EKOS

Western Economic Diversification – Client Satisfaction Survey 2010

FINAL SURVEY REPORT

Submitted to:

Western Economic Diversification
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EKOS RESEARCH ASSOCIATES INC.
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EXECUTIVE SUMMARY

The survey explored client interaction with the Department and perceptions of the level of service received by clients who had received funding, as well as those who were not successful in their application for funding. Clients were sampled from two broad types of programs: Western Economic Diversification (WD) programming and Economic Action Plan (EAP), which is a newer set of programs only available since 2009. The objectives of the survey were to measure satisfaction with service delivery and difficulties among clients across the two types of programs, as well as to measure differences in satisfaction levels in 2010 compared with those found in 2007 for funded clients of the WD programming.

The survey was conducted with 779 clients who had made applications over the course of 2010. The sample includes 563 EAP clients and 188 WD clients[1]. Of the 779 total completed cases, 582 clients received funding and 169 did not[2]. Associated margins of error for these sample sizes are +/-3.0 per cent[3] for the overall sample, 4.1 per cent for funded and 7.2 per cent for unfunded clients. It is 4.1 per cent for EAP clients and 7.6 per cent for WD clients. Unlike the 2007 telephone survey, the 2010 sample of clients was administered online to decrease response bias and increase the cost effectiveness of the survey. The 2007 survey also did not include unfunded clients or EAP clients.

Key Findings

Client interaction with WD is largely through e-mail (for eight in ten clients), however, traditional telephone methods are also still common. Although multiple contacts are common to receive required information (according to half of surveyed clients), most feel that the number of contacts is acceptable. The average wait for funding is 26 weeks for clients of WD programs. It is 17 weeks for EAP clients where there is a shorter application process.

Funded clients are very positive about the services they have received from Western Diversification. The vast majority are satisfied with the overall quality of service from the department (nine in ten funded clients). In particular, staff are seen as providing a high level of service. The vast majority of funded clients expressed satisfaction with the courtesy and respect, knowledge and competency of staff, as well as the ease of understanding staff, and staff's ability to deal with clients confidentially. These positive results also extend to clients' ability to get through to staff, conscientiousness of staff, and fairness of treatment.

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[1] The remaining 28 cases did not provide sufficient response to allow for categorization.

[2] Ibid

[3] Calculation includes a correction factor for finite populations.

Clients are also very positive about the clarity of information, requirements to complete the request, and general straightforwardness of the request/process. Satisfaction levels are also high for the amount of time to get an appointment and the number of contacts required to complete the process (eight in ten funded clients are satisfied). Satisfaction is not as strong regarding the amount of time to complete the request and receive the funding, although satisfaction is still reasonably high (two in three clients are satisfied).

As positive as clients are, a sizable proportion (one in four) reported some difficulties with service delivery. About half of clients also believe that some aspects of WD's service delivery could use improvement, particularly in the application process, which is described by some as bureaucratic and overly long.

Results are generally more positive among clients of the newer EAP programs than among clients of the more traditional WD programs. As expected, results are also considerably more positive among funded clients than they are for non-funded clients.

As already indicated, there are fundamental differences in methodology between 2010 and 2007, making comparison of the current results somewhat difficult (e.g., different sample constitution and approach to data collection). That said, satisfaction with the overall quality of service remains very high among funded WD clients and strengths of WD service delivery are also generally consistent with the 2007 survey. Satisfaction with specific elements of service has remained as high as they were in 2007, although satisfaction with the length of time to receive funding seems to have fallen considerably since 2007. In keeping with this trend, clients also seem to perceive a more bureaucratic and complicated process in 2010 than they reported in 2007.

1. INTRODUCTION

1.1 BACKGROUND

As stipulated in the Treasury Board Service Improvement Policy (2000) and the Management Accountability Framework, departments must assess and report on client satisfaction and report against established service standards in their Departmental Performance Report. The current survey was designed to fit these criteria and provide reliable satisfaction data on a variety of indicators.

The objective of the survey is to better enable WD to understand the experiences and perceptions of clients related specifically to the client service process. The survey focuses on measurement in the five priorities of client service of the federal government – timeliness, courtesy, fairness, competence and outcome. EKOS first conducted a satisfaction survey of WD's clients in 2007. The current study explores similar issues as those addressed in the 2007 survey, although there are a number of key differences. The current survey instrument has been re-designed to some extent to draw more heavily from the Common Measurement Tool (CMT) to ensure greater comparability across other satisfaction studies collected with government clients. The composition of the client sample is also wider in the current study, given the introduction of the Economic Action Plan (EAP) since the last study. The current sample also includes both funded and unfunded clients. Unfunded clients were not featured in the 2007 sample. The survey was also collected online in the current study as a more sustainable and economical method of collecting this feedback compared with telephone administration (2007). For these reasons, study results are first presented and thoroughly explored for the current year. In a separate chapter, comparisons are drawn, where appropriate, to the 2007 results, keeping in mind the changes described. In future years WD will be in a better position to compare results (for its core clients) to the 2010 results.

1.2 METHODOLOGY

A total of 779 questionnaires were completed with WD clients who had a service interaction with WD in the past 12 months. This sample provides results accurate to within +/- 3.0 percentage points, 19 times out of 20[4].

Interviews were conducted online through a self-administered questionnaire. The population included Western Economic Diversification Programs (WDP), Western Economic Partnership Agreement (WEPA), Community Adjustment Fund (CAF) and Recreational Infrastructure Canada (RInC) Program applicants with an active file in 2009. This included all of the 3,000 WDP, WEPA, CAF, and RInC clients, including those who have been successful, are in progress, or have been unsuccessful. Results are largely presented for funded and unfunded clients. This includes results for 582 funded and 169 unfunded clients

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[4] Calculation includes a correction factor for finite populations.

with associated margins of error of +/- 4.1 per cent for funded and 7.6 per cent for unfunded clients. Results are isolated for EAP and WD clients, with sample sizes and margins of error of 563 (+/-4.1 per cent) for EAP and 188 (+/-7.2 per cent) for WD clients. The response rate for the survey was approximately 32 per cent, based on the 2,414 cases found to be valid in the sample.

Interviews were conducted from November 30, 2010 to February 7, 2011. Sample members were sent an initial invitation by e-mail and two follow-up reminders. One week before the survey collection period closed, all non-respondents were called to remind them about the survey and that the collection period was drawing to a close. Any client wishing to conduct the survey at that point on the telephone was offered an opportunity to do so, although most of those completing the survey at that point did so online.

The questionnaire was designed along Common Measurement Tool guidelines and uses comparable indicators to other department and agency client satisfaction studies.

Many questions were asked on a seven-point intensity scale. Results presented in this report collapses the low (1 to 3) and high ends (5 and 7) of this scale. Due to rounding, totals may not add up to 100% in all cases.

A copy of the survey questionnaire is included as Appendix A to this report. A response rate table is included as Appendix B.

2. COMPARISON WITH PAST RESULTS

Survey results are compared with the results from 2007 where the question has remained unchanged. In the case of the ratings of importance and satisfaction with service, however, the comparisons are more general. This is because the formulation of the questions changed somewhat although they largely addressed the same areas. It should also be noted that the methodology for collecting the results also changed. In 2007 the survey was conducted by telephone, compared with the self administered approach taken in 2010. Research shows that respondents are generally more positive when reporting ratings in a telephone survey context (i.e., to a live interviewer, and possibly because they are relying on audio communication and not visual communication). Satisfaction ratings are expected as a result to be marginally affected (i.e., lower by one to three per cent strictly because of the shift to a self-administered approach). The self-administered approach was nonetheless adopted because it is more economical and involves less response burden to clients (who can complete it at a time of their choosing and does not involve as many invasive contacts as a telephone survey).

