An Integrated Approach to Conducting Client Satisfaction Surveys

Analysis of requirements and proposal for a client satisfaction measurement program

Prepared for

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Chapter *1*

BACKGROUND AND GOALS OF THIS PROJECT

1.1 Background

The Five Pillars of the HRDC-Quebec Region vision

- information to support decision making;
- community capacity buildings;
- preventive measures;
- development of policies;
- highest-quality services.

As part of its ongoing efforts to offer the highest quality of service to its clients, Human Resources Development Canada (HRDC), Quebec Region, has decided to provide its Human Resources Canada Centres (HRCCs) and its other operational centres with tools to help them plan and conduct client surveys, compile and analyze the resulting data, and take action on the results.

There is a consensus within HRDC-Quebec Region that systematic, rigourous measurement of client satisfaction with the products and services offered by the Region is essential to building the fifth pillar of the region's vision: delivering services of the highest quality. There is also a consensus that the primary responsibility for improving the region's services lies with

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the HRCCs and other operational centres, because it is they that control the daily delivery of services. Needless to say, the Regional Office shares this responsibility, insofar as it provides work tools, rules, and procedures to enable the centres to deliver these services.

HRDC-Quebec Region wishes to move with the current trend within the federal government, in which departments are being encouraged to conduct consultations with their various groups of clients in order to understand and satisfy citizens' expectations. The work recently sponsored by the Canadian Centre for Management Development constitutes an essential foundation for this effort.[1] The present project represents a response by HRDC-Quebec Region to the expectations set by the Quebec Council of Senior Federal Officials regarding the establishment of a pilot project to develop a common approach to measuring client satisfaction while respecting the differences among organizations; this concern arises from a study on this subject by Daniel J. Caron and Sony L. Perron.[2] Also, HRDC-Quebec Region already has its own tradition of measuring client satisfaction and client needs, and any new initiatives must build on this foundation. This foundation includes two earlier reports in which **Circum Network Inc.**[3] began investigating the subject of the present project and which in a sense constitute a sub-set of it.

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[1] Erin Research, *Citizens First,* report prepared for the Citizen-Centred Service Network and the Canadian Centre for Management Development, October 1998; Faye Schmidt in co-operaton with Teresa Strickland, *Client Satisfaction Surveying: Common Measurement Tools*, December 1998; Faye Schmidt in co-operation with Teresa Strickland, *Client Satisfaction Surveying: A Manager's Guide*, report prepared for the Citizen-Centred Service Network and the Canadian Centre for Management Development, December 1998; Geoff Dinsdale and D. Brian Marson, *Citizen/Client Surveys: Dispelling Myths and Redrawing Maps,* report prepared for the Citizen-Centred Service Network and the Canadian Centre for Management Development, March 1999.

[2] Daniel J. Caron et Sony L. Perron, *Relevé des méthodes de mesure de la qualité des services dans les ministères et organismes fédéraux*, March 1999.

[3] *Développement d'une méthodologie de rétroaction-clientèle pour la Région du Québec de Développement des ressources humaines Canada*, report prepared for HRDC-Quebec Region, February 1998; *Développement d'outils de cueillette de renseignements auprès des utilisateurs des produits d'information de DRHC–Québec*, report prepared for HRDC-Quebec Region, September 1999.

1.2 Goals

The goals of the present project were to plan a client satisfaction measurement program and to produce a self-directed training document on the implementation of client surveys. The program and the guide are designed for employees of HRDC-Quebec Region who do not necessarily have the knowledge required to conduct formal, systematic surveys. The tools in the guide are to be used for measuring, sampling, collecting data, analyzing data, interpreting results, and implementing recommendations. They include standardized questionnaires for various types of clients and various service conditions. While providing the essential methodological foundations, the self-directed training document takes a pragmatic, down-to-earth approach, including devices such as decision trees and checklists.

This project was carried out in three phases. First, we developed the standardized questionnaires. Then we developed an operational framework for the client satisfaction measurement program. Finally, we developed the analytical support tools and mechanisms.

1.3 Developing standardized questionnaires

In the first phase of the project we developed standardized questionnaires for use by HRCCs and other operational responsibility centres. These questionnaires will be used to measure client satisfaction with the activities, products, and services of HRDC-Quebec Region. In principle, all of the various groups of clients and all of the products and services of HRDC-Quebec Region will be included in this survey process. The questionnaires are adapted to the differences among types of clients and types of services, but as much as possible, they provide common indicators that can be used for benchmarking and for monitoring performance over time. Where possible, these tools include questions about client/citizen expectations. The objective here is to provide the operational centres with a

set of pre-tested tools that are ready to use but that can also be adapted to the specific circumstances of a given survey.

To develop these standardized questionnaires, we conducted two sets of analyses.

- *An analysis of the information requirements of HRDC-Quebec Region managers*: For this analysis, we conducted a series of semi-structured interviews with managers to identify their needs for operational and strategic information about clients' expectations.[1, 2] We also examined about twenty questionnaires that the operational centres have used to obtain client feedback over the past few years, as well as past reports, to identify the concerns expressed in them. In addition, we examined the reports that describe the most recent trends in measuring client satisfaction within the federal government. Using all these sources, we compiled a list of managers' information requirements, ranked in order of priority.

- *An analysis of clients, services, and service points*: On the basis of in-depth interviews and HRDC-Quebec Region strategic planning documents, we prepared a list of the region's clients, services, and service points, and matched this list up with the list of information requirements.

With the information thus gathered, we then developed a measurement approach that can cover the entire client population served by HRDC-Quebec Region, as well as all the products and services that it offers these clients.

Chapter 2 of this report describes the context in which HRDC-Quebec Region delivers its services. Chapter 3 describes the information requirements that we identified, and Chapter 4 presents templates for questionnaires that can be administered to the region's various groups of clients.

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[1]   For a list of the managers whom we interviewed, see Appendix 1.

[2]   For a list of the questions discussed in these interviews, see Appendix 2.

1.4   *Developing an operational framework*

To develop an operational framework for the client satisfaction measurement program, we first identified three different options for managing this program and three possible methodological approaches to use in it. HRDC-Quebec Region then chose one management option and one methodological option. This process is documented in Chapter 5.

On the basis of these choices and of the analyses described above, we developed five questionnaires and put them through a pretesting process that simulated actual conditions as closely as possible. The results of the pretests (presented in Chapter 6) identifed a few adjustments that needed to be made, but also confirmed that these questionnaires would satisfy the clients to whom they were administered. These proposed questionnaires are structured to give clients enough latitude to express their points of view. These questionnaires also give the Department a framework that will facilitate analysis and interpretation of survey results.

Having completed all these steps, we went ahead and prepared a plan for a client satisfaction measurement program that will meet the needs of HRDC-Quebec Region while working with the resources available to it and the constraints that it faces. This program is described in Chapter 7 of this report.

1.5   *Developing an implementation support tool*

One of the needs most clearly expressed in the course of this project was for a tool to support the implementation of the measurement program. To meet this need, we developed a self-directed training document, structured around the major phases of a client-satisfaction survey. This document has been submitted separately.

Chapter *2*

SERVICE CONTEXT

This chapter provides some context for certain subjects that will be dealt with later in this report.

One of the premises of our work is that in measuring its clients' satisfaction, HRDC must consider the various types of clients that it serves. The question of the analytical classification of HRDC clients has been examined many times over the past few years. As a result of these efforts, together with the work done to develop HRDC-Quebec Region's new service philosophy, an initial typology of clients has been developed. This typology is presented in Exhibit 2.1.

EXHIBIT 2.1
Types of HRDC clients, based
on studies done to develop the new service philosophy

Employment Insurance clients	• first-time claimants • frequent users • recipients of special benefits • contentious cases
Income Security recipients	
Users of services of Labour Canada (employers and employees)	
All citizens who use any other services, and information services in particular	

We can enhance this classification if we recognize that it actually covers two different dimensions: not only the types of clients, but the types of services provided to them. To clarify these two dimensions, we could reclassify the various groups of clients as follows.

EXHIBIT 2.2
HRDC client groups, based on
types of clients and types of services provided

	Targeted Individuals	General Public	Businesses
Employment Insurance	first-time claimants frequent users special-benefits recipients contentious cases		Employers
Income Security	Recipients	Secondary inquiries	
Labour Code	Employees		Employers
Human Resource Development	LMI	Information (life transitions) MVPC	
Other services		ServiceCanada	Work permits SINs for foreigners

In the context of client satisfaction measurement, it is also important to identify the various channels through which services are delivered, because each of these channels has a distinctive set of service characteristics. The five current service channels are listed in Exhibit 2.3.

EXHIBIT 2.3
HRDC Service Channels

In-person	mainly at the HRCC
Telephone	mainly through the Regional Call Centre
Mail	mainly through the Regional Operations Centres and the ISP
On-line	through electronic kiosks and the Internet
Printed matter	preferred channel for distributing labour-market information

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Another important part of the service context is the service philosophy, which identifies the following main needs for the most numerous group of clients, Employment Insurance claimants:

- to receive courteous, welcoming service;
- to be listened to actively and empathetically;
- to be informed pro-actively;
- to understand the decisions affecting them;
- to know about the products and services available to them;
- to receive guidance in the use of HRDC technologies and products.

Lastly, the various documents analyzed in this study show that there are four phases that are common to the delivery of all services by HRDC-Quebec Region. These phases are listed in Exhibit 2.4.

EXHIBIT 2.4
Phases of Delivering Service

Receiving clients and directing them to the right place	
Service and processing	• processing • guidance • information • awareness-raising • referrals • handing out information products
Quality assurance (verification of response to needs)	
Follow-up	

Chapter 3

HRDC REQUIREMENTS

For the purposes of the present study, HRDC-Quebec Region can be said to have two types of requirements: requirements for information that it must gather from clients, and operational requirements associated with the implementation of a client satisfaction measurement program. This chapter looks at both types of requirements. We have taken it for granted that the current exercise to find ways of putting the new service philosophy into practice will address strategic requirements, such as the need to change the organizational and managerial culture.

3.1   Information to be gathered from clients

In the roughly twenty interviews conducted as part of this study, we gathered the opinions of managers and analysts from HRDC-Quebec Region as to what information it would be important to obtain from clients. Exhibit 3.1 lists the suggestions made by these interviewees.

Exhibit 3.1
Information To Obtain from HRDC-Quebec Region Clients

Responsiveness
- Quality of human contact
- Employees' attitude (courteousness, smiling, etc.)
- Breadth of services offered
- Satisfaction with respect to posted service standards (waiting time, time it takes to receive a response to a request, quality standards, etc.)
- Personalization of service
- Satisfaction with filing weekly reports by telephone to Regional Call Centre (Teledec)

Reliability
- Respect for confidentiality, especially at job-bank kiosks
- Satisfaction with new information-provision services
- Employees' competence
- Group sessions: among the topics covered, which ones did not meet your expectations? (clarity, length, tools, visual aids, etc.)
- Accuracy of information provided
- Relevance and sufficiency of information provided
- Satisfaction of information requests

Service outcomes (HRDC-Quebec Region service philosophy)
- Evaluate year-to-year trend regarding trust
- Feedback on client perspective concerning comfort with, trust in, and courtesy of service staff
- Ability to reassure clients about their concerns
- Response to clients' needs
- Degree of understanding of information provided

Access and facilities
- Satisfaction regarding waiting times on telephone
- Accessibility (parking, public transit, office hours, limited mobility, etc.)
- Ability to find one's way around HRDC offices
- Comfortableness of waiting rooms

Communications
- Quality of communication with the client
- Perceptions regarding clarity and complexity of the system
- Service in the official language of their choice
- Amount of information
- Clarity of information received
- Comments on the content of the voice information system (information capsules, ability to find other information desired)

Other information
- Purpose of visit to HRDC office
- Service/information sought
- Suggestions for improving current situation
- Client knowledge of various programs available(information, fees, labour force re-entry, etc.)
- Comfort with the technology used

We have classified this information according to the five dimensions of service delivery that the Common Measurements Tool (CMT) says should be used to measure client satisfaction. We have also added one dimension of our own, service outcomes, which refers specifically to the HRDC-Quebec Region service philosophy. The five service-delivery dimensions described in the CMT are as follows.

- **Responsiveness** is defined as "reacting readily, as to appeal." This definition gets to the heart of responsiveness in relation to service satisfaction. 'Reacting' connotes that an action occurs as a result of some other occurrence, in this case, a client's need or an appeal made by the client. An appeal, as applied here, refers to a service gap recognized by the client and conveyed to the service provider. 'Reacting readily' implies that there is a timely element to responsiveness. It is safe to assume that clients want to feel that public services respond to their needs and expressed views: this is at the core of client satisfaction..

- *Reliability* has been defined as "the ability to provide what was promised, dependably and accurately. The credibility of the service provider depends on this service dimension and thus can be considered as an essential factor of satisfaction.

- *Access and facilities* refer to the approachability and ease with which service is provided.

- *Communication* in service delivery should provide the client with accurate, understandable, relevant information and a means to be heard.

- *Cost* of services refers to user fees and value for services provided; this factor also encompasses related processes such as billing and payments. (The cost dimension was not discussed in the interviews conducted for this study.)

As can be seen, there is a close fit between the information that the HRDC-Quebec Region managers would like to obtain from their clients and the measurement priorities set out in the CMT. Understandably, because service outcomes vary so much from one organization to another, the CMT deals with them only briefly. In this regard, the following sections draw on the past studies done in Quebec Region to develop the regional service philosophy.

3.2   *Service outcomes*

The current exercises to develop the new service philosophy have identified three key objectives that HRDC-Quebec Region and its representatives will attempt to achieve in all their contacts with clients. Exhibit 3.2 lists these three objectives, along with the sub-objectives that give them concrete form.

These objectives and sub-objectives are crucial for measuring client satisfaction with service outcomes. The CMT says very little about desired outcomes, because they vary so much from one government program to another and even from one organizational unit to another, even if the units' programs are similar.

EXHIBIT 3.2
Service Outcome Objectives

Objective	Sub-objectives
Promote personal development	• increase awareness and provide guidance • facilitate access to resources, tools and information; • encourage continuous learning • encourage people and communities to invest in themselves
Apply legislation	• explain the meaning of the laws • provide information • place the emphasis on the outcome • investigate and prevent abuses • make wise use of public funds
Inspire trust	• reassure clients • listen actively • provide guidance • show respect for clients as individuals • communicate clearly and transparently • honour commitments • inspire trust in the organization, the individual, the community, and the government • increase trust in the capacities and potential of individuals and communities

3.3 Indicators for each step in the service delivery process

The logical organization of a government program is often represented by a chain sequentially linking inputs, processes, outputs, intermediate outcomes, and long-term outcomes.

Exhibit 3.3 shows that for each of these logical steps, there is an associated measure of satisfaction. This exhibit also clarifies that no single measuring tool can provide all the necessary information about client satisfaction because, for one thing, some information (such as satisfaction with a service process or transaction) concerns individuals, while other information (such as societal needs indicators) concerns communities.

EXHIBIT 3.2
Logical Organization of a Client Satisfaction Measurement Progra

LOGICAL SEQUENCE

SATISFACTION MEASUREMENT

Inputs
Tangible elements used to deliver
the service

Clients' satisfaction with facilities, tools, informat
products, etc.

Process
Mechanism put in place to deliver
the service

Clients' satisfaction with the transaction, the
procedures, the service staff, etc.

Outputs
Immediate, visible, concrete conse
quences of the inputs and the process

Clients' satisfaction with the information receive
the information given, the decision made, etc.

Intermediate Results
Concrete benefits provided to
clients

Clients' satisfaction with the response to their
needs, the improvement in their situation, thei
trust in the organization, etc.

Long-term Results
Contributions to a broader
problem-solving strategy

Social indicators

3.4 *Elements to measure*

The work on the CMT highlighted five elements of the service delivery
process that organizations must measure in order to respond rationally to
information about client satisfaction. These five elements are client's
expectations, their perceptions of the service experience, the level of
importance they attribute to the various aspects of service, their level of

satisfaction, and their priorities for improvement. It is not necessary to cover all five of these elements in a single survey instrument, but the overall measurement strategy (for example, the combination of several measurement activities or methods) should provide information on all of them.

- *Client expectations*. Clients perceive the quality of the service that they receive in light of their expectations. These expectations therefore constitute one of the levers that managers can use to improve their clients' satisfaction, and the reason why managers may publish their service standards.

- *Perceptions of the service experience*. Clients' satisfaction depends on the gap between their service expectations and their perception of the service they actually receive. Clients' perceptions in this regard often differ from those of the staff delivering the service, which makes gathering information about client perceptions all the more important.

