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Rigour – Transparency – Creativity – Relevance

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***An Integrated Approach to  
Conducting Client Satisfaction Surveys***

Self-Directed Training Document

Prepared for

Evaluation Services  
Information and Strategic Planning Directorate  
Quebec Regional Office  
**Human Resources Development Canada**  
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# Section 1

## INTRODUCTION

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This self-directed training document is intended for HRDC-Quebec Region managers and employees who are responsible for conducting client satisfaction surveys. First it discusses the various phases of planning a survey, starting with the initial decision to do so. Next it describes the various methods of conducting surveys and explains the concept of client satisfaction. This document then discusses the questionnaires that HRDC has developed to survey client satisfaction and explains the issues involved in sampling client populations. It then presents the principles involved in conducting surveys. The last two sections of this document deal with analyzing, presenting, and interpreting survey results.

You can read all the sections of this document in sequence, or refer to them individually, depending on your needs. The subjects covered have been chosen after consultations with many HRDC-Quebec Region employees and represent the areas where people most often encounter problems when measuring client satisfaction. In addition to the text readings, this document includes interactive tools, some designed to support decision-making, others to provide technical information that is hard to find anywhere else.





## **Section 2**

# **PLANNING CLIENT SATISFACTION SURVEYS**

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The key messages in this section are as follows:

- measuring client satisfaction is only one of many elements in the process of continuous improvement;
- for client satisfaction measurement to be worthwhile, the organizational culture must be ready to make use of its findings;
- there is no “right time” to conduct client surveys;
- a program where satisfaction is measured regularly is much more useful than an isolated measurement exercise.

### **2.1 *Why measure client satisfaction?***

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Organizations measure their clients' satisfaction for many reasons. Here are some of them:

- occasionally, to defend themselves in various ways against other parts of the hierarchy;
- to compare themselves with other organizations in the same field;
- to identify specific irritants that clients may be experiencing, in order to alleviate them;
- regularly, as one of a set of tools for pursuing continuous improvement in the delivery of services.

Currently, the main underlying trend in management is an emphasis on satisfying clients' needs. The Government of Canada has been moving decisively in this direction for some years now, as can be seen from the Treasury Board of Canada publications on service quality ([http://www.tbs-sct.gc.ca/report/govrev/mfr99\\_e.html](http://www.tbs-sct.gc.ca/report/govrev/mfr99_e.html)) and from the information available at the Service Canada Web site ([http://www.servicecanada.gc.ca/index\\_f.htm](http://www.servicecanada.gc.ca/index_f.htm)).

Management specialists have now moved beyond the concept of excellence or total quality to focus more on "continuous improvement". This approach involves accepting that resource limitations and pressing service demands sometimes make it impossible to provide the quality of service that the provider or the client would like. Instead, the organization commits to continuously try to identify its shortcomings, to find solutions to overcome them, and to improve its performance.

***The three service outcome objectives of HRDC-Quebec Region:***

- promote human development;
- apply the relevant laws;
- inspire trust.

Once an organization has embraced a philosophy of continuous improvement, it has a continuous need for information on its performance, on what works and what does not, and on what can be changed. This information can come from existing administrative systems, such as the financial system or the client database, or from qualitative sources such as quality circles, or from specialized management information systems. Measuring client satisfaction is a natural part of the process of continuous improvement, especially within HRDC-Quebec Region, whose third objective is to inspire its clients' trust.

Client satisfaction surveys are one important ingredient in a system of continuous improvement, but they are no miracle cure. They must be accompanied by other sources of information, and though they provide one

important indicator of the organization’s health, they must be interpreted in the light of other results as well.

## **2.2 *An organizational culture that is ready***

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Measuring client satisfaction is a useful exercise only if the organization is ready to act on the results of its surveys. If everyone knows in advance that the organization, its management, and its members will respond to them defensively (with remarks like “That’s the best we can do.” “The clients don’t know what kind of constraints we’re dealing with.” “Clients are never happy unless we give them what they want, whether they’re entitled to it or not.” “It’s management’s fault.” “It’s the receptionist’s fault.” and so on), then the organization will gain more from working on its own internal culture before making any measurements of client satisfaction.

So what are the characteristics of an organization that is ready to make good use of client satisfaction surveys? Here are some:

- The organization’s members make the client their central concern.
- The organization’s members can admit when they are wrong.
- Management’s decisions are consistent with the principle of the client’s central importance.
- When decisions have to be made day-to-day, within the limits of the Act, the client’s needs come first.
- Clients’ opinions are valued.
- The organization’s objective is to improve the client’s situation, not just to enforce the Act.

## **2.3 *Is there a “right time” to survey clients?***

---

The objection most commonly raised to proposed client surveys is that “it’s not the right time.” The employees are too overworked, we’ve just gone through a restructuring, we’ve just signed a contract with a third party, collective bargaining is affecting the work climate—for some people,

there is always a reason not to conduct a survey. For them, the only right time to survey client satisfaction would be when the organization is awash in resources, the regulations have remained unchanged for a long time, labour-management relations are peachy-keen, and so on. These people are kidding themselves.

Let's go back to the objectives of client satisfaction measurement. There are three reasons why we measure how clients react to the way we serve them:

- to describe the reality of the service-delivery system from the client's viewpoint;
- to compare this reality with what the organization is trying to achieve;
- to identify possible ways to improve the current system.

The purpose of measuring client satisfaction is not to document that everything's great, which is the purpose implied by people who say to wait for the "right time". The actual purpose is to document reality as it is. Managers consult their accounting systems not only when everything's all right, but also when something is wrong. Similarly, they should want to know what's going on with service delivery all the time, and not only when all the signs are favourable.

Thus, there is no "right time" to take the pulse of your clients. There are realities that have to be measured, and management information needs that have to be met.

## **2.4 A regular source of information**

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Would a prudent manager be willing to submit a budget at the start of the year, then wait twelve months to see how actual expenses compared with it? Probably not. That manager would want to know regularly, probably at least once per month, how much money had been spent so far and how much was left for the rest of the year. The manager might even want to go further and break the budget down into smaller reporting periods—say, one budget for each of the next twelve months. With this budget, the manager

might then be able to tell that certain management decisions have to be made in advance, or at certain times in the course of the year, in order to stay within the overall budget. Lastly, if over the year, the manager saw that actual expenditures were running ahead of the initial budget, he or she could take the necessary steps to contain expenditures or obtain additional resources. When it comes to financial management, this kind of planning and these kinds of controls are quite familiar.

Well, the same logic applies to managing results with respect to client satisfaction. An organization sets client satisfaction objectives for itself; they may not necessarily be quantitative (for example, “make 90% of all clients satisfied, as measured by a standardized tool”), but they are there nonetheless. In this case, a prudent manager will develop an action plan for achieving these objectives. But before that plan can be prepared, the organization must have some initial measurement of its clients’ satisfaction, as well as of its own strengths and weaknesses. And to act on that plan, the organization will also need to capture information about the situation again at regular intervals, just the way the accounting department does to produce its financial reports. So the bottom line is: **client satisfaction measurements must be taken at regular, planned, intervals**; moreover, these measurements must be part of an action plan for improving client service. Otherwise, they simply become a one-shot deal, something the organization can afford to ignore because there will be no way to tell later whether the situation has improved or deteriorated.

***How often should client satisfaction be measured?***

At least once per year is the bare minimum; once every six months or even once every three months would be more effective.

How often should client satisfaction be measured? Again, the analogy with an accounting system is instructive. Financial reports are produced often enough to let managers make adjustments to prevent excessive deviations from plan, but not so often that the managers start to drown in information. Analogously, the organization should measure client satisfaction often enough to be able to adjust its service-delivery system as necessary, but at wide enough intervals to give that system time to absorb and act on the information.

The appropriate frequency may vary from one organization to another. Once per year is a bare minimum to instil the habit of continuous improvement. But all the evidence suggests that if an organization is really serious about

satisfying its clients and improving the services delivered to them, then measuring once every six months or even once every three months is more effective. Also, to reiterate a point made in the preceding section, the timing of surveys should not be adjusted to accommodate other events within the organization. For example, a restructuring of work units may be traumatic for employees and affect their ability to satisfy clients, but that does not mean that clients' reaction to this situation should not be measured. That reaction is part of the reality of the organization and its relations with its clients.

# Section 3

## **SURVEY METHODS**

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The key messages in this section are as follows:

- there are many different methods for conducting surveys;
- each method has its own advantages and disadvantages;
- each method is best suited to certain circumstances;
- each method requires different budgets and expertise to implement;
- three factors must be considered in selecting a survey method: how well it will capture the kind of information you are looking for, how feasible it is for your circumstances, and what kind of response rate it can be expected to elicit from your clients.

### **3.1 Types of survey methods**

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Organizations have to choose among a variety of options when selecting a method for surveying their clients. The following list is not exhaustive, but it is representative:

- **Self-administered on-site questionnaires:** in this case, when clients visit the organization's office, they receive a paper questionnaire;

usually, they are asked to fill it out on the spot, by themselves, then turn it in anonymously before leaving the office.

- **Self-administered off-site questionnaires:** in this case too, the client fills out a paper questionnaire, but it is sent to the client's home, usually by mail, and returned the same way. To use this method, the organization must have a list of its clients' names and addresses.
- **Telephone surveys:** in a telephone survey, an interviewer administers the questionnaire to the client over the telephone. Usually, the interviewer is working from a computerized system that manages the calls and controls the flow of questions based on specific rules that indicate when to skip to other sections and how to present certain parts of the questionnaire randomly. To use this method, the organization must have a list of its clients' names and telephone numbers.
- **On-line surveys:** in on-line surveys, the questionnaire is administered through an on-line channel, usually the Internet or the organization's intranet. The client answers the questions as they are presented. The most sophisticated on-line survey applications present questions one at a time. Simpler applications present them as an on-line form. For an organization to use this method, all clients must have access to the on-line channel in question, either through their own computers or through the organization's.
- **Focus groups:** in a focus group, six to ten clients are seated around a table and talk freely about questions that are raised by a professional focus-group leader. This is a qualitative method and is generally used to find out more about questions of "why", rather than of "how" or "how much".
- **In-depth interviews:** in this method, one or two people meet with an interviewer, usually in person, and respond freely to the questions that this interviewer asks them. In-depth interviews can be conducted at the organization's offices, or at the client's home, or at a neutral location.



- **Response cards:** in a response-card survey, the client is given a very short form, usually containing four or five questions and a space for comments dealing with a particular service event. This method is used to gauge clients' off-the-cuff, immediate reactions to that event. Response card surveys can be passive (if the cards are simply made available to the clients) or active (if the cards are proactively offered to the clients). The cards themselves can take various forms. They can be actual physical cards, or Web-based forms, or the questions can even be asked in a brief telephone conversation or in-person interview.

There are other survey methods that are hybrids of the above types. For example, participants for a telephone survey can be recruited from among clients who visit the organization's offices in person.

Also, the above definitions imply nothing about what person or organization actually conducts the survey. The organization whose clients are to be surveyed may have its own staff conduct the survey, or it may retain a specialized firm for this purpose, or it may hire temporary staff specifically to conduct the survey, and so on. Though each of the methods just described can be implemented in any of these ways, some of these methods, such as telephone surveys and on-line surveys, require more specialized equipment and skills.

### **3.2 Advantages and disadvantages**

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Each of the methods just described has some advantages and some disadvantages. The following table summarizes them.

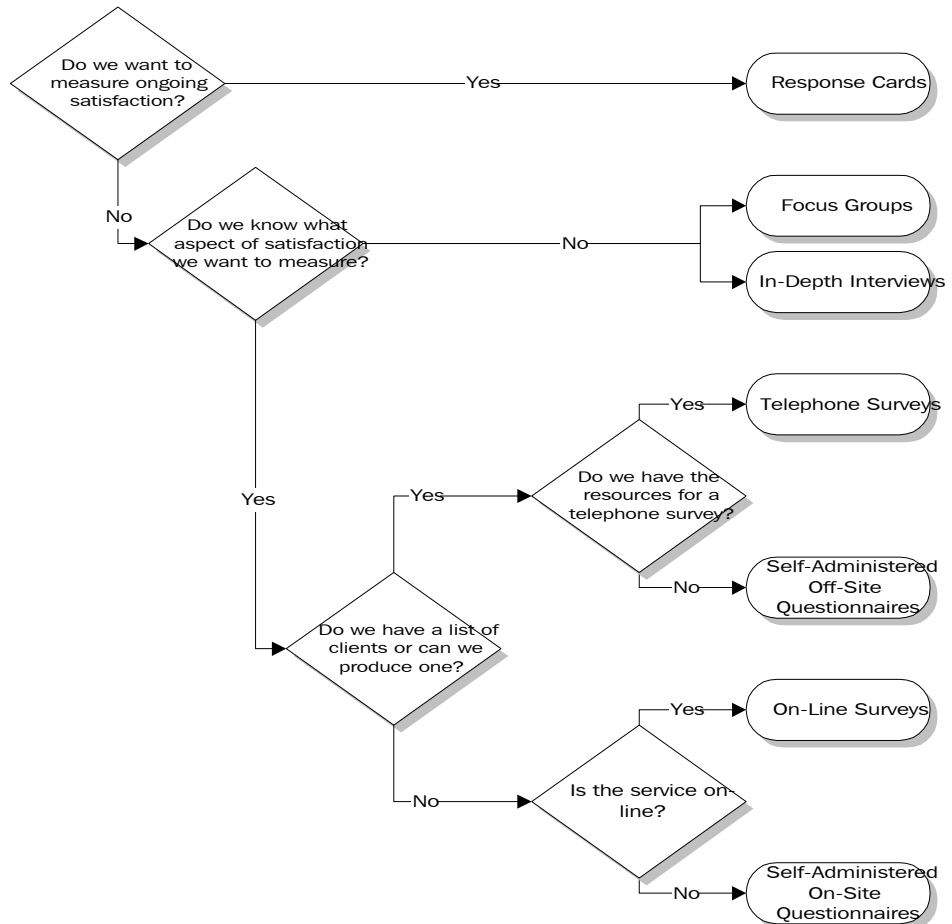
**EXHIBIT 3.1**  
**Advantages and Disadvantages of Various Survey Methods**

Method	Advantages	Disadvantages
<b>Self-administered on-site questionnaires</b>	<ul style="list-style-type: none"> <li>• Easy to administer.</li> <li>• Survey directly controlled by the person administering the questionnaire.</li> <li>• Legitimacy of the survey is obvious to clients.</li> <li>• No list of clients is needed.</li> <li>• The data are easy to analyze.</li> </ul>	<ul style="list-style-type: none"> <li>• Sample is limited to clients who visit the office.</li> <li>• Hard to obtain a representative sample.</li> <li>• Fairly high refusal rate.</li> <li>• Filling out the questionnaire is difficult for many clients.</li> </ul>
<b>Self-administered off-site questionnaires</b>	<ul style="list-style-type: none"> <li>• Survey can reach all clients who have a mailing address.</li> <li>• Legitimacy of the survey is obvious to clients.</li> <li>• Respondents can take time to think about the questions.</li> <li>• The data are easy to analyze.</li> </ul>	<ul style="list-style-type: none"> <li>• Organization must have a list of clients or prepare one for the survey.</li> <li>• Some clients may question whether the data gathered will be kept confidential.</li> <li>• Fairly high refusal rate.</li> <li>• Filling out the questionnaire is difficult for many clients.</li> <li>• Organization has no control over who actually fills out the questionnaire.</li> </ul>
<b>Telephone surveys</b>	<ul style="list-style-type: none"> <li>• Directly controlled by the person administering the questionnaire.</li> <li>• Easy and even fun for the client.</li> <li>• Results are available quickly.</li> <li>• Response rate is high.</li> <li>• Data are easy to analyze.</li> </ul>	<ul style="list-style-type: none"> <li>• Organization must have a list of clients or prepare one for the survey.</li> <li>• Some clients may question whether the data gathered will be kept confidential.</li> <li>• Require more resources.</li> <li>• Require more sophisticated technological infrastructure.</li> <li>• Legitimacy of the survey must be demonstrated.</li> </ul>
<b>On-line surveys</b>	<ul style="list-style-type: none"> <li>• Results are available quickly.</li> <li>• Requires few resources after the initial investment.</li> <li>• Data are easy to analyze.</li> </ul>	<ul style="list-style-type: none"> <li>• Answering questions on-line is difficult for many clients.</li> <li>• Only clients who have access to a computer can participate.</li> <li>• Requires more sophisticated technological infrastructure.</li> <li>• Fairly high refusal rate.</li> </ul>
<b>Focus groups</b>	<ul style="list-style-type: none"> <li>• Provide rich results that reflect the clients' own conceptual schemas.</li> <li>• Can identify unusual avenues for improving service.</li> </ul>	<ul style="list-style-type: none"> <li>• Data hard to analyze.</li> <li>• Data quality often depends on skills of group leader.</li> <li>• Results hard to generalize to all clients.</li> </ul>
<b>In-depth interviews</b>	<ul style="list-style-type: none"> <li>• Provide rich results that reflect the clients' own conceptual schemas.</li> <li>• Can identify unusual avenues for improving service.</li> </ul>	<ul style="list-style-type: none"> <li>• Data hard to analyze.</li> <li>• Value of data often depends on skills of group leader.</li> <li>• Results are hard to generalize to all clients.</li> </ul>
<b>Response cards</b>	<ul style="list-style-type: none"> <li>• Fast and easy to implement.</li> <li>• Require few resources.</li> <li>• Easy for clients to do.</li> <li>• Legitimacy of the survey is obvious to clients.</li> </ul>	<ul style="list-style-type: none"> <li>• Results are hard to generalize to all clients.</li> <li>• Non-quantitative data are hard to analyze.</li> <li>• Data are limited to a single transaction.</li> </ul>

### 3.3 Picking a method that suits your circumstances

Because of their respective strengths and weaknesses, each of the methods just discussed is more appropriate to some circumstances than to others. The following flow chart suggests one way to identify the method best suited to your circumstances.

