the average across participating jurisdictions, and less likely to access community/social services and services for children.

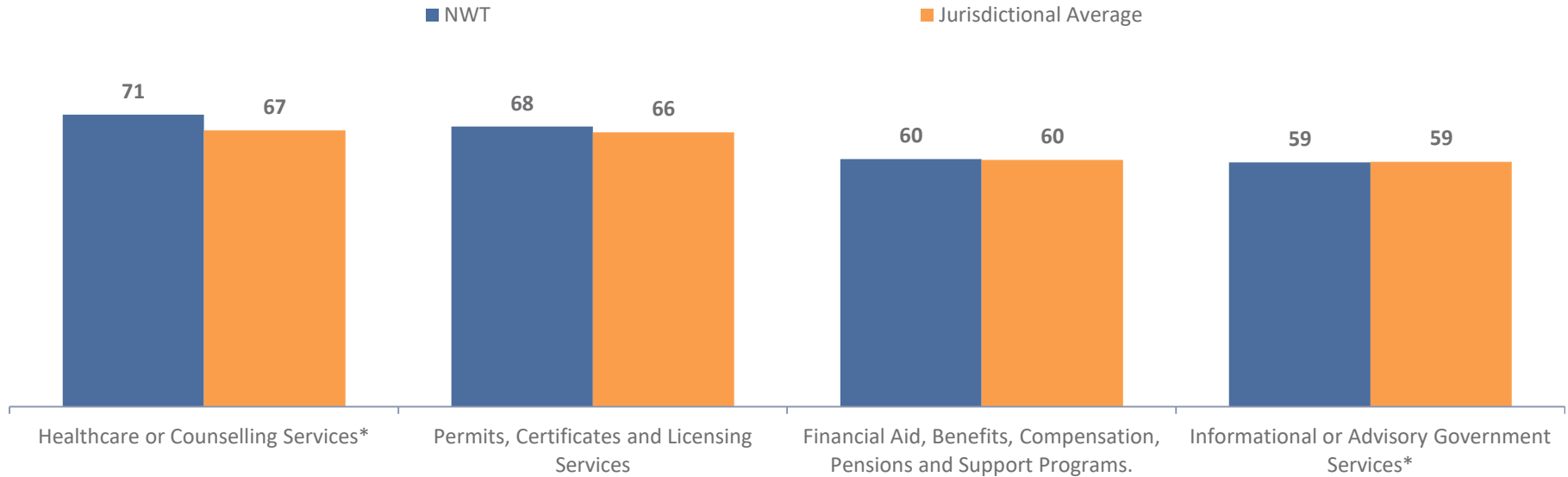


Q8a to Q8g Have you or your family used any of these government services in the past 12 months? If you have, please rate the quality of service, from "Very poor" to "Very good".  
 Citizens First 8 Base: Jurisdictional Survey respondents who evaluated a selected service in past 12 months; NWT Jurisdictional (n=401); Jurisdictional Average (n=4513)

# NWT's CSI by Service Category

NWT's CSI for all service categories is statistically on par with average CSI scores across all participating jurisdictions.

CSI is highest for Healthcare or Counselling Services (71), and services related to Permits, Certificates, and Licensing (68), followed by financial services (60) and Informational or Advisory Services (59).



\* Caution: Sample size for NWT is small (<50)

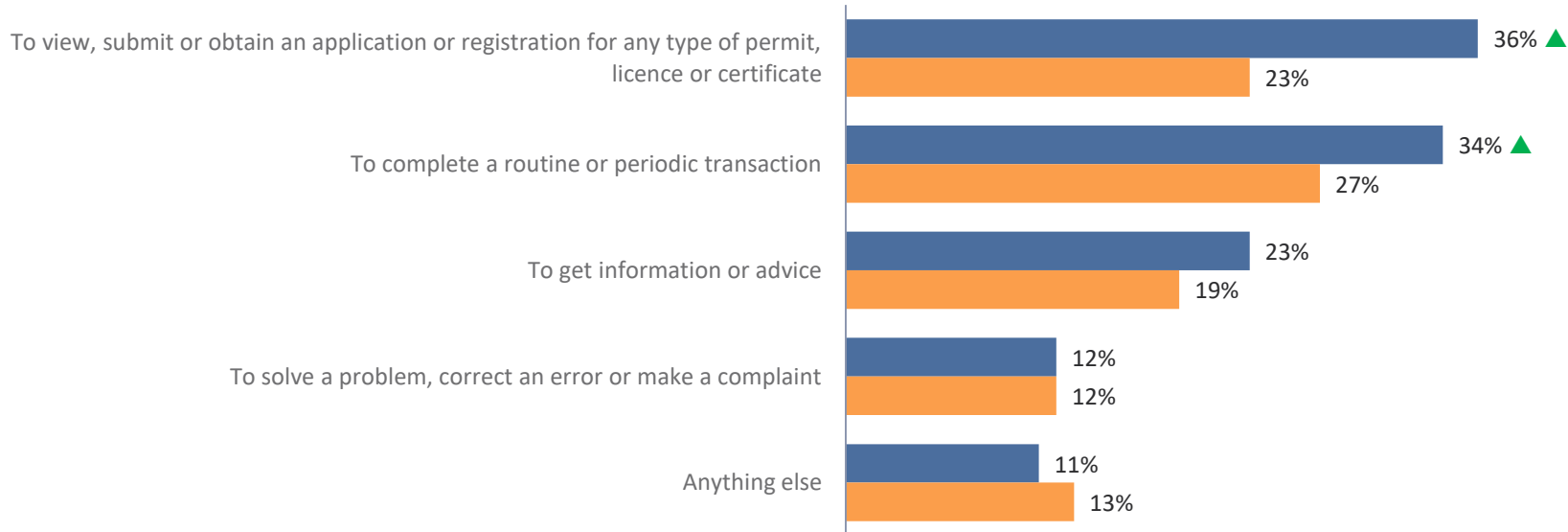
The CSI is based on the three key measures: Satisfaction, Best Service Anywhere and Exceeding Expectations.

Citizens First 8 Base: Jurisdictional Survey respondents who evaluated a selected service within each category (bases vary)

# Nature of the Service Interaction

Approximately one-third of the selected government services used by NWT residents were to obtain an application or registration for a permit, licence, or certificate (36%), and a similar proportion completed a routine or periodic transaction (34%). Residents of NWT are more likely than the jurisdictional average to contact the government for these reasons. One-quarter (23%) contacted the government to get information or advice (23%), while smaller proportions contacted the government to solve a problem, correct an error, or make a complaint (12%), or for some other reason (11%).

■ NWT ■ Jurisdictional Average



Q9. What was the nature of the service interaction?

Base: Jurisdictional Survey respondents who have used a government service in past 12 months

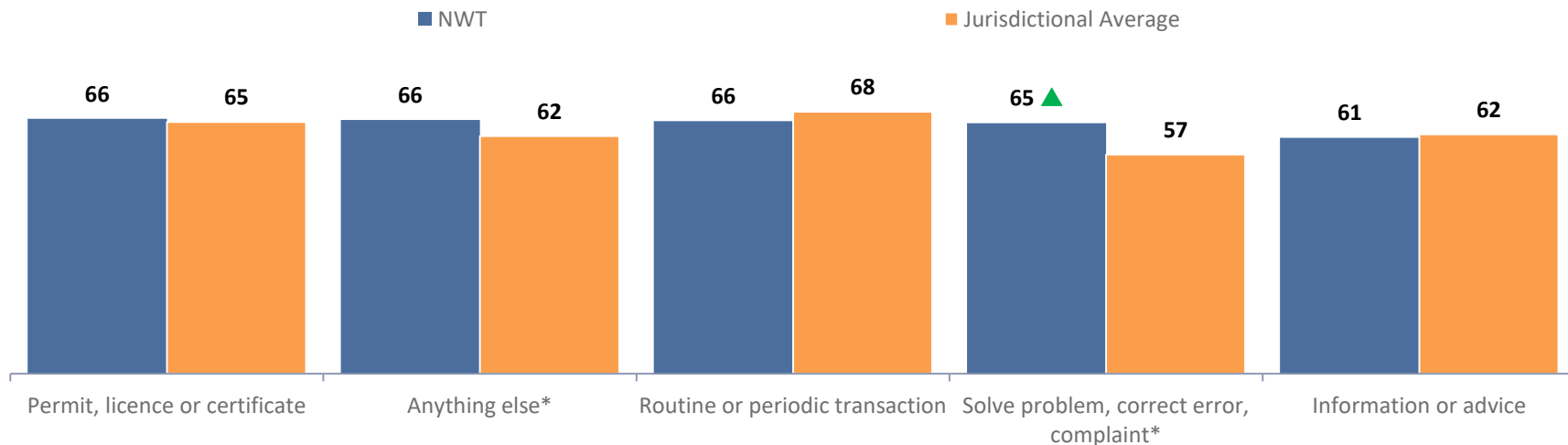
Citizens First 8 Northwest Territories Jurisdictional Survey (n=401); Jurisdictional Average (n=4513)

