



Circum Network inc.
management and research consulting

74 Val Perché Street
Hull, Québec J8Z 2A6
(819)770-2423, ☎ (819)770-5196
service@circum.com
<http://circum.com>

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2002 Canadian Passport Office Local Client Satisfaction Surveys

Final Report

Prepared for

Continuous Improvement
Canadian Passport Office
219 Laurier West, 9th floor
Ottawa, Ontario
K1A 0G3

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⌘ This text is formatted for back-to-back printing.

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EXECUTIVE SUMMARY

In the context of the global Government of Canada initiative aimed at improving service to the public, the Passport Office has initiated a client satisfaction measurement program. This report presents the analysis of the 2002 Passport Office local client satisfaction surveys.

Results

- As in the 2001 national telephone survey, the 2002 local self-administered surveys produced a satisfaction score of 82.
- Staff competence and courtesies were most appreciated by clients (scores of 89 and 88).
- Least satisfying were cost and payment options (61 points) followed by the waiting time at the office (62 points).
- Offices in the Eastern region and in Ontario received the higher satisfaction scores while offices in the Central and Western regions received lower scores.
- Overall, waiting time at the office was seen as the first priority for improvement of client service by 33% of clients; this is followed by 24% who selected cost; time taken to produce the passport is a distant third, with 11% of clients.
- Waiting time at the office was selected as top priority in only 10 of the 30 offices — higher volume offices where clients tended to lump heavily under this priority. Elsewhere, clients focussed on the cost of the passport.

- 57% of clients who had applied at a Passport Office counter indicated that they prefer this method of delivery over the others; delivery through the Internet followed, with 24% of preferences. Among clients who mailed in their application, counter delivery was still the preferred method with 38% of selections, versus 24% for mail delivery and 18% for the use of the Internet.

Methodology

This research was based on a self-administered survey of clients. It included feedback from a sample of 6,903 clients who elected to respond to a short questionnaire inserted in the passport package. The questionnaire included the key satisfaction drivers identified in earlier research as well as room for comments. Respondents represented approximately 23% of the original sample which was made up of 1,000 forms randomly distributed by each of the Passport Office points of service between June 10 and August 30, 2002. Data collection was supervised by the Passport Office and was under the operational responsibility of the points of service. In the absence of evidence otherwise, we have assumed that no particular bias existed in the sample of respondents. The maximum sampling error is estimated at ± 1.2 percentage points in the worst, complete-sample case; typical sampling errors applicable to point of service data vary between ± 4.9 percentage points and ± 8.5 percentage points.

Chapter 1

INTRODUCTION

In the context of the global Government of Canada initiative aimed at improving service to the public¹, the Passport Office has decided to initiate a client satisfaction measurement program. This report presents the analysis of the 2002 Passport Office local client satisfaction surveys. It is based on self-administered surveys conducted at each location of the Passport Office.

Assignment

The assignment included the collection of local satisfaction data from clients and the production of individual office scorecards. These tasks comprised the following steps:

- finalizing, pre-testing and adjusting the questionnaire based on work conducted in previous assignments;
- developing the sampling approach;
- managing the survey data and implementing editing rules where necessary; constructing a complete and fully documented data set;

¹ See, among other documents, *Results for Canadians, A Management Framework for the Government of Canada*, Treasury Board of Canada Secretariat

- developing a structure for the local reports and applying it to each participating point of service;
- preparing an overall final report on the project.

Structure of the report

The study methodology is presented in Chapter 2. Conclusions regarding client satisfaction, priorities for improvement and preferred application delivery method are presented in Chapter 3. Chapter 4 summarizes conclusions and recommendations for action.

Chapter 2

METHODOLOGY

This research is based on a self-administered survey of clients. The following aspects of the methodology are discussed: questionnaire design, sampling strategy, data collection operations, data weighting, data processing, data analysis and limitations of the study.

2.1 Questionnaire Design

The questionnaire was developed by **Circum Network Inc.** based on results of previous research. By design, the questionnaire had to fit on one page.¹ Previous survey results² indicated that a limited set of service dimensions are of particular importance in the depiction of client satisfaction. They are:

¹ The one-page constraint stems from the ease of implementation of a bilingual survey which fits on a single sheet of paper. Maximization of the response rate and minimization of the response burden were also concerns.