**EXHIBIT 3.2**  
**Choosing a Survey Method**



### 3.4 *Picking a method that suits your budget and expertise*

The survey method that you pick must suit not only your operational circumstances, but also the financial and professional resources at your disposal. In a sense, these two types of resources are interchangeable: you can acquire professional resources by using financial ones. The following table shows the costs and types of professional expertise required for the various survey methods that we have been discussing. The costs represent all costs incurred, as a consultant would estimate them, even though in a government context, some costs, such as postage, may be hidden.

**TABLE 3.3**  
**Costs incurred and expertise required for various survey methods**

<b>Method</b>	<b>Costs</b>	<b>Requires expertise in:</b>
Self-administered on-site questionnaires	High	<ul style="list-style-type: none"> <li>• Organization and logistics</li> <li>• Quantitative analysis</li> </ul>
Self-administered off-site questionnaires	Moderate	<ul style="list-style-type: none"> <li>• Organization and logistics</li> <li>• Quantitative analysis</li> </ul>
Telephone surveys	High	<ul style="list-style-type: none"> <li>• Organization and logistics</li> <li>• Computer-assisted interview technology</li> <li>• Quantitative analysis</li> </ul>
On-line surveys	Low	<ul style="list-style-type: none"> <li>• Web surveying technology</li> <li>• Quantitative analysis</li> </ul>
Focus groups	Moderate	<ul style="list-style-type: none"> <li>• Facilitating discussions</li> <li>• Qualitative analysis</li> </ul>
In-depth interviews	Moderate	<ul style="list-style-type: none"> <li>• Conducting semi-directed interviews</li> <li>• Qualitative analysis</li> </ul>
Response cards	Low	<ul style="list-style-type: none"> <li>• Qualitative analysis</li> <li>• Quantitative analysis</li> </ul>

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### 3.5 *Key factors in selecting a survey method*

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In the end, when you are selecting a survey method that suits your circumstances and the budget and expertise available to you, three key factors come into play.

- The **type of information you are looking for**: the method selected must enable you to collect the information that management is looking for, which naturally relates back to the objectives established for the survey. For instance, if management wants to understand the dynamics of client satisfaction, then a qualitative method, such as focus groups, will be the most appropriate. If the objective is to measure clients' satisfaction and expectations more quantitatively, then this points in the direction of an in-depth survey. In contrast, if the objective is to track changes in client satisfaction, this suggests tools such as response cards. Another aspect of this decision is that if it is important for the survey findings to be generalizable to all clients, and not just to the sample surveyed, then you must choose a method that allows such generalization. This is easier with quantitative methods than with qualitative ones and requires a representative random sample of your clients, as we shall discuss in the section on sampling.
- **Feasibility**: the method selected also must be realistic for your circumstances. You must select a method for which you have access to the required expertise, technology, time, and financial resources.
- **Likely level of client participation**: all other things being equal, the best method is the one that will elicit the highest participation rate from your clients. There are two aspects to this issue. First, a method that lets you consult more clients is by definition better than one that lets you consult fewer clients. Second, a method that enables a higher proportion of the clients invited to participate in the survey to actually do so is better than one that yields a lower participation rate from these clients. While the overall coverage of the survey depends largely on the financial

resources available, the participation and refusal rates vary with the method, as shown in Exhibit 3.1.

### **3.6 Questionnaires available to HRDC-Quebec Region offices**

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As part of its efforts to develop methods of measuring client satisfaction for HRDC-Quebec Region, Information and Strategic Planning Directorate has developed five questionnaires:

- a self-administered questionnaire dealing with satisfaction with the service received, and focusing on service received in person;
- a self-administered questionnaire dealing with the importance of various components of the service received, and focusing on service received in person;
- a questionnaire that deals with telephone services and is designed to be administered over the telephone;
- a questionnaire that deals with on-line services and is designed to be administered via Internet or Intranet;
- a questionnaire that deals with services provided by mail and is designed to be sent out and returned by mail.

Obviously, these questionnaires can be adapted to suit the specific needs of a particular office and the specific circumstances of a particular survey. But it is preferable not to modify these questionnaires extensively, because they have been designed to reflect the mission of HRDC-Quebec Region and to allow comparisons over time and among offices. Such comparisons are essential to any process of continuous improvement.

These questionnaires could also be used to develop very short, response-card surveys, though this method does not provide the in-depth measurements needed to develop a program for improving client service.

Information and Strategic Planning Directorate has not proposed the use of any qualitative methods, such as focus groups or in-depth interviews, by HRDC-Quebec Region offices, because we believe that the dynamics of

HRDC client satisfaction are already well enough known that these methods would not provide any benefits. In the following section, we discuss the requirements for an accurate, reproducible measure of client satisfaction.





## Section 4

# MEASURING CLIENT SATISFACTION

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The key messages in this section are as follows :

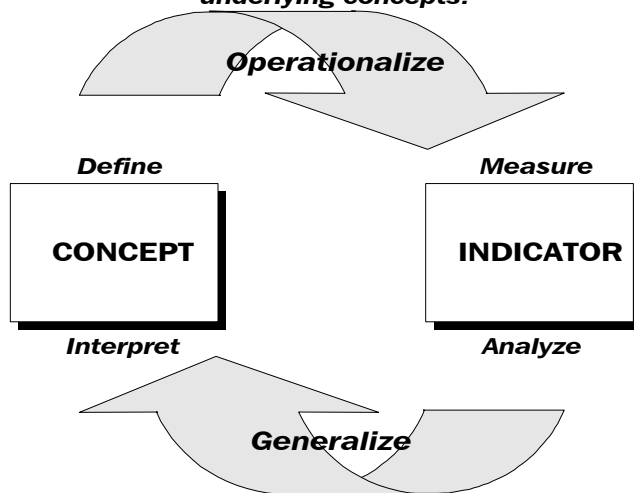
- client satisfaction measurements are imperfect attempts to translate an abstract concept into tangible indicators;
- to be useful, client satisfaction measurements must be systematic, rigorous, reproducible, and comparable;
- satisfaction represents a positive comparison between expectations and perceived reality;
- to serve as a stimulus for action and change, a complete satisfaction survey must measure five things: expectations, perceptions, satisfaction, relative importance, and priorities for improvement;
- in deciding whether they are satisfied with the service they are receiving, clients consider five aspects of this service: responsiveness, reliability, access and facilities, communications, and cost;
- to allow comparisons among different organizations and observation of changes over time, these organizations must use the same measuring tools, and these tools must remain relatively stable over time.

## 4.1 *Measurements as translations of concepts*

Client satisfaction is a concept, just like the quality of learning among elementary-school pupils or the language skills of public servants. It is an abstract mental representation of something in the real world, not a physical object that can be immediately apprehended by the senses. To give such concepts concrete form, we use measuring instruments. For example, we measure students' learning through the grades on their report cards; we measure public servants' language skills through an examination to assess them; and we measure client satisfaction by conducting surveys and analyzing data.

### EXHIBIT 4.1 Principles Behind Survey Measurements

*To measure abstract concepts like satisfaction, we must first operationalize them into indicators. After measuring indicators, we must then translate them back into the underlying concepts.*



Any measurement is an imperfect representation of the underlying concept (for example, clients' feelings of satisfaction) by observable facts (clients' perceptions of service, as expressed in their responses to survey questions). Before we make any measurements, we must define the concept that we want to study—in this case, "satisfaction". We must then operationalize this concept in the form of an indicator, which consists of the series of steps needed to collect tangible information that stands for the concept we are analyzing. Once we have gathered our measurements, we must engage in a process of generalization to reverse the process of operationalization and return the discussion to the conceptual level. For example, after a client satisfaction survey, the managers involved must draw conclusions about

satisfaction as a concept, and not about satisfaction levels as measured by some particular instrument. Analysis and interpretation play a critical role in this generalization process.

### **Example of a measurement strategy**

A university wants to select the “best” applicants for admission. How should it measure the quality of its applicants? First, it must define this concept, perhaps in terms of grades obtained in secondary school, perhaps in terms of demonstrated motivation to obtain a university education. In the former case, the indicator could be the applicant’s overall grade-point average for his or her last year of secondary school; in the latter, it could be the responses provided in an interview. For most concepts, there is no one set definition and no single standard indicator.

Some concepts are harder to measure than others- the softness of a napkin, for instance, or the value of human life, compared with the distance from Earth to Mars.

Thus, when managers want to look at concepts such as client satisfaction, accepted research practice requires them to work with indicators, which are imperfect approximations of these concepts but, unlike them, can be perceived by the senses. We all use indicators this way in our daily lives without really thinking about it. For instance, we judge people’s moods by their facial expressions, and the pleasure we are likely to get from a piece of fruit by its outside appearance. In these

examples, the physical indicator does not represent the underlying concept perfectly, but we willingly accept the operationalization for the sake of simplicity.

## **4.2 Requirements for a good indicator**

### **Four criteria for judging an indicator**

- 1 Validity: does it measure the right thing?
- 2 Reliability: can it be applied again and yield the same result?
- 3 Non-contamination: will the use of this indicator contaminate the real phenomenon that it is measuring, or leave it intact?
- 4 Precision: has this indicator been defined clearly enough that other people can use it with confidence?

The type of measurement described in the preceding section is called **scientific measurement**. The opposite of scientific measurement is **informal observation**. The difference between the two is that scientific measurement is rigorous, systematic, transparent, and reproducible, whereas informal observation is subject to our personal biases and the filters through which we perceive the world. For example, all

managers observe client satisfaction informally as they walk through waiting rooms or hear employees talking about the clients whom they worked with that day. As a method of gathering information, informal observation is simple and inexpensive, but has two major drawbacks: the results cannot be

readily defended if called into question, and they do not allow reliable comparisons among different times and places.

To overcome these drawbacks of informal observations, scientific measurement requires us to establish a strict measuring procedure and to evaluate it in terms of four criteria: validity, reliability, non-contamination, and precision.

**EXHIBIT 4.2**  
**Errors that Threaten Validity**

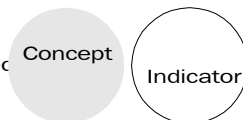
**Ideal Situation**

The indicator matches the concept perfectly.



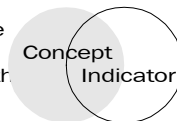
**Discordance**

The indicator is totally unrelated to the concept.



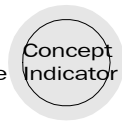
**Partial Concordance**

The indicator covers part of the concept but also measures other concepts, so there is both interference and lack of sensitivity.



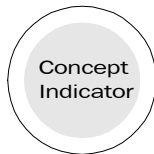
**Subset**

The indicator represents only a subset of the concept, so there is a lack of sensitivity.



**Superset**

The scope of the indicator extends beyond the concept, so there is interference.



- **Validity:** validity is the characteristic of an indicator that measures what it is supposed to measure. An indicator must relate directly to the desired concept and represent it fairly accurately. Exhibit 4.2 shows four kinds of errors that can threaten the validity of an indicator.

- **Reliability:** reliability reflects the extent to which an indicator yields the same result when measured repeatedly or in similar situations. There are three dimensions to reliability: stability, meaning a measuring instrument's ability to provide the same reading in two similar situations; consistency, meaning the ability of two different instruments to provide the same reading of a situation; and sensitivity, meaning an instrument's ability to distinguish between two different situations. In terms of client satisfaction, we will tend to consider a measure more reliable if it provides similar results over time when satisfaction has not changed over time, and if it lets us identify a difference in satisfaction between two situations or two geographic areas where there actually is such a difference.

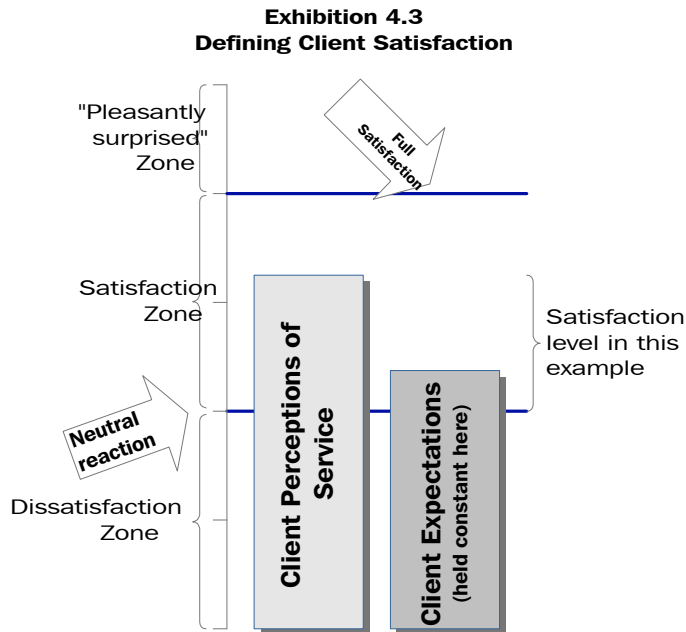
- **Non-contamination:** ideally, when we apply an instrument, it should not alter the reality that we are trying to use it to measure. When we use a

tape measure to determine someone's height, that tape measure does not change that person's height. But simply by asking a client to participate in a survey, we may affect that client's attitudes about our organization. While this risk of contamination is hard to prevent completely, when designing indicators, we must make every effort to do so. Non-contamination is also a prerequisite for validity. If our indicator contaminates the situation, then it measures something other than the unaltered reality that we were trying to capture.

- **Precision:** precision is the characteristic of an indicator that has been defined clearly enough that two different people can use it under similar conditions and obtain the same results. Precision is a prerequisite for reliability. It is also very important to tightly define every aspect of the observation procedures, so that you can scrutinize and criticize them closely.

All four of these criteria have been applied in the development of the HRDC-Quebec Region client satisfaction questionnaires.

### 4.3 The concept of client satisfaction



What is client satisfaction? Satisfaction is generally defined as **the feeling that clients experience by comparing their expectations with their remembered perceptions of the service that they have received**. Exhibit 4.3 illustrates this definition graphically.

