



# Taking Care *of* Business 5

Institute for Citizen-Centred Service

Report Prepared for:



**Government of Northwest Territories**  
August 2016

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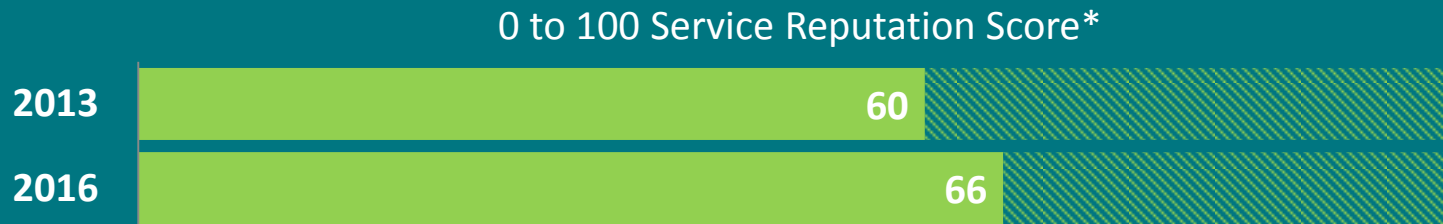
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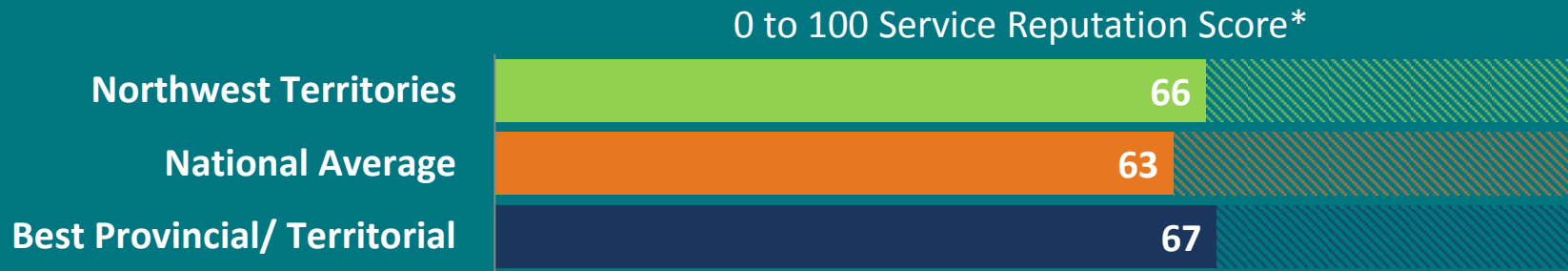
## Executive Summary

# Northwest Territories' Service Reputation Score

*Northwest Territories' service reputation score has improved, but has not changed significantly since 2013.*



*Northwest Territories' service reputation score among business customers is close to the best provincial/ territorial score.*

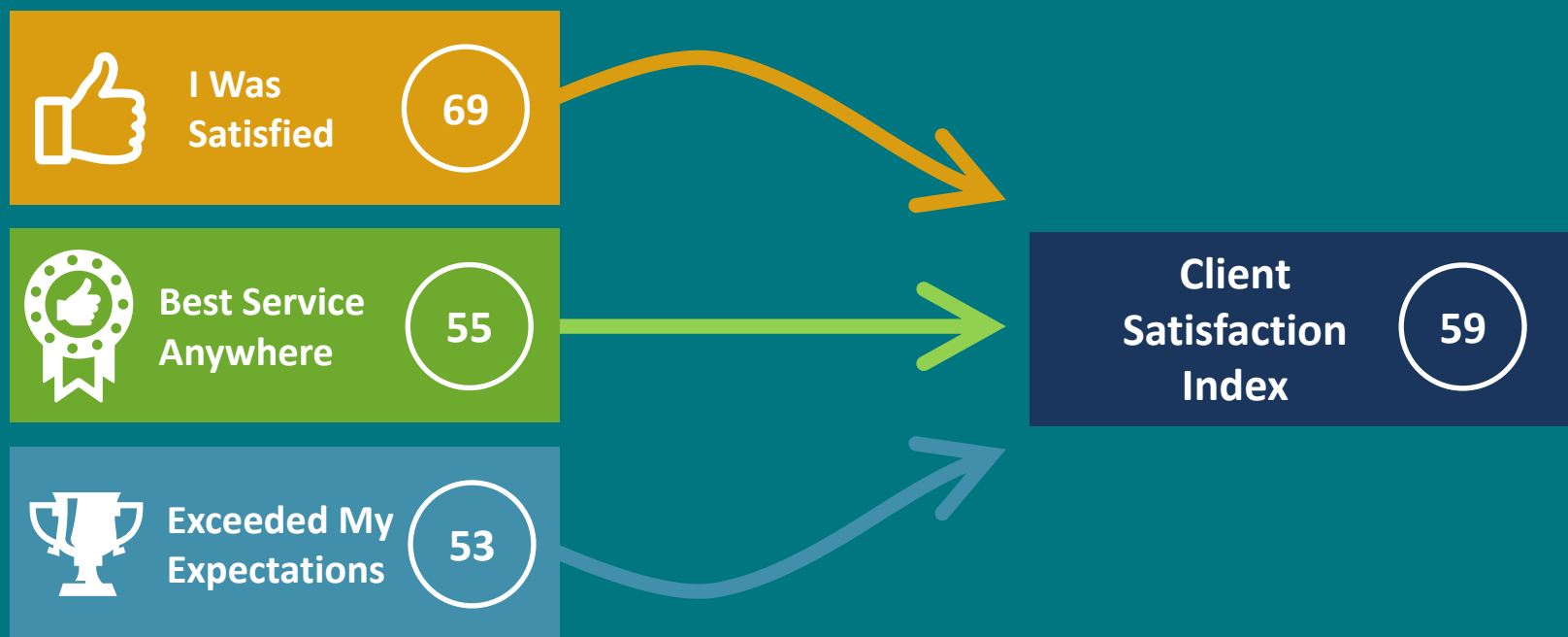


\* Average 0 to 100 score provided by business customers about the services provided by their provincial/ territorial government.

# Client Satisfaction Index (CSI)

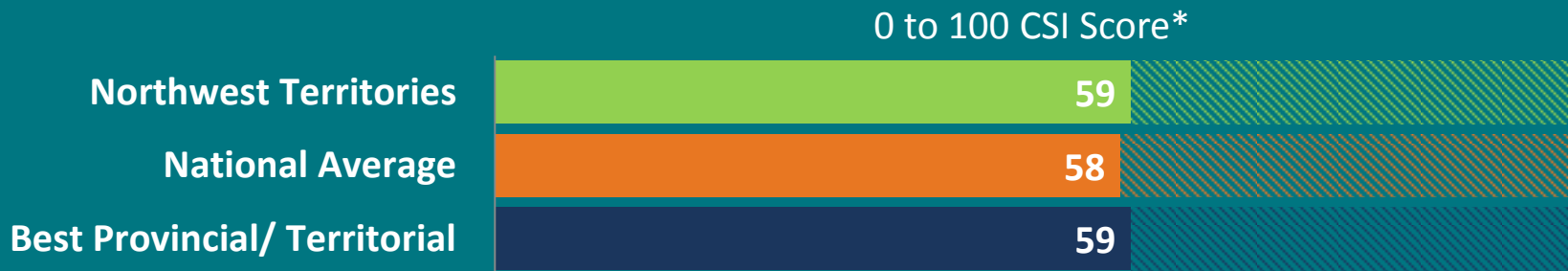
*The CSI is a composite score that takes into account satisfaction as well as a comparative evaluation and a measure of performance against expectations.*

*When business customers rate a recent experience with a service provided by the Government of Northwest Territories, the average CSI score is 59.*



# Northwest Territories Performance on the CSI

*Northwest Territories average CSI score of 59 is consistent with the national average of 58 and is the best score among all provinces and territories.*



\* Average 0 to 100 score of the CSI, which is a composite measure of three attributes as outlined on the previous page; provided by business customers about the services provided by their provincial/ territorial government.

# Priorities for Service Improvement

The key drivers for Northwest Territories are:



**Extra Mile**



**Timeliness**



**Future Issues**



**Ease of Access**



**Navigation (for online transactions)**

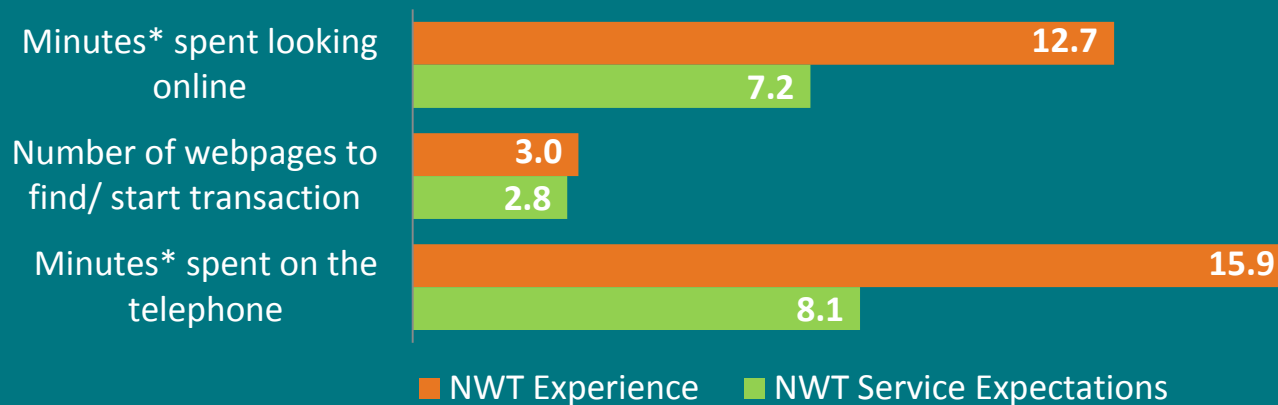
Improvement in customer perceptions for these key drivers will result in increases in the CSI scores for Northwest Territories.

# Meeting Service Expectations

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

It is important that service providers either improve timeliness or work to change the upfront expectations of business customers as to how long it will take to conduct business over the telephone or online.

An effective strategy to increase usage of the online channel may be to maintain current telephone wait times while optimizing findability on the website. Business customers could be encouraged to go online for the service, for example, by mentioning immediate access via the website on the recorded telephone line introduction.



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



# Privacy and Red Tape Reduction

Some privacy concerns linger among business clients, however this attribute ranks lowest among service attributes in the key driver analysis. Nonetheless, adverse events can awaken these concerns, so it is important for governments to continue to meet business clients' needs in this regard.

The majority of business clients (65% in NWT) support the idea of a single business number to access services across different levels of government. This may help to improve perceptions regarding administrative burden.

Only one-third of business representatives in Northwest Territories agree that regulatory requirements are reasonable. Virtually all believe that the regulatory burden has increased or stayed the same, a finding that has changed little since the previous measure in 2013. This is consistent with the findings across Canada.

The majority of businesses in NWT agree that the following options would make it easier for their business:

- Being notified when all documentation required for a service has been received
- Establishing service standards ,e.g., how long it would take to receive a license
- Having just ONE government identity card or number to access services provided by any level of government
- Having fewer policies and regulations
- Electronic alerts and automatic notifications

# Moving Services Online

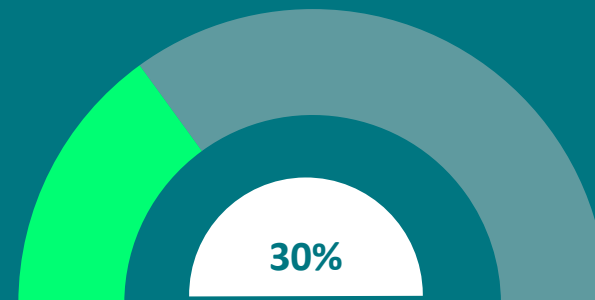
Thirty percent of service transactions that businesses conduct with the Government of Northwest Territories are conducted online. This is significantly below the national average of 43% and the jurisdiction with the highest penetration at 50%.

While penetration is low relative to other jurisdictions, satisfaction with government services provided on the website is high among business users in NWT.

While only 30% of recent transactions were conducted online, three-quarters agree that their business would like to be able to access all routine government services on the internet, indicating latent demand for the online channel.

Key steps for NWT to take to increase their online penetration, while enhancing the customer experience, are to:

- Increase the availability of services (including information) on the territorial websites, and awareness of that availability among business customers.
- Improve the findability of online services, which will in turn reduce the gap between business customers' expectations and time spent online.
- Focus on service improvements that correspond to the key driver analysis. In addition to the above, these include going the extra mile and providing confidence that clients' issues will be resolved.
- Implement customer suggestions for the online channel, including improving the quality of the information provided and improved responsiveness to emailed communication.





# 1. Introduction

# Purpose

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

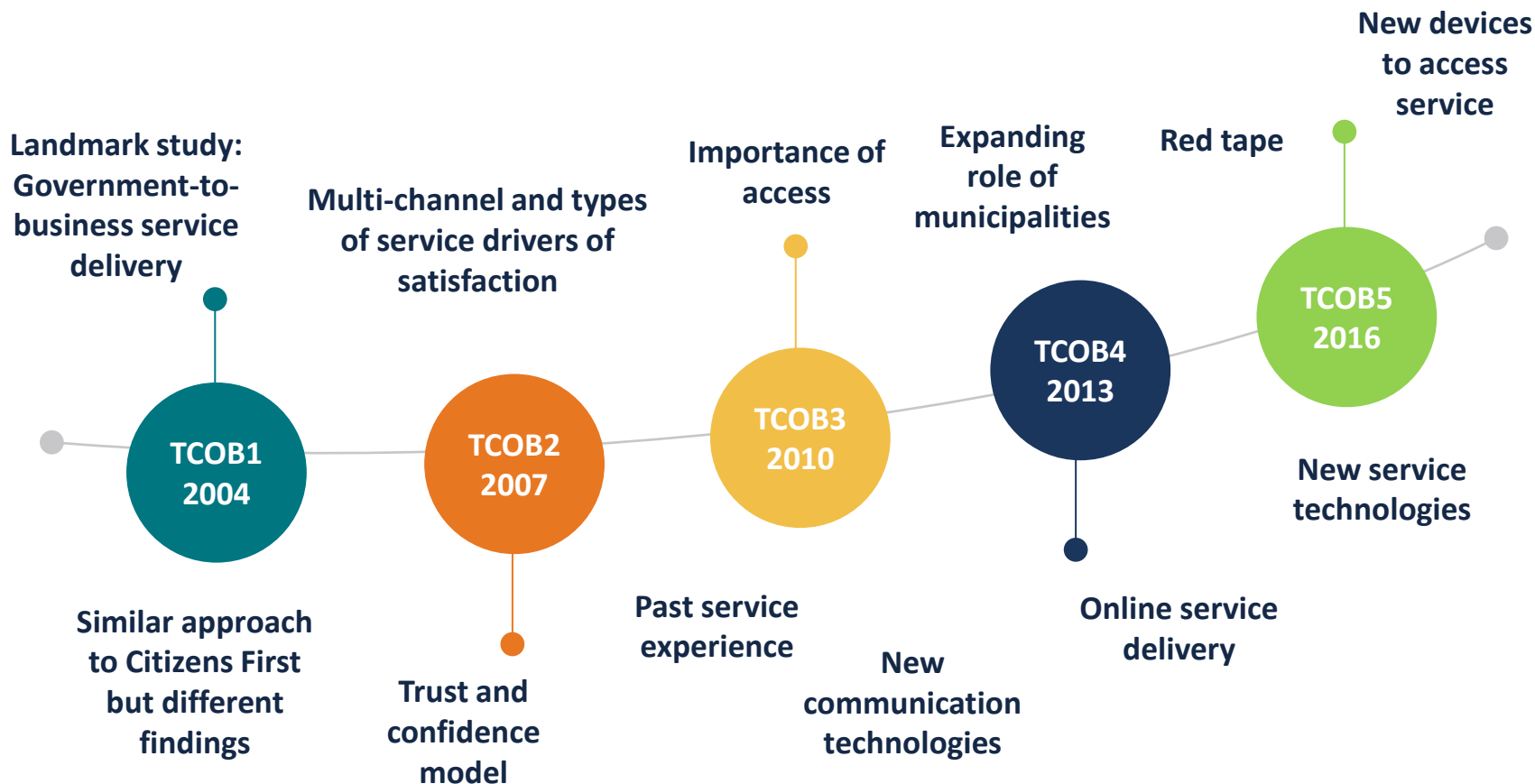
These surveys explore various dimensions of the evolving service environment, tracking perceptions of service quality and performance for a wide range of services offered by municipal, provincial/territorial and federal governments.