▲ ▼ Significantly higher/ lower than the jurisdictional average

# NWT's CSI by Nature of the Service Interaction

Clients accessing NWT government services express slightly more satisfaction with routine or periodic transactions (66), applications or registration for a permit, licence or certificate (66), or problem solving interactions (65), than for information/advice (61).

When it comes to satisfaction levels across most of the different types of service interactions, the government of NWT's scores are slightly higher than or about the same as the jurisdictional averages, with the exception of service interactions to solve a problem, correct an error, or file a complaint, the score for which is significantly higher among NWT respondents than the average across jurisdictions.



\* Caution: the sample for NWT is small (n<50)

The CSI is based on the three key measures: Satisfaction, Best Service Anywhere and Exceeded Expectations.

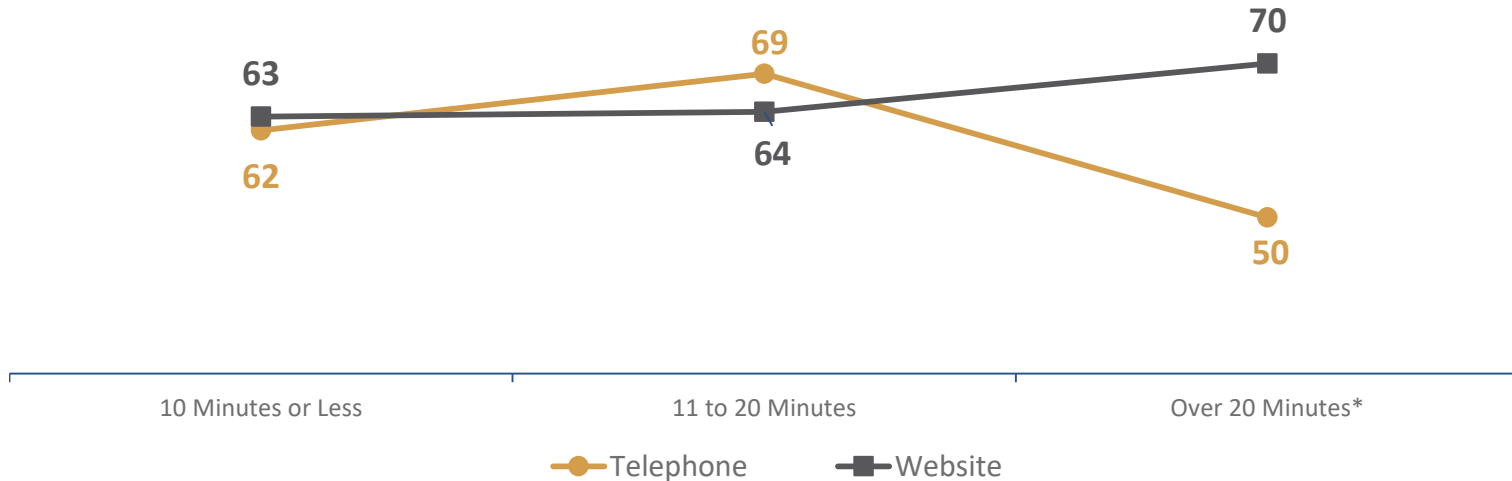
Q9. What was the nature of the service interaction?

▲ ▼ Significantly higher/ lower than the jurisdictional average

# NWT's Performance by Time Spent

Satisfaction is generally consistent when the time spent finding information or starting a transaction is less than 20 minutes, regardless of whether a service was accessed online or over the phone. After 20 minutes: a lengthy transaction has less of a negative impact on CSI for the website channel than for transactions over the phone.

## CSI BY TIME SPENT FINDING INFORMATION OR STARTING SERVICE TRANSACTION



\* Caution: small base (n<50)

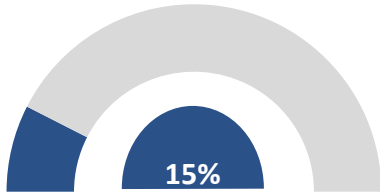
Q16. Enter the total number of minutes that you were on the telephone to get the information that you were seeking or to start your transaction (include multiple calls). Your best guess is fine.

Q17a. Enter the total number of minutes that you spent on the website to find the information that you were looking for, or the webpage where you could start your transaction from. Your best guess is fine.

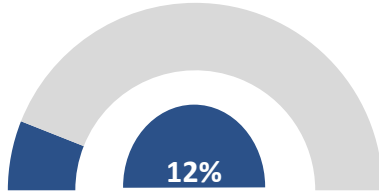
# Experiencing a Problem While Accessing Service

A minority of residents indicate experiencing a problem while accessing a service through the government of the NWT, which is comparable to the jurisdictional average.

**NWT**



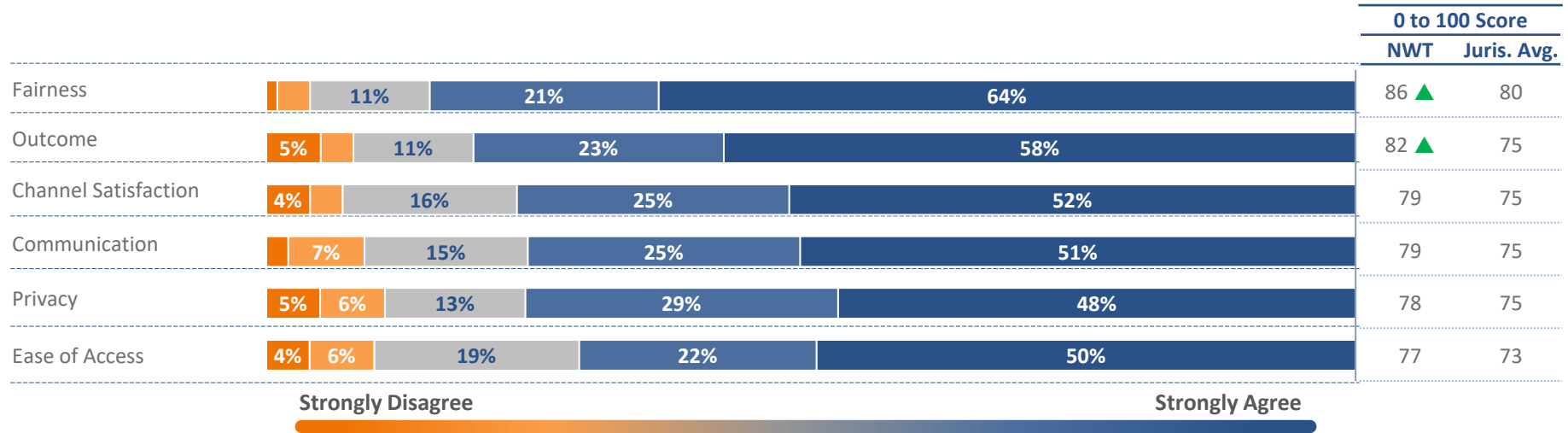
**JURISDICTIONAL AVERAGE**



Citizens First 8 *Q15. Did you experience any problems or issues while you were getting this service?*  
Base: Jurisdictional Survey respondents who rated a government service (n=4513); NWT Jurisdictional Survey respondents who rated a service (n=401)

# NWT's Performance for Service Attributes\*

The government of the NWT receives high attribute scores, with at least three-quarters of clients rating a service attribute as 4 or 5 on the 5-point scale when it comes to Fairness, Outcome, Channel Satisfaction, Communication (being informed of everything you need to do), and Privacy. NWT scores significantly higher in Fairness and Outcome compared to the jurisdictional average.



