EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA [ESDC]

SERVICE CANADA

Grants and Contributions Applicants Client Experience Research 2020

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Supplier Name: Ipsos Limited Partnership

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EXECUTIVE SUMMARY

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Grants & Contributions CX Survey – Results at a Glance

1,549 SURVEYS CONDUCTED   **METHODOLOGY: ONLINE SURVEY**   **FIELDWORK: December 7 2020 to January 8, 2021**

OVERALL SERVICE EXPERIENCE

- Satisfaction — 70%
- Ease — 74%
- Effectiveness — 70%

SATISFACTION WITH SERVICE CHANNELS

- Email support from Program Officer — 80%
- Web portal — 67%
- In-Person — 66%
- Online — 66%
- Email support from SC — 65%
- Mail — 63%
- Phone support from SC — 61%
- 1 800 OCanada — 49%
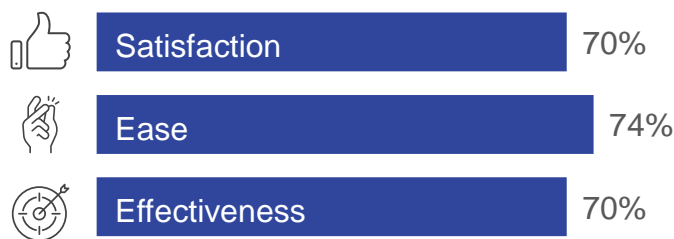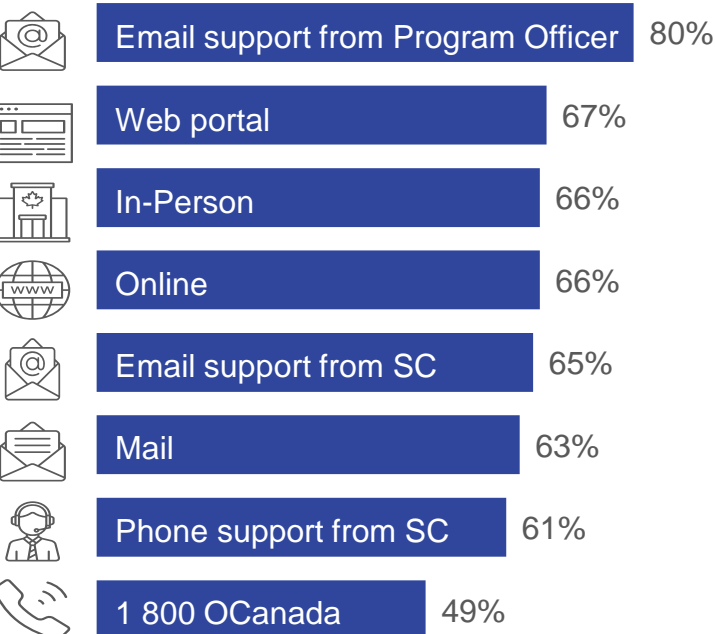
SATISFACTION WITH CLIENT EXPERIENCE BY PROGRAM

EAF	NHSP	CSJ	SL/CF	OFPWD	CSC	UT&IP	EL&CCI	SDPP
77%	73%	69%	60%	68%	60%	73%	60%	53%

STRENGTHS

Service in choice of official language	95%
Confident personal information protected	88%
Completing steps online made the process easier	82%
Ease of finding general information about program	82%

AREAS FOR IMPROVEMENT

Client journey took reasonable time	56%
Clear what would happen next and when	58%
Ease of getting help when needed	61%

FUNDING APPROVAL

- Approved — 90%
- Denied — 10%

Satisfaction by Funding Approval

74% Approved	41% Denied

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Key Findings

As a baseline, 70% of applicants were satisfied with the service experience applying for Grants & Contributions program. Overall ratings for ease (74%) and smooth movement through all steps (70%) were also reasonably high.

- Satisfaction was highest for EAF (77%), NHSP (73%) and UT&IP (73%), while ratings were lowest for SL/CF, CSC and EL&CCI (all at 60%) and SDPP (53%).

- Higher delivery-complexity programs generally required greater time and effort on the part of the applicant and lead to lower satisfaction with the service experience.

- Notably, sample sizes varied considerably across programs.

Email support from a program officer during the application process was by far the most positively received service channel. Ratings were comparatively lower for any form of telephone support.

- Service Canada is provided the highest ratings for provision of service in their choice of official language, confidence in security of their personal information and that completing steps online made the process easier.

- Aspects of service with lower ratings included the amount of time it took to complete, that it was clear what would happen next and when, ease of getting help when needed, having to explain their situation only once and that it was clear what to do if they had a problem or question.

Key Findings

Higher complexity programs generally require a greater number of contacts with Service Canada.

- The level of satisfaction with the service experience declines by the number of times the client contacted Service Canada and was notably lower among those who had 10 or more contacts during the client journey.

- Overall, 41% of applicants were in contact with Service Canada 10 or more times during their experience.

- Applicants of higher delivery-complexity programs and in particular SL/CF, OFPwD and CSC were more likely to have been in contact 10 times or more.

Satisfaction with the service experience is also influenced by whether the applicant was approved for funding. While a limited proportion of applicants were not approved, those that were not had considerably lower satisfaction and few felt the decision was well-explained.

- Of the 10% of applicants denied funding, only 41% were satisfied with their experience.

- Half of those denied were not provided an explanation why and of those who were few were satisfied with the reasons provided.

Key Findings

The Government of Canada website was widely-used to learn about Gs&Cs programs and in preparing the application. Applicants found it easy to use and find the information they were looking for.

- Most applicants also communicated by email directly with the funding program while learning about the program.

- Applicants of higher delivery-complexity programs generally had more difficultly navigating the Government of Canada website (SDPP and OFPwD applicants in particular) and were less likely to have been in contact with the funding program by email.

Program web portals were the most commonly used method for applying. Applicants appreciated being able to complete steps online and generally found the process easy.

- The vast majority of CSJ and SL/CF applicants submitted their application online using the program's web portal, while applicants of all remaining programs were much more likely to download the application documents and submit them by email.

- EAF applicants were more likely to have found the process to submit their application online through the web portal easy, while NHSP applicants were less likely.

- Of those applicants who encountered issues during their experience, among the more common issues were that the web portal was confusing.

Key Findings

Overall, applicants found most aspects of the application process easy. However, they experienced more difficultly completing the narrative questions and budget document and ratings for the amount of time it took were notably softer than other measures.

- Applicants of higher complexity programs generally experienced more difficulty with the application process of which the most common challenges were related to completing the project timeline and budget document.

- The vast majority of CSJ applicants completed their application in one week, while most applicants of all other programs took at least two weeks to complete their application.

- Overall, 65% of applicants found the amount of time it took reasonable. The proportion of applicants who felt the amount of time was reasonable declines the longer the application took to complete with a noticeable drop among those who took three weeks or longer.

Generally speaking, completing the different project close-out tasks were found to be easy; however, experiences differed greatly by program.

- Higher complexity programs experienced more challenges with most aspects of project close-out.

- NHSP and UT&IP applicants were less likely to find it easy to complete or submit the final project report.

- OFPwD, CSC and SDPP applicants were less likely to find it easy to complete and submit both the final project report and budget.

- EAF applicants were less likely to find it easy to complete the final report.

OBJECTIVES AND METHODOLOGY

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Background: Gs&Cs Client Experience Research

Employment and Social Development Canada (ESDC) has developed a Gs&Cs Client Experience (CX) Performance Measurement Framework that will guide the research on service delivery as experienced by applicants. The data collected through the implementation of the framework along with qualitative and quantitative research will provide key information on client experience to help:

- Better understand the needs of organizations;

- Identify obstacles and challenges from the perspective of the organization;

- Identify opportunities to improve the client experience;

- Assess the extent to which clients' expectations are being met;

- Identify and prioritize resources and opportunities tied to CX improvements;

- Assess the impact of improvements made to the CX over time; and

- Explore how employees can play an important role in creating a positive CX.

Research Objectives- Qualitative Research

Prior to measuring the quality of the client experience through a survey, a qualitative phase of research was conducted through focus group discussions and in-depth interviews. The purpose of the qualitative phase was to help us better understand:

- **Client needs and expectations**: Explore the aspects that make it easy for clients as well as the obstacles/barriers they face when going through the client experience, the impact of potential changes, and aspects that could transform the experience into a simpler process.

- **Service dimensions**: Assess which service dimensions hold greater or lesser value for clients with respect to accessing service, given the complexity of the services and clients' capacity to effectively use online services. This would allow us to validate themes to be covered in our survey.

- **Low capacity organizations**: Determine and understand barriers and challenges faced by low capacity organizations serving vulnerable populations that were unsuccessful in obtaining funding, as well understand reasons why these organizations did not re-apply for funding.

- **Note to reader**: It should be noted that qualitative research findings were exploratory and directional in nature. Consequently, all qualitative findings cannot and should not be extrapolated to the Canadian population, rather, they should be valued for uncovering the depth and range of opinions in the population on the issues.

- The findings from the qualitative phase helped hone in on key areas of inquiry for the quantitative survey. Results of the qualitative phase are available in the appendix of this report.

Methodology – Qualitative Research

The qualitative component of the CX study took place between November 4 and November 10, 2020. All sessions were conducted by Ipsos on behalf of ESDC and moved to an online format due to COVID restrictions. The participation was as follows:

- **1 online focus group** conducted nationally in English on November 4, 2020, with funded applicants to any program. (7 respondents participated)

- **1 online focus group** conducted in Quebec in French on November 5, 2020, with funded applicants to any program. (7 respondents participated)

- **1 online focus group** conducted nationally in English on November 9, 2020, with unfunded applicants to any program. (8 respondents participated)

- **1 online focus group** conducted in Quebec in French on November 10, 2020, with unfunded applicants to any program. (7 respondents participated)

- In addition, Ipsos conducted **33 in-depth interviews** with funded and unfunded respondents who were from urban, suburban and rural areas.

Research Objectives – Quantitative Research

The Grants and Contributions Client Experience (CX) Survey provides a baseline measure of satisfaction with the service experience among applicants to Service Canada programs. The 2020-21 survey is the first wave of the survey and it is intended future waves will be conducted to track the client experience over time.

The specific research objectives were to:

- Measure service satisfaction, ease, and effectiveness of the end-to-end client experience, taking into account the CX with the service channels;

- Provide diagnostic insights regarding the opportunities for improvement; and

- Assess how potential changes in service delivery might affect the CX.

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Methodology – Quantitative Research

- An online survey was conducted with 1,549 Service Canada applicants across 9 programs (detailed breakdown by program provided below). The survey was live from December 7, 2020, to January 8, 2021, and the survey took on average approximately 13 minutes to complete. The survey sample size has a margin of error of +/-2.47%.

- Applicants were defined as organizations that applied for grants and contributions funding (including both funded and unfunded) between 2017-2018 to 2019-2020. A sampling of organizations that applied to CSJ were included, while all organizations for remaining programs were included. Applicants were first contacted by Service Canada to obtain consent for contact information to be shared with Ipsos for survey execution.

- In total, 3,210 applicant organizations consented to have their information shared and were invited to participate in the survey. The response rate was 48% (number of completed surveys divided by the total number of invitations) which is considered a strong response rate for an online survey among this audience.

- Sample sizes below n=30 are considered small and below n=10 considered very small. Results of small sample sizes should be interpreted with caution and findings viewed as directional in nature.

Abbreviation	Program	Completed surveys
EAF	Enabling Accessibility Fund	56
NHSP	New Horizons for Seniors Program	431
CSJ	Canada Summer Jobs	942
SL/CF	Skills Link / Career Focus	25
OFPwD	Opportunities Fund for Persons with Disabilities	22
CSC	Canada Service Corps	25
UT&IP	Union Training and Innovation Program	26
EL&CCI	Early Learning and Child Care Innovation	5
SDPP	Social Development Partnerships Program	17
	Total	**1549**

Calibration of the Data – Quantitative Approach

Weighting adjustments were made to bring the sample into proportion with the universe by program volume based on 2018-2019 figures.

The final data was weighted by the number of respondents in each program in proportion to the total number of clients as detailed below. The universe proportions used to develop the targets were based on figures provided by ESDC.

Abbreviation	Program	# of clients	% of total
EAF	Enabling Accessibility Fund	2725	2.8%
NHSP	New Horizons for Seniors Program	8350	8.7%
CSJ	Canada Summer Jobs	83175	86.3%
SL/CF	Skills Link / Career Focus	550	0.6%
OFPwD	Opportunities Fund for Persons with Disabilities	325	0.3%
CSC	Canada Service Corps	525	0.5%
UT&IP	Union Training and Innovation Program	150	0.2%
EL&CCI	Early Learning and Child Care Innovation	150	0.2%
SDPP	Social Development Partnerships Program	400	0.4%
	Total	96350	100%

Note regarding program complexity

For the purpose of this study, program complexity has been defined by length of time to complete the review of an application. The following table provides details for low, moderate, and high complexity programs.

Program complexity level	Description (program examples)
Low complexity programs	Grant programs in the 112 days/16 week review period (e.g., Enabling Accessibility Fund, New Horizons for Seniors Program)
Moderate delivery-complexity programs	Contribution streams in the 126 days/18 week review period (e.g., Canada Service Corps, Skills Link/Career Focus (Youth Employment and Skills Strategy (YESS)), Union Training and Innovation Program, Social Development Partnerships Program)
High-delivery complexity programs	Contribution streams in the 154 days/22 week review period (e.g., Early Learning and Child Care Innovation, Opportunities Fund for Persons with Disabilities)

Note on Reporting Conventions- Quantitative Data

Throughout the report, subgroup results have been compared to average of all applicants (i.e., total) and statistically significant differences at the 95% confidence level noted using green and red boxes.

Where subgroup results are statistically higher than the total a green box has been used and where results are statistically lower than the total a red box has been used.

☐ ☐ Significantly higher/ lower than total

Response Rate Calculation

In total, 3,210 applicant organizations consented to have their information shared and were invited to participate in the survey of which n=1878 opened the survey and n=1549 fully completed.

Overall, the response rate was 48% (number of completed surveys divided by the total number of invitations) which is considered a strong response rate for an online survey among this audience.

	TOTAL
Invited to participate	3210
Click-Through	1878
Partial Completes	329
Terminates	0
Over Quota	0
Completed Surveys	1549
Participation Rate	48%

SERVICE CANADA CLIENT EXPERIENCE SURVEY MODEL

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ESDC's Gs&Cs CX Survey Measurement Model

ESDC's Gs&Cs model is inspired by the CX measurement model developed by the ESDC's Citizen Services Branch. It details the service dimensions, service attributes and the client journey that are assed to evaluate the overall client experience and satisfaction.

Service Dimensions

Service Attributes

EASE
- Simplicity
- Clarity
- Convenience

EFFECTIVENESS
- Availability
- Timeliness
- Consistency
- Efficiency

EMOTION
- Respectful Treatment
- Confidence

Overall Experience

AWARE
Seek general information

APPLY
Submit Application

FOLLOW-UP
Seek/receive/ provide info.re: application submitted

DECISION
Receive service outcome (funding decision)

MONITORING (Contributions only)
Receive service outcome (Relationship Management)

CLOSE-OUT
Post engagement and file closure

CLIENT SATISFACTION

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Service Canada CX Survey Measurement Model: Service Attributes

The following was the full set of detailed service attributes in the model that guided the development of the baseline questionnaire.

CLIENT PERCEPTION

EASE	**SIMPLICITY**	• Service/information is easy to find when needed • Clients tell story/input personal info only once
	CLARITY	• Information is easy to complete and understand • Process is easy to determine (e.g., how to get assistance, steps to follow, documents required)
	CONVENIENCE	• Can get to the required information easily (e.g., in-person, online)
EFFECTIVENESS	**AVAILABILITY**	• Receive relevant information without asking (e.g., proactive service, bundling) • Able to get help when needed (e.g., information available, agent available) • Service in official language of choice/documents available in official language of choice • Providing feedback is easy • Process/stage/status are transparent
	TIMELINESS	• Reasonable amount of time to access the service, complete service task, wait to receive information/service/product, or resolve issue
	CONSISTENCY	• Consistent information received from multiple Service Canada sources (e.g., two separate call centre agents)
	EFFICIENCY	• Process is easy to follow to complete task (i.e., procedures are straight-forward) • Able to get tasks completed/issues resolved with few contacts • Clients know what to do if they run into a problem • Always moving forward (e.g., not stuck, bounced around or caught in a loop)
EMOTION	**RESPECTFUL TREATMENT**	• The interaction with service agents is respectful, courteous and helpful • The service agents demonstrate understanding and ability to address client's concerns/urgencies
	CONFIDENCE	• Client's personal information is protected • Client confident that they are following the right steps (i.e., not concerned about the process) • Client knows when information/decision will be received or the next step will be completed

Satisfaction with overall service experience

Would speak positively to others about service experience

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DETAILED FINDINGS

OVERALL PERFORMANCE

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Overall Performance

Overall, a strong majority of applicants were satisfied with the service experience for the Grants & Contributions program they applied for, felt the process was easy and effective, and trusted Service Canada to deliver services effectively to Canadians.