² 2001 Canadian Passport Office National Client Satisfaction Survey, prepared by **Circum Network Inc.** for the Passport Office; delivered in September 2001.

- a) the five key drivers of satisfaction noted in the Treasury Board "Policy Framework for Service Improvement in the Government of Canada"
 - the competence of the staff;
 - the courtesy of the staff;
 - the fairness of the application process;
 - the time it took to produce the passport;
 - the passport as a travel document (also in c).
- b) the key generic priority for improvement identified earlier
 - the waiting time at the office;
- c) the key determinants of overall satisfaction
 - our responsiveness to your needs and the reliability of our service;
 - our communications with you;
 - access to our services;
 - costs and payment options;
 - the requirements to obtain a passport;
- d) an overall assessment
 - our service overall.

The questionnaire was built on these indicators. It also contained a question regarding the key improvement priority and the preferred method of delivery of the passport application. Clients were asked for further qualitative comments.

This questionnaire was pretested with 22 Passport Office clients *in situ* before the full fledged implementation of the field work. The pretest uncovered no significant issue with the questionnaire form. Several clients commented that they do not tend to participate in such surveys. The questionnaire is presented in Appendix A.

2.2 **Sampling Strategy**

The client population was defined as all recipients of a new passport who were returned their passport during the period starting on June 10, 2002 and ending when 1,000 survey forms were distributed; the last office to complete the process closed it on August 30, 2002. Completed questionnaires returned by mail were accepted until November 1, 2001.

The client population was stratified according to the office. Each office was to deliver 1,000 forms, at a rate which would stagger the sampling over the entire survey period. Based on 2001 work statistics, the proportion of clients who needed to be sampled was calculated for each office, by the contract manager. For example, if an office had produced 10,000 passports over that period in 2001, it had to sample 10% of clients; this was accomplished by including the survey form in every passport which ended by a certain digit, chosen at random. If 20% of clients had to be sampled, two ending digits were randomly selected.

2.3 *Data Collection Operations*

Local offices were responsible for the implementation of data collection procedures. No record of compliance with procedures could be maintained.

At the end of the survey period, the vast majority of the 30,000 questionnaire forms had been distributed to clients. Some offices appear to have fallen short of the target of 1,000 deliveries.

At the end of the data collection period, 6,903 questionnaires had been returned — fewer than the 300 per office that were originally expected. Exhibit 2.1 provides the detail of the number of questionnaires returned, by office. Note that the National Processing Service was not expected to be included in the study, but was.

EXHIBIT 2.1
Questionnaires returned, by office

Office	Returned questionnaires
EAST	
40 St-Laurent	229
144 Saguenay	130
250 Laval	263
279 Fredericton	331
281 St. Johns	204
282 Québec	316
293 Montréal	252
298 Halifax	250
CENTRAL	
202 National Processing service	66
204 Hull	233
276 Ottawa	211
ONTARIO	
93 Thunder Bay	236
138 Scarborough	183
230 Kitchener	269
270 Mississauga	224
275 St. Catherines	275
277 London	228
278 Windsor	274
283 Hamilton	270
288 North York	53
295 Toronto	136
WEST	
102 Regina	233
140 Richmond	58
220 Surrey	155
280 Victoria	312
284 Saskatoon	198
285 Calgary	161
296 Vancouver	216
297 Edmonton	234
299 Winnipeg	319
UNIDENTIFIED REGION	
999 No office id	384

2.4 Data Weighting

Ex post facto weights were required to ensure that the relative share of clientele of each Passport Office location was respected in the final data. Weights were based on passport production during the survey period; they varied between 0,1 (Thunderbay) and 9,6 (North York). The sample stratification design effect was not accounted for in inferential statistics calculations because the study focussed on local satisfaction measurements where no design effect occurs (by definition since points of service were the stratifying factor).

2.5 Data Processing

Survey data were managed using SPSS. Data were edited to ensure conformity to established response categories. Filtering logic instructions were developed to ensure that the reported data conformed to the logic of the questionnaire. The data were weighted according to the issuing office.

2.6 Data Analysis

Data analysis was done using basic stubs-and-banners crosstabs developed in SPSS. Percentage-based differences were tested on a percentage-versus-complement basis using two-tailed binomial distributions. Differences between means were tested using two-tailed t-tests.