▲ ▼ Significantly higher/ lower than the jurisdictional average

\*The complete wording of the service attributes is included in the appendix.  
Q18a/19. Please indicate if you agree or disagree with the following statements.

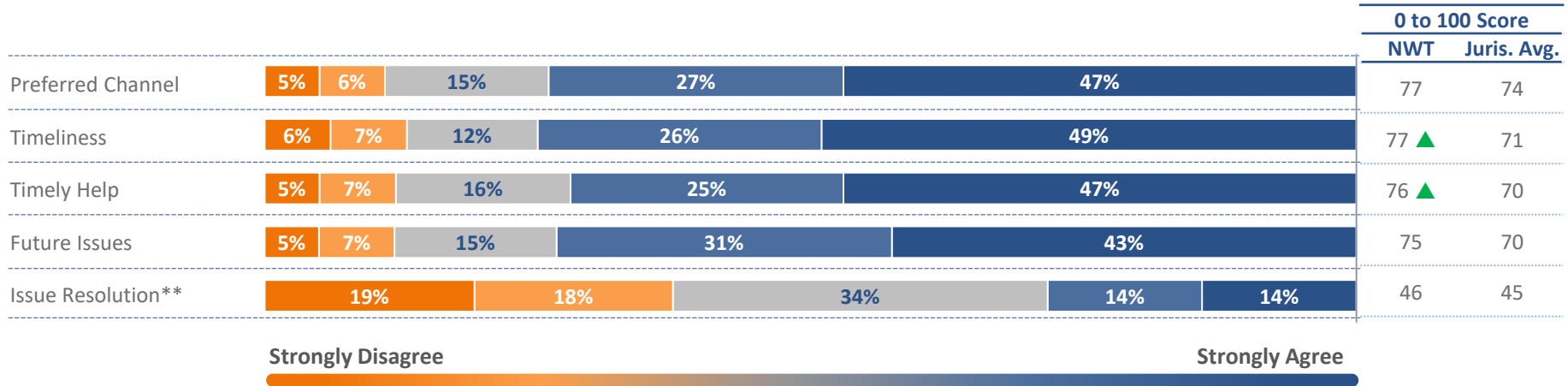
Base: Jurisdictional Survey respondents who evaluated a selected service

Citizens First 8 NWT Jurisdictional (n=413); Jurisdictional Average (n=4627)

# Performance for Service Attributes\* CONTINUED

NWT scores significantly higher in both Timeliness (77) and Timely Help (76) compared to the jurisdictional average, with almost one-half of respondents giving a score of 5 on a 5-point scale for these attributes.

While it was only rated by clients who experienced an issue or problem when receiving the service, Issue Resolution receives a much lower score: only one-quarter rate their experience as a 4 or 5 (28%), with a larger proportion assigning a score of 1 or 2 (37%). However, NWT's score is on a par with the jurisdictional average for this service attribute.

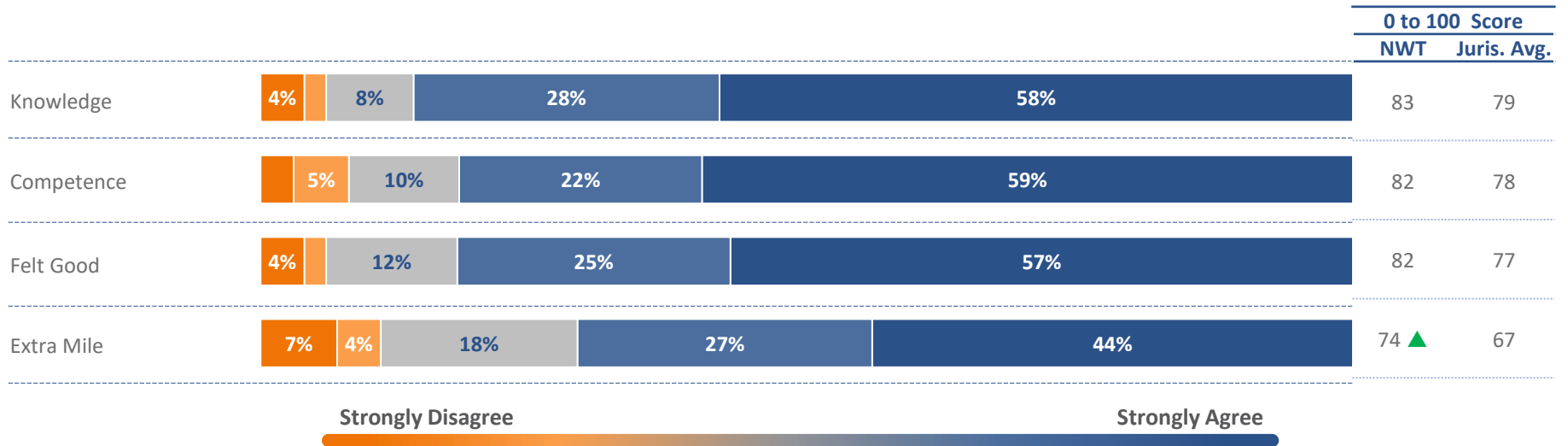


▲ ▼ Significantly higher/ lower than the jurisdictional average

\*The complete wording of the service attributes is included in the appendix.  
 \*\* Based on respondents who had issues or problems when accessing the service (Q15).  
 Q18a/19. Please indicate if you agree or disagree with the following statements.  
 Base: Jurisdictional Survey respondents who evaluated a selected service  
 NWT Jurisdictional (n=401); Jurisdictional Average (n=4513)

# Performance for Staff Service Attributes\*

Government of NWT clients provide very positive ratings for Staff Knowledge (83), Competence (82), and for feeling good about their interactions with staff when accessing government services (82). Residents are relatively less positive when rating the staff for going the extra mile (74). However, NWT scores significantly higher in this respect than the average across participating jurisdictions (67).



▲ ▼ Significantly higher/ lower than the jurisdictional average

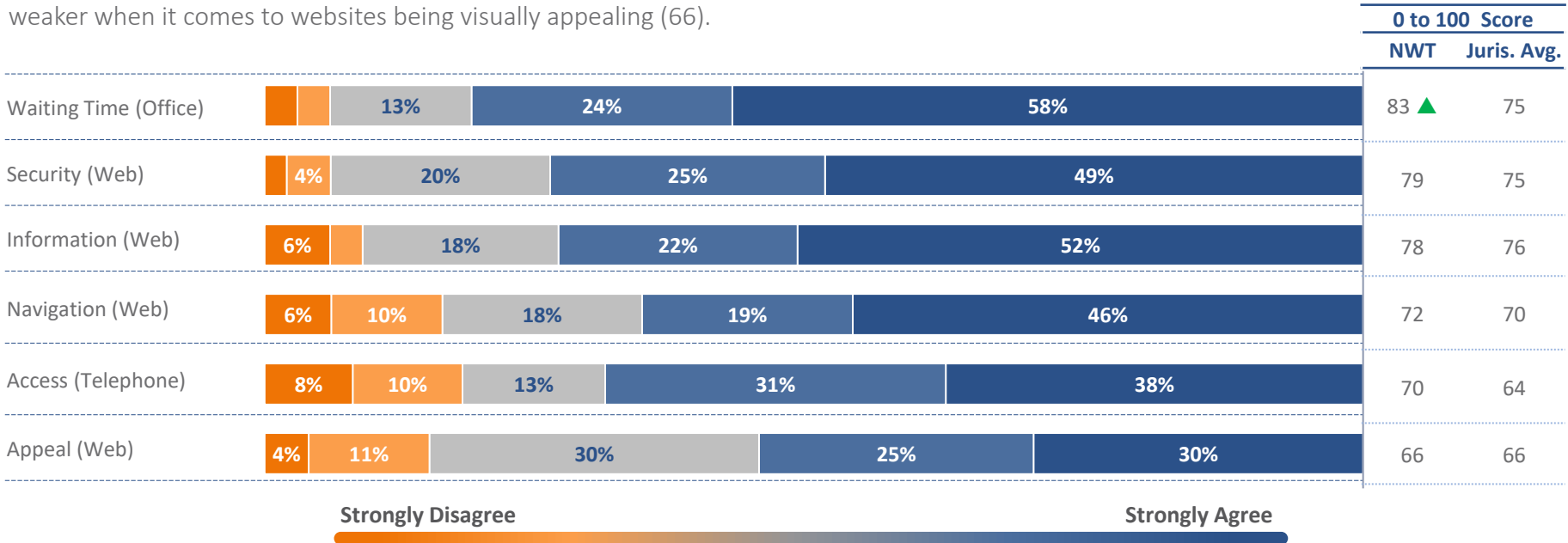
\* The complete wording of the service attributes is included in the appendix Q18b. How much do you agree or disagree with the following statements?