Let us elaborate on this definition.

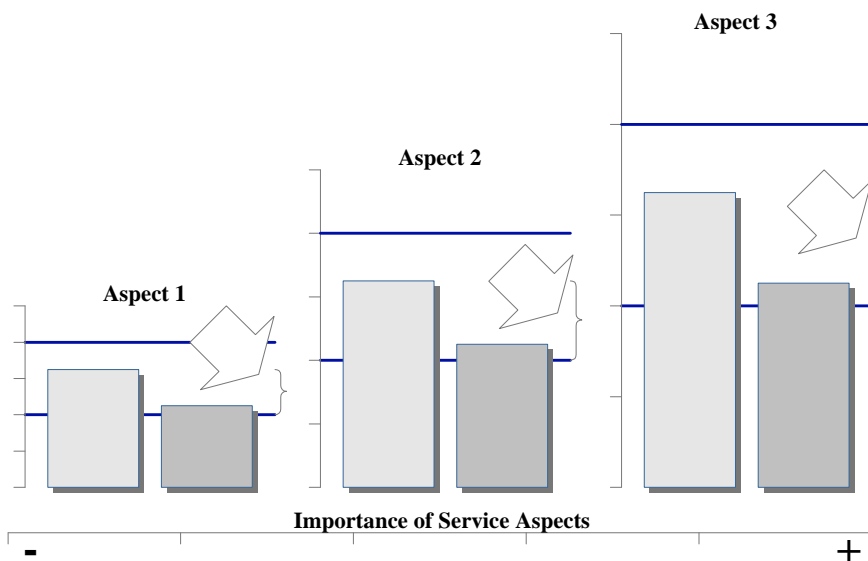
- Satisfaction is a feeling, so as a concept it is necessarily subjective.
  - Because satisfaction is a feeling associated with a service event, satisfaction cannot exist unless the client is aware that a service event has occurred. The event may not be immediately obvious in certain circumstances, such as when the “service” is of a coercive or regulatory nature.
  - Satisfaction does not exist in the absolute, but only on a comparative basis.
- Satisfaction arises from clients’ expectations and not from their desires, which may be higher still.
  - Satisfaction depends on clients’ **perceptions** of the service reality, not on this reality itself. When we are measuring client satisfaction, the perception **is** the reality.

## 4.4 Elements of client satisfaction

In addition to depending on clients' expectations and perceptions of the service they receive, satisfaction also depends on what importance they attach to the various elements of this service. For example, clients can well come away satisfied from service interactions in which several elements of

minor importance were not fully satisfactory, so long as the important elements met the clients' expectations. Conversely, clients can come away dissatisfied from service that generally exceeded their expectations if even one element that was very important to them did not. As Exhibit 4.4 shows, the more important a service element is in the eyes of the client, the more heavily any discrepancy between the client's expectations and perceptions of the service will weigh in the final satisfaction

**EXHIBIT 4.4**  
**Relation between Importance of Service Aspects and**  
**Size of Satisfaction Gap**



equation.

To summarize, as suggested for the Common Measurements Tool proposed by the Treasury Board of Canada Secretariat, in measuring client satisfaction, we should gather information on the following five elements of service:

- the client's expectations;
- the client's retained perceptions of the service experience;
- the client's satisfaction with various aspects of the service;
- the importance that the client attributes to various aspects of the service;
- the client's priorities for improving the service.

## **4.5 Aspects of service**

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For products, satisfaction is a relatively simple matter, relating to the products' functionality, durability, and cost. But for services, satisfaction is a far more complex phenomenon that depends on numerous factors, such as:

- the process of delivering the service (courtesy, sympathy, etc.);
- employees' sensitivity (flexibility, waiting time, etc.);
- the service provider's reliability (fairness, living up to promises, etc.);
- access to the service (locations, office hours, etc.);
- communications between the service provider and the client (clarity, availability, etc.);
- the costs of the service (direct, indirect, etc.).

Moreover, service is intangible and exists only after an interaction has occurred between the service provider and the client. So unlike in the manufacture of products, in the delivery of services the clients are directly involved. In a service context, the clients' satisfaction depends partly on what they themselves bring to the transaction.

The Common Measurements Tool proposed by the Treasury Board of Canada Secretariat states that service can be broken down into the five aspects discussed in the following pages (Exhibit 4.5 shows the specific characteristics of each of these aspects that are relevant for HRDC-Quebec Region.)



EXHIBIT 4.5

Aspects of Service To Be Covered in Client Surveys in HRDC-Quebec Region

**Responsiveness**

- Quality of interpersonal 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

**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 outcome (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 calm clients' 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

- **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 opinions: 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 it thus can be considered as an essential factor in client 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.

In HRDC-Quebec Region, it was also considered important to emphasize questions related to the outcomes of HRDC's interventions. **Outcomes** has therefore been defined as an additional aspect of service, and indicators for measuring outcomes have been developed through the discussions on the regional service philosophy that have taken place over the past few months.

## **4.6 The need for stability**

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Measuring client satisfaction is important for setting appropriate targets for improving service. By measuring trends in client satisfaction over time, we can assess the effectiveness of our improvement efforts. If client satisfaction does not improve, even if only as regards those aspects of service that were covered by our improvement program, then we must conclude either that this program was aiming at the wrong targets or that its implementation left something to be desired.

Another good way of evaluating improvement programs is by comparing the performance of several service units. Every service unit can be regarded as a natural laboratory in which managers carry out various experiments with a common goal: increasing client satisfaction. Those service units that achieve this goal the best can become sources of inspiration for the other units.

To monitor trends in satisfaction over time and compare the performance of multiple service units, there must be a certain consistency in the measuring instruments used. They must share common indicators and attempt to measure them in a comparable fashion. The questionnaires and methods that are being proposed for use by offices in HRDC-Quebec Region, while flexible enough to be adapted to the special circumstances of particular surveys, contain a battery of questions and approaches that will meet this need for measurement stability. Consequently, when making any changes in these questionnaires and methods, managers must be careful to retain the

core questions and methods needed to track trends over time and to make comparisons among various units within the organization.



## Section 5

# HRDC-QUEBEC REGION QUESTIONNAIRES

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The key messages in this section are as follows :

- HRDC-Quebec Region has developed a collection of questions to be used in questionnaires to measure the concept of satisfaction as described in the preceding pages;
- some of these questions have been identified as crucial for comparison, benchmarking, and reporting purposes;
- there are certain general principles that apply to the logical design (layout, question sequence, length, etc.) of questionnaires;
- there are also some general principles for designing questions to satisfy the criteria of validity and reliability;
- it is preferable to re-use questions that have already been tested rather than to make up entirely new questions yourself.

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## 5.1 *The questions and the questionnaires*

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HRDC-Quebec Region's Information and Strategic Planning Directorate, with the help of a consultant and of representatives of various HRCCs and ROCs, has developed a collection of questions that apply to various service situations<sup>1</sup> and has used these questions to compile the following five questionnaires:

- a self-administered questionnaire on satisfaction with service delivered in person;
- a self-administered questionnaire on the importance that clients attribute to various aspects of service, focusing on service delivered in person;
- a questionnaire that deals with services provided by telephone and that is itself designed to be administered by telephone;
- a questionnaire that deals with services provided on-line and that is designed to be administered by Internet or Intranet;
- a questionnaire that deals with services provided by mail and is designed to be sent out and returned by mail.

These five standard questionnaires have been pre-tested at HRCCs and ROCs and adjusted to make them easy to administer. They are presented in Appendixes 1 to 5 of this document.

## 5.2 *Core questions*

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A report commissioned by the Citizen-Centred Service Network and the Canadian Centre for Management Development and supported by the Treasury Board of Canada Secretariat<sup>2</sup> identified the following five specific factors as the primary determinants of client satisfaction:

<sup>1</sup> See Chapter 4 of the report prepared by the **CircumNetwork Inc.** for HRDC-Quebec Region, entitled *An Integrated Approach to Conducting Client Satisfaction Surveys: Analysis of requirements and proposal for a measurement program*, submitted in March 2001.

<sup>2</sup> Erin Research, *Citizens First*, report prepared for the Citizen-Centred Service Network and the Canadian Centre for Management Development, October 1998; available on the Internet at <http://www.cmd-ccg.gc.ca/pdfs/cit-firstf.pdf>

- timeliness;
- knowledge and competence of staff;
- courtesy/comfort;
- fair treatment;
- outcome.

On the basis of these findings, the authors of *A Policy Framework for Service Improvement in the Government of Canada* (Treasury Board of Canada Secretariat, June 2000) have identified the following core questions as crucial for measuring service quality (these questions have been adapted here to the context of HRDC-Quebec Region).

- Did you get what you needed from HRDC?
- How satisfied were you with each of the following aspects of our service?
  - waiting time at the service location
  - time required to obtain a response to your request
  - courteousness of service staff
  - answers you got to your questions
  - competence of service staff
  - fairness with which service was provided
  - appropriateness of the information and advice you received
  - information on the service that you wanted to receive
- Overall, how satisfied were you with this service? Were you very dissatisfied, dissatisfied, neutral, satisfied, or very satisfied?

Thus, insofar as possible, the standard questionnaires in appendixes 1 to 5 include these core questions. Managers should make an effort to retain these questions in their own survey instruments.

Other questions in these questionnaires deal specifically with the service outcomes that HRDC-Quebec Region is trying to achieve as part of its service philosophy, and managers should also try to retain these questions in any questionnaires that they are developing. These questions are as follows:

- How satisfied were you with each of the following aspects of our service?
  - 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
- How much support we have 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.

### **5.3 General principles for designing questionnaires**

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The questionnaires in appendixes 1 to 5 were created in accordance with the generally established principles for designing survey questionnaires. The sequence and number of questions (as well as the page layout, in the case of the self-administered questionnaires) were carefully planned to make them easier for respondents to answer and to maximize the response rate when they are used in surveys. The same goes for the wording of the questions and the content of the response scales, which must also meet requirements for standardization throughout the federal government.

This document is not the place to present the principles of questionnaire design; there are many other references that provide this information.<sup>1</sup> What is important to stress here is that managers should not simply go off and rewrite these questions, or change their sequence, or alter the response scales without first consulting specialists in this aspect of social science research and without first assessing the impact of such changes on the ability of operations centres to compare their performance from one time period to the next and with that of other offices.

<sup>1</sup> For example, see the chapter "Le sondage", by André Blais and Claire Durand, in *Recherche sociale, de la problématique à la collecte des données*, Benoît Gauthier, ed. Quebec City, Presses de l'Université du Québec, 1997.



# Section 6

## **SELECTING SAMPLES**

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The key messages in this section are as follows :

- we select samples of a population because we cannot obtain information on all members of it;
- there are two types of samples: probability and non-probability;
- there are few technical requirements for qualitative samples; their purpose is simply to understand;
- probability samples must satisfy certain rules; they are based on the calculation of probabilities; their purpose is to describe;
- there are three ways to constitute a probability sampling frame for a client survey: by consulting official records, by enumerating clients for the specific purpose of the survey, and by intercepting clients on site;
- probability sampling requires a decision on sample size; this decision depends more on management objectives than on technical considerations;
- this document offers a tool for calculating required sample sizes.

## **6.1 *Why do we sample?***

---

A sample is a sub-set of a population. Why do we sample? Most of the time, we need samples because we do not have enough resources to observe every member of the population. For example, there is no way an HRCC could survey every single one of its clients in order to measure client satisfaction.

The advantage of surveying only a sample of the client population is that you can spend more time on each client than if you attempted to survey all of them. The drawback is that you can never be sure that the data from this sub-set of the population accurately represent the opinions of all clients. But techniques exist to increase the probability that they will do so, and we will discuss these techniques later in this document.

## **6.2 *Technical terms***

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To discuss sampling, a bit of technical vocabulary is necessary. Exhibit 6.1 defines a few important terms and provides examples of each.

**EXHIBIT 6.1**  
**Terms To Do with Sampling**

<b>Term</b>	<b>Definition</b>	<b>Example 1: Election Survey</b>	<b>Example 2: Client Satisfaction Survey</b>
<b>Member</b>	the basic unit of analysis	a citizen who is entitled to vote	a client
<b>Theoretical Population</b>	all members of the group we want to analyze	all Canadians who are entitled to vote	all clients who received services over the past year
<b>Survey Population</b>	all members selected for purposes of the survey	all Canadians age 18 and over who are not institutionalized	all clients who had contact in the past month with the HRCC conducting the survey
<b>Sampling Unit</b>	an item or set of items that can be used to select the sample	a telephone number	a client file
<b>Sampling Frame</b>	a list of the sampling units from which the sample will be drawn	the telephone directory	a list of all the appointments that HRCC staff booked for clients in the past month
<b>Sampling Procedure</b>	the sequence of steps used to select the sampling units that will be included in the sample	Select telephone numbers at random, then select one respondent at random from each household.	Select every 12th client in the list of those for whom appointments were booked.

**6.3 Two types of samples**

There are two types of samples: probability samples and non-probability samples.

**Probability samples**<sup>1</sup> are designed to let managers make observations of a sub-set of the population that will be valid enough to generalize to the population as a whole. Probability samples are designed to form groups of members that will provide a good representation of the entire population. If analysts follow the established rules for selecting a probability sample, they

<sup>1</sup> In the literature, probability samples may also be referred to as quantitative, random, representative, or scientific samples.

can then calculate the probability that this sample will accurately represent the behaviour of the whole population. Probability samples are designed to provide an accurate **description** of a situation and a credible **representation** of the population.

Probability samples are based on the laws of statistics, or of probability—hence their name. The basic principle is that they must be selected at random, with no human decision-making besides the original decision of what sampling procedure to use. (The following section describes three possible sampling procedures.) The essential requirement is that the clients in the sample either be drawn at random from an established list or intercepted at random at the time that service is delivered.

In contrast, **non-probability samples**<sup>1</sup> have a different objective. By emphasizing what is unusual in a situation rather than what is typical, average, and representative, non-probability samples are designed to gather information about the extremes, where it is easier to see what things are working and what things are not. Non-probability sampling does not impose such strict rules on the sampling method as probability sampling does, but on the other hand it does not provide results that can be generalized to the entire population, because the selected sample represents a very special sub-set of this population. Non-probability samples are intended to ensure **understanding** and the presence of a **diversity** of viewpoints.

As explained earlier, because client satisfaction is a phenomenon about which a good deal is already known, we have recommended that quantitative methods be given precedence over qualitative ones in HRDC-Quebec Region. Similarly, in our proposals to the offices of HRDC-Quebec Region, **probability samples will be preferred, because of the objectives of representativity, comparability, and benchmarking** that are being pursued.

<sup>1</sup> Also sometimes called qualitative, non-random, non-representative, or non-scientific samples.

## 6.4 Three sampling procedures

### Preparing To Select a Sample: Checklist

- 1 Define the members of the population to be analyzed (claimants, employees, employers, etc).
- 2 Define the theoretical population.
- 3 Define the survey population: the members of the theoretical population whom you can actually reach.
- 4 Define the sampling unit: will you contact the members directly, or in stages (for example, sample companies, so that you can then sample their employees)?
- 5 Establish the sampling frame from which you will draw the sample and identify this frame's weaknesses (for example, the parts of the theoretical or survey population that it leaves out).
- 6 Define the sampling procedure: how will you select the sampling units randomly from the list?

There are essentially three procedures that HRDC-Quebec Region offices can use to select probability samples.