- Seven in ten (70%) applicants were satisfied with the service experience, two in ten (18%) provided a neutral rating and around one in ten (12%) were dissatisfied.

- Approximately three quarters of EAF applicants were satisfied (77%), slightly fewer NHSP (73%) and UT&IP applicants (73%), seven in ten CSJ (69%) and OFPwD applicants (68%), six in ten (60%) SL/CF, CSC and EL&CCI applicants, and closer to half of SDPP applicants (53%).

- Notably, applicants for all programs other than EAF, NHSP and CSJ were generally less likely to have been satisfied with the service experience compared to all applicants.

- Overall ratings for ease (74%) and smooth movement through all steps (70%) were also reasonably high.

- At more than eight in ten (83%), the vast majority of applicants trust Service Canada and ESDC to deliver services effectively to Canadians. This measure is strongly correlated to overall satisfaction.

- Trust in Service Canada is consistent by program, except for OFPwD applicants who express lower levels of trust.

Applicants provided the highest ratings for provision of service in choice of official language, confidence in security of their personal information and that completing steps online made the process easier.

- Virtually all applicants (96%) were provided service in their choice of English or French or found it easy to access service in a language they could understand (95%). Nine in ten were confident their personal information was protected (88%) and eight in ten (82%) felt that being able to complete steps online made the process easier.

Overall Performance

Aspects of service with lower ratings included the amount of time it took to complete an application, that it was clear what would happen next and when, ease of getting help when needed, having to explain their situation once and that it was clear what to do if they had a problem or question.

- Approximately six in ten applicants needed to only explain their situation once (62%), thought it was clear what to do if they had a problem or question (62%), it was easy to get help when needed (61%), it was clear what would happen next and when (58%) and that the amount of time it took to complete was reasonable (56%).

There were notable differences in performance across service attributes by program.

- Generally speaking, applicants to programs other than EAF, NHSP and CSJ were less likely to provide positive ratings across most aspects of service related to the ease and effectiveness of their experience.

- UT&IP applicants were less likely to feel it was easy to access service in a language they could understand well or that they were provided service in their choice of English or French and that overall it was easy to apply.

- SDPP applicants were less likely to feel it was easy to access service in a language they could understand well or that completing steps online made the process easier.

- EL&CCI applicants were less likely to feel it was easy to access service in a language they could understand well.

- NHSP applicants were more likely to need to explain their situation only once, that it was easy to get help when needed, that it was clear what would happen next and when, that it was clear what to do if they had a problem or question and to have confidence in issue resolution. However, they were more likely to have trouble completing steps online (i.e., less likely to feel completing steps online made the process easier).

Satisfaction with Service Experience

- Overall, seven in ten (70%) applicants were satisfied with the service experience, two in ten (18%) provided a neutral rating and around one in ten (12%) were dissatisfied.
- Applicants for programs other than EAF, NHSP and CSJ were less likely to have been satisfied with the service experience compared to all applicants.

> *How satisfied or dissatisfied were you with the overall service you received from Service Canada from getting information about [PROGRAM] to receiving a funding decision?*
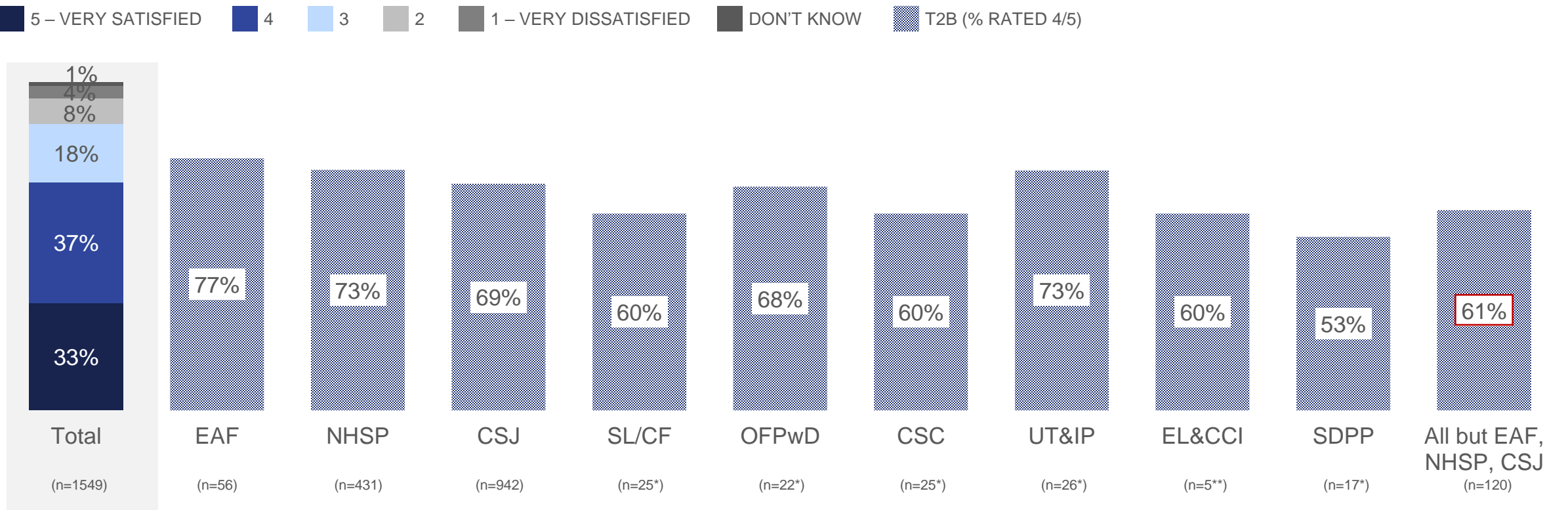
■ 5 – VERY SATISFIED ■ 4 ■ 3 ■ 2 ■ 1 – VERY DISSATISFIED ■ DON'T KNOW ▨ T2B (% RATED 4/5)

Total (n=1549): 1%, 4%, 8%, 18%, 37%, 33%

Program	T2B
EAF (n=56)	77%
NHSP (n=431)	73%
CSJ (n=942)	69%
SL/CF (n=25*)	60%
OFPwD (n=22*)	68%
CSC (n=25*)	60%
UT&IP (n=26*)	73%
EL&CCI (n=5**)	60%
SDPP (n=17*)	53%
All but EAF, NHSP, CSJ (n=120)	61%

Q31. On a scale from 1 to 5, where 1 means very dissatisfied and 5 means very satisfied, how satisfied or dissatisfied were you with the overall service you received from Service Canada from getting information about [INSERT PROGRAM] to receiving a funding decision?
Base: All respondents

*small sample size **very small sample size   ☐ ☐ Significantly higher/ lower than total

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Ease of End-to-End Journey

- Virtually all applicants (95%) found it easy to access service in a language they could understand, eight in ten (82%) said that being able to complete steps online made the process easier and three-quarters (74%) thought that overall it was easy to apply. Closer to six in ten needed to only explain their situation once (62%), thought it was easy to get help when needed (61%) and that it was clear what would happen next and when (58%).

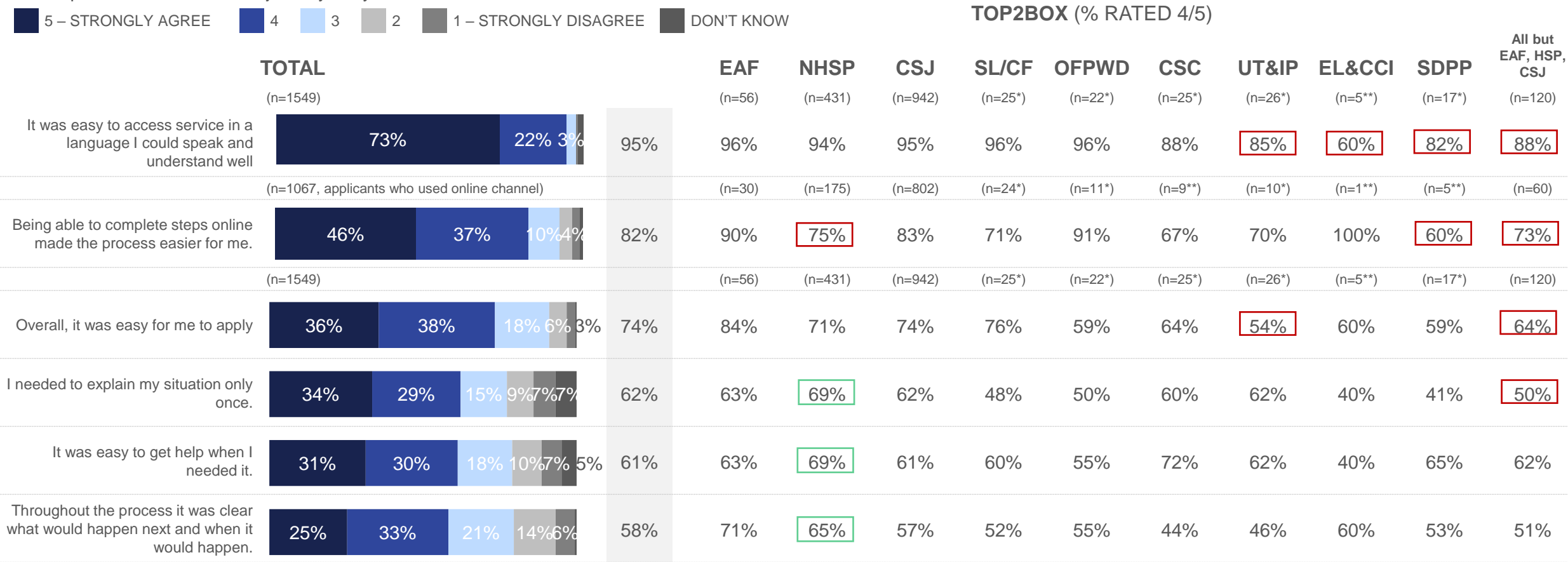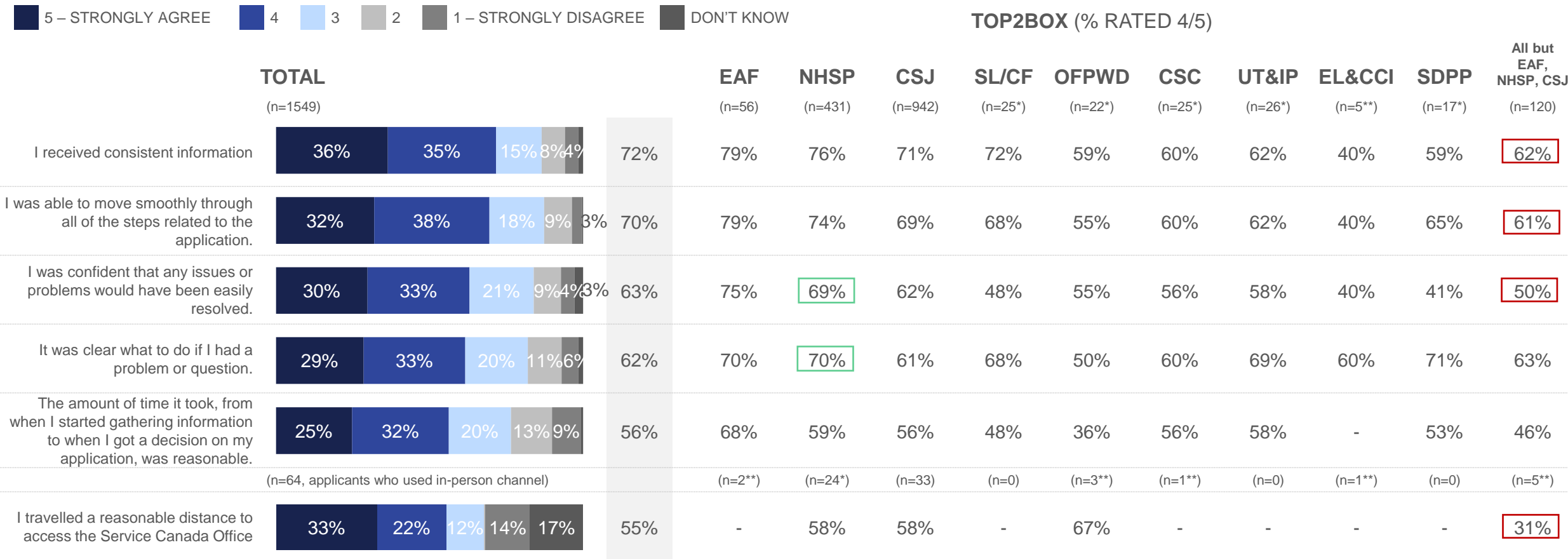- NHSP applicants were more likely to need to explain their situation only once, that it was easy to get help when needed and that it was clear what would happen next and when and were less likely to feel completing steps online made the process easier. Applicants for all programs other than EAF, NHSP and CSJ were generally less likely to find most aspects of the end-to-end journey easy.

Legend: ■ 5 – STRONGLY AGREE ■ 4 ■ 3 ■ 2 ■ 1 – STRONGLY DISAGREE ■ DON'T KNOW   **TOP2BOX** (% RATED 4/5)

	TOTAL		EAF	NHSP	CSJ	SL/CF	OFPWD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, HSP, CSJ
	(n=1549)		(n=56)	(n=431)	(n=942)	(n=25*)	(n=22*)	(n=25*)	(n=26*)	(n=5**)	(n=17*)	(n=120)
It was easy to access service in a language I could speak and understand well	73% / 22% / 3%	95%	96%	94%	95%	96%	96%	88%	85%	60%	82%	88%
	(n=1067, applicants who used online channel)		(n=30)	(n=175)	(n=802)	(n=24*)	(n=11*)	(n=9**)	(n=10*)	(n=1**)	(n=5**)	(n=60)
Being able to complete steps online made the process easier for me.	46% / 37% / 10% / 4%	82%	90%	75%	83%	71%	91%	67%	70%	100%	60%	73%
	(n=1549)		(n=56)	(n=431)	(n=942)	(n=25*)	(n=22*)	(n=25*)	(n=26*)	(n=5**)	(n=17*)	(n=120)
Overall, it was easy for me to apply	36% / 38% / 18% / 6% / 3%	74%	84%	71%	74%	76%	59%	64%	54%	60%	59%	64%
I needed to explain my situation only once.	34% / 29% / 15% / 9% / 7% / 7%	62%	63%	69%	62%	48%	50%	60%	62%	40%	41%	50%
It was easy to get help when I needed it.	31% / 30% / 18% / 10% / 7% / 5%	61%	63%	69%	61%	60%	55%	72%	62%	40%	65%	62%
Throughout the process it was clear what would happen next and when it would happen.	25% / 33% / 21% / 14% / 6%	58%	71%	65%	57%	52%	55%	44%	46%	60%	53%	51%

Q30. Thinking about the overall service you received, from getting information about [INSERT PROGRAM] to receiving funding decision, how much do you agree or disagree with the following statements, using a 5-point scale where 1 means strongly disagree and 5 means strongly agree.

© Ipsos   *values less than 3% not labelled   *small sample size **very small sample size   □ ■ Significantly higher/ lower than total   Ipsos

Effectiveness of End-to-End Journey

- Seven in ten applicants agreed that they received consistent information (72%) or that they were able to move smoothly through all steps (70%), while six in ten were confident any issues would have been resolved (63%) or thought it was clear what to do if they had a problem or question (62%). Comparatively, ratings were lower for the amount of time it took to complete the client journey (56%) and among those who visited a Service Canada office that they travelled a reasonable distance.

- NHSP applicants were more likely to have confidence in issue resolution or to feel it was clear what to do if they had a problem or question. As with measures related to ease of the process, applicants for all programs other than EAF, NHSP and CSJ were generally less likely to find most aspects of the end-to-end journey effective.