Base: Jurisdictional Survey respondents who evaluated a selected service which involves staff (face-to-face or over the phone)

# Performance for Channel Specific Attributes\*

NWT scores higher than or equal to the jurisdictional average for all channel specific attributes.

Clients indicate strong channel performance with regard to office wait times (scoring 83, which is significantly higher than the jurisdictional average), online security (79), and information provision through the website (78). Performance is weaker when it comes to websites being visually appealing (66).



▲ ▼ Significantly higher/ lower than the jurisdictional average

\* The complete wording of the service attributes is included in the appendix Q18c/d/e. Please indicate if you agree or disagree that...

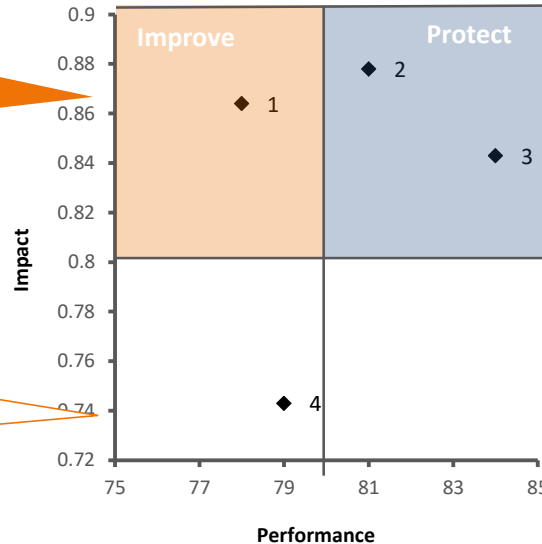
# 6. KEY DRIVER ANALYSIS

# Key Driver Analysis

A priority matrix allows decision makers to easily identify priorities for improvement by comparing how strongly a driver performs to how much impact the driver has on the CSI. It helps to answer the question 'what can we do to improve overall 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.

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



**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.

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

# Key Driver Analysis

Key drivers are the service attributes\* that have the most potential to impact the level of satisfaction with services provided by the government.

Issue resolution is key among those who experienced a problem, while confidence that any future issues would be resolved is an important driver of satisfaction among those who did not. Feeling that staff go the extra mile is likely a related attribute. Accordingly, being able to get timely help is a key driver, as is being able to get through to a government agent on the telephone.



**Issue Resolution/Future Issues**



**Timely Help**



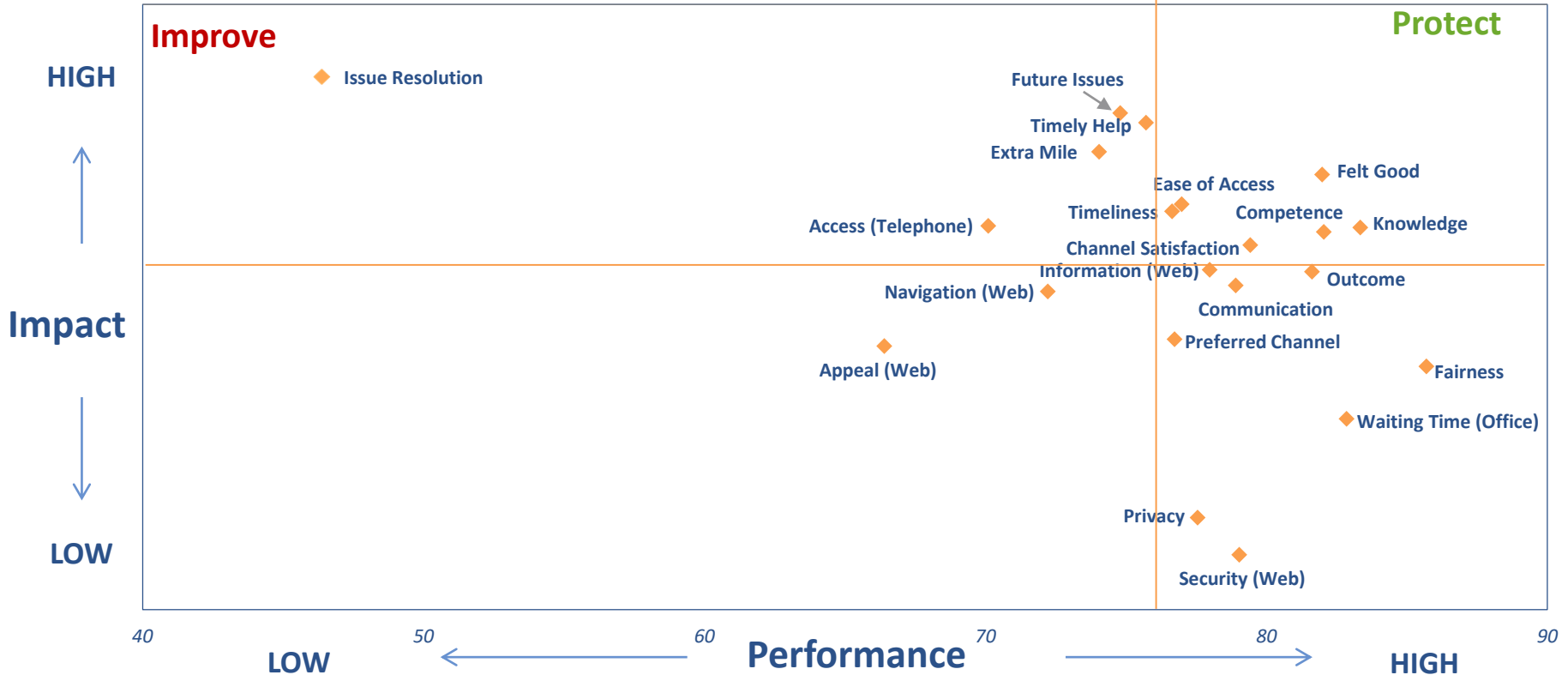
**Extra Mile**



**Access (Telephone)**

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

# Importance/Performance Matrix: Northwest Territories



Note that "Impact" represents squared Pearson's correlation coefficients (pairwise against the dependent variable (the 3-item CSI)) and "Performance" represents the average score for the specified jurisdiction (0 to 100) for each driver (independent variable).

Base: Jurisdictional Survey respondents in NORTHWEST TERRITORIES who rated a specific service (Bases vary)

# Suggested Service Improvements

Government clients in the NWT provide a wide variety of suggestions when asked how their service experience could be improved:

- Speed of service is mentioned: shorter wait times, and quicker service and response times are suggested.
- Many suggestions centre around staff improvements, and a preference for speaking to a person as opposed to automation. It is suggested that staff be better informed with more up to date information, be friendlier or more helpful, and be easier to contact.
- Improving the website channel is emphasized, particularly by making it more user friendly.