- **Sampling from official records:** for HRDC Quebec Region offices, the simplest of the three procedures is to use the official records as your sampling frame (in this case, a sampling frame would be a list of clients; for a definition of this term, see Exhibit 6.1). If a sampling frame already exists—a list of active files, or closed files, or appointments, etc—all you have to do is define the procedure for selecting clients from this list. There are three possibilities. In a *systematic* sampling procedure, you select every Xth file for the sample. In a *random* sampling procedure, you use a table of random numbers, or a series of random numbers generated by a spreadsheet package, to select the members of the sample. Lastly, you can use a procedure based on the clients' *file numbers*, where you select files according to a random rule such as choosing all files where the client's Social Insurance Number ends with a 3 or a 7. In all cases, you must ensure that the procedure does not contain any systematic biases that would exclude one or more sub-groups from the sample.
- **Enumerating clients** for purposes of the survey: when there are no official records, you can sometimes construct a list for a specified period and sample clients from this list, following one of the approaches described above for official records. To compile such a list, you might, for example, record the names of clients who make use of a particular service during a particular period.
- **Intercepting clients** at service points: lastly, when no list exists and there is no way to create one, you can often sample clients by intercepting them at service points. This kind of sampling is more complex, because it requires you to develop rules for selecting clients randomly (for example: "select every fifth client). Such rules can be hard to apply when there are lots of clients in the office, and when there are

not, you can sometimes be tempted to bend the rules to fill your sample. The interception approach is not limited to clients who visit an HRDC office in person; it can also be applied to clients who use on-line services..

It should be stressed that your ability to generalize from your sample will depend on two crucial factors: **the quality of your sampling frame** and your success in **randomly selecting** the members of your sample from this frame.

A sample cannot be representative of the theoretical population unless the sampling frame is representative of this population to begin with. Hence you must make every effort to design your sampling frame to be as representative and comprehensive as possible. Realistically, the quality of your sampling frame will often depend on what information happens to be available, so you will have to make some compromises.

Making a truly random selection of members for the sample is the key to your ability to generalize findings to the population. If your sample is large enough, random sampling will enable you to create samples that are representative of the survey population and even calculate the precision with which your sample statistics estimate the population statistics.

The principle of random selection means that every sampling unit has a known probability of being selected for the sample, and this probability is greater than zero, and the method for selecting the sampling units is purely mechanical. For fairly large samples, random selection will always provide better representativity than non-random selection. For example, to obtain a representative sample of the population of Quebec Region, provided that you are going to create a large enough sample, you will be better off choosing every  $n^{\text{th}}$  person from the telephone book or the electoral list, rather than choosing different kinds of people (i.e., a few workers, a few homemakers, etc) to try to create a sample whose composition resembles the population's.

## 6.5 Determining sample size

### Determining sample size: Checklist

- 1 Determine your desired confidence level: one sample out of every so many will provide estimates that fall outside your theoretical margin of error. You must decide how much error you can tolerate. In the social sciences, we normally try to select a large enough sample that the statistics obtained from it will fall within our acceptable margin of error 95% of the time (in 19 cases out of 20).
- 2 Formulate a hypothesis regarding the expected rate of client satisfaction. From the standpoint of sample size, the worst thing would be if you had to estimate a rate of 50 %; for a given margin of error, the required sample size will be smaller if the rates are closer to 0 % or 100 %.
- 3 Decide what margin of error will be acceptable. All of the population estimates calculated from the sample will have a certain margin of error; you must decide how large a margin you can accept (see the sidebar "Choosing a margin of error").
- 4 Define the level of detail at which you need to report. If you are going to need figures broken down by region or by some other criterion, then go back to step 3 and determine your acceptable margin of error at the most detailed reporting level (stratum).
- 5 Calculate your required sample size on the basis of your desired confidence level (step 1), your acceptable margin of error (step 3), and the number of strata for which you want to report statistics (step 4).
- 6 Be sure you have all the financial and human resources that you need to conduct a survey on a sample of the size calculated in step 5. If you do not have enough resources, then go back to step 1 and be more realistic.

Your next decision is the size of the sample that you are going to select and survey. The checklist on this page takes you through all the necessary steps. But before you follow these steps, read the following points and keep them in mind.

Random statistical sampling does not guarantee you an accurate representation of the population. But it does let you calculate the *precision* with which your sample statistics will estimate the population parameters.

The size of the survey population has very little effect on the appropriate sample size. The appropriate sample size **does not consist of a specified percentage of the population** such as 10%, as people often mistakenly imagine. To determine the required size of your sample, you must basically balance your tolerance for risk and uncertainty against the resources available for your survey.

Any statistic calculated from a sample has a *margin of error* and a *confidence level*. Most social science researchers are willing for their results to fall within their acceptable statistical margin of error 95% of the time (in 19 cases out of 20); this is referred to as the 95% *confidence level*.

The decision as to what constitutes an acceptable *margin of error*, however, is entirely subjective. Some decisions must be based on very accurate estimates. It is

important to know that the statistically estimated risk of dying of a heart attack after taking a certain medication is low and that the sampling error associated with this estimate is also very low. But not all decisions are so critical. The decision to change the layout of an office will be the same regardless of whether 95% of the staff are unhappy with the current layout, or only 75%. To determine an appropriate margin of error for your survey, you should consider how the survey results are going to be used—what degree of precision does management need to make an informed decision?

### **Choosing a margin of error: Checklist**

When you are determining what sample size to use in a given survey, the crucial step is deciding what margin of error will be considered acceptable and still provide results that support good decision-making. Everything else will depend on this margin of error.

- 1 Specify the expected rate of satisfaction. This expectation may be based on past surveys, or on results obtained in other programs, or on the staff's informed opinion. Let's say the expected rate is 85%.
- 2 Suppose for the moment that your theoretical margin of error for estimating the satisfaction rate is  $\pm 25$  percentage points. Subtract this margin of error from the expected rate of satisfaction. In our example, this leaves a remainder of 60 %.
- 3 Compare the expected value in step 1 with the lowest estimate obtained in step 2 (in our example, compare 85 % with 60 %). The crucial question then is whether the decisions that might be made, on the basis of this survey, about an action plan to increase satisfaction would be the same regardless of whether the satisfaction rate was 85 % (the expected value) or 60% (which represents the lower limit of our confidence interval).
- 4 If the answer is yes, then the margin of error assumed in step 2 is appropriate for this survey. If the answer is no, then go back to step 2, assume a smaller margin of error, and repeat steps 2 and 3 until you have a margin of error that lets you answer "Yes" to the question in step 3.

Your desired margin of error will have a direct impact on your necessary sample size. This is where you have to do a balancing act. A sample of a certain size may be justifiable, provided that you have enough resources to survey the number of clients in the sample.

The procedure for calculating the size of the sample that you want to obtain goes beyond the scope of this guide. But you can find a handy sample-size calculator on the Internet; go to [http://www.circum.com/index\\_e.htm](http://www.circum.com/index_e.htm), then choose the SampleCalc feature. This calculator lets you insert certain values, then calculate the sample size needed for a certain margin of error. Exhibit 6.2 shows the required sizes for representative, simple, randomly selected samples given various client satisfaction rates and acceptable margins of error.



**EXHIBIT 6.2**  
**Required Sizes for Representative Samples**

Sample sizes for various expected rates of client satisfaction and acceptable margins of error (for a 95% confidence level and a large population)				
Satisfaction Rate	Margin of Error			
	±10 points	±7.5 points	±5 points	±2.5 points
70%	81	143	323	1291
80%	61	109	246	983
90%	35	61	138	553

Remember that you may need to **stratify your sample**.

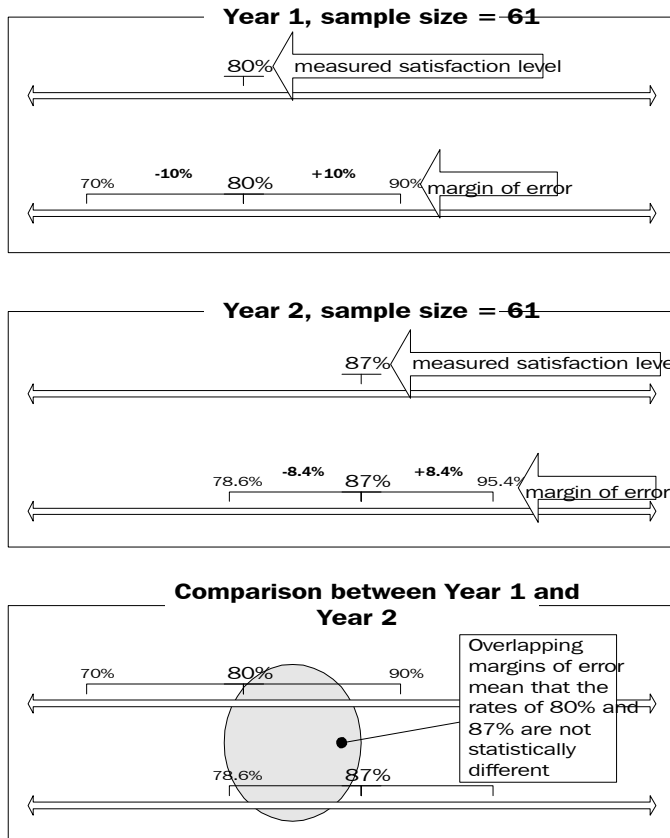
If you want to produce reports on a scale other than the entire target population, then you must determine what constitutes a reasonable sampling error, and hence a reasonable sample size, for each sub-group that you want to report on. For example, if you want to produce reports for three different regions, you must determine the acceptable margin of error and necessary sample size for each region, then add the regional sample sizes up to determine the sample size for the total target population. Thus, if the margin of error for each of the regions must be ±5 percentage points, and you can reasonably expect a satisfaction rate of 90% in each of these regions, then the size of each of the regional samples must be 138, for a total sample of 414 (138 x 3).

**Measuring changes over time** approximately doubles your margin of error.

When you are deciding what margin of error to consider reasonable, another important, practical consideration is how big a change over time will have to be in order to be perceptible statistically. For example, suppose you conduct a survey with a sample size of 61 and estimate the client satisfaction rate to be 80%, with a confidence interval of ±10 percentage points. This means that clients' actual level of satisfaction probably will probably fall within the confidence interval ranging from 70 to 90 percentage points. To be detectable in a future survey that uses the same sample size, any improvement in satisfaction would have to measure 16 percentage points or more; otherwise, there would be an overlap between the confidence intervals for the two estimated satisfaction rates—between the initial rate of 80% ±10 and the new rate of 96% ±5. (Actually, the statistical calculation is slightly more complex, but this

description is accurate enough.) A smaller difference would not be considered significant from a statistical standpoint.

**Exhibit 6.3**  
**Measuring Changes in Satisfaction Over Time**



As Exhibit 6.3 shows, if the satisfaction measurement for year 1 was 80% and the measurement for year 2 was 87%, the lower half of the margin of error for year 2 (78.6% to 87%) would overlap with the upper end of the margin of error for year 1 (80% to 90%). Because of this overlap, it would be statistically impossible to conclude that the second measure was different from the first.

Consequently, when selecting the margin of error for a survey, you must consider not only its short-term objectives, but also how confidently it will let you state whether there has been any increase or decrease in client satisfaction in future.

# Section 7

## CONDUCTING CLIENT SURVEYS

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The key messages in this section are as follows :

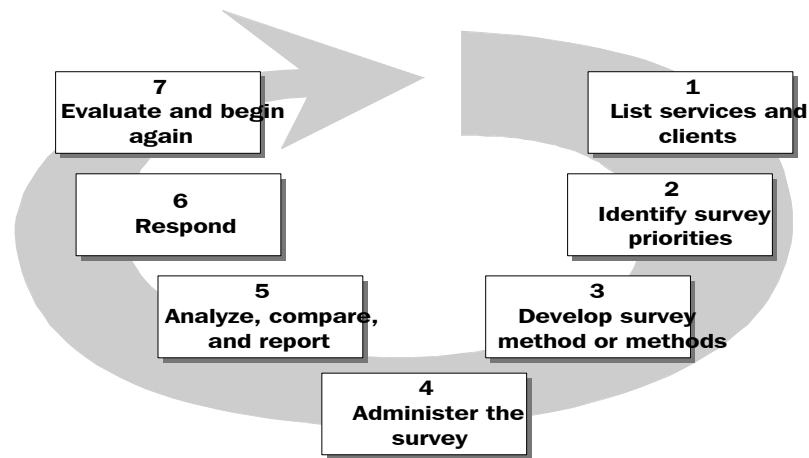
- conducting client surveys is an iterative, seven-step process;
- client surveys should be conducted rigorously, systematically, and openly;
- management's commitment to this process is a key to its success.

### 7.1 *The seven steps in conducting surveys*

---

Conducting client surveys is an iterative seven-step process, as shown in Exhibit 7.1.

### EXHIBIT 7.1 Steps in Conducting Client Surveys



- ① The first step is to **list the organization's clients and the services** that offered to them. Different groups of clients can be described according to their type and size, as well as seasonal variations in their demand for services and certain characteristic profiles that they may have. You should describe services in terms of type, intensity, and duration. The purpose of this step is to produce a complete chart of all the different kinds of client feedback that your organization might want to collect. If obtaining client feedback is the responsibility of the operations centres, then these centres should inventory the clients and services. Obviously, there will likely be some major similarities between the list for one HRCC and the next, so co-operation among the operational units would be an effective strategy at this stage.
- ② Once you have listed the clients and services, your list will probably be too long for you to conduct surveys on all of them simultaneously, and you will have to **make some choices** from this list. You will discover that you need to give precedence to certain clients or services, for a variety of possible reasons—your organization's strategic priorities, the size of the client groups,

the results of other observations of service quality, what surveys are most feasible, etc.

- ③ In the work done to date for HRDC-Quebec Region, some generic measurement tools suited to various modes of service delivery have been developed. But in the third step of conducting a survey, the manager must still **adapt the survey method** to the particular circumstances of his or her clients and work unit. A separate report prepared for HRDC-Quebec Region, entitled *An Integrated Approach to Conducting Client Satisfaction Surveys: Analysis of requirements and proposal for a measurement program*, proposes various measurement approaches and recommends some combinations of sampling and data collection methods that are both suitable to and realistic for this organization.
- ④ To **administer the survey** requires very careful planning. Preferably, responsibility for this step should be assigned to just one person, who will secure the resources needed to carry the survey out. This manager must identify the human and financial resources available for the survey. If no special precautions are taken, client surveys can create misunderstandings or unrealistic expectations, so it is essential to make plans for effectively communicating both the survey's objectives and its desired results to your employees and clients. You can let all the work of administering the survey be done entirely by in-house staff, or you can contract out the entire job to an outside expert. Naturally, there are some possibilities in between these two as well. As a manager, you should choose the approach to administering the survey that is best suited to the financial resources and the expertise that you know will be available.
- ⑤ Once the survey has been administered, you must **analyze the data**. The data must be entered on a computer, and some tools have been provided for this purpose. Various statistics will be produced. You must analyze them both in absolute terms (the next section offers various suggestions on how to do so) and in comparison with other offices and similar groups of clients. The comparison must be designed not to cast certain operational units in an unfavourable light, but rather to identify some exemplary practices that could be emulated by other units.

- ⑥ Once the survey has been administered and the data have been analyzed, they must lead to a program for improving client service. In other words, the organization must **respond** to the survey's findings and the clients' comments. Naturally, in its responses the organization must address the improvement priorities that the clients have identified and the aspects of service that they feel are important but not currently satisfactory. And of course, as a manager, you must assess the feasibility of the possible improvements and consider the service expectations that your clients have expressed.
- ⑦ In the spirit of continuous improvement, the measurement of client satisfaction must be regarded as an **ongoing, perfectible process**. The last step in the surveying cycle is therefore to review the exercise itself and look for ways to improve various aspects of it—the way employees and clients are prepared for surveys, the questionnaires used in them, the logistics of administering them, and so on. As a manager, you must also start planning the next client survey immediately, so that the employees and other managers concerned will know how soon the improvement in service will be evaluated. This deadline has an important motivating effect.

## 7.2 ***Rigour and transparency***

---

All service providers have certain perceptions of their clients' attitudes. There are four fundamental principles that distinguish the scientific approach to measuring client satisfaction from such informal kinds of observations:

- **rigour**, meaning that best practices in social science research are applied systematically;
- **neutrality**, meaning that the underlying realities are observed accurately, without bias or distortion;
- **balance**, meaning that just the right quantity of resources are used, neither too few nor too many, according to the purposes of the survey and its likely consequences;
- **transparency**, meaning that all the relevant background is provided to let readers make an informed judgment about possible sources of

unintentional bias.