The objective of the Taking Care of Business 5 (TCOB5) study is to update our understanding of business perceptions of government services in Canada, including:

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

Presented herein are the findings of Taking Care of Business 5 in a report prepared for the Government of Northwest Territories.

# Evolution of Taking Care Of Business



# Research Approach

The Taking Care of Business 5 survey included a sample in each subscribing jurisdiction, with additional interviews conducted in the rest of Canada to provide a national perspective. A total of nearly 2,500 Canadians (n=2,432) were interviewed. Additional interviews were conducted with residents of Manitoba, which are not included in the data reported herein.

Data for TCOB5 were collected using multiple methodologies. A random sample of businesses was mailed a pre-notification letter that included an invitation to complete the survey online. Follow-up telephone interviews were then conducted.

The methods of completion for the survey are as follows:

- Telephone interviews: 1,870 (77% of all responses);
- Online interviews: 562 (23% of all responses);
- The survey was in field from January to March, 2016, with the exception of Manitoba, where data collection was delayed by the election;
- The final data are weighted proportionate to the universe of businesses by jurisdiction and size of business;
- **Northwest Territories: The final total sample size for Northwest Territories is 205 (unweighted). The margin of error for a sample of n=205 is  $\pm 6.8$  percentage points, 19 times out of 20;**
- Where appropriate, comparisons are provided to the overall national results and “Best Provincial/Territorial” results which represent the highest score by participating individual province or territory.

To reduce respondent burden, a modular approach was employed for the questionnaire. One-half of respondents was randomly assigned to complete the Section D module, which included questions on online service provision of government services, while the other respondents were asked to complete the Section E questions about red tape and regulatory burden.

JURISDICTIONS
Province of British Columbia
Province of Manitoba
Northwest Territories
Province of Nova Scotia
Province of Ontario
Region of Peel
Yukon

# Definitions and Reporting Conventions

## 0 TO 100 SCORES

0 to 100 scores: Responses to many of the Taking Care of Business 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 TCOB, many of the results are scaled from 0 to 100 by applying the following scores to each response:

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

## STATISTICAL SIGNIFICANCE

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

## BEST IN CLASS

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






## 2. Service Reputation



# Service Reputation: Government Services – All Levels

Northwest Territories' service reputation score of 66 on the 0 to 100 scale has not changed significantly since the previous wave of the Taking Care of Business survey, although it is directionally higher. It is comparable to the highest provincial/ territorial score of 67.

Perceptions of the overall quality of service provided by other levels of government among businesses in Northwest Territories are generally in line with those of Canadian businesses in general.

	Northwest Territories			Canada			Best Prov/ Terr
	2010	2013	2016	2010	2013	2016	2016
<b>Rating of Services Provided by Level of Government:</b>	<b>0 to 100 Score</b>						
Services of your provincial or territorial government, e.g., employment standards, business registration	n/a	60	66	56	59 	63 	67
Services of the federal government, e.g., Canada Post, Canada Revenue Agency	n/a	57	57	57	59	61	62
Services of your municipal government, e.g., zoning, property taxes, business licenses	n/a	56	62	58	58	63 	66
The services of your regional or county government, if you have this where you live, such as water, sewer and roads	n/a	n/a	65	n/a	n/a	63	65

 Arrows indicate statistically significant differences

Base: All respondents who provided a rating.

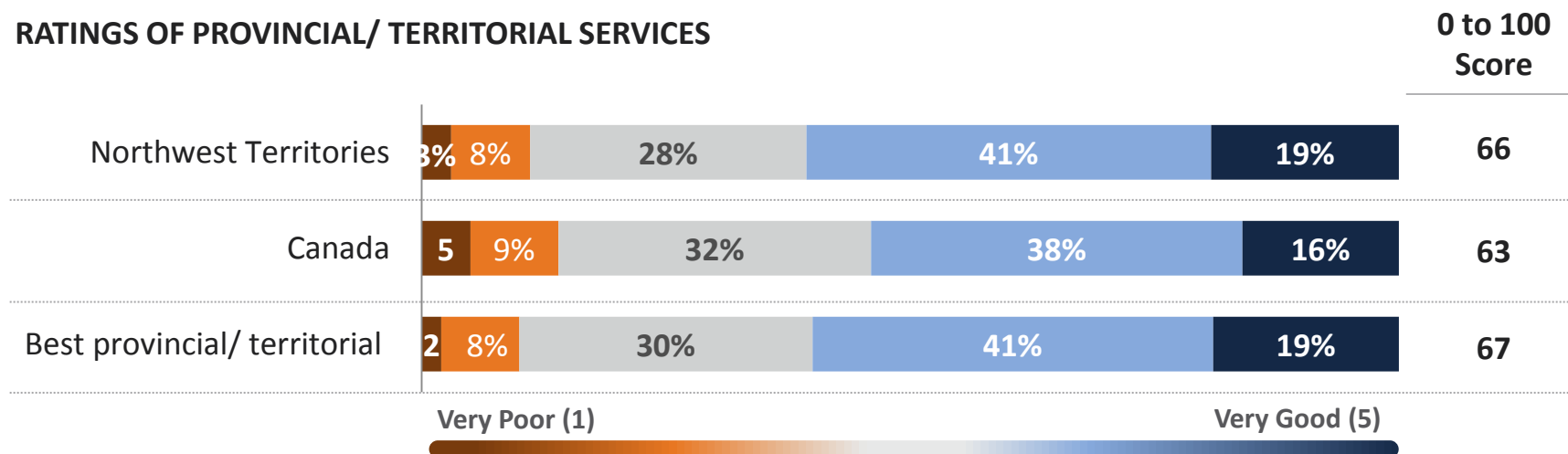
*B3. We would like you to think about your business dealings with all levels of government, be it municipal, regional, provincial, territorial and federal. Using a 5-point scale where 1 means "Very Poor" and 5 means "Very Good", please rate the overall quality of service from each of the following levels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

# Service Reputation: Provincial/ Territorial Services

Six-in-ten business representatives rate the overall quality of service provided by Northwest Territories a 4 or 5 out of 5, including almost one-in-five who assign a top score of 5.

The scores for Northwest Territories are comparable to those of the highest performing province or territory.

## RATINGS OF PROVINCIAL/ TERRITORIAL SERVICES



Base: All NWT respondents who provided a rating.

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



## 3. Service Quality Scores

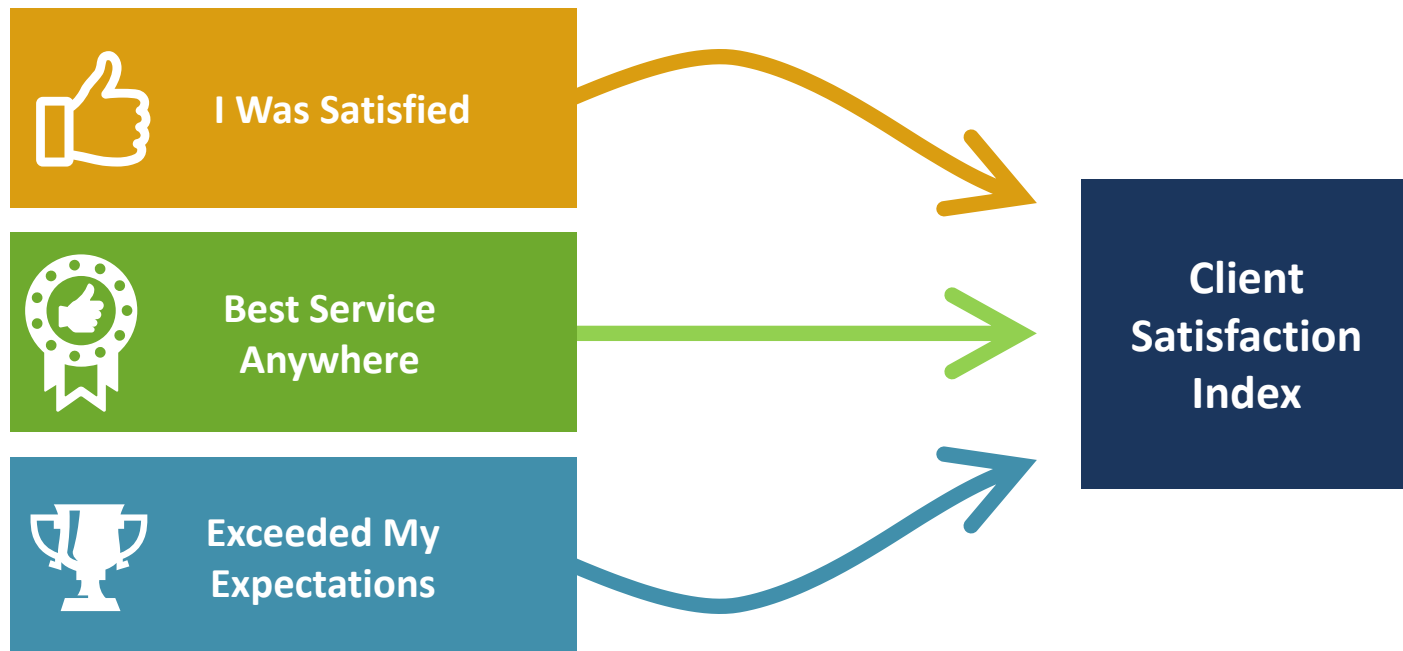
# Customer Experience

Satisfaction is but one measure of the customer response to the products or services that they experience as customers, citizens and business representatives. And a customer may consider that they are 'satisfied', however their experience was merely 'OK'.

Two other components are important in measuring consumer response. These are how well the service compares to that of other providers, and how well the service compared to the customer's expectations.

Since most government service providers are monopolies, how well the service compares to other providers is measured in terms of customer perceptions of whether the service they received equals the best service offered anywhere. This offers a comparative evaluation of the service experience.

The second additional component is expectations. Customers begin any transaction with preconceived ideas about what they expect to happen, how long they will have to wait, what the cost will be and so forth. In order to measure this important component, the CSI includes a measure of how well the service experience compares to their expectations.



# Northwest Territory's Client Satisfaction Index (CSI)

As with Canadian provinces and territories in general, Northwest Territory's score is higher for overall satisfaction than for equalling the best service offered anywhere or for exceeding expectations. The overall average CSI for Northwest Territories is 59.



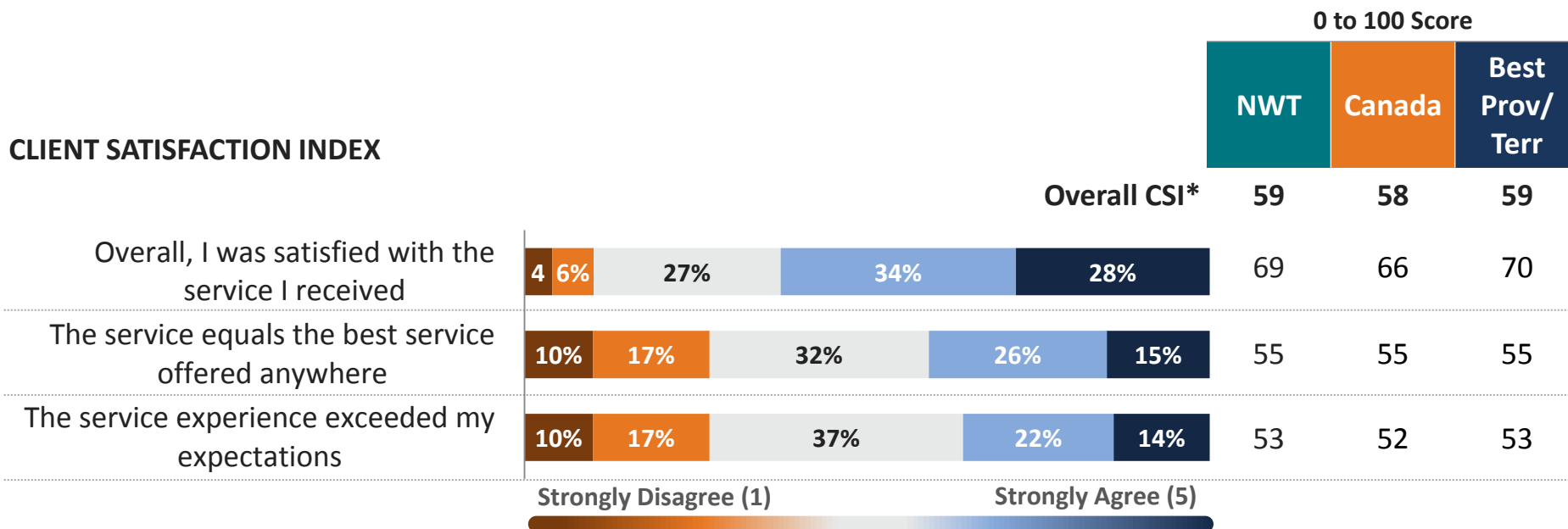
Average 0 to 100 score across all services.

Base: NWT respondents who provided a rating.

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

# Client Satisfaction Index (CSI)

The Client Satisfaction Index (CSI) is based on a recent experience with services provided by provincial and territorial governments to businesses. Businesses in Northwest Territories provide an overall score of 59 on the 0 to 100 scale, which is the best provincial/territorial score.



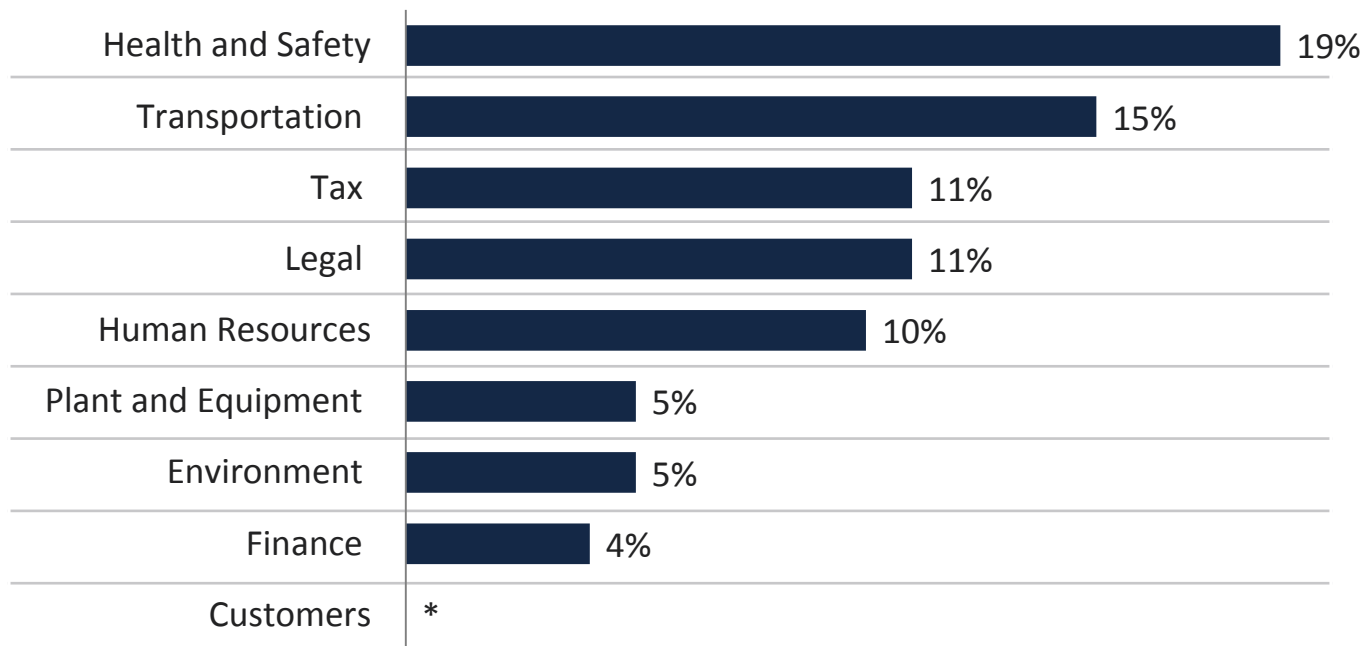
\* The Client Satisfaction Index is an average 0 to 100 score of the ratings of three attributes: overall satisfaction, the service equaling the best anywhere and exceeding expectations.