Legend: 5 – STRONGLY AGREE | 4 | 3 | 2 | 1 – STRONGLY DISAGREE | DON'T KNOW

TOP2BOX (% RATED 4/5)

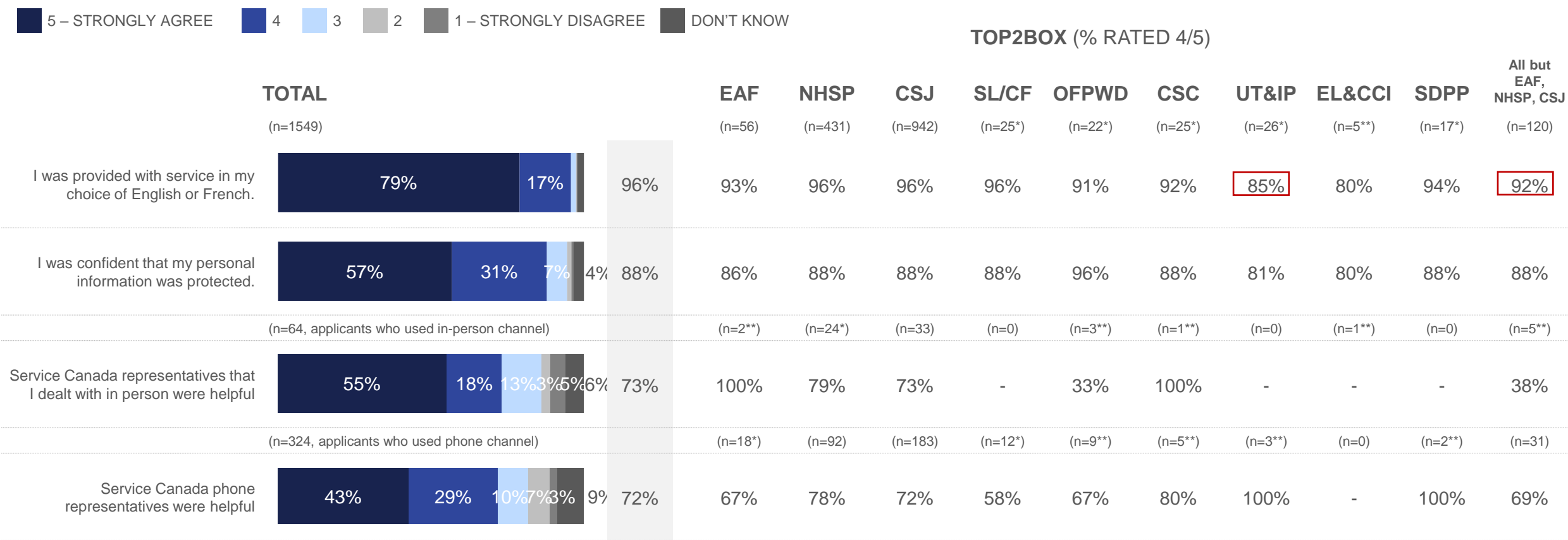|	TOTAL (n=1549)		EAF (n=56)	NHSP (n=431)	CSJ (n=942)	SL/CF (n=25*)	OFPWD (n=22*)	CSC (n=25*)	UT&IP (n=26*)	EL&CCI (n=5**)	SDPP (n=17*)	All but EAF, NHSP, CSJ (n=120)
I received consistent information	36% / 35% / 15% / 8% / 4%	72%	79%	76%	71%	72%	59%	60%	62%	40%	59%	62%
I was able to move smoothly through all of the steps related to the application.	32% / 38% / 18% / 9% / 3%	70%	79%	74%	69%	68%	55%	60%	62%	40%	65%	61%
I was confident that any issues or problems would have been easily resolved.	30% / 33% / 21% / 9% / 4% / 3%	63%	75%	69%	62%	48%	55%	56%	58%	40%	41%	50%
It was clear what to do if I had a problem or question.	29% / 33% / 20% / 11% / 6%	62%	70%	70%	61%	68%	50%	60%	69%	60%	71%	63%
The amount of time it took, from when I started gathering information to when I got a decision on my application, was reasonable.	25% / 32% / 20% / 13% / 9%	56%	68%	59%	56%	48%	36%	56%	58%	-	53%	46%
(n=64, applicants who used in-person channel)			(n=2**)	(n=24*)	(n=33)	(n=0)	(n=3**)	(n=1**)	(n=0)	(n=1**)	(n=0)	(n=5**)
I travelled a reasonable distance to access the Service Canada Office	33% / 22% / 12% / 14% / 17%	55%	-	58%	58%	-	67%	-	-	-	-	31%

Q30. Thinking about the overall service you received, from getting information about [INSERT PROGRAM] to receiving funding decision, how much do you agree or disagree with the following statements, using a 5-point scale where 1 means strongly disagree and 5 means strongly agree.

*values less than 3% not labelled   *small sample size **very small sample size   ☐ ☐ Significantly higher/ lower than total

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Emotion of End-to-End Journey

- Virtually all applicants (96%) were provided service in their choice of English or French, while nine in ten were confident their personal information was protected (88%). Closer to seven in ten felt that the Service Canada in-person (73%) or phone representatives (72%) were helped.

- Applicants for all programs other than EAF, NHSP and CSJ were less likely to have been provided service in their choice of English or French and in particular UT&IP applicants.

Legend: 5 – STRONGLY AGREE | 4 | 3 | 2 | 1 – STRONGLY DISAGREE | DON'T KNOW

TOP2BOX (% RATED 4/5)

	TOTAL (n=1549)		EAF (n=56)	NHSP (n=431)	CSJ (n=942)	SL/CF (n=25*)	OFPWD (n=22*)	CSC (n=25*)	UT&IP (n=26*)	EL&CCI (n=5**)	SDPP (n=17*)	All but EAF, NHSP, CSJ (n=120)
I was provided with service in my choice of English or French.	79% / 17%	96%	93%	96%	96%	96%	91%	92%	85%	80%	94%	92%
I was confident that my personal information was protected.	57% / 31% / 7% / 4%	88%	86%	88%	88%	88%	96%	88%	81%	80%	88%	88%
	(n=64, applicants who used in-person channel)		(n=2**)	(n=24*)	(n=33)	(n=0)	(n=3**)	(n=1**)	(n=0)	(n=1**)	(n=0)	(n=5**)
Service Canada representatives that I dealt with in person were helpful	55% / 18% / 13% / 3% / 5% / 6%	73%	100%	79%	73%	-	33%	100%	-	-	-	38%
	(n=324, applicants who used phone channel)		(n=18*)	(n=92)	(n=183)	(n=12*)	(n=9**)	(n=5**)	(n=3**)	(n=0)	(n=2**)	(n=31)
Service Canada phone representatives were helpful	43% / 29% / 10% / 7% / 3% / 9%	72%	67%	78%	72%	58%	67%	80%	100%	-	100%	69%

Q30. Thinking about the overall service you received, from getting information about [INSERT PROGRAM] to receiving funding decision, how much do you agree or disagree with the following statements, using a 5-point scale where 1 means strongly disagree and 5 means strongly agree.

*values less than 3% not labelled   *small sample size **very small sample size   Significantly higher/ lower than total

Profile of Applicants Who Were Not Satisfied

Overall Satisfaction (% Rated 1/2)

12%

- Applicants who were not satisfied with their experience were more likely to report encountering problems or issues, to have been denied funding and not provided an explanation why, and to report having a greater number of contacts with Service Canada.

- They were also more likely to operate in Ontario and to be a private sector organization.

Prominent differences among those not satisfied

Higher incidence of problems (67%)

Denied funding approval (24%)

Among those denied, not provided an explanation why (62% of those denied)

Higher number of contacts with Service Canada (54% were in contact 10 times or more)

More likely to be solely responsible for the application (53%)

More likely to operate in Ontario (39%)

Applicant organization more likely to be in the private sector (28%)

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Profile of Applicants- Funded and Not Funded

- Applicants who were approved for funding were more likely to be satisfied with their experience overall and with most Service Canada channels and were more likely to have received an email from the funding program directly when learning about the program.

- Applicants who were approved for funding were also more likely provide high ratings across several service attributes of which the largest gaps were for that they received consistent information, the amount of time it took was reasonable, it was easy to get help when needed, overall it was easy to apply, they needed to explain their situation only once, they had confidence any issues or problems would be easily resolved and that it was clear what would happen next and when.

Overall Satisfaction (% Rated 4/5)

74% **41%**

Funded Not Funded

Experienced a Problem	Funded	Not Funded
% Yes	**34%**	36%
Service Channel Satisfaction		
Government of Canada website	**67%**	52%
Email support from SC office	**68%**	44%
Email support from program officer	**82%**	58%
Online web portal	**68%**	50%
Channel Used To Learn about Program		
Received an email from the funding program directly	**53%**	36%

Widest Gap in Service Attributes (% Rated 4/5 vs. Total)	Funded	Not Funded
I received consistent information.	**75%**	45%
The amount of time it took, from when I started gathering information to when I got a decision on my application, was reasonable.	**60%**	31%
It was easy to get help when I needed it.	**65%**	36%
Overall, it was easy for me to apply for [program].	**77%**	49%
I needed to explain my situation only once.	**66%**	38%
I was confident that any issues or problems would have been easily resolved.	**66%**	39%
Throughout the process it was clear what would happen next and when it would happen.	**61%**	35%

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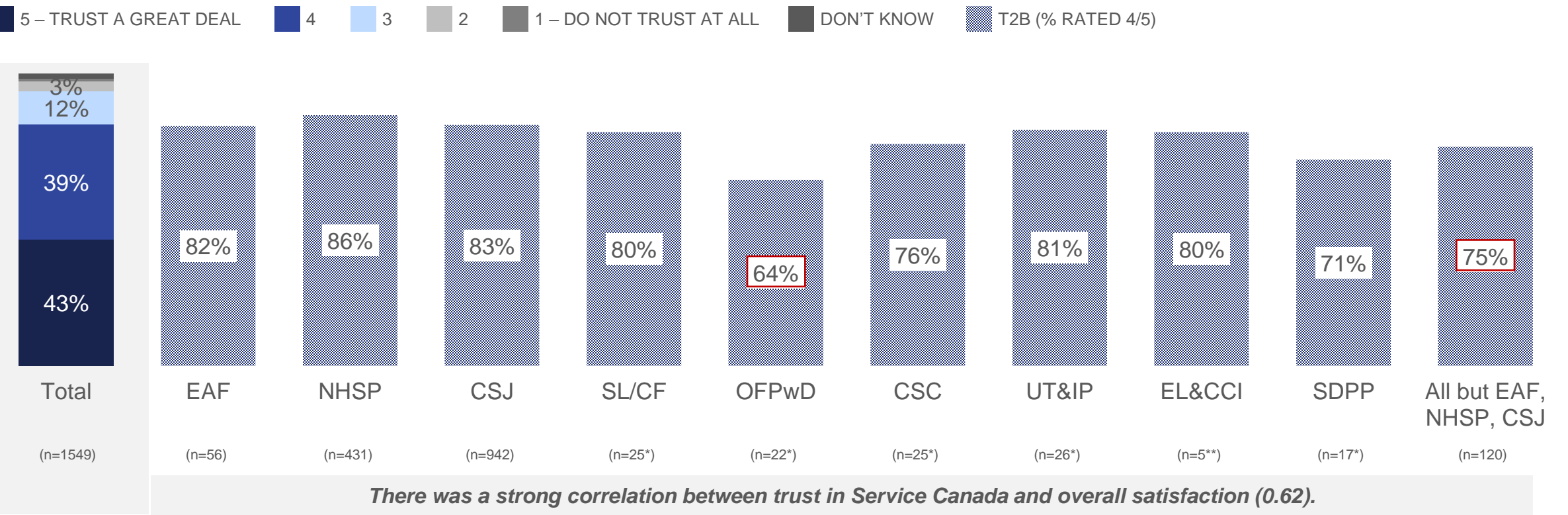# Profile of Applicants- Funded and Not Funded

- Applicants who were approved for funding were no more likely to have been contacted by Service Canada to provide additional information than those who were not. However, among those who were contacted, applicants who were not approved for funding were more likely to have been contacted to provide missing documents or information or to be informed that their organization was not eligible.

- Applicants who were approved for funding were more likely to have been in the not-for-profit sector, while applicants who were not approved for funding were more likely to have been in the private sector.

- Applicants who were approved for funding were more likely to have applied several times before, while those who were not approved for funding were more likely to have been first time applicants. Applicants who were not approved for funding were also more likely to indicate that their organization is heavily dependent on volunteers.

Contacted by Service Canada to provide additional information	Funded	Not Funded
% Yes	**42%**	35%

Why were you contacted?		
Clarify information in my application	**53%**	47%
Missing documents or information in my application	**20%**	34%
Budget template needed modifications	**7%**	9%
My organization or project was not eligible	**1%**	14%
Other reason	**31%**	16%

Sector	Funded	Not Funded
Not-for-profit (NET)	**79%**	71%
Public Sector (NET)	**14%**	18%
Private Sector (NET)	**18%**	25%

Application frequency	Funded	Not Funded
First application	**12%**	24%
Applied once or twice before	**19%**	25%
Applied several times before	**27%**	18%
Apply for the same program on an annual basis	**42%**	34%

Role in application		
I am solely responsible	**44%**	44%
I am part of a team of employees	**28%**	25%
I am part of a team of both employees and volunteers	**13%**	7%
Our organization is heavily dependent on volunteers	**15%**	23%
I am not personally involved although I oversee this, or have some awareness	**0.3%**	1%

Trust in Service Canada

- At more than eight in ten (83%), the vast majority of applicants trust Service Canada and ESDC to deliver services effectively to Canadians.
- This measure is strongly correlated to overall satisfaction.
- Applicants for all programs other than EAF, NHSP and CSJ were less likely to express trust in Service Canada/ESDC, in particular OFPwD applicants.

How much would you say you trust or distrust Service Canada and Department of Employment and Social Development Canada (ESDC) to deliver services effectively to Canadians?

■ 5 – TRUST A GREAT DEAL   ■ 4   ■ 3   ■ 2   ■ 1 – DO NOT TRUST AT ALL   ■ DON'T KNOW   ▩ T2B (% RATED 4/5)

Total (n=1549): 3%, 12%, 39%, 43%

	EAF	NHSP	CSJ	SL/CF	OFPwD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
T2B	82%	86%	83%	80%	64%	76%	81%	80%	71%	75%
n	(n=56)	(n=431)	(n=942)	(n=25*)	(n=22*)	(n=25*)	(n=26*)	(n=5**)	(n=17*)	(n=120)

There was a strong correlation between trust in Service Canada and overall satisfaction (0.62).

Q32. On a scale from 1 to 5, where 1 means do not trust at all and 5 means trust a great deal, how much would you say you trust or distrust Service Canada and Department of Employment and Social Development Canada (ESDC) to deliver services effectively to Canadians?
Base: All respondents

*values less than 3% not labelled   *small sample size **very small sample size   ☐ ☐ Significantly higher/ lower than total

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SERVICE CHANNEL ASSESSMENTS

5

Service Channel Assessments

Satisfaction is by far the highest for email support from a program officer, followed by the program web portal, in-person service at a Service Canada office, the Government of Canada website and email support form a Service Canada office.

- Eight in ten (80%) applicants were satisfied with email support from a program officer, while two-thirds were satisfied with the program web portal (67%), in-person service at a Service Canada office (66%), the Government of Canada website (66%) and email support form a Service Canada office (65%).

- Closer to six in ten were satisfied with the mail channel (63%) and telephone support from a Service Canada office (61%), while satisfaction is lowest for the 1 800 OCanada phone line (49%), however, few applicants used this channel.

- SDPP applicants were less satisfied with the Government of Canada website or email support from a Service Canada office, OFPwD applicants were less satisfied with email support from a program officer and EL&CCI were less satisfied with email support from a Service Canada office.

The number of times an applicant was in contact with Service Canada differs significantly by the channel used and the program they applied for. Those with a higher number of contacts had lower satisfaction.

- Applicants who used the in-person or mail channels were more likely to have been in contact once during their experience, while those who emailed directly with a program officer, used the program's online web portal or went online to the GoC website were much more likely to have used the channel 5 times or more.