These principles may seem far removed from your workaday reality. And yet, they have a direct impact on every step of the survey process. Applying them uncompromisingly does not guarantee that your survey will be a success, but does considerably increase the chances that it will help you to improve client service.

### ***7.3 Management's commitment to the process***

---

Lastly, there is no reason to conduct a satisfaction survey unless the managers concerned are ready to improve service in response to the opinions that the clients express. Of course, managers are subject to financial and legal constraints; if these constraints are so tight that there is no flexibility in the way that services are delivered, there may be no point in measuring client satisfaction to begin with.

However, experience has shown that there are still ways to make improvements in most service environments, even those subject to severe constraints. Remember that there are two main facets of customer service: the process of delivering the service, and the outcome of the service event. Even if the outcome is tightly constrained by laws and regulations, the process is flexible and may allow adjustments that clients will often appreciate.

The open, deep-seated commitment of management is one of the foremost conditions for the success of any client feedback initiative.





## Section 8

# ***ANALYZING AND PRESENTING SURVEY RESULTS***

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The key messages in this section are as follows :

- you must computerize your data before you can analyze them;
- the first step in your analysis is to weight the data;
- you must calculate your margin of error correctly;
- percentage distributions provide meaningful information, but so do rankings;
- in analyzing client satisfaction survey results, you must consider not only clients' satisfaction, but also the relative importance they attribute to the various aspects of service covered in the survey;
- analyzing overall averages can hide significant differences;
- there are two types of survey reports;
- a picture is worth a thousand words.

## **8.1 Computerizing your data**

---

The quantitative analysis of the data (client responses) gathered in your survey is basically a technical step in the research process. Like most technical tasks, this analysis is not that hard if you know how to do it, but it can be complex the first time you try.

Let's make one thing clear from the outset: it is absolutely essential to computerize your survey data, unless your sample comprises only a few dozen individuals. And even then, we would still recommend that you computerize these data. Processing data manually is an arduous task; it is also error-prone and considerably limits the creativity with which the analyst can approach this task.

To computerize the responses gathered in your survey, you can use various types of software, including generic computation software (such as Microsoft Excel or Lotus spreadsheets), statistical analysis software (such as SAS, SPSS), or Web-based data entry and analysis tools (such as SurveySolutions). The details of this computerization step lie beyond the scope of this guide. However, there are experts at the Regional Office who can help operational offices to carry out this step.

The only errors that should occur at this stage are simple data-keying errors. You can catch such errors by keying the data in twice, then comparing the first set of entries with the second and resolving any discrepancies.

## **8.2 Weighting the data**

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Sometimes the group of clients that constitutes the final sample may not exactly reflect the composition of the population that you were trying to survey. In some cases, this may be intentional; for example, you may have deliberately ensured that a certain type of clients were over-represented, so

that you could analyze them more closely. In other cases, it may be accidental; for example, if a disproportionate number of certain kinds of clients had to be dropped from the sample for one reason or another.

In extreme cases, if you do not compensate for the over-representation of certain groups by weighting the survey data appropriately, your overall results may be completely inaccurate. Suppose, for example, that at your HRCC, clients who come to the service counter represent 90% of your total clientele, while clients who come in only to use the Job-Bank kiosks represent only 10%. If you wanted to analyze these two groups separately, then you might legitimately select samples of equal size for both of them. But if you wanted to get a representative picture of your clientele as a whole, you would have to give less weight to the survey responses from the kiosk users and more weight to those from clients who get served at the counter. Otherwise, if your sample included equal numbers of both types of clients, it would have five times too many kiosk users; they would represent only 10% of the population, but 50% of your sample.

As much as possible, you must correct for such anomalies by assigning a certain “weight” to each member of the sample. Here is an example of the weighting procedure:

- if clients in program 1 represent 28% of the population but only 20% of the sample, then each response from a program 1 client should be assigned a value of  $28/20 = 1.4$  in the analysis, instead of a value of 1;
- conversely, if clients in program 2 represent 18% of the population, but 25% of the sample, then each response from a program 2 client should be assigned a value of  $18/25 = 0.72$  instead of 1.

Specialized statistical software packages include features for applying such weights when required.

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## 8.3 Calculating the margin of error

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Section 6.5 presented an approach to calculating the sample size required to perform certain analyses. Once you have gathered your survey data, you need to repeat the calculation of the margin of sampling error to take into account the results that you actually obtained in the survey.

Calculating the margin of error that characterizes a sample is a complex process for anyone who does not completely understand the underlying mathematics. But there are some tools that facilitate this task. For a Web-based tool for calculating margins of error, go to the address [http://www.circum.com/index\\_e.htm](http://www.circum.com/index_e.htm) and choose the SampleCalc feature. To calculate a conservative margin of error with this tool, enter a target proportion of 50% and a confidence level of 95%. You also need to enter the sample size (the number of people who completed your survey questionnaire) and the population size. The population size is not really a critical factor unless the population is really small—a few hundred or a few thousand people, for example. For the purposes of client satisfaction surveys, you will get satisfactory results if you enter a large number for the population—100 000, for example.

This calculator also considers the design effect. What is that?<sup>1</sup> The conventional method of calculating the margin of error assumes that the sample is a simple random sample, like a set of names pulled out of a hat. But sometimes, the samples actually selected do not constitute good approximations of simple random samples. In such cases, a given number of completed questionnaires—say 1 000—behave statistically like a smaller sample—say, one with 750 questionnaires. In this case, the design effect is said to be  $1\ 000 / 750 = 1.33$ . This situation can occur when cluster samples are taken (which is not too likely in client satisfaction surveys for HRDC-Quebec Region) and when the sample is stratified. For stratified samples, there is another interactive tool for calculating the design effect,

<sup>1</sup> Note that the possibility of design effects is often ignored even by experienced survey analysts. HRDC staff who are conducting surveys may therefore do likewise, even though taking the design effect into account is a meaningful indication of the rigourousness of the analyst's approach.

at the same Web site just mentioned. Again, go to [http://www.circum.com/index\\_e.htm](http://www.circum.com/index_e.htm), but then choose the DeffCalc feature.

## **8.4 Distributions and rankings**

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Practically all of the questions in the five standard questionnaires in appendixes 1 through 5 are multiple-choice questions with a finite number of possible responses (as opposed to open-ended questions such as “How many minutes did you wait before being served?”). For this reason, the responses will most often be analyzed in terms of frequency distributions. All your analysts will have to do is determine what percentage of the respondents chose each of the possible responses to each question. You can also analyze distributions for sub-sets of the sample; for example, you can compare the responses of older people with those of younger people, or men’s responses with women’s.

Once you have established such frequency distributions, you can also prepare ranked lists that indicate the client’s preferences in various ways. For example, you could prepare a list showing various characteristics of your service in decreasing order of how satisfied clients are with them or how important clients consider them. For service managers, such ranked lists are often more meaningful than the percentage frequency distributions on which they are based.

## **8.5 Satisfaction and importance**

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When you are analyzing data on client satisfaction, obviously your primary focus is on client satisfaction. But you need to look not only at client satisfaction concerning various aspects of your service, but also at the relative importance that clients attribute to each of these aspects. As a manager, you are going to worry less about a service aspect that customers are dissatisfied with but consider unimportant than you are about one that they consider very important and to which they give a lukewarm satisfaction

score. The following section offers various tools to help you analyze relative importance along with satisfaction.

## **8.6 *Averages and segments of your clientele***

---

In your first pass at analyzing your survey data, you will focus on overall averages—the percentage of clients satisfied, the incidence of dissatisfaction concerning various aspects of your service, etc.

But you would be well advised not to limit yourself to such a high-level analysis. A positive overall satisfaction rating could hide the fact that some segments of your clientele are especially satisfied or dissatisfied. This is particularly true for dissatisfaction, because when clients are questioned in satisfaction surveys, it is simply human nature that they generally prefer to express positive sentiments rather than criticisms. Groups of dissatisfied clients are therefore generally smaller, and their point of view may thus get lost in the overall averages.

When analyzing survey data, you should therefore be on the lookout for groups of clients who react differently to the service that your organization provides. There is no easy recipe for identifying these special segments of your clientele. The people who are analyzing the data must have a good knowledge of conditions in the field, so that they can develop plausible hypotheses about the identity of these groups. They must also process the data by sub-group, and not only for all clients combined.

## **8.7 *Research reports versus management reports***

---

There are two different kinds of reports that may be written about client satisfaction surveys. A research report is a technical description of the research done. A management report is a summary of the research findings, focusing on the steps that should be taken in response to the clients' views.

**Survey Research Reports versus Survey Management Reports**

*Research reports*

- provide a detailed description of the methodology used;
- provide all of the relevant descriptions, explanations, and evaluations for each step of the survey;
- list the hypotheses formulated and state their likely validity;
- provide detailed descriptions of the computations used to derive the estimates.

*Management reports*

- concentrate on the findings from the survey;
- describe the precision and reliability of the results;
- provide enough indication of the quality of the research to justify the findings.

**Minimum information to provide in a survey research report:**

- 1 the organization studied and the context in which it operates;
- 2 a definition of the theoretical population to be studied, the survey population, the sampling frame; the sampling procedure; an assessment of the representativity of the sample
- 3 the protocol followed to conduct the survey, including the survey questionnaire used and the computations made at the time of the analysis— for example, computations of a satisfaction index;
- 4 a report on the work done in the field, including in particular any problems encountered and the steps taken to correct them;
- 5 an analysis of the representativity of the final sample (and in particular, of any respondents who had to be discarded from the sample) and the decisions made regarding weightings;
- 6 the calculation of the margin of error, and a description of any adjustments made for the design effect;
- 7 a list of recommended improvements to be made in the methodology.

A survey research report will probably never become a best-seller, but it will become part of the organization's collective memory. This report should contain all the information that would be needed if someone wanted to repeat the study. It should therefore present all of the relevant technical details concerning sampling, the survey instrument, the administration of the survey in the field, and the analysis of the survey data, so that any subsequent client satisfaction survey will be comparable to this one and can use it as a reference point. A research report can never contain too much information. In particular, a description of all the methodological solutions that were attempted but proved unsuccessful will provide helpful guidance for future research on this topic. At a minimum, any research report should contain all the information listed in the sidebar on this page.

Survey management reports are designed to give decision-makers information about the subject of the study: client satisfaction and priorities for improving client service. A management report should contain just enough technical information to demonstrate the rigorousness of the study and convince readers that its findings are valid. This report must draw the readers' attention to the survey's findings, whatever they may be. A survey management report should also identify the possible

causes of the phenomena observed, indicating, as appropriate, which causes have actually been observed and which ones are purely speculative. Lastly, a management report should provide an assessment of the acceptability of the situation observed, and possibly of the options available for rectifying any problems.

In any event, the key to a report lies in its transparency. There is no point in trying to hide a survey's limitations or the imprecision of its estimates. State the facts as they are, so that your research can withstand even the closest scrutiny.

## 8.8 *Visual presentation*

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One of the keys to presenting the results of client satisfaction surveys effectively is to convert some of your quantitative observations into images that let readers quickly and efficiently pick up the messages that the clients are sending.

The following section will introduce a few specialized types of charts, but first we will review a few of the basic rules concerning the graphic representation of quantitative results.<sup>1</sup>

When it comes to graphics, simplicity should always get priority over decorativeness. You will convey the message contained in your data more effectively in a graphic that has only a few visual elements than in one that is loaded down with them. Today's software can easily lead survey analysts and report writers in the other direction, tempting them to clutter their charts with 3D effects, multiple fonts, multiple colours, shaded backgrounds, reference lines, and other useless ornaments. When designing a graphic, you should justify the presence of every such element before you use it. The best advice comes from Edward Tufte himself:

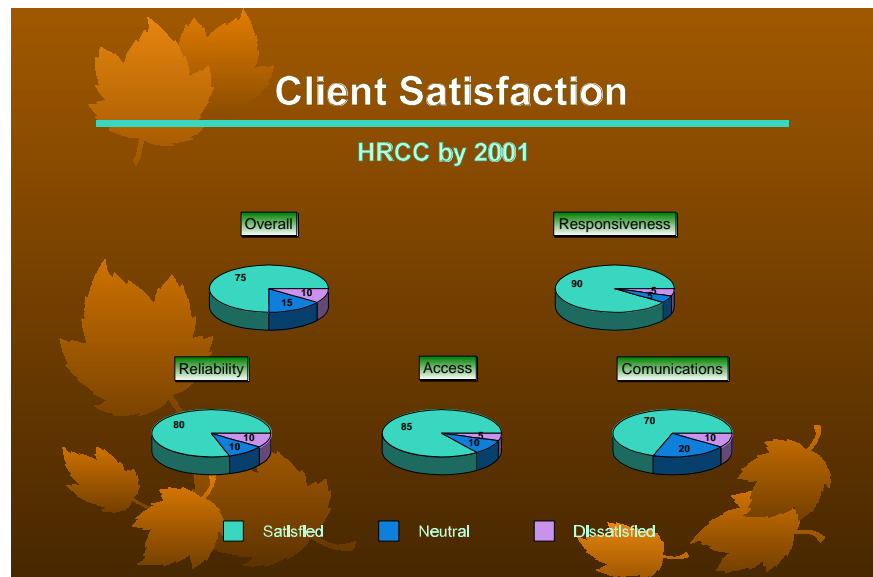
<sup>1</sup> For anyone who wants to improve their skills in this area, Edward R. Tufte's superb book, *The Visual Display of Quantitative Information* (Cheshire, Connecticut: Graphics Press, 1983) is a "must-read".



between two graphics, the one that uses less ink to present the same data is probably the better.

Here is an example of how one type of chart commonly found in client satisfaction survey reports can be greatly simplified.

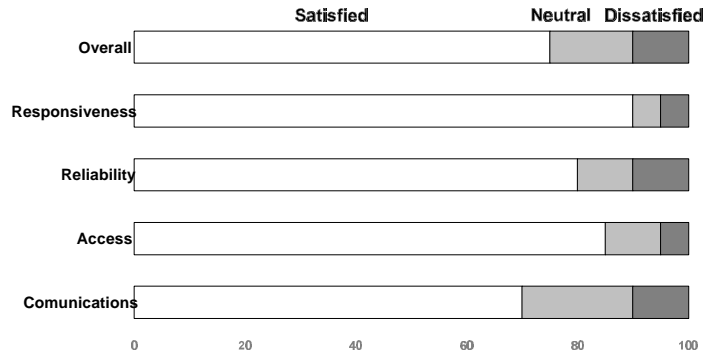
**Before:**



**After:**

## Client Satisfaction

HRCC by 2001



## Section 9

# INTERPRETING SURVEY RESULTS

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The key messages in this section are as follows :

- it is dangerous to limit your analysis to overall satisfaction; you must also analyze client satisfaction regarding individual elements of the service that your organization provides;
- in analyzing client satisfaction, you must look not only at satisfaction itself, but also at the importance that clients accord to the various aspects of your service;
- the priorities for improvement must be either expressed directly or deduced from the responses;
- the only truly satisfied client is one who scores you 5 out of 5;
- there are various strategies for improving service, depending on your clients' current level of satisfaction;
- to improve client satisfaction, you have to think about five potentially problematic situations.

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## 9.1 *Looking at individual service elements*

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All of the client satisfaction questionnaires in the appendixes include an overall measure of satisfaction. Too often, organizations are tempted to confine their analysis to this indicator alone. The main thing that they will then remember is “XX% of our clients are satisfied, which is X% more than the last time we surveyed them.”

Such a limited analysis is dangerous. For example, the overall level of satisfaction may not have declined since the last survey, but there may have been some significant changes for particular aspects of your service, or particular segments of your clientele. Moreover, the general satisfaction level does not tell you as a manager, or your organization, about the kinds of improvements that clients would like to see.