- *Level of importance*. While client satisfaction depends on the gap between expectations and perceptions of service, this relationship is affected by the level of importance that clients attribute to a particular service event or aspect of service. Dissatisfaction with a service aspect that a client considers less important will not have the same impact as the same level of dissatisfaction with an aspect that the client considers crucial.

- *Level of satisfaction*. The level of satisfaction is the client's subjective response to a service event or series of service events. It depends on the client's initial expectations, the client's perceptions of the service actually received, and the level of importance that the client attributes to the service and its various aspects.

- *Priorities for improvement*. To be useful for planning, service-quality measurements must go beyond simply assessing levels of satisfaction. Clients have to be able to express their views about the aspects of the service that they would like to see improved. When clients have trouble in saying what relative importance they assign to various aspects of

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service, you can get useful information by asking them to identify their priorities for improvement directly.

3.5 Problems in measuring client satisfaction in HRDC-Quebec Region

EXHIBIT 3.4
Problem Areas in Surveying HRDC-Quebec Region Clients

Survey setting
- Clients' lack of trust when completing questionnaires at HRDC offices
- Trouble in getting clients to agree to participate

Sensitivity of questionnaires
- Need to adapt questionnaires to particularities of each region
- Inability of questionnaires to tell when client dissatisfaction is attributable to service staff's simply having applied the law, thus disappointing client expectations
- Need to adapt questionnaires to types of clients
- Respondents' difficulties in understanding the level of language and terminology used in the questionnaires

Methodology
- Determining how frequently data should be collected
- Identifying the optimal data-collection method
- Developing realistic methods of selecting participants
- Determining a reasonable sample size
- Analyzing the representativity of the sample

Required skills
- Developing survey content
- Administering questionnaires in a consistent, uniform way
- Analyzing the information gathered
- Writing survey reports
- Formulating recommendations
- Ability of managers to put the new philosophy into practice

Resources
- Lack of human resources
- Lack of technical resources
- Lack of tools for compiling data
- Recurring periods of heavy workload (certain days of the week, certain months of the year)

Integrity of the data gathered
- Wording questions more precisely to obtain more meaningful data
- Differences in the ways that different offices analyze and interpret their data
- Changes in employees' attitudes when they know that clients are going to be questioned after the interview

In the consultations conducted for this study, we identified several problems that the HRCCs and other operational offices of HRDC-Quebec Region have encountered in conducting client satisfaction surveys over the years. These problems are listed in Exhibit 3.5.

They fall into six areas.

- *Survey setting:* Most of the surveys to date have been conducted in HRCC offices, where clients were intercepted in the waiting room or on their way out and asked to participate. Surveys done in this setting have run into problems of trust and low participation.

- *Sensitivity of questionnaires:* Survey questionnaires need to be adapted to the particular circumstances of the survey, in terms both of level of language and of management information requirements.

- *Methodology*: Various methodological issues have caused problems in the past, in particular, problems related to random sampling of clients.

- *Required skills:* All phases of client surveys require special skills that are not necessarily available in the local offices. The phases of analyzing the data and writing the reports seem to pose more problems than the earlier phases.

- *Resources*: Conducting client surveys requires human resources (for example, the time of the employees involved), technical resources (for example, computers and software) and financial resources (for example, to hire extra staff). In addition, certain times of the year are too busy for offices to take on the extra task of conducting a survey (though ironically, fluctuations in workload are probably the primary determinant of fluctuations in client satisfaction).

- *Integrity of the data gathered:* The people interviewed for this study also expressed concern about whether the information collected accurately reflects clients' actual experience and variations from one service location to another (and, one might add, from one time to another).

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3.6 Proposed solutions to these problems

The persons interviewed for this study proposed various solutions to the problems described in the preceding section. These solutions are grouped under four headings in Exhibit 3.5.

Exhibit 3.5
Solutions to Survey Problems

Logistics
- Choose less-busy periods to conduct surveys
- Provide suitable, comfortable physical locations (for example, seat clients and offer them a coffee, instead of leaving them standing).
- Provide a box into which respondents can drop completed questionnaires anonymously.
- Explore new ways of recruiting respondents.
- Have staff who administer the questionnaires do so at offices other than their home office, to ensure neutrality

Skills
- Provide training for employees
- Give the responsibility to somebody with the ability to analyze
- Provide a user's manual

Tools
- Provide tools that are flexible and easy to use
- Computerize the compilation of data
- Use the regional call centre to automate surveys
- Focus questions on service and not on the actions taken on clients' cases
- Use focus groups instead of surveys to examine aspects related to the interaction with the client
- Ask pointed questions about the interaction with the client

Resources
- Form a centralized regional team to administer surveys
- Provide additional financial resources
- Have a resource person at the ISPD to answer questions and provide support for survey administrators
- Centralize processing of survey data

- *Logistics:* Various logistical decisions could alleviate certain problems. The most complete solutions would probably involve reconsidering whether it is really the best approach to have surveys be self-administered by randomly selected clients who have just completed service transactions.

- *Skills*: The solutions proposed with regard to employees' skills involve providing training and support for local efforts.

- *Tools*: Another category of solutions involves tools that could be used to support local efforts, such as flexible questionnaires, and templates for compiling data.

- *Resources*: Lack of resources, together with lack of expertise, represents the most important problem, so it cannot be avoided if effective solutions are to be found. Several of the people interviewed said they would appreciate a central source of assistance, while others think that an injection of additional financial resources would do the job.

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3.7 *Selecting a yardstick of client satisfaction*

Once we have gathered data about client satisfaction, the question remains: how do we measure what constitutes an acceptable level of satisfaction? Here are some possible answers.

Client-centred approach: The principle here is, identify clients' service expectations, then attempt to satisfy them 100%. The yardstick thus becomes total satisfaction, in a context of total quality management. But the organization is likely to resist this approach, because it is extremely demanding and identifies the client as the sole object of the organization's attention. That is probably unrealistic for a government organization, unless the political authorities and public service management are defined as clients, and it is then understood that making one group of clients satisfied may cause another to be dissatisfied.

Competitive position: In this case, the organization asks its clients to compare its performance with that of its "competitors", who thus become the yardstick, and sets itself the goal of bettering these competitors in all aspects of service. This approach is realistic and could work in an organizational culture that was trying to promote total quality management aggressively

Benchmarking. Through benchmarking, HRDC-Quebec Region could determine the performance of the best public-sector organizations that do business with clients comparable to its own (in Quebec, in Canada, or elsewhere in the world). The yardstick would then be the performance of these best-of-breed organizations, and the objective would be to reach the top of the pyramid. The benchmarking exercises could also help to analyze the processes that the best organizations use to achieve highly satisfactory relationships with their clients, including the processes that they use to measure client satisfaction.

Chapter *4*

BUILDING QUESTIONNAIRES FOR HRDC-QUEBEC REGION

HRDC is a complex department. It deals with a wide variety of clients to whom it offers a wide variety of services Any overall strategy for gathering data from clients must reflect these facts. We need to reconcile many almost contradictory requirements: develop a program that lets us measure client satisfaction regularly and make valid comparisons both within and among organizations; measure clients' satisfaction with services that are as varied as providing labour market information and resolving disputes over Employment Insurance benefits, and that are delivered by a variety of channels, including telephone, mail, in-person contact, on-line media, and print media; plan surveys to be administered by a corresponding variety of methods (telephone, mail, in person, on-line, and via printed response cards). Clearly, any questionnaire that attempted to accommodate all these requirements would be totally impossible to work with.

We therefore propose developing a data-collection strategy based on the following two principles:

- build questionnaires around a common core of general questions that will be repeated verbatim in every one of them. These questions are presented later in this chapter. Other questions addressing specific circumstances can always be added as necessary. This principle ensures the required standardization at the Corporate level, as well as comparability among the data;

- design the questionnaires around the service-delivery methods and not around the services themselves; in the spirit of the CMT and the present chapter, client satisfaction can be measured at an abstract enough level that the kind of service delivered (for example, analyzing eligibility for Employment Insurance benefits, as opposed to paying Income Security benefits) becomes less important than how it is delivered (for example, by mail, or by telephone).

The tables on the following pages present several sets of questions that address the various dimensions of service discussed in the preceding chapter. Some of these questions are high-priority and should always be included in questionnaires; these questions are identified by the symbol ♥ in the left-hand margin. The other questions are optional. Unlike the question wordings in appendixes 4 to 8, those presented in this chapter have not been subjected to pre-testing with clients, which explains why they differ from each other in some respects.

Some of these questions are relevant for certain service-delivery methods but not for others. These questions are identified by check marks in the five "Service" columns immediately to their right, which are identified by the following symbols.

- telephone services   ✆
- mail services   ✎
- in-person services   ♀
- Internet and e-kiosks   💻
- information products   📄2

Lastly, the check marks in the five "Survey Method" columns to the far right in these tables identify sets of questions that compose questionnaires

suited to the five different survey methods. These methods are identified by the following symbols at the top of the columns:

- telephone surveys   ✆
- self-administered surveys   ✍
- in-person surveys   ♟
- surveys via Internet   ⌨
- response cards   ▤

By cross-tabulating the five different service-delivery methods with the five different survey-administration methods, a total of 25 different questionnaires can be created.

Satisfaction and importance scales

Probably the two most important concepts presented later in this study are a) client satisfaction with the various aspects of service, and b) the importance that clients assign to these aspects. In accordance with the Common Measurements Tool, we proposed that the following response scales be used for these two variables:

Satisfaction Scale

1 Very Dissatisfied	2 Dissatisfied	3 Neutral	4 Satisfied	5 Very Satisfied
☹		😐		☺

Importance Scale

1 Very Unimportant	2 Unimportant	3 Neutral	4 Important	5 Very Important
⇐				⇒

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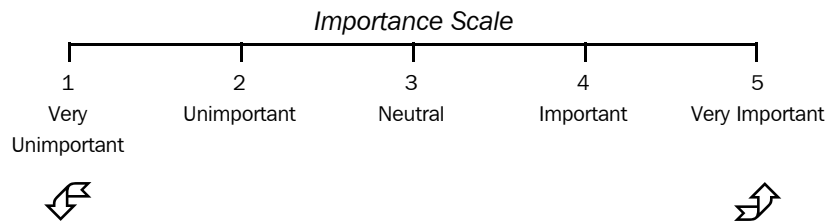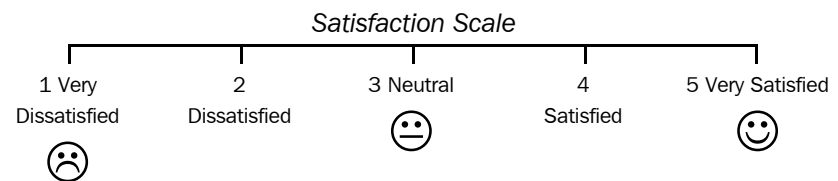
4.1 Questions about responsiveness

	Service					Survey Method				
	☎	✍	👤	💻	📄	☎	✍	👤	💻	📄
Did you get the service that you were looking for, or is your request still being processed?	✓	✓	✓	✓	✓	✓	✓	✓		
♥ Did you get what you wanted from HRDC?	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Was the service provided to you without error?	✓	✓	✓	✓	✓	✓	✓	✓		
What was the most important error that occurred?	✓	✓	✓	✓	✓		✓			

Satisfaction and importance
How satisfied were you with each of the following aspects of our service?
How important do you consider each of these aspects?

	Service					Survey Method				
♥ Time required to obtain the service	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
♥ Time required to obtain a response to your request	✓	✓	✓		✓	✓	✓	✓	✓	✓
The number of steps it took to obtain the service	✓	✓	✓	✓	✓	✓	✓	✓		
The number of people you had to see or contact to obtain the service	✓	✓	✓		✓		✓			
Individualized attention to your needs	✓	✓	✓		✓	✓	✓	✓		
Adherence to the service standards posted in our offices		✓	✓					✓		
♥ How courteous service staff were to you	✓		✓		✓	✓	✓	✓	✓	✓
How well service staff listened to you	✓		✓		✓		✓			
How respectfully service staff treated you	✓		✓		✓	✓	✓	✓		
How much flexibility service staff showed	✓		✓		✓		✓			
Quality of interpersonal contacts	✓		✓		✓	✓	✓	✓		
Information on what to do in case of a problem	✓	✓	✓	✓	✓		✓			
Variety of services offered	✓	✓	✓	✓	✓		✓			
♥ Getting answers to your questions	✓	✓	✓		✓	✓	✓	✓	✓	✓
Being able to file an Employment Insurance weekly report by telephone	✓						✓			

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	Service					Survey Method				
	☏	✍	🧍	💻	📄	☏	✍	🧍	💻	📄
Overall, how satisfied were you with our responsiveness in serving you? (satisfaction only)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Priorities for improvement										
If we could improve only one of these aspects of our service, which one should we choose?	✓	✓	✓	✓	✓	✓	✓	✓		
Expectations and perceptions										
How long did you wait to obtain this service?	✓	✓	✓	✓	✓		✓			
In your opinion, is this an acceptable amount of time to have to wait to obtain this service?	✓	✓	✓	✓	✓		✓			
How long did you have to wait to obtain a response to your request?	✓	✓	✓		✓	✓	✓	✓		
In your opinion, how long is it acceptable to have to wait to obtain a response to your request?	✓	✓	✓		✓	✓	✓	✓		
How many steps did you have to go through to obtain this service?	✓	✓	✓		✓	✓	✓	✓		
In your opinion, how many steps is it acceptable to have to go through to obtain this service?	✓	✓	✓		✓	✓	✓	✓		
How many people did you have to see or contact to obtain this service?	✓	✓	✓		✓		✓			
In your opinion, how many people is it acceptable to have to see or contact to obtain this service?	✓	✓	✓		✓		✓			
Do the service standards posted in our offices seem too low to you, about right, or too high?		✓	✓			✓	✓	✓		

4.2 Questions about reliability

	Service					Survey Method				
	✆	✍	👤	💻	📄	✆	✍	👤	💻	📄
Satisfaction and importance How satisfied were you with each of the following aspects of our service? How important do you consider each of these aspects?										
♥ Competence of service staff	✓		✓		✓	✓	✓	✓	✓	✓
Quality of information that service staff had available	✓		✓		✓	✓	✓	✓		
Security afforded	✓	✓	✓	✓			✓			
Respect for confidentiality	✓	✓	✓	✓		✓	✓	✓		
♥ Fairness of the service	✓	✓	✓			✓	✓	✓	✓	✓
Accuracy of information provided	✓	✓	✓	✓	✓	✓	✓	✓		
Usefulness of information provided	✓	✓	✓	✓	✓		✓			
Adequacy of information provided	✓	✓	✓	✓	✓		✓			
Usefulness of information provided about the labour market	✓	✓	✓	✓	✓	✓	✓	✓		
The responses provided to your requests for information	✓	✓	✓		✓		✓			
Overall, how satisfied were you with the reliability of our service? (satisfaction only)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Priorities for improvement										
If we could improve only one of these aspects of our service, which one should we choose?	✓	✓	✓	✓	✓	✓	✓	✓		

4.3   Questions about access and facilities

	Service					Survey Method				
	☎	✎	👤	💻	📄	☎	✎	👤	💻	📄
Satisfaction and importance How satisfied were you with each of the following aspects of our service? How important do you consider each of these aspects?										
How long you had to wait on the phone	✓					✓	✓	✓		
How easy it was to make appointments with our staff			✓				✓			
The centre's location			✓	✓		✓	✓	✓		
Availability of parking			✓	✓			✓			
Accessibility by bus or subway			✓	✓			✓			
How easy it was to find the signs in our offices			✓	✓		✓	✓	✓		
How easy it was to understand the signs in our offices			✓	✓		✓	✓	✓		
How comfortable the waiting room was			✓	✓			✓			
The variety of ways that you could access service, for example, by telephone, Internet, in person	✓	✓	✓	✓	✓		✓			
Overall, how satisfied were you with your access to our services? (satisfaction only)	✓		✓	✓		✓	✓	✓	✓	✓
Priorities for improvement										
If we could improve only one of these aspects of our service, which one should we choose?	✓	✓	✓	✓	✓	✓	✓	✓		
Expectations and perceptions										
In your opinion, how long did you wait before getting access to one of our officers?	✓		✓			✓	✓	✓		
In your opinion, how long is it acceptable to have to wait before getting access to one of our officers?	✓		✓			✓	✓	✓		
What method did you use to access this service? (in person, telephone, Internet, mail, fax, etc.)	✓	✓	✓	✓	✓		✓			
What method would you prefer to use to access this service?	✓	✓	✓	✓	✓		✓			