Base: All respondents who evaluated a specific provincial/territorial service and provided a rating.

C16. Thinking back over your entire service experience, how much would you agree or disagree ...Overall, I was satisfied with the service I received?

# Service Categories Evaluated in NWT

The services most commonly used by businesses in Northwest Territories within the past year are related to health and safety, and transportation. About one-in-ten reported their experience with tax, legal and HR services, while other service categories have been assessed by 5% of businesses or less.



\* Equals less than one-half of one percent

Base: NWT respondents who evaluated a specific provincial/ territorial service.

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

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

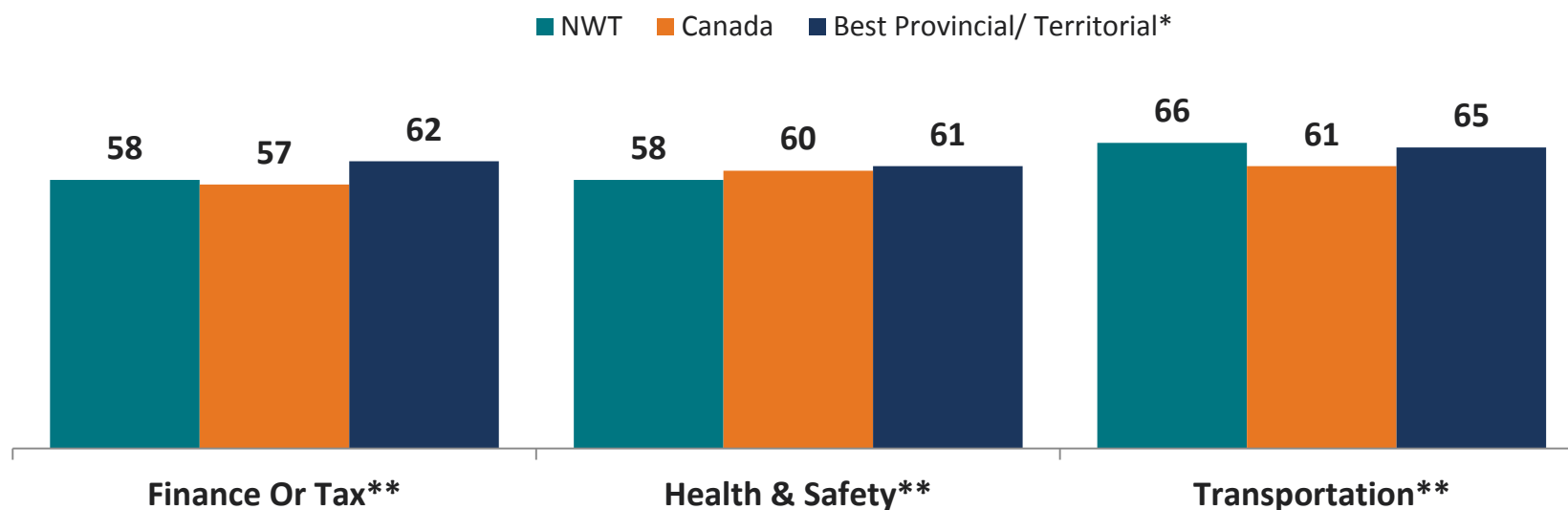
# Performance by Service Category

CSI scores for finance or tax, health and safety, and transportation services do not vary significantly. These scores are also comparable to those received by Canadian jurisdictions as a whole, as well as to those of the highest rated province or territory.

Note that Northwest Territories' score for transportation is higher than the best provincial/ territorial score. This occurs because the best score designation is only provided when the sample size is at least 30 interviews.

(Please see the appendix for a list of Service-to-Business Categories, which describes the types of services included by category.)

**Client Satisfaction Index\* By Service Category**



\* The Client Satisfaction Index is an average 0 to 100 score of the ratings of three attributes: overall satisfaction, the service equaling the best anywhere and exceeding expectations. Best Provincial/ Territorial scores are taken from jurisdictions where a minimum sample of n=30 were engaged in the transaction type.

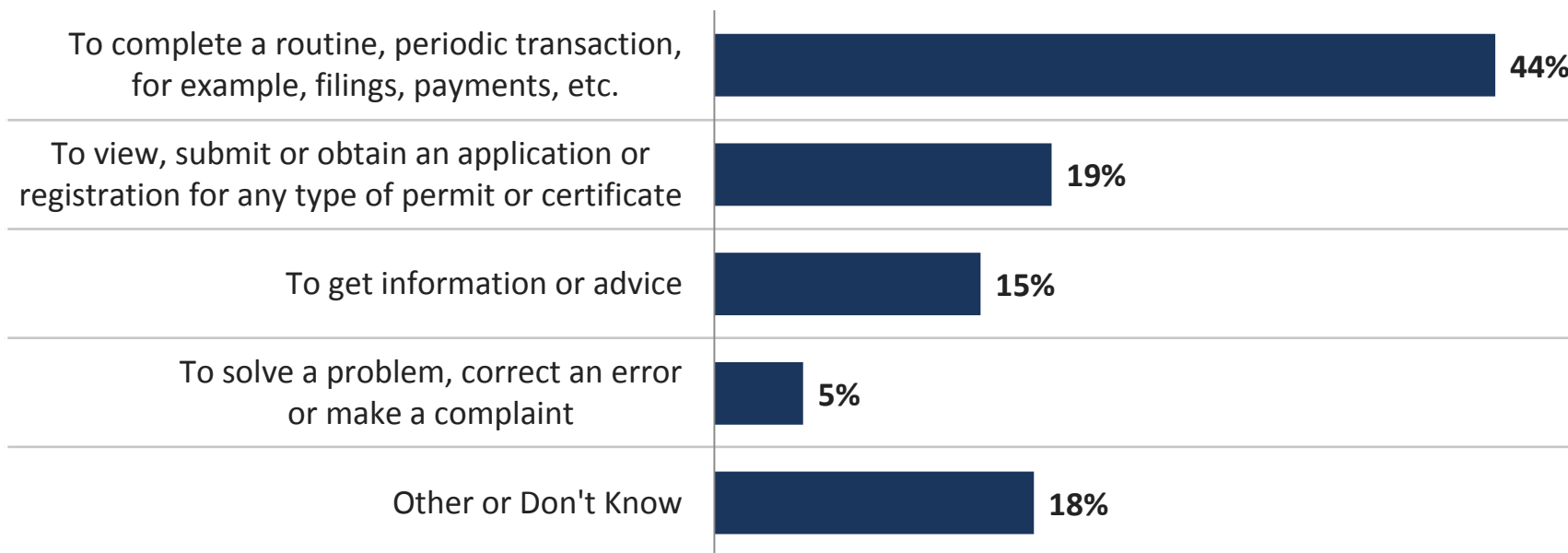
\*\* Caution: Small sample size (<50) in NWT.

Base: All respondents who evaluated a specific provincial/territorial service and provided a rating.



# Types of Transactions in NWT

The government services most often used by business clients in Northwest Territories are routine, periodic transactions (44%). Businesses are much less likely to obtain services related to permits or certificates (19%), or to get information or advice (15%). Only five percent of transactions involve solving a problem, correcting an error or making a complaint.



Base: NWT respondents who evaluated a specific provincial/ territorial service and provided a rating.

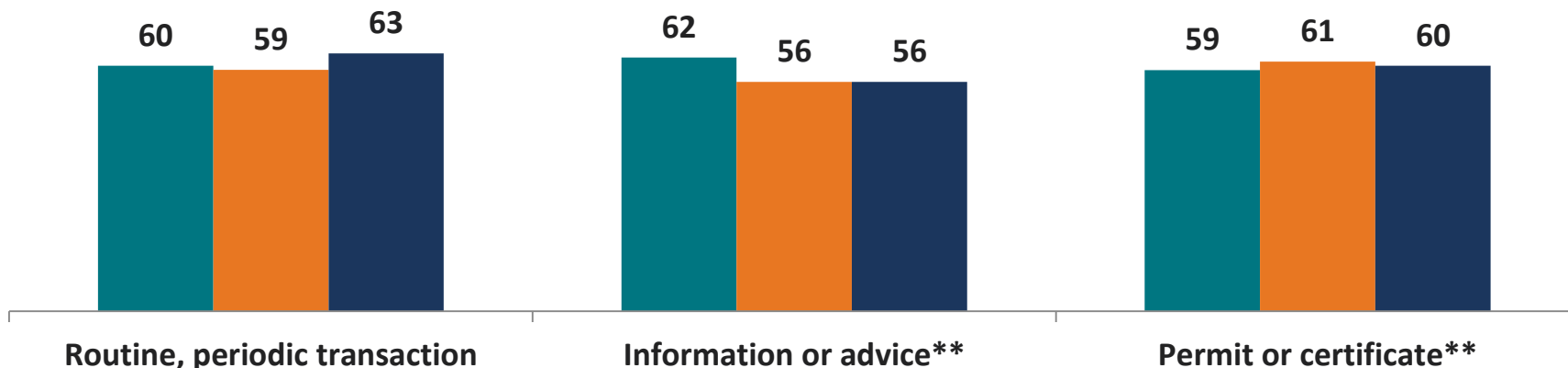
C3. Now we have some questions about your experience with [INSERT SELECTED SERVICE]. Which of the following best describes the type of interaction?

# Performance by Type of Transaction

Satisfaction scores for services provided by Northwest Territories are similar across different types of transactions. As with service categories, CSI scores for transaction types do not differ significantly between Northwest Territories, Canadian jurisdictions in general, and the province or territory with the highest score.

## Client Satisfaction Index\* by Type of Transaction

■ NWT ■ Canada ■ Best Provincial/ Territorial



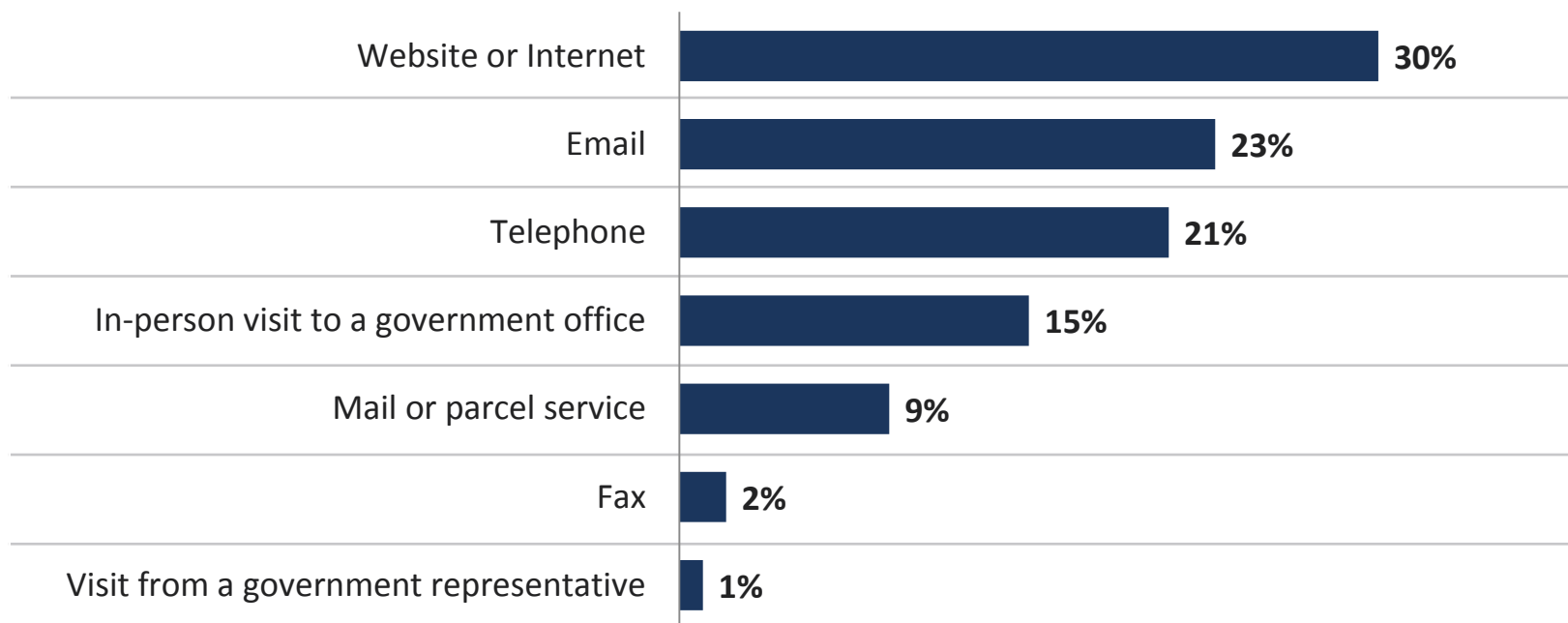
\* The Client Satisfaction Index is an average 0 to 100 score of the ratings of three attributes: overall satisfaction, the service equaling the best anywhere and exceeding expectations.

\*\* Caution: Small sample size (<50) in NWT.

Base: All respondents who evaluated a specific provincial/territorial service and provided a rating.

# Channels Used in NWT

Just over one-half of transactions with businesses in Northwest Territories occur either over the internet or by email. Approximately one-in-five are done by telephone and fifteen percent via in-person visits to a government office. Other channels are used for fewer than one-in-ten recent transactions.