Based on the full sample of 6,903 responses, the maximum sampling error is estimated at ± 1.2 percentage points in the worst, complete-sample case (for a proportion of 50%, at a confidence level of 95%, not accounting for a stratification design effect, without correction for finite population). Sampling errors are wider for sub-samples. Exhibit 2.2 presents some typical sampling margin of error values.

EXHIBIT 2.2
Sampling margins of error for various sample sizes

Sample size	Proportion						
	10 %	25 %	40 %	50 %	60 %	75 %	90 %
50	±8.3	±12.0	±13.6	±13.9	±13.6	±12.0	±8.3
100	±5.9	±8.5	±9.6	±9.8	±9.6	±8.5	±5.9
150	±4.8	±6.9	±7.8	±8.0	±7.8	±6.9	±4.8
200	±4.2	±6.0	±6.8	±6.9	±6.8	±6.0	±4.2
250	±3.7	±5.4	±6.1	±6.2	±6.1	±5.4	±3.7
300	±3.4	±4.9	±5.5	±5.7	±5.5	±4.9	±3.4
6,903	±0.7	±1.0	±1.2	±1.2	±1.2	±1.0	±0.7

Note : these calculations are for a 95% confidence level, without correction for design effect or finite population.

2.7 *Limitations of This Research*

The results of this research are based on a large sample of 6,903 Passport Office clients; however, at the local level, sample sizes are significantly smaller, varying between 53 (North York) and 331 (Fredericton). Care must be taken to analyse survey results in the context of the sample base used.

If each office distributed 1,000 survey forms, then response rates vary in the same way that local sample sizes do: the local response rates would run from a low of 5% (North York) to a high of 33% (Fredericton). The overall response rate for the study would be 23%.¹ This is a typical response rate for a self-administered questionnaire. If non-respondents share the attitudinal profile of respondents, this response level raises no inconvenience. However, it is not possible to assert the extent of correspondence between respondents and non-respondents. In the absence of evidence otherwise, we have assumed that no particular bias exists in the sample of respondents.

¹ Since we know that some offices did not distribute 1,000 forms, these figures underestimate the real study response rate.

Chapter 3

SATISFACTION, PRIORITIES, DELIVERY

This chapter deals with the three themes of the local survey of clients: client satisfaction, priorities for improvement and preferences regarding the delivery of applications.

3.1 Client Satisfaction

Measurement issues

The 2001 national survey of clients measured client satisfaction on a five-point scale and converted the results to a scale from 0 to 10. The Passport Office obtained a score of 8.2 on that scale.

In another study¹ conducted for Treasury Board of Canada Secretariat, **Circum Network Inc.** proposed to that departments and agencies should

¹ *Defining a 10% Improvement: Giving Concrete Meaning to the Key SII Objective*, prepared by **Circum Network Inc.** for Treasury Board Secretariat, March 2002 (available at <http://circum.com/cgi/documents.cgi?lang=en&doc=T050>).

standardize on the use of a weighted satisfaction score where the top-box of a five-point scale bears the value 100 and the bottom-box, a value of 0. Based on this methodology, the Passport Office satisfaction score was 82 in 2001.

The 2001 national survey of clients proposed to use a customer satisfaction index (CSI) aggregating various aspects of client satisfaction. This was seen as a way to take into account the multidimensional aspect of the concept of client satisfaction. However, three considerations have emerged since this report was presented:

- the proposed CSI included client reactions to the requirements to obtain a passport, to cost and payment options and to the passport as a travel document; in the context of a local client satisfaction survey, since these aspects of service are not within the control of local authorities, it seems unfair to include them as heavily into the measurement;
- the risks of relying on insensitive CSI measures have been outlined repeatedly in the literature¹; a more prudent, albeit more time-consuming, approach is to analyse each of the key drivers of client satisfaction individually;
- the value of single-item measurement (as opposed to scaled measurement using responses from several items) has been clarified in the literature².

Consequently, this report focusses its attention on each of the key dimensions of satisfaction and on the overall satisfaction judgment expressed by clients themselves (rather than on a somewhat artificial CSI).

¹ See, for example, *How to measure services quality and customer satisfaction*, by Chuck Chakrapani (Chicago, American Marketing Association, 1998, especially pages 211-212).