4.4 Questions about communications

	Service					Survey Method				
	☏	✎	👤	💻	📄	☏	✎	👤	💻	📄
Satisfaction and importance How satisfied were you with each of the following aspects of our service? How important do you consider each of these aspects?										
Getting answers to your questions	✓		✓	✓	✓	✓	✓	✓		
How much information you were given	✓	✓	✓	✓	✓		✓			
How clear this information was	✓	✓	✓	✓	✓	✓	✓	✓		
How logical this information was	✓	✓	✓	✓	✓		✓			
How clear the terms used were	✓	✓	✓	✓	✓		✓			
♥ How appropriate the information and advice that you received were	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Getting served in the official language of your choice	✓	✓	✓	✓	✓	✓	✓	✓		
How clear the tools used to give you information were (group sessions, brochures, etc)					✓	✓	✓	✓		
How easy the forms were to fill out	✓	✓	✓	✓		✓	✓	✓		
How simple the formalities were to complete	✓	✓	✓	✓	✓		✓			
♥ The information on the service that you wanted to receive	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
The information on the rules that apply to your situation	✓	✓	✓			✓	✓	✓		
The information capsules in the voice system	✓					✓	✓			
Overall, how satisfied are you with your communications with HRDC (satisfaction only)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Priorities for improvement										
If we could improve only one of these aspects of our service, which one should we choose?	✓	✓	✓	✓	✓	✓	✓	✓		

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	Service					Survey Method				
	☎	✉	🧍	💻	📄	☎	✉	🧍	💻	📄

Information Products

From *Développement d'outils de cueillette de l'information auprès des utilisateurs de produits d'information de DRHC-Québec*[1]

Information provided by the product

	☎	✉	🧍	💻	📄	☎	✉	🧍	💻	📄
Did this information product provide ALL the information that you were looking for?					✓	✓	✓	✓	✓	✓
Did you find AT LEAST ONE piece of information that was important for you in this information product?					✓	✓	✓	✓	✓	✓
Do you feel that this information product is WELL SUITED to your needs?					✓	✓	✓	✓		
Did some parts of this information product seem TOO COMPLICATED to you?					✓	✓	✓	✓		
Did this information product help you to MAKE A DECISION about your education, work, retirement?					✓	✓	✓	✓		
Now that you have looked at this information product, do you plan to CHANGE ANY OF YOUR WAYS OF DOING THINGS (for example, the way you look for a job or use information about the labour market)?					✓	✓	✓	✓		
Now that you have looked at this information product, do you think that you have discovered any NEW POSSIBILITIES that you hadn't considered before?					✓	✓	✓	✓		
How would you suggest that we improve the INFORMATION provided by this product?					✓		✓			

How the product presented this information

	☎	✉	🧍	💻	📄	☎	✉	🧍	💻	📄
Did you find the information presented in this product EASY TO UNDERSTAND?					✓	✓	✓	✓		
Do you think that this information product is WELL DESIGNED?					✓	✓	✓	✓	✓	✓
What kind of information product was this (brochure, document, Web site, information session, documentation centre, other)?					✓	✓	✓	✓		
Is this KIND OF PRODUCT suitable for you?					✓	✓	✓	✓	✓	✓

[1]Available in French only; translated here for information purposes.

	Service					Survey Method				
	✆	✍	👤	💻	📄	✆	✍	👤	💻	📄
How would you suggest we improve the way this product PRESENTS INFORMATION?					✓		✓			
How this product was delivered to you										
Did you RECEIVE this information product at just the right time, too soon, or too late?					✓	✓	✓	✓	✓	✓
Did this product suggest OTHER STRATEGIES that you can use to continue your search for information?					✓	✓	✓	✓	✓	✓
How much help did you get from HRDC and its partners in using this information: just enough, too much, or not enough?					✓	✓	✓	✓		
How would you suggest that HRDC improve the way we DELIVER this product to you?					✓		✓			

4.5 Questions about outcomes

	Service					Survey Method				
	☏	✎	👤	💻	📄	☏	✎	👤	💻	📄
Satisfaction and importance										
How satisfied were you with each of the following aspects of our service?										
How important do you consider each of these aspects?										
(see the indicators in the other sections, in particular Responsiveness and Reliability)										
How much trust we inspired in you	✓	✓	✓	✓	✓	✓	✓	✓	✓	
How well we met your needs	✓	✓	✓	✓	✓	✓	✓	✓	✓	
What strategies we gave you for finding further information	✓	✓	✓	✓	✓	✓	✓	✓	✓	
What advice we gave you to reassure you	✓	✓	✓	✓	✓	✓	✓	✓	✓	
What support we gave you in your efforts	✓	✓	✓	✓	✓	✓	✓	✓	✓	
How much respect we showed you as a person	✓	✓	✓	✓	✓	✓	✓	✓	✓	
How well we kept our commitments	✓	✓	✓	✓	✓	✓	✓	✓	✓	
How much encouragement we gave you to invest in yourself	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Priorities for improvement										
If we could improve only one of these aspects of our service, which one should we choose?	✓	✓	✓	✓	✓	✓	✓	✓		

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4.6 Additional questions

	Service					Survey Method				
	☎	✎	🧍	💻	📄	☎	✎	🧍	💻	📄
What kind of service were you seeking from the Department? (from HRDC)? (see the question proposed in *Développement d'une méthodologie de rétroaction-clientèle pour la Région du Québec de Développement des ressources humaines Canada*)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Identification of the desired life transition (see the question proposed in *Développement d'outils de cueillette de l'information auprès des utilisateurs de produits d'information de DRHC-Québec*)	✓	✓	✓	✓	✓		✓			
Age	✓	✓	✓	✓	✓	✓	✓	✓		
Sex	✓	✓	✓	✓	✓	✓	✓	✓		
Type of community					✓		✓			
How often do you use this service?	✓	✓	✓	✓	✓	✓	✓	✓		
Do you use this service because a law or regulation requires you to do so?	✓	✓	✓			✓	✓	✓		
Are you going to use this service again?	✓	✓	✓	✓	✓	✓	✓	✓		
♥ Overall, how satisfied are you with this service? Are you very dissatisfied, dissatisfied, neutral, satisfied, or very satisfied?	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Do you have a job right now?	✓	✓	✓	✓	✓		✓			

Knowledge of HRDC programs and tools
In your opinion, how much do you know about each of the following HRDC programs and tools: a lot, a fair amount, not much, or nothing at all?

	Service					Survey Method				
the Job Entry program	✓	✓	✓	✓	✓		✓			
the Employment Insurance program	✓	✓	✓	✓	✓		✓			
Job-search tools	✓	✓	✓	✓	✓		✓			
Tools for choosing training programs	✓	✓	✓	✓	✓		✓			
Tools to help you make important decisions	✓	✓	✓	✓	✓		✓			

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	Service					Survey Method				
	☏	✍	👤	💻	📄	☏	✍	👤	💻	📄
Comfort with technology How comfortable would you say you are with using each of the following technologies: very comfortable, somewhat comfortable, fairly uncomfortable, or very uncomfortable?										
Automated telephone systems	✓	✓	✓	✓	✓		✓			
Job-bank kiosks	✓	✓	✓	✓	✓		✓			
Kiosks for filling out forms	✓	✓	✓	✓	✓		✓			
Internet	✓	✓	✓	✓	✓		✓			

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Chapter 5

IMPLEMENTATION OPTIONS

This chapter analyzes various options for implementing a client satisfaction measurement program in HRDC-Quebec Region. First it discusses several options for managing client satisfaction surveys, then it looks at various options for survey methodologies.

5.1   Survey management options

MANAGEMENT OPTION 1: Complete decentralization

In this option, the operational centres are made responsible for planning and conducting satisfaction surveys, analyzing the data from them, and taking management action on the basis of the results.

- Advantages: Complete decentralization of the survey process ensures a tight fit with the management response and therefore maximizes the

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likelihood that the results will get used. As long as there is centralized support, this option is ideal.

• Disadvantages: This option requires a major commitment from local managers. Their positive attitude must also receive unflagging support from the Regional Office. Since solving immediate problems tends to take precedence over longer term planning, it is easy to put satisfaction measurement off until later. The operational offices must have the human and financial resources and expertise needed to conduct these surveys. Decentralization of surveys does reduce methodological uniformity and hence the value of any possible comparisons.

• Conditions for success: determination of regional management, commitment of local managers, availability of human and financial resources and expertise.

MANAGEMENT OPTION 2 : Partial decentralization

In this option, the operational units are the clients of a centralized service that conducts client surveys. These units decide what client groups to survey and define their own management information requirements. These units are also responsible for planning the sequence of the surveys. The centralized service receives their orders and conducts the surveys for them, and they pay the costs.

• Advantages: The operational units are empowered to respond to what they learn about their clients' satisfaction; since they are paying for the surveys, they do not take the results lightly. Effective use is made of the region's technical expertise, because it is concentrated in a specialized service and shared among the operational units. The client/service provider relationship also ensures the relevance of the surveys.

• Disadvantages: The disconnection between the requirement for information and the implementation of the surveys may reduce the usefulness of the information that they produce. Success becomes conditional on the willingness of operational managers to plan the

surveys and oversee their execution. The operational offices must also have the financial resources needed to pay for these surveys.

- Conditions for success: determination of regional management, commitment of local managers, availability of financial resources. The centralized technical team can be internal to HRDC-Quebec Region or external.

MANAGEMENT OPTION 3: Centralization

In this option, all of the operations involved in implementing client satisfaction surveys (planning, administration, analysis, and reporting) are performed centrally.

- Advantages: The centralization of survey operations facilitates management of these operations at the regional level. It reduces costs by making concentrated use of the best experts. It requires less commitment from management, because a regional survey plan for an entire year can be approved once and then carried out with no need for any further management decisions.

- Disadvantages: Disconnecting the planning and administration of surveys from the use of their results may reduce their perceived relevance in the eyes of local managers. The process of measuring client satisfaction may come to be seen as a disembodied bureaucratic exercise.

- Conditions for success: Sensitivity of the centralized survey team to the needs of the operational offices; technical skills of this specialized team; financial resources at the regional level. The central team may let a contract to obtain the required services from outside consultants.

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5.2 Survey methodology options

METHODOLOGY OPTION 1: Total flexibility

In this option, each survey is treated individually, even if it takes generic tools as its foundation. The sampling method, the questionnaire itself, the way it is administered, and so on are all custom-tailored to the needs of the situation.

- Advantages: Every survey is focused on the exact situation, the sampling method is optimal, the questionnaire is very precisely targeted, and so on. All of the parameters of the situation, including the available resources, are considered, so the best possible product is obtained in every situation.

- Disadvantages: A substantial planning effort is required for every survey. The survey team must have the expertise needed to analyze the situation and choose the right methodologies to suit it. Depending on how extensively questionnaires are modified, the comparability of results from one survey to the next may be compromised.

- Conditions for success: Availability of methodological expertise; willingness to invest substantial efforts.

METHODOLOGY OPTION 2: Survey templates

A limited number of survey templates (5 to 7) are developed. Each template defines the type of sample, the questionnaire, the administration method, etc. While still allowing adjustments at the margins, the templates provide a set of tools that are generally suited to every foreseeable situation.

- Advantages: The task of planning a survey is simplified, because it is simply a matter of choosing the appropriate template. Comparability of results from one survey to another is relatively good.

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- Disadvantages: Comparability of results from one template to another is not guaranteed. The templates inevitably impose certain rigidities that limit the possibilities of adapting them to local circumstances.

- Conditions for success: Willingness to invest the necessary effort.

METHODOLOGY OPTION 3: Maximum simplification

In this option, the majority of client-satisfaction-measurement situations are reduced to a single, unified measurement model. This model might involve a common sampling method, simple recruitment where no client lists exist, data collection through telephone surveys, a questionnaire of only moderate scope, etc. The reports will be standardized as well.

- Advantages: Any given survey requires only a minimal investment. The ability to compare data for different groups and time periods is assured. The time that it takes to produce a survey report once an information requirement has been identified is minimized.

- Disadvantages: Adaptability to different situations is limited. Local managers may feel that their responsibilities have been taken away from them.

- Conditions for success: Minimal.

5.3 Options chosen by HRDC-Quebec Region

Upon analysis, the managers of HRDC-Quebec Region have chosen management option 2 and methodological option 2 (the intermediate options in each case). The additional work to be done under the present contract will therefore be directed at developing a limited number of standardized questionnaires for four of the five service-delivery methods discussed in the preceding chapter. Other development work has already been done based on clients' reactions to the fifth service-delivery

method–information products–so it will be excluded from the present
project.

In choosing management option 2, HRDC-Quebec Region has adopted a
partially decentralized approach to managing client satisfaction
measurement efforts. In this approach, the regional office will offer
technical and professional services to the operational units to enable them
to carry out surveys, but the units themselves will be responsible for
managing client satisfaction.

As a result of the Region's decisions, five standard questionnaires will be
developed, covering the following five situations:

Service Delivery Method	Survey Administration Method
Telephone	Telephone Survey
Mail	Self-Administered Mail Survey
In Person	Two self-administered paper questionnaires, one on satisfaction, one on importance; telephone survey
Internet and electronic kiosks	Self-administered Web survey

Chapter **6**

PRETESTING

From November 2000 to January 2001, the five questionnaires developed for this project were put through pretests in actual field situations. These tests provided the opportunity to determine both the kind of reception that the questionnaires would receive from clients and the feasibility of the various options for implementing the Region's client satisfaction measurement program. The two self-administered questionnaires, designed to be completed while the client is visiting the HRDC office, were tested at the Downtown Montreal HRCC. The telephone interviews were conducted from the Regional Operations Centre/Call Centre in Montreal. The on-line questionnaires were tested by clients of the Thetford Mines HRCC. Lastly, the mail questionnaires were sent out by the ISP Regional Operations Centre. A total of ten clients pre-tested each questionnaire, except for the mail survey, where only two people gave us their permission to contact them to discuss the survey afterward.

This chapter presents the findings of the pretesting exercise and identifies the success factors for the implementation of a client satisfaction measurement program in HRDC-Quebec Region.

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FINDINGS

The following conclusions can be drawn from the observations made during the past several months of pretesting.

- Clients were satisfied with the *questionnaires* that were pretested, though they do require a few adjustments. The design of these questionnaires leaves the clients enough latitude to express their point of view, while it still gives the Department a structure that facilitates analysis of data and interpretation of results. Versions of the questionnaires that have been adjusted in response to clients' comments are presented in appendixes to this report.

- *Departmental staff* were generally receptive to the idea of measuring client satisfaction in a rigorous manner. However, the pretests also showed that most employees do not currently have the preparation needed to carry out this task. The pretests thus reconfirmed the importance of providing staff with self-directed training tools.

- The pretests also provided yet another demonstration, as if any were needed, that *front-line employees already have a heavy workload*. Hence it would be hard to add the responsibility of measuring client satisfaction unless additional resources were also provided, either human resources who can take over this process or financial resources to outsource it.

- *Recruiting clients* to participate (in other words, constituting the sample) is a crucial step in any survey, methodologically speaking, because the way this task is done will directly affect the representativity of the results. It is also a difficult process, as the experience in the pretests showed. In this regard, the conclusions of this study differ according to the method used to collect the data.

- As regards *in-person service*, we tested various options. All involved intercepting clients at the HRDC office and having them complete a self-administered questionnaire. The clients' response was generally positive, though having to complete a paper questionnaire oneself

instead of simply answering the same questions over the telephone seems like a more demanding task. This experience showed that the Department's officers hesitate to get involved in recruiting clients for such surveys. Also, the task of selecting a truly random sample of clients is complicated by the variety of services that HRDC delivers to them and the variety of steps that they go through to receive these services. For the clients to be selected in a rigorous fashion, the task would have to be done by just one person, possibly the receptionist. Another option would be to limit the work done at the HRDC office to preparing the list of clients' names and telephone numbers, and then contacting these clients for telephone interviews.

- In the pretests of the questionnaire on **telephone services**, it became clear that in recruiting respondents, the officers tended to select clients who were satisfied and to avoid those who were more difficult. Other comments—such as the suggestion that clients should not be surveyed on Thursday mornings, because they are less satisfied then, as a result of the Montreal Regional Call Centre employees' weekly meeting-- indicated a natural tendency to try to get positive responses, rather than representative ones. Another way to select the sample would be to have the sampling frame consist of a list of clients who, when they first entered the automated telephone system, had indicated their agreement to participate in a satisfaction survey. This approach considerably reduces the biases caused by post-selection. Circum Network Inc has already used it successfully in a client satisfaction survey conducted for a Canadian Passport Office call centre.