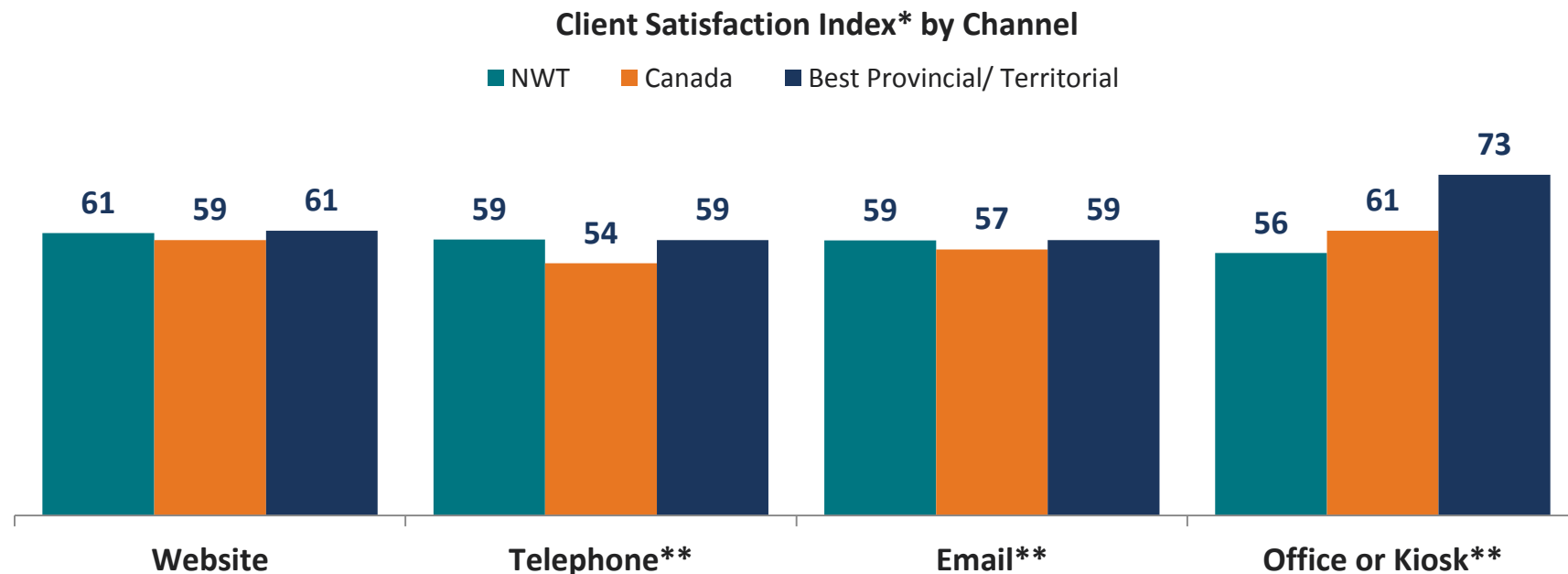
Base: NWT respondents who evaluated a specific provincial/ territorial service.

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

# Performance by Channel

Satisfaction scores for business services provided by Northwest Territories are similar across three different channels, but appear to be lower for office or kiosk transactions. Due to the small sample size of business representatives who use this particular channel, however, the differences are not statistically significant.

Northwest Territories receives the highest provincial/ territorial scores for transactions conducted on the website, telephone and by email.



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

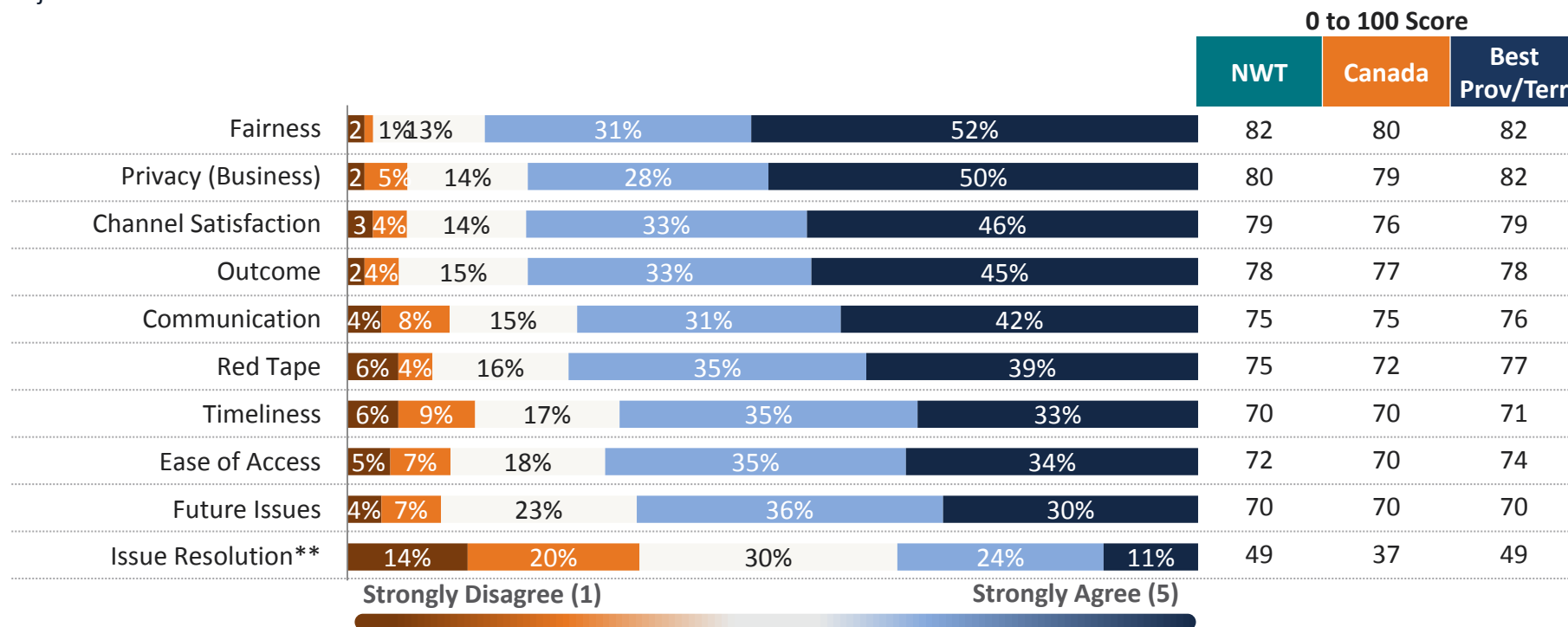
\*\* Caution: Small sample size (<50) in NWT

Base: All respondents who evaluated a specific provincial/territorial service and provided a rating.

# Performance for Service Attributes\*

Two-thirds or more of business representatives rate all attributes of Northwest Territories' service provision 4 or 5 on the 5-point scale, with one exception--only one-third of businesses who experienced issues or problems agree that their issues were easily resolved. However, this is consistent with other jurisdictions and the score for Northwest Territories on this attribute is the highest among provinces or territories.

Scores for Northwest Territories on all attributes are on a par with those for Canada as a whole, as well as for the best in class jurisdiction.



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

\*\* Based on respondents who had issues or problems when accessing the service (C14). Caution: Small sample size (<50) in NWT.

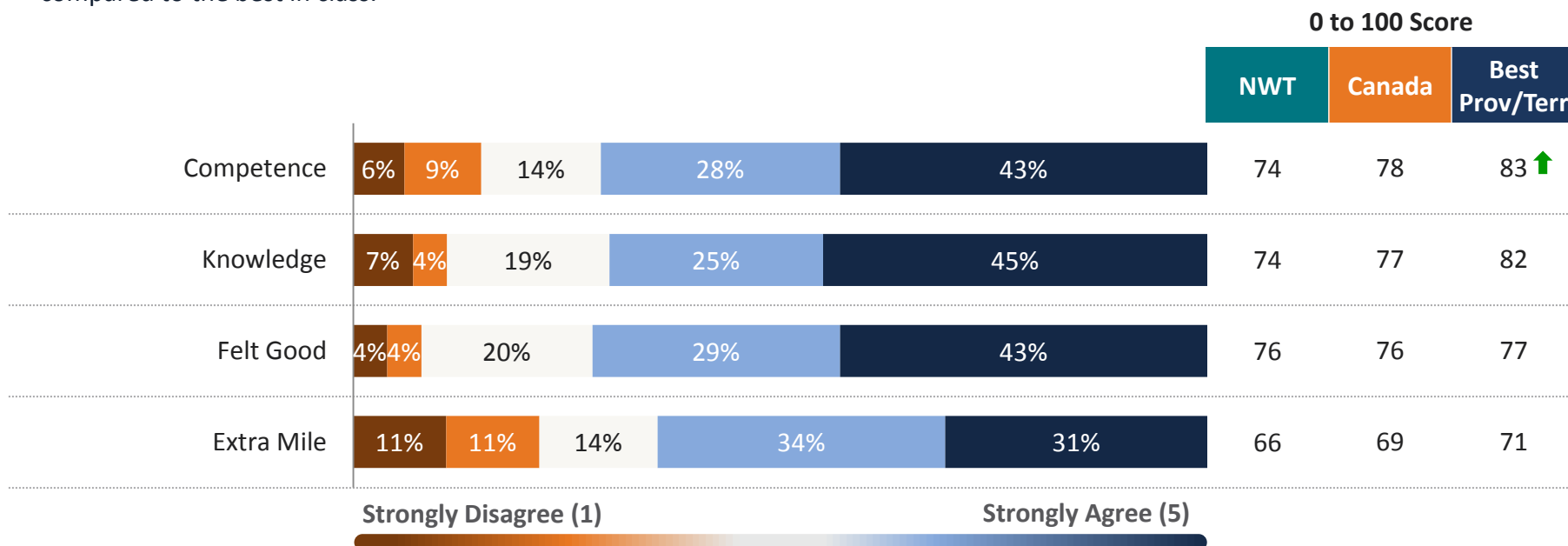
Base: All respondents who evaluated a specific provincial/territorial service and provided a rating.

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

# Performance for Staff Service Attributes\*

Business users of Northwest Territories' services rate the staff they interact with more positively in terms of their competence, knowledge and making them feel good about the interaction than they do for going the extra mile. About seven-in-ten businesses rate their service experience 4 or 5 on the 5-point scale on the first three staff attributes, compared to around two-thirds who provide similar ratings for going the extra mile.

While scores for Northwest Territories are comparable to those for Canada as a whole, they are lower for staff competence when compared to the best in class.



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

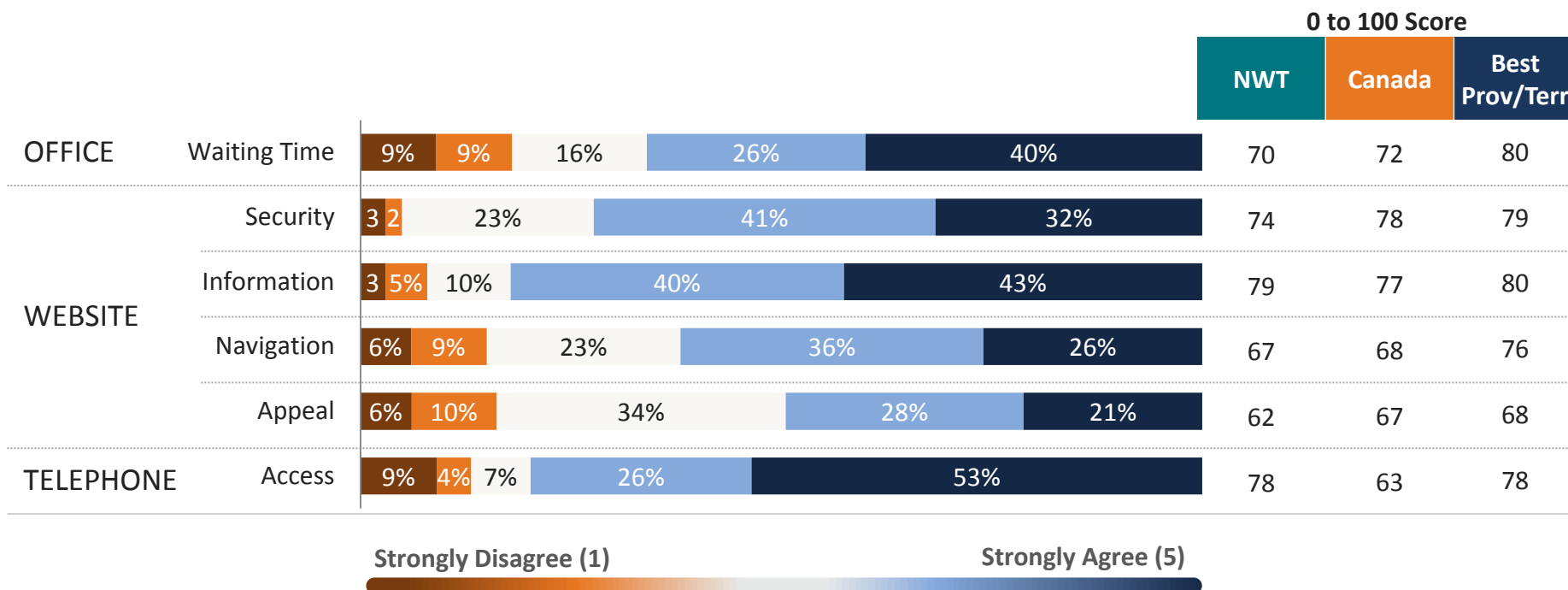
↑↓ Arrows indicate statistically significant differences

Base: All respondents who evaluated a specific provincial/territorial service using a channel which involves staff (face-to-face or over the telephone) and provided a rating.

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

# Performance for Channel Specific Attributes\*

Levels of satisfaction with most channel-specific attributes among businesses in Northwest Territories are similar to those for Canadian businesses in general. Compared to the highest-scoring jurisdiction, however, Northwest Territories scores are lower in terms of office wait times and ease of finding information on the government's website (navigation). At the same time, Northwest Territories scores highest for ease of telephone access.



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

Base: All respondents who evaluated a specific provincial/territorial service using the channels specified in the table and provided a rating.

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



## 4. Drivers of Satisfaction



# Key Driver Analysis

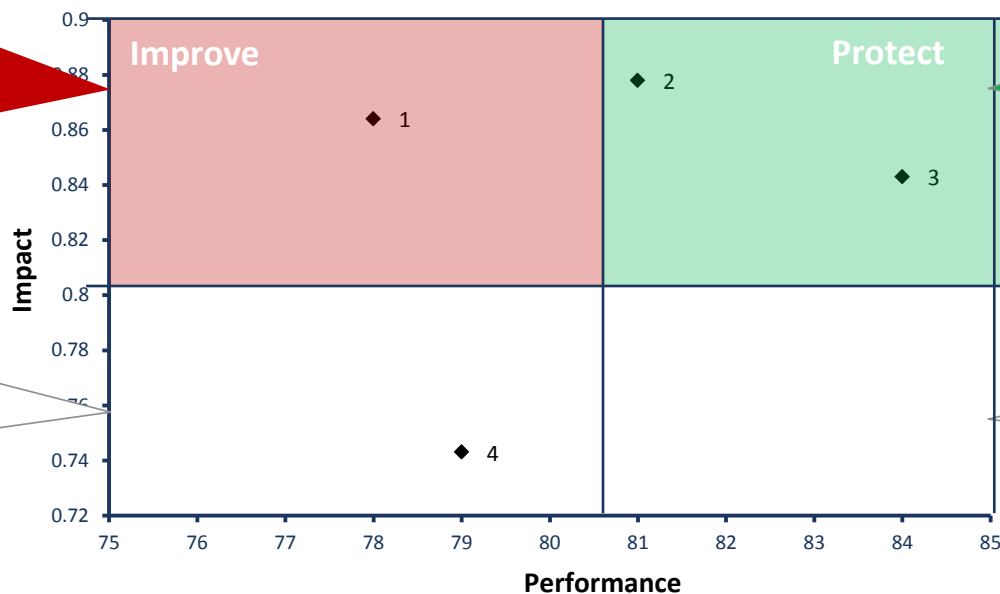
A central objective of this research is to determine which drivers have the most impact on the CSI, allowing service providers to focus on improving those which represent the greatest opportunity to improve the service experience.

Multivariate analysis was conducted to determine which drivers have the most impact on the CSI.

# 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.

# Key Drivers to Increase Business Client Satisfaction in Northwest Territories

As demonstrated on the matrix to follow, the priority areas for improvement for Northwest Territories include timeliness of service, going the extra mile, resolving future issues, website navigation and ease of access to the service. These are service areas that rank relatively high in importance but where performance is relatively low.

Service levels should be maintained or “protected” with respect to staff attributes of making business representatives feel good about their interaction, and being knowledgeable and competent. Channel performance and website information also fall into this category. Northwest Territories performs relatively well in these service areas that also rank high in importance.