Another issue in the comparison to 2007 results is the different sample composition. In 2010 there is a larger proportion of the client base in the sample that did not receive funding or services. The 2010 sample also includes a large proportion of clients that applied to the newer Economic Action Plan (EAP) Programs: Recreational Infrastructure Canada (RInC) Program and Community Adjustment Fund (CAF). The EAP programs differed significantly from core WD programs in two key respects: proposal intake and the timing of client engagement. EAP projects were solicited using a Request for Proposals with one project intake. Most discussions with clients occurred after the program deadline and as a result a number of proposals were not approved because they did not meet defined eligibility criteria. In addition, the number of applications received far exceeded the available funding for both EAP programs, and as a result only those projects of highest priority were supported. This process differed significantly from WD's traditional continuous intake process in which potential clients typically contact WD staff to explore eligibility before submitting a request for funding support. In addition, WD officers are able to work with clients whose projects might not align well with WD priorities, or who contact WD after all available resources had been allocated, to potentially reposition or refocus the project for future consideration. Therefore, the most direct comparison of 2010 results to 2007 results is in the comparison of clients receiving funding under the traditional WD programs: Western Economic Diversification Program (WDP), Western Economic Partnership Agreements (WEPA) and other programs.

a) Specific Results

In-person interaction has witnessed an increase since 2007. In 2010, almost half (47 per cent) of core clients reported using in-person contact as their primary channel, compared with just over one in

three (38 per cent) in 2007. There has also been an increase in the frequency of client contact compared to the 2007 findings. In 2010, only 26 per cent of core funded clients are contacting WD fewer than ten times, whereas in 2007 this described over half of clients (54 per cent). In 2010, over a third (35 per cent) are contacting WD 11 to 20 times, compared with only one in four reporting that high a frequency in 2007. In 2010 another 28 per cent are reporting more than 20 contacts with WD staff, whereas this was only 21 per cent in 2007.

Satisfaction with the overall quality of service received by clients receiving WD funding is very high in 2010 among core funded clients (88 per cent), which is on par with the satisfaction level found in 2007; when 87 per cent were satisfied.

In terms of comparisons over time, only courtesy and respect, knowledge and competency of staff, and helpfulness/conscientiousness were explored in 2007, with seemingly similar results. In fact, satisfaction with the helpfulness of staff seems to be a stronger result among core funded clients in 2010 (89 per cent compared with 81 per cent in 2007). The ability to get through to staff also seems comparable to results from 2007 for core funded clients.

Perceived fairness of treatment may have slipped marginally since 2007 although this is difficult to ascertain as the approach to the questions was somewhat different. In 2007, 94 per cent of core funded clients agreed that they were treated fairly. In 2010, 88 per cent of the same client segments rated themselves as satisfied with the fairness of the treatment they received. Nonetheless, results are still very positive among clients that received funding.

Comprehensiveness of the information and instructions to complete the request were explored in relatively similar measures in 2007 and 2010 with seemingly the same positive results (among core funded).

The amount of time to get an appointment was explored through an agree/disagree statements in 2007 and a relatively similar satisfaction measure in 2010. Results again appear in a similar range over time for core funded clients in 2010 given that 87 per cent rated themselves satisfied in 2010 and 93 per cent agreed they were able to get an appointment in a reasonable amount of time in 2007.

The amount of time from submission of the request to receipt of the funding or service also had a relatively similar measure used in 2007 and 2010. In this case, 2010 results among core funded clients do appear to be lower with just under six in ten (58 per cent) rating themselves satisfied, compared with 75 per cent agreeing in 2007 that they were satisfied with the amount it tool to receive service). The 2010 measure is a marginally more explicit item and, therefore, subject to lower ratings, however, the change is also a significant drop, suggesting that there has likely been a decrease in satisfaction with the wait time for the funding.

2010 results, where they are comparable in nature to the 2007 study, are largely similar in the level of importance accorded by core funded clients to those found in 2007.

While the different methodologies used to administer the surveys in 2007 and 2010 make a direct comparison difficult, bureaucracy and communications rivalled each other at the top of the list in 2007, whereas bureaucracy has risen (significantly) to the top of the list in 2010 as the main complaint from clients (outstripping its closest rival; funding process, by a full 20 per cent). And, one could argue that funding process could potentially be lumped into the same camp as bureaucracy. In fact, funding process as its own category was near the bottom of the list in 2007. Again, it is difficult to be sure of the extent of actual shift in views, given the change in methodological approach, however, it appears that concerns about bureaucracy have risen considerably since 2007.

3. DETAILED FINDINGS

3.1 CONTACT WITH WD

Currently, the largest proportion of clients interacts with WD by email (81 per cent). A slightly smaller number of clients interact with WD by phone (73 per cent). Contact through other methods is much less prominent. Just under one-quarter of clients said that the majority of their interaction is in-person (23 per cent), and only a small number indicates other methods of contact.

Service Channels

"Over the past year, was the majority of your interaction with the WD through?"

Channel	Percentage
Email	81%
Phone	73%
In person	23%
Direct Mail	4%
Fax	1%

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n=779

WEDC Client Satisfaction 2010
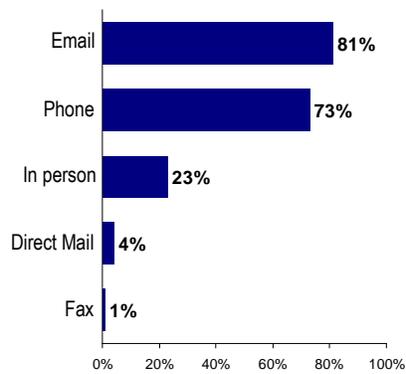
While the overall findings are generally consistent across the relevant subgroups, there is some variation by program type. Core WD program clients were almost three times as likely as EAP clients to say that the majority of their interaction was in-person (see Table 3.1 below). There are also differences between funded and unfunded clients, such as the reduced use of email as the primary service channel among unfunded clients compared with funded clients. EAP non-funded clients in particular were less likely than core clients to use phone and more apt to use mail as a primary method (although mail is still used by relatively few even in this client segment).

Table 3.1: Service Channels by Client Type

Over the past year, was the majority of your interaction with WD?

| | Total | Program Group | | | |
		EAP Funded	EAP Non-funded	Core Funded	Core Non-Funded
Number of Clients	**779**	**418**	**145**	**164**	**24**
In person	23%	16%	11%	47%	58%
Phone	73%	79%	55%	72%	75%
Email	81%	86%	68%	84%	58%
Mail/direct mail/written submissions	4%	2%	13%	4%	0%

NOTE: Although the question asks about the "majority of contact" many respondents indicated two and three modes of contact.

Nearly equal numbers of clients have contacted WD ten times or less (37 per cent) or between 11 and 20 times (35 per cent) in the past year. Just under three in ten (27 per cent) contacted WD 21 times or more.

Frequency of Contact

"Please estimate how many times you were in contact with WD over the past year?"

Category	Value
0 to 10	37%
11 to 20	35%
21 or greater	27%
Don't know / No response	1%
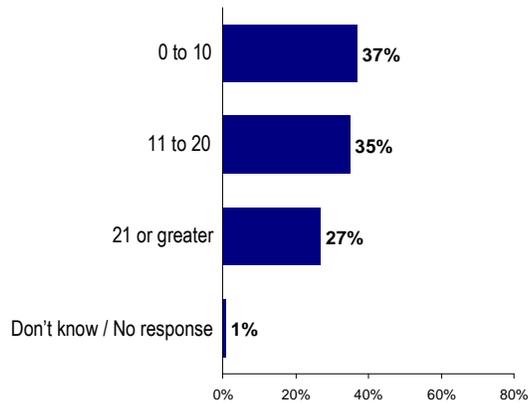
EKOS Research Associates Inc.   n=779   WEDC Client Satisfaction 2010

Looking at the results by relevant subgroups, funded clients reported considerably more contact than non-funded clients. The level of contact found among funded EAP clients and funded core clients, however, are about the same, which is also true of unfunded clients across the two types of programs.

Table 3.2: Frequency of Contact by Client Type

Please estimate how many times you were in contact with WD over the past year.