- The pretest of the questionnaire about **on-line services** was not entirely realistic. Though the questionnaire was quite real, since this was just a pretest, it would not have been realistic to expect the Department's programmers to insert the proposed recruitment mechanism (a pop-up window inviting users to participate in an on-line survey) into the actual on-line applications. Thus we were unable to draw any conclusions about what kind of response rate we might get from this mechanism. Instead, recruitment for the pretest was handled by an officer at the office concerned. This experience demonstrated that this is not an effective recruitment method for such surveys: it took

several days to get just nine respondents to complete these questionnaires.

- The questionnaire on *mail services* was mailed out to the clients for the pretests. The response rate was low, on the order of 25%. One way to obtain more representative data about clients' satisfaction with mail services would be to completely change the method of recruiting respondents. It would be preferable to contact them by telephone, if not to actually administer the questionnaire, then at least to let them know that a questionnaire was being mailed out to them.

SUCCESS FACTORS

The successful implementation of a client satisfaction measurement program depends on the four success factors discussed in this section.

Management commitment:: Like any other organizational change, the implementation of a client satisfaction measurement program has little chance of succeeding if it cannot rely on the commitment of management. This commitment can take many forms, such as supporting the program explicitly, both in words and in deeds; clearly expressing the importance of the program for managers, which includes giving it a high, tangible priority; and taking visible steps to improve client satisfaction that are clearly attributable to having surveyed clients' opinions.

Consistency with the organization's culture: the program will have a greater chance of success if it is in harmony with the organization's existing culture. Our general observations indicate that the employees of HRDC-Quebec Region are eager to measure their clients' satisfaction. There may, however, be some pockets of resistance that will require special attention.

The quality and realism of the implementation plan: The program will not implement itself; it will require planning. It also has to be recognized that the operational offices are already shouldering a heavy workload and will need support. In planning the implementation, at a minimum, the following four types of needs will have to be considered:

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- the need for a communication plan that clearly informs employees about the reasons why the measurement program is being introduced and the objectives that it will pursue. This communication plan must also provide for the required communication with the clients themselves to manage their expectations;

- the need for methodological expertise to adjust the survey plan to the specific circumstances of each survey, as well as to process the resulting data, and for expertise in management sciences to develop improvement plans in response to the survey findings;

- the need for methodological tools to support the program's implementation in the operational offices (we have already produced a good number of these tools) and for technological resources–mainly computer systems–to facilitate the work of these offices (our final report will present some proposals in this regard);

- the need for financial resources to carry out the surveys; the amount of financial resources needed will depend, among other things, on the choices that have been made about whether to have the surveys done by in-house staff or to outsource this work.

Resonance within the organization: All of the preceding success factors may be present, but a satisfaction measurement program will eventually run out of steam if it does not achieve some resonance within the organization. This resonance may take a variety of forms; examples include senior management involvement during the program's implementation, visible use of survey results in strategic and operational planning, and publicity about tangible results that have been achieved thanks to the surveys.

Chapter 7

PROPOSED MEASUREMENT PROGRAM

In this final chapter of this report, we propose the following program for measuring the satisfaction of the clients of HRDC-Quebec Region.

Basic principles: In accordance with the desires expressed by the managers, the fundamental organizing principle for client satisfaction measurement will be the service-delivery mechanism, because this will provide more coherent results than a clients/programs approach. Again in accordance with the managers' decisions, the management of the satisfaction measurement program will be partly decentralized. The operational units will be responsible for co-ordinating and executing satisfaction surveys and planning how to respond to their findings. The Regional Office will provide technical and professional services to support these units in carrying out the surveys.

Questionnaires: We recommend that the questionnaires in the appendixes to this report be used in full; their value has been

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demonstrated in the pretests. We also recommend that any additions or changes to these questionnaires be minimized, both to realize economies of scale in the various stages of the surveys (formatting the questionnaires, entering and analyzing the data, writing the reports) and to ensure that the results are consistent and comparable from one operational unit to another and from one time period to the next.

Implementation strategy: We recommend that HRDC-Quebec Region develop an implementation strategy based on the success factors discussed in the preceding chapter. Our recommendations about selecting the sample and collecting the data vary with the type of service that the survey is to cover. In the following table, we offer two options for each case.

	Plan A more rigorous, more costly	Plan B less rigorous, less costly
In-person services	Prepare a list of people who have visited the office during a specified period and survey a sample of them by telephone.	Sample clients "on the fly" at HRDC offices, and have them fill out a self-administered paper-and-pencil questionnaire.
Telephone services	Establish a list of people who volunteer for the survey at the start of their telephone contacts, then survey a sample of these people by telephone.	Have officers recruit clients as volunteers at the end of their interaction with them, then survey a sample of these volunteers by telephone.
Mail services	Select a sample from a list of recent clients, then survey the sample by telephone.	Select a sample from a list of recent clients, then survey the sample by mail.
On-line services	Obtain volunteers for the sample by displaying a pop-up window while clients are using on-line services, then have them complete a survey questionnaire on line.	not applicable

Mail surveys: The preceding paragraph notwithstanding, we recommend that the Region not use mail surveys to survey clients about mail services. Because of the client groups targeted, the response rate for this method is too low. The other methods that were pretested worked effectively.

Outsourcing: HRDC-Quebec Region must strike the balance that suits it best between outsourcing its surveys and conducting them in-house. The

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in-house approach has the advantages of developing the organization's expertise and collective memory; it may also seem less costly. However, it requires the organization to hire the technical and professional staff needed to support the surveys, as well as to release operational staff from their normal duties in order to conduct these surveys. Outsourcing seems more expensive and does not create the same kind of in-house knowledge base, but has the advantages of seeming more detached and objective while also being more flexible and limiting the surveys' impact on staff workloads. We recommend that HRDC-Quebec Region establish a small team of experts in the relevant technical and professional disciplines to support the operational offices in their survey activities. We also recommend that the logistical aspects be outsourced to lighten the burden on the organization.

Frequency: The guidelines on how often to measure client satisfaction state that surveys should be conducted often enough to provide inputs to the planning process but at wide enough intervals to let the organization absorb the survey findings and make changes in response to them. We therefore recommend that every operational unit of HRDC-Quebec Region plan to survey its clients' satisfaction once per year.

Cyclicity: An organization cannot be constantly overhauling its entire service-delivery plan. Recognizing this limitation, contemporary management thinking recommends that organizations instead opt for a philosophy of continuous improvement. The objective is no longer to achieve perfection, but rather to show the ability to make regular adjustments in those aspects of service that are unsatisfactory. Management by continuous improvement requires a commitment to making adjustments and evaluating the results. It thus also requires a commitment to measuring and re-measuring clients' satisfaction and their priorities for service improvements. This is a fundamental aspect of the client satisfaction measurement program being proposed here. We recommend that HRDC-Quebec Region adopt the principle of periodic, cyclical surveys.

Technology: The implementation of the measurement program will be facilitated by the adoption of simple, flexible, user-friendly technology for

handling the data collected. At present, HRDC-Quebec Region has the following three options in this regard.

- Develop a customized, computer-based tool for entering and analyzing data and for administering on-line surveys. Such a tool would match the organization's needs very closely, but developing it would typically require a substantial investment and a fair amount of time.

- Use an existing commercial product for the same purposes. Such products are available immediately and generally cost less than developing custom tools, but they do not fit the organization's needs as closely, and steps must be taken to ensure their compatibility with the organization's existing information systems.

- Adapt the tool that has been developed for the Citizen-Centred Service Network. This tool works over the Internet and provides some options for adapting the Common Measurements Tool to the needs of individual organizations. It has the advantages of being directly in line with the initiatives being taken by the Treasury Board of Canada Secretariat and of including a user-friendly data analysis module. On the other hand, this tool would require some custom development work to meet the specific requirements of HRDC-Quebec Region.

Appendix 1
People Consulted for
This Study

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People Consulted for This Study

Name	Title	Office
1. Alarie, Pierre	Economist	Laval and 3 l
2. Auger, Marcel	Director	Regional Operations Centre
3. Benoît, Micheline	ALP	Longueil HRCC
4. Bibeau, Michèle	Expert, Operations Management	Brossard HRCC
5. Bilodeau, Gaétan	ALP	Laval HRCC
6. Brisebois, Marlynn	Director	Laval HRCC
7. Daigle, Ligne	Officer	Repentigny HRCC
8. Yvan Desroches	Director, Front-Line Services	Longueil HRCC
9. Duclos, Bertrand	Director, Intranet Services	Outaouais HRCC
10. Germain, Marie	Director	Montréal Est HRCC
11. Monique Gosselin	Collections	Regional Office
12. Lachapelle, Claudine	Leader	Service PhilosophyTask Force
13. Laforêt, Normand	Director	Ste Thérèse HRCC
14. Lamarche, Michel	Director	Regional Call Centre
15. Lavigne, Pierre	Director	St Hyacinthe HRCC
16. Mercier, Carole	Consultant, Front-Line Services	Thetford Mines HRCC
17. Ouellet, Diane	ALP, ISP	Gaspé HRCC
18. Rondeau, Jeannine	ALP	Montreal HRCC
19. Villion, Philippe	Director, ISP	Regional Office

Appendix 2
Script for
Consultations

Consultations on Measuring
Client Satisfaction in HRDC-Quebec Region

Consultant's Script
2000.01.26

Hello. My name is _____, and I work for Circum Network Inc. You may have heard that the Information and Strategic Planning Directorate of HRDC's Quebec Regional Office has asked our company to develop some tools to make it easier for local offices to survey their clients' satisfaction. You have been identified as someone whom I should consult about this project. Could I make an appointment with you for a telephone conversation that will take about 30 minutes?

Contact-person at HRDC: Louise Dufour, (514) 283-3149

I would like to discuss four questions with you: what types of clients you have, what service-access points these clients use, what information you would like to receive from these clients concerning their satisfaction, and what constraints your office faces with regard to measuring client satisfaction. Let's begin.

1. Could you describe for me the types of clients whom your office serves?

   a) Specify: unemployed workers, Income Security recipients, employers, nationally targeted groups, the general public, other?
   b) What services does your office provide to each of these types of clients?
   c) What are the relative proportions of all these types of clients in your overall client mix?

2. What are the access points that your clients use to make contact with your office, or that your office uses to make contact with its clients?

   a) Specify: in-person visit to the office, telephone, mail, Internet, Job Bank kiosks, other?
   b) Are there any particular access points for which each of the types of clients that we just discussed shows a preference?

3. If you were conducting a survey to measure your clients' satisfaction, what information would you want to gather?

   a) Specify: information concerning the service setting, relations with employees, waiting times, service delivery itself, service outcomes, other?
   b) What kinds of information do you consider most important: information on clients' expectations, their perceptions of their experience with HRDC, their level of satisfaction, the importance that they attach to various aspects of your services, their priorities for improving these services, other?

4) If the local offices were responsible for implementing a client satisfaction measurement program, what difficulties do you think they might encounter?

   a) Specify: amount of resources (human, financial) available, knowledge needed to implement such programs, ability to analyze the results, ability to translate the results into an action plan, desire to consider clients' opinions in managing the office?
   b) What ways would you suggest of overcoming these difficulties?

Appendix 3
Questionnaires Analyzed in this Study

[All titles translated from the French for information purposes.]

Survey on the satisfaction of clients of the Laval HRCC	Laval
Survey on the satisfaction of our clients/Laval	Laval
Processing and settling EI claims and providing related services-audit/Telephone interviews with EI and CEC clients	National survey / Mauricie / Bois-Francs HRCCs
Survey on service quality	Section for rural/urban sector
We would like to know about your satisfaction with the services we provide	Gaspé
Service quality study/Papineau Canada Employment Centre	Papineau HRCC
In-person transactions: questionnaires to complete on your own	Intranet site: service quality measurement

In-person transactions: interception interviews	Intranet site: service quality measurement
Telephone transactions: IVR questions	Intranet site: service quality measurement
Postal transactions: mail-out survey	Intranet site: service quality measurement
Transactions via electronic kiosk: interception interviews	Intranet site: service quality measurement
Internet transactions: feedback questions	Intranet site: service quality measurement
Survey on client service in Income Security programs / Call Centres version	
Survey on client service in Income Security programs / In-person version	
Session SAP et Motivaction	Intranet site / forum / Appendix IV
Focus Group/Ste Thérèse HRCC	Ste Thérèse
HRDC survey	Ste Thérèse
Client survey	Ste-Thérèse
Survey on the Corporate Initiatives site	Site intranet/intracom

Appendix 4
Self-Administered Questionnaire, In-Person Services,

Satisfaction with Services

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HRDC LETTERHEAD

CLIENT SURVEY ON
SERVICES DELIVERED IN PERSON

Dear Client:

We need your opinion about our service. We are constantly trying to improve the service that we provide, and we think that as one of our clients, you are in the best position to say what things we are already doing well and what things we need to improve. To get your opinion on these subjects, we are asking you to take a few minutes today to fill out this questionnaire, which will help us to consider your views more effectively.

We need your opinion about our service.

Please rest assured that **your responses will remain confidential.** At no time will your name be linked in any way with this questionnaire or with the responses that you give on it. Also please be assured that your participation is entirely voluntary. If you decide not to fill out this questionnaire, your decision will in no way affect the services that you receive from HRDC.

We would appreciate it if you would fill this questionnaire out right away and then leave it with the receptionist.

Thank you very much for taking the time to participate in our survey.

(Signature)

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CLIENT SURVEY ON
SERVICES DELIVERED IN PERSON
Satisfaction with Services

REASON FOR YOUR VISIT TODAY

Q1   **What was the main reason that you came to the offices of Human Resources Development Canada (HRDC) today?** *Put an X in the box that matches your reason most closely.*

G_{01} To deal with a matter concerning Employment Insurance
G_{02} To deal with a matter concerning maternity leave or sick leave
G_{03} To deal with a matter concerning Teledec or direct deposit
G_{04} To use the Job Bank
G_{05} To use student employment services
G_{06} To deal with a matter concerning Income Security benefits
G_{07} To deal with a matter concerning the Labour Code
G_{08} To obtain services related to my Social Insurance Number
G_{09} To obtain labour market information
G_{10} To use the Human Resources Information Centre
G_{11} To access government information or government services over the Internet
G_{12} To obtain services related to my Record of Employment (please specify what services):
. . . .
G_{13} To obtain information on HRDC programs or services (please specify what programs or services:
. . . .

G_{98} Other reasons (please specify): . . . .

Q2   **What is the main goal that you are trying to achieve right now?**

G_{01} To choose between entering a vocational training program and returning to school
G_{02} To enter or re-enter the work force
G_{03} To retire
G_{04} To choose between school and work
G_{05} To choose between work and retirement
G_{98} Other (please specify): . . . .
G_{99} Not applicable

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OUR RESPONSIVNESS IN SERVING YOU

Q3 **Using the scale below, please indicate how satisfied or dissatisfied you were with each of the following aspects of our responsiveness in serving you today.**

Our responsiveness in serving you today	Very Dis-satisfied ☹	Dis-satisfied	Neutral 😐	Satisfied	Very Satisfied ☺	Not applicable
Time required to obtain the service	G_1	G_2	G_3	G_4	G_5	G_9
Number of contacts required to obtain the service	G_1	G_2	G_3	G_4	G_5	G_9
Individualized attention to your needs	G_1	G_2	G_3	G_4	G_5	G_9
Meeting service standards posted in our offices	G_1	G_2	G_3	G_4	G_5	G_9
How courteous service staff were to you . . .	G_1	G_2	G_3	G_4	G_5	G_9
How well service staff listened to you	G_1	G_2	G_3	G_4	G_5	G_9
How respectfully service staff treated you . .	G_1	G_2	G_3	G_4	G_5	G_9
Quality of interpersonal contacts	G_1	G_2	G_3	G_4	G_5	G_9
The variety of services offered	G_1	G_2	G_3	G_4	G_5	G_9
How well your questions are answered	G_1	G_2	G_3	G_4	G_5	G_9

Q4 **Overall, how satisfied were you with our responsiveness in serving you today?**
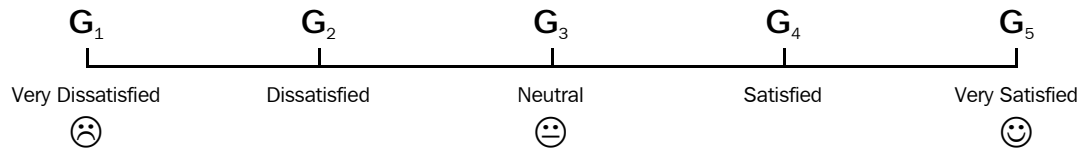
G_1	G_2	G_3	G_4	G_5
Very Dissatisfied ☹	Dissatisfied	Neutral 😐	Satisfied	Very Satisfied ☺

Q5 **In total, how much time did you wait at our office today to obtain the service you came in for?** *Please indicate about how many minutes you waited.*

|___|___|___| minutes

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Q6   **In your opinion, is this an acceptable amount of time to wait, or is it too long?**

G_1 This is an acceptable amount of time to wait.

