



Citizens First 8

KEY INSIGHTS AND FINDINGS

Presented by:
Dan Batista, Executive Director
December 10, 2018

Outline

- **Background and Approach**
- **Key Findings**
- **How Are We Doing?**
- **Priorities for Improvement**
- **Service Expectations**
- **Moving Services Online**
- **Connecting with Clients Online**



Objectives for Citizens First 8

Over the past 20 years, the Citizens First series of studies have plumbed key facets of the citizen-government interface, including:

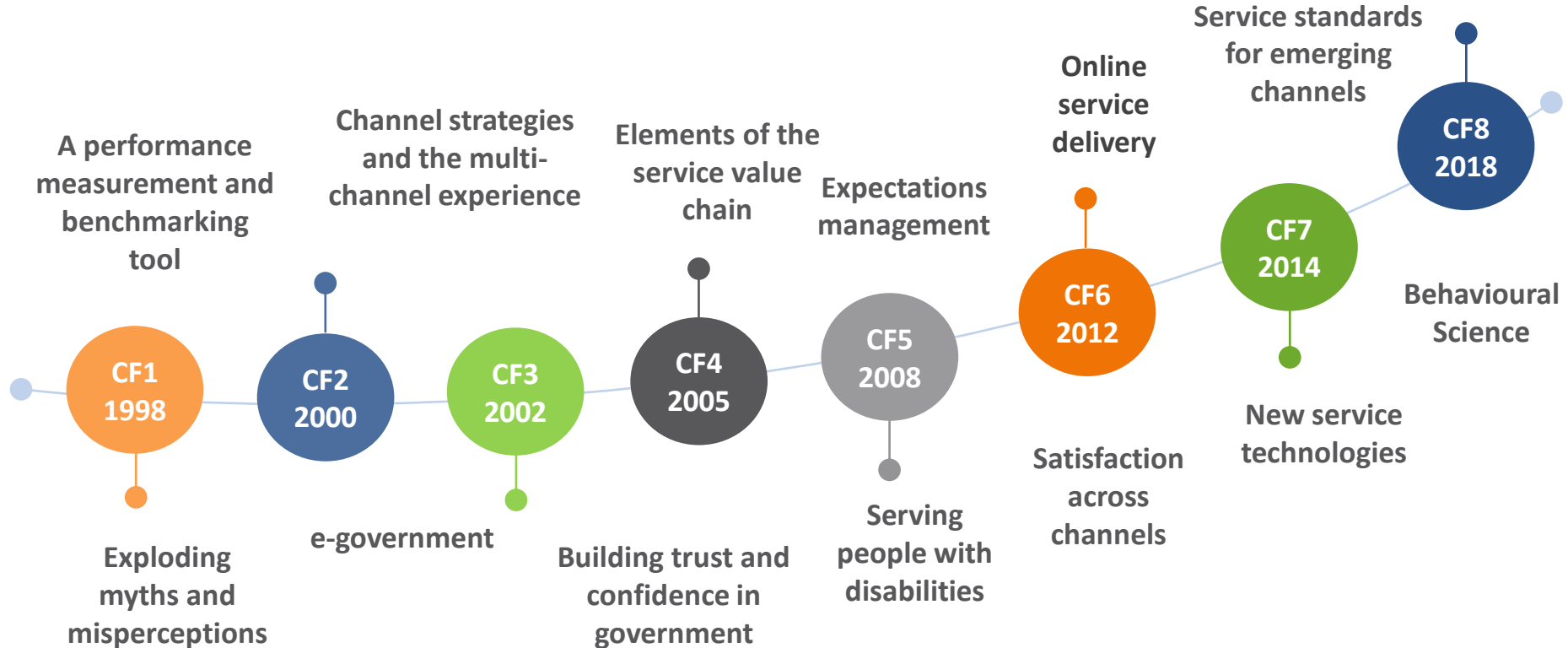
- Citizen satisfaction with services provided to them by governments,
- The drivers of satisfaction,
- Channel usage, preferences and satisfaction,
- Citizens' expectations in terms of service delivery, and
- Ways to increase uptake of the cost-effective online channel, while continuing to meet the needs of all citizens.

Key Changes for Citizens First 8



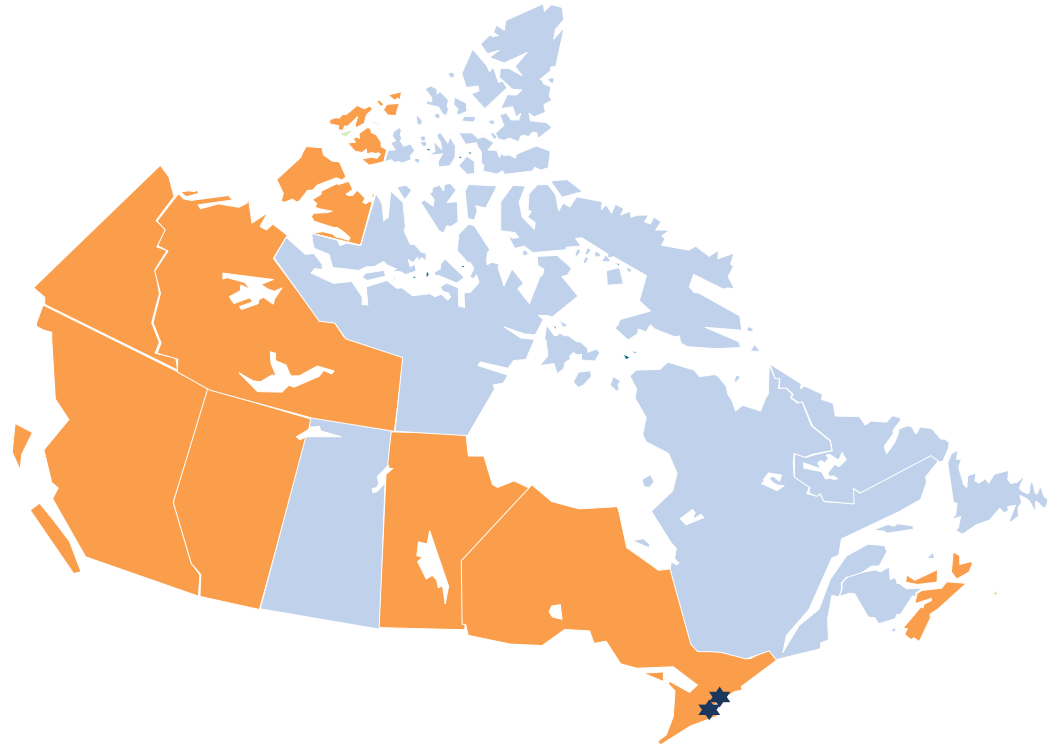
- Streamlining the main customer experience measure to a three-item index, and
- Using a Behavioral Science approach to provide new insights on overcoming barriers to adoption of online government services.