	Total	Program Group			
		EAP Funded	EAP Not	WD Funded	WD Not
Total	**779**	**418**	**145**	**164**	**24**
0 to 10	37%	27%	75%	26%	58%
11 to 20	35%	39%	19%	38%	29%
21 or greater	27%	33%	6%	34%	13%
Don't know/No response	1%	1%	0%	1%	0%

When asked to estimate the number of contacts it took to obtain the information and complete their request, the majority of clients say that it took multiple contacts. The average number of contacts required was five. Three in ten (30 per cent) said that it only took one contact to receive the information they needed. Multiple contacts were required for the rest. Of this number four in ten (42 per cent) contacted WD between two and four times although two in ten (20 per cent) contacted between five and 14 times. In fact, a full one in ten contacted WD 15 times or more (nine per cent).

Number of Contacts

"How many of these contacts did it take you to obtain the information you needed and complete your request for the program?"

Once	30%
2 to 4	42%
5 to 14	20%
15+	9%

0% 20% 40% 60% 80% 100%

n=553
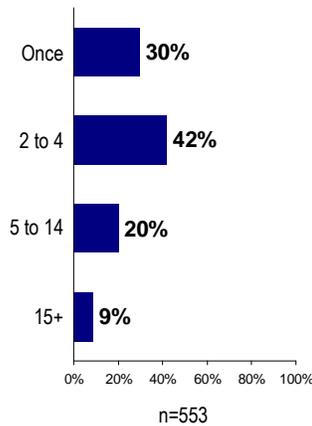
EKOS Research Associates Inc.

"Was this an acceptable number of contacts to get what you needed?"

- Yes 84%
- No 16%

n=779
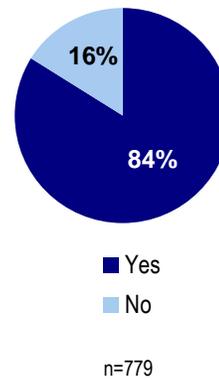
WEDC Client Satisfaction 2010

The average frequency of contacts is lowest for EAP clients who received funding (4.6) and highest for core clients who were funded (citing an average of 6.8). It is roughly similar for all non-funded clients (about 5.5). The frequency of receiving the required information with only one contact is higher among those in a government department or agency (42 per cent) than those in a university/college (38 per cent) or a community/non-profit (24 per cent) organization.

In spite of a seemingly high number of contacts experienced by some clients, relatively few expressed a concern with the number of contacts required to receive information from WD. More than eight in ten (84 per cent) feel that the amount of time it took to receive the information was acceptable, although one in six (16 per cent) feel the number of contacts was high.

As might be expected, funded clients are more tolerant of the number of contacts required to obtain the required information, according to 88 to 92 per cent of WDP and EAP clients with funding who said the number of contacts was acceptable, compared with only 54 to 64 per cent of unfunded clients.

3.2   RECEIVING FUNDING/OTHER SERVICES

Clients were asked to estimate the length of time in weeks from the time the request was made to actually receiving the funding for their program. The average number of reported weeks was 20. Three in ten (31 per cent) estimated that it took less than 15 weeks to receive funding for their program. Roughly four in ten, on the other hand estimated that it took more than 15 weeks to receive the funding. Of this number, two in ten (22 per cent) indicated that it took from 15 to 29 weeks while 15 per cent said that it took 30 weeks or more.

The average number of weeks reported to receive funding was 17 for EAP clients with funding, whereas it was 26 weeks for core funded (e.g., WDP) clients.

Length of Time to Receive Funding/Other Services

"How long did it take in weeks from the time you made the request to the time you received funding for your program?"

Category	Percentage
<15	31%
15 to 29	22%
30+	15%
Not applicable	22%
Don't know/No response	11%
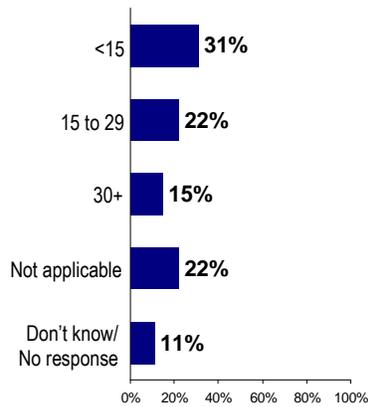
"How long did it take in weeks from the time you made the request to the time you received any other services you received from the program?"

Category	Percentage
One	11%
2 to 5	7%
6+	8%
Not applicable	58%
Don't know/No response	16%

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n=779

WEDC Client Satisfaction 2010
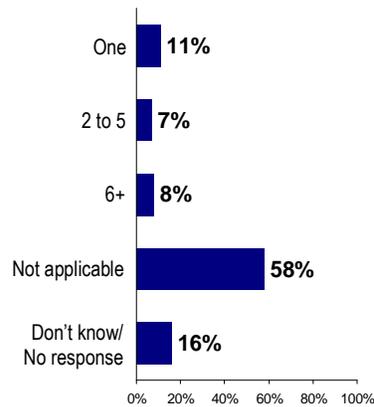
Clients were also asked to estimate the length of time in weeks that it took to receive any other services (apart from funding) from the program. In this case the average number of weeks was eight, although a majority (58 per cent) said that the question does not apply to their situation suggesting that most clients only request funding from WD. Of those that did provide a response, eleven per cent indicated that it took only one week while slightly smaller numbers say it took two to five weeks (7 per cent) or six weeks or more (8 per cent).

The average number of weeks reported by EAP funded clients was five, where as it was seven for core (e.g., WDP) clients.

Clients were asked to indicate whether they received the funding or services that they needed from the program. Roughly two-thirds of clients said that they ultimately received the funding (60 per cent) and/or services (4 per cent) that they needed from the program, although two in ten (22 per cent) did not. Just under one in ten (9 per cent) received part (but not all) of what they needed.

Among those clients reporting funding from WD, EAP program clients were more apt to have received all of the funding they needed (83 per cent, relative to 73 per cent of other program clients receiving funding). In 2007, 76 per cent said that they received what they needed which is comparable to the 73 per cent of core funded clients saying the same in 2010.

The proportion of clients not receiving funding or services is significantly higher in the CAF program relative to the other program areas. CAF clients are twice as likely not to have received the funding or services they needed in this program (43 per cent saying they did not receive the funding or services they needed, compared to the average of 22 per cent).

Those clients that indicated getting only part of their funding/services were asked, in an open-ended follow-up question, what way(s) the service/program was reduced. Most reasons are specific to the clients' own situation and vary a great deal. Examining the responses it is clear that there is no one set level at which the amount was reduced: reductions range from 15 to 60 per cent and, again, are dependent on the client's own particular situation.

The lack of funding is, however, reported to have a negative impact for a majority of those that did not receive all of their requested funding. Over half (54 per cent) of those that did not receive all of the funding were not able to provide what they had intended. While just under half *were* able to provide what they had intended, only 14 per cent were able to do so completely; three in ten (31 per cent) could only partly provide what they had intended. Among those clients that received some funding about one in four to one in three were able to fully provide their intended activity or service. Another half was only able to provide some of the intended scope and a small proportion was not able to provide the activity or service at all. Among clients that did not receive any funding, however, the story is quite different. In this segment, only one in four were able to provide the intended activity or service.

Impact of Receiving Part/No Funding/Services

"Were you still able to complete the activity/provide the service/deliver the program you had intended to provide?"

- ■ Yes, completely
- ■ Yes, partly
- ■ No
- ■ DK/NR

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n=249 (unfunded clients)

WEDC Client Satisfaction 2010
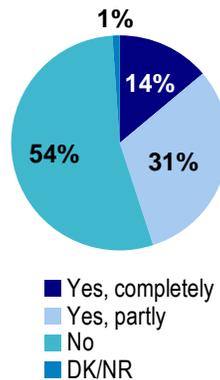
Almost all of those that had received partial funding and *were* able to provide what they had intended, did so with the help of an additional funding source. Public sources of funding were more prevalent than private donations for those that had received additional funding.

3.3   SATISFACTION WITH SERVICE

WD clients were presented with a number of service dimensions and asked to rate them in terms of both their satisfaction (in relation to WD's service) and their overall importance. Some changes were made to the approach used in 2007. The list of service dimensions was expanded (from 11 to 18) and a slightly different scale was used. As in 2007 the current study includes a broad quality indicator as well as ratings on specific service dimensions.

a)   Overall Perception of Service Quality

Satisfaction with the overall quality of service received by clients receiving WD funding is very high, according to roughly nine in ten funded ten clients. As might be expected, satisfaction is much lower among unfunded clients. In this case only four in ten clients expressed satisfaction with the services they received.