In interpreting survey results, you must therefore look at the various aspects of service. In the preparatory studies mentioned earlier, five major categories have been identified: responsiveness, reliability, access, communications, and outcomes. It is in these categories that your organization should look for inspiration about ways to improve service.

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## 9.2 *Satisfaction indicators*

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If your organization is looking for an indicator that sums up its clients' satisfaction, it can use the general satisfaction rating included in the five standard questionnaires, provided that it does so in an informed way (see preceding section). However, you can also develop a satisfaction indicator that reflects not only the satisfaction ratings for each aspect of your service that you analyze (for example, courteousness, or waiting time) but also, the importance ratings that clients assign to these same aspects. The sum of the products of the satisfaction and importance ratings is a robust indicator of client satisfaction.

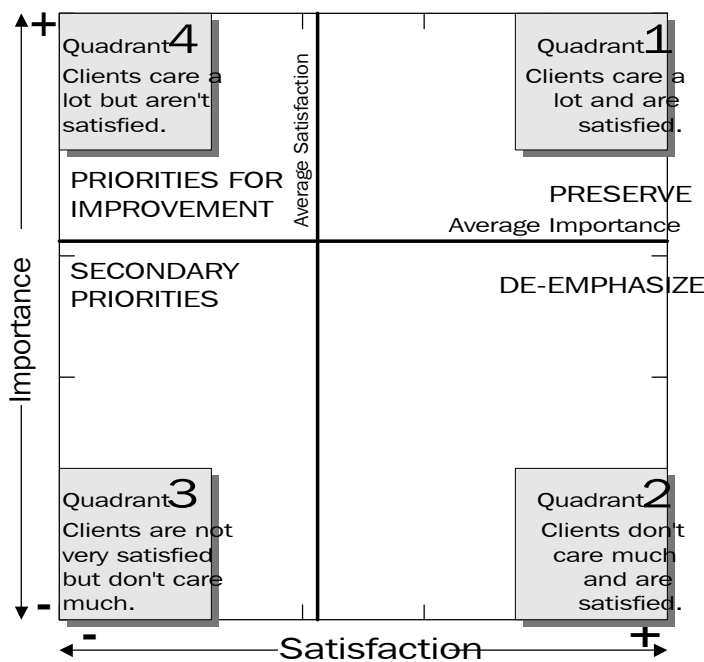
### 9.3 Priorities for improvement

The priorities for improving your service, as perceived by your clients, are the most important piece of feedback that you receive in a client survey, from the standpoint of continuous improvement. The five standard questionnaires provide two different ways of capturing clients' improvement priorities.

First, the responsiveness, reliability, access, and communications sections of each questionnaire each contain a question about what aspect of service requires priority attention. These questions are worded as follows: "If we could improve only one of the following aspects of our service, which one should we choose?" The responses to these questions provide an initial indication of clients' priorities. They must be interpreted in terms of the relative priorities of the four sections, which are determined later in each questionnaire.

The second way to identify service improvement priorities is to combine the satisfaction scores with the importance scores for each aspect of service and construct a graph similar to that shown in Exhibit 9.1. In this graph, the highest priority for improvement goes to those service aspects that received a below-average satisfaction score but an above-average importance score. This graph also suggests that the aspects of service that fall into quadrant 2 (items to which

**EXHIBIT 9.1**  
**Satisfaction / Importance Graph**



Plot the average scores for satisfaction and importance on the same graph.

Draw a vertical line at the average (the mean, the median, or some other measure of central tendency) of the scores for satisfaction and a horizontal line at the average of the score for importance.

clients assigned above-average satisfaction scores and attributed below-average importance) could be de-emphasized, perhaps freeing up resources to improve the service elements in quadrant 4.

## 9.4 *The truly satisfied client*

---

In interpreting results of client satisfaction surveys, keep in mind that the only truly satisfied client is one who gives your service the highest possible rating on the rating scale provided. In the five standard questionnaires, in accordance with the guidelines in the Common Measurements Tool, the satisfaction response scale offers five possible ratings. You should therefore remember that only clients who choose a rating of 5 are really satisfied. Though clients who choose a rating of 4 may be satisfied on the whole, by this choice they are indicating that there is still room for improvement in the way your organization delivers its services.

## 9.5 *Service improvement strategies*

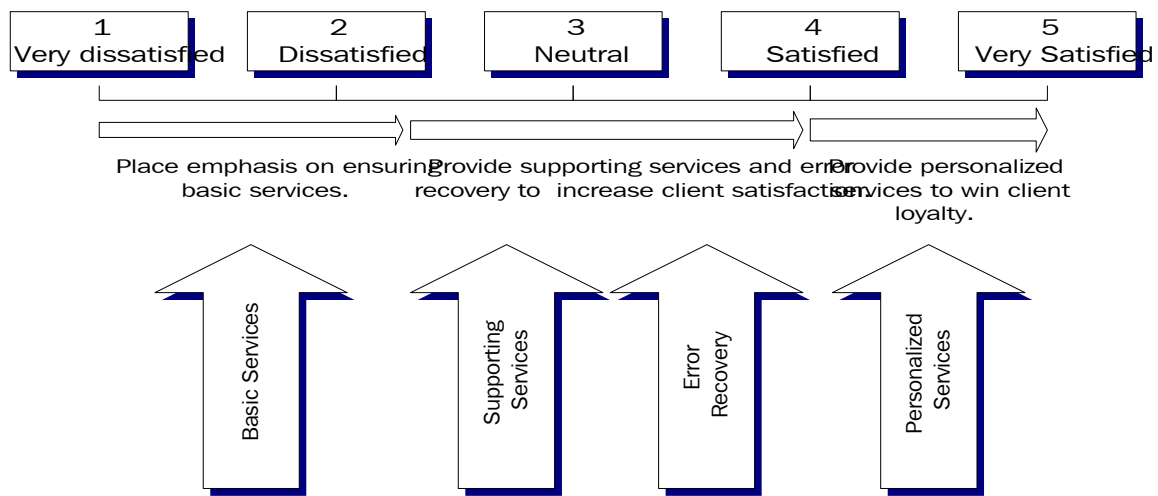
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Managers have four basic areas where they can make improvements in service:

- **basic services:** these are the basic things that any client would expect from any provider of a similar service; for HRDC, they might involve following with the rules for granting program benefits;
- **supporting services:** these are the services that support the basic services and facilitate the client's interaction with the provider; an example would be the automated telephone service;
- **error recovery:** error recovery occurs when the client feels that the organization has made a mistake; it is a formal, predictable process for receiving, recording, analyzing, and acting on complaints;

- **personalized services:** personalized services make clients feel that someone has paid special attention to them and that they have been treated like individuals and not like “cases”; at HRDC, providing personalized service might involve providing the client with a strategy for solving his or her particular problem.

### EXHIBIT 9.2 Tools for Improving Client Satisfaction



These four classes of tools for improving satisfaction are hierarchical. For example, supporting services will produce an improvement in client satisfaction provided that the basic services are already being taken care of properly. Error recovery will yield greater dividends if the supporting services are already being delivered effectively. Lastly, personalized services will be more effective if clients recognize that the organization is already making a sincere effort to correct errors. As Exhibit 9.2 suggests, each of these categories of tools corresponds to a certain level of client satisfaction. To move from one level to the next, you have to use the class of tools that matches your current situation and the target situation. There is no point in

planning personalized services if clients are still rating their overall satisfaction at only 3 on a scale of 5.

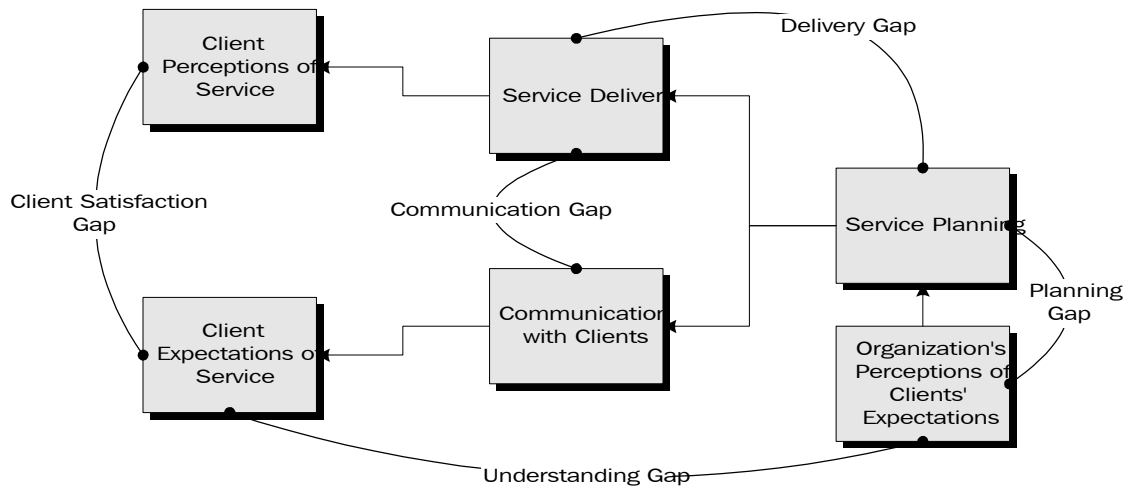


## 9.6 Factors associated with satisfaction

When interpreting the results of client satisfaction surveys and developing service improvement plans, you must keep in mind that client satisfaction is the result of a dynamic process involving five components. For clients to be satisfied, the following things must happen:

- the organization must have a correct perception of clients' expectations;
- the service must be planned in accordance with this perception of clients' expectations;
- the service must be delivered as planned;
- the messages communicated to clients must be consistent with the level of service actually delivered by the organization;
- clients' perceptions regarding service must match their expectations.

**EXHIBIT 9.3**  
**Gaps Model of Service Quality**



Source: adapted from Zeithaml and Bitner

This model, known as the Gaps model of service quality, is illustrated in Exhibit 9.3. This model suggests that in their quest for greater client satisfaction, managers must bring several different factors into alignment:

- the organization’s perceptions of clients’ expectations must be brought into line with clients’ actual expectations; you can test this alignment by asking your employees to fill out the client satisfaction questionnaire, responding the way they think that the clients themselves will respond; then compare the results of the two surveys to measure the “understanding gap”;
- service planning (for example, the setting of service standards) must be based on clients’ expectations, among other things, and reflect the relative importance that clients accord to the various aspects of the service being delivered; the method generally used to verify this alignment is to document the information that managers use in planning the service (i.e., audit management);
- the reality of service delivery must be aligned with the service that has been planned on the basis of client expectations; it can happen that a service aligned on client expectations cannot be delivered day-to-day, perhaps because of resource, regulatory, or logistical constraints; to address any gap between clients’ expectations and the organization’s ability to deliver, managers should do two things: look for new approaches to delivering service, and communicate clearly to clients (to manage their expectations);
- communications with clients must be aligned with the reality of service delivery; because of the way roles are compartmentalized in large organizations, the people in charge of communications often are not the same people responsible for delivering the service, so to align communications with service delivery, there must be open, active channels of communication between these groups. The communication gap (between communications with clients and service delivery) is often analyzed on the basis of the complaints received from clients.

When a satisfaction gap is observed in an organization, the natural tendency is to attribute it to the delivery gap: “Our clients are not satisfied, because our front-line people are not doing their job.” But this model makes it clear that three other gaps may also be responsible. When you are trying to increase client satisfaction, there are four gaps where improvements can be made.



# ***APPENDIX 1***

## ***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)

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

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

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

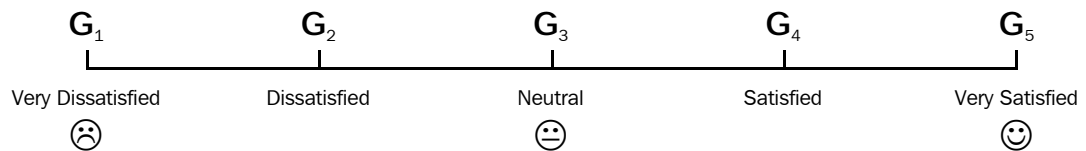


## OUR RESPONSIVENESS IN SERVING YOU

**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.**

	Very Dis- satisfied	Dis- satisfied	Neutral	Satisfied	Very Satisfied	Not applicable
<b>Our responsiveness in serving you today</b>						
	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Time required to obtain the service . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Number of contacts required to obtain the service . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Individualized attention to your needs . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Meeting service standards posted in our offices . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How courteous service staff were to you . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How well service staff listened to you . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How respectfully service staff treated you . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Quality of interpersonal contacts . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
The variety of services offered . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How well your questions are answered . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>

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



**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

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

G<sub>1</sub> This is an acceptable amount of time to wait.

G<sub>2</sub> 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" for 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<sub>1</sub> This is an acceptable number of contacts.

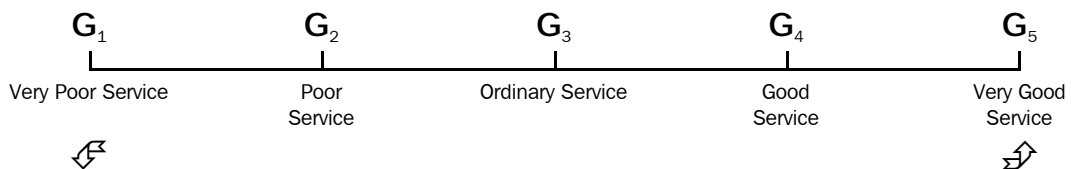
G<sub>2</sub> This is too many. ➔ **What would be an acceptable number of contacts to have to make to obtain this service?**

\_\_\_\_\_ 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<sub>98</sub> I did not see the service standards posted in the office.

The service standards represent:

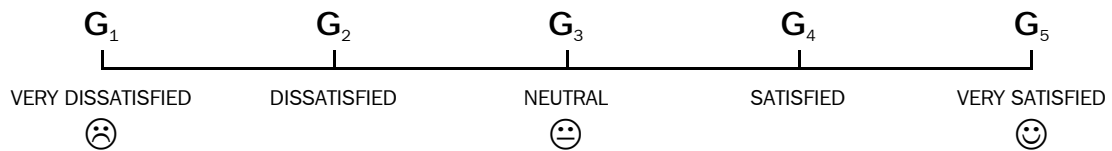


## RELIABILITY OF OUR SERVICE

**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.**

	Very Dis- satisfied	Dis- satisfied	Neutral	Satisfied	Very Satisfied	Not applicable
<b>Reliability of our service today</b>						
Competence of service staff .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Quality of information that service staff had available .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Respect for confidentiality .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Fairness .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Accuracy of information provided .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Usefulness of information provided .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Amount of information provided .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Usefulness of information provided about the labour market .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How your requests for information were answered .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>

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

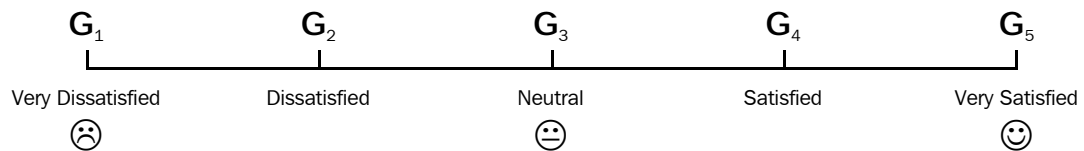


## ACCESS TO OUR SERVICES

**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.**

	Very Dis- satisfied	Dis- satisfied	Neutral	Satisfied	Very Satisfied	Not applicable
<b>Access to our services today</b>						
	----- ----- ----- ----- -----					
How easy it was to make appointments with the staff .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
The centre's location .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Availability of parking .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Accessibility by bus or subway .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How easy it was to find the signs in our offices .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How easy it was to understand the signs in our offices .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How comfortable the waiting room was ...	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
The variety of ways that you could access our services, such as telephone, Internet, and in-person visits .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>

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






**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?**

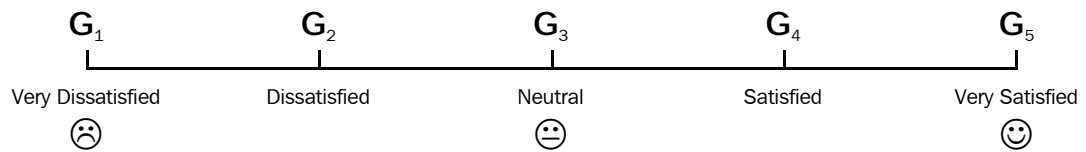
- G<sub>01</sub>** In-person visit
- G<sub>02</sub>** Telephone
- G<sub>03</sub>** Mail
- G<sub>04</sub>** Internet
- G<sub>05</sub>** Fax
- G<sub>98</sub>** Other method (please specify) .....