Evolution of Citizens First



Eleven Participating Jurisdictions

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



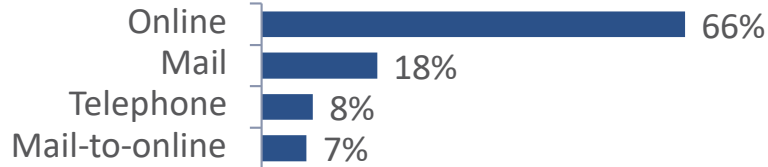
Research Approach



Over **5600** respondents



Mixed Methodology:



Residents across Canada

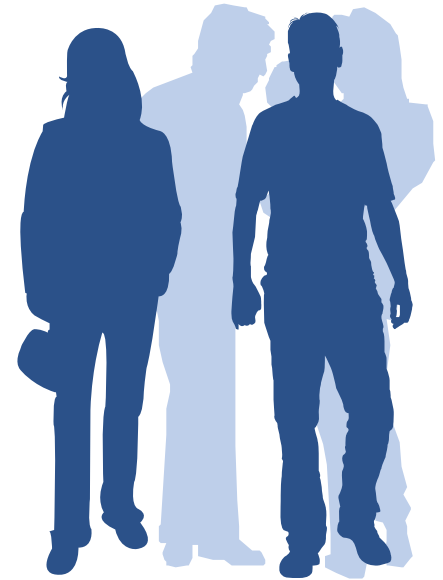


Interviewing:

December 2017 to February 2018

Margin of error:

- National Survey: **± 3.0%**
- Total Jurisdictional Survey: **± 1.4%**



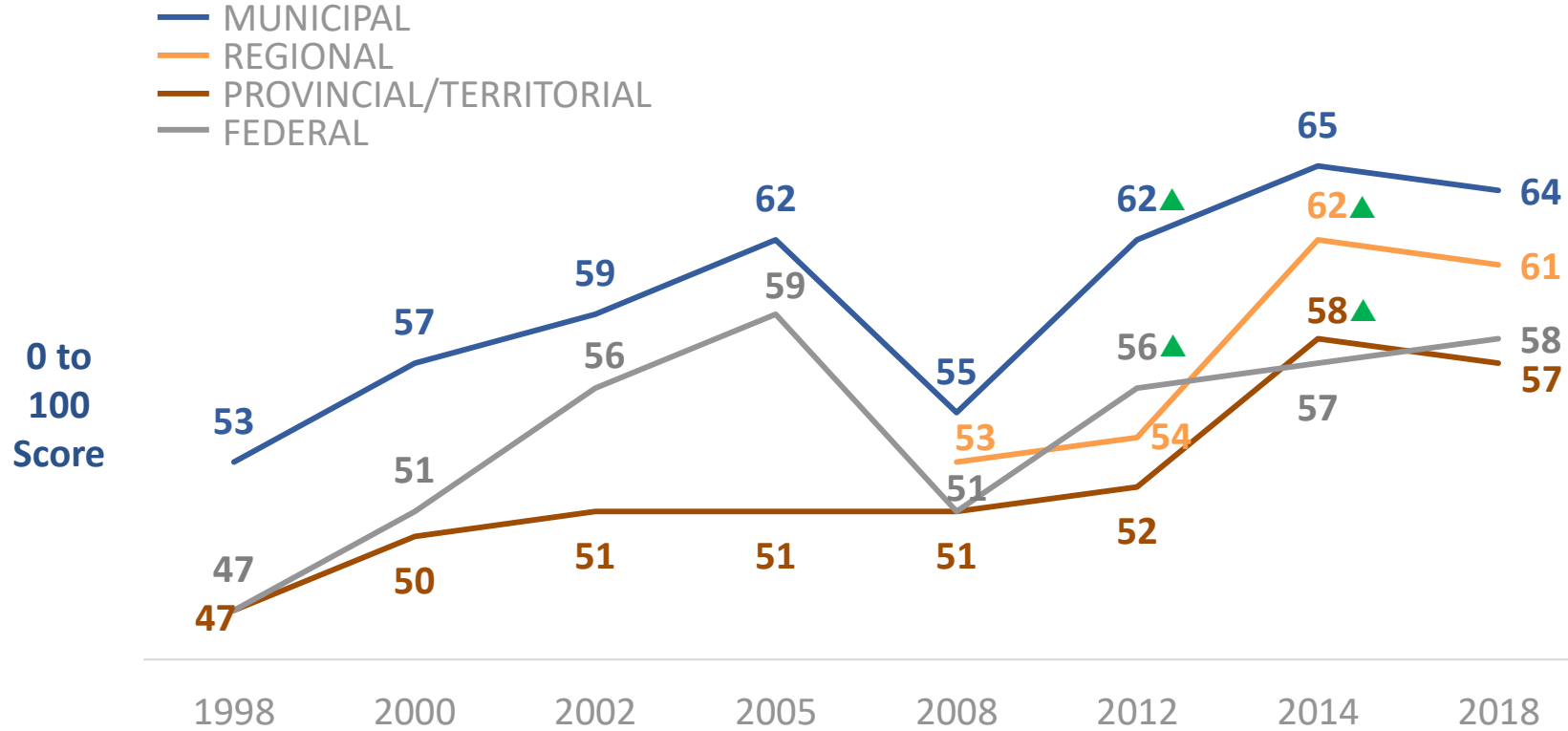
KEY FINDINGS

Key Findings

- Canadian clients of government services are quite satisfied with the service provided.
- **Important areas where service improvements would increase satisfaction are:**
 - Reducing the frequency of encountering problems during the client journey, and focusing on resolving issues when they do occur,
 - Improving timeliness, particularly for the online channel,
 - Providing timely help, and
 - Improving telephone access, particularly for aspects of the client journey that can not be met online and for customer groups that are not active online.
- **Uptake of the online channel to access government services will be increased when:**
 - Clients perceive that it will be easy, and they feel knowledgeable and experienced, and
 - They have confidence in the website or app and in online support.

HOW WE ARE DOING?