Overall Perception of Service Quality

"What is your level of satisfaction with the overall quality of the service?"

	EAP funded (n=418)	EAP non-funded (n=136)	Core funded (n=163)	Core non-funded (n=23)
Dissatisfied (1-3)	6%	42%	7%	39%
Neither (4)	4%	15%	4%	22%
Satisfied (5-7)	90%	43%	88%	39%

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WEDC Client Satisfaction 2010
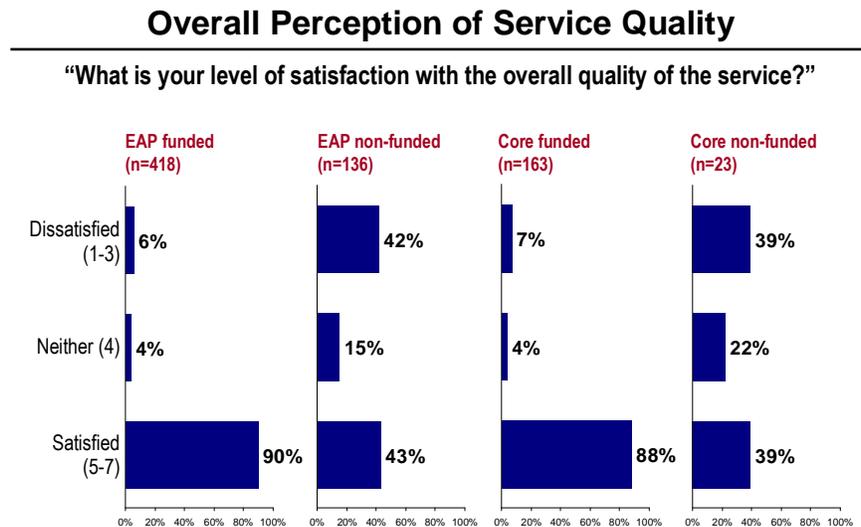
In terms of specific patterns of satisfaction with overall quality of service, it is those receiving their funding/services in the least period of time and with the least number of contacts that are (naturally) more positive in their ratings. Representatives of colleges and universities were also more positive across most categories.

b) Language of Service

Satisfaction with language of service is also very high. In fact, almost all funded clients rated this element of the service as one that they were satisfied with. Results are lower for clients that did not receive funding, although three in four still rated themselves as satisfied with this aspect of their service.

Language of Service

"What is your level of satisfaction with the service you received in the language of your choice?"

	EAP funded (n=407)	EAP non-funded (n=132)	Core funded (n=155)	Core non-funded (n=21)
Dissatisfied (1-3)	2%	7%	1%	10%
Neither (4)	3%	17%	3%	5%
Satisfied (5-7)	95%	76%	96%	86%

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WEDC Client Satisfaction 2010
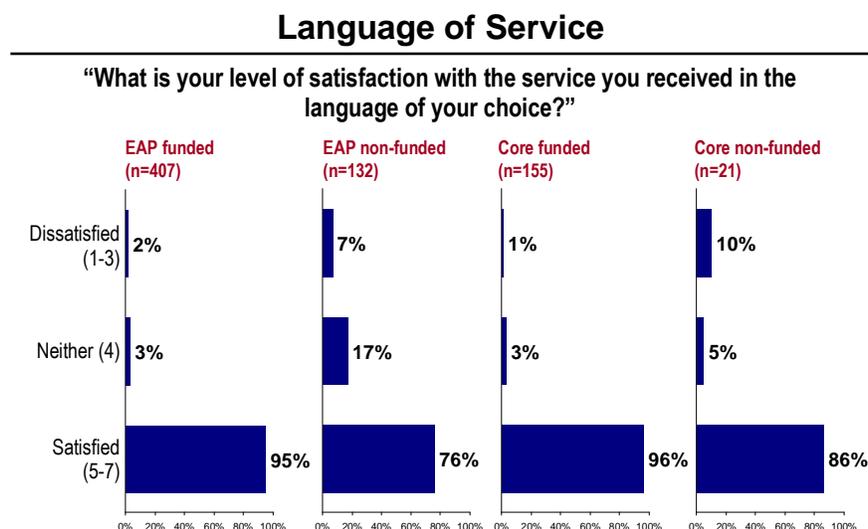
c) Staff

Program staff is an area where results are also positive. The courtesy and respect shown by staff, confidence that staff would preserve their confidentiality, the knowledge and competency of staff and the ease of understanding staff, as well as their helpfulness or conscientiousness are all areas where satisfaction levels are very high, according to nine, to nine and a half out of ten funded clients. Results are also very similar between EAP and core clients receiving funding. The ability to get through to staff is also rated positively, although marginally less so among core clients receiving funding.

As with other results, clients that did not receive funding are considerably less positive. EAP clients that did not receive funding were even less positive than non-funded core clients (e.g., WDP). The courtesy, knowledge, and confidence in confidentiality all received relatively high marks among core non-funded clients, although results were much weaker in other areas, particularly the helpfulness of staff and ability to get through. That said, it should be noted that results are based on a relatively small number of cases (e.g., 20 to 25 in most cases). Results for EAP clients not receiving funding generally hover between four and six in ten providing positive ratings.

Table 3.3: Satisfaction Levels with Staff by Client Type[5]

Please rate your satisfaction with each of the following aspects of the service you received over the past year.

	Program Group			
	EAP Funded	EAP Non-Funded	Core Funded	Core Non-Funded
Total	**417**	**134**	**163**	**23**
The courtesy and respect from the staff				
Dissatisfied (1-3)	4%	17%	4%	9%
Satisfied (5-7)	94%	70%	95%	78%
Your confidence that staff would preserve your confidentiality				
Dissatisfied (1-3)	2%	9%	2%	9%
Satisfied (5-7)	93%	69%	96%	82%
The knowledge and competency of staff				
Dissatisfied (1-3)	5%	23%	4%	13%
Satisfied (5-7)	92%	58%	90%	70%
The ease of understanding staff				
Dissatisfied (1-3)	5%	21%	6%	26%
Satisfied (5-7)	92%	60%	89%	61%
The help and contentiousness/support from staff				
Dissatisfied (1-3)	5%	43%	5%	35%
Satisfied (5-7)	92%	39%	81%	48%
The ability to get information and/or get through to staff				
Dissatisfied (1-3)	6%	41%	8%	38%
Satisfied (5-7)	92%	44%	86%	50%

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[5] Results do not show the distribution of respondents indicating a neutral response of "neither satisfied nor dissatisfied").

d) Perceived Fairness

Perceived fairness of treatment is high among clients that received funding. Results are also similar across program types, although EAP clients are marginally more positive (92 per cent) than core clients receiving funding, although even in the latter case 88 per cent of funded clients expressed satisfaction. To an even larger extent than found in other areas, perceived fairness is dramatically lower among clients that did not receive funding, with only three in ten rating themselves satisfied.

Perceived Fairness

"What is your level of satisfaction with the fairness of treatment you received?"

	EAP funded (n=412)	EAP non-funded (n=132)	Core funded (n=164)	Core non-funded (n=23)
Dissatisfied (1-3)	4%	42%	5%	48%
Neither (4)	3%	27%	7%	17%
Satisfied (5-7)	92%	31%	94%	35%

EKOS Research Associates Inc.