## 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.**

	Very Dis- satisfied	Dis- satisfied	Neutral	Satisfied	Very Satisfied	Not applicable
<b>Communications with you today</b>						
How much information you were given . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How clear this information was . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How well your questions were answered . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How clear the terms used were . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How appropriate the information and advice that you received were . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Getting served in the official language of your choice . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How easy the forms were to fill out . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
The information on the service that you wanted to receive . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
The information on the rules that apply to your situation . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>

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



**OUTCOME OF YOUR VISIT TODAY**

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

- G<sub>1</sub>** Yes, I got all the service that I was looking for.
- G<sub>2</sub>** I got some of the service that I was looking for.
- G<sub>3</sub>** 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<sub>1</sub>** Yes
- G<sub>2</sub>** No ➔ **What was the most important error that occurred?**

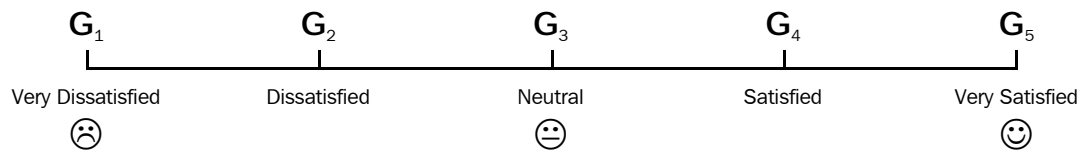
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**Q19 Overall, how satisfied were you with the service that you received today?**



**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
	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How much trust we inspired in you . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How well we met your needs . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
What strategies we gave you for finding further information . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
What advice we gave you to reassure you . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How much support we gave you in your efforts . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How much respect we showed you as a person . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How well we kept our commitments . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How much encouragement we gave you to invest in yourself . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>

## 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<sub>1</sub> Under 18
- G<sub>2</sub> 18 to 25
- G<sub>3</sub> 26 to 35
- G<sub>4</sub> 36 to 45
- G<sub>5</sub> 46 to 55
- G<sub>6</sub> 56 to 65
- G<sub>7</sub> 66 or over



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

- G<sub>1</sub> Man
- G<sub>2</sub> Woman

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

- G<sub>1</sub> This was the first time.
- G<sub>2</sub> Two or three times
- G<sub>3</sub> 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<sub>1</sub> I used it because a law or regulation required me to.
- G<sub>2</sub> I used it voluntarily.



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

- G<sub>1</sub> Yes
- G<sub>2</sub> No



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

- G<sub>1</sub> Yes
- G<sub>2</sub> No

**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 <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Job-search tools .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Tools for choosing training programs .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Tools to help you make important decisions .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Income Security program .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Labour Code enforcement program .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>

**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 Uncomfor- table	Somewhat Uncomfor- table	Neutral	Fairly Comfortable	Very Comfortable
					
Automated telephone systems .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Job-bank kiosks .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Kiosks for filling out forms .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Internet .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>

**THANK YOU VERY MUCH FOR HAVING COMPLETED THIS  
 QUESTIONNAIRE.**

*Please leave it with the receptionist.*

## ***APPENDIX 2***

### ***Self-Administered Questionnaire, In-Person Services, Importance of Services***

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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 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)

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

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

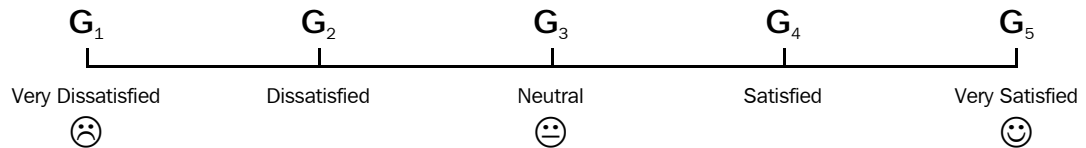
- G<sub>01</sub> To choose between entering a vocational training program and returning to school
- G<sub>02</sub> To enter or re-enter the work force
- G<sub>03</sub> To retire
- G<sub>04</sub> To choose between school and work
- G<sub>05</sub> To choose between work and retirement
- G<sub>98</sub>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

## 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.**

<b>IMPORTANCE OF:</b>	Very Unimportant	Unimportant	Neutral	Important	Very Important
Time required to obtain the service . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Number of contacts required to obtain the service	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Individualized attention to your needs . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Meeting service standards posted in our offices	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
How courteous service staff are to you	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
How well service staff listen to you	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
How respectfully service staff treat you . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Quality of interpersonal contacts . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
The variety of services offered . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
How well your questions are answered . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>

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



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

- G<sub>01</sub>** Time required to obtain the service
- G<sub>02</sub>** Number of contacts required to obtain the service
- G<sub>03</sub>** Individualized attention to your needs
- G<sub>04</sub>** Meeting the service standards posted in our offices
- G<sub>05</sub>** How courteous service staff are to you
- G<sub>06</sub>** How well service staff listen to you
- G<sub>07</sub>** How respectfully service staff treat you
- G<sub>08</sub>** Quality of interpersonal contacts
- G<sub>09</sub>** The variety of services offered
- G<sub>10</sub>** How well your questions are answered
- G<sub>97</sub>** 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<sub>1</sub>** This is an acceptable amount of time to wait.
- G<sub>2</sub>** 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" for 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<sub>1</sub> This is an acceptable number of contacts.

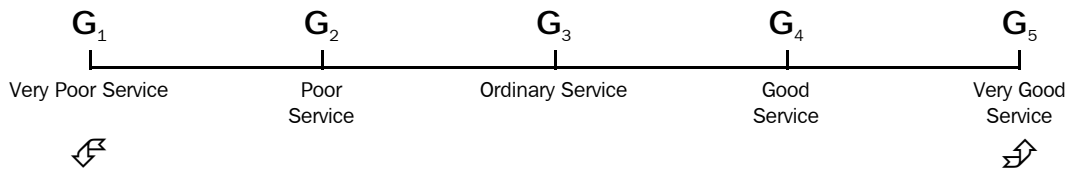
G<sub>2</sub> This is too many. ➔ **What would be an acceptable number of contacts to have to make to obtain this service?**

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<sub>98</sub> I did not see the service standards posted in the office.

The service standards represent:

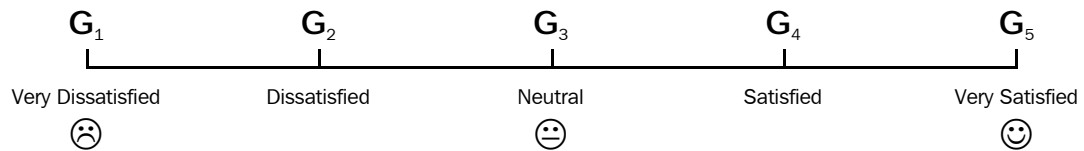


## RELIABILITY OF OUR SERVICE

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

<b>IMPORTANCE</b>	Very Unimportant 	Unimportant	Neutral	Important	Very Important 
	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Competence of our service staff .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Quality of information that service staff have available .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Respect for confidentiality .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Fairness .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Accuracy of information provided .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Usefulness of information provided .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Amount of information provided .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Usefulness of information provided about the labour market .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
How your requests for information are answered	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>

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



Q13 **If we could improve only one of the following aspects of our service, which one should we choose?**

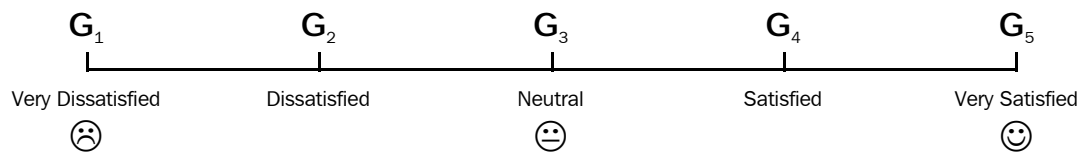
- G<sub>01</sub> Competence of our service staff
- G<sub>02</sub> Quality of information that service staff have available
- G<sub>03</sub> Respect for confidentiality
- G<sub>04</sub> Fairness
- G<sub>05</sub> Accuracy of information provided
- G<sub>06</sub> Usefulness of information provided
- G<sub>07</sub> Amount of information provided
- G<sub>08</sub> Usefulness of information provided about the labour market
- G<sub>09</sub> How your requests for information are answered
- G<sub>97</sub> 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.**

<b>IMPORTANCE</b>	Very Unimportant 	Unimportant	Neutral	Important	Very Important 
How easily you can make appointments with our staff .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
The centre's location .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Availability of parking .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Accessibility by bus or subway .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
How easy it is to find the signs in our offices .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
How easily it is to understand the signs in our offices .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
How comfortable the waiting room is .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
The variety of ways that you can access our services, such as telephone, Internet, and in-person visits .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>

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



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

- G<sub>01</sub> How easy it is to make appointments with our staff
- G<sub>02</sub> The centre's location
- G<sub>03</sub> Availability of parking
- G<sub>04</sub> Accessibility by bus or subway
- G<sub>05</sub> How easy it is to find the signs in our offices
- G<sub>06</sub> How easy it is to understand the signs in our offices
- G<sub>07</sub> How comfortable the waiting room is
- G<sub>08</sub> The variety of ways that you can access our services, such as telephone, Internet, and in-person visits
- G<sub>97</sub> NONE

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

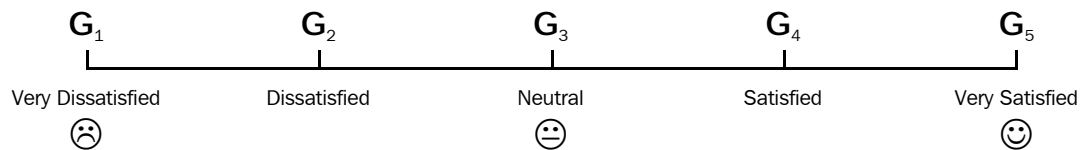
- G<sub>01</sub> In-person visit
- G<sub>02</sub> Telephone
- G<sub>03</sub> Mail
- G<sub>04</sub> Internet
- G<sub>05</sub> Fax
- G<sub>98</sub> Other method (please specify) .....

## 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.**

	Very Unimportant	Unimportant	Neutral	Important	Very Important
<b>IMPORTANCE</b>					
How much information you are given .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
How clear this information is .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
How well your questions are answered .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
How clear the terms used are .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
How appropriate the information and advice that you receive are .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Getting served in the official language of your choice .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
How easy the forms are to fill out .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
The information on the service that you want to receive .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
The information on the rules that apply to your situation .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>

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



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

- G<sub>01</sub>** How much information you are given
- G<sub>02</sub>** How clear this information is
- G<sub>03</sub>** How well your questions are answered
- G<sub>04</sub>** How clear the terms used are
- G<sub>05</sub>** How appropriate the information and advice that you receive are
- G<sub>06</sub>** Getting served in the official language of your choice
- G<sub>07</sub>** How easy the forms are to fill out
- G<sub>08</sub>** The information on the service that you want to receive
- G<sub>09</sub>** The information on the rules that apply to your situation
- G<sub>97</sub>** NONE

## OUTCOME OF YOUR VISIT TODAY

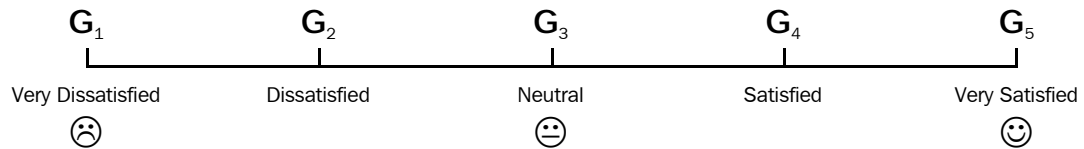
**Q21 Today, did you get the service that you were looking for?**

- G<sub>1</sub>** Yes, I got all the service that I was looking for.
- G<sub>2</sub>** I got some of the service that I was looking for.
- G<sub>3</sub>** 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<sub>1</sub>** Yes
- G<sub>2</sub>** No

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





## 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<sub>1</sub>** Under 18
- G<sub>2</sub>** 18 to 25
- G<sub>3</sub>** 26 to 35
- G<sub>4</sub>** 36 to 45
- G<sub>5</sub>** 46 to 55
- G<sub>6</sub>** 56 to 65
- G<sub>7</sub>** 66 or over

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

- G<sub>1</sub>** Man
- G<sub>2</sub>** Woman

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

- G<sub>1</sub>** This was the first time.
- G<sub>2</sub>** Two or three times
- G<sub>3</sub>** 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<sub>1</sub>** I used it because a law or regulation required me to.
- G<sub>2</sub>** I used it voluntarily.

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

- G<sub>1</sub>** Yes
- G<sub>2</sub>** No

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

- G<sub>1</sub>** Yes
- G<sub>2</sub>** 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 .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Job-search tools .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Tools for choosing training programs .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Tools to help you make important decisions .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Income Security program .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Labour Code enforcement program .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>

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

<b>Using these technologies</b>	Very Uncomfor- table	Somewhat Uncomfort- able	Neutral	Fairly Comfortable	Very Comfortable
Automated telephone systems .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Job-bank kiosks .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Kiosks for filling out forms .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>
Internet .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>

**THANK YOU VERY MUCH FOR HAVING COMPLETED THIS  
 QUESTIONNAIRE.**

*Please leave it with the receptionist.*



# **APPENDIX 3**

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

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

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




- G<sub>01</sub>** To choose between entering a vocational training program and returning to school
- G<sub>02</sub>** To enter or re-enter the work force
- G<sub>03</sub>** To retire
- G<sub>04</sub>** To choose between school and work
- G<sub>05</sub>** To choose between work and retirement
- G<sub>98</sub>** Other (please specify): .....
- G<sub>99</sub>** 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.**

<b>SATISFACTION</b>	Very Dis- satisfied 	Dis- satisfied	Neutral 	Satisfied	Very Satisfied 	Not applicable
<b>OUR RESPONSIVENESS IN SERVING YOU</b>						
Time required to obtain the service . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Number of steps required to obtain the service . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
The information on what to do in case of a problem . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
The variety of services offered . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How well your questions were answered . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
<b>Our responsiveness in serving you, overall . . . . .</b>	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
<b>THE RELIABILITY OF OUR SERVICE</b>						
Respect for confidentiality . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Accuracy of information provided . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Usefulness of information provided . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Amount of information provided . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
<b>The reliability of our service, overall . . .</b>	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
<b>OUR COMMUNICATIONS WITH YOU</b>						
Clarity of information provided . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Getting served in the official language of your choice . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How easy the Web site was to use . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
<b>Our communications, in general . . . . .</b>	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>

[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 <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Number of steps required to obtain the service . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
The information on what to do in case of a problem . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
The variety of services offered . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
How well your questions are answered . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Respect for confidentiality . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Accuracy of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Usefulness of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Amount of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Clarity of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Getting served in the official language of your choice . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
How easy the Web site is to use . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>

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

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

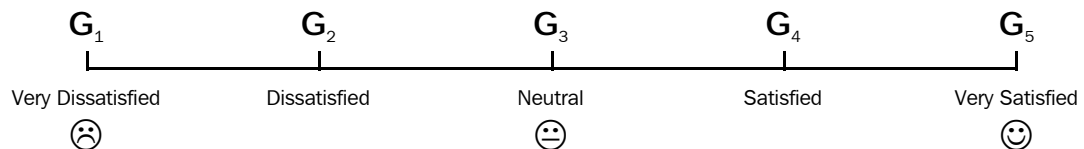
**Q6 Did you get the service that you were looking for?**

- G<sub>1</sub> Yes, I got all the service that I was looking for.
- G<sub>2</sub> I got some of the service that I was looking for.
- G<sub>3</sub> 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<sub>1</sub> Yes
- G<sub>2</sub> No

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



**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
						
	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How much trust we inspired in you . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How well we met your needs . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
What strategies we gave you for finding further information . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
What advice we gave you to reassure you . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How much support we gave you in your efforts	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How much respect we showed you as a person	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How well we kept our commitments . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How much encouragement we gave you to invest in yourself . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>

**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<sub>1</sub> Under 18
- G<sub>2</sub> 18 to 25
- G<sub>3</sub> 26 to 35
- G<sub>4</sub> 36 to 45
- G<sub>5</sub> 46 to 55
- G<sub>6</sub> 56 to 65
- G<sub>7</sub> 66 or over

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

- G<sub>1</sub> Man
- G<sub>2</sub> Woman

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

- G<sub>1</sub> This was the first time.
- G<sub>2</sub> Two or three times
- G<sub>3</sub> 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<sub>1</sub> I used it because a law or regulation required me to.
- G<sub>2</sub> I used it voluntarily.