- Across all channels, four in ten (41%) applicants were in contact with Service Canada 10 or more times, two in ten (19%) 4-6 times and around one in ten either 1-3 times (12%) or 7-9 times (15%). Satisfaction with the service experience declines by the number of times the applicant contacted Service Canada and was notably lower among those who had 10 or more contacts through any channel.

- NHSP applicants report being in contact with Service Canada fewer times during their experience, while SL/CF, OFPwD and CSC applicants report being in contact a greater number of times (specifically 10 times or more).

Satisfaction with Service Channels

- At eight in ten, applicants were most satisfied with email support from a program officer, followed by the program web portal, in-person service at a Service Canada office, the Government of Canada website and email support form a Service Canada office. Satisfaction is lowest for the 1 800 OCanada phone line and to a lesser extent telephone support from a Service Canada office.

- OFPwD applicants were less satisfied with email support from a program officer, EL&CCI and SDPP for email support from a Service Canada office, while SDPP were also less satisfied with the Government of Canada website.

How satisfied or dissatisfied were you with the overall quality of service you received from each of the following?

Legend: ■ 5 – VERY SATISFIED ■ 4 ■ 3 ■ 2 ■ 1 – VERY DISSATISFIED ■ DON'T KNOW

TOP2BOX (% RATED 4/5)

Channel	TOTAL (bar)	T2B	EAF	NHSP	CSJ	SL/CF	OFPWD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
Email support from a program officer (n=445)	53% / 28% / 11% / 5%	80%	(n=12*) 83%	(n=140) 81%	(n=249) 80%	(n=9**) 78%	(n=14*) 57%	(n=10*) 90%	(n=3**) 100%	(n=0) -	(n=8**) 75%	(n=44) 76%
Web portal (n=1070)	25% / 42% / 20% / 7% / 3%	67%	(n=30) 77%	(n=177) 67%	(n=803) 66%	(n=24*) 75%	(n=11*) 64%	(n=9*) 78%	(n=10) 70%	(n=1**) 100%	(n=5*) 80%	(n=60) 75%
Service Canada office (n=64)	42% / 24% / 13% / 4% / 17%	66%	(n=2**) 50%	(n=24*) 71%	(n=33) 67%	(n=0) -	(n=3**) 33%	(n=1**) 100%	(n=0) -	(n=1**) -	(n=0) -	(n=5**) 38%
Government of Canada website (n=1159)	22% / 43% / 25% / 5%	66%	(n=42) 76%	(n=301) 70%	(n=728) 65%	(n=18*) 56%	(n=15*) 60%	(n=21*) 52%	(n=20*) 60%	(n=2**) 50%	(n=12*) 33%	(n=88) 51%
Email support from a Service Canada office (n=1243)	35% / 30% / 15% / 7% / 4% / 9%	65%	(n=50) 68%	(n=356) 72%	(n=738) 64%	(n=15*) 60%	(n=14*) 57%	(n=24*) 71%	(n=25*) 64%	(n=5*) 20%	(n=16*) 38%	(n=99) 55%
Mail (n=138)	36% / 27% / 23% / 3% / 9%	63%	(n=2**) 100%	(n=81) 56%	(n=49) 65%	(n=2**) 50%	(n=1**) 100%	(n=2**) -	(n=0) -	(n=0) -	(n=1**) -	(n=6**) 30%
Telephone support from a SC office (n=286)	34% / 27% / 15% / 10% / 5% / 9%	61%	(n=17*) 65%	(n=80) 68%	(n=159) 60%	(n=12*) 50%	(n=8*) 63%	(n=5**) 80%	(n=3**) 67%	(n=0) -	(n=2**) 100%	(n=30) 63%
1 800 OCanada phone line (n=72)	20% / 29% / 19% / 15% / 15%	49%	(n=2**) -	(n=25*) 68%	(n=44) 48%	(n=0) -	(n=1**) 100%	(n=0) -	(n=0) -	(n=0) -	(n=0) -	(n=1**) 100%

Q26. On a scale from 1 to 5, where 1 means very dissatisfied and 5 means very satisfied. How satisfied or dissatisfied were you with the overall quality of service you received from each of the following?
Base: Used channel at aware, apply or follow-up stage

*values less than 3% not labelled   *small sample size **very small sample size   □ □ Significantly higher/ lower than total

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Number of Contacts with Service Channels

- The number of contacts differs significantly by channel.
- Applicants who used the in person or mail channels were more likely to have been in contact with Service Canada once during their experience, while those who emailed directly with a program officer, used the program's online web portal or went online to the Government of Canada website were much more likely to have used the channel 5 times or more.

Thinking about your overall experience, how many times did you use each of the following?

■ 1 TIME   ■ 2 TIMES   ■ 3 TIMES   ■ 4 TIMES   ■ 5+ TIMES   ■ DON'T KNOW

Channel	1 TIME	2 TIMES	3 TIMES	4 TIMES	5+ TIMES	DON'T KNOW
Go to a Service Canada office (n=64)	42%	6%	7%	3%	1%	41%
Communicate by mail with the Government of Canada (n=138)	42%	11%	6%	2%	4%	35%
Call a Service Canada office directly (n=286)	25%	18%	10%	4%	20%	24%
Call 1800 O-Canada (n=72)	23%	18%	9%	5%	14%	31%
Email a Service Canada Office (n=1243)	19%	13%	11%	6%	22%	30%
Go online to the Government of Canada website (n=1159)	18%	15%	9%	6%	28%	25%
Go online to the [program] web portal (n=1070)	13%	12%	10%	7%	37%	21%
Email a Program Officer directly (n=445)	9%	22%	16%	9%	37%	7%

Q25. Thinking about your overall experience, how many times did you [IF MULTIPLE SOURCES 'use each of the following' IF ONLY ONE SOURCE 'use the following']? Please provide one response per item.
Base: Used channel at aware, apply or follow-up stage

*small sample size **very small sample size   ☐ ☐ Significantly higher/ lower than total

Number of Contacts by Program

- Across all service channels, four in ten (41%) applicants were in contact with Service Canada 10 or more times, two in ten (19%) 4-6 times and around one in ten either 1-3 times (12%) or 7-9 times (15%).
- The level of satisfaction with the service experience declines by the number of times the client contacted Service Canada. Satisfaction was notably lower among those who had 10 or more contacts with Service Canada through any channel during the client journey.
- NHSP applicants are more likely to report being in contact with Service Canada between 1-6 times during their experience, while SL/CF, OFPwD and CSC applicants are more likely to have been in contact 10 times or more.

Thinking about your overall experience, how many times did you use each of the following?

NUMBER OF CONTACTS BY PROGRAM

TOTAL # OF TIMES (n=1547)	OVERALL SATISFACTION (%T2B)	EAF (n=56)	NHSP (n=430)	CSJ (n=942)	SL/CF (n=25*)	OFPWD (n=21*)	CSC (n=25*)	UT&IP (n=26*)	EL&CCI (n=5**)	SDPP (n=17*)	All but EAF, NHSP, CSJ (n=119)
1-3 times — 12%	79%	14%	18%	12%	8%	-	8%	8%	20%	12%	8%
4-6 times — 19%	75%	18%	25%	19%	8%	5%	8%	12%	-	12%	8%
7-9 times — 15%	75%	14%	16%	15%	-	10%	-	8%	-	12%	4%
10+ times — 41%	62%	36%	26%	42%	72%	67%	68%	35%	60%	41%	61%
Don't know — 13%	69%	18%	15%	12%	12%	19%	16%	39%	20%	24%	19%

Q25. Thinking about your overall experience, how many times did you [IF MULTIPLE SOURCES 'use each of the following' IF ONLY ONE SOURCE 'use the following']? Please provide one response per item.

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*small sample size **very small sample size ☐ ☐ Significantly higher/ lower than total

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BARRIERS AND ISSUE RESOLUTION

6

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Barriers and Issue Resolution

One-third of applicants experienced a problem or issue during the application process primarily related to delays in receiving funding approval or an update on the status of their application. Among those who experienced an issue relatively few felt it was easily resolved.

- Overall, approximately one-third of applicants (35%) experienced a problem or issue during the application process. There were no statistically significant differences by program, however, problem existence tends to be somewhat higher among SDPP applicants (47%).

- Among those who experienced a problem or issue, only one-quarter (26%) felt it was easily resolved.

- The most common problems or issues were that it took too long to receive a funding decision (43%) or an update on their application (37%), that the online application portal was confusing (30%) or that the application form was too long/complicated (25%).

  - EAF, NHSP and OFPwD applicants were more likely to mention the application requirements were difficult to understand, NHSP were also more likely to say the application form was too long/complicated.

  - OFPwD applicants were also more likely to mention that the information on the program was difficult to understand, the program website was confusing, that staff were not knowledgeable or that it took too long to get an update on their application.

  - SL/CF applicants were more likely to mention it took too long to get an update on their application.

  - CSC applicants were more likely to say that they received different answers from different program officers or that staff were not knowledgeable.

Encountered a Problem

- Approximately one-third of applicants (35%) encountered a problem or issue during their experience getting information and applying.
- There are no statistically significant differences by program.

Thinking about your overall experience getting information and applying for [PROGRAM], did you experience any problems or issues during this process?

Legend: ■ YES ■ NO

	Total	EAF	NHSP	CSJ	SL/CF	OFPwD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
NO	66%	77%	68%	65%	80%	64%	68%	81%	80%	53%	69%
YES	35%	23%	32%	35%	20%	36%	32%	19%	20%	47%	31%
	(n=1549)	(n=56)	(n=431)	(n=942)	(n=25*)	(n=22*)	(n=25*)	(n=26*)	(n=5**)	(n=17*)	(n=120)
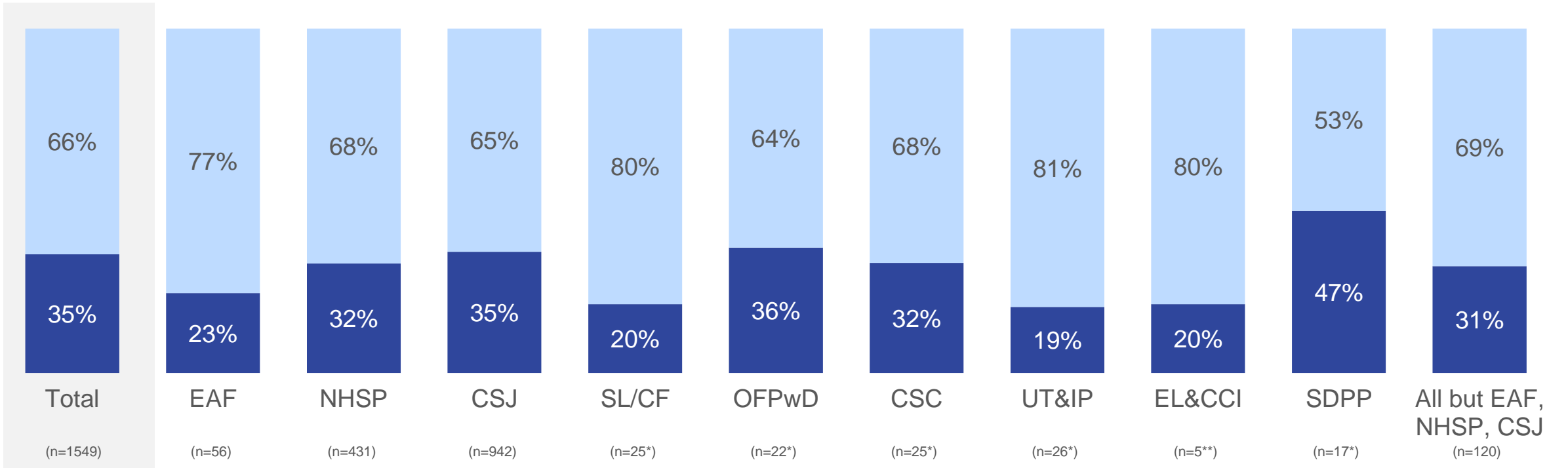
Q27. Thinking about your overall experience getting information and applying for [INSERT PROGRAM], did you experience any problems or issues during this process?
Base: All respondents

*small sample size **very small sample size   □ □ Significantly higher/ lower than total

Explanation of Problem or Issue

- The most common problems or issues were that it took too long to receive a funding decision or an update on their application, that the online application portal was confusing or that the application form was too long/complicated.

- EAF, NHSP and OFPwD applicants were more likely to mention the application requirements were difficult to understand, NHSP were also more likely to say the application form was too long/complicated. OFPwD applicants were also more likely to mention that the information on the program was difficult to understand, the program website was confusing, that staff were not knowledgeable or a lack of status updates. SL/CF applicants were more likely to mention it took too long to get an update on their application, while CSC applicants were more likely to say that they received different answers from different program officers or that staff were not knowledgeable.

How would you describe the problem or issue you experienced?

	TOTAL (n=517)	EAF (n=13*)	NHSP (n=137)	CSJ (n=332)	SL/CF (n=5*)	OFPWD (n=8*)	CSC (n=8*)	UT&IP (n=5*)	EL&CCI (n=1*)	SDPP (n=8*)	All but EAF, NHSP, CSJ (n=35)
Took too long to receive a funding decision	43%	39%	39%	43%	60%	50%	63%	20%	-	25%	44%
Took too long to receive an update on my application	37%	31%	18%	38%	80%	-	63%	20%	-	38%	42%
Online application portal was confusing	30%	39%	34%	30%	20%	50%	25%	40%	100%	50%	40%
Application form was too long / complicated	25%	31%	34%	24%	-	50%	25%	60%	100%	13%	27%
I received different answers from different Program Officers	22%	15%	18%	22%	20%	38%	75%	-	-	25%	37%
Application requirements were difficult to understand	16%	46%	31%	14%	20%	63%	25%	20%	-	-	22%
Information on the program was difficult to understand	16%	31%	20%	15%	20%	63%	38%	20%	100%	13%	34%
Telephone lines were busy	16%	23%	10%	16%	40%	-	-	20%	-	13%	11%
Program website information was confusing	15%	23%	14%	15%	-	50%	25%	-	-	13%	19%
Staff were not knowledgeable / could not answer my questions	13%	8%	9%	13%	-	38%	50%	20%	100%	-	26%
Poor communication/ lack of follow up/ long to receive response	7%	8%	6%	8%	-	-	-	-	-	-	0%
Changes due to Covid	6%	-	2%	6%	-	-	-	-	-	-	0%
Lack of updates/ notifications/ feedback	4%	8%	2%	4%	-	25%	-	-	-	-	5%
Lack of clarity/ confusion	3%	-	1%	3%	-	-	-	-	-	-	0%
Issues submitting/ uploading documents/ information	3%	-	2%	3%	-	-	-	-	-	-	0%
Problems with forms/ documents	3%	-	12%	2%	-	-	-	-	-	-	0%

*mentions of less than 3% not shown

Q28. How would you describe the problem or issue you experienced?
Base: Experienced problem or issue

*small sample size **very small sample size   Significantly higher/ lower than total

Ease of Issue Resolution

- Among those who experienced a problem or issue, one-quarter (26%) felt it was easily resolved.
- There are no statistically significant differences by program.

How much would you agree or disagree that the problem or issue was easily resolved?