Service Reputation Has Improved Over the Past 20 Years

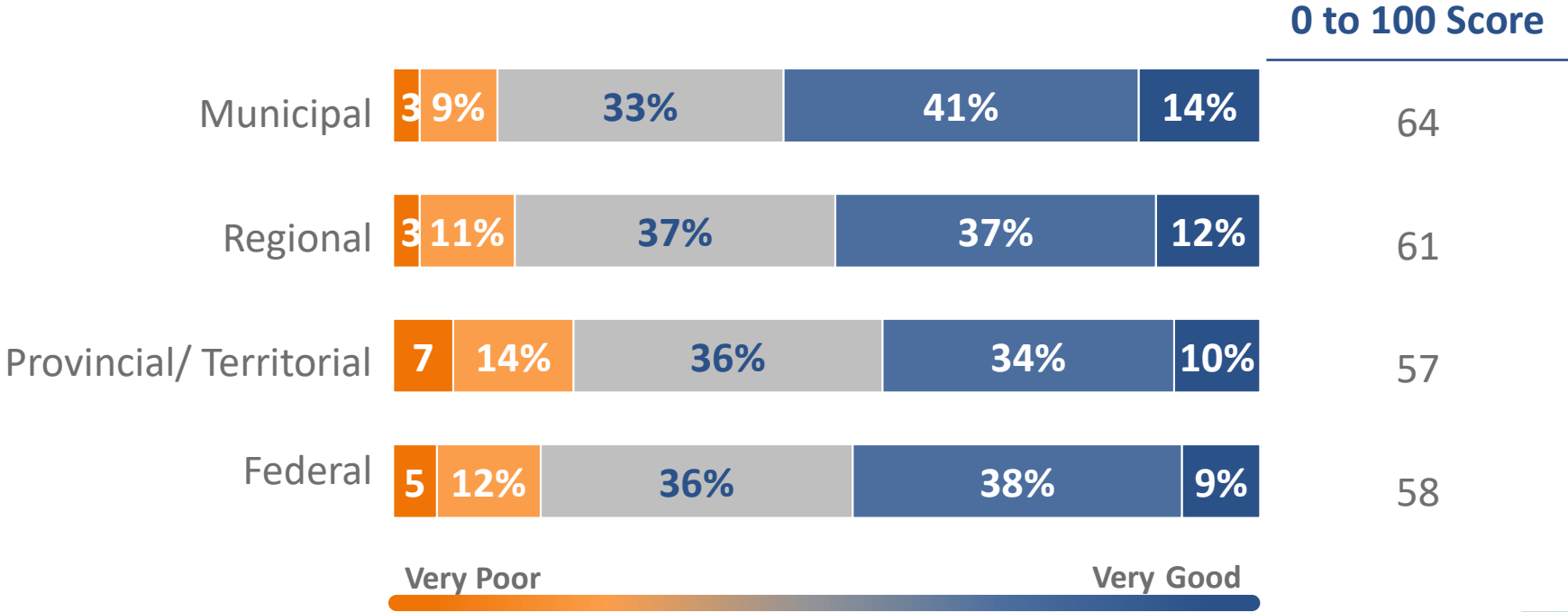


* 0 to 100 scores are scaled from 0% for Very Poor (1), 25% for 2, 50% for 3, 75% for 4 through 100% for Very Good (5).

Citizens First 8 ▲ ▼ Significantly higher/lower than the previous wave (Stat testing provided between CF5 to CF8 only)

Service Reputation Scores

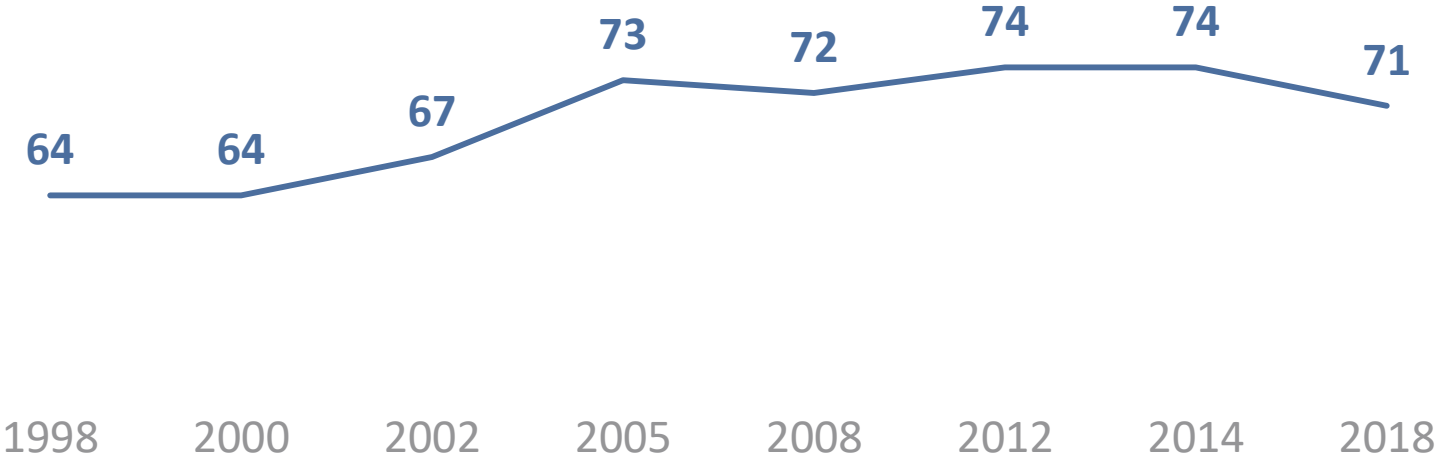
OVERALL PERCEPTIONS OF GOVERNMENT SERVICE



Service Quality Scores on a Par with Recent Highs

LONG-TERM TREND IN SATISFACTION WITH THE NATIONAL BASKET OF SERVICES

0 to 100 Score*



**The CF8 National Basket of Services score is based on an average 0-100 rating for a group of 22 services provided by all levels of government. (Refer to the Citizens First 8 report for details). Services of Canada Revenue Agency were added for the first time in Citizens First 8. Without this service, the National Basket score is 72.*

CLIENT SATISFACTION INDEX

Client Satisfaction Index



Canadians are Positive about Recent Government Service Experiences

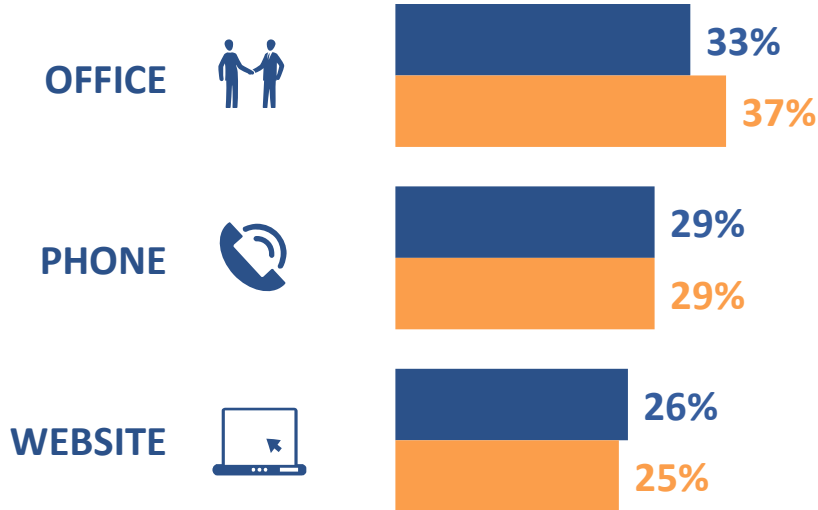
CLIENT SATISFACTION INDEX, 2018
Jurisdictional Average
0 to 100 scores