WEDC Client Satisfaction 2010
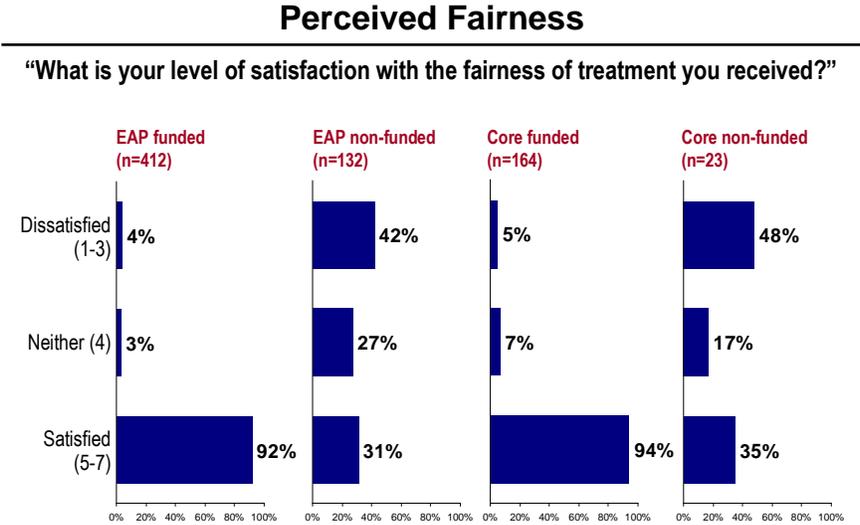
e)   Information

Satisfaction levels are varied with regards to the information received. Satisfaction with the comprehensiveness of the information (including instructions to complete the request) is high with eight in ten funded clients expressing satisfaction. Results are also similar across the program types. Ratings are similarly high with regards to consistency and reliability of the information received as well as clarity of information about the request, with roughly eight in ten clients receiving funding rating themselves as satisfied. Results are marginally lower, however, among core clients receiving funding in programs other than EAP (e.g., WDP), although three in four still rated themselves satisfied. The clarity and straightforwardness of the process received marginally lower levels of satisfaction among funded clients in both program types.

As with other areas, satisfaction levels among clients that did not receive funding are considerably lower. Findings are generally half as positive among clients that did not receive funding (ranging between 35 and 48 per cent across the two types of program across the different elements of information rated).

Table 3.4: Satisfaction Levels with Information by Client Type[6]

Please rate your satisfaction with each of the following aspects of the service you received over the past year.

	Program Group			
	EAP Funded	EAP Non-Funded	Core Funded	Core Non-funded
Total	**416**	**139**	**160**	**23**
The comprehensiveness of the information and instructions you received to complete the request process				
Dissatisfied (1-3)	10%	37%	13%	36%
Satisfied (5-7)	84%	47%	81%	45%
The consistency and reliability of the information available about the program and request process				
Dissatisfied (1-3)	9%	42%	18%	35%
Satisfied (5-7)	82%	40%	75%	39%
The clarity of the information about the program and request process				
Dissatisfied (1-3)	13%	44%	15%	43%
Satisfied (5-7)	79%	39%	79%	48%
The clarity and straightforwardness of the request process and program				
Dissatisfied (1-3)	16%	42%	21%	52%
Satisfied (5-7)	75%	35%	71%	39%

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[6]   Results do not show the distribution of respondents indicating a neutral response of "neither satisfied nor dissatisfied").

f) Intensity of Involvement and Turnaround Time

The area where satisfaction levels are generally most varied and lower is in the area of time requirements. The amount of time to get an appointment (i.e., access to staff) is, as with other elements relating to staff, generally positive. This is also true of the number of staff or individual contacts required to complete the process. In these two areas between 74 and 87 per cent of clients receiving funding expressed satisfaction. Again, results from non-funded clients are significantly lower, particularly in the number of contacts.

The amount of time and effort required to complete the request and the amount of time that lapsed from the request submission to receipt of funding received weaker ratings. Among EAP clients that received funding, seven in ten expressed satisfaction; however, among core clients (e.g., WDP) only 58 to 65 per cent were satisfied. Again, clients that did not receive funding were considerably less positive in their ratings of the time and effort required to complete the request (particularly given that they did not receive the funding).

Table 3.5: Satisfaction Levels with Turnaround Time by Client Type[7]

Please rate your satisfaction with each of the following aspects of the service you received over the past year.

	Program Group			
	EAP Funded	EAP Non-Funded	Core Funded	Core Non-Funded
Total	**416**	**139**	**160**	**23**
The amount of time to get an appointment[1]				
Dissatisfied (1-3)	4%	51%	5%	32%
Satisfied (5-7)	83%	31%	93%	58%
The number of staff or individual contacts that it took to complete the entire process from start to finish				
Dissatisfied (1-3)	14%	39%	15%	52%
Satisfied (5-7)	79%	37%	74%	38%
The amount of time and effort required to complete the request				
Dissatisfied (1-3)	18%	49%	25%	64%
Satisfied (5-7)	71%	34%	65%	32%
The amount of time from submission of the request to receiving the funding or service				
Dissatisfied (1-3)	20%	NA	33%	NA
Satisfied (5-7)	70%	NA	58%	NA

[1] Results based on the applicable cases.

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[7] Results do not show the distribution of respondents indicating a neutral response of "neither satisfied nor dissatisfied").

g)   Accessibility

Although few indicated that this measure applied to them, some clients did rate their satisfaction with this element of the service (n=138). Among these, roughly half rated themselves as satisfied and half rated themselves as more neutral. On the other hand, few rated themselves as dissatisfied (nine per cent, representing a very small number of actual clients given the reduced sample responding to this item).

h)   Overall Patterns of Satisfaction Across Service Dimensions

Results are generally consistent regardless of method of contacting WD with one exception. Satisfaction with the amount of time to get an appointment is higher among those that interact with WD in-person most frequently.

For nearly all dimensions, satisfaction decreases progressively with the amount of time (in weeks) that it took to receive funding. The sole exception is for service received in the language of choice (where it is consistent regardless of the amount of time). While this trend is relatively consistent across the board it is notably less pronounced for several staff-related dimensions: courtesy/respect from staff, help and contentiousness of staff, ease of understanding staff, knowledge/competency of staff and confidence that staff would preserve confidentiality.

In most cases satisfaction is higher among those that only needed to contact WD once than among those requiring multiple contacts. This finding is less pronounced for the courtesy and respect of staff, service received in language of choice and the accessibility of the program to someone with a disability.

Table 3.6: Satisfaction With Turnaround Time by # of Contacts and Time Until Funding Received

	Number of Contacts to Obtain Information Needed and Complete Request			Time from Request Till Receiving Funding (Weeks)		
	(% Satisfied [5-7])					
	Once	2-14	15+	<15	15-29	30+
Overall Quality						
The overall quality of the service	93	78	58	91	84	70
Language						
The service you received in the language of your choice	94	91	90	95	93	91
Staff						
The courtesy and respect from the staff	94	89	87	93	92	89
Your confidence that staff would preserve your confidentiality	95	87	84	95	93	86

	Number of Contacts to Obtain Information Needed and Complete Request			Time from Request Till Receiving Funding (Weeks)		
	(% Satisfied [5-7])					
	Once	2-14	15+	<15	15-29	30+
The knowledge and competency of staff	93	84	81	91	89	83
The ease of understanding staff	94	84	77	92	87	78
The help and contentiousness/support from staff (i.e., staff went the extra mile/took the time to make sure you got what you needed)	92	77	75	91	87	77
The ability to get information and/or get through to staff	94	78	71	93	85	74
Fairness						
The fairness of treatment you received	90	76	58	94	83	73
Information						
The comprehensiveness of the information and instructions you received to complete the request process	89	74	71	85	80	68
The consistency and reliability of the information available about the program and request process	89	69	54	87	74	55
The clarity of the information about the program and request process	83	70	52	87	73	58
The clarity and straightforwardness of the request process and program	79	66	44	83	70	48
Intensity of Involvement and Turnaround Time						
The amount of time to get an appointment	88	72	76	85	79	68
The number of staff or individual contacts that it took to complete the entire process from start to finish	85	67	54	84	71	56
The amount of time and effort required to complete the request	79	62	42	83	61	41
The amount of time from when you submitted the request to receiving the funding or service	76	63	38	84	55	26
The amount of information and time needed to complete the request (i.e., paper burden)	72	57	44	74	56	43
Accessibility						
The accessibility of the program to someone with a disability (e.g., availability to respond through TTY)	58	43	64	63	40	44

3.4 IMPORTANCE OF SERVICE DIMENSIONS

Clients were next presented with the same list and asked to rate their importance. Nearly all received importance ratings from a strong majority (eight in ten or higher) with one exception: accessibility of the program to someone with a disability (39 per cent saying important).