G_2 This is too long. ➡ **What would be an acceptable amount of time to have to wait to receive this service?**

⌞___|___|___⌟ minutes

Q7   **How many contacts did you have to make to receive this service?** *(Count one"contact" fpr every time you did one of the following: made a phone call, sent an e-mail, sent a letter by mail, sent a fax, or made an in-person visit.)*

⌞___|___⌟ contacts

Q8   **In your opinion, is this an acceptable number of contacts, or too many?**

G_1 This is an acceptable number of contacts.

G_2 This is too many. ➡ **What would be an acceptable number of contacts to have to make to obtain this service?**

⌞___|___⌟ contacts

Q9   **In your opinion, do the service standards posted in our offices represent very poor service, poor service, ordinary service, good service, or very good service?**

G_{98} I did not see the service standards posted in the office.

The service standards represent:

G_1	G_2	G_3	G_4	G_5
Very Poor Service	Poor Service	Ordinary Service	Good Service	Very Good Service
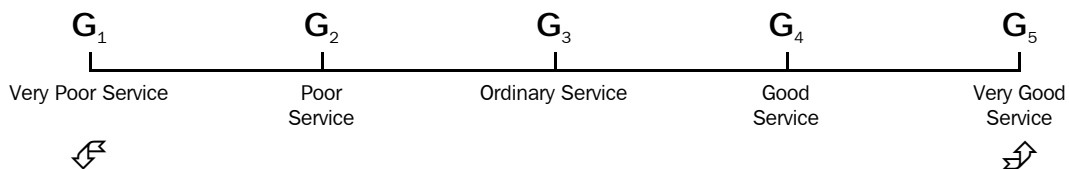
RELIABILITY OF OUR SERVICE

Q10 **Using the scale below, please indicate how satisfied or dissatisfied you were with each of the following aspects of the reliability of our service today.**

Reliability of our service today	Very Dis-satisfied ☹	Dis-satisfied	Neutral 😐	Satisfied	Very Satisfied ☺	Not applicable
Competence of service staff	G_1	G_2	G_3	G_4	G_5	G_9
Quality of information that service staff had available	G_1	G_2	G_3	G_4	G_5	G_9
Respect for confidentiality	G_1	G_2	G_3	G_4	G_5	G_9
Fairness	G_1	G_2	G_3	G_4	G_5	G_9
Accuracy of information provided	G_1	G_2	G_3	G_4	G_5	G_9
Usefulness of information provided	G_1	G_2	G_3	G_4	G_5	G_9
Amount of information provided	G_1	G_2	G_3	G_4	G_5	G_9
Usefulness of information provided about the labour market	G_1	G_2	G_3	G_4	G_5	G_9
How your requests for information were answered	G_1	G_2	G_3	G_4	G_5	G_9

Q11 **Overall, how satisfied were you with the reliability of our service today?**

G_1	G_2	G_3	G_4	G_5
VERY DISSATISFIED ☹	DISSATISFIED	NEUTRAL 😐	SATISFIED	VERY SATISFIED ☺

ACCESS TO OUR SERVICES

Q12 **Using the scale below, please indicate how satisfied or dissatisfied you were with each of the following aspects of your access to our services today.**
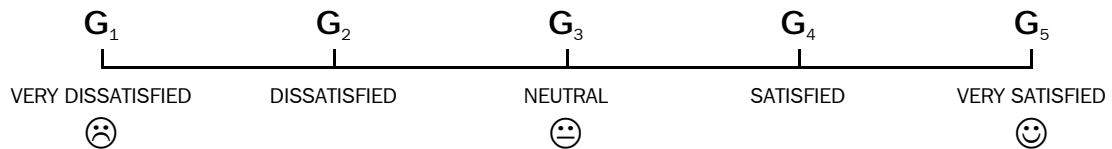
Access to our services today	Very Dis-satisfied ☹	Dis-satisfied	Neutral 😐	Satisfied	Very Satisfied 😊	Not applicable
How easy it was to make appointments with the staff	G_1	G_2	G_3	G_4	G_5	G_9
The centre's location	G_1	G_2	G_3	G_4	G_5	G_9
Availability of parking	G_1	G_2	G_3	G_4	G_5	G_9
Accessibility by bus or subway	G_1	G_2	G_3	G_4	G_5	G_9
How easy it was to find the signs in our offices	G_1	G_2	G_3	G_4	G_5	G_9
How easy it was to understand the signs in our offices	G_1	G_2	G_3	G_4	G_5	G_9
How comfortable the waiting room was . . .	G_1	G_2	G_3	G_4	G_5	G_9
The variety of ways that you could access our services, such as telephone, Internet, and in-person visits	G_1	G_2	G_3	G_4	G_5	G_9

Q13 **Overall, how satisfied were you with your access to our services today?**

G_1	G_2	G_3	G_4	G_5
Very Dissatisfied ☹	Dissatisfied	Neutral 😐	Satisfied	Very Satisfied 😊

Q14   **If you had the choice, which of the following methods would you prefer to use to access the service that was the reason for your visiting our offices today?**

G_{01} In-person visit

G_{02} Telephone

G_{03} Mail

G_{04} Internet

G_{05} Fax

G_{98} Other method (please specify) . . . .

OUR COMMUNICATIONS WITH YOU
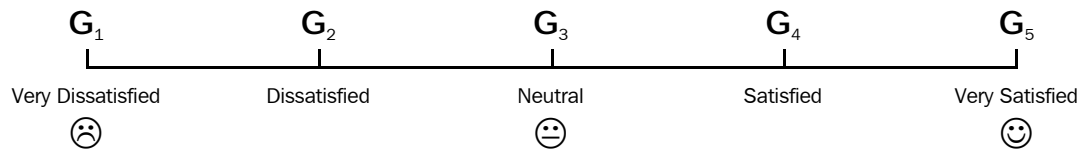
Q15 **Using the scale below, please indicate how satisfied or dissatisfied you were with each of the following aspects of our communications with you today.**

Communications with you today	Very Dis-satisfied ☹	Dis-satisfied	Neutral 😐	Satisfied	Very Satisfied ☺	Not applicable
How much information you were given	G_1	G_2	G_3	G_4	G_5	G_9
How clear this information was	G_1	G_2	G_3	G_4	G_5	G_9
How well your questions were answered . . .	G_1	G_2	G_3	G_4	G_5	G_9
How clear the tems used were	G_1	G_2	G_3	G_4	G_5	G_9
How appropriate the information and advice that you received were	G_1	G_2	G_3	G_4	G_5	G_9
Getting served in the official language of your choice	G_1	G_2	G_3	G_4	G_5	G_9
How easy the forms were to fill out	G_1	G_2	G_3	G_4	G_5	G_9
The information on the service that you wanted to receive	G_1	G_2	G_3	G_4	G_5	G_9
The information on the rules that apply to your situation	G_1	G_2	G_3	G_4	G_5	G_9

Q16 **Overall, how satisfied were you with our communications with you today?**

G_1	G_2	G_3	G_4	G_5
Very Dissatisfied ☹	Dissatisfied	Neutral 😐	Satisfied	Very Satisfied ☺

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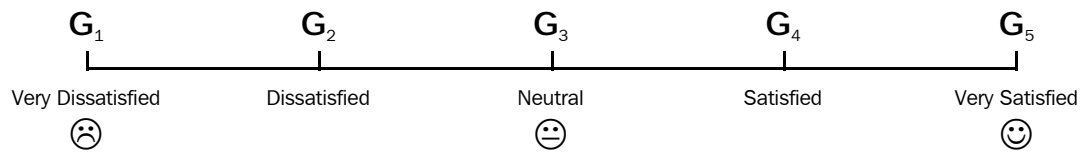
OUTCOME OF YOUR VISIT TODAY

Q17 **Today, did you get the service that you were looking for?**

G$_1$ Yes, I got all the service that I was looking for.
G$_2$ I got some of the sevice that I was looking for.
G$_3$ No, I did not get any of the service that I was looking for.

Q18 **Today, in your opinion, was the service that you were given free of errors?**

G$_1$ Yes
G$_2$ No ➡   **What was the most important error that occurred?**

_____

_____

_____

_____

Q19 **Overall, how satisfied were you with the service that you received today?**

G$_1$	**G**$_2$	**G**$_3$	**G**$_4$	**G**$_5$
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
☹		☺		☺
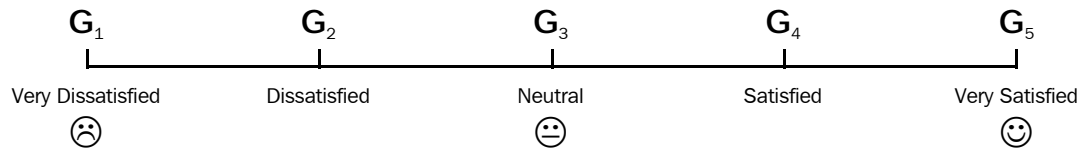
Q20 **Using the scale below, please indicate how satisfied or dissatisfied you were with each of the following aspects of the service you received today.**

	Very Dis-satisfied ☹	Dis-satisfied	Neutral 😐	Satisfied	Very Satisfied 🙂	Not applicable
How much trust we inspired in you	G_1	G_2	G_3	G_4	G_5	G_9
How well we met your needs	G_1	G_2	G_3	G_4	G_5	G_9
What strategies we gave you for finding further information	G_1	G_2	G_3	G_4	G_5	G_9
What advice we gave you to reassure you ..	G_1	G_2	G_3	G_4	G_5	G_9
How much support we gave you in your efforts	G_1	G_2	G_3	G_4	G_5	G_9
How much respect we showed you as a person	G_1	G_2	G_3	G_4	G_5	G_9
How well we kept our commitments	G_1	G_2	G_3	G_4	G_5	G_9
How much encouragement we gave you to invest in yourself	G_1	G_2	G_3	G_4	G_5	G_9

INFORMATION ABOUT YOU

Now here are a few final questions about yourself. Your answers will remain confidential. We need them to be able to understand things about our clients as a group.

Q21 **How old are you?**

G_1 Under 18
G_2 18 to 25
G_3 26 to 35
G_4 36 to 45
G_5 46 to 55
G_6 56 to 65
G_7 66 or over

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Q22 **Are you a man, or a woman?**

G$_1$ Man
G$_2$ Woman

Q23 **Over the past three months, how many times have you used the service that you used today?**

G$_1$ This was the first time.
G$_2$ Two or three times
G$_3$ Four times or more

Q24 **Did you use this service because a law or regulation required you to do so, or did you use it voluntarily?**

G$_1$ I used it because a law or regulation required me to.
G$_2$ I used it voluntarily.

Q25 **Do you think that you will use this service again in the coming months?**

G$_1$ Yes
G$_2$ No

Q26 **Do you have a job right now?**

G$_1$ Yes
G$_2$ No

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Q27 **In your opinion, how much do you know about each of the following HRDC programs and tools: nothing at all, not much, a certain amount, a fair amount, or a lot?**

How much do you know about:	Nothing At All	Not Much	A Certain Amount	A Fair Amount	A Lot
Employment Insurance program	G_1	G_2	G_3	G_4	G_5
Job-search tools	G_1	G_2	G_3	G_4	G_5
Tools for choosing training programs	G_1	G_2	G_3	G_4	G_5
Tools to help you make important decisions	G_1	G_2	G_3	G_4	G_5
Income Security program	G_1	G_2	G_3	G_4	G_5
Labour Code enforcement program	G_1	G_2	G_3	G_4	G_5

Q28 **How comfortable would you say you are with each of the following technologies: very uncomfortable, somewhat uncomfortable, neutral, fairly comfortable, or very comfortable?**

Using these technologies	Very Uncomfortable	Somewhat Uncomfortable	Neutral	Fairly Comfortable	Very Comfortable
Automated telephone systems	G_1	G_2	G_3	G_4	G_5
Job-bank kiosks	G_1	G_2	G_3	G_4	G_5
Kiosks for filling out forms	G_1	G_2	G_3	G_4	G_5
Internet	G_1	G_2	G_3	G_4	G_5

THANK YOU VERY MUCH FOR HAVING COMPLETED THIS QUESTIONNAIRE.
Please leave it with the receptionist.

Appendix 5
Self-Administered Questionnaire, In-Person Services, Importance of Services

HRDC LETTERHEAD

CLIENT SURVEY ON
SERVICES DELIVERED IN PERSON
Importance of Services

Dear Client:

We need your opinion about our service. We are constantly trying to improve the service that we provide, and we think that as one of our clients, you are in the best position to say what things we are already doing well and what things we need to improve. To get your opinion on these subjects, we are asking you to take a few minutes today to fill out this questionnaire, which will help us to consider your views more effectively.

We need your opinion about our service.

Please rest assured that **your responses will remain confidential.** At no time will your name be linked in any way with this questionnaire or with the responses that you give on it. Also please be assured that your participation is entirely voluntary. If you decide not to fill out this questionnaire, your decisio will in no way affect the services that you receive from HRDC.

We would appreciate it if you would fill this questionnaire out right away and then leave it with the receptionist.

Thank you very much for taking the time to participate in our survey.

(Signature)

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CLIENT SURVEY ON
SERVICES DELIVERED IN PERSON
Importance of Services

REASON FOR YOUR VISIT TODAY

Q1   What was the main reason that you came to the offices of Human Resources Development Canada (HRDC) today? *Put an X in the box that matches your reason most closely.*

G_{01} To deal with a matter concerning d'assurance-emploi

G_{02} To deal with a matter concerning maternity leave or sick leave

G_{03} To deal with a matter concerning Teledec or direct deposit

G_{04} To use the Job Bank

G_{05} To use student employment services

G_{06} To deal with a matter concerning Income Security benefits

G_{07} To deal with a matter concerning the Labour Code

G_{08} To obtain services related to my Social Insurance Number

G_{09} To obtain labour market information

G_{10} To use the Human Resources Information Centre

G_{11} To access government information or government services over the Internet

G_{12} To obtain services related to my Record of Employment (please specify what services):
. . . .

G_{13} To obtain information on HRDC programs or services (please specify what programs or services):
. . . .

G_{98} Other reasons (please specify): . . . .

Q2   What is the main goal that you are trying to achieve right now?

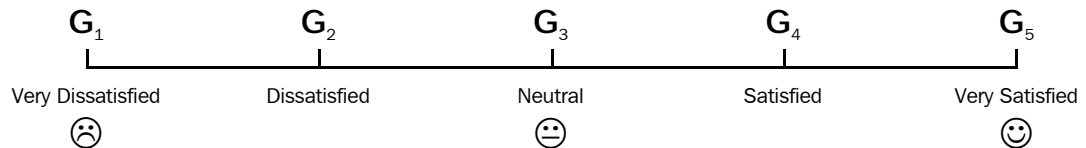G_{01} To choose between entering a vocational training program and returning to school

G_{02} To enter or re-enter the work force

G_{03} To retire

G_{04} To choose between school and work

G_{05} To choose between work and retirement

G_{98} Other (please specify): . . . .