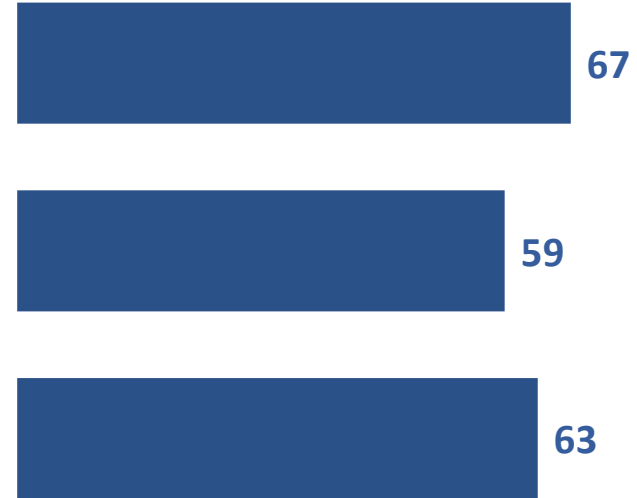
Channel Usage and Satisfaction

MAIN CHANNELS USED

■ CF8
■ CF7

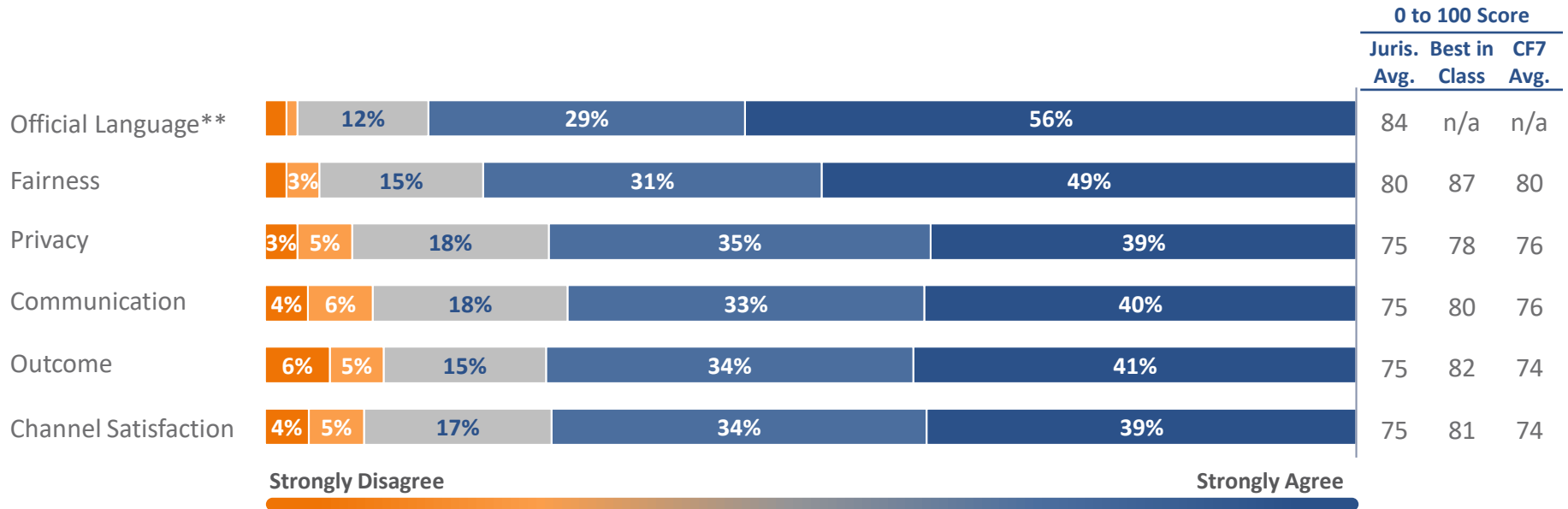


CLIENT SATISFACTION INDEX (CSI)