While the overall findings hold across all relevant subgroups with very little variation, importance is slightly higher among clients that received funding than those that did not. Importance ratings also increase with the number of contacts a client made with WD. The sole exception is the accessibility of the program to someone with a disability (where there is no variation).

Importance of Specific Dimensions of Service

"How important is each of the same service aspects to you when you are receiving a service like the one you obtained from WD this past year?"

Dimension	Not important (1-3)	Neither (4)	Important (5-7)
OVERALL QUALITY OF SERVICE	4	3	93
Ease of understanding staff	3	2	94
Knowledge and competency of staff	3	2	94
Courtesy and respect from the staff	3	3	93
Ability to get info and/or get through to staff	4	2	93
Fairness of treatment you received	4	3	92
Comprehensiveness of info/instructions to complete the request process	3	4	92
Help and contentiousness/support from staff	3	4	92
Clarity of info about the program/request process	4	3	92
Consistency/reliability of info available about the program/request process	4	4	91
Clarity/straightforwardness of request process/program	4	4	91
Amount of time from when you submitted the request to receiving the funding or service	5	3	90
Amount of time and effort required to complete request	5	5	89
Amount of info/time needed to complete request	5	6	88
Confidence that staff would preserve your confidentiality	5	11	83
Number of staff/individual contacts that it took to complete the entire process from start to finish	6	9	83
Service you received in the language of your choice	4	11	81
Amount of time to get an appointment	5	9	80
Accessibility of the program to someone with a disability	8	22	40

■ Not important (1-3) ■ Neither (4) ■ Important (5-7)

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3.5 GAP BETWEEN IMPORTANCE AND SATISFACTION

A summary index was created taking the ratings for importance and satisfaction into consideration for the key service dimensions listed in the survey. This gap index subtracts the percentage satisfied with a particular dimension from its overall importance to clients. This is done as a method of exploring where importance is high and satisfaction is low as a flag for areas to improve (significantly high negative ratings).

Given the overall very high importance ratings for the majority of dimensions tested, it is not surprising that the gaps are in the negative on balance. However, there are notably large gaps for issues dealing with service time and with clarity/reliability of information. Specifically, the areas are: amount of information/time needed to complete the request (-31), amount of time from when request was submitted to receiving funding/service (-28), clarity/straightforwardness of request process/program (-26), clarity of information about the program/request process (-22) and consistency/reliability of information about the program/request process (-19). These high negative scores signal the weaker areas of service (that clients value highly, but for which they are not experiencing commensurate service quality).

And, although the overall quality of service received a majority satisfaction rating, it is important to note that there is a fairly large gap for overall quality of service (-14).

A further gap analysis was conducted to examine the gaps between Satisfaction and Importance across types of client groups. As shown through earlier sections of the report, non-funded clients are no less likely to find these elements important, but considerably less satisfied with each. Therefore, it is not surprising to see that gaps are significantly wider for clients that did not receive funding. Among funded clients, the gaps are wider among core WD clients compared with EAP clients, reflecting core funded clients' similar level of importance placed on all elements (relative to ratings from EAP funded clients), and lower satisfaction ratings.

Table 3.7: Gap Analysis for Key Client Groups

	TOTAL	EAP Funded	EAP Non-Funded	Core Funded	Core Non-Funded
Overall Quality					
The overall quality of the service	-14%	-5%	-38%	-9%	-48%
Language					
The service you received in the language of your choice	10%	12%	2%	12%	29%
Staff					
The courtesy and respect from the staff	-4%	-2%	-10%	-2%	-9%
Your confidence that staff would preserve your confidentiality	6%	8%	-4%	7%	5%
The knowledge and competency of staff	-9%	-4%	-24%	-6%	-21%
The ease of understanding staff	-9%	-3%	-24%	-9%	-30%
The help and contentiousness/support from staff	-12%	-3%	-38%	-7%	-39%
The ability to get information and/or get through to staff	-13%	-3%	-38%	-11%	-33%
Fairness					
The fairness of treatment you received	-14%	-3%	-50%	-9%	-48%
Information					
The comprehensiveness of the information and instructions you received to complete the request process	-17%	-10%	-37%	-16%	-37%
The consistency and reliability of the information available about the program and request process	-20%	-11%	-41%	-21%	-44%
The clarity of the information about the program and request process	-22%	-15%	-43%	-19%	-39%
The clarity and straightforwardness of the request process and program	-25%	-18%	-48%	-25%	-48%
Intensity of Involvement and Turnaround Time					
The amount of time to get an appointment	-6%	3%	-38%	0%	-26%
The number of staff or individual contacts that it took to complete the entire process from start to finish	-14%	-6%	-34%	-15%	-35%
The amount of time and effort required to complete the request	-28%	-19%	-44%	-30%	-59%
The amount of time from when you submitted the request to receiving the funding or service	-28%	-21%	-64%	-36%	-67%
The amount of information and time needed to complete the request	-30%	-22%	-43%	-37%	-53%
Accessibility					
The accessibility of the program to someone with a disability	8%	13%	-18%	25%	-10%

The gap was also explored in terms of differences based on the number of contacts clients reported as well as the amount of time (in weeks) between request and receipt of funding. These results show that the gap widens with the level of involvement and time waited to receive funding.

Table 3.8: Gap Analysis for Contacts and Time Until Funding Received

	Total % Satisfied (5-7)	Number of Contacts to Obtain Information Needed and Complete Request (% Satisfied [5-7])			Time from Request Till Receiving Funding (Weeks) (% Satisfied [5-7])		
		Once	2-14	15+	<15	15-29	30+
Overall Quality							
The overall quality of the service	-14%	-2	-14	-33	-5	-12	-25
Language							
The service you received in the language of your choice	10%	+11	+11	+9	+11	+15	+12
Staff							
The courtesy and respect from the staff	-4%	0	-2	-8	-2	-4	-6
Your confidence that staff would preserve your confidentiality	6%	+5	+4	+3	+7	+9	+3
The knowledge and competency of staff	-9%	-3	-8	-15	-5	-6	-12
The ease of understanding staff	-9%	-1	-9	-22	-2	-9	-17
The help and contentiousness/support from staff (i.e., staff went the extra mile/took the time to make sure you got what you needed)	-12%	0	-15	-19	-5	-7	-16
The ability to get information and/or get through to staff	-13%	-1	-13	-22	-3	-11	-22
Fairness							
The fairness of treatment you received	-14%	-5	-15	-28	-3	-11	-22
Information							
The comprehensiveness of the information and instructions you received to complete the request process	-17%	-7	-16	-29	-10	-18	-23
The consistency and reliability of the information available about the program and request process	-20%	-7	-18	-38	-6	-21	-35
The clarity of the information about the program and request process	-22%	-9	-22	-38	-8	-24	-34
The clarity and straightforwardness of the request process and program	-25%	-13	-26	-45	-9	-28	-44
Intensity of Involvement and Turnaround Time							
The amount of time to get an appointment	-6%	+3	-10	0	+2	+1	-20
The number of staff or individual contacts that it took to complete the entire process from start to finish	-14%	+2	-13	-23	-2	-12	-27

	Total % Satisfied (5-7)	Number of Contacts to Obtain Information Needed and Complete Request (% Satisfied [5-7])			Time from Request Till Receiving Funding (Weeks) (% Satisfied [5-7])		
		Once	2-14	15+	<15	15-29	30+
The amount of time and effort required to complete the request	-28%	-13	-26	-45	-10	-33	-48
The amount of time from when you submitted the request to receiving the funding or service	-28%	-18	-26	-49	-9	-39	-61
The amount of information and time needed to complete the request (i.e., paper burden)	-30%	-18	-28	-45	-17	-38	-45
Accessibility							
The accessibility of the program to someone with a disability (e.g., availability to respond through TTY)	8%	+16	+4	-5	+14	+4	-12

3.6 AREAS OF STRENGTH AND WEAKNESS

While a majority of clients (69 per cent) did not experience any difficulties in their service experience, a sizeable number did (26 per cent). Problems are more prevalent among those clients that did not receive their funding. Among funded clients they are less commonly reported among those funded under EAP compared with those funded under other programs. The incidence of reporting a difficulty also increases progressively with the amount of time a client had to wait for funding/services.