## The key drivers for Northwest Territories are:



**Extra Mile**



**Timeliness**



**Future Issues**

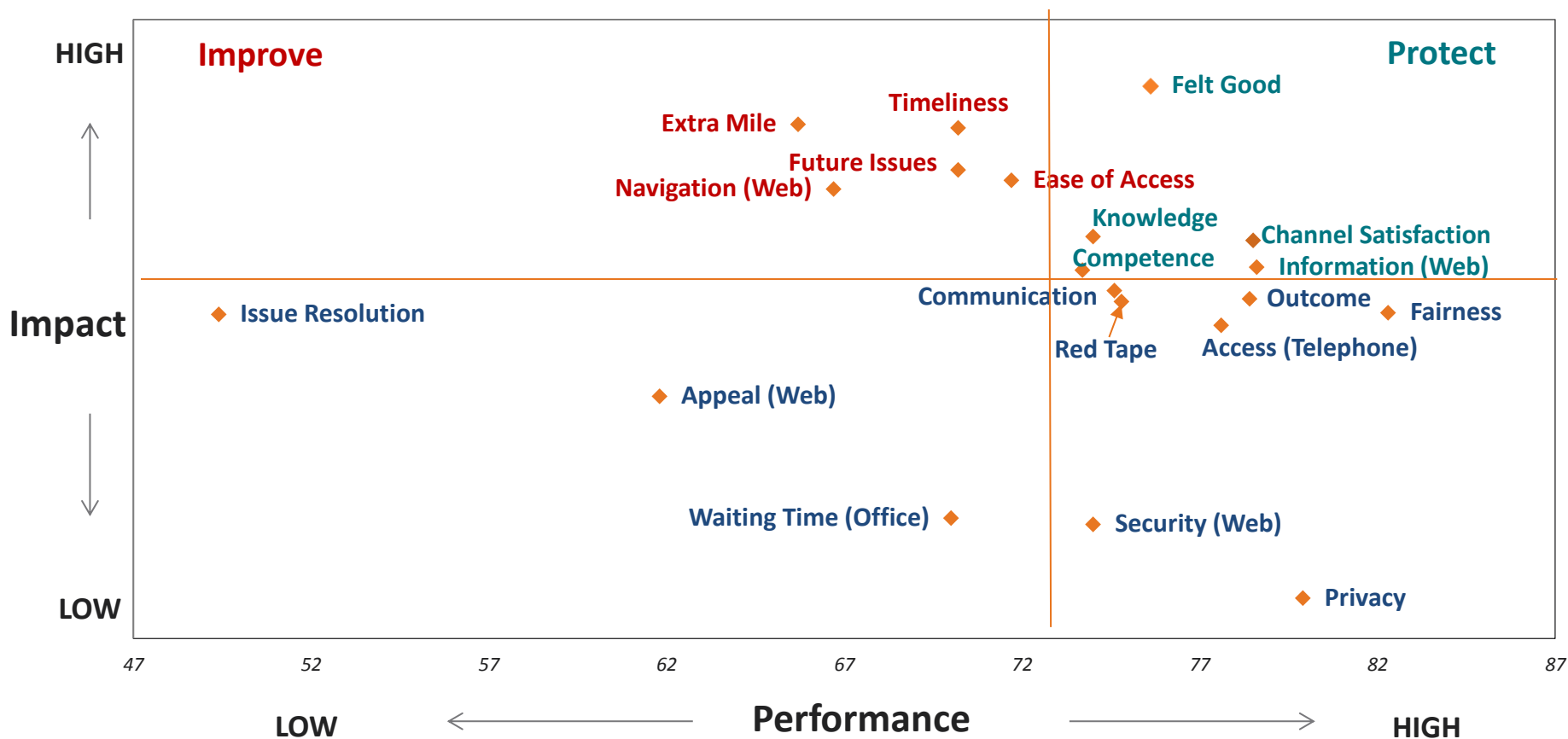


**Ease of Access**



**Navigation (for online transactions)**

# Importance/Performance Matrix



\* Note that “Impact” represents squared Pearson’s correlation coefficients (pairwise against the dependent variable (the CSI 3-item index) based on the national sample), and “Performance” represents the average score for the jurisdiction (0 to 100) for each driver (independent variable).

# Service Improvements Suggested by NWT Business Clients

When asked to suggest areas for improvement, business users of Northwest Territories' services are most likely to recommend improvements to website navigation and to staff competence and training, as well as increasing the speed of service.

	Percent of Businesses in NWT
<b>Better website/ easier to navigate/ more user friendly</b>	<b>12%</b>
<b>Improve staff competence, courtesy, training</b>	<b>11%</b>
More competent/ experienced/ better informed staff	8%
More clerks/ tellers available	3%
<b>Wait time or speed of service</b>	<b>9%</b>
<b>Improve process/ make it easier or more efficient</b>	<b>7%</b>
<b>More/ clearer/ up-to-date/ accurate information</b>	<b>7%</b>
<b>Better/ improved communication</b>	<b>7%</b>
<b>Improve customer service</b>	<b>5%</b>
<b>More/ easier access</b>	<b>5%</b>
<b>Prefer to speak to a real person/ less automation</b>	<b>4%</b>
<b>Online availability (forms, etc.)</b>	<b>4%</b>
<b>Follow up/ call back/ be more responsive</b>	<b>3%</b>
<b>Improve telephone service/ options</b>	<b>3%</b>
<b>Branch/ location</b>	<b>3%</b>
<b>Nothing or don't know</b>	<b>28%</b>

Mentions of less than 3% are not shown

Base: NWT respondents who evaluated a specific provincial/ territorial service.

*C17. If you were to use this service again, what one thing could government do to improve it?*

# Verbatim Comments



“Make their websites more user-friendly and have easier access to government telephone numbers and email addresses. If they could think outside the box, not like government but like a business.”

**Online, Human Resources**



“Get back to the employers ASAP. Staff should know whom to contact. They shouldn't ask you to call back again because the person is missing and they don't know what to do.”

**Telephone, Health and Safety**



“I guess have information readily available for people answering the phones, instead of there being multiple transfers and holds because when you call you're kind of getting passed around. It would be nice if the front end staff had the information.”

**Telephone, Legal**



“Be more responsive; quicker to respond. A lot of times I have to follow up with a phone call because they don't respond to the email.”

**Email, Finance**



## 5. 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 with the actual service time as reported by business users of territorial services in Northwest Territories, and across Canada. Included in the analysis are measures of the timeliness of telephone and internet transactions, as well as the number of webpages that a user needs to view in order to access the desired service or information.



# Service Expectations – Delivery Timeliness

Relative to their expectations, businesses in Northwest Territories report spending much longer times on the government's website to find information for routine services, as well as on the telephone to get information or start a transaction. The number of webpages required to find information or start a service transaction is in line with expectations. This pattern is consistent with that of businesses in Canada as a whole.

	NWT		Canada	
	Service Expectation	Recalled Service Time	Service Expectation	Recalled Service Time
	Average Number of Minutes*/Pages			
Reasonable/recalled amount of time to spend online finding the information you need when visiting a government website for a routine service	7.2	12.7	6.4	11.1
Reasonable/recalled number of webpages to look at to find the information or start a service transaction	2.8	3.0	3.0	4.5
Reasonable/recalled amount of time on the telephone to get information sought or start a transaction (including multiple calls)	8.1	15.9	7.4	18.1

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

Base: Section D Respondents/ Respondents who evaluated a specific provincial/territorial service accessed via the online channel/ telephone

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

D6./C11. What is a reasonable number of web pages you think you should have to look at/ How many webpages did you look at in order to find the information you needed or the place to start your transaction?

D7./ C8. How many minutes do you think is a reasonable amount of time to spend on the phone/ What was the total number of minutes that you spent on the telephone to get the information that you were seeking or to start the transaction that you conducted?

# Service Expectations – Time Spent Using Online Channel

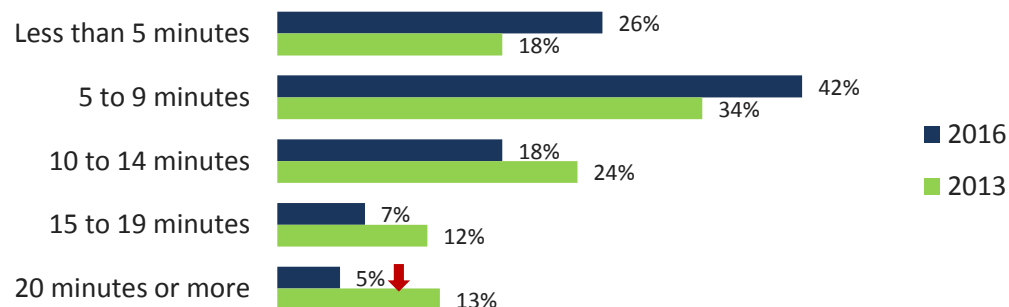
Businesses in Northwest Territories, in common with those in other jurisdictions, have increased expectations of the amount of time they should have to spend online to obtain government services. Currently, just over two-thirds of business representatives consider less than 10 minutes to be reasonable, compared to about one-half who did so in 2013.

Business expectations are not being met by the government of Northwest Territories, as only 44% of businesses say they are spending less than 10 minutes online to find information or start a service. One-half say they are spending over 10 minutes, including one-quarter who spent 20 minutes or more.

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

NWT  
7.2 minutes  
CANADA  
6.4 minutes

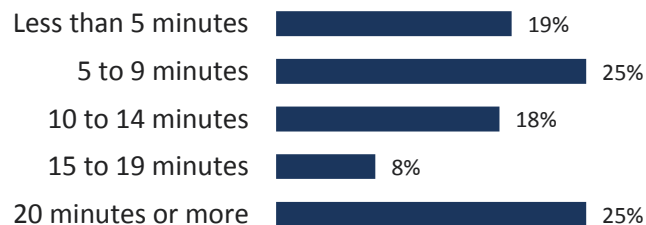
Minutes spent online considered reasonable by NWT businesses\*



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

NWT  
12.7 minutes  
CANADA  
11.1 minutes

Number of minutes spent online by NWT businesses



\* Note: the question wording was changed slightly since the 2013 measure

↑↓ Arrows indicate statistically significant differences

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

Base: Expectations: Respondents who answered Section D; Recalled time spent: Respondents who used the online channel for the service they rated

# Service Expectations – Number of Webpages

Businesses in both Northwest Territories and throughout Canada generally expect to look at about three government webpages to find information or start a service transaction. While this expectation is being met in Northwest Territories, it falls somewhat short in Canada as a whole.

At the same time, expectations appear to be increasing as businesses in Northwest Territories are more likely now than in 2013 to consider only one or two webpages to be a reasonable number to have to look at to fulfill their service needs.

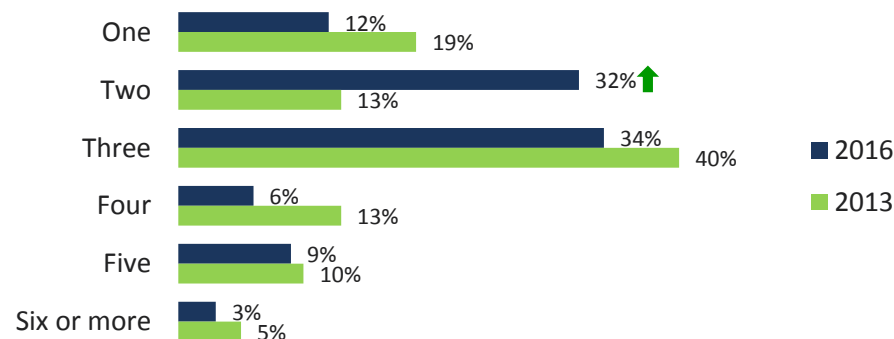
*Reasonable number of webpages to look at to find the information or start a service transaction\**

NWT  
2.8 pages  
CANADA  
3.0 pages

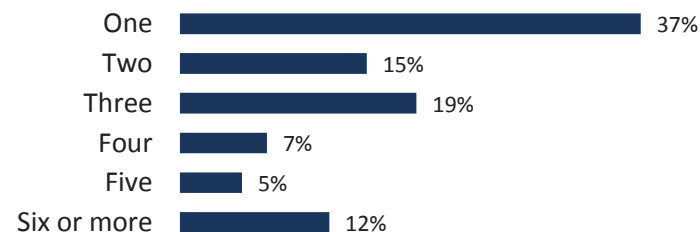
*Number of webpages you looked at to find the information or the place to start your transaction*

NWT  
3.0 pages  
CANADA  
4.5 pages

Number of webpages considered reasonable by NWT businesses\*



Number of webpages looked at by NWT businesses



\* Note: the question wording was changed slightly since the 2013 measure.

↑↓ Arrows indicate statistically significant differences

Base: Expectations: Respondents who answered Section D; Recalled number of pages: Respondents who used the online channel for the service they rated

# Service Expectations – Telephone Channel

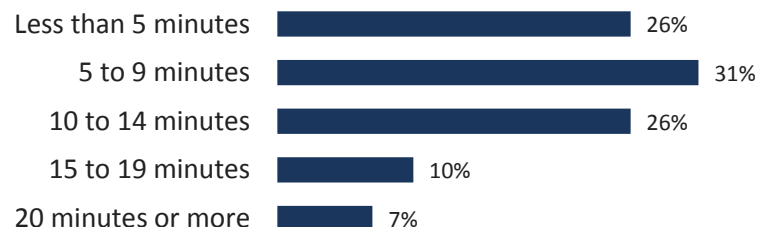
Governments in Northwest Territories and across Canada are not meeting the expectations of business when it comes to the amount of time spent on the telephone to access their services. Businesses in Northwest Territories, on average, report having to spend twice as long on the phone as they would expect to, while those in Canada as a whole report spending almost two and a half times as long.

Reducing this gap by increasing service levels or managing expectations should be a priority for all jurisdictions, unless it is strategically used to drive customers to the online channel.

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

**NWT**  
8.1 minutes  
**CANADA**  
7.4 minutes

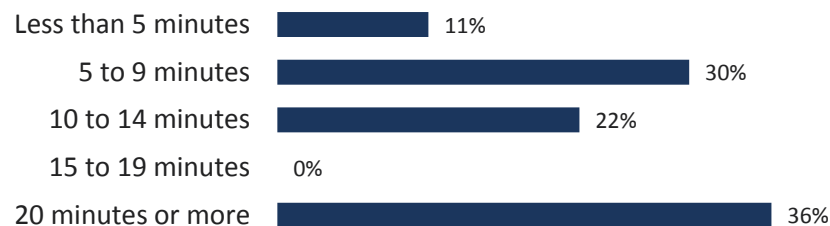
Time spent on the telephone considered reasonable by NWT businesses\*



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

**NWT**  
15.9 minutes  
**CANADA**  
18.1 minutes

Amount of time spent on the telephone by NWT businesses



\* Note: the question wording was changed slightly since the 2013 measure.

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

Base: Expectations: Respondents who answered Section D; Recalled time spent: Respondents who used the telephone channel for the service they rated



## 6. Channel Usage and Preferences\*

\* Note: Findings presented in this section are based on responses by businesses in Northwest Territories 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

Businesses in Northwest Territories are less likely than those in Canada as a whole to have used a single channel to receive government services, and much more likely to have used four or more. Fully one-in-five businesses in Northwest Territories claim to have used at least four channels to receive the service they required, twice the proportion for Canada as a whole.

Business users are most likely to have used two channels in both Northwest Territories and across all jurisdictions.

## Number of Channels\* Used to Get Provincial/Territorial Services

	NWT	Canada
One	25%	39% ↑
Two	37%	37%
Three	18%	14%
Four or more	21% ↑	9%
<b>Average</b>	<b>2.5</b>	<b>2.0</b>

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

↑↓ Arrows indicate statistically significant differences

Base: All respondents who evaluated a specific provincial/territorial service.