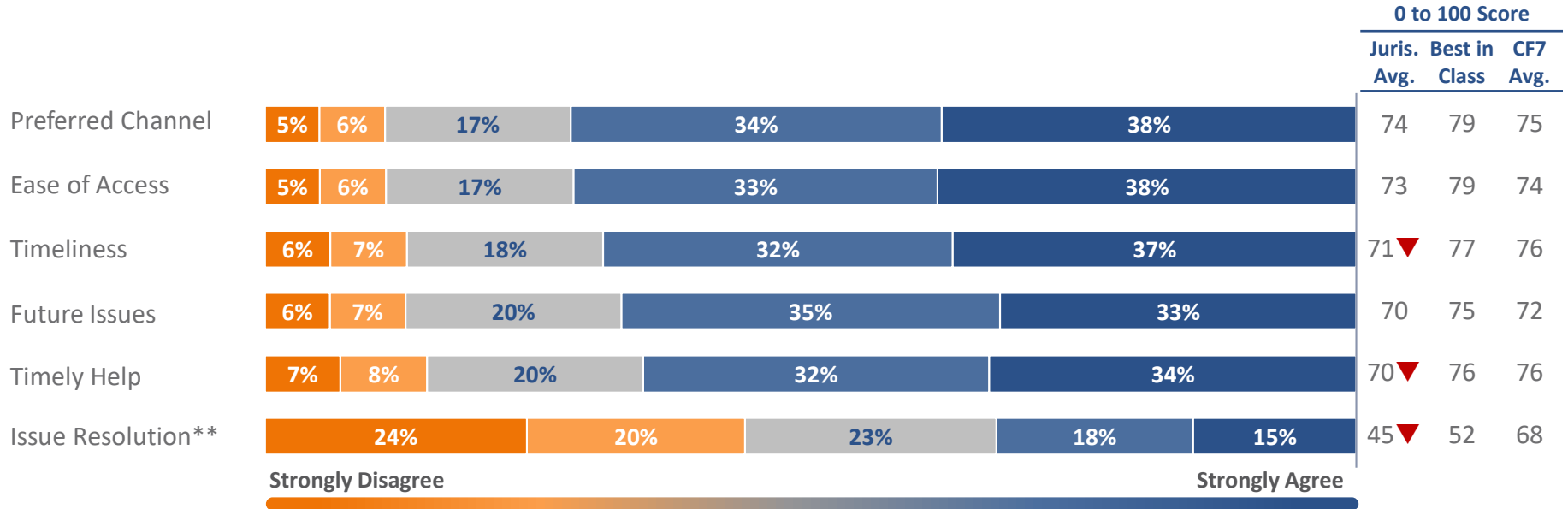


RATING OF SERVICE ATTRIBUTES

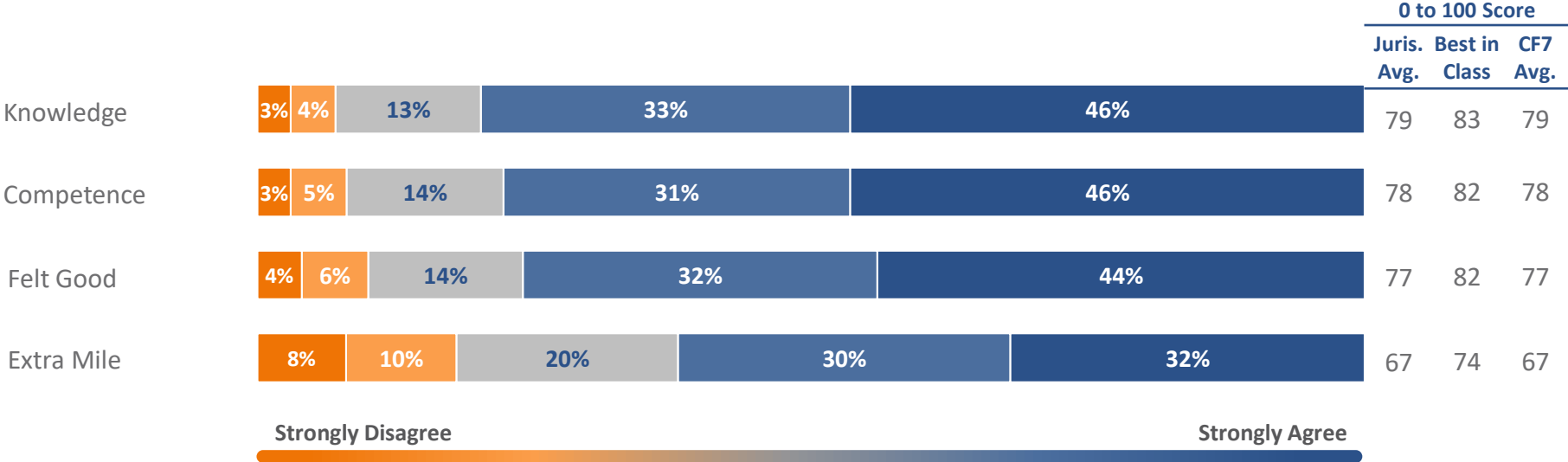
Performance for Service Attributes



Performance for Service Attributes

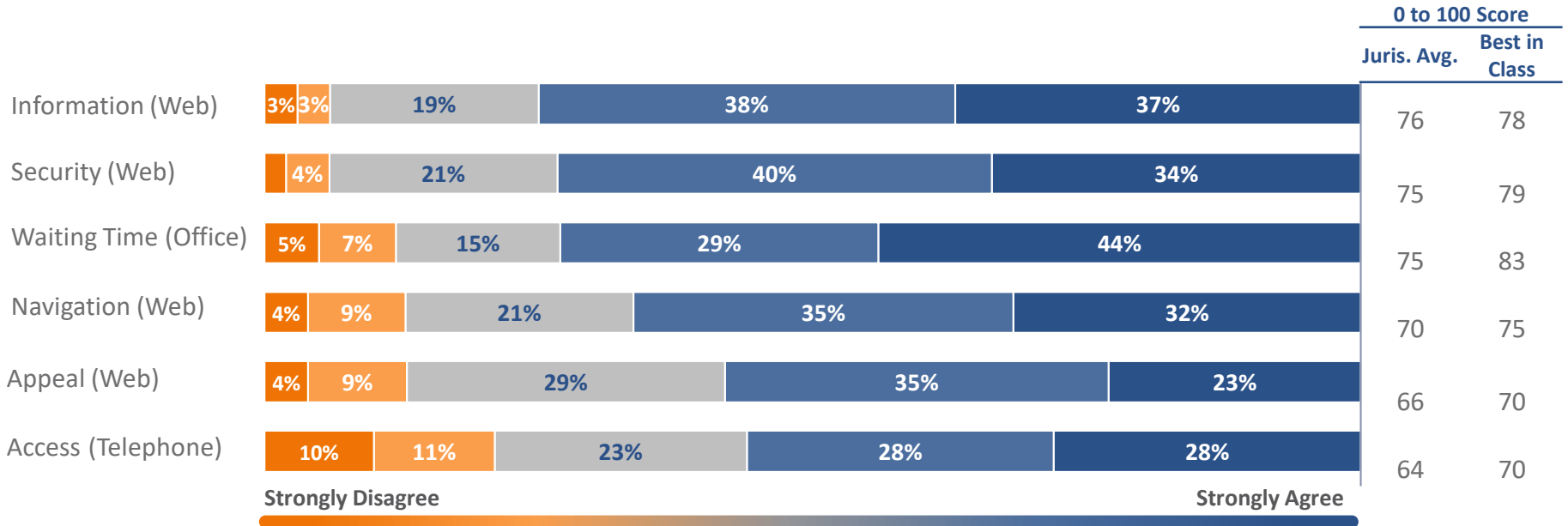


Performance for Staff Service Attributes



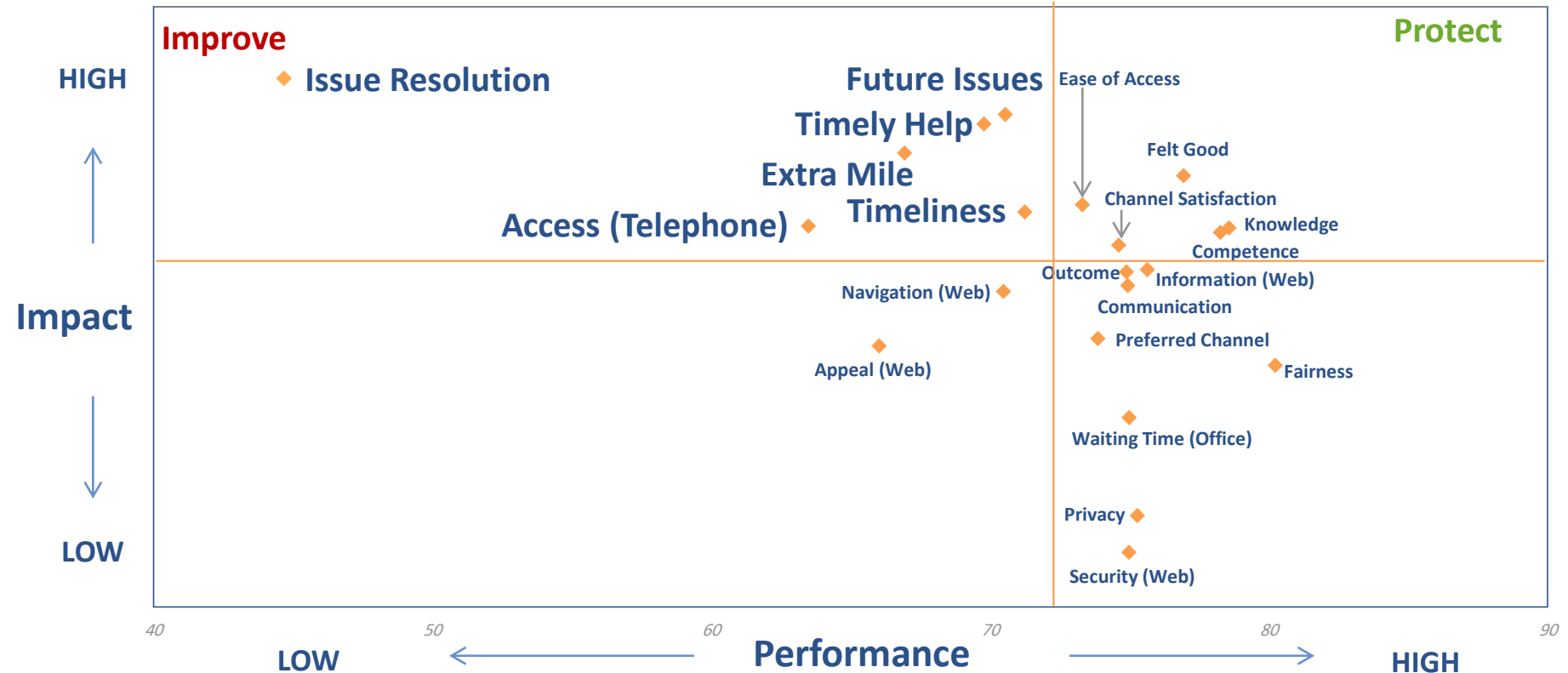
Performance for Channel Specific Attributes

Across jurisdictions, performance is strongest with respect to providing information and security on the website, as well as for office wait times. Performance is relatively weaker when it comes to website navigation and visual appeal, as well as for being able to get through to a telephone agent without difficulty.