G_{99} Not applicable

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OUR RESPONSIVENESS IN SERVING YOU

Q3 **Using the scale below, please indicate how IMPORTANT you consider each of the following aspects of our responsiveness in serving you.**

IMPORTANCE OF:	Very Unimportant	Unimportant	Neutral	Important	Very Important
Time required to obtain the service	G_1	G_2	G_3	G_4	G_5
Number of contacts required to obtain the service	G_1	G_2	G_3	G_4	G_5
Individualized attention to your needs	G_1	G_2	G_3	G_4	G_5
Meeting service standards posted in our offices	G_1	G_2	G_3	G_4	G_5
How courteous service staff are to you	G_1	G_2	G_3	G_4	G_5
How well service staff listen to you	G_1	G_2	G_3	G_4	G_5
How respectfully service staff treat you	G_1	G_2	G_3	G_4	G_5
Quality of interpersonal contacts	G_1	G_2	G_3	G_4	G_5
The variety of services offered	G_1	G_2	G_3	G_4	G_5
How well your questions are answered	G_1	G_2	G_3	G_4	G_5

Q4 **Overall, how satisfied were you with our responsiveness in serving you today?**

G_1	G_2	G_3	G_4	G_5
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied

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Q5   **If we could improve only one of the following aspects of our service, which one should we choose?**

G_{01} Time required to obtain the service
G_{02} Number of contacts required to obtain the service
G_{03} Individualized attention to your needs
G_{04} Meeting the service standards posted in our offices
G_{05} How courteous service staff are to you
G_{06} How well service staff listen to you
G_{07} How respectfully service staff treat you
G_{08} Quality of interpersonal contacts
G_{09} The variety of services offered
G_{10} How well your questions are answered
G_{97} NONE

Q6   **In total, how much time did you wait at our office today to obtain the service you came in for?** *Please indicate about how many minutes you waited.*

|___|___|___| minutes

Q7   **In your opinion, is this an acceptable amount of time to wait, or is it too long?**

G_{1} This is an acceptable amount of time to wait.
G_{2} This is too long.   ➡**What would be an acceptable amount of time to have to wait to receive this service?**

|___|___|___| minutes

Q8   **How many contacts did you have to make to receive this service?** *(Count one "contact" fpr every time you did one of the following: made a phone call, sent an e-mail, sent a letter by mail, sent a fax, or made an in-person visit.)*.

|___|___| contacts

Q9 **In your opinion, is this an acceptable number of contacts, or too many?**

G_1 This is an acceptable number of contacts.

G_2 This is too many. ➥ **What would be an acceptable number of contacts to have to make to obtain this service?**

|___|___|___| contacts

Q10 **In your opinion, do the service standards posted in our offices represent very poor service, poor service, ordinary service, good service, or very good service?**

G_{98} I did not see the service standards posted in the office.

The service standards represent:

G_1	G_2	G_3	G_4	G_5
Very Poor Service	Poor Service	Ordinary Service	Good Service	Very Good Service

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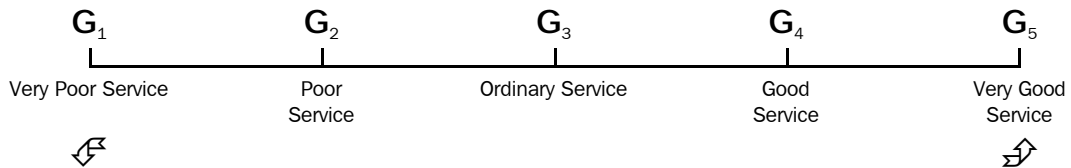
RELIABILITY OF OUR SERVICE

**Q11** **Using the scale below, please indicate how IMPORTANT you consider each of the following aspects of the reliability of our service.**

IMPORTANCE	Very Unimportant	Unimportant	Neutral	Important	Very Important
Competence of our service staff	G_1	G_2	G_3	G_4	G_5
Quality of information that service staff have available	G_1	G_2	G_3	G_4	G_5
Respect for confidentiality	G_1	G_2	G_3	G_4	G_5
Fairness	G_1	G_2	G_3	G_4	G_5
Accuracy of information provided	G_1	G_2	G_3	G_4	G_5
Usefulness of information provided	G_1	G_2	G_3	G_4	G_5
Amount of information provided	G_1	G_2	G_3	G_4	G_5
Usefulness of information provided about the labour market	G_1	G_2	G_3	G_4	G_5
How your requests for information are answered	G_1	G_2	G_3	G_4	G_5

Q12 **Overall, how satisfied were you with the reliability of our service today?**

G_1	G_2	G_3	G_4	G_5
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
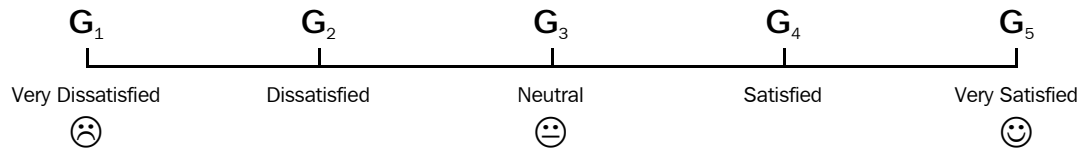
Q13 **If we could improve only one of the following aspects of our service, which one should we choose?**

G_{01} Competence of our service staff

G_{02} Quality of information that service staff have available

G_{03} Respect for confidentiality

G_{04} Fairness

G_{05} Accuracy of information provided

G_{06} Usefulness of information provided

G_{07} Amount of information provided

G_{08} Usefulness of information provided about the labour market

G_{09} How your requests for information are answered

G_{97} NONE

ACCESS TO OUR SERVICES

Q14 **Using the scale below, please indicate how IMPORTANT you consider each of the following aspects of your access to our services.**

IMPORTANCE	Very Unimportant	Unimportant	Neutral	Important	Very Important
How easily you can make appointments with our staff	G_1	G_2	G_3	G_4	G_5
The centre's location	G_1	G_2	G_3	G_4	G_5
Availability of parking	G_1	G_2	G_3	G_4	G_5
Accessibility by bus or subway	G_1	G_2	G_3	G_4	G_5
How easy it is to find the signs in our offices	G_1	G_2	G_3	G_4	G_5
How easily it is to understand the signs in our offices	G_1	G_2	G_3	G_4	G_5
How comfortable the waiting room is	G_1	G_2	G_3	G_4	G_5
The variety of ways that you can access our services, such as telephone, Internet, and in-person visits	G_1	G_2	G_3	G_4	G_5

Q15 **Overall, how satisfied were you with your access to our services today?**

G_1	G_2	G_3	G_4	G_5
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied

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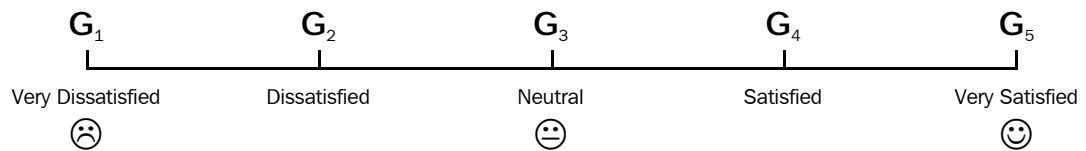
Q16 **If we could improve only one of the following aspects of our service, which one should we choose?**

G_{01} How easy it is to make appointments with our staff

G_{02} The centre's location

G_{03} Availability of parking

G_{04} Accessibility by bus or subway

G_{05} How easy it is to find the signs in our offices

G_{06} How easy it is to understand the signs in our offices

G_{07} How comfortable the waiting room is

G_{08} The variety of ways that you can access our services, such as telephone, Internet, and in-person visits

G_{97} NONE

Q17 **If you had the choice, which method would you prefer to use to acces the service that was the reason for your visiting our offices today?**

G_{01} In-person visit

G_{02} Telephone

G_{03} Mail

G_{04} Internet

G_{05} Fax

G_{98} Other method (please specify) . . . .

OUR COMMUNICATIONS WITH YOU

Q18 **Using the scale below, please indicate how IMPORTANT you consider each of the following aspects of our communications with you.**

IMPORTANCE	Very Unimportant	Unimportant	Neutral	Important	Very Important
How much information you are given	G_1	G_2	G_3	G_4	G_5
How clear this information is	G_1	G_2	G_3	G_4	G_5
How well your questions are answered	G_1	G_2	G_3	G_4	G_5
How clear the terms used are	G_1	G_2	G_3	G_4	G_5
How appropriate the information and advice that you receive are	G_1	G_2	G_3	G_4	G_5
Getting served in the official language of your choice	G_1	G_2	G_3	G_4	G_5
How easy the forms are to fill out	G_1	G_2	G_3	G_4	G_5
The information on the service that you want to receive	G_1	G_2	G_3	G_4	G_5
The information on the rules that apply to your situation	G_1	G_2	G_3	G_4	G_5

Q19 **Overall, how satisfied were you with our communications with you today?**

G_1	G_2	G_3	G_4	G_5
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied

Q20 **If we could improve only one of the following aspects of our service, which one should we choose?**

G_{01} How much information you are given

G_{02} How clear this information is

G_{03} How well your questions are answered

G_{04} How clear the terms used are

G_{05} How appropriate the information and advice that you receive are

G_{06} Getting served in the official language of your choice

G_{07} How easy the forms are to fill out

G_{08} The information on the service that you want to receive

G_{09} The information on the rules that apply to your situation

G_{97} NONE

OUTCOME OF YOUR VISIT TODAY

Q21 Today, did you get the service that you were looking for?

G_1 Yes, I got all the service that I was looking for.
G_2 I got some of the sevice that I was looking for.
G_3 No, I did not get any of the service that I was looking for.

Q22 Today, in your opinion, was the service that you were given free of errors?

G_1 Yes
G_2 No

Q23 Overall, how satisfied were you with the service that you received today?

G_1	G_2	G_3	G_4	G_5
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
☹		☺		☺
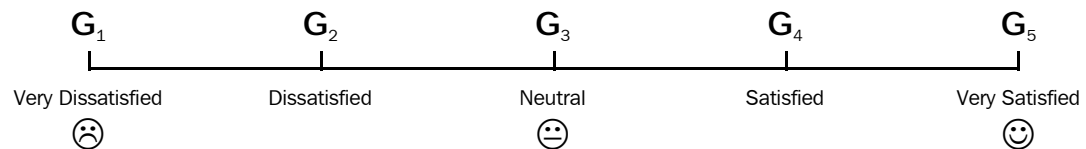
INFORMATION ABOUT YOU

Now here are a few final questions about yourself. Your answers will remain confidential. We need them to be able to understand things about our clients as a group.

Q24 **How old are you?**

G_1 Under 18
G_2 18 to 25
G_3 26 to 35
G_4 36 to 45
G_5 46 to 55
G_6 56 to 65
G_7 66 or over

Q25 **Are you a man, or a woman?**

G_1 Man
G_2 Woman

Q26 **Over the past three months, how many times have you used the service that you used today?**

G_1 This was the first time.
G_2 Two or three times
G_3 Four times or more

Q27 **Did you use this service because a law or regulation required you to do so, or did you use it voluntarily?**

G_1 I used it because a law or regulation required me to.
G_2 I used it voluntarily.

Q28 **Do you think that you will use this service again in the coming months?**

G_1 Yes
G_2 No

Q29 **Do you have a job right now?**

G_1 Yes
G_2 No

Q30 **In your opinion, how much do you know about each of the following HRDC programs and tools: nothing at all, not much, a certain amount, a fair amount, or a lot?**

How much you know about	Nothing At All	Not Much	A Certain Amount	A Fair Amount	A Lot
Employment Insurance program	G_1	G_2	G_3	G_4	G_5
Job-search tools	G_1	G_2	G_3	G_4	G_5
Tools for choosing training programs	G_1	G_2	G_3	G_4	G_5
Tools to help you make important decisions	G_1	G_2	G_3	G_4	G_5
Income Security program	G_1	G_2	G_3	G_4	G_5
Labour Code enforcement program	G_1	G_2	G_3	G_4	G_5

Q31 **How comfortable would you say you are with each of the following technologies: very uncomfortable, somewhat uncomfortable, neutral, fairly comfortable, or very comfortable?**

Using these technologies	Very Uncomfortable	Somewhat Uncomfortable	Neutral	Fairly Comfortable	Very Comfortable
Automated telephone systems	G_1	G_2	G_3	G_4	G_5
Job-bank kiosks	G_1	G_2	G_3	G_4	G_5
Kiosks for filling out forms	G_1	G_2	G_3	G_4	G_5
Internet	G_1	G_2	G_3	G_4	G_5

THANK YOU VERY MUCH FOR HAVING COMPLETED THIS QUESTIONNAIRE.
Please leave it with the receptionist.

Appendix 6

Self-Administered Questionnaire, On-Line Services, Satisfaction with and Importance of Services

CLIENT SURVEY ON
ON-LINE SERVICES
Satisfaction with/Importance of Services

Dear Client:

We need your opinion about our service. We are constantly trying to improve the service that we provide, and we think that as one of our clients, you are in the best position to say what we things we are already doing well and what things we need to improve. To get your opinion on these subjects, we are asking you to take a few minutes today to fill out this questionnaire, which will help us to consider your views more effectively.

Please rest assured that **your responses will remain confidential.** At no time will your name be linked in any way with this questionnaire or with the responses that you give on it. Also please be assured that your participation is entirely voluntary. If you decide not to fill out this questionnaire, your decision will in no way affect the services that you receive from HRDC.

Thank you very much for taking the time to participate in our survey.

Signature

Q1   **What was your main reason for using the on-line facilities of Human Resources Development Canada (HRDC) today?** *Check the box that comes closest to describing your reason.*

G_{01} To deal with a matter concerning Employment Insurance
G_{02} To deal with a matter concerning maternity leave or sick leave
G_{03} To deal with a matter concerning Teledec or direct deposit
G_{04} To use the Job Bank
G_{05} To use student employment services
G_{06} To deal with a matter concerning Income Security benefits
G_{07} To deal with a matter concerning the Labour Code
G_{08} To obtain services related to my Social Insurance Number
G_{09} To obtain labour market information
G_{10} To use the Human Resources Information Centre
G_{11} To access government information or government services over the Internet
G_{12} To obtain services related to my Record of Employment (please specify what services):
. . . .
G_{13} To obtain information on HRDC programs or services (please specify what programs or services:
. . . .
G_{98} Other reasons (please specify): . . . .

Q2   **What is the main goal that you are trying to achieve right now?**

G_{01} To choose between entering a vocational training program and returning to school
G_{02} To enter or re-enter the work force
G_{03} To retire
G_{04} To choose between school and work
G_{05} To choose between work and retirement
G_{98} Other (please specify): ....
G_{99} Not applicable

[The respondents in this survey have been assigned randomly to one of two groups: the "Satisfaction" group, whom you will ask questions about their satisfaction with our services, and the "Importance" group, whom you will ask questions about how much importance they attribute to various aspects of these services.]

[ASK ONLY IF RESPONDENT IS IN "SATISFACTION" GROUP.]

Q3   **Using the scale below, please indicate how SATISFIED or DISSATISFIED you were with each of the following aspects of our on-line service today.**

SATISFACTION	Very Dis-satisfied ☹	Dis-satisfied	Neutral 😐	Satisfied	Very Satisfied ☺	Not applicable
OUR RESPONSIVENESS IN SERVING YOU						
Time required to obtain the service	G_1	G_2	G_3	G_4	G_5	G_9
Number of steps required to obtain the service	G_1	G_2	G_3	G_4	G_5	G_9
The information on what to do in case of a problem	G_1	G_2	G_3	G_4	G_5	G_9
The variety of services offered	G_1	G_2	G_3	G_4	G_5	G_9
How well your questions were answered . . .	G_1	G_2	G_3	G_4	G_5	G_9
Our responsiveness in serving you, overall	G_1	G_2	G_3	G_4	G_5	G_9
THE RELIABILITY OF OUR SERVICE						
Respect for confidentiality	G_1	G_2	G_3	G_4	G_5	G_9
Accuracy of information provided	G_1	G_2	G_3	G_4	G_5	G_9
Usefulness of information provided	G_1	G_2	G_3	G_4	G_5	G_9
Amount of information provided	G_1	G_2	G_3	G_4	G_5	G_9
The reliability of our service, overall . . .	G_1	G_2	G_3	G_4	G_5	G_9
OUR COMMUNICATIONS WITH YOU						
Clarity of information provided	G_1	G_2	G_3	G_4	G_5	G_9
Getting served in the official language of your choice	G_1	G_2	G_3	G_4	G_5	G_9
How easy the Web site was to use	G_1	G_2	G_3	G_4	G_5	G_9
Our communications, in general	G_1	G_2	G_3	G_4	G_5	G_9

[ASK ONLY IF RESPONDENT IS IN "IMPORTANCE" GROUP.]