	Percent of NWT Clients
<b>Staff/Service Improvements (Net)</b>	<b>23%</b>
Prefer to speak to a real person/less automation	5%
More/clearer/up to date information	5%
More competent/experienced/informed staff	3%
Friendlier/more courteous/more helpful staff	2%
Improve telephone service	3%
Be easier to contact/ provide contact number(s)/ addresses	3%
<b>Online/Web Services (Net)</b>	<b>14%</b>
Better website/ easier to navigate/ more user friendly	8%
Better online access (incl: online access on electronic devices)	4%
Make it easier to access/search for information	3%
<b>Time/Scheduling (Net)</b>	<b>10%</b>
Shorter wait time	3%
Quicker service/ faster response	5%
<b>Don't know</b>	<b>11%</b>
<b>Satisfied/No improvements needed</b>	<b>20%</b>

Q21a. Overall, how could your service experience have been improved? (Please be as specific as possible.)

Citizens First 8 Base: NWT Jurisdictional Survey respondents who have used an NWT service in past 12 months (n=401)

# Comments on Improving the Service Experience



“My service experience would have been improved if they had just listened to me instead of trying to brush me off. I had to keep going back to get service until finally someone listened and then I got the service I needed.”



“I tend not to use the telephone because of the automation that has become so integrated into the communications system. If there was more opportunity to interact with a real person instead of having to listen to so many numerical options before ever getting to a person with intelligence to answer my question...when I could not find what I wanted on the website or if clarification was needed.”



“Improving employee knowledge and having more communication among the department.”



“Longer service hours or hours on the weekend so I do not have to take time off from work.”



“The website could be made much easier for people that aren’t computer savvy. They promote the website, but I could not follow it...even when I called on the phone and got directions to follow, it took me a half hour for what should have been a three-minute entry.”



“Make the website easier to navigate. The reason why I go to the office kiosk is because it was way too difficult to navigate the government websites.”



“[Staff] need to find a way to get answers more easily. Response times need to be improved.”

# 7. SERVICE EXPECTATIONS

# Service Expectations for Delivery Timeliness

Client expectations are generally met, on average, when it comes to office visits. Clients consider a wait time of 20 minutes to be reasonable, and respondents recalled wait times of around 19 minutes for NWT government services (which is comparable to the average wait time across participating jurisdictions).

However, significant gaps exist between expectations and recalled experience when it comes to the online and telephone channels. Recalled experience suggests that finding information or beginning a transaction online or on the telephone takes substantially longer than the expectation, which is also seen with the jurisdictional average.

	Average Number of Minutes		
	Service Expectation: National Survey	Recalled Experience: NWT Services*	Recalled Experience: Jurisdictional Average*
Amount of time to wait for service when visiting a government office, service counter or kiosk	20	19	19
Amount of time to spend on a government website/online to find the information or start transaction	5	14 ▲	14 ▲
Amount of time on the telephone to get information or start transaction	7	13 ▲	17 ▲

▲ ▼ Significantly higher/ lower than the service expectation

\* Residents who spent more than 120 minutes accessing services through any channel have been identified as outliers and excluded from the mean calculation

Base for Service Expectation: National Survey respondents (n=1065)

Citizens First 8 Base for Actual Experience: NWT Jurisdictional Survey respondents who have used each channel (bases vary)

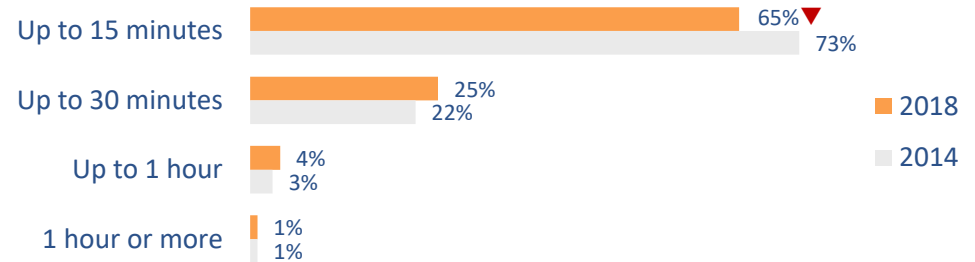
# Expectations and Time Spent: In-Person Channel

Six-in-ten NWT government service users recall spending up to 15 minutes waiting for in-person service, and a similar proportion (65%) of Canadians say that is a reasonable period to wait. Overall, in-person experience is comparable to the expectation, and time spent has not changed compared to 2014.

**Reasonable amount of time to wait for service when visiting a government office, service counter or kiosk**

CANADA  
AVERAGE  
20 minutes

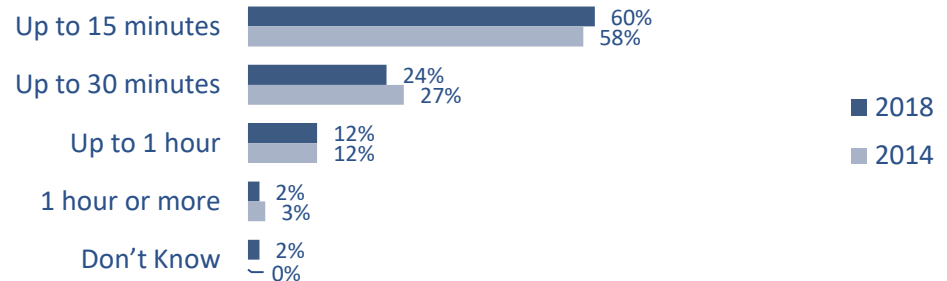
## Minutes spent waiting in-person considered reasonable by Canadians\*



**Total number of minutes that you were at the office, counter, kiosk**

NWT\*\*  
AVERAGE  
19 minutes

## Recalled time spent at an office by users of NWT's services



\* Note: the question wording was changed slightly since the 2014 measure.

\*\* Responses of over 120 minutes have been identified as outliers and excluded from the mean calculation.

Base: Expectations: National Survey Respondents (n=1065)

Base: Recalled time spent: NWT Jurisdictional Survey respondents who used the in-person channel for the service they rated (n=179)

▲ ▼ Significantly higher/ lower than the previous wave

# Expectations and Time Spent: Online

Although one-half (53%) of Canadians suggest that to find something or start a transaction on the website should take less than 5 minutes, one-third of NWT clients recall spending 15 minutes or more. On a positive note, the proportion of residents who say they spent 15 minutes or more has significantly declined since 2014, with one-quarter now spending less than 5 minutes.

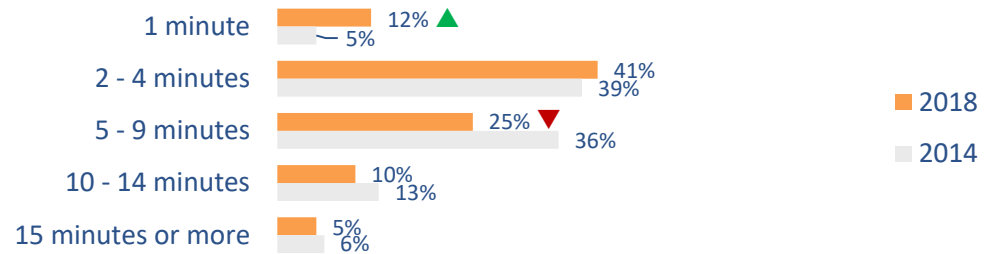
**Reasonable amount of time to spend online to find the information or start a service transaction**

CANADA  
AVERAGE  
5 minutes

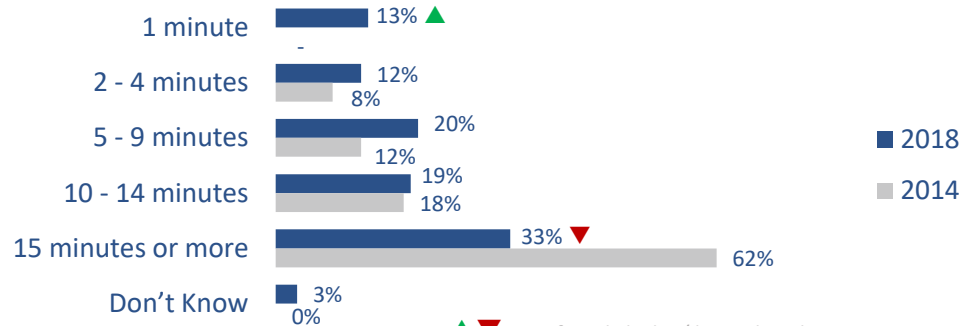
**Total number of minutes that you spent on the website to find the information or start a service transaction**

NWT  
AVERAGE\*\*  
14 minutes

## Minutes spent online considered reasonable by Canadians\*



## Recalled time spent online by users of NWT's services



▲ ▼ Significantly higher/ lower than the previous wave

\* Note: the question wording was changed slightly since the 2014 measure.