PRIORITIES FOR IMPROVEMENT

Importance/Performance Matrix – All Jurisdictions



Note that "Impact" represents squared Pearson's correlation coefficients (pairwise against the dependent variable (the 3-item CSI)) and "Performance" represents the average score among participating jurisdictions (0 to 100) for each driver (independent variable). Base: Jurisdictional Survey respondents who rated a specific service (bases vary)

Focus on Key Drivers of Satisfaction



Issue Resolution/Future Issues



Timely Help



Timeliness



Extra Mile



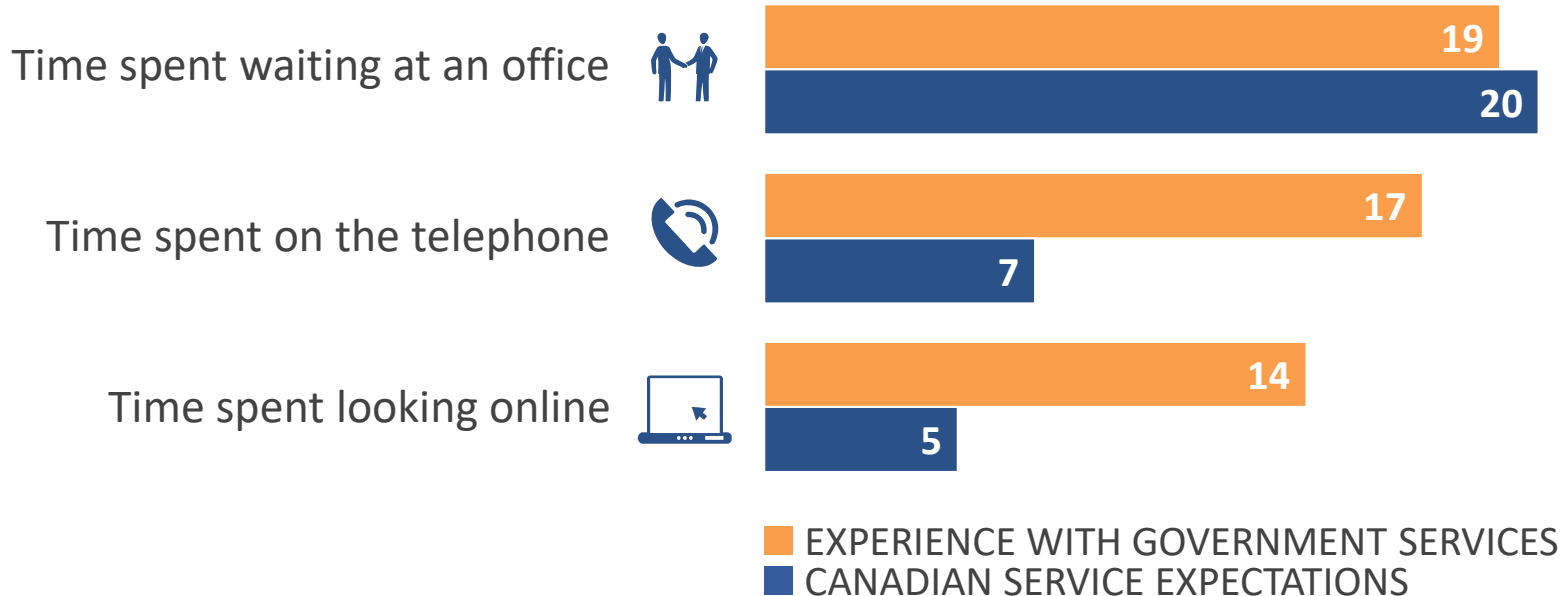
Access (Telephone)