Q4   **Using the scale below, please indicate how IMPORTANT you consider each of the following aspects of HRDC's on-line service.**

IMPORTANCE	Very Unimportant	Unimportant	Neutral	Important	Very Important
Time required to obtain the service	G_1	G_2	G_3	G_4	G_5
Number of steps required to obtain the service . .	G_1	G_2	G_3	G_4	G_5
The information on what to do in case of a problem	G_1	G_2	G_3	G_4	G_5
The variety of services offered	G_1	G_2	G_3	G_4	G_5
How well your questions are answered	G_1	G_2	G_3	G_4	G_5
Respect for confidentiality	G_1	G_2	G_3	G_4	G_5
Accuracy of information provided	G_1	G_2	G_3	G_4	G_5
Usefulness of information provided	G_1	G_2	G_3	G_4	G_5
Amount of information provided	G_1	G_2	G_3	G_4	G_5
Clarity of information provided	G_1	G_2	G_3	G_4	G_5
Getting served in the official language of your choice	G_1	G_2	G_3	G_4	G_5
How easy the Web site is to use	G_1	G_2	G_3	G_4	G_5

Q5   **If we could improve only THREE of the following aspects of our on-line service, which three should we choose?**

G_{01} Time required to obtain the service
G_{02} Number of steps required to obtain the service
G_{03} The information on what to do in case of a problem
G_{04} The variety of services offered
G_{05} How well your questions are answered
G_{06} Respect for confidentiality
G_{07} Accuracy of information provided
G_{08} Usefulness of information provided
G_{09} Amount of information provided
G_{10} Clarity of information provided
G_{11} Getting served in the official language of your choice
G_{12} How easy the Web site is to use
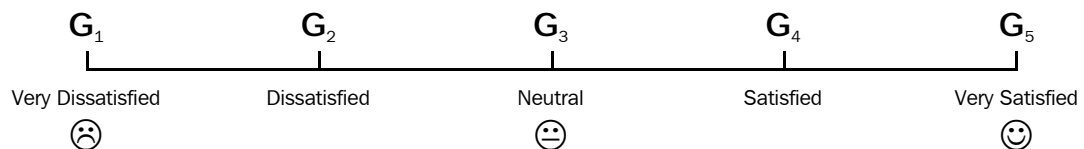G_{97} NONE

Q6   **Did you get the service that you were looking for?**

G_1 Yes, I got all the service that I was looking for.
G_2 I got some of the sevice that I was looking for.
G_3 No, I did not get any of the service that I was looking for.

Q7   **In your opinion, was the service that you were given free of errors?**

G_1 Yes
G_2 No

Q8   **Overall, how satisfied were you with the on-line service that you received today?**

G_1 G_2 G_3 G_4 G_5

Very Dissatisfied   Dissatisfied   Neutral   Satisfied   Very Satisfied

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Q9　**Using the scale below, please indicate how satisfied or dissatisfied you were with each of the following aspects of the on-line service that you received.**

	Very Dis-satisfied ☹	Dis-satisfied	Neutral 😐	Satisfied	Very Satisfied ☺	Not applicable
How much trust we inspired in you	G_1	G_2	G_3	G_4	G_5	G_9
How well we met your needs	G_1	G_2	G_3	G_4	G_5	G_9
What strategies we gave you for finding further information	G_1	G_2	G_3	G_4	G_5	G_9
What advice we gave you to reassure you	G_1	G_2	G_3	G_4	G_5	G_9
How much support we gave you in your efforts	G_1	G_2	G_3	G_4	G_5	G_9
How much respect we showed you as a person	G_1	G_2	G_3	G_4	G_5	G_9
How well we kept our commitments	G_1	G_2	G_3	G_4	G_5	G_9
How much encouragement we gave you to invest in yourself	G_1	G_2	G_3	G_4	G_5	G_9

Now here are a few final questions about yourself. Your answers will remain confidential. We need them to be able to understand things about our clients as a group

Q10　**How old are you?**

G_1　Under 18
G_2　18 to 25
G_3　26 to 35
G_4　36 to 45
G_5　46 to 55
G_6　56 to 65
G_7　66 or over

Q11 **Are you a man, or a woman?**

G_1 Man
G_2 Woman

Q12 **Over the past three months, how many times have you used the on-line service that you used today?**

G_1 This was the first time.
G_2 Two or three times
G_3 Four times or more

Q13 **Did you use this service because a law or regulation required you to do so, or did you use it voluntarily?**

G_1 I used it because a law or regulation required me to.
G_2 I used it voluntarily.

Q14 **Do you think that you will use this service again in the coming months?**

G_1 Yes
G_2 No

Q15 **Do you have a job right now?**

G_1 Yes
G_2 No

Q16 **In your opinion, how much do you know about each of the following HRDC programs and tools: nothing at all, not much, a certain amount, a fair amount, or a lot?**

How much do you know about:	Nothing At All	Not Much	A Certain Amount	A Fair Amount	A Lot
Employment Insurance program	G_1	G_2	G_3	G_4	G_5
Job-search tools	G_1	G_2	G_3	G_4	G_5
Tools for choosing training programs	G_1	G_2	G_3	G_4	G_5
Tools to help you make important decisions	G_1	G_2	G_3	G_4	G_5
Income Security program	G_1	G_2	G_3	G_4	G_5
Labour Code enforcement program	G_1	G_2	G_3	G_4	G_5

Q17 **How comfortable would you say you are with each of the following technologies: very uncomfortable, somewhat uncomfortable, neutral, fairly comfortable, or very comfortable?**

Using these technologies	Very Uncomfortable	Somewhat Uncomfortable	Neutral	Fairly Comfortable	Very Comfortable
Automated telephone systems	G_1	G_2	G_3	G_4	G_5
Job-bank kiosks	G_1	G_2	G_3	G_4	G_5
Kiosks for filling out forms	G_1	G_2	G_3	G_4	G_5
Internet	G_1	G_2	G_3	G_4	G_5

THANK YOU VERY MUCH FOR HAVING COMPLETED THIS QUESTIONNAIRE.

Appendix 7

Self-Administered Questionnaire, Services Delivered by Mail, Satisfaction with Services

An Integrated Approach to Obtaining Feedback from Clients
Analysis of requirements and proposal for a measurement program

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CLIENT SURVEY ON
SERVICES DELIVERED BY MAIL
Satisfaction with Services

Dear Client:

We need your opinion about our service. We are constantly trying to improve the service that we provide, and we think that as one of our clients, you are in the best position to say what things we are already doing well and what things we need to improve. To get your opinion on these subjects, we are asking you today to take a few minutes to fill out this questionnaire, which will help us to consider your views more effectively.

We need your opinion about our service.

Please rest assured that **your responses will remain confidential.** At no time will your name be linked in any way with this questionnaire or with the responses that you give on it. Also please be assured that your participation is entirely voluntary. If you decide not to fill out this questionnaire, your decision will in no way affect the services that you receive from HRDC.

We would appreciate it if you would fill this questionnaire out right away, then mail it back to us in the enclosed envelope.

Thank you very much for taking the time to participate in our survey.

CLIENT SURVEY ON SERVICES
DELIVERED BY MAIL
Satisfaction with Services

Q1   **What was the main purpose of your communications with Human Resources Development Canada (HRDC) by mail?** *Put an X in the box that matches your reason most closely.*

G_{01} To deal with a matter concerning Employment Insurance

G_{02} To deal with a matter concerning maternity leave or sick leave

G_{03} To deal with a matter concerning Teledec or direct deposit

G_{04} To use the Job Bank

G_{05} To use student employment services

G_{06} To deal with a matter concerning Income Security benefits

G_{07} To deal with a matter concerning the Labour Code

G_{08} To obtain services related to my Social Insurance Number

G_{09} To obtain labour market information

G_{10} To use the Human Resources Information Centre

G_{11} To access government information or government services over the Internet

G_{12} To obtain services related to my Record of Employment (please specify what services):
. . . .

G_{13} To obtain information on HRDC programs or services (please specify what programs or services:

G_{98} Other reasons (please specify): . . . .

Q2   **What is the main goal that you are trying to achieve right now?**

G_{01} To choose between entering a vocational training program and returning to school

G_{02} To enter or re-enter the work force

G_{03} To retire

G_{04} To choose between school and work

G_{05} To choose between work and retirement

G_{98} Other (please specify): . . . .

G_{99} Not applicable

Q3   **Using the scale below, please indicate how satisfied or dissatisfied you were with each of the following aspects of your mail correspondence with us.**

SATISFACTION	Very Dis-satisfied ☹	Dis-satisfied	Neutral ☺	Satisfied	Very Satisfied ☺	Not applicable
OUR RESPONSIVENESS IN SERVING YOU						
Time required to obtain the service	G_1	G_2	G_3	G_4	G_5	G_9
Number of steps required to obtain the service	G_1	G_2	G_3	G_4	G_5	G_9
Individualized attention to your needs	G_1	G_2	G_3	G_4	G_5	G_9
How courteous we were in our letters	G_1	G_2	G_3	G_4	G_5	G_9
How well your questions were answered ...	G_1	G_2	G_3	G_4	G_5	G_9
Our responsiveness in serving you, overall	G_1	G_2	G_3	G_4	G_5	G_9
RELIABILITY OF OUR SERVICE						
Respect for confidentiality	G_1	G_2	G_3	G_4	G_5	G_9
Fairness	G_1	G_2	G_3	G_4	G_5	G_9
Accuracy of information provided	G_1	G_2	G_3	G_4	G_5	G_9
Usefulness of information provided	G_1	G_2	G_3	G_4	G_5	G_9
Amount of information provided	G_1	G_2	G_3	G_4	G_5	G_9
The reliability of our service, overall ...	G_1	G_2	G_3	G_4	G_5	G_9
OUR COMMUNICATIONS WITH YOU						
Clarity of information provided	G_1	G_2	G_3	G_4	G_5	G_9
Getting served in the official language of your choice	G_1	G_2	G_3	G_4	G_5	G_9
How easy the forms were to fill out	G_1	G_2	G_3	G_4	G_5	G_9
The information on the rules that apply to your situation	G_1	G_2	G_3	G_4	G_5	G_9
Our communications, in general	G_1	G_2	G_3	G_4	G_5	G_9

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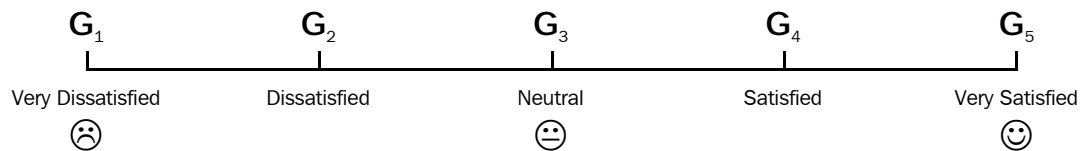
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Q4   **In your communications with us by mail, did you get the service that you were looking for?**

G_1 Yes, I got all the service that I was looking for.
G_2 I got some of the sevice that I was looking for.
G_3 No, I did not get any of the service that I was looking for.

Q5   **In your opinion, was the service that you were given free of errors?**

G_1 Yes
G_2 No

Q6   **Overall, how satisfied are you with the service that you received through your communications with us by mail?**

G_1	G_2	G_3	G_4	G_5
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
☹		😐		☺

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Q7 **Using the scale below, please indicate how satisfied or dissatisfied you were with each of the following aspects of the service that you received by mail.**

SATISFACTION	Very Dis-satisfied ☹	Dissatisfied	Neutral 😐	Satisfied	Very Satisfied 🙂	Not applicable
How much trust we inspired in you	G_1	G_2	G_3	G_4	G_5	G_9
How well we met your needs	G_1	G_2	G_3	G_4	G_5	G_9
What strategies we gave you for finding further information	G_1	G_2	G_3	G_4	G_5	G_9
What advice we gave you to reassure you	G_1	G_2	G_3	G_4	G_5	G_9
How much support we gave you in your efforts	G_1	G_2	G_3	G_4	G_5	G_9
How much respect we showed you as a person	G_1	G_2	G_3	G_4	G_5	G_9
How well we kept our commitments	G_1	G_2	G_3	G_4	G_5	G_9
How much encouragement we gave you to invest in yourself	G_1	G_2	G_3	G_4	G_5	G_9

Q8 **Using the scale below, please indicate how IMPORTANT you consider each of the following aspects of HRDC's service by mail.**

IMPORTANCE	Very Unimportant	Unimportant	Neutral	Important	Very Important
Time required to obtain the service	G_1	G_2	G_3	G_4	G_5
Number of steps required to obtain the service . .	G_1	G_2	G_3	G_4	G_5
Individualized attention to your needs	G_1	G_2	G_3	G_4	G_5
How courteous we are in our letters	G_1	G_2	G_3	G_4	G_5
How well we answer your questions	G_1	G_2	G_3	G_4	G_5
Respect for confidentiality	G_1	G_2	G_3	G_4	G_5
Fairness	G_1	G_2	G_3	G_4	G_5
Accuracy of information provided	G_1	G_2	G_3	G_4	G_5
Usefulness of information provided	G_1	G_2	G_3	G_4	G_5
Amount of information provided	G_1	G_2	G_3	G_4	G_5
Clarity of information provided	G_1	G_2	G_3	G_4	G_5
Getting served in the official language of your choice	G_1	G_2	G_3	G_4	G_5
How easy the forms are to fill out	G_1	G_2	G_3	G_4	G_5
The information on the rules that apply to your situation	G_1	G_2	G_3	G_4	G_5

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Q9 **If we could improve only THREE of the following aspects of this service, which three should we choose?**

G_{01} Time required to obtain the service

G_{02} Number of steps required to obtain the service

G_{03} Individualized attention to your needs

G_{04} Politeness of our letters

G_{05} How well we answer your questions

G_{06} Respect for confidentiality

G_{07} Fairness

G_{08} Accuracy of information provided

G_{09} Usefulness of information provided

G_{10} Amount of information provided

G_{11} Clarity of information provided

G_{12} Getting served in the official language of your choice

G_{13} How easy the forms are to fill out

G_{14} The information on the rules that apply to your situation

G_{97} NONE

G_{98} Other (please specify): . . . .

Now here are a few final questions about yourself. Your answers will remain confidential. We need them to be able to understand things about our clients as a group.

Q10 **How old are you?**

G_{1} Under 18

G_{2} 18 to 25

G_{3} 26 to 35

G_{4} 36 to 45

G_{5} 46 to 55

G_{6} 56 to 65

G_{7} 66 or over

Q11 **Are you a man, or a woman?**

G_{1} Man

G_{2} Woman

Q12 **Over the past three months, how many times have you used the service referred to in this questionnaire?**

G_1 This was the first time.
G_2 Two or three times
G_3 Four times or more

Q13 **Did you use this service because a law or regulation required you to do so, or did you use it voluntarily?**

G_1 I used it because a law or regulation required me to.
G_2 I used it voluntarily.

Q14 **Do you think that you will use this service again in the coming months?**

G_1 Yes
G_2 No

Q15 **Do you have a job right now?**

G_1 Yes
G_2 No

Q16 **In your opinion, how much do you know about each of the following HRDC programs and tools: nothing at all, not much, a certain amount, a fair amount, or a lot?**

How much do you know about:	Nothing At All	Not Much	A Certain Amount	A Fair Amount	A Lot
Employment Insurance program	G_1	G_2	G_3	G_4	G_5
Job-search tools	G_1	G_2	G_3	G_4	G_5
Tools for choosing training programs	G_1	G_2	G_3	G_4	G_5
Tools to help you make important decisions	G_1	G_2	G_3	G_4	G_5
Income Security program (Old Age Security)	G_1	G_2	G_3	G_4	G_5
Labour Code enforcement program	G_1	G_2	G_3	G_4	G_5

Q17 **Lastly, we would very much like to contact you by telephone to briefly discuss this survey questionnaire with you. If you are willing to talk with us by telephone, please enter your name and telephone number below. Remember that YOU ARE NOT OBLIGED TO ENTER YOUR NAME AND TELEPHONE NUMBER and that if you decide not to do so, your decision will in no way affect the services that you receive from HRDC.**

Your name . . . .

Your telephone number . . . .

THANK YOU VERY MUCH FOR HAVING COMPLETED THIS QUESTIONNAIRE.
Please place this questionnaire in the enclosed envelope and mail it back to us.

Appendix 8

Telephone Questionnaire, Telephone Services, Satisfaction with and

Importance of Services

An Integrated Approach to Obtaining Feedback from Clients
Analysis of requirements and proposal for a measurement program

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CLIENT SURVEY ON SERVICES PROVIDED
BY TELEPHONE
Satisfaction with/Importance of Services

Hello. My name is _____. Human Resources Development Canada is currently surveying its clients in order to improve the service that it provides them.. You have been selected at random to answer a few questions for this survey. These questions will take no more than five minutes of your time, and your answers will remain confidential. Also, your participation in this survey is completely voluntary. If you decide not to answer these questions, your decision will in no way affect the services that you receive from HRDC. May I begin.?

[IF ANSWER IS NO, NOTE REFUSAL ON CHECKLIST.]