² See, for example, "Single-item reliability: a replication and extension", in *Organizational Research Methods*, by John P. Wanous and Michael J. Hudy, volume 4, number 4, October 2001, pages 361-375.

EXHIBIT 3.1 • Client satisfaction results

	n	Staff compe- tence	Staff courtesy	Fairness of application process	Time to produce the passport	Waiting time at the office	Require- ments to obtain a passport	Resp.& reliability of service	Communi- cations	Access to services	Costs and payment options	Passport as a travel document	Service overall
Canada	6903	89	88	85	77	62	77	83	82	77	61	86	82
JWE	1383	91 +	90 +	84	80 +	61 +	76	85 +	84 +	80 +	61	87	84 +
JWC	801	84 -	87 -	82 -	63 -	61 -	75 -	75 -	76 -	75	60	88	76 -
JWO	2627	89	88	85 +	79 +	67 +	77	85 +	83 +	77	62 +	86	84 +
JWW	1708	89	88	85	78 -	56 -	77	84	82 -	75 -	60 -	85 -	81 -
40 St-Laurent	229	92 +	91 +	83	76	51 -	76	83	84	80 +	60	87	83
93 Thunder Bay	236	89	85	85	85	87 +	77	86	83	80	61	87	85
102 Regina	233	90	90	85	84	79 +	79	85	85	80	62	87	86
138 Scarborough	183	89	87	83	78	68 +	76	84	83	78	61	83 -	83
140 Richmond	58	87	88	86	78	63	75	85	85	79	61	87	79 -
144 Saguenay	130	93	92	88	86	90 +	82	89	87	86	60	87	89
202 Nat. Processing	66	79 -	85 -	81 -	54 -	67	75	70 -	72 -	74 -	60	89 +	72 -
204 Hull	233	87	85	81	79	78 +	76	83	81	79	60	86	82
220 Surrey	155	87	87	81 -	77	36 -	77	84	83	72 -	59	84 -	79 -
230 Kitchener	269	96 +	96 +	89 +	86 +	87 +	81 +	91 +	90 +	80	67 +	91 +	91 +
250 Laval	263	91	90	84	84 +	65	79	86	83	80	57 -	86	85
270 Mississauga	224	88	86 -	87 +	80 +	79 +	77	86 +	84 +	80 +	65 +	87	85 +
275 St. Catherines	275	90	90	86	86 +	73 +	78	86	84	81	61	87	85
276 Ottawa	211	90	90	84	78	54 -	74	83	82	76	60	86	83
277 London	228	94 +	94 +	88 +	84 +	79 +	82 +	89 +	88 +	73 -	65	90 +	88 +
278 Windsor	274	93	91	88	85 +	74 +	81	89 +	87 +	81	64	88	87 +
279 Fredericton	331	91	92	87	86 +	89 +	82	88	85	76	65	88	87
280 Victoria	312	91	91	85	83 +	72 +	78	85	83	78	59	85	85

	n	Staff compe- tence	Staff courtesy	Fairness of application process	Time to produce the passport	Waiting time at the office	Require- ments to obtain a passport	Resp.& reliability of service	Communi- cations	Access to services	Costs and payment options	Passport as a travel document	Service overall
281 St. Johns	204	93	94	91	86	79 +	82	90	87	83	62	90	88
282 Québec	316	91	89	85	84 +	82 +	76	85	85	81 +	61	87	87 +
283 Hamilton	270	92 +	92 +	88 +	83 +	64	81 +	87 +	85	77	63	88	87 +
284 Saskatoon	198	93	92	87	82	87 +	80	88	86	80	63	88	88
285 Calgary	161	88	86 -	86	76	53 -	79	84	82	76	61	84 -	81
288 North York	53	86 -	87	83	72 -	52 -	74 -	82	79 -	73 -	57 -	85	81
293 Montréal	252	89	88	83	79	52 -	73 -	83	83	78	62	88 +	81
295 Toronto	136	86 -	84 -	85	78	54 -	75	80 -	80 -	77	61	86	81
296 Vancouver	216	88	86	83	72 -	43 -	73 -	79 -	78 -	71 -	58 -	82 -	78 -
297 Edmonton	234	92 +	90	87 +	84 +	72 +	81 +	87	84	80	62	88	86 +
298 Halifax	250	93 +	94 +	90 +	86 +	81 +	83 +	89 +	88 +	81	67	89	89 +
299 Winnipeg	319	91	91	87	81	63	80	86	84	76	60	87	84

Note: plus and minus signs indicate instances where the difference between the region/office and the rest of Canada is statistically significant at the 95% confidence level.