SERVICE EXPECTATIONS

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

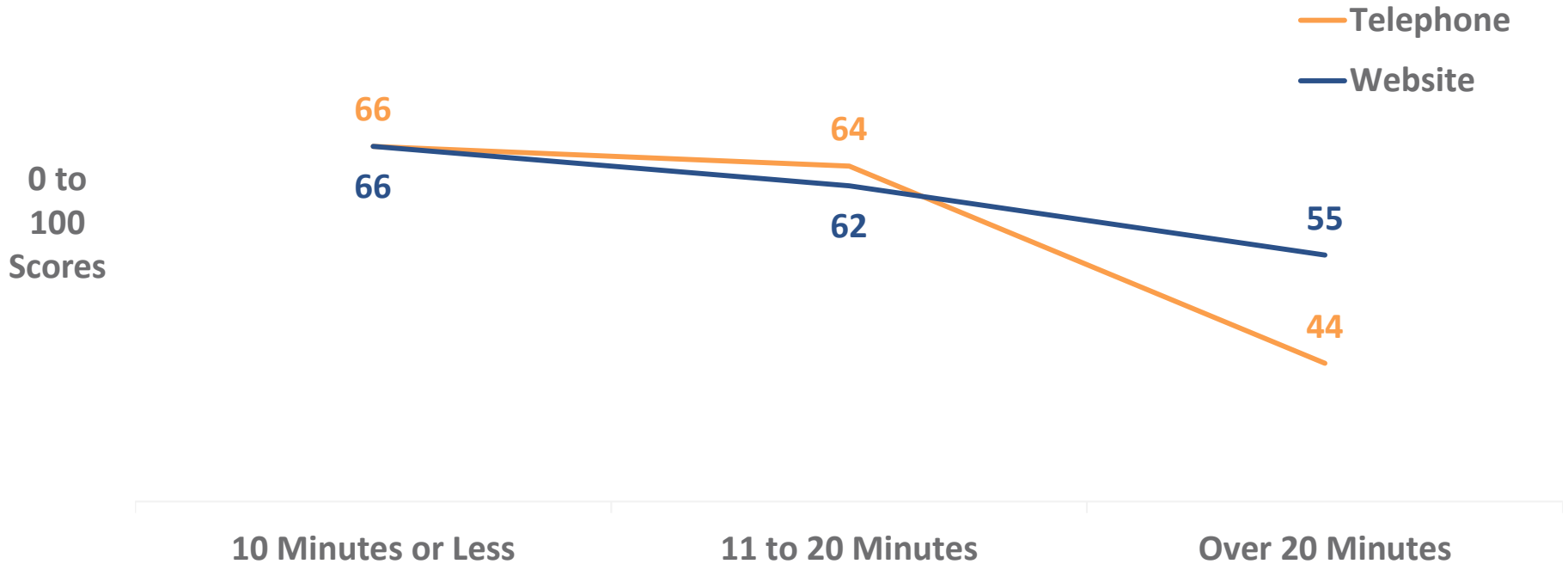
TIMELINESS: EXPECTATIONS VS. EXPERIENCE

Amount of Time (Minutes)



Performance by Time Spent

CSI BY TIME SPENT FINDING INFORMATION OR STARTING SERVICE TRANSACTION



Service Experience by Number of Channels Used

CLIENT SATISFACTION INDEX



One

Two

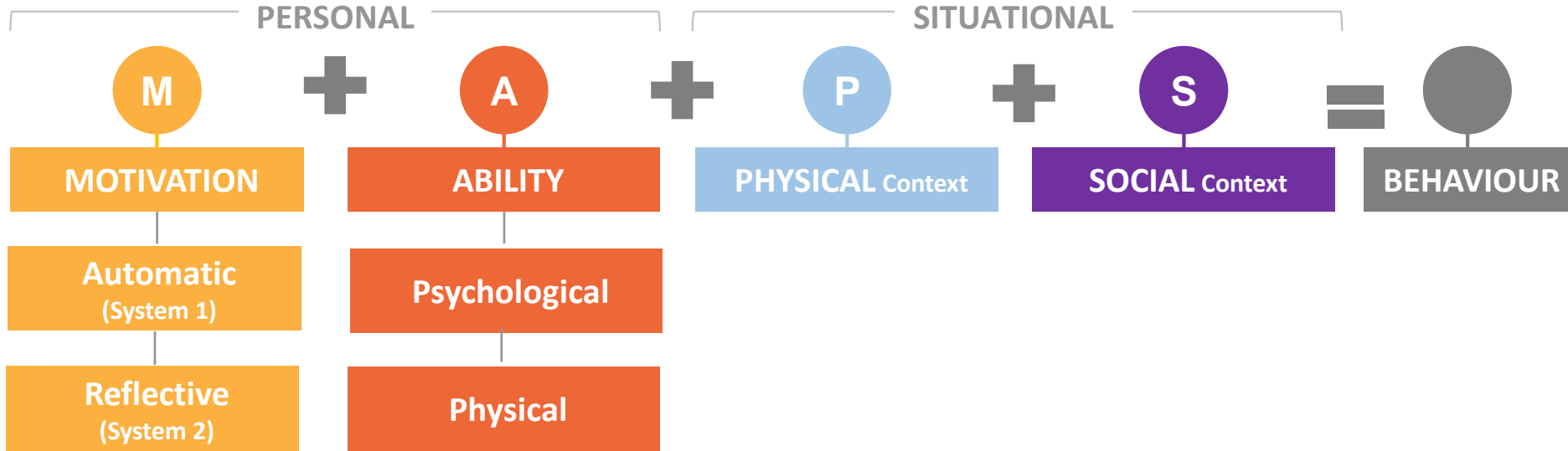
Three or More

— Jurisdictional Average

Number of Channels Used

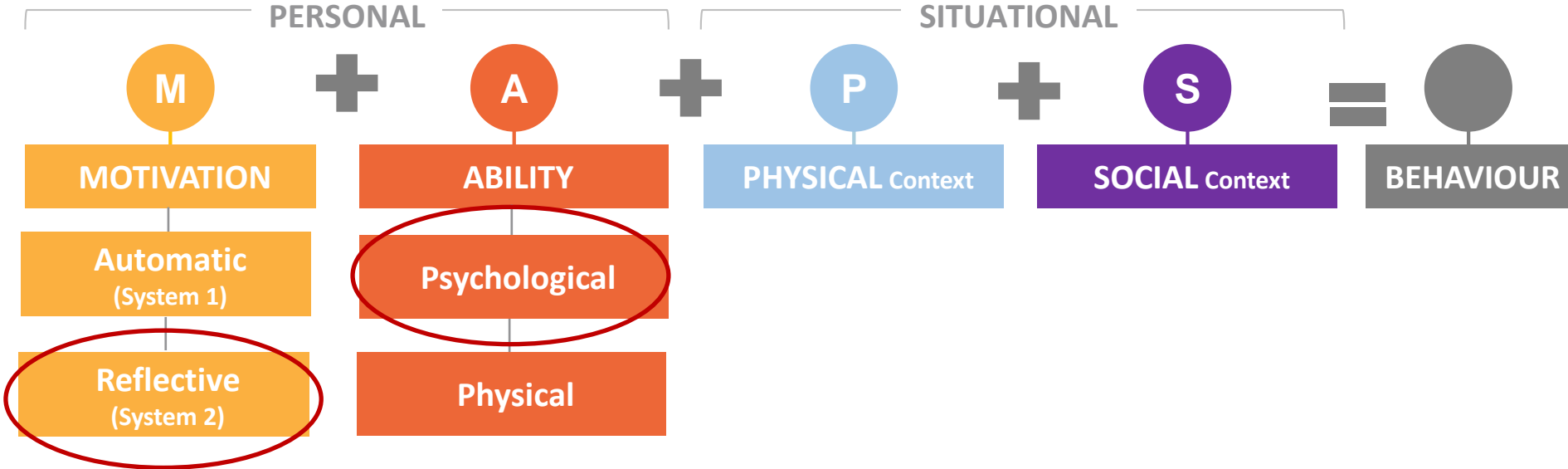
MOTIVATING CLIENTS TO USE THE ONLINE CHANNEL

Behavioural Science: the MAPS Lens



Overcoming Barriers: Leverage Points

Getting Canadians to access government services online involves a complex behaviour which is driven by five of the six main sources of behaviour. That said, the top two drivers are reflective motivation and psychological ability.