\*\* Residents who spent more than 120 minutes accessing services through any channel have been identified as outliers and excluded from the mean calculation

Base: Expectations: National Survey Respondents (n=1065); Base: Recalled time spent: NWT Jurisdictional Survey respondents who used the online channel for the service they rated (n=152)

# Expectations and Time Spent: Telephone Channel

Recalled time spent on the telephone is substantially longer than what is expected. While 71% of Canadians think that a reasonable wait time is less than 10 minutes, one-third (32%) of NWT service users recalled spending 15 minutes or more to get information or start a transaction over the phone, with an average of 13 minutes.

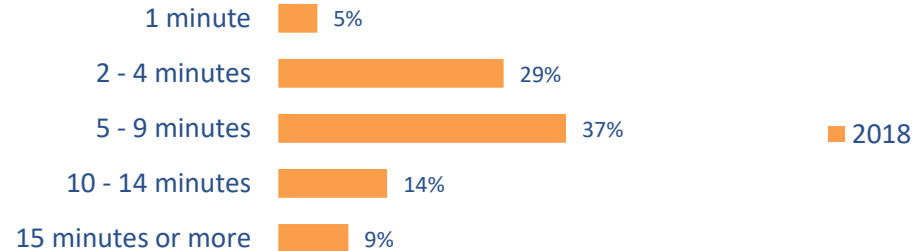
**Reasonable amount of time to spend on the telephone to find the information or start a service transaction when you call a government office or call centre**

CANADA  
AVERAGE  
7 minutes

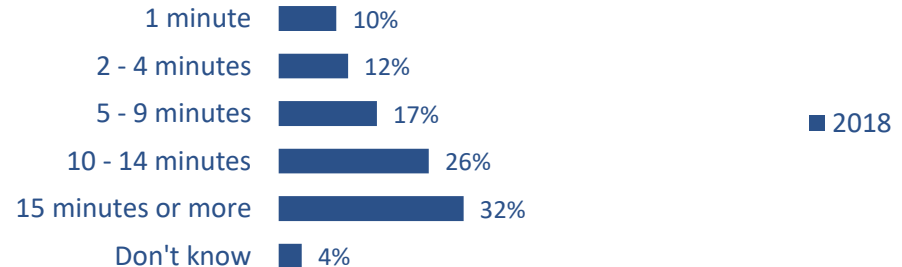
**Total number of minutes that you were on the telephone to find the information or start a service transaction (include multiple calls)**

NWT  
AVERAGE\*\*  
13 minutes

## Minutes spent on the telephone considered reasonable by Canadians\*



## Recalled time spent on the telephone by users of NWT's services



\*Note: the question was not asked in the 2014 measure.

\*\* Responses of over 120 minutes have been identified as outliers and excluded from the mean calculation.

Base: Expectations: National Survey Respondents (n=1065)

Base: Recalled time spent: NWT Jurisdictional Survey respondents who used the telephone channel for the service they rated (n=143)

# 8. CHANNEL USAGE AND PREFERENCES

# Number of Channels Used to Access Services

Most NWT residents use only one (48%) or two (45%) channels to access government services, and are more likely to use two channels when compared to respondents from other participating jurisdictions. Only 7% use three or more, with an average of 1.6 channels per client. This pattern is very similar to the jurisdictional average.

Number of Channels Used to Access Services*	NWT	Jurisdictional Average
One	48%	51%
Two	45% ▲	36%
Three	4%	8%
Four or more	3%	4%
<b>Average</b>	<b>1.6</b>	<b>1.7</b>

▲ ▼ Significantly higher/ lower than the jurisdictional average

\*Number of channels derived from all methods of contact used

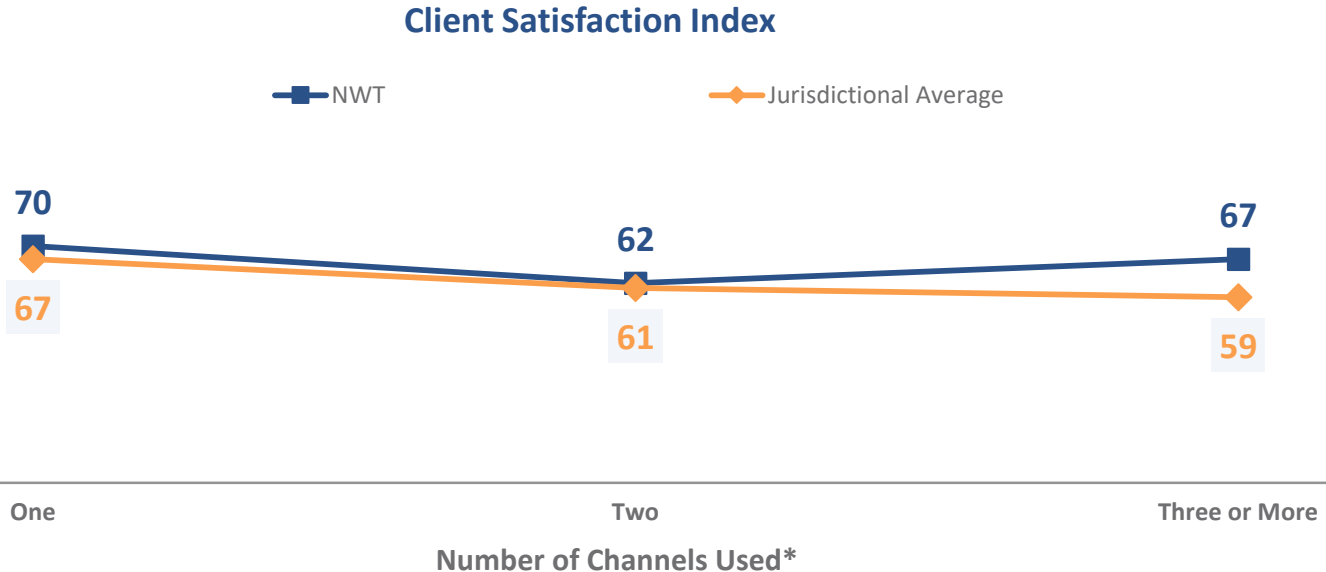
Q10. What was your first method of contact for this service? Q11. What other methods of contact did you use, if any?

Base: Jurisdictional Survey respondents who have used a government service.