Results

Exhibit 3.1 summarises the results obtained regarding client satisfaction. Exhibit 3.2 aggregates all responses returned.

EXHIBIT 3.2 • Overall results

Dimension of satisfaction	Satisfaction score
Staff competence	89
Staff courtesy	88
Fairness of application process	85
Passport as a travel document	86
Responsiveness and reliability of service	83
Service overall	82
Communications	82
Time to produce the passport	77
Requirements to obtain a passport	77
Access to services	77
Waiting time at the office	62
Costs and payment options	61

- As in the 2001 national telephone survey, the 2002 local self-administered surveys produced a satisfaction score of 82.
- Staff competence and courtesy were most appreciated by clients (scores of 89 and 88).
- Least satisfying were cost and payment options (61 points) followed by the waiting time at the office (62 points).

EXHIBIT 3.2 • Overall satisfaction, by region

Dimension of satisfaction	Satisfaction score
Service overall	82
JWE	84 +
JWC	76 –
JWO	84 +
JWW	81 –

- Offices in the Eastern region and in Ontario received the higher satisfaction scores. This is due, most notably, to client perceptions related to:
 - in the East, staff courtesy and competence, the time taken to produce the passport, the responsiveness and reliability of the service, communications with clients and access to services;
 - in Ontario, the time taken to produce the passport, waiting time at the office (mainly) and the responsiveness and reliability of the service.

- Offices in the Central and Western regions received the lower satisfaction scores. This is due, most notably, to client perceptions regarding:
 - in the Central region, the time taken to produce the passport¹, the responsiveness and reliability of the service, communications with the clients and staff competence;
 - in the Western region, waiting time at the office and access to services.

- Exhibit 3.1 provides detailed results for each office.

3.2 Priorities for Improvement

Clients were asked to select one priority for improvement; some selected more than one. Exhibit 3.3 depicts the choices made by survey participants.

¹ Responses from the National Processing Service are included in the Central region results.

EXHIBIT 3.3 • Priorities for improvement

	Waiting time at the office	Costs and payment options	No selection	Time to produce the passport	Require- ments for a passport	Access to services	Other
Canada	33	24	18	11	8	7	7
JWC	15	18	22	28	9	7	10
JWE	37	26	16	8	9	5	6
JWO	28	26	20	9	8	8	8
JWW	44	23	13	8	6	6	6
40 St-Laurent	52	20	10	10	7	3	7
93 Thunder Bay	5	38	25	10	8	8	12
102 Regina	13	30	33	6	8	6	8
138 Scarborough	24	31	21	9	7	7	7
140 Richmond	40	29	17	9	2	2	7
144 Saguenay	2	46	23	5	15	6	10
202 Nat. Processing	3	17	26	38	9	8	11
204 Hull	11	30	25	16	9	4	12
220 Surrey	74	10	6	5	5	6	4
230 Kitchener	9	30	26	7	10	18	5
250 Laval	32	38	16	4	9	3	7
270 Mississauga	13	29	25	11	13	6	13
275 St. Catherines	23	33	23	2	9	8	5
276 Ottawa	45	18	13	8	9	6	7
277 London	14	22	25	6	7	24	3
278 Windsor	24	30	22	7	8	7	5
279 Fredericton	2	28	28	9	7	20	8
280 Victoria	21	33	18	7	6	9	9
281 St. Johns	13	39	20	8	7	11	4
282 Québec	9	41	21	9	14	7	6
283 Hamilton	38	25	17	4	4	12	6
284 Saskatoon	4	42	18	12	11	10	9
285 Calgary	46	20	12	9	7	4	6
288 North York	42	21	15	11	9	2	4
293 Montréal	49	18	14	7	10	4	5
295 Toronto	47	19	15	10	5	4	10
296 Vancouver	60	13	7	8	7	6	5
297 Edmonton	24	33	19	8	7	8	8
298 Halifax	14	31	26	8	7	14	5
299 Winnipeg	32	32	14	6	6	9	8