Table 3.9: Incidence of Experiencing Difficulties by Client Type

Did you experience any difficulties in your service experience with WD in the past year? (If so, specify the nature of the difficulty)

	Program Group			
	EAP Funded	EAP Non-Funded	Core Funded	Core Non-Funded
Total	**359**	**102**	**133**	**16**
Yes	19%	44%	31%	44%
No	78%	45%	68%	44%
Don't know/No response	4%	11%	1%	13%

A majority of clients (56 per cent) believes that the service experience can be improved. Again, this increases with the length of time spent waiting to receive funding/services and whether or not full funding had been received. It is extremely high among non-funded clients (77 to 96 per cent). Among funded clients it is also more prevalent among core clients than EAP clients (61 per cent compared with 44 per cent for EAP).

A majority of funded and unfunded clients (68 to 83 per cent) feel that the application process is too bureaucratic. Issues with the funding process are common to funded and unfunded clients, occur less often with unfunded EAP clients (33 per cent compared with over 50 per cent of the other client groups). Program flexibility/diversity is another commonly reported issue (reported by roughly four in ten funded clients and more than half of unfunded clients). Communication/ providing information was also cited with frequency among one in three funded clients and roughly six in ten unfunded clients. Coordination/ consistency was another area pointed to for improvement by four to five in ten unfunded and even some core funded clients. One in four clients receiving funding under EAP also suggested improvements in coordination and consistency. Other areas suggested, but with less frequency, include: changes in the regional/local focus; access to knowledgeable/competent staff; and staff levels/the ability to serve clients (see table for details for each client group). Overall, those who were not granted funding under EAP where the most vocal about suggested improvements.

Table 3.10: Suggested Improvements by Client Type

Which aspects of service delivery do you think need improvement?

	Program Group			
	EAP Funded	EAP Non-Funded	Core Funded	Core Non-Funded
Total	**177**	**111**	**99**	**23**
Bureaucratic application process, e.g. takes too long, many layers of approval, slow response/approval time, excessive paper burden, applications unclear	71%	78%	68%	83%
Funding process, e.g. invoice system unrealistic, excessive financial reporting, access to funding too slow	59%	33%	59%	52%
Program flexibility, diversity, general, e.g. in areas funded, eligibility, regulation, deadlines, funding options, program requirements	37%	55%	46%	74%
Communication, providing information, timely information, availability of info., e.g. program promotion, criteria, eligibility, application/reporting requirements, updates, consistent/clear information	34%	66%	35%	57%
Coordination/consistency/communication at government level, e.g. consistent policies/priorities, information exchange	26%	44%	41%	52%
Access to knowledgeable/competent staff/appropriate contact people, to decision makers, e.g. program knowledge, client needs	13%	39%	19%	35%
Regional or local focus, e.g. authority to local staff, funding at local level	14%	42%	31%	43%
Staff levels, ability to serve clients, e.g. for expedient service, returning calls, client support	9%	29%	16%	13%

Not surprisingly bureaucracy is more of an issue for clients that reported 30 plus contacts to obtain the service/funding they were looking for. Similarly, those experiencing high numbers of contacts were also more apt to cite a complex funding process. Perhaps surprisingly, government clients were also the most apt to cite an overly complex funding process (66 per cent). Non-funded clients were more apt to cite a range of the top areas for improvement. There were some differences specific to CAF who were more apt to cite communications and lack of access to knowledgeable staff. WDP clients, on the other hand, were more likely than average to point to coordination as an area for service improvement, along with regional focus.

Clients were also asked to highlight some of the key strengths of the service provided by WD. Staff were highlighted as the top strength of WD's service delivery by a large number of clients. WD staff is described as helpful, knowledgeable, competent and understanding. While other areas were also highlighted (flexibility, the funding process, etc.,) positive perceptions of the staff were most often mentioned.

3.7   PROFILE OF RESPONDENTS

Clients represent a variety of different organizations with a plurality coming from a government department or agency (26 per cent). Roughly two in ten represent non-profit organizations (21 per cent) or community organizations (19 per cent). The remainder of clients are from a variety of organizations.

Profile of Clients – Organization Type

"Which of the following best describes your type of organization?"

Organization Type	Percentage
Government department and/or agency	26%
Non-profit organization, unspecific	21%
Community organization	19%
University, college and/or research organization	8%
For profit company/business	7%
Industry association	4%
Business service organization	3%
Special/targeted group organization	2%
Arts and culture, e.g. art gallery, museum	2%
Environmental/conservation organization	2%
Other	7%

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When looking at sectors, again, a plurality of clients is from the government sector (26 per cent). Sixteen per cent represent the arts, culture and recreation sector, and just 14 per cent are from community, economic development and business development. All other sectors are mentioned by fewer than ten per cent of clients.

Profile of Clients – Sectors

"And which of the following industrial sectors best describes your organization?"

Sector	Percentage
Government	26%
Arts, culture and recreation	16%
Community, economic development, business development	14%
Community, social services organizations	7%
Education and research	5%
Natural resources	4%
First Nations organization	4%
Value-added processing	2%
Manufacturing	2%
Service and professional	2%
Advanced technology	2%
Environmental	2%
Agriculture	2%
Health, medicine related organization	1%
Other	8%

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APPENDIX A
SURVEY QUESTIONNAIRE

WINTRO [0,0]

If... { $contexte{ip} !~ /192.168.0.?/ }

EKOS Research Associates is conducting a survey for the federal government department of Western Economic Diversification Canada (WD) to ask some questions about the quality of service it provides to its clients. Your participation in the research is completely voluntary and your decision on whether or not to participate will not affect any dealings you may have with the Government of Canada. By answering these questions, you will help the government improve the service it provides to clients. The information you provide will be used for research purposes only and will be administered in accordance with the applicable privacy laws. All responses will be reported in aggregate form only and no responses will be associated with any identities.

In order to obtain the most relevant responses we are looking for the primary contact involved on the most recent project your organization has conducted with WD. If you are not the primary contact for your organization on this project please forward this request for participation in the survey to the person who was most involved with WD on this project.

Q1

During the past year, have you contacted WD to obtain information or service, including applying for funding related to a government program?

Yes.. 1
No 2   ->QIG

Q2 [1,10]

Over the past year, was the majority of your interaction with WD: (Select as many as apply)?

In person 1
Phone 2
Email 3
Other.. 77
Don't know/No response.. 99   X
MAIL/DIRECT MAIL/WRITTEN SUBMISSIONS................................... 4   I
FAX 5   I
WEBSITE/INTERNET (ONLINE FORMS...) 6   I
THROUGH MP'S/COMMUNITY/TOWN OFFICES OR SOURCES 7   I
OTHER.. 97   I

Q3

Please estimate how many times you were in contact with WD over the past year.

0 to 10.. 1
11 to 20.. 2
21 or greater.. 3
Don't know/No response.. 99

Q4

How many of these contacts did it take you to obtain the information you needed and complete your request for your program?

OF CONTACTS 77
Don't know/No response 99

Q5

Was this an acceptable number of contacts to get what you needed?

Yes.. 1
No 2

PQ6 [0,0]

How long did it take in weeks or months from the time you made the request to the time you received:

Q6A [1,2]

The funding for your program

Weeks AQ6AWEEKSOPEN 77
Months AQ6AMONTHSOPEN 78
Not applicable... 98   X
Don't know/No response.. 99   X

Q6B [1,2]

Any other services you received from the program?

Weeks AQ6BWEEKSOPEN 77
Months AQ6BMONTHSOPEN 78
Not applicable... 98   X
Don't know/No response.. 99   X

Q7

In the end, did you get the funding and/or other services that you needed from the program?

Yes, received funding.. 1
Yes, received other services 2
No 9   X
You got part of the funding you needed..................................... 3
You got part of the services you needed 4
Don't know/No response.. 99   X

Q8

> If... Q7.EQ.3,4,9

Were you still able to complete the activity/provide the service/deliver the program you had intended to provide?