Citizens First 8 NWT Jurisdictional (n=364); Jurisdictional Average (n=3799)

# Client Satisfaction by Number of Channels Used

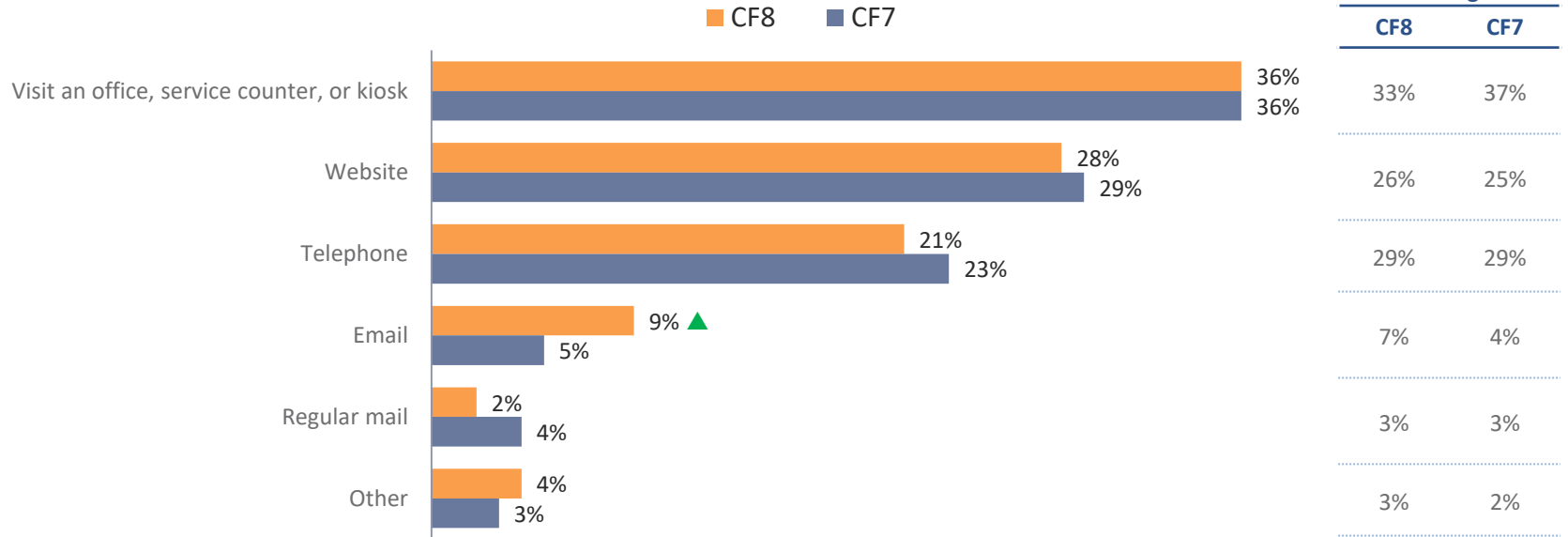
The satisfaction levels of NWT government clients are relatively flat, regardless of whether they use one, two, or three or more channels to access their service. This is also the case across jurisdictions.



\* Number of channels derived from all methods of contact used  
Q10. What was your first method of contact for this service? Q11. What other methods of contact did you use, if any?  
Base: Jurisdictional Survey respondents who have used a government service using the corresponding number of channels (bases vary).

# Main Channels Used

Sizable proportions continue to identify their main channels used to access government services in NWT as either in-person (36%), online (28%), or over the phone (21%), showing little change since the previous wave. Regular mail (2%) or another method of contact (4%) are rarely used as a first method of contact, and while relatively few consider email their primary way to access services, this channel has shown significant growth since 2014.



▲ ▼ Significantly higher/ lower than the previous wave

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

Base: Survey respondents who evaluated a selected service. Note that 'don't know' responses were not accepted in the CF7 measure, but were included in CF8. The base for the CF8 data excludes respondents who provided a 'don't know' response.

# Order of Channel Usage

When accessing government of NWT services, 29% say they first used a website, and 29% first visited an office, service counter, or kiosk in-person. Telephone was the first method of contact for one-quarter (24%). As a primary method of contact, email (5%), regular mail (2%), text message (1%), social media (1%), and fax (1%) are rarely used.

Other channels receive relatively lower levels of usage, with 43% saying they do not use channels outside of their primary method. Of those who do use other channels, most say they visit an office (16%), use the telephone (13%), or go online or send an email (12%, each).

Channel Used to Get Services:	Channel Used by Clients of NWT Services:	
	First Channel	Other Channels
Visit an office/service counter/kiosk	29%	16%
Website	29%	12%
Telephone	24%	13%
Email	5%	12%
Regular mail	2%	3%
Text message	1%	1%
Social media (e.g., Twitter, Facebook)	1%	2%
Fax	1%	2%
None	-	43%
Don't know	9%	7%

Q10. What was your first method of contact for this service? Q11. What other methods of contact did you use, if any?

Citizens First 8 Base: NWT Jurisdictional Survey respondents who rated an NWT service (n=401)

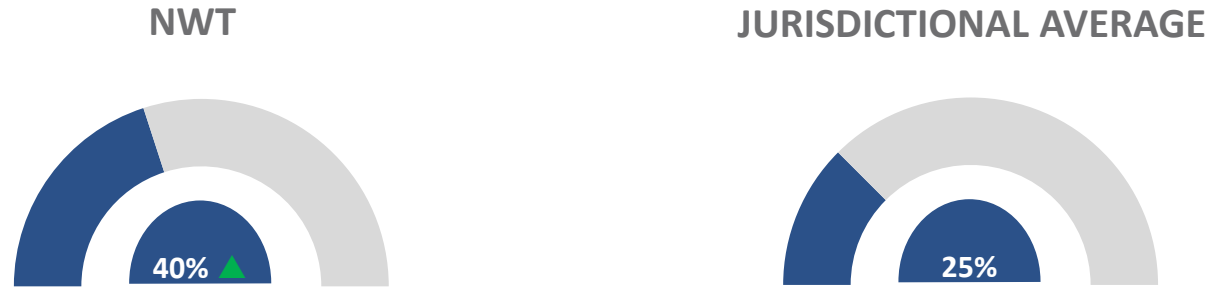
# Preferred Channel

The top three channels for accessing a service if respondents were to get the service again are the same as the top channels used: an in-person visit appears to be the most preferred (30%), followed by the use of a website (24%), and then telephone (21%). As with rates of actual usage, other channels are less likely to be the preferred method of contact, with the exception of email (15%).

	Preferred Channel to get NWT Government Services Again
Visit an office/service counter/kiosk	30%
Website	24%
Telephone	21%
Email	15%
Regular mail	2%
Other	5%
Don't know	6%

# Awareness of Availability of Service Online

Among residents who accessed a service using a method of contact other than online, four-in-ten say that they are aware that the service is available online, compared to an average of one-quarter across jurisdictions included in the survey. NWT respondents are significantly more likely to be aware of online service availability than residents of any other participating jurisdiction, which suggests that challenges with the online channel are creating a barrier to access.



▲ ▼ Significantly higher/ lower than the jurisdictional average

Q14. To the best of your knowledge, is this service available online?

Base: Jurisdictional Survey respondents who rated a government service and did not use the website (n=2893);

Citizens First 8 NWT Jurisdictional Survey respondents who rated a service and did not use the website (n=249)

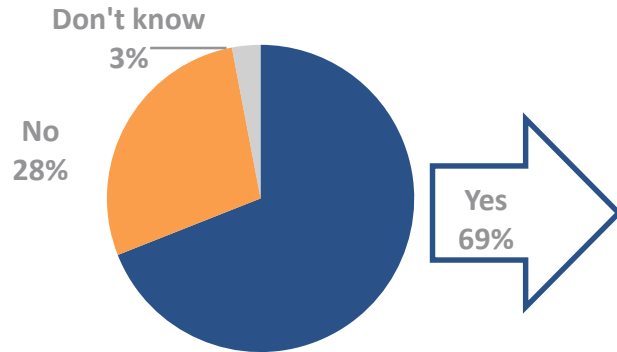
# 9. COMMUNICATIONS WITH THE GNWT

# Awareness and Rating of Communications from the GNWT

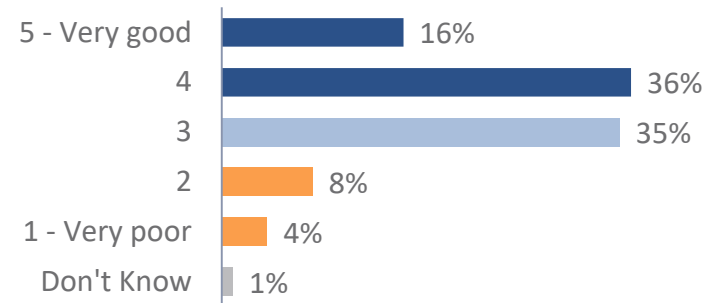
More than two-thirds (69%) of NWT residents say they have seen or heard information from the government of the NWT in the past year, with about one-quarter (28%) saying they had not.