■ 5 – STRONGLY AGREE   ■ 4   ■ 3   ■ 2   ■ 1 – STRONGLY DISAGREE   ▦ T2B (% RATED 4/5)

		39%	25%	26%	0%	25%	13%	0%	100%	13%	16%

Total (stacked bar): 17% / 25% / 30% / 16% / 10%

Total	EAF	NHSP	CSJ	SL/CF	OFPwD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
(n=517)	(n=13*)	(n=137)	(n=332)	(n=5**)	(n=8**)	(n=8**)	(n=5**)	(n=1**)	(n=8**)	(n=35)
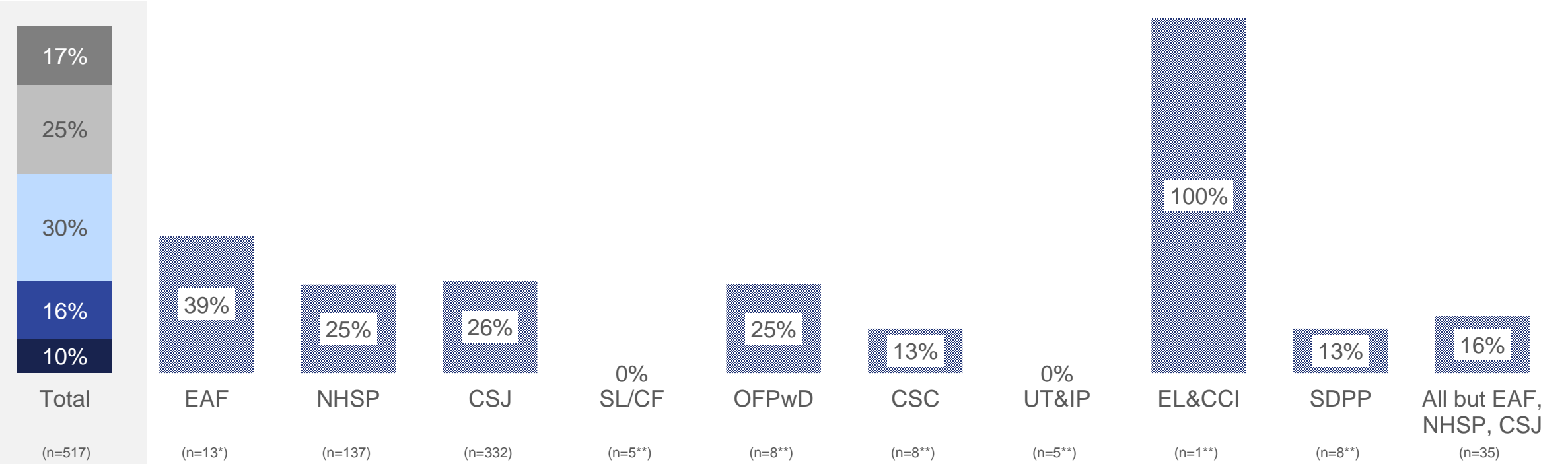
Q29. On a scale from 1 to 5, where 1 is strongly disagree and 5 is strongly agree, how much would you agree or disagree that the problem or issue was easily resolved?
Base: Experienced problem or issue

*small sample size **very small sample size   ▢ ▢ Significantly higher/ lower than total

DRIVERS OF SATISFACTION

7

Drivers of Satisfaction

The primary driver of satisfaction in the service experience is the amount of time it took from start to finish was reasonable followed by the helpfulness of Service Canada phone representatives and the overall ease of applying.

- Other prominent drivers include the ease of finding information about the program, needing to only explain their situation once, that it was clear what would happen next and the ease of completing the project timeline.

Overall, the greatest opportunities to improve the service experience are improving the timeliness of service and the helpfulness of Service Canada phone reps.

- In order to summarize what potential changes could result in an increase in overall satisfaction, the service attributes that most strongly drive satisfaction for Service Canada clients are determined and compared to Service Canada's performance against these attributes.

- The resulting analysis found that common areas for potential improvement include improving the timeliness of service and the helpfulness of Service Canada phone reps. The most prominent secondary areas for improvement include improving clarity of process (i.e., what would happen next and when) and the ease of getting assistance.

- The provision of service in either official language, protection of personal information, ease of finding information about the program and the ease gained from completing steps online are relative strengths for the organization and areas that should be maintained.

Drivers of Satisfaction

- The primary driver of satisfaction in the service experience is the amount of time it took from start to finish was reasonable followed by the helpfulness of Service Canada phone representatives and the overall ease of applying.

- The strength of the drivers' analysis is strong and has an R^2 of 0.63.

Driver	Value
The amount of time it took was reasonable.	0.38
Service Canada phone representatives were helpful	0.20
Overall, it was easy for me to apply for [program]	0.12
Find general information about [program]	0.10
I needed to explain my situation only once.	0.10
Throughout the process it was clear what would happen next and when it would happen.	0.09
Completing the project timeline	0.09
Meeting the requirements of the application	0.08
Being able to complete steps online made the process easier for me.	0.08
Received approval for funding	0.08
I was able to move smoothly through all of the steps related to the [program] application.	0.07
I received consistent information	0.06
It was easy to get help when I needed it.	0.06
I was confident that my personal information was protected.	0.05
I was provided with service in my choice of English or French.	0.04
It was clear what to do if I had a problem or question.	0.03
I was confident that any issues or problems would have been easily resolved.	0.03
Completing the narrative questions (i.e. funding objectives, description of project, scope…	0.03
The application took a reasonable amount of time to complete.	0.03
Determine if your organization is eligible for [program] funding	0.02
Find out what information you need to provide when applying for [program]	0.02
Determine the steps to apply for funding	0.02
Understand the information about [program]	0.01
Completing the budget document	0.01
Understanding the requirements of the application	0.01
Putting together the information you needed to apply for [program]	0.00
It was easy to access service in a language I could speak and understand well	0.00

R^2 = 0.63

PROGRAM LEVEL HIGHLIGHTS

8

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ENABLING ACCESSIBILITY FUND (EAF)

77%
Satisfaction
OVERALL SERVICE EXPERIENCE

84%
Ease
OVERALL, IT WAS EASY FOR ME TO APPLY

79%
Effectiveness
I WAS ABLE TO MOVE SMOOTHLY THROUGH ALL OF THE STEPS

SATISFACTION WITH SERVICE CHANNELS

Channel	Satisfaction
Phone support	65%
Online	76%
Email support from SC	68%
Email support from Program Officer	83%
Web portal	77%
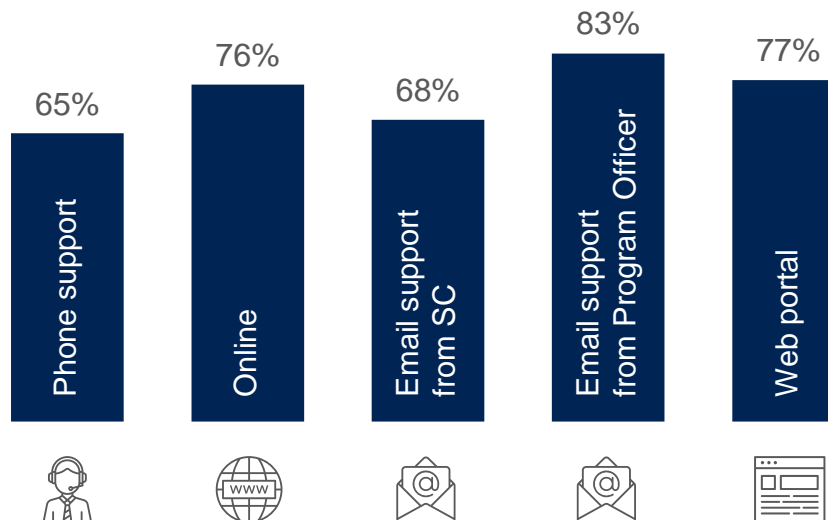
66%
Complete application in reasonable time

23%
Experienced a problem

SERVICE ATTRIBUTE PERFORMANCE

STRENGTHS

Attribute	%
Completing steps online made the process easier	90%
Finding general information about the program	89%
Determining the steps to apply for funding	87%
Confident personal information protected	86%

AREAS FOR IMPROVEMENT

Attribute	%
Needed to explain situation only once	63%
Ease of getting help when needed	62%
Putting together the information you needed to apply	61%

Base: EAF applicants (n=56)

Significantly higher/ lower than total

NEW HORIZONS FOR SENIORS PROGRAM (NHSP)

73%
Satisfaction
OVERALL SERVICE EXPERIENCE

71%
Ease
OVERALL, IT WAS EASY FOR ME TO APPLY

74%
Effectiveness
I WAS ABLE TO MOVE SMOOTHLY THROUGH ALL OF THE STEPS

SATISFACTION WITH SERVICE CHANNELS

Channel	Satisfaction
In-person	71%
Phone support	68%
Online	70%
1 800 OCanada	68%
Email support from SC	72%
Email support from Program Officer	81%
Mail	56%
Web portal	67%

62%
Complete application in reasonable time

32%
Experienced a problem
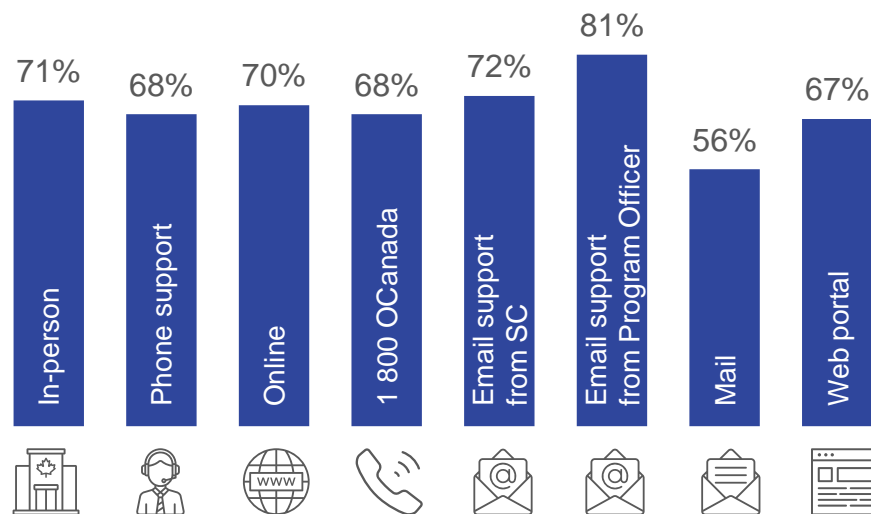
SERVICE ATTRIBUTE PERFORMANCE

STRENGTHS

Attribute	%
Confident personal information protected	86%
Finding general information about the program	85%
Determine the steps to apply for funding	82%

AREAS FOR IMPROVEMENT

Attribute	%
Completing the budget document	61%
Completing the narrative questions	60%
Client journey took reasonable time	59%

Base: NHSP applicant (n=431)

Significantly higher/ lower than total

CANADA SUMMER JOBS (CSJ)

SERVICE ATTRIBUTE PERFORMANCE

STRENGTHS

69%
Satisfaction
OVERALL SERVICE EXPERIENCE

🔒	Confident personal information protected	88%
📋	Completing steps online made the process easier	83%
🎯	Determine if your organization is eligible for program funding	83%

74%
Ease
OVERALL, IT WAS EASY FOR ME TO APPLY

AREAS FOR IMPROVEMENT

💬	Clear what to do if had a problem or question	61%
✓	Ease of getting help when needed	61%
🔍	Clear what would happen next and when	57%
🕐	Client journey took reasonable time	56%

69%
Effectiveness
I WAS ABLE TO MOVE SMOOTHLY THROUGH ALL OF THE STEPS

SATISFACTION WITH SERVICE CHANNELS

Channel	Satisfaction
In-person	67%
Phone support	60%
Online	65%
1 800 OCanada	48%
Email support from SC	64%
Email support from Program Officer	81%
Mail	65%
Web portal	66%
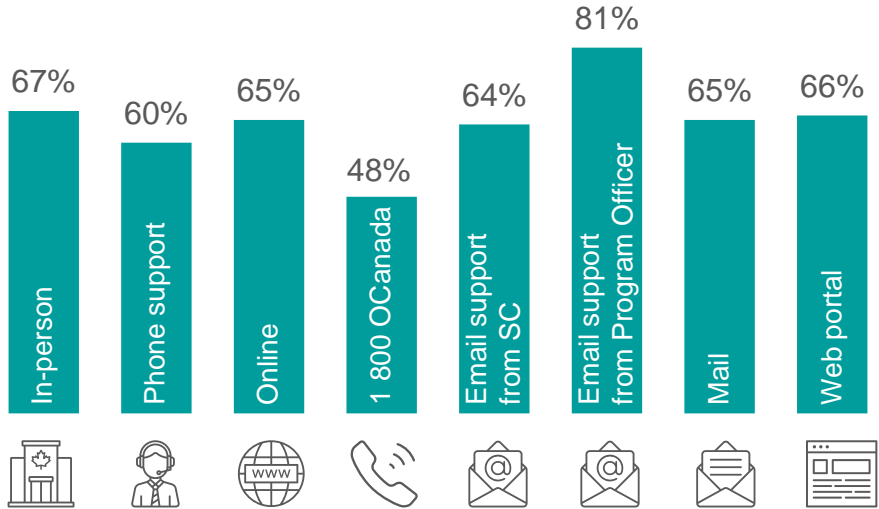
65%
Complete application in reasonable time

35%
Experienced a problem

  Base: CSJ applicants (n=942)

Significantly higher/ lower than total

OPPORTUNITIES FUND FOR PERSONS WITH DISABILITIES (OFPwD)

68%
Satisfaction
OVERALL SERVICE EXPERIENCE

59%
Ease
OVERALL, IT WAS EASY FOR ME TO APPLY

55%
Effectiveness
I WAS ABLE TO MOVE SMOOTHLY THROUGH ALL OF THE STEPS

SATISFACTION WITH SERVICE CHANNELS

Phone support	Online	Email support from SC	Email support from Program Officer	Web portal
63%	60%	57%	57%	64%

64% Complete application in reasonable time

36% Experienced a problem
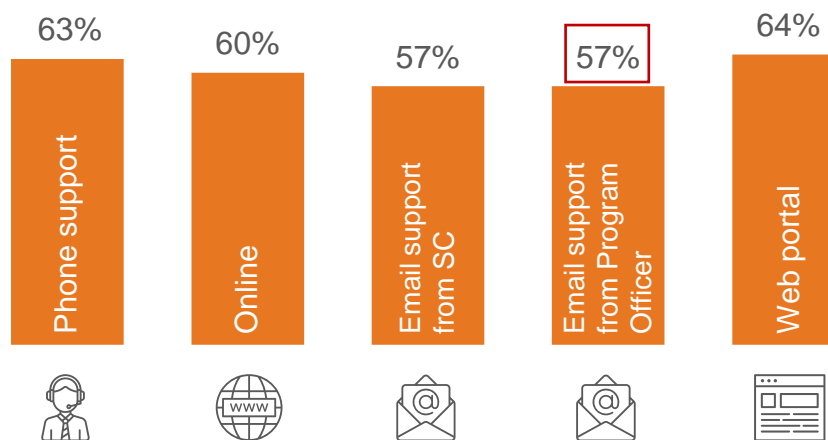
SERVICE ATTRIBUTE PERFORMANCE

STRENGTHS

Confident personal information protected	96%
Completing steps online made the process easier	91%

AREAS FOR IMPROVEMENT

Finding general information about the program	50%
Find out what info you need to provide when applying	50%
Understand the information about the program	50%
Completing the budget document	41%
Client journey took reasonable time	36%

  Base: OFPwD applicants (n=22*)

*small sample size   ☐ ☐ Significantly higher/ lower than total

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CANADA SERVICE CORPS (CSC)

60%

Satisfaction

OVERALL SERVICE EXPERIENCE

64%

Ease

OVERALL, IT WAS EASY FOR ME TO APPLY

60%

Effectiveness

I WAS ABLE TO MOVE SMOOTHLY THROUGH ALL OF THE STEPS

SATISFACTION WITH SERVICE CHANNELS

Phone support	Online	Email support from SC	Email support from Program Officer	Web portal
80%	52%	71%	90%	78%
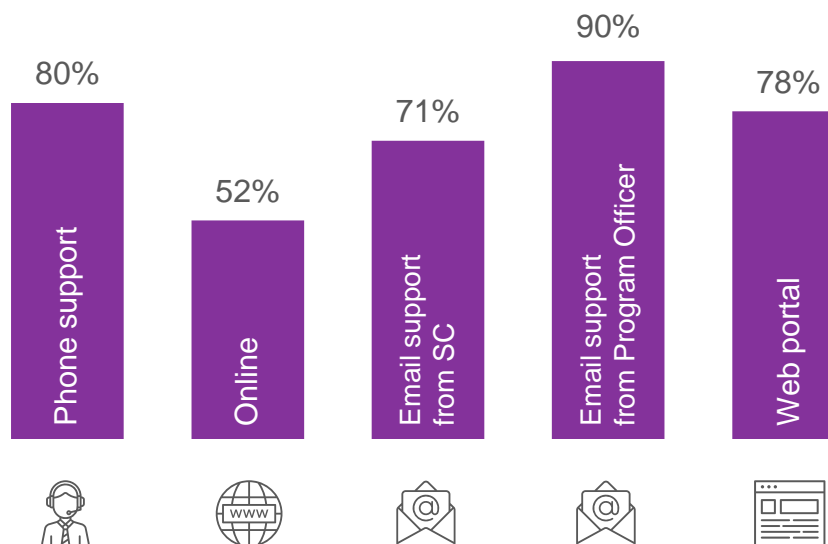
56% Complete application in reasonable time