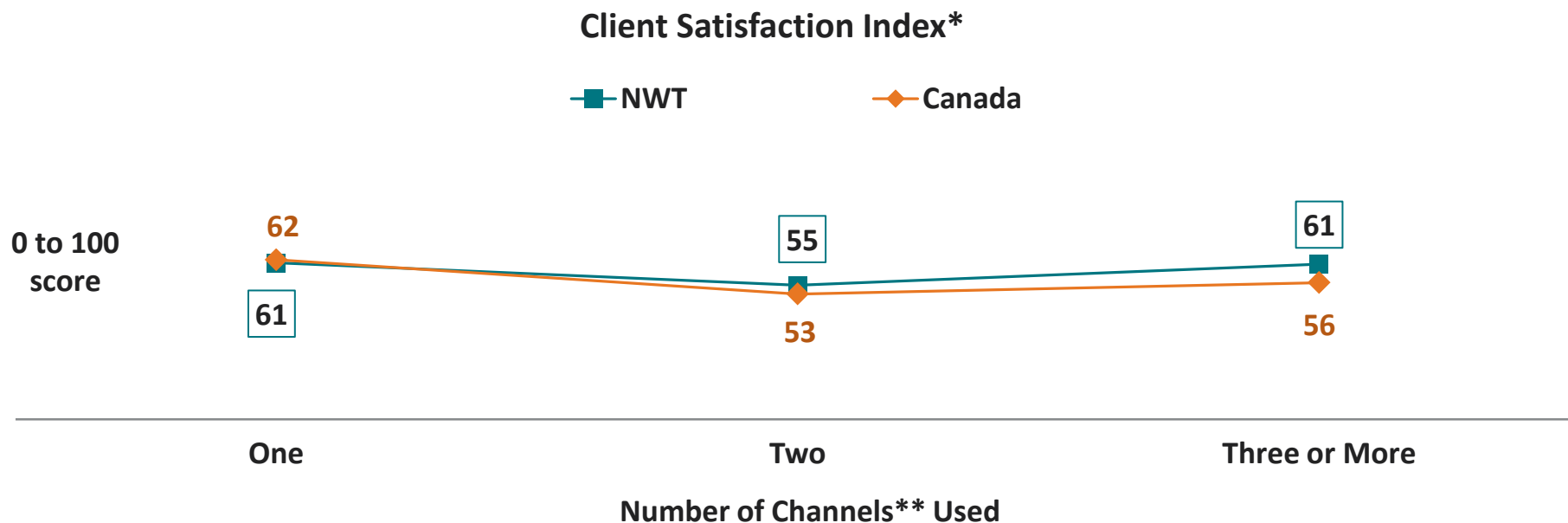
C4. And what was the initial channel or method of accessing this service?

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

# Impact of Number of Channels Used on Service Experience

There is a slight decline in satisfaction with territorial services when the number of channels utilized for service increases from one to two. However, the difference is not statistically significant and there does not appear to be any decline in satisfaction among businesses in Northwest Territories when the number of channels used increases to three or more. The pattern is the same across Canada.

This indicates that single-channel service fulfillment may not lead to increased satisfaction.



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

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

Base: All respondents who evaluated a specific provincial/territorial service.

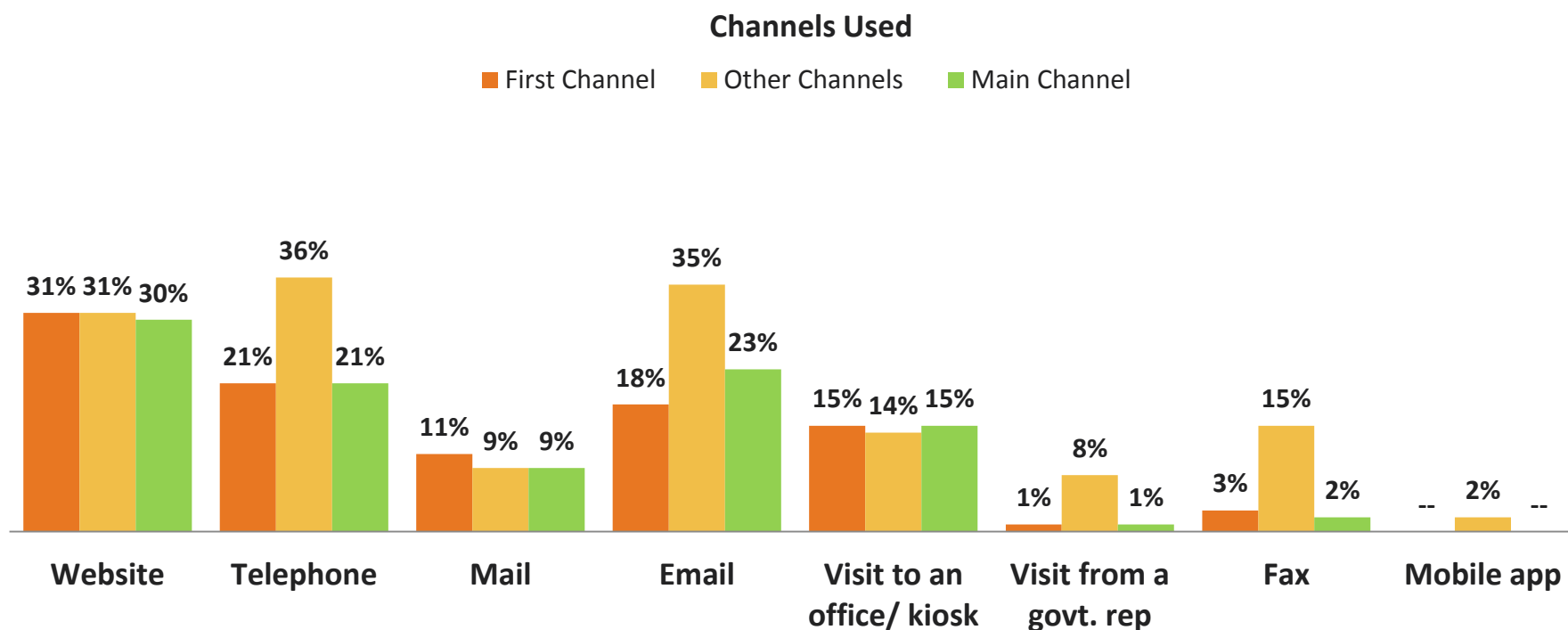
C4. And what was the initial channel or method of accessing this service?

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

# Channel Usage in NWT

Businesses in Northwest Territories are equally likely to report using a website to access government services initially, in conjunction with other channels, or as the main channel. In contrast, telephone and email are more likely to be used in combination with other channels than as the initial or main channel, as are fax and visits from a government representative.

In comparison to the three main channels (websites, telephone and email), other channels are used less frequently.



Base: NWT respondents who evaluated a specific provincial/ territorial service.

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

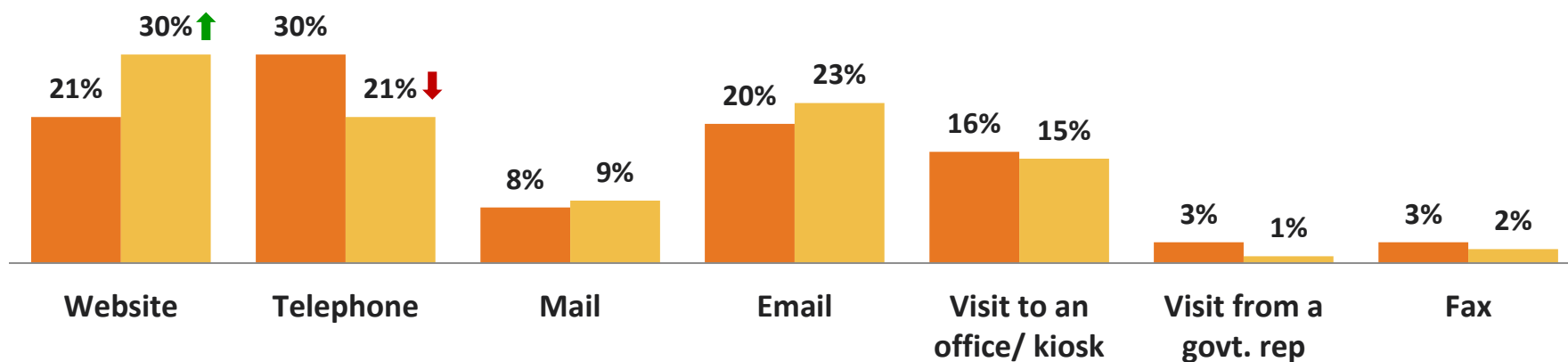


# Main Channel Used in NWT: TCOB4 vs. TCOB5

Businesses in Northwest Territories are increasingly likely to use a website as their primary channel for accessing government services (30% vs. 21% in 2013), and correspondingly less likely to use the telephone (21% vs. 30% in 2013). Use of email as the main channel also appears to be increasing. Usage of other channels continues to be lower and has not changed significantly since 2013.

Main Channel Used

2013 2016



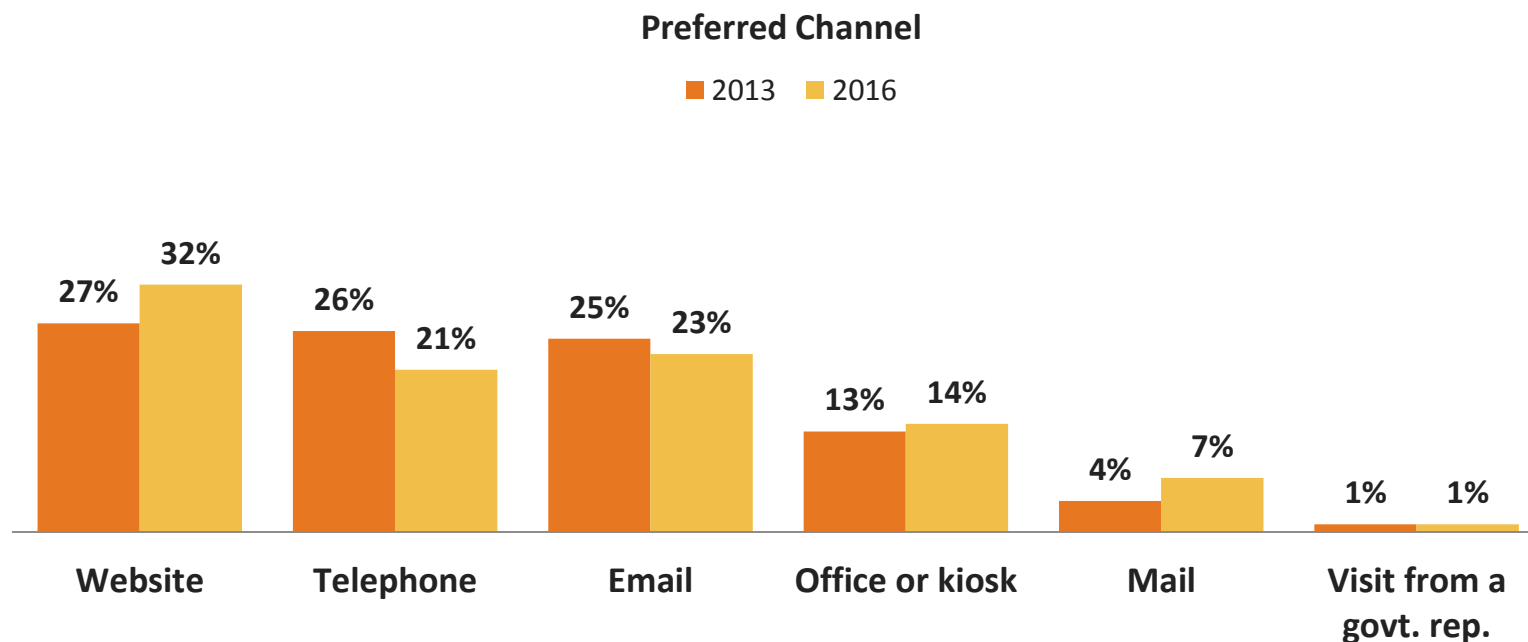
↑↓ Arrows indicate statistically significant differences

Base: NWT respondents who evaluated a specific provincial/ territorial service.

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

# Preferred Channel in NWT: TCOB4 vs. TCOB5

Channel preferences tend to reflect current usage. As such, businesses in Northwest Territories appear to increasingly favour accessing government services online rather than by telephone. Preference for email and office or kiosk visits has not changed significantly, while remaining channels continue to appeal to fewer businesses.



Base: NWT respondents who evaluated a specific provincial/ territorial service.

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

# Preferred and Main Channels Used

For the most part, business representatives in Northwest Territories used their preferred channel for their recent transaction. Almost all businesses who preferred to use a website, the telephone or email were able to do so.

	All Channels	Main Channel Used by Businesses in Northwest Territories when using Territorial Services		
		Website	Telephone	Email*
<b>Preferred Method of Contact for Future Services:</b>				
Website	32%	95%	2%	3%
Telephone	21%	2%	95%	-
Email	23%	-	2%	97%

\* Caution: small base (<50)

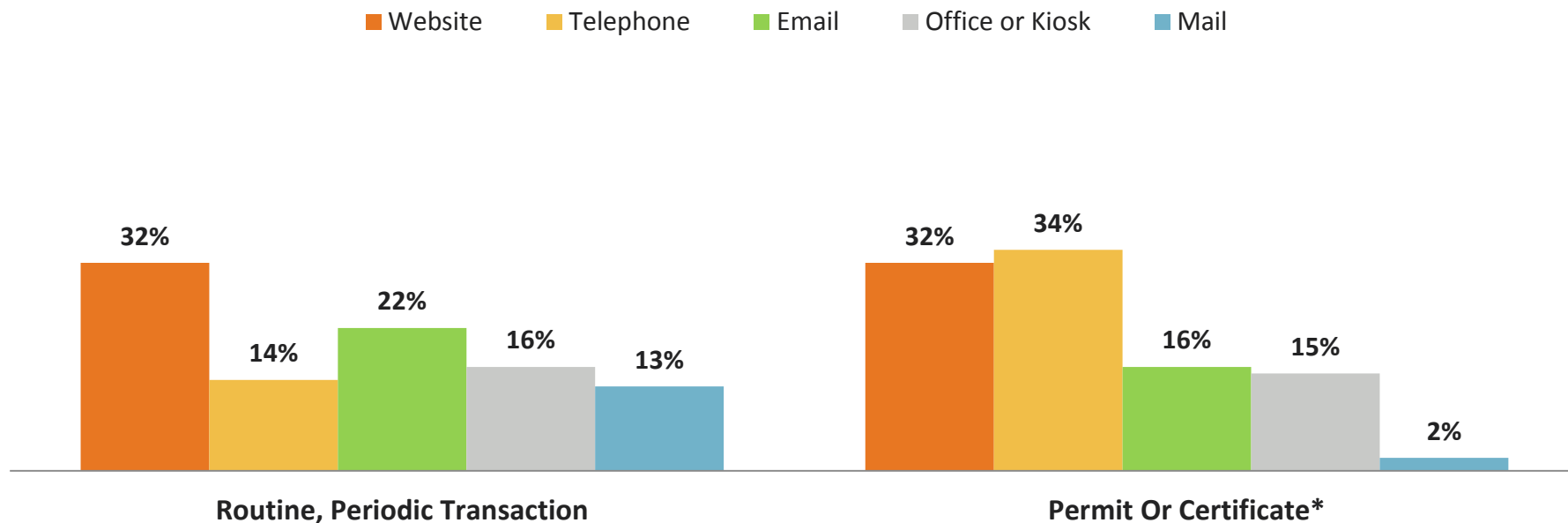
Base: NWT respondents who evaluated a specific provincial/ territorial service.

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

# Channels Used by Type of Transaction

Businesses in Northwest Territories are most likely to use websites as their primary channel when it comes to routine or periodic transactions, followed by email. Businesses are equally likely to choose websites or the telephone as their primary channel for obtaining permits or certificates, with much lower use of alternative channels.

**Main Channel by Transaction Type**



\* Caution: small base (<50)

Base: NWT respondents who evaluated a specific provincial/ territorial service.