Leverage Points and Interventions

Outlined to follow are the two most important drivers of online uptake of government services, the leverage points, the recommended types of interventions, and examples of potential interventions.

Main Drivers of Behaviour:	Leverage Points:	Interventions:	Examples of Interventions:
Reflective Motivation (rational thought, i.e., beliefs consequences, beliefs capabilities, goals, etc.)	Ease and confidence in the website and online support.	<ul style="list-style-type: none"> • Education • Persuasion • Incentivization, Coercion 	<ul style="list-style-type: none"> • Information about behaviour and consequences • Feedback on behaviour • Feedback on outcomes • Monitoring of behaviour
Psychological Ability (i.e., knowledge, memory)	Feeling knowledgeable and experienced with using websites or apps and online government services.	<ul style="list-style-type: none"> • Education • Training • Enablement 	<ul style="list-style-type: none"> • Information about behaviour and consequences • Demonstrations, instructions, feedback • Social support • Goal setting

Overcoming Barriers: Leverage Points

Clients will use the online channel to access government service when:

- They perceive that it will be easy, and they feel knowledgeable and experienced, and
- They have confidence in the website or app and in online support.



Overcoming Barriers: Interventions and Operationalizing

The most effective actions that governments can take to increase the uptake of the online channel are:

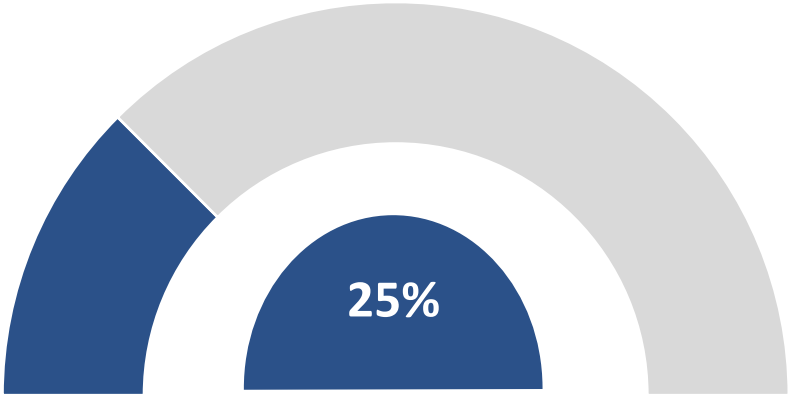
- Education and training,
- Persuasion and Incentivization, and
- Enablement.

To operationalize these findings, the recommended approach is for government service providers to consult with internal stakeholders and with end-user clients to explore specific strategies for action that are build on the understanding of the underlying motivations for this behavior.

CONNECTING WITH CLIENTS ONLINE

Awareness of Availability of Services Online

AWARENESS OF WHETHER THE SERVICE IS AVAILABLE ONLINE



Support for Online Interactions

Would be more likely to access government services online if....

There is a person you can chat with online if you have any questions



There is a telephone number that you can call if you need help understanding how to use the website

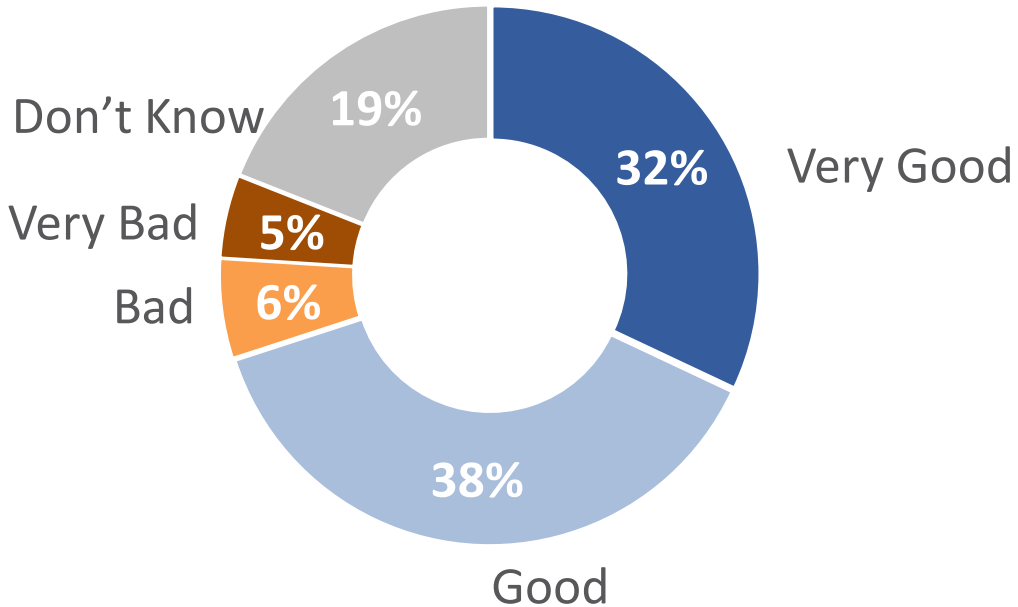


You could leave a question at the website that would be answered by email within 24 hours

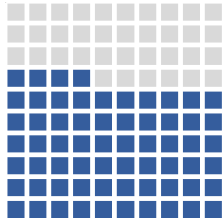


Common Services Card

While most citizens think that a common services card is a good idea, there is a minority who will oppose this move.

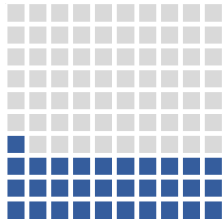


Online and Social Media



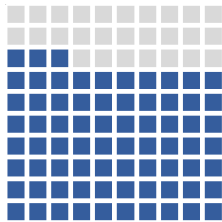
64%

RECEIVED SERVICES OR TRANSACTED WITH
GOVERNMENT ONLINE IN PAST 12 MONTHS



31%

INTERACTED WITH GOVERNMENT
USING SOCIAL MEDIA



73%

INTERESTED IN GETTING EMERGENCY ALERTS VIA
SOCIAL MEDIA