32% Experienced a problem

SERVICE ATTRIBUTE PERFORMANCE

STRENGTHS

🔒	Confident personal information protected	88%
📋	Find out what info you need to provide when applying	78%
☑	Ease of getting help when needed	72%
🎯	Determine if your organization is eligible for program funding	72%

AREAS FOR IMPROVEMENT

📅	Completing the project timeline	48%
🧭	Clear what would happen next and when	44%
📋	Completing the budget document	40%

Base: CSC applicants (n=25*)

*small sample size   ▭ ▭ Significantly higher/ lower than total

UNION TRAINING AND INNOVATION PROGRAM (UT&IP)

73%

Satisfaction
OVERALL SERVICE EXPERIENCE

54%

Ease
OVERALL, IT WAS EASY FOR ME TO APPLY

62%

Effectiveness
I WAS ABLE TO MOVE SMOOTHLY THROUGH ALL OF THE STEPS

SATISFACTION WITH SERVICE CHANNELS

60% — Online
64% — Email support from SC
70% — Web portal

42%
Complete application in reasonable time

19%
Experienced a problem
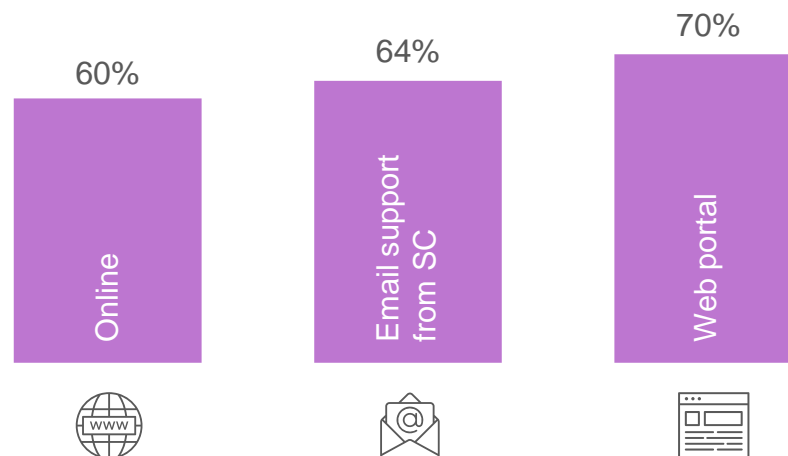
SERVICE ATTRIBUTE PERFORMANCE

STRENGTHS

Confident personal information protected	81%
Determine the steps to apply for funding	77%
Completing steps online made the process easier	70%

AREAS FOR IMPROVEMENT

Understanding the requirements of the application	39%
Completing the budget document	39%
Putting together the information you needed to apply	35%

   Base: UT&IP applicants (n=26*)

*small sample size   Significantly higher/ lower than total

EARLY LEARNING AND CHILD CARE INNOVATION (EL&CCI)

60%
Satisfaction
OVERALL SERVICE EXPERIENCE

60%
Ease
OVERALL, IT WAS EASY FOR ME TO APPLY

40%
Effectiveness
I WAS ABLE TO MOVE SMOOTHLY THROUGH ALL OF THE STEPS

SATISFACTION WITH SERVICE CHANNELS

- In-person: 0%
- Online: 50%
- Email support from SC: 20%
- Web portal: 100%

60%
Complete application in reasonable time

20%
Experienced a problem
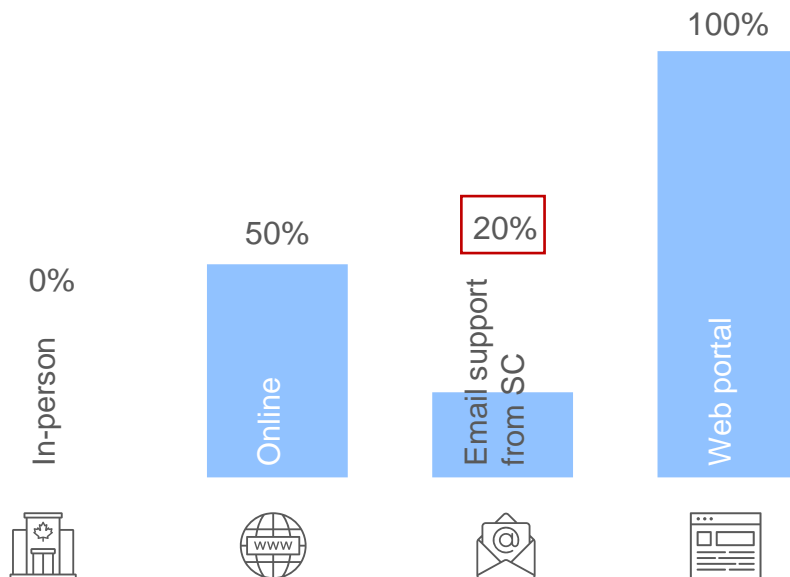
SERVICE ATTRIBUTE PERFORMANCE

STRENGTHS

Completing steps online made the process easier	100%
Confident personal information protected	80%

AREAS FOR IMPROVEMENT

Needed to explain situation only once	40%
Ease of getting help when needed	40%
Received consistent information	40%
Moved smoothly through all of the steps	40%
Confident in issue resolution process	40%

   Base: EL&CCI applicants (n=5**)

**very small sample size   Significantly higher/ lower than total

SOCIAL DEVELOPMENT PARTNERSHIPS PROGRAM (SDPP)

53%
Satisfaction
OVERALL SERVICE EXPERIENCE

59%
Ease
OVERALL, IT WAS EASY FOR ME TO APPLY

65%
Effectiveness
I WAS ABLE TO MOVE SMOOTHLY THROUGH ALL OF THE STEPS

SATISFACTION WITH SERVICE CHANNELS

Online	Email support from SC	Email support from Program Officer	Web portal
33%	38%	75%	80%

47% Complete application in reasonable time

47% Experienced a problem
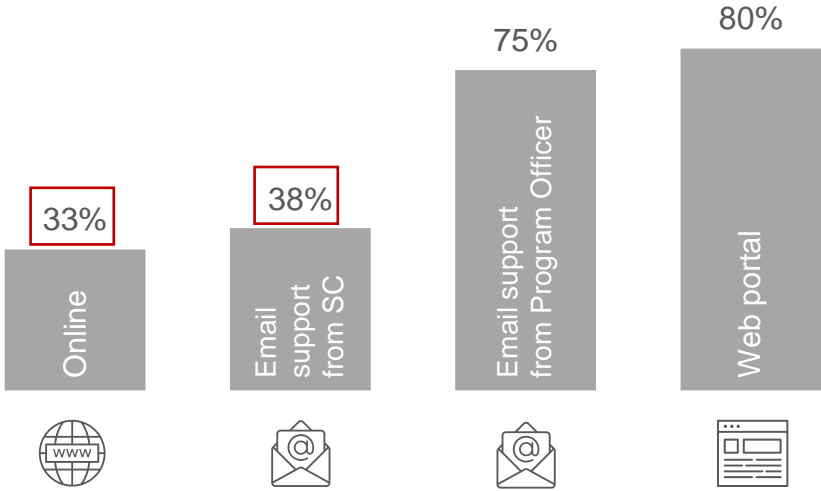
SERVICE ATTRIBUTE PERFORMANCE

STRENGTHS

Confident personal information protected	88%
Completing the project timeline	77%
Clear what to do if had a problem or question	71%

AREAS FOR IMPROVEMENT

Find out what info you need to provide when applying	33%
Understand the information about the program	33%
Completing the budget document	29%

   Base: SDPP applicants (n=17*)

*small sample size   ☐ ☐ Significantly higher/ lower than total

PRE-APPLICATION

9

Information Gathering about Program

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Pre-Application

Applicants were by far most likely to rely on the Government of Canada website or direct communication with the funding program to learn about the program they applied for. Speaking with peers in their community network or through their local MP were also among the more common channels used.

- Six in ten (60%), applicants were most likely to use the Government of Canada website to find out about the program they applied for, followed by half who received an email from the funding program directly (51%). Other common channels include talking to peers/community network (29%) and talking to their MP (18%).

- NHSP applicants were more likely to have talked to their peers, participated in a GoC info session or to have received an email from a program officer directly. EAF applicants were more likely to have used other websites and less likely to have received an email from the funding program directly.

- SL/CF, OFPwD, CSC and UT&IP applicants were more likely to have participated in a GoC info session. OFPwD and UT&IP applicants were also more likely to have talked to peers in their community network. UT&IP applicants were less likely to have received an email from the funding program and SDPP to have talked to their local MP.

The Government of Canada website was found to be easy to use by the vast majority of applicants and virtually all found the information they were looking for.

- Among those who used the Government of Canada website, more than nine in ten (95%) found the information they were looking for. Notably, OFPwD applicants were less likely to have found what they wanted.

- Eight in ten applicants found it easy to determine if their organization was eligible for funding (83%) or find general information about the program they applied for (82%), while slightly fewer found it easy to find out what information they needed to apply (78%), determine the steps to apply (78%) and understand information about the program (76%).

- SDPP and OFPwD applicants were less likely to feel the Government of Canada website was easy to use across most aspects.

Channel Use Pre-Application to Learn About the Program

- At six in ten (60%), applicants were most likely to use the Government of Canada website to find out about the program they applied for, followed by half who received an email from the funding program directly (51%). Other common channels included talking to peers/community network (29%) and talking to their MP (18%).

- NHSP applicants were more likely to have talked to their peers, participated in a GoC info session or to have received an email from a program officer directly. EAF applicants were more likely to have used other websites and less likely to have received an email from the funding program directly. Applicants for all programs other than EAF, NHSP and CSJ were more likely to have participated in a GoC info session and less likely to have received an email from the funding program or talked to their local MP.

Which of the following did you use to find out about [PROGRAM] before you applied?

	TOTAL	EAF	NHSP	CSJ	SL/CF	OFPWD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
	(n=1549)	(n=56)	(n=431)	(n=942)	(n=25*)	(n=22*)	(n=25*)	(n=26*)	(n=5**)	(n=17*)	(n=120)
Went online to the Government of Canada website	60%	66%	52%	61%	60%	55%	72%	50%	20%	53%	57%
Received an email from the funding program directly	51%	32%	50%	52%	60%	32%	36%	15%	40%	41%	41%
Talked to my peers/community network	29%	30%	34%	29%	24%	50%	20%	77%	40%	24%	32%
Talked to my local Member of Parliament (MP)	18%	14%	15%	19%	-	5%	8%	4%	-	-	3%
Emailed a program officer directly	10%	7%	14%	9%	24%	14%	16%	4%	-	-	13%
Participated in Government of Canada info session/webinar	10%	7%	20%	8%	48%	18%	48%	35%	-	12%	32%
Went online to websites for other levels of government	8%	7%	8%	8%	8%	9%	8%	8%	-	18%	9%
Emailed a Service Canada office	5%	5%	6%	5%	8%	18%	4%	-	-	-	6%
Called a Service Canada office directly	5%	5%	4%	5%	8%	5%	4%	-	-	-	4%
Used social media to get information	5%	5%	3%	5%	-	5%	8%	4%	-	6%	4%
Went online to other websites	4%	11%	4%	3%	4%	5%	12%	8%	-	6%	6%
Called 1 800 O Canada phone line	2%	-	3%	2%	-	-	-	-	-	-	0%
Went to a Service Canada office	1%	-	2%	1%	-	-	-	-	-	-	0%
NONE OF THESE	4%	7%	5%	4%	4%	14%	8%	8%	-	12%	8%

Q2. Which of the following did you use to find out about [INSERT PROGRAM] before you applied? Consider all the methods you used to learn about the program before filling out the application. Please select all that apply.
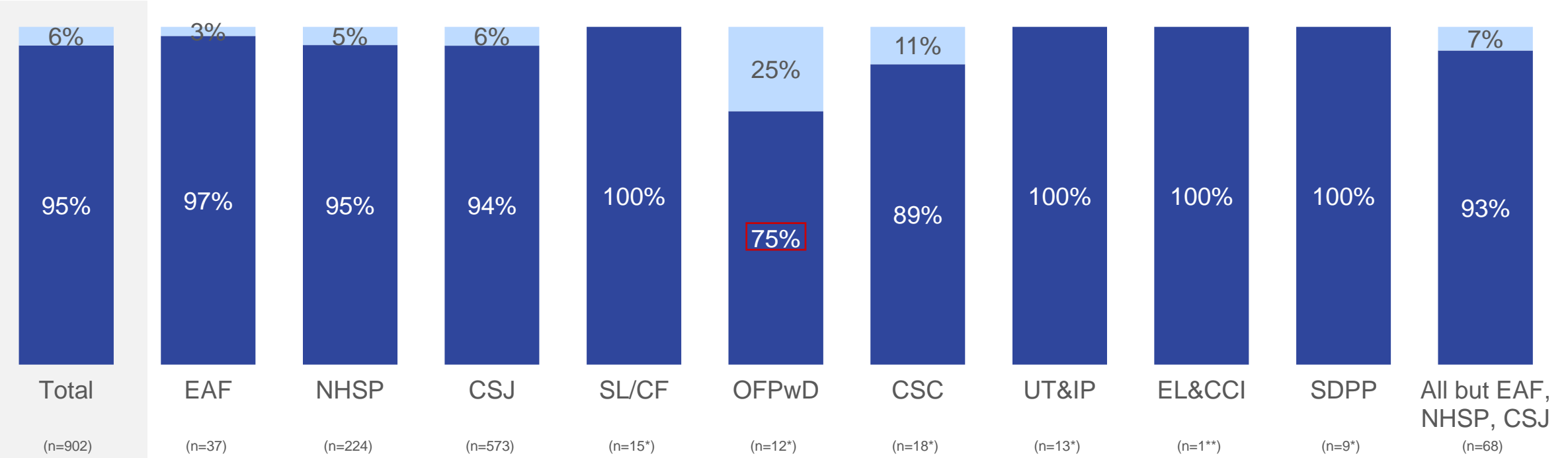Base: All respondents

*small sample size **very small sample size ⬜ ⬜ Significantly higher/ lower than total

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Found Desired Information on Government of Canada Website

- Among those who used the Government of Canada website, more than nine in ten (95%) found the information they were looking for.
- OFPwD applicants were less likely to have found the information they wanted.

Did you find what you wanted from the Government of Canada website when you were looking for information before you applied?

Legend: YES (dark blue) / NO (light blue)

	Total	EAF	NHSP	CSJ	SL/CF	OFPwD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
NO	6%	3%	5%	6%		25%	11%				7%
YES	95%	97%	95%	94%	100%	75%	89%	100%	100%	100%	93%
base	(n=902)	(n=37)	(n=224)	(n=573)	(n=15*)	(n=12*)	(n=18*)	(n=13*)	(n=1**)	(n=9*)	(n=68)

Q3. Did you find what you wanted from the Government of Canada website when you were looking for information before you applied?
Base: Used Government of Canada website

*small sample size **very small sample size

Significantly higher/ lower than total

Additional Channels Used To Find Information Not Found on Website

- Among the few applicants that were not able to find the information they wanted on the Government of Canada website, a variety of channels were used to find what they were looking for. The most common channels used were calling a Service Canada office, talking to peers, emailing a program officer directly or going online to other websites.
- There are no statistically significant differences by program.

You indicated you weren't able to find the information you want from the Government of Canada website. Did you take any of the following steps to find what you were looking for?

	TOTAL (n=50)	EAF (n=1*)	NHSP (n=12*)	CSJ (n=32)	SL/CF (n=0*)	OFPWD (n=3*)	CSC (n=2*)	UT&IP (n=0*)	EL&CCI (n=0*)	SDPP (n=0*)	All but EAF, NHSP, CSJ (n=5*)
Called a Service Canada office directly	32%	100%	42%	31%	-	-	-	-	-	-	0%
Talked to my peers / community network	32%	100%	25%	31%	-	-	50%	-	-	-	24%
Emailed a Program Officer directly	27%	100%	33%	25%	-	67%	-	-	-	-	34%
Went online to other websites	27%	-	17%	28%	-	-	50%	-	-	-	24%
Talked to my local Member of Parliament	24%	-	17%	25%	-	-	50%	-	-	-	24%
Emailed a Service Canada office	20%	100%	25%	19%	-	-	-	-	-	-	0%
Went online to websites for other levels of government	16%	-	17%	16%	-	33%	-	-	-	-	17%
Used social media to get information	6%	-	-	6%	-	-	50%	-	-	-	24%
Called 1 800 OCanada phone line	6%	100%	17%	3%	-	-	-	-	-	-	0%
Went to a Service Canada office	1%	-	8%	-	-	33%	-	-	-	-	17%
NONE OF THESE	13%	-	17%	13%	-	33%	-	-	-	-	17%

Q4. You indicated you weren't able to find the information you want from the Government of Canada website. Did you take any of the following steps to find what you were looking for? Please select all that apply.
Base: Didn't find the information they wanted on the Government of Canada website

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*small sample size **very small sample size   ▢ ▢ Significantly higher/ lower than total

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Ease of Use of Government of Canada website

- When using the Government of Canada website, applicants were most likely to feel it was easy to determine if their organization was eligible for funding or finding general information about the program they applied for. Relatively speaking, ratings were lower for the ease of understanding information about the program.
- SDPP and OFPwD applicants were less likely to feel the Government of Canada website was easy to use across most aspects.