C6. Of all these various channels for accessing this service, which was the principal or primary one you used? C3. Now we have some questions about your experience with [INSERT SELECTED SERVICE]. Which of the following best describes the type of interaction?



## 7. Moving Services Online

# Website Penetration

A government website is the main channel used for 30% of the territorial government transactions conducted by businesses in Northwest Territories. This is much lower than the national average of 43%, and the highest-ranked jurisdiction at 50%.

Percent of Provincial/ Territorial Services Conducted on the Website or Internet



Base: Respondents who evaluated a specific provincial/ territorial service.

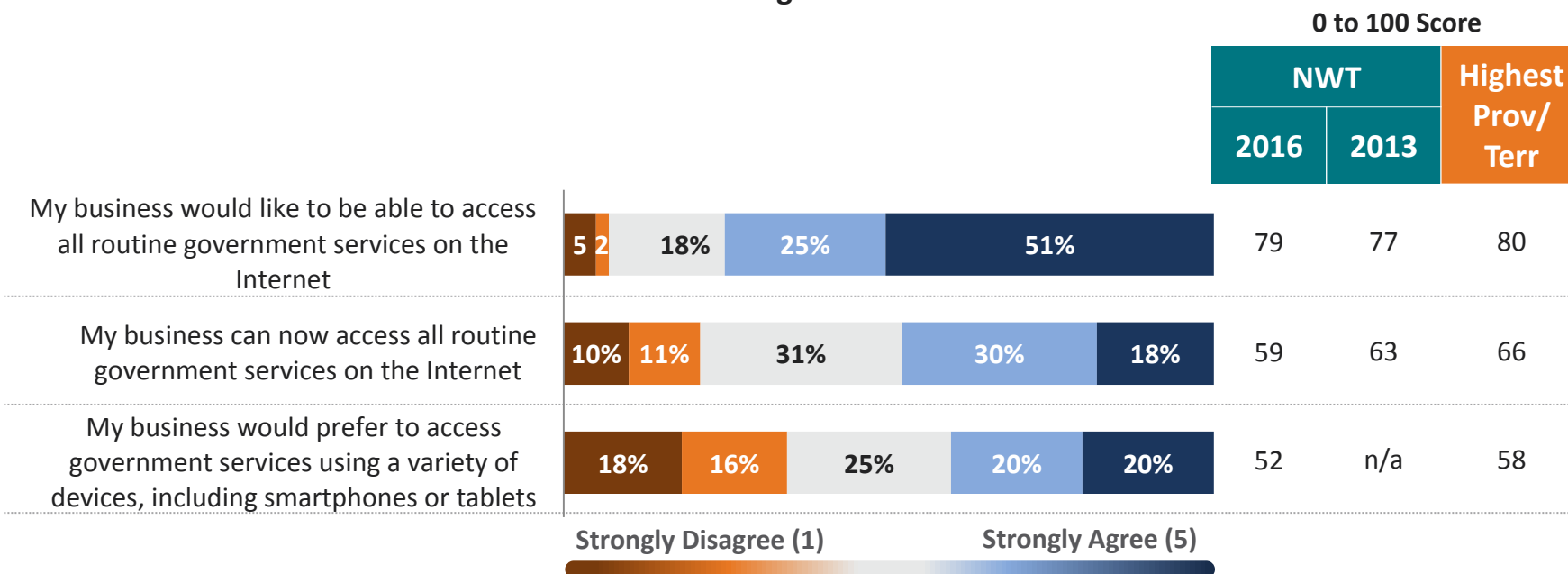
C6. Of all these various channels for accessing this service, which was the principal or primary one you used?

# Using the Internet to Obtain Government Services

About three-quarters of businesses in Northwest Territories express strong interest (4 or 5 on the 5-point scale) in being able to access all routine government services on the internet. Less than one-half agree that they are currently able to do so, while only four-in-ten would prefer to access these services using a variety of electronic devices.

Businesses in Northwest Territories do not differ significantly from those in the jurisdictions with the highest levels of interest in internet services, current access to those services, or preference for using a variety of devices for access.

## Accessing Services Online



Base: Section D respondents who provided a rating.

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

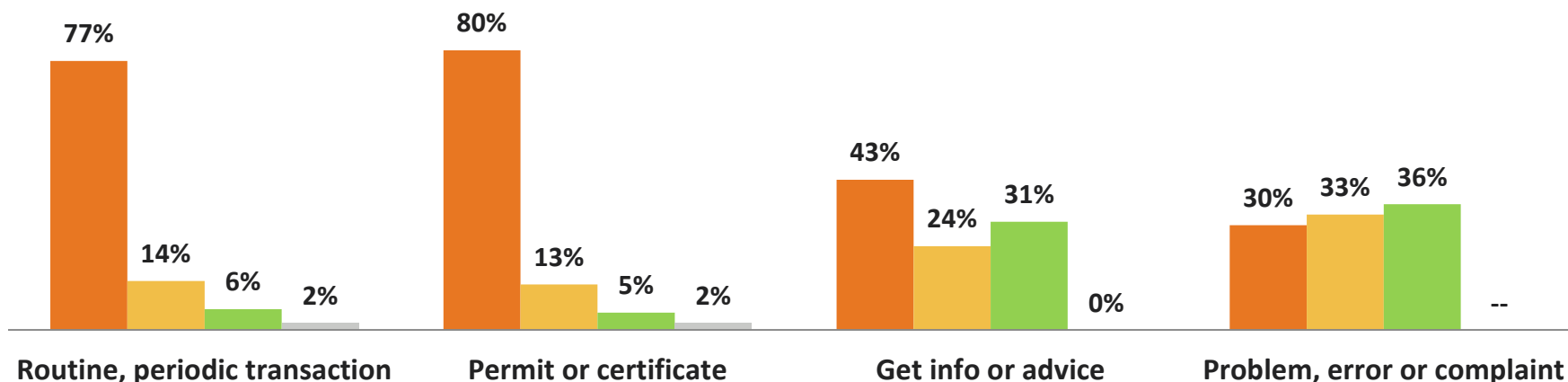
# Impact of Transaction Type on Preference for the Internet

Businesses in Northwest Territories overwhelmingly prefer to use a computer over other methods to access government services or information for permits and certificates (80%) and for routine or periodic transactions (77%). When it comes to getting information or advice and dealing with problems, errors or complaints, preferences are spread more evenly over different channels.

At present, only a small minority of businesses express a preference for conducting transactions using mobile devices.

## Preferred Channel for Types of Transactions

Computer Government Office Telephone Mobile Device



Base: NWT Section D respondents who provided a rating.

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

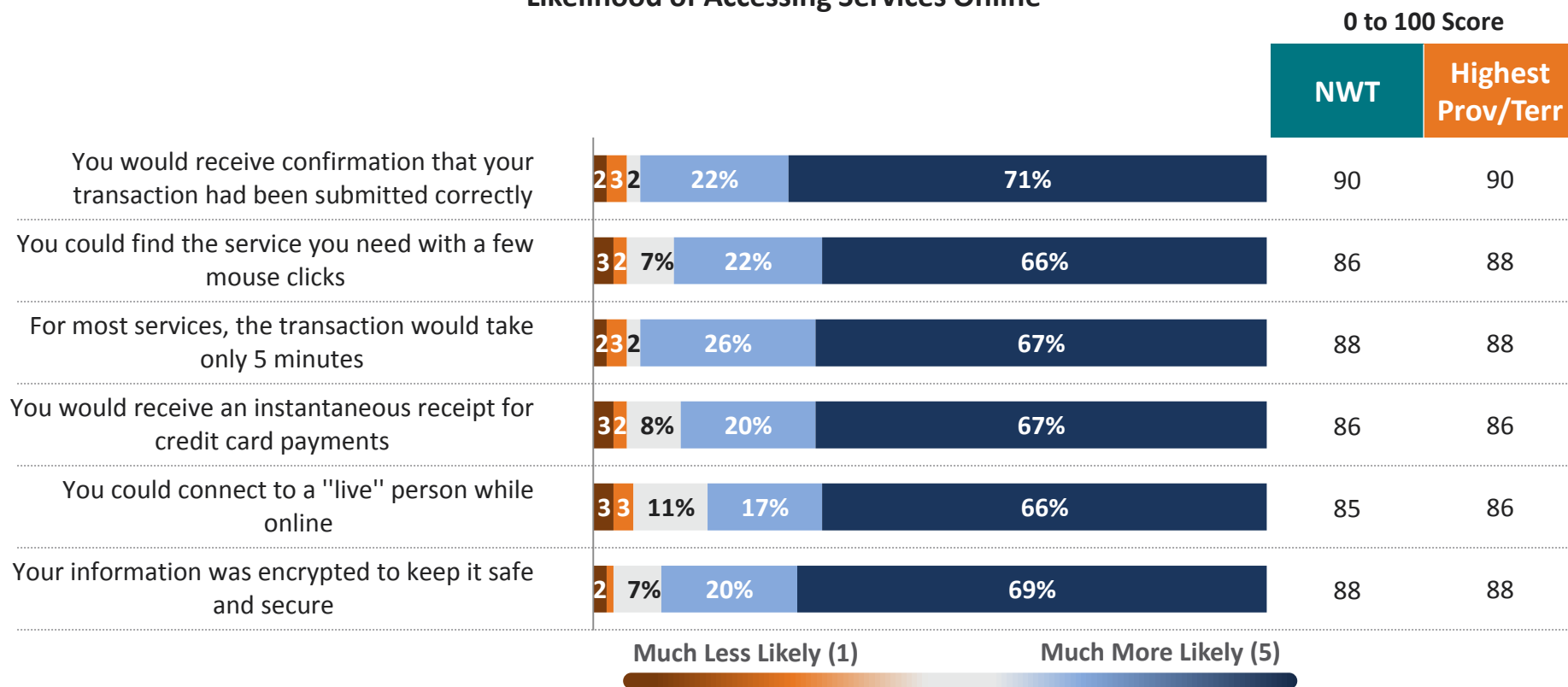


# Increasing Use of Services Via the Internet

Two-thirds or more of business representatives say they would be much more likely (5 on the 5-point scale) to use government services online rather than by telephone or in-person at a government office if any of the six service enhancements evaluated were offered.

The appeal of these online services to businesses in Northwest Territories is similar to that of businesses across Canada.

## Likelihood of Accessing Services Online



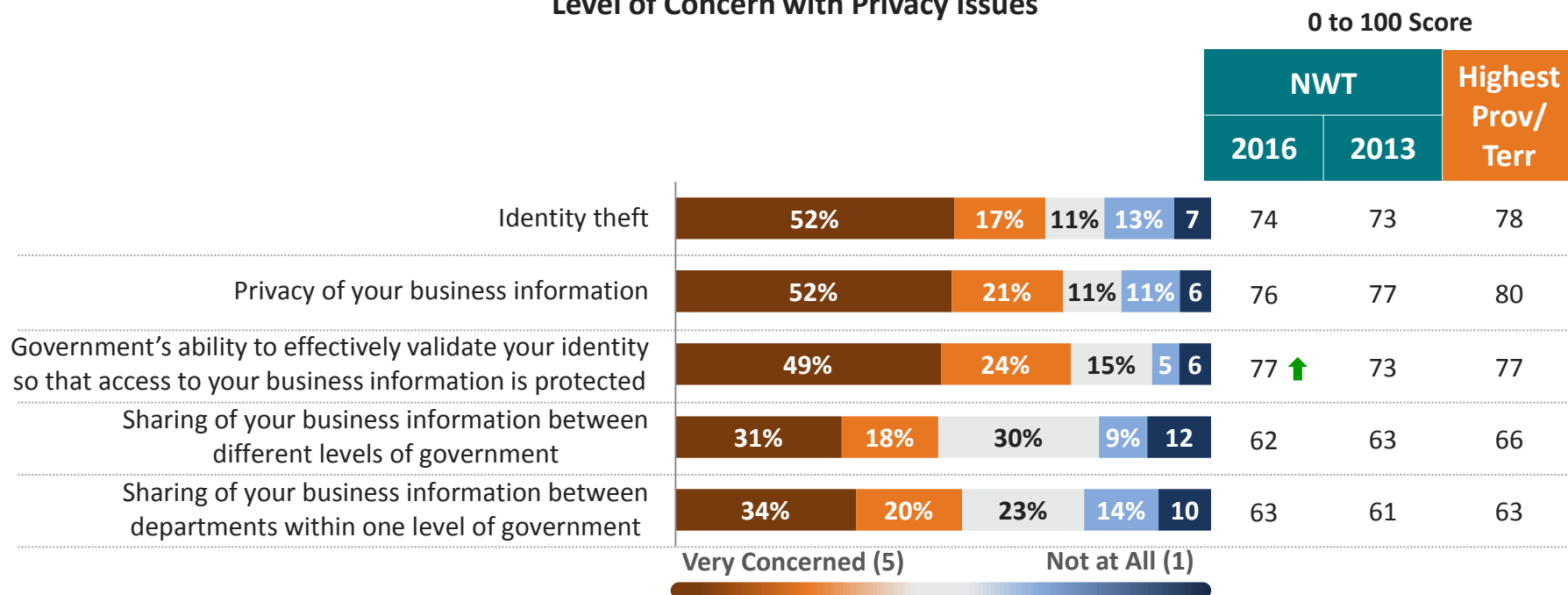
Base: Section D respondents who provided a rating.

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

# Security and Privacy Concerns

Security and privacy when conducting transactions online remain prevalent issues for businesses in Northwest Territories. About seven-in-ten business representatives are concerned about identity theft, privacy of their business information, and the government’s ability to protect that information. In comparison, only about one-half express concern over sharing their business information with government, whether it is between different levels or within a single level of government.

### Level of Concern with Privacy Issues



↑↓ Arrows indicate statistically significant differences

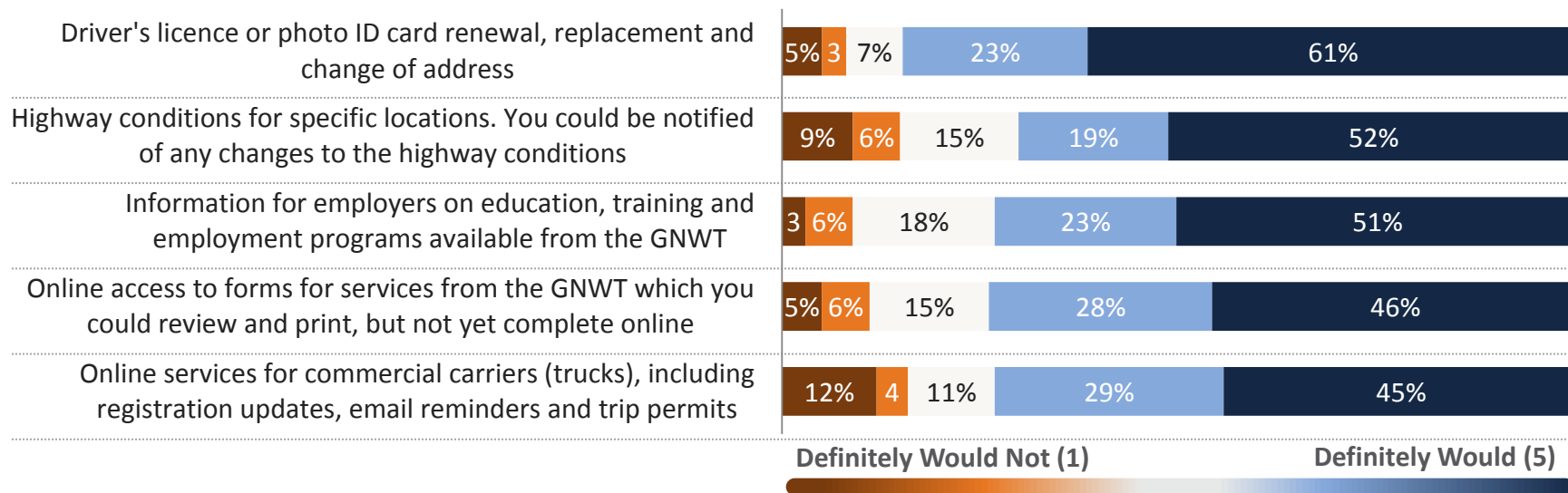
Base: Section D respondents who provided a rating.