Q1 **What was your main reason for telephoning Human Resources Development Canada today? [DO NOT READ CHOICES]**
  G_{01} To deal with a matter concerning Employment Insurance
  G_{02} To deal with a matter concerning maternity leave or sick leave
  G_{03} To deal with a matter concerning Teledec or direct deposit
  G_{04} To use the Job Bank
  G_{05} To use student employment services
  G_{06} To deal with a matter concerning Income Security benefits
  G_{07} To deal with a matter concerning the Labour Code
  G_{08} To obtain services related to my Social Insurance Number
  G_{09} To obtain labour market information
  G_{10} To use the Human Resources Information Centre
  G_{11} To access government information or government services over the Internet
  G_{12} To obtain services related to my Record of Employment (please specify what services):
      . . . .
  G_{13} To obtain information on HRDC programs or services (please specify what programs or services:
  G_{98} Other reasons (please specify): . . . .

Q2 **What is the main goal that you are trying to achieve right now?**
  G_{01} To choose between entering a vocational training program and returning to school
  G_{02} To enter or re-enter the work force
  G_{03} To retire
  G_{04} To choose between school and work
  G_{05} To choose between work and retirement
  G_{98} Other (please specify): . . . .
  G_{99} Not applicable

Q3   **How long do you think your telephone call lasted in total, including waiting time?**

_____ MINUTES 1
DON'T KNOW/NO RESPONSE 9

Q4   **Over the past three months, how many times have you used the telephone service that you used today, including Teledec?**

G_1 This was the first time.

G_2 Two or three times

G_3 Four times or more

[The respondents in this survey have been assigned randomly to one of two groups: the "Satisfaction" group, whom you will ask questions about their satisfaction with our services, and the "Importance" group, whom you will ask questions about how much importance they attribute to various aspects of these services.]

I will now ask you four sets of questions about the following four topics: our responsiveness in serving you, the reliability of our service, your access to our service, and our communications with you.

[ASK ONLY IF RESPONDENT IS IN "SATISFACTION" GROUP.]

Q5 **I am now going to read you descriptions of several aspects of our RESPONSIVENESS in serving you by telephone today. For each aspect, please tell me whether you were very dissatisfied, dissatisfied, neutral, satisfied, or very satisfied**

	Very Dis-satisfied ☹	Dis-satisfied	Neutral ☺	Satisfied	Very Satisfied ☺	Don't know/No resp.	N/A
Number of steps required to obtain the service	G_1	G_2	G_3	G_4	G_5	G_9	G_8
Individualized attention to your needs	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How courteous service staff were to you . . .	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How well service staff listened to you	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How respectfully service staff treated you . .	G_1	G_2	G_3	G_4	G_5	G_9	G_8
Quality of interpersonal contacts	G_1	G_2	G_3	G_4	G_5	G_9	G_8
The variety of services offered	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How well your questions were answered . . .	G_1	G_2	G_3	G_4	G_5	G_9	G_8
The number of options offered at each step in the telephone menus (not too few, not too many)	G_1	G_2	G_3	G_4	G_5	G_9	G_8
The length of each message you had to listen to	G_1	G_2	G_3	G_4	G_5	G_9	G_8

[ASK ONLY IF RESPONDENT IS IN "IMPORTANCE" GROUP.]

Q6   **I am now going to read you descriptions of several aspects of our RESPONSIVENESS when you receive service from us by telephone. For each aspect, please tell me how important you consider it to be: very unimportant, unimportant, neutral, important, or very important.**

	Very Un-important	Unimportant	Neutral	Important	Very Important	Don't Know/no Resp
Steps required to obtain the service	G_1	G_2	G_3	G_4	G_5	G_9
Individualized attention to your needs	G_1	G_2	G_3	G_4	G_5	G_9
How courteous service staff are to you	G_1	G_2	G_3	G_4	G_5	G_9
How well service staff listen to you	G_1	G_2	G_3	G_4	G_5	G_9
How respectfully service staff treat you	G_1	G_2	G_3	G_4	G_5	G_9
Quality of interpersonal contacts	G_1	G_2	G_3	G_4	G_5	G_9
The variety of services offered	G_1	G_2	G_3	G_4	G_5	G_9
How well your questions are answered	G_1	G_2	G_3	G_4	G_5	G_9
The number of options offered at each step in the telephone menus	G_1	G_2	G_3	G_4	G_5	G_9
The length of each message you have to listen to	G_1	G_2	G_3	G_4	G_5	G_9

Q7   **Overall, how satisfied were you with our responsiveness in serving you today: very dissatisfied, dissatisfied, neutral, satisfied, or very satisfied?**

G_1	G_2	G_3	G_4	G_5	G_9
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Don't Know/ No Response

Q8   **Among the various aspects of our service that I just mentioned, if we could improve only one, which one should we choose? [READ CHOICES AGAIN IF NECESSARY.]**

G_{01} Number of steps required to obtain the service

G_{02} Individualized attention to your needs

G_{03} How courteous service staff are to you

G_{04} How well service staff listen to you

G_{05} How respectfully service staff treat you

G_{08} Quality of interpersonal contacts

G_{09} The variety of services offered

G_{10} How well your questions are answered

G_{09} The number of options offered at each step in the telephone menus

G_{10} The length of each message that you have to listen to

G_{97} NONE

G_{98} [DO NOT READ] Other (specify): . . . .

G_{99} [DO NOT READ] Don't know/No response

[ASK ONLY IF RESPONDENT IS IN "SATISFACTION" GROUP.]

Q9   **I am now going to read you descriptions of several aspects of our RELIABILITY in serving you by telephone today. For each aspect, please tell me whether you were very dissatisfied, dissatisfied, neutral, satisfied, or very satisfied.**
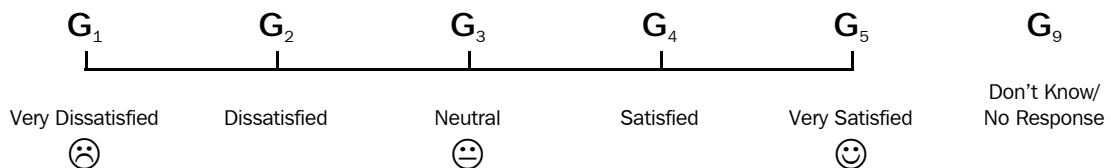
	Very Dis-satisfied ☹	Dis-satisfied	Neutral ☺	Satisfied	Very Satisfied ☺	Don't Know/No Resp.	N/A
Competence of service staff	G_1	G_2	G_3	G_4	G_5	G_9	G_8
Quality of information that service staff had available	G_1	G_2	G_3	G_4	G_5	G_9	G_8
Respect for confidentiality	G_1	G_2	G_3	G_4	G_5	G_9	G_8
Fairness	G_1	G_2	G_3	G_4	G_5	G_9	G_8
Accuracy of information provided	G_1	G_2	G_3	G_4	G_5	G_9	G_8
Usefulness of information provided	G_1	G_2	G_3	G_4	G_5	G_9	G_8
Amount of information provided	G_1	G_2	G_3	G_4	G_5	G_9	G_8
Usefulness of information provided about the labour market	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How your requests for information were answered	G_1	G_2	G_3	G_4	G_5	G_9	G_8

[ASK ONLY IF RESPONDENT IS IN "IMPORTANCE" GROUP.]

Q10 **I am now going to read you descriptions of several aspects of our reliability when you receive service from us by telephone. For each aspect, please tell me how important you consider it to be: very unimportant, unimportant, neutral, important, or very important..**

	Very Unimpor- tant	Unimpor- tant	Neutral	Important	Very Important	Don't Know/No Resp
Competence of our service staff	G_1	G_2	G_3	G_4	G_5	G_9
Quality of information that service staff have available	G_1	G_2	G_3	G_4	G_5	G_9
Respect for confidentiality	G_1	G_2	G_3	G_4	G_5	G_9
Fairness	G_1	G_2	G_3	G_4	G_5	G_9
Accuracy of information provided	G_1	G_2	G_3	G_4	G_5	G_9
Usefulness of information provided	G_1	G_2	G_3	G_4	G_5	G_9
Amount of information provided	G_1	G_2	G_3	G_4	G_5	G_9
Usefulness of information provided about the labour market	G_1	G_2	G_3	G_4	G_5	G_9
How your requests for information are answered	G_1	G_2	G_3	G_4	G_5	G_9

Q11 **Overall, how satisfied were you with our reliability in serving you today: very dissatisfied, dissatisfied, neutral, satisfied, or very satisfied?**

G_1	G_2	G_3	G_4	G_5	G_9
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Don't Know/ No Response

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Q12 **Among the various aspects of our service that I just mentioned, if we could improve only one, which one should we choose? [READ CHOICES AGAIN IF NECESSARY.]**

G_{01} Competence of our service staff

G_{02} Quality of information that service staff have available

G_{03} Respect for confidentiality

G_{04} Fairness

G_{05} Accuracy of information provided

G_{06} Usefulness of information provided

G_{07} Amount of information provided

G_{08} Usefulness of information provided about the labour market

G_{09} How your requests for information are answered

G_{97} NONE

G_{98} [DO NOT READ] Other (specify): . . . .

G_{99} [DO NOT READ] Don't know/No response

[ASK ONLY IF RESPONDENT IS IN "SATISFACTION" GROUP.]

Q13 **I am now going to read you descriptions of several aspects of your ACCESS to our telephone services today. For each aspect, please tell me whether you were very dissatisfied, dissatisfied, neutral, satisfied, or very satisfied**

	Very Dis-satisfied ☹	Dis-satisfied	Neutral ☐	Satisfied	Very Satisfied ☺	Don't Know/No Resp	N/A
How easy the telephone system was to use	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How easily you could reach a member of our service staff	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How quickly you obtained the service	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How long you had to wait to obtain the service	G_1	G_2	G_3	G_4	G_5	G_9	G_8

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[ASK ONLY IF RESPONDENT IS IN "IMPORTANCE" GROUP.]

Q14 **I am now going to read you descriptions of several aspects of your access to the services that you receive from us by telephone. For each aspect, please tell me how important you consider it to be: very unimportant, unimportant, neutral, important, or very important..**

	Very Unimport ant	Unimport ant	Neutral	Important	Very Important	Don't Know/No Resp
How easy the telephone system is to use	G_1	G_2	G_3	G_4	G_5	G_9
How easily you can reach a member of our service staff	G_1	G_2	G_3	G_4	G_5	G_9
How quickly you can obtain the service that you are calling for	G_1	G_2	G_3	G_4	G_5	G_9
How long you have to wait to obtain this service	G_1	G_2	G_3	G_4	G_5	G_9

Q15 **Overall, how satisfied were you with your access to our telephone services today: very dissatisfied, dissatisfied, neutral, satisfied, or very satisfied?**

G_1	G_2	G_3	G_4	G_5	G_9
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Don't Know/ No Response

Q16 **Among the various aspects of our telephone service that I just mentioned, if we could improve only one, which one should we choose?** [**READ CHOICES AGAIN IF NECESSARY.**]

G_{01} How easy the telephone system is to use
G_{02} How easily you can reach a member of our service staff
G_{03} How quickly you can obtain the service that you are calling for
G_{04} How long you have to wait to obtain this service
G_{97} NONE
G_{98} [DO NOT READ] Other (specify): . . . .
G_{99} [DO NOT READ] Don't know/No response

[ASK ONLY IF RESPONDENT IS IN "SATISFACTION" GROUP.]

Q17 **I am now going to read you descriptions of several aspects of our COMMUNICATIONS with you by telephone today. For each aspect, please tell me whether you were very dissatisfied, dissatisfied, neutral, satisfied, or very satisfied.**

	Very Dis-satisfied ☹	Dis-satisfied	Neutral 😐	Satisfied	Very Satisfied 😊	Don't Know/No Resp	N/A
How clear the information was that you received	G_1	G_2	G_3	G_4	G_5	G_9	G_8
Getting answers to your questions	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How clear the terms used were	G_1	G_2	G_3	G_4	G_5	G_9	G_8
Getting served in the official language of your choice	G_1	G_2	G_3	G_4	G_5	G_9	G_8
The information on the rules that applied to your situation	G_1	G_2	G_3	G_4	G_5	G_9	G_8

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[ASK ONLY IF RESPONDENT IS IN "IMPORTANCE" GROUP.]

Q18 **I am now going to read you descriptions of several aspects of your COMMUNICATIONS with us when you are receiving our services by telephone. For each aspect, please tell me how important you consider it to be: very unimportant, unimportant, neutral, important, or very important..**

	Very Unimportant	Unimportant	Neutral	Important	Very Important	Don't Know/No Resp
How clear the information is that you receive ...	G_1	G_2	G_3	G_4	G_5	G_9
Getting answers to your questions	G_1	G_2	G_3	G_4	G_5	G_9
How clear the terms used are	G_1	G_2	G_3	G_4	G_5	G_9
Getting served in the official language of your choice	G_1	G_2	G_3	G_4	G_5	G_9
The information on the rules that apply to your situation	G_1	G_2	G_3	G_4	G_5	G_9

Q19 **Overall, how satisfied were you with our communications with you today: very dissatisfied, dissatisfied, neutral, satisfied, or very satisfied?**

G_1	G_2	G_3	G_4	G_5	G_9
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Don't Know/No Response
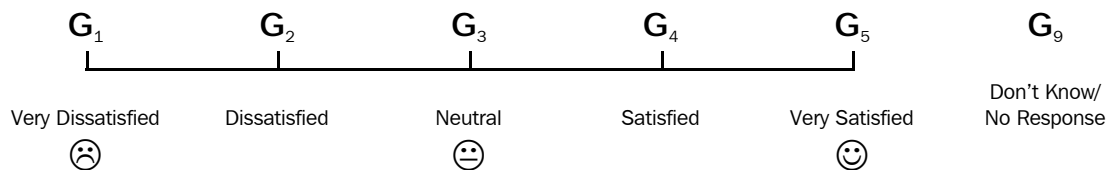
Q20 **Among the various aspects of our service that I just mentioned, if we could improve only one, which one should we choose? [READ CHOICES AGAIN IF NECESSARY.]**

G_{01} How clear the information is that you receive

G_{02} Gettin answers to your questions

G_{03} How clear the terms used are

G_{04} Getting served in the official language of your choice

G_{05} The information on the rules that apply to your situation

G_{97} NONE

G_{98} [DO NOT READ] Other (specify): . . . .

G_{99} [DO NOT READ] Don't know/No response
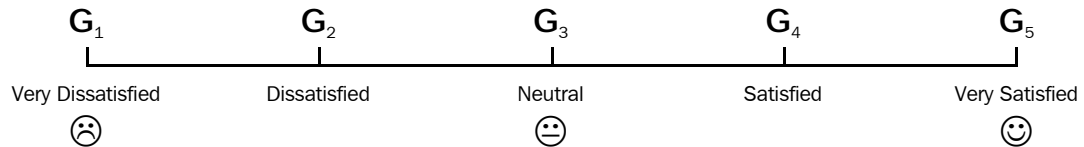
Q21 **Today, did you get the service that you were looking for?**

G_1 Yes, I got all the service that I was looking for.

G_2 I got some of the sevice that I was looking for.

G_3 No, I did not get any of the service that I was looking for.

Q22 **Today, in your opinion, was the service that you were given free of errors?**

G_1 Yes

G_2 No

Q23 **Overall, how satisfied were you with the service that you received today?**

G_1	G_2	G_3	G_4	G_5
Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied

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Q24 **How satisfied were you with each of the following aspects of our service today: very dissatisfied, dissatisfied, neutral, satisfied, or very satisfied?**

	Very Dis-satisfied ☹	Dis-satisfied	Neutral 😐	Satisfied	Very Satisfied 🙂	Don't Know/ No Resp	N/A
How much trust we inspired in you	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How well we met your needs	G_1	G_2	G_3	G_4	G_5	G_9	G_8
What strategies we gave you for finding further information	G_1	G_2	G_3	G_4	G_5	G_9	G_8
What advice we gave you to reassure you ..	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How much support we gave you in your efforts	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How much respect we showed you as a person	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How well we met our commitments	G_1	G_2	G_3	G_4	G_5	G_9	G_8
How much encouragement we gave you to invest in yourself	G_1	G_2	G_3	G_4	G_5	G_9	G_8

Q25 **How old are you?** [READ CHOICES OUT LOUD.]

G_1 Under 18
G_2 18 to 25
G_3 26 to 35
G_4 36 to 45
G_5 46 to 55
G_6 56 to 65
G_7 66 or over

THANK YOU VERY MUCH FOR HAVING COMPLETED THIS QUESTIONNAIRE.

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Q26   **(NOTE WITHOUT ASKING THE QUESTION)**

G$_1$ Man
G$_2$ Woman