How difficult or easy was it to find the following information about [PROGRAM] on the Government of Canada website?

Legend: 5 – VERY EASY | 4 | 3 | 2 | 1 – VERY DIFFICULT | DON'T KNOW

TOP2BOX (% RATED 4/5)

	TOTAL (n=902)				TOTAL	EAF (n=37)	NHSP (n=224)	CSJ (n=573)	SL/CF (n=15*)	OFPWD (n=12*)	CSC (n=18*)	UT&IP (n=13*)	EL&CCI (n=1**)	SDPP (n=9**)	All but EAF, NHSP, CSJ (n=68)
Determine if your organization is eligible for [program] funding	46%	37%	13%	3%	83%	84%	84%	83%	80%	67%	72%	69%	-	44%	67%
Find general information about [program]	41%	40%	15%	2%	82%	89%	85%	82%	87%	50%	67%	69%	-	44%	64%
Find out what information you need to provide when applying	36%	43%	17%	4%	78%	78%	79%	79%	80%	50%	78%	62%	-	33%	64%
Determine the steps to apply for funding	36%	41%	17%	4%	78%	87%	82%	77%	93%	58%	67%	77%	100%	44%	70%
Understand the information about [program]	33%	43%	18%	6%	76%	78%	80%	76%	73%	50%	56%	69%	-	33%	55%

Q5. On a scale from 1 to 5, where 1 is very difficult and 5 is very easy, how difficult or easy was it to find the following information about [INSERT PROGRAM] on the Government of Canada website? Select one response per item
Base: Used Government of Canada website

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*values less than 2% not labelled   *small sample size **very small sample size   Significantly higher/ lower than total

APPLICATION PROCESS

Applying for Funding

10

Application Process

Applicants were by far most likely to rely on the Government of Canada website when preparing their application (up until they submitted). Speaking with peers in their community network or communicating directly with a program officer were also among the more common channels used.

- At nearly half (49%), applicants were most likely to use the Government of Canada website to prepare and complete their application, followed by around one-quarter who talked to peers/community network (26%) or emailed a program officer directly (23%).

- NHSP applicants were more likely to have talked to peers or participated in a GoC info session. Applicants for all programs other than EAF, NHSP and CSJ were more likely to have talked to peers, emailed a program officer directly or participated in a GoC info session and less likely to have talked to their local MP.

Overall, the vast majority of applicants submitted their application online through the program's web portal and found it relatively easy to do so. Notably, application method differed significantly by program and use of the web portal was driven primarily by CSJ applicants.

- At eight in ten (80%), applicants were by far most likely to have submitted their application online using the program's web portal, followed by around one in ten (13%) who downloaded the application documents and submitted by email.

- CSJ and SL/CF applicants were more likely to have submitted online using the program's web portal, while applicants for all remaining programs were more likely to have downloaded the application documents and submitted by email. OFPwD and EL&CCI applicants were also more likely to have submitted to a Service Canada office.

- Among those who submitted their application using the program's web portal, more than seven in ten (72%) found the process easy. EAF applicants were more likely to have found the process to submit their application online easy, while NHSP applicants were less likely.

Application Process

Applicants found it easiest to understand and meet the requirements of the application and complete the project timeline. Completing the narrative questions and budget document were considered more difficult.

- When completing their application, applicants were most likely to feel it was easy to meet the requirements of the application (77%), complete the project timeline (75%) and understand the requirements of the application (73%). Comparatively, ratings were lower for completing the narrative questions (64%) and completing the budget document (67%).

- With the exception of CSJ, EAF and SL/CF, applicants to all other programs experienced more difficulty with most elements of the application process. The most common challenges related to completing the project timeline and budget document.

The majority of applicants took one week to complete their application and found the amount of time reasonable. However, the length of time to complete differs significantly by program and overall ratings are driven heavily by CSJ applicants who required less time than applicants to other programs.

- At seven in ten, the vast majority of applicants completed their application in one week (70%). Two in ten (20%) applicants took two weeks, while fewer required three weeks or more to complete (11%).

- CSJ applicants were more likely to indicate completing their application in one week, while applicants of all other programs were more likely to indicate taking two weeks or longer.

- Two-thirds (65%) of applicants felt the application took a reasonable amount of time to complete. UT&IP applicants were less likely to feel the application took a reasonable amount of time to complete.

- The proportion of applicants who felt the amount of time was reasonable declines the longer the application took to complete with a noticeable drop among those who took three weeks or longer (38% found three weeks reasonable, 40% one month or longer).

Application Process

Most applicants were motivated to submit their application through the method they found easiest or were most familiar with.

- By far the most common reason for submitting their application through the method used was that it was the easiest/ most familiar way to apply (47%), followed by the method they were directed to use (21%) or that they felt more confident their application would be submitted properly (18%).

- NHSP and UT&IP applicants were more likely to indicate that they felt more confident their application would be submitted properly through the method they used, while SL/CF and SDPP applicants were more likely to say it was the only method provided.

- Those who submitted their application through email, mail or through their local MP were more likely to indicate they did so because it made them feel more confident their application would be submitted properly.

Overall, a sizeable minority of applicants were contacted to provide information to support their application, in most cases to clarify details of their application. Notably, the majority of NHSP and OFPwD applicants were contacted.

- Four in ten (41%) applicants were contacted by Service Canada to provide additional information to support their application. NHSP and OFPwD applicants were more likely to have been contacted to provide additional information.

- Among those contacted by Service Canada, by far the most common reason was to clarify information on their application (52%), followed by missing documents or information (21%) and that the budget template needed modifications (7%).

- CSC and UT&IP applicants were more likely to have been contacted to clarify information on their application. EAF and NHSP applicants were more likely to have had missing documents or information in their application. NHSP, OFPwD, CSC, UT&IP and SDPP applicants were more likely to have had to make modifications to the budget template.

Channel Use for Application Preparation

- At nearly half (49%), applicants were most likely to use the Government of Canada website to prepare and complete their application, followed by around one-quarter who talked to peers/community network (26%) or emailed a program officer directly (23%).
- NHSP applicants were more likely to have talked to peers or participated in a GoC info session. Applicants for all programs other than for EAF, NHSP and CSJ were more likely to have talked to peers, emailed a program officer directly or participated in a GoC info session and less likely to have talked to their local MP.

To prepare and complete your application (up until when you submitted) did you consult with any of the following?

	TOTAL (n=1549)	EAF (n=56)	NHSP (n=431)	CSJ (n=942)	SL/CF (n=25*)	OFPWD (n=22*)	CSC (n=25*)	UT&IP (n=26*)	EL&CCI (n=5*)	SDPP (n=17*)	All but EAF, NHSP, CSJ (n=120)
Went online to the Government of Canada website	49%	45%	47%	49%	48%	55%	52%	54%	40%	53%	51%
Talked to my peers/community network	26%	36%	36%	25%	16%	32%	44%	77%	40%	35%	35%
Emailed a program officer directly	23%	18%	27%	22%	28%	59%	36%	8%	-	47%	35%
Talked to my local Member of Parliament (MP)	15%	16%	14%	15%	4%	5%	12%	15%	20%	6%	8%
Went online to other websites for information	11%	11%	13%	11%	8%	5%	24%	27%	20%	6%	13%
Called a Service Canada office directly	11%	11%	12%	11%	20%	9%	16%	-	-	-	11%
Participated in a Government of Canada info session or webinar	11%	4%	28%	8%	68%	23%	64%	35%	20%	41%	49%
Emailed a Service Canada office	11%	16%	12%	10%	8%	-	16%	4%	20%	6%	9%
Called 1 800 OCanada phone line	4%	2%	4%	4%	-	5%	-	-	-	-	1%
Used social media to get information	3%	2%	4%	3%	-	5%	-	4%	-	6%	2%
Went to a Service Canada office	1%	-	2%	1%	-	-	-	-	-	-	0%
NONE OF THESE	19%	23%	14%	20%	8%	9%	4%	8%	20%	24%	11%

Q6. To prepare and complete your application (up until when you submitted) did you consult with any of the following? Please select all that apply.
Base: All respondents

*small sample size **very small sample size   Significantly higher/ lower than total

Ease of Application Process

- When completing their application, applicants were most likely to feel it was easy to meet the requirements of the application, complete the project timeline and understand the requirements of the application. Comparatively, ratings were lower for completing the narrative questions and completing the budget document.
- With the exception of CSJ, EAF and SL/CF, applicants to all other programs experienced more difficulty with most elements of the application process.

How would you rate the following elements of the application for [PROGRAM]?

Legend: ■ 5 – VERY EASY ■ 4 ■ 3 ■ 2 ■ 1 – VERY DIFFICULT ■ DON'T KNOW

TOP2BOX (% RATED 4/5)

	TOTAL (n=1549)		EAF (n=56)	NHSP (n=431)	CSJ (n=942)	SL/CF (n=25*)	OFPWD (n=22*)	CSC (n=25*)	UT&IP (n=26*)	EL&CCI (n=5*)	SDPP (n=17*)	All but EAF, NHSP, CSJ (n=120)
Meeting the requirements of the application	30% / 47% / 16% / 6% 2%	77%	75%	68%	79%	64%	68%	52%	54%	40%	53%	57%
Completing the project timeline	30% / 45% / 17% / 5%	75%	75%	70%	76%	72%	55%	48%	42%	40%	77%	60%
Understanding the requirements of the application	28% / 45% / 19% / 6%	73%	80%	68%	73%	72%	55%	60%	39%	60%	65%	62%
Putting together the information you needed to apply for [program]	24% / 45% / 21% / 8% 2%	69%	61%	65%	70%	68%	59%	64%	35%	40%	41%	56%
Completing the budget document	25% / 42% / 23% / 7% 3%	67%	66%	61%	68%	60%	41%	40%	39%	40%	29%	43%
Completing the narrative questions	20% / 44% / 25% / 9% 2%	64%	68%	60%	64%	68%	59%	56%	42%	40%	41%	55%

Q7. On a scale of 1 to 5, where 1 is very difficult and 5 is very easy, how would you rate the following elements of the application for [INSERT PROGRAM]? Select one response per item.
Base: All respondents

70 – © Ipsos

*values less than 2% not labelled   *small sample size **very small sample size   □ □ Significantly higher/ lower than total

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Length of Time to Prepare and Complete Application

- At seven in ten (70%), the vast majority of applicants completed their application in one week. Two in ten (20%) applicants took two weeks, while fewer required three weeks or more to complete (11%).
- CSJ applicants were more likely to indicate completing their application in one week. Applicants of all other programs were more likely to indicate take two weeks or longer to complete their application.

How long did it take you to prepare and complete your application overall?

	TOTAL (n=1549)	EAF (n=56)	NHSP (n=431)	CSJ (n=942)	SL/CF (n=25*)	OFPWD (n=22*)	CSC (n=25*)	UT&IP (n=26*)	EL&CCI (n=5*)	SDPP (n=17*)	All but EAF, NHSP, CSJ (n=120)
1 to 7 days / one week	70%	34%	31%	76%	12%	9%	12%	4%	20%	29%	15%
8 to 14 days / two weeks	20%	30%	36%	18%	36%	32%	24%	31%	20%	41%	32%
15 to 21 days / three weeks	6%	21%	19%	4%	32%	18%	32%	27%	20%	12%	25%
22 to 31 days / one month	3%	11%	10%	1%	16%	32%	12%	31%	20%	12%	18%
More than 31 days / more than one month	2%	4%	5%	1%	4%	9%	20%	8%	20%	6%	11%

*small sample size **very small sample size   Significantly higher/ lower than total

Time It Took to Complete Application Was Reasonable

- Two-thirds (65%) of applicants felt the application took a reasonable amount of time to complete.
- UT&IP applicants were less likely to feel the application took a reasonable amount of time to complete.

Please rate the following statement: The application took a reasonable amount of time to complete.

Legend:
- 5 – STRONGLY AGREE
- 4
- 3
- 2
- 1 – STRONGLY DISAGREE
- DON'T KNOW
- T2B (% RATED 4/5)

Total (n=1549):
- 25% — 5 STRONGLY AGREE
- 40% — 4
- 23% — 3
- 8% — 2
- 4% — DON'T KNOW

Group	T2B
EAF (n=56)	66%
NHSP (n=431)	62%
CSJ (n=942)	65%
SL/CF (n=25*)	56%
OFPwD (n=22*)	64%
CSC (n=25*)	56%
UT&IP (n=26*)	42%
EL&CCI (n=5**)	60%
SDPP (n=17*)	47%
All but EAF, NHSP, CSJ (n=120)	55%

Q9. On a scale from 1 to 5, where 1 is strongly disagree and 5 is strongly agree, please rate the following statement. The application took a reasonable amount of time to complete.
Base: All respondents

*values less than 2% not labelled   *small sample size **very small sample size   □ □ Significantly higher/ lower than total

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Reasonableness by Length of Time to Complete Application

- The proportion of applicants who felt the amount of time it took to complete the application was reasonable declines the longer it took to complete with a noticeable drop among those who took three weeks or longer.

- Seven in ten (71%) applicants who took one week to complete their application felt the amount of time was reasonable, followed by nearly six in ten (57%) who took two weeks and four in ten for those who took three weeks (38%) or one month or longer (40%).

Please rate the following statement: The application took a reasonable amount of time to complete.

| ■ 5 – STRONGLY AGREE | ■ 4 | ■ 3 | ■ 2 | ■ 1 – STRONGLY DISAGREE | ■ DON'T KNOW | ▦ T2B (% RATED 4/5) |
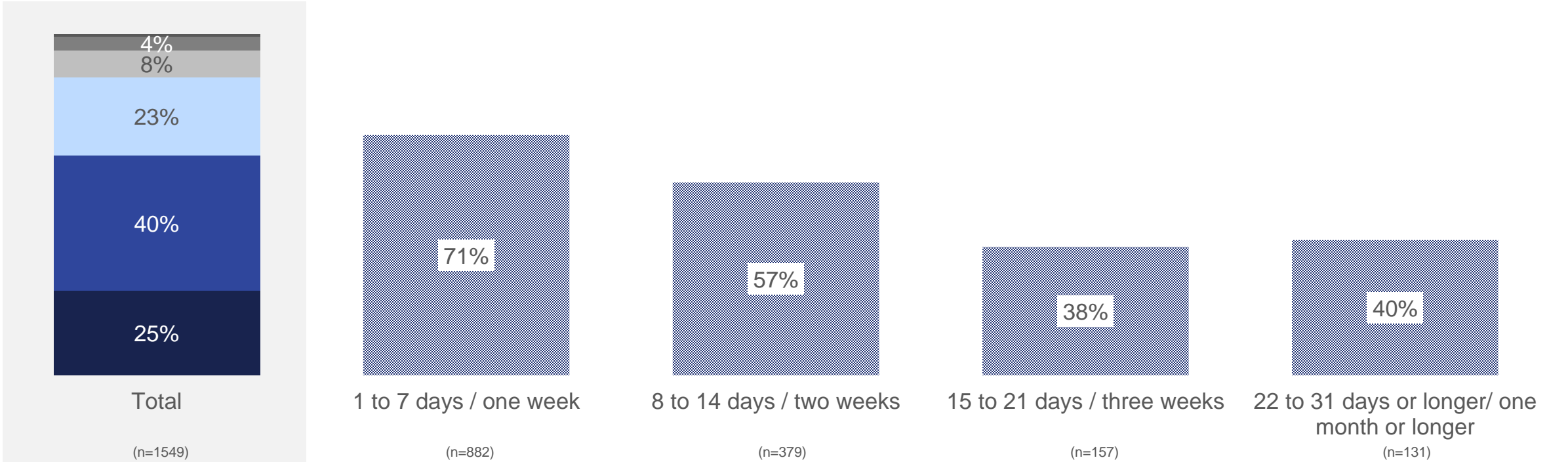
Total
- 4%
- 8%
- 23%
- 40%
- 25%

(n=1549)

1 to 7 days / one week — 71% (n=882)

8 to 14 days / two weeks — 57% (n=379)

15 to 21 days / three weeks — 38% (n=157)

22 to 31 days or longer/ one month or longer — 40% (n=131)

Q9. On a scale from 1 to 5, where 1 is strongly disagree and 5 is strongly agree, please rate the following statement. The application took a reasonable amount of time to complete.
Base: All respondents

*values less than 2% not labelled   *small sample size **very small sample size   ▭ ▭ Significantly higher/ lower than total

Channel Use for Application Submission

- At eight in ten (80%), applicants were by far most likely to have submitted their application online using the program's web portal, followed by around one in ten (13%) who downloaded the application documents and submitted by email.
- CSJ and SL/CF applicants were more likely to have submitted online using the program's web portal, while applicants for all remaining programs were more likely to have downloaded the application documents and submitted by email. OFPwD and EL&CCI applicants were also more likely to have submitted to a Service Canada office.