- Overall, waiting time at the office was seen as the first priority for improvement of client service by 33% of clients; this is followed by 24% who selected cost and payment options — on the basis of the comments made by clients, the issue is "cost", not "payment options". The time taken to produce the passport is a distant third, with 11% of clients.
- While waiting time at the office was the number one priority for improvement across Canada, it is important to note that it was selected as such in only 10 of the 30 offices¹; these offices happen to be high volume in general; also, clients tend to lump heavily under the waiting time priority when it appears to be a local issue.
- With only two exceptions, at the local level, when clients did not select waiting time at the office as the first priority for improvement, they focussed on the cost of the passport. The exceptions are the National Processing Service (mail service) where production time was identified as a priority and the London office where access ranked first for improvement.

3.3 *Preferences for Delivery of the Application*

Asked which method of delivery of their application they preferred, 57% of clients who had applied at a Passport Office counter indicated that they prefer this method of delivery over the others; delivery through the Internet followed, with 24% of preferences. Among clients who mailed in their application, counter delivery was still the preferred method with 38% of selections, versus 24% for mail delivery and 18% for the use of the Internet.

¹ They are: St-Laurent, Richmond, Surrey, Ottawa, Hamilton, Calgary, North York, Montréal, Toronto and Vancouver

EXHIBIT 3.4 • Preferred method of delivery of the passport

	Counter applications	Mail applications
In person	57%	38%
Through the Internet	24%	18%
By mail	9%	24%
By telephone	5%	6%
Another way	1%	3%
Don't know	8%	12%
n	6,837	66

Chapter 4

CONCLUSIONS AND RECOMMENDATIONS

4.1 *Service Improvement*

The local client satisfaction survey has identified two clear priorities for improvement:

- overall, waiting time at the office is the first issue, but it concerns 10 offices out of 30;
- second overall — but most significant in a majority of offices — is the cost issue.

On this basis, the following actions are recommended:

- the development and implementation of an action plan to address the office waiting time in ten offices identified in this study, namely: St-Laurent, Richmond, Surrey, Ottawa, Hamilton, Calgary, North York, Montréal, Toronto and Vancouver;
- the development and testing of a communication plan to explain to clients the components of the price of the passport and the reasons for the current pricing; this could go a long way to addressing the "cost and

payment options" issue identified as the first priority for improvement in 18 offices.

4.2 **Local Measurement**

As a first attempt at measuring client satisfaction at the local level within the Passport Office, this project has demonstrated that:

- local measurement is feasible;
- resources required for such measurement are reasonable;
- local measurement provides useful information for service improvement;
- satisfaction and priorities for improvement do vary from one point of service to another.

The observation of the unfolding of this project leads us to the following recommendations:

- the implementation of the next iteration of the local service satisfaction survey should aim at accelerating the process by shortening each phase of the study — planning, data collection, data capture and reporting;
- the questionnaire should remain the same (with the possible deletion of the question on preferred method of application delivery) to ensure comparability of results;
- the Passport Office should plan to conduct its local client satisfaction survey again in 2004 — thereby providing sufficient time for local offices to plan, organize and execute their service improvement strategy.

APPENDIX A ***Questionnaire***



PASSPORT OFFICE CLIENT SURVEY

Office number: _____

At the Passport Office, we are constantly striving to improve our service to you, our client. Your views are extremely important to us since you are the person best placed to tell us what we could do better. Moreover, we have distributed a limited number of these survey forms, so you speak on behalf of many other Passport Office clients. We kindly ask you to fill this short questionnaire and mail it back in the postage-paid envelope supplied to you. Please complete it as soon as possible to ensure that your views are factored into our improvement initiatives for the year to come. You can be assured that your answers are completely anonymous. **Thank you** for your time and commitment to improving the service at the Passport Office.

Please indicate how satisfied you are with each of the following regarding your most recent passport application.

	VERY DISSATISFIED	DISSATISFIED	NEUTRAL	SATISFIED	VERY SATISFIED	Not applicable
the competence of the staff	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
the courtesy of the staff	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
the fairness of the application process	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
the time it took to produce the passport	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
the waiting time at the office	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
the requirements to obtain a passport	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
the responsiveness and reliability of our service	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
our communications with you	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
access to our services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
the costs and payment options	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
the passport as a travel document	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9
our service, overall	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9

If only ONE of these could be improved, which should we focus on?