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

- G<sub>1</sub> Yes
- G<sub>2</sub> No

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

- G<sub>1</sub> Yes
- G<sub>2</sub> 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 <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Job-search tools .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Tools for choosing training programs .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Tools to help you make important decisions .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Income Security program .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Labour Code enforcement program .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>

**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 <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Job-bank kiosks .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Kiosks for filling out forms .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Internet .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>

**THANK YOU VERY MUCH FOR HAVING COMPLETED THIS QUESTIONNAIRE.**

# **APPENDIX 4**

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

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

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

- G<sub>01</sub> To choose between entering a vocational training program and returning to school
- G<sub>02</sub> To enter or re-enter the work force
- G<sub>03</sub> To retire
- G<sub>04</sub> To choose between school and work
- G<sub>05</sub> To choose between work and retirement
- G<sub>98</sub> Other (please specify): .....
- G<sub>99</sub> 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.**

<b>SATISFACTION</b>	Very Dis- satisfied 	Dis- satisfied	Neutral 	Satisfied	Very Satisfied 	Not applicable
	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
<b>OUR RESPONSIVENESS IN SERVING YOU</b>						
Time required to obtain the service . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Number of steps required to obtain the service . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Individualized attention to your needs . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How courteous we were in our letters . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How well your questions were answered . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
<b>Our responsiveness in serving you, overall . . . . .</b>	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
<b>RELIABILITY OF OUR SERVICE</b>						
Respect for confidentiality . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Fairness . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Accuracy of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Usefulness of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Amount of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
<b>The reliability of our service, overall . . . . .</b>	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
<b>OUR COMMUNICATIONS WITH YOU</b>						
Clarity of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Getting served in the official language of your choice . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How easy the forms were to fill out . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
The information on the rules that apply to your situation . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
<b>Our communications, in general . . . . .</b>	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>

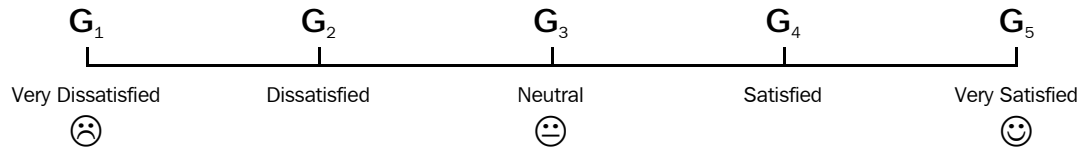
Q4 **In your communications with us by mail, did you get the service that you were looking for?**

- G<sub>1</sub> Yes, I got all the service that I was looking for.
- G<sub>2</sub> I got some of the service that I was looking for.
- G<sub>3</sub> 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<sub>1</sub> Yes
- G<sub>2</sub> No



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



**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.**

<b>SATISFACTION</b>	Very Dis-	Dissatisf	Neutral	Satisfied	Very	Not
	satisfied	ied			Satisfied	applicable
						
	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How much trust we inspired in you . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How well we met your needs . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
What strategies we gave you for finding further information . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
What advice we gave you to reassure you . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How much support we gave you in your efforts	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How much respect we showed you as a person	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How well we kept our commitments . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How much encouragement we gave you to invest in yourself . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>

**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 <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Number of steps required to obtain the service . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Individualized attention to your needs . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
How courteous we are in our letters . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
How well we answer your questions . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Respect for confidentiality . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Fairness . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Accuracy of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Usefulness of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Amount of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Clarity of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Getting served in the official language of your choice . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
How easy the forms are to fill out . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
The information on the rules that apply to your situation . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>

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

- |   |  |
|---|--|
| <b>G</b> <sub>01</sub> Time required to obtain the service            | <b>G</b> <sub>09</sub> Usefulness of information provided                        |
| <b>G</b> <sub>02</sub> Number of steps required to obtain the service | <b>G</b> <sub>10</sub> Amount of information provided                            |
| <b>G</b> <sub>03</sub> Individualized attention to your needs         | <b>G</b> <sub>11</sub> Clarity of information provided                           |
| <b>G</b> <sub>04</sub> Politeness of our letters                      | <b>G</b> <sub>12</sub> Getting served in the official language of your choice    |
| <b>G</b> <sub>05</sub> How well we answer your questions              | <b>G</b> <sub>13</sub> How easy the forms are to fill out                        |
| <b>G</b> <sub>06</sub> Respect for confidentiality                    | <b>G</b> <sub>14</sub> The information on the rules that apply to your situation |
| <b>G</b> <sub>07</sub> Fairness                                       | <b>G</b> <sub>97</sub> NONE  |
| <b>G</b> <sub>08</sub> Accuracy of information provided               | <b>G</b> <sub>98</sub> 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**<sub>1</sub> Under 18
- G**<sub>2</sub> 18 to 25
- G**<sub>3</sub> 26 to 35
- G**<sub>4</sub> 36 to 45
- G**<sub>5</sub> 46 to 55
- G**<sub>6</sub> 56 to 65
- G**<sub>7</sub> 66 or over

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

- G**<sub>1</sub> Man
- G**<sub>2</sub> Woman

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

- G<sub>1</sub> This was the first time.
- G<sub>2</sub> Two or three times
- G<sub>3</sub> 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<sub>1</sub> I used it because a law or regulation required me to.
- G<sub>2</sub> I used it voluntarily.



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

- G<sub>1</sub> Yes
- G<sub>2</sub> No

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

- G<sub>1</sub> Yes
- G<sub>2</sub> 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?**

<b>How much do you know about:</b>	Nothing At All 	Not Much	A Certain Amount	A Fair Amount	A Lot 
Employment Insurance program . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Job-search tools . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Tools for choosing training programs . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Tools to help you make important decisions . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Income Security program (Old Age Security) . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>
Labour Code enforcement program . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>

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 5**

## ***Telephone Questionnaire, Telephone Services, Satisfaction with and Importance of Services***

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

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

- G<sub>01</sub> To choose between entering a vocational training program and returning to school
- G<sub>02</sub> To enter or re-enter the work force
- G<sub>03</sub> To retire
- G<sub>04</sub> To choose between school and work
- G<sub>05</sub> To choose between work and retirement
- G<sub>98</sub> Other (please specify): .....
- G<sub>99</sub> 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<sub>1</sub>** This was the first time.
- G<sub>2</sub>** Two or three times
- G<sub>3</sub>** 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**

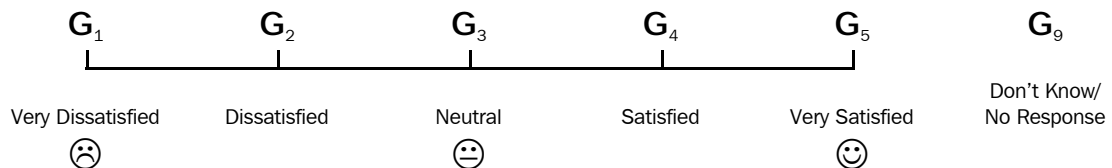
	Very Dis- satisfied 	Dis- satisfied	Neutral 	Satisfied	Very Satisfied 	Don't know/No resp.	N/A
Number of steps required to obtain the service . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
Individualized attention to your needs . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How courteous service staff were to you . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How well service staff listened to you . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How respectfully service staff treated you . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
Quality of interpersonal contacts . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
The variety of services offered . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How well your questions were answered . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
The number of options offered at each step in the telephone menus (not too few, not too many) . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
The length of each message you had to listen to . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>

[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	Unimpor- tant	Neutral	Important	Very Important	Don't Know/no Resp
Steps required to obtain the service . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Individualized attention to your needs . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How courteous service staff are to you . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How well service staff listen to you	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How respectfully service staff treat you . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Quality of interpersonal contacts . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
The variety of services offered . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How well your questions are answered . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
The number of options offered at each step in the telephone menus . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
The length of each message you have to listen to	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>

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






**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<sub>01</sub>** Number of steps required to obtain the service
- G<sub>02</sub>** Individualized attention to your needs
- G<sub>03</sub>** How courteous service staff are to you
- G<sub>04</sub>** How well service staff listen to you
- G<sub>05</sub>** How respectfully service staff treat you
- G<sub>08</sub>** Quality of interpersonal contacts
- G<sub>09</sub>** The variety of services offered
- G<sub>10</sub>** How well your questions are answered
- G<sub>09</sub>** The number of options offered at each step in the telephone menus
- G<sub>10</sub>** The length of each message that you have to listen to
- G<sub>97</sub>** NONE
- G<sub>98</sub>** [DO NOT READ] Other (specify): .....
- G<sub>99</sub>** [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 <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
Quality of information that service staff had available . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
Respect for confidentiality . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
Fairness . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
Accuracy of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
Usefulness of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
Amount of information provided . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
Usefulness of information provided about the labour market . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How your requests for information were answered . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>

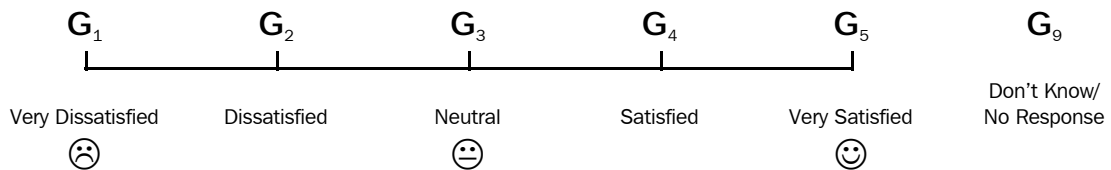


[ASK ONLY IF RESPONDENT IS IN "IMPORTANCE" GROUP.]

**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 .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Quality of information that service staff have available .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Respect for confidentiality .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Fairness .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Accuracy of information provided .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Usefulness of information provided .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Amount of information provided .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
Usefulness of information provided about the labour market .....	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How your requests for information are answered	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>

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






**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<sub>01</sub> Competence of our service staff
- G<sub>02</sub> Quality of information that service staff have available
- G<sub>03</sub> Respect for confidentiality
- G<sub>04</sub> Fairness
- G<sub>05</sub> Accuracy of information provided
- G<sub>06</sub> Usefulness of information provided
- G<sub>07</sub> Amount of information provided
- G<sub>08</sub> Usefulness of information provided about the labour market
- G<sub>09</sub> How your requests for information are answered
- G<sub>97</sub> NONE
- G<sub>98</sub> [DO NOT READ] Other (specify): .....
- G<sub>99</sub> [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 <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How easily you could reach a member of our service staff .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How quickly you obtained the service .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How long you had to wait to obtain the service .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>

[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 . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How easily you can reach a member of our service staff . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How quickly you can obtain the service that you are calling for . . . . .	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
How long you have to wait to obtain this service	<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>

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




<b>G<sub>1</sub></b>	<b>G<sub>2</sub></b>	<b>G<sub>3</sub></b>	<b>G<sub>4</sub></b>	<b>G<sub>5</sub></b>	<b>G<sub>9</sub></b>
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<sub>01</sub>** How easy the telephone system is to use
- G<sub>02</sub>** How easily you can reach a member of our service staff
- G<sub>03</sub>** How quickly you can obtain the service that you are calling for
- G<sub>04</sub>** How long you have to wait to obtain this service
- G<sub>97</sub>** NONE
- G<sub>98</sub>** [DO NOT READ] Other (specify): . . . . .
- G<sub>99</sub>** [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.**

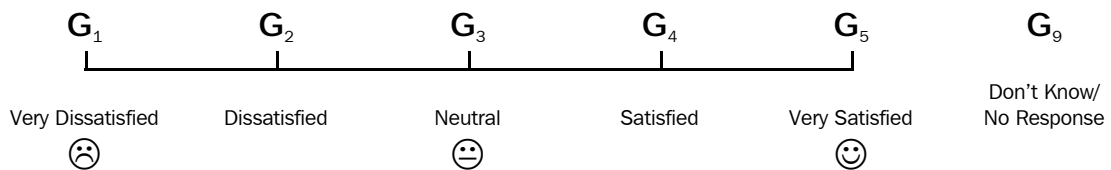
	Very Dis- satisfied 	Dis- satisfied	Neutral 	Satisfied	Very Satisfied 	Don't Know/No Resp	N/A
How clear the information was that you received .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
Getting answers to your questions .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How clear the terms used were .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
Getting served in the official language of your choice .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
The information on the rules that applied to your situation .....	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>

[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 <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Getting answers to your questions . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
How clear the terms used are . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
Getting served in the official language of your choice . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>
The information on the rules that apply to your situation . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>

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



**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<sub>01</sub> How clear the information is that you receive
- G<sub>02</sub> Gettin answers to your questions
- G<sub>03</sub> How clear the terms used are
- G<sub>04</sub> Getting served in the official language of your choice
- G<sub>05</sub> The information on the rules that apply to your situation
- G<sub>97</sub> NONE
- G<sub>98</sub> [DO NOT READ] Other (specify): .....
- G<sub>99</sub> [DO NOT READ] Don't know/No response

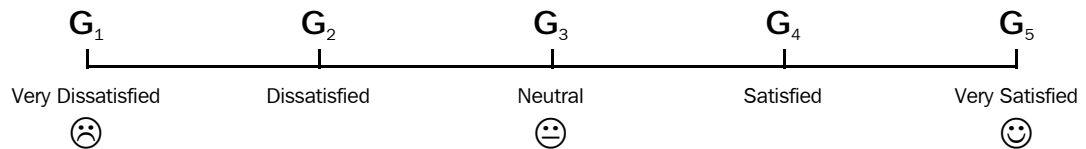
**Q21 Today, did you get the service that you were looking for?**

- G<sub>1</sub> Yes, I got all the service that I was looking for.
- G<sub>2</sub> I got some of the sevice that I was looking for.
- G<sub>3</sub> 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<sub>1</sub> Yes
- G<sub>2</sub> No

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



**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 <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How well we met your needs . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
What strategies we gave you for finding further information . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
What advice we gave you to reassure you . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How much support we gave you in your efforts . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How much respect we showed you as a person . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How well we met our commitments . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>
How much encouragement we gave you to invest in yourself . . . . .	G <sub>1</sub>	G <sub>2</sub>	G <sub>3</sub>	G <sub>4</sub>	G <sub>5</sub>	G <sub>9</sub>	G <sub>8</sub>

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

- G<sub>1</sub> Under 18
- G<sub>2</sub> 18 to 25
- G<sub>3</sub> 26 to 35
- G<sub>4</sub> 36 to 45
- G<sub>5</sub> 46 to 55
- G<sub>6</sub> 56 to 65
- G<sub>7</sub> 66 or over

**THANK YOU VERY MUCH FOR HAVING COMPLETED THIS  
 QUESTIONNAIRE.**

Q26 (NOTE WITHOUT ASKING THE QUESTION)

G<sub>1</sub> Man

G<sub>2</sub> Woman