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

# Likely Use of Online Services if Offered by GNWT

A large majority of business representatives say they would be likely to use any of the five services evaluated if the Government of Northwest Territories were to offer them online. Over eight-in-ten businesses would be likely (4 or 5 on the 5-point scale) to renew, replace or update their driver's licence or photo ID card online. At least seven-in-ten would be likely to access online services related to highway conditions, information for employers, forms for government services, and online services for commercial carriers.

## Likelihood of Using Online Services if Offered by GNWT



Base: NWT respondents who provided a rating.

D3. If the following GNWT services were available online, how likely would you be to use them?



## 8. Regulatory and Red Tape Issues

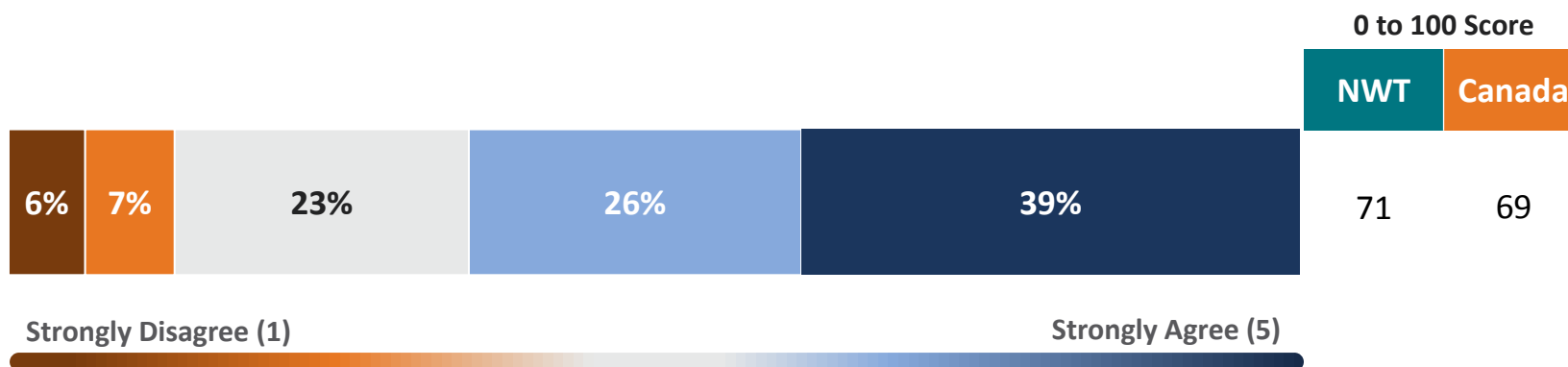
# Common Business Identity Number

Two-thirds of businesses in Northwest Territories agree (4 or 5 on the 5-point scale) that different levels of government should offer a common business identity number that allows access to their services, provided that it is password-protected and no private business information is shared between levels of government.

A small percentage of businesses (13%) are opposed (1 or 2 on the 5-point scale) to this concept.

Interest in a common identity number is consistent with the overall scores in Canada.

## Agreement with Offering a Common Business Identity Number



Base: NWT Section E respondents who provided a rating

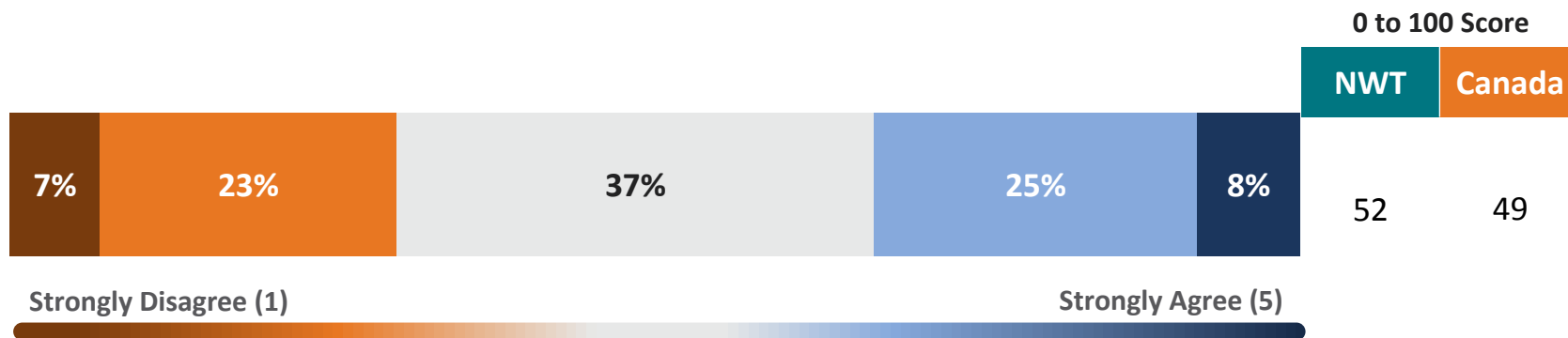
*E1. The different levels of government could offer a common business identity number so that your business could access services from municipal, provincial/territorial and federal levels of government using one ID number. It would be password-protected. While you could use the number to access different services, your private business information is not shared between levels of government. To what extent do you agree or disagree that this should be offered?*

# Regulatory Requirements

Businesses in Northwest Territories are polarized in their opinions regarding the reasonableness of regulatory requirements they experience. While one-third agree (4 or 5 on the 5-point scale) that the number of requirements are reasonable, an almost equal proportion disagree (30% assign ratings of 1 or 2 on the 5-point scale). Close to four-in-ten are neutral (3).

Perceptions regarding the reasonableness of regulatory requirements held by businesses in Northwest Territories are similar to those of Canadian businesses in general.

## Agreement that Regulatory Requirements are Reasonable

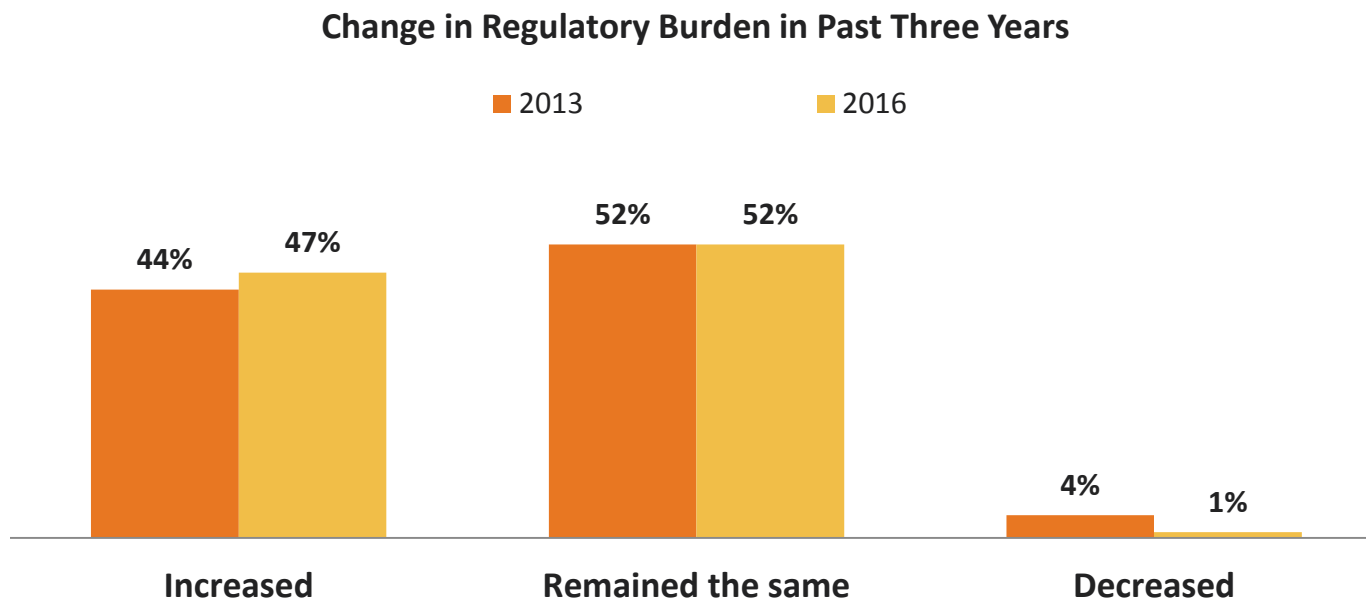


Base: NWT Section E respondents who provided a rating.

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

# Attitudes Toward the Change in Regulatory Burden

Businesses in Northwest Territories remain divided in their perceptions of whether the regulatory burden has increased or remained the same over the past three years. Just under one-half continue to believe the burden has increased, while just over one-half still do not perceive any change. As in 2013, only a negligible minority believe the burden has decreased.

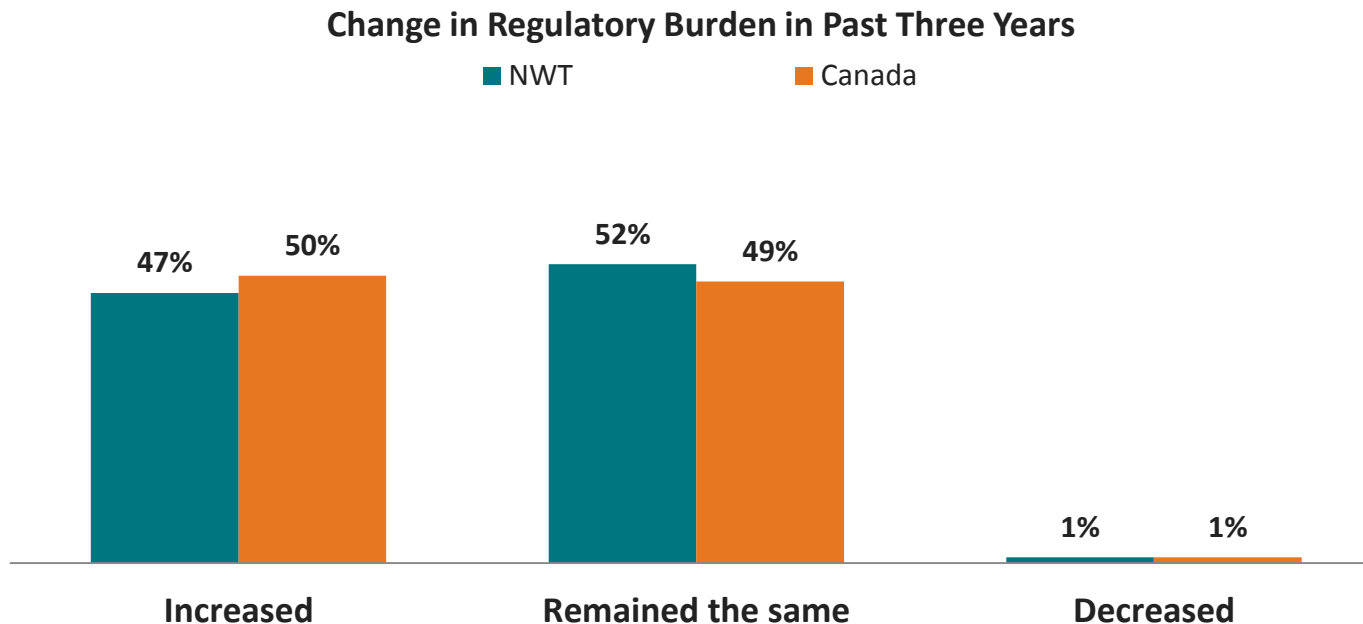


Base: NWT Section E respondents who provided a rating.

E3. Overall, during the past three years, would you say that regulatory burden for your business has increased, decreased or remained the same?

# Change in Regulatory Burden: NWT vs. Canada

Businesses in Northwest Territories have similar perceptions to those of Canadian businesses in general regarding changes in regulatory burden over the past three years.



Base: NWT Section E respondents who provided a rating.

E3. Overall, during the past three years, would you say that regulatory burden for your business has increased, decreased or remained the same?



# Attitudes Toward Red Tape Reduction

Businesses in Northwest Territories provide a score of 72 or higher for the effectiveness of each of the potential means of reducing regulatory burden.

Options for Red Tape Reduction:	0 to 100 Score		
	NWT		Canada: 2016
	2016	2013	
Being notified when all documentation required for a service has been received	84	n/a	84
Establishing service standards so that you would know how long it would take to receive a license, for example	79	82	79
Having fewer policies and regulations	75	71	78
Having just ONE government identity card or number for my business to access services provided by any level of government	78	79	76
Electronic alerts and automatic notifications would make it easier for your business to navigate the service delivery process	72	71	66

Base: Section E respondents who provided a rating.

E4. How much do you agree or disagree that electronic alerts and automatic notifications would make it easier for your business to navigate the service delivery process? E5. Please tell me how effective each of the following options would be in reducing the regulatory burden on your business using a 5-point scale where 1 = "Very Ineffective" and 5 = "Very Effective".



## Appendix

# About Taking Care of Business

The initial Taking Care of Business survey was published in 2004, establishing baseline measures with respect to satisfaction of business representatives, and expectations of service from government, at all levels.

This is now the fifth in this series of studies which have been conducted every 2 to 3 years under the direction of the Institute for Citizen-Centred Service (ICCS). These extensive and rigorous business 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.

Over the past 12 years the Taking Care of Business surveys have plumbed key facets of the business-government interface, including:

- Satisfaction with government services provided to businesses;
- The drivers of satisfaction, by delivery channel;
- Business representatives' expectations in terms of service standards; and
- Timely issues, such as 'red tape' and accessing services online.

The Taking Care of Business approach is modelled on the Citizens First series, launched in 1998.

# Making Taking Care of Business More Actionable

Taking Care of Business 5 continues to report key trends and changes from previous waves of the survey, and also continues the tradition of breaking new ground.

A number of important changes have been made to the methodology and approach for Taking Care of Business 5. Key changes include:

- 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 Taking Care of Business 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.
- Special topics explored in this iteration include probing the usage of online government services, drivers of online usage and perceptions of the regulatory burden on businesses.

# NWT Sample Composition: Years in Operation and Size

The profile of business participants in both waves of the study is highly comparable to the universe of businesses in the territory.

	TCOB4 (2013)	TCOB5 (2016)
(Unweighted proportions)	(285) %	(205) %
<b>Years in Operation:</b>		
Less than 6 months	1%	-
6 months to less than 24 months	1%	1%
2 years to less than 5 years	6%	4%
5 years to less than 20 years	39%	35%
20 years or more	53%	59%
<b>Size of Business (by Number of Employees):</b>		
4 or less	38%	40%
5 to 19	43%	44%
20 to 99	13%	13%
100 or more	6%	2%

\* Equals less than one-half of one percent.

# NWT Sample Composition: Industry

Industry:	TCOB5 (2016)
Mining, quarrying, and oil and gas extraction	1%
Construction	10%
Manufacturing	2%
Wholesale trade	5%
Retail trade	15%
Transportation and warehousing	6%
Information and cultural industries	3%
Finance and insurance	2%
Real estate, rental and leasing	3%
Professional, scientific, and technical services	19%
Management of companies and enterprises	1%
Educational services	2%
Health care and social assistance	7%
Arts, entertainment and recreation	1%
Accommodation and food services	10%
Other services (except public administration)	12%
Other or Not Stated	*

\* Equals less than one-half of one percent.

# Service-to-Business Categories

For provincial and territorial services, service experiences are grouped into the following service categories. This typology has been drawn from previous Citizens First and TCOB studies.

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

# Wording of Satisfaction Attributes

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

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



# Wording of Service Attributes

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

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