Of residents who are aware of communication from the NWT government, one-half (52%) give the communication a rating of 4 or 5 on a 5-point scale.

**AWARENESS OF COMMUNICATION FROM GNWT**



**OVERALL RATING OF COMMUNICATION**

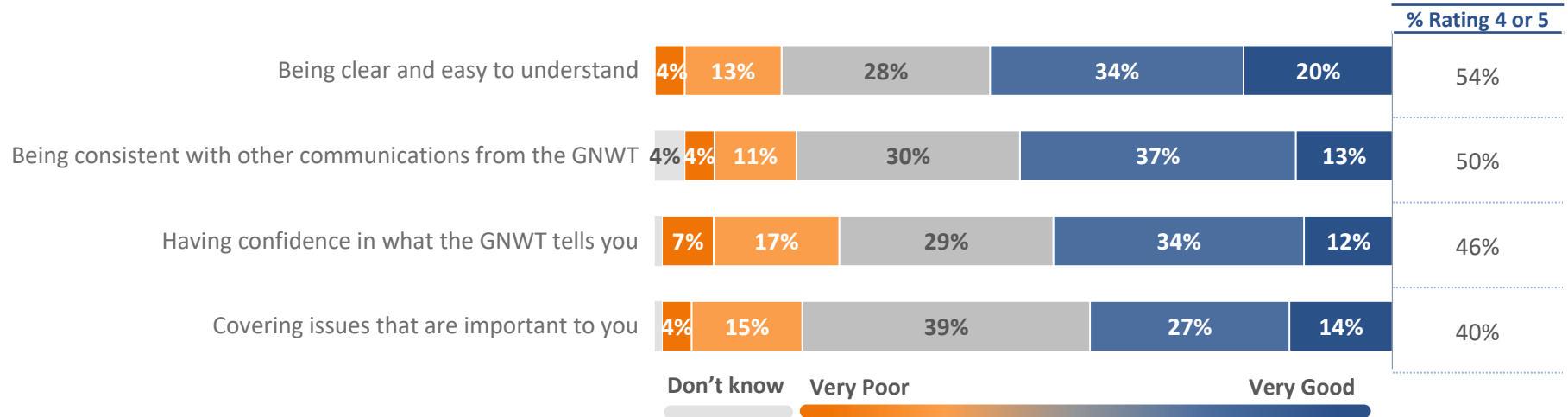


*Q99a. Please think about information provided by the Government of the Northwest Territories, including anything you have seen or heard in newspapers, radio, TV, publications, in person, on their website or in social media. Do you recall seeing or hearing any information from the GNWT in the past year?*

*Q99b. Overall, how would you rate the communication from the GNWT that you have seen or heard in the past year? Please use a five-point scale where 5 means 'very good' and 1 means 'very poor'.*

# Rating of Aspects of Communications from the GNWT

Of those who are aware of communications from the NWT government, one-half of residents agree that the communications are easy to understand (54%) and are consistent with other communications from the GNWT (50%). Residents appear to indicate slightly lower levels of agreement in terms of feeling confident in what the government is telling them, or feeling that issues that are personally important to them get covered.



Q99c. How would you rate the communications from the GNWT when it comes to...

Citizens First 8 Base: NWT Jurisdictional Survey telephone and online respondents who recall information provided by the GNWT (n=244)

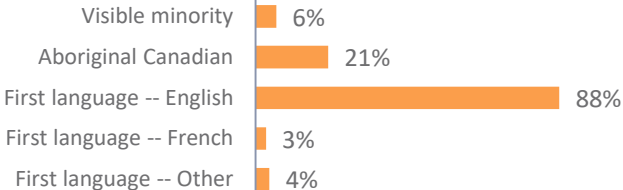
# APPENDIX

# Jurisdictional Survey Sample Composition

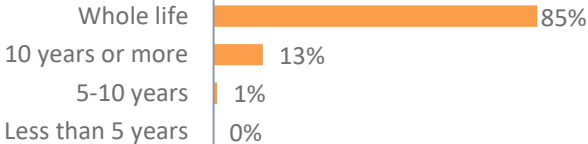
## Gender



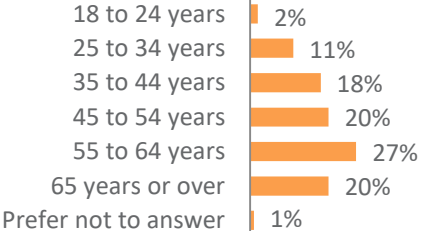
## Ethnicity/ Language



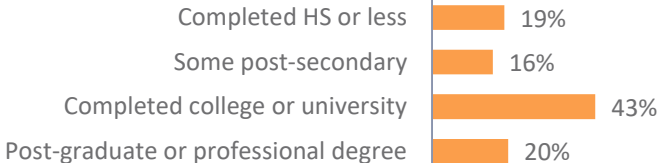
## Length of Time in Canada



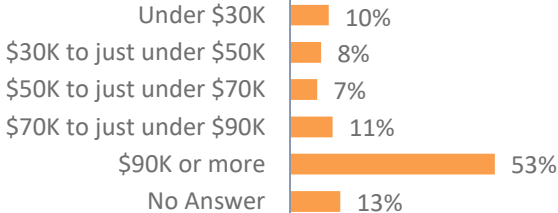
## Age



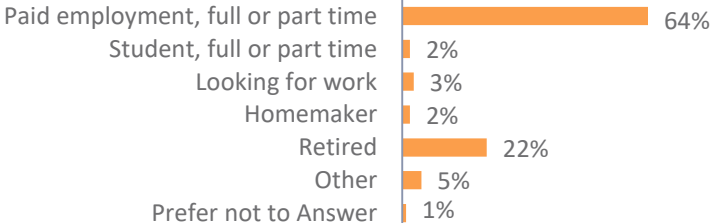
## Education



## Household Income (Before Taxes)



## Main Occupation



# 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 school

# Wording of Satisfaction Attributes

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

Name	Wording of Attribute
Overall Satisfaction	Overall, I was satisfied with the service I received
Best Anywhere	The service equals the best service offered anywhere
Exceeded Expectations	The service experience exceeded my expectations

# Wording of Service Attributes

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

Attribute	Wording of Attribute
Fairness	I was treated fairly
Privacy	I feel that my confidentiality is fully protected
Channel Satisfaction	I am satisfied with my experience using the main method of contact I used
Outcome	In the end, I got what I needed from the government
Communication	I was informed of everything I had to do to get the service or product
Timeliness	Overall, I was satisfied with the amount of time it took to get the service or product
Ease of Access	Overall, I was satisfied with the ease of accessing the service or product
Future Issues	I have confidence that future issues will be resolved to my satisfaction
Issue Resolution	Any issues that I encountered in the service process were easily resolved
Competence	Staff were competent
Knowledge	Staff were knowledgeable
Felt Good	I felt good about my interaction with service staff
Extra Mile	Staff went the extra mile to make sure I got what I needed
Waiting Time (Office)	I waited a reasonable amount of time at the service location
Security (Web)	The website or app used practices that ensured system security
Information (Web)	The website or app had the information I needed
Navigation (Web)	It was easy to find what I was looking for on the website or app
Appeal (Web)	The website or app is visually appealing
Access (Telephone)	I was able to get through to an agent without difficulty
Official Language	ONLY FOR FEDERAL GOVERNMENT SURVEY: I was able to access the service in my choice of English or French
Preferred Channel	I was able to easily access this service by my preferred method of contact
Timely Help	I was satisfied with the amount of time it took to get any help I needed