Yes, completely 1
Yes, partly 2
No 3
Don't know/No response 99   X

Q9

> If... Q8.EQ.1.AND.Q7.EQ.3,4

Did you receive funding from some other source?

Yes.. 1
No 2
Don't know/No response 9   X

Q10

> If... Q9.EQ.1

Was this another source of public funds, or from a private source(s), or another source?

Public funds.. 1
Private donations 2
Other... 3
Don't know/No response 9   X

Q11

> If... Q7.EQ.3,4

 In what way was the service/program reduced?

Response.. 77
Don't know/No response 99   X

PREQ12 [0,0]

The following are some questions about the service you received from WD. Please focus on the service you received, not on government programs themselves.

Please rate your satisfaction with each of the following aspects of the service you received over the past year, using a 7-point scale where '1' means Very Dissatisfied, '7' means Very Satisfied , and '4' means neutral (neither satisfied nor dissatisfied) If something does not apply to you, please indicate it. [Show scale]

If your were the primary contact for multiple projects requested from WD, please refer to the most recent project that you had contact with WD for.

Q12A

The comprehensiveness of the information and instructions you received to complete the request process

Q12B

The clarity of the information about the program and request process

Q12C

The consistency and reliability of the information available about the program and request process

Q12D

The clarity and straightforwardness of the request process and program

Q12E

The amount of information and time needed to complete the request (i.e., paper burden)

Q12F

The ability to get information and/or get through to staff

Q12G

The amount of time to get an appointment

Q12H

The amount of time and effort required to complete the request

Q12I

| If... Q7.NE.9,99 |

The amount of time from when you submitted the request to receiving the funding or service

Q12J

The fairness of treatment you received

Q12K

The courtesy and respect from the staff

Q12L

The help and contentiousness/support from staff (i.e., staff went the extra mile/took the time to make sure you got what you needed)

Q12M

The ease of understanding staff

Q12N

The knowledge and competency of staff

Q12O

Your confidence that staff would preserve your confidentiality

Q12P

The service you received in the language of your choice

Q12Q

The number of staff or individual contacts that it took to complete the entire process from start to finish

Q12R

The accessibility of the program to someone with a disability (e.g., availability to respond through TTY)

Q12S

The overall quality of the service

PREQ13 [0,0]

How IMPORTANT each of the same service aspects are to you when you are receiving a service like the one you obtained from WD this past year. Please use a 7-point scale where '1' means Very unimportant, '7' Very important, and '4' means neither important nor unimportant (neutral). [Show scale]

Q13A

If... Q12A.NE.8

The comprehensiveness of the information and instructions you received to complete the request process

Q13B

If... Q12B.NE.8

The clarity of the information about the program and request process

Q13C

If... Q12C.NE.8

The consistency and reliability of the information available about the program and request process

Q13D

If... Q12D.NE.8

The clarity and straightforwardness of the request process and program

Q13E

If... Q12E.NE.8

The amount of information and time needed to complete the request (i.e., paper burden)

Q13F

If... Q12F.NE.8

The ability to get information and/or get through to staff

Q13G

If... Q12G.NE.8

The amount of time to get an appointment

Q13H

If... Q12H.NE.8

The amount of time and effort required to complete the request

Q13I

If... Q12I.NE.8.AND.Q7.NE.9,99

The amount of time from when you submitted the request to receiving the funding or service

Q13J

If... Q12J.NE.8

The fairness of treatment you received

Q13K

If... Q12K.NE.8

The courtesy and respect from the staff

Q13L

If... Q12L.NE.8

The help and contentiousness/support from staff (i.e., staff went the extra mile/took the time to make sure you got what you needed)

Q13M

If... Q12M.NE.8

The ease of understanding staff

Q13N

If... Q12N.NE.8

The knowledge and competency of staff

Q13O

If... Q12O.NE.8

Your confidence that staff would preserve your confidentiality

Q13P

If... Q12P.NE.8

The service you received in the language of your choice

Q13Q

If... Q12Q.NE.8

The number of staff or individual contacts that it took to complete the entire process from start to finish

Q13R

If... Q12R.NE.8

The accessibility of the program to someone with a disability (e.g., availability to respond through TTY)

Q13S

If... Q12S.NE.8

The overall quality of the service

Q14 [1,15]

Based on your own experience, what would you say are the key strengths of the service provided by WD in the past year?

Response.. 77
Don't know/No response... 99   X

Q15

Did you experience any difficulties in your service experience with WD in the past year? (If so, specify the nature of the difficulty)

Yes.. 77
No 98
Don't know/No response... 99   X

Q16A

Based on your own experience, are there any aspects of the service provided by WD that you think could use some improvement?

Yes.. 1
No 2

Q16B [1,10]

If... Q16A.EQ.1

Which aspects of service delivery do you think need improvement?

Select all that apply

Bureaucratic application process, e.g. takes too long, many layers of
approval, slow response/approval time, excessive paper burden,
applications unclear... 1
Communication, providing information, timely information, availability
of info., e.g. program promotion, criteria, eligibility, application/reporting
requirements, updates, consistent/clear information 2
Coordination/consistency/communication at government level, e.g.
consistent policies/priorities, information exchange 3
Access to knowledgeable/competent staff/appropriate contact people, to
decision makers, e.g. program knowledge, client needs 4
Funding process, e.g. invoice system unrealistic, excessive financial
reporting, access to funding too slow... 5
Program flexibility, diversity, general, e.g. in areas funded, eligibility,
regulation, deadlines, funding options, program requirements 6
Regional or local focus, e.g. authority to local staff, funding at local level ... 7

Staff levels, ability to serve clients, e.g. for expedient service, returning calls, client support.. 8
Other (please specify).. 77
Don't know/No response.. 99   X

Q17

Do you have any other suggestions or comments on how this service was delivered?

Comments.. 77
Don't know/No response.. 99   X

Q18

Please tell me which of the following best describes your type of organization.

University, college and/or research organization 1
Industry association.. 2
Community organization... 3
Government department and/or agency... 4
Business service organization.. 5
Special/targeted group organization 6
Arts and culture, e.g. art gallery, museum.. 7
Non-profit organization, unspecific.. 8
Environmental/conservation organization.. 9
For profit company/business 10
Other (specify)... 11
Don't know/No response.. 99   X

Q19

If... Q18.EQ.1

University, college and/or research organization identified

Education, academic, unspecific, e.g. university of BC, university of
Alberta, colleges... 1
Primary industry, e.g. agriculture, forestry.. 2
Research, unspecific.. 3
Science and technology, general 4
Economic research, economic development 5
Research into public policy 6
Medical research.. 7

Q20

If... Q18.EQ.2

Industry association identified

Manufacturing 1
Construction 2
Information technology 3
Accommodation and food service activities.. 4

Arts and entertainment 5
Exports 6
Agriculture 7
Energy, forestry, and mining 8
Non-profit 9

Q21

If... Q18.EQ.5

Business service organization identified

Business services to women 1
Business services to first nations communities, aboriginals 2
Business/community development, economic development 3
Finance and accounting 4
Technology, general 5

Q22

If... Q18.EQ.6

Special/targeted group organization identified

Aboriginal support services 1
Economic development 2
Non-profit 3
Neo-Canadian and cultural support services 4
Infrastructure projects 5

Q23

And which of the following industrial sectors best describes your organization?

Natural resources 1
Value-added processing 2
Manufacturing 3
Service and professional 4
Retail and distribution 5
Advanced technology 6
Environmental 7
Arts, culture and recreation, e.g. museum, gallery, tourism 8
Community, economic development, business development, general 9
Government, e.g. municipal government 10
Education and research, e.g. university 11
Agriculture 12
Community, social services organizations, e.g. youth, low-income
Canadians 13
First nations organizations 14
Health, medicine-related organization, includes life sciences 15
Other (specify) 16
Don't know/No response 99
Thank you very much for taking the time to complete this survey.

APPENDIX B
SAMPLE DISPOSITION

SAMPLE DISPOSITION

Field dates	November 30, 2010 to January 30, 2011
Starting sample (total contacted)	2,587
Total bounced emails	173
Actual usable sample	2,414
Final in-tab sample	779
Response rate	32%