- 1 the competence of the staff
- 2 the courtesy of the staff
- 3 the fairness of the application process
- 4 the time it took to produce the passport
- 5 the waiting time at the office
- 6 the requirements to obtain a passport
- 7 the responsiveness and reliability of our service
- 8 our communications with you
- 9 access to our services
- 10 the costs and payment options
- 11 the passport as a travel document
- 99 don't know

If you could have submitted your original passport application in the manner of your choice, which of the following would you have preferred?

- 1 in person
- 2 by mail
- 3 by telephone
- 4 through the Internet
- 5 another way, please specify: _____
- 99 don't know

Are there any other issues that we should be aware of to ensure your satisfaction?



SONDAGE DES CLIENTS DU BUREAU DES PASSEPORTS

N° de bureau : _____

Au Bureau des passeports, nous cherchons toujours à améliorer notre service. Votre point de vue est très important pour nous puisque vous êtes la personne la mieux placée pour nous dire ce que nous devons améliorer. De plus, comme nous avons distribué un nombre limité de questionnaire, vous représentez un grand nombre d'autres clients du Bureau des passeports. Nous vous demandons donc de compléter ce court questionnaire le plus tôt possible et de nous le retourner dans l'enveloppe pré-payée jointe. Veuillez le faire le plus tôt possible pour vous assurer que vos opinions comptent dans nos initiatives d'amélioration de la prochaine année. Soyez assuré(e) que vos réponses sont complètement anonymes. **Merci** pour votre temps et pour votre engagement envers l'amélioration du service au Bureau des passeports.

Veillez indiquer votre niveau de satisfaction en lien avec votre plus récente demande de passeport.

	TRÈS INSATISFAIT	INSATISFAIT	NEUTRE	SATISFAIT	TRÈS SATISFAIT	Ne s'applique pas
	☹		☺		☺	
la compétence du personnel	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉
la courtoisie du personnel	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉
le caractère équitable du processus de demande . . .	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉
le temps qu'il a fallu pour produire le passeport	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉
le temps d'attente au Bureau	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉
les exigences pour l'obtention d'un passeport	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉
la sensibilité et la fiabilité de notre service	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉
nos communications avec vous	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉
l'accès à nos services	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉
le coût du passeport et les modes de paiement	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉
le passeport en tant que document de voyage	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉
notre service, dans l'ensemble	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅	<input type="checkbox"/> ₉

Si seulement l'UN de ces aspects pouvait être amélioré, lequel choisiriez-vous?

- | | |
|---|---|
| <input type="checkbox"/> ₁ la compétence du personnel | <input type="checkbox"/> ₇ la sensibilité et la fiabilité de notre service |
| <input type="checkbox"/> ₂ la courtoisie du personnel | <input type="checkbox"/> ₈ nos communications avec vous |
| <input type="checkbox"/> ₃ le caractère équitable du processus de demande | <input type="checkbox"/> ₉ l'accès à nos services |
| <input type="checkbox"/> ₄ le temps qu'il a fallu pour produire le passeport | <input type="checkbox"/> ₁₀ le coût du passeport et les modes de paiement |
| <input type="checkbox"/> ₅ le temps d'attente au Bureau | <input type="checkbox"/> ₁₁ le passeport en tant que document de voyage |
| <input type="checkbox"/> ₆ les exigences pour l'obtention d'un passeport | <input type="checkbox"/> ₉₉ ne sait pas |

Si vous aviez pu acheminer votre demande originale de passeport de n'importe quelle manière, laquelle des méthodes suivantes auriez-vous préférée?

- | | |
|--|---|
| <input type="checkbox"/> ₁ en personne | <input type="checkbox"/> ₄ par Internet |
| <input type="checkbox"/> ₂ par la poste | <input type="checkbox"/> ₅ d'une autre façon, préciser : _____ |
| <input type="checkbox"/> ₃ au téléphone | <input type="checkbox"/> ₉₉ ne sait pas |

Y a-t-il d'autres points que nous devrions connaître pour vous donner satisfaction?