Which of the following methods did you use to submit your application?

	TOTAL (n=1549)	EAF (n=56)	NHSP (n=431)	CSJ (n=942)	SL/CF (n=25*)	OFPWD (n=22*)	CSC (n=25*)	UT&IP (n=26*)	EL&CCI (n=5*)	SDPP (n=17*)	All but EAF, NHSP, CSJ (n=120)
Online application using [program] web portal	80%	54%	41%	85%	96%	50%	36%	39%	20%	29%	52%
Downloaded application documents and submitted by email	13%	41%	40%	9%	4%	32%	56%	62%	60%	59%	40%
Downloaded application documents and submitted by mail	4%	2%	15%	4%	-	-	4%	-	-	6%	2%
Submitted to a Service Canada office	2%	4%	3%	2%	-	9%	4%	-	20%	-	4%
Submitted on my behalf by my local Member of Parliment	0%	-	1%	-	-	-	-	-	-	-	0%
NONE OF THESE	1%	-	1%	1%	-	9%	-	-	-	6%	3%

Q10. Which of the following methods did you use to submit your application? Please select only one.
Base: All respondents

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Reasons for Submission Method

- By far the most common reason for submitting their application through the method used was that it was the easiest/most familiar way to apply (47%), followed by that it was the method they were directed to use (21%) or that they felt more confident their application would be submitted properly (18%).
- NHSP and UT&IP applicants were more likely to indicate that they felt more confident their application would be submitted properly through the method they used, while SL/CF and SDPP applicants were more likely to say it was the only method provided.

Why did you choose this method to submit your application?

	TOTAL (n=1537)		EAF (n=56)	NHSP (n=428)	CSJ (n=936)	SL/CF (n=25*)	OFPWD (n=20*)	CSC (n=25*)	UT&IP (n=26*)	EL&CCI (n=5**)	SDPP (n=16*)	All but EAF, NHSP, CSJ (n=117)
It was the easiest / most familiar way to apply		47%	45%	40%	47%	48%	35%	48%	39%	40%	19%	40%
It was the method I was directed to use		21%	27%	17%	21%	12%	35%	32%	12%	-	38%	24%
I felt more confident my application would be submitted properly		18%	13%	30%	17%	20%	-	12%	42%	40%	19%	18%
I did not know any other way to apply		9%	7%	4%	9%	4%	15%	-	-	20%	6%	6%
It was the only method available		5%	7%	4%	5%	16%	10%	4%	4%	-	19%	11%
Other		2%	2%	4%	1%	-	5%	4%	4%	-	-	2%

Q11. Why did you choose this method to submit your application? Please select one reason only.
Base: Excluding 'None of the Above' at Q10

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*small sample size **very small sample size   Significantly higher/ lower than total

Reasons for Submission Method *(cont'd)*

- Those who submitted their application through email, mail or through their local MP were more likely to indicate they did so because it made them feel more confident their application would be submitted properly.

Why did you choose this method to submit your application?	TOTAL	Online application using web portal	Downloaded application documents and submitted by email	Downloaded application documents and submitted by mail	Submitted to a Service Canada office	Submitted on my behalf by my local MP
	(n=1537)	(n=1067)	(n=330)	(n=101)	(n=36)	(n=3**)
It was the easiest / most familiar way to apply	47%	47%	50%	38%	41%	0%
It was the method I was directed to use	21%	23%	12%	13%	22%	0%
I felt more confident my application would be submitted properly	18%	15%	25%	35%	28%	100%
I did not know any other way to apply	9%	9%	5%	4%	0%	0%
It was the only method available	5%	5%	5%	7%	9%	0%
Other	2%	1%	2%	1%	0%	0%

Q11. Why did you choose this method to submit your application? Please select one reason only.
Base: Excluding 'None of the Above' at Q10

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**very small sample size   Significantly higher/ lower than total

Ease of Submitting Application Using Web Portal

- Among those who submitted their application online, more than seven in ten (72%) found the process easy.
- EAF applicants were more likely to have found the process to submit their application online easy, while NHSP applicants were less likely.

How difficult or easy was it to submit your application online?

Legend:
- 5 – VERY EASY
- 4
- 3
- 2
- 1 – VERY DIFFICULT
- DON'T KNOW
- T2B (% RATED 4/5)

Category	Total	EAF	NHSP	CSJ	SL/CF	OFPwD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
T2B (% Rated 4/5)		90%	63%	72%	75%	73%	78%	70%	100%	80%	76%
n	(n=1067)	(n=30)	(n=175)	(n=802)	(n=24*)	(n=11*)	(n=9**)	(n=10**)	(n=1**)	(n=5**)	(n=60)

Total column breakdown: 3% DON'T KNOW, 6% (rated 2), 19% (rated 3), 40% (rated 4), 32% (rated 5 – very easy)
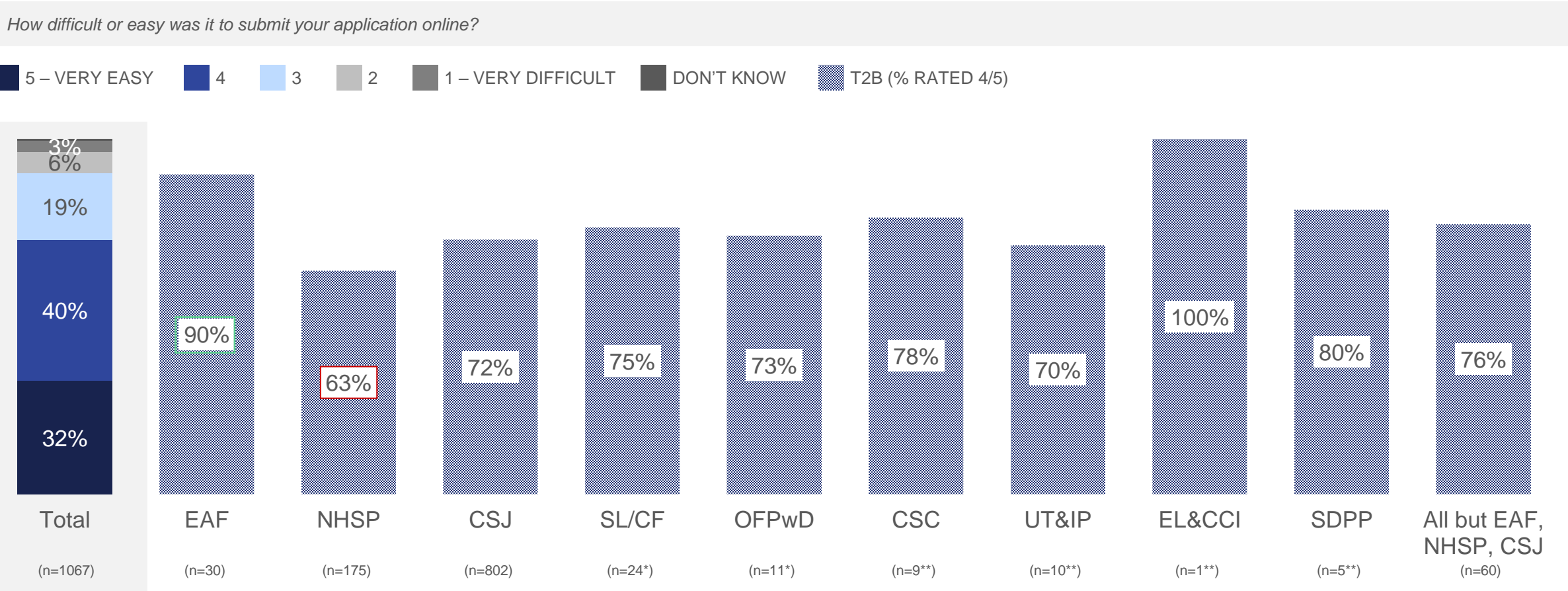
Q12. On a scale from 1 to 5, where 1 means very difficult and 5 means very easy. How difficult or easy was it to submit your application online?
Base: Submitted application using 'Online application using [PROGRAM] web portal'

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*values less than 2% not labelled   *small sample size **very small sample size   ☐ ☐ Significantly higher/ lower than total

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Contacted By Service Canada to Provide Additional Information

- Four in ten (41%) applicants were contacted by Service Canada to provide additional information to support their application.
- NHSP and OFPwD applicants were more likely to have been contacted to provide additional information.

After you submitted your application, were you contacted by Service Canada (ESDC) to provide additional information to support your application?

■ YES   ■ NO   ■ DON'T KNOW

	Total	EAF	NHSP	CSJ	SL/CF	OFPwD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
DON'T KNOW	8%	9%	3%	8%	8%	5%	4%	4%	40%	12%	9%
NO	51%	52%	34%	53%	44%	23%	40%	42%	60%	35%	39%
YES	41%	39%	63%	38%	48%	73%	56%	54%	0%	53%	52%
	(n=1549)	(n=56)	(n=431)	(n=942)	(n=25*)	(n=22*)	(n=25*)	(n=26*)	(n=5**)	(n=17*)	(n=120)
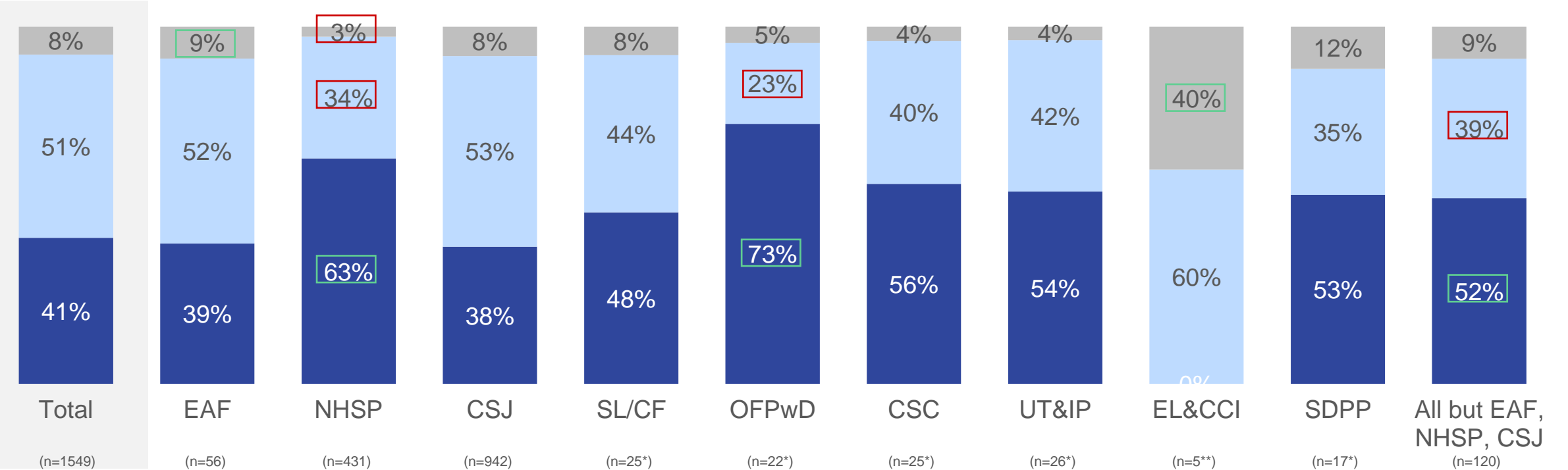
Q13. After you submitted your application, were you contacted by Service Canada (ESDC) to provide additional information to support your application?
Base: All respondents

*small sample size **very small sample size   ☐ ☐ Significantly higher/ lower than total

Reason for Contact by Service Canada

- Among those contacted by Service Canada, by far the most common reason was to clarify information on their application (52%), followed by missing documents or information (21%) or that the budget template needed modifications (7%).

- CSC and UT&IP applicants were more likely to have been contacted to clarify information on their application, while EAF and NHSP applicants were more likely to have had missing documents or information in their application. NHSP, OFPwD, CSC, UT&IP and SDPP applicants were more likely to have had to make modifications to the budget template.

Why were you contacted by Service Canada (ESDC)?

	TOTAL (n=721)	EAF (n=22*)	NHSP (n=272)	CSJ (n=362)	SL/CF (n=12*)	OFPWD (n=16*)	CSC (n=14*)	UT&IP (n=14*)	EL&CCI (n=0*)	SDPP (n=9*)	All but EAF, NHSP, CSJ (n=65)
Clarify information in my application	52%	64%	51%	52%	58%	69%	93%	79%	-	56%	71%
Missing documents or information in my application	21%	41%	49%	16%	33%	6%	7%	7%	-	22%	16%
Budget template needed modifications	7%	5%	17%	4%	17%	38%	64%	21%	-	56%	42%
My organization or project was not eligible	2%	5%	1%	2%	8%	6%	-	-	-	-	3%
An outstanding issue with a previous application	1%	-	2%	0%	-	-	-	-	-	-	0%
Other reason	30%	-	7%	35%	17%	-	29%	14%	-	11%	15%
Don't know	3%	9%	1%	3%	-	-	-	-	-	-	0%

Q14. Why were you contacted by Service Canada (ESDC). Select all that apply.
Base: Were you contacted by Service Canada to provide additional information to support application

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POST-APPLICATION

Decision

11

Post-Application

The majority of applicants contacted Service Canada before receiving a decision, primarily to get an update on the progress of their application/timelines. Most found it easy to do so, however, ratings were comparatively lower than other aspects of service.

- Two-thirds of applicants contacted Service Canada prior to receiving a decision of which the most common reasons were to check the status of their application (36%), find out timelines for receiving a funding decision (25%) or to modify their application (18%).

- CSC applicants were more likely to have contacted Service Canada to find out timelines for receiving a funding decision, while EAF, NHSP and UT&IP applicants were less likely to have followed up at all.

- Among those who followed-up, approximately six in ten (62%) found it easy to do so. CSC applicants were less likely to have found it easy to follow-up with Service Canada.

Nine in ten applicants report having received funding and most were notified by email. Notably, satisfaction with the service experience was considerably higher among those who were approved for funding.

- Overall, nine in ten applicants report having received approval for funding (90%). EAF, NHSP, OFPwD and CSC applicants were less likely to have received funding approval.

- Three-quarters (74%) of applicants who received approval for funding were satisfied with the service experience, compared to four in ten (41%) among those who did not receive approval.

- At more than seven in ten (72%), the vast majority of applicants were notified of the funding decision by email, followed by around two in ten (17%) who were notified by their local MP.

- EAF, SL/CF, OFPwD and UT&IP applicants were more likely to have been notified by telephone, NHSP and SL/CF applicants by mail, while NHSP and EL&CCI applicants were more likely to indicate they did not receive a funding decision.

Post-Application

Half of applicants who did not receive approval were offered an explanation and satisfaction with the reasons provided was low.

- Among those who did not receive funding approval, nearly half (46%) were provided an explanation why.

- Among those who were provided an explanation, only one-quarter (24%) report being satisfied with the explanation.

Awareness of being required to sign a funding agreement before accepting funding is near universal. The majority of applicants approved for funding had to make changes to their project before finalizing the agreement.

- Among those who received funding approval, virtually all (96%) were aware that their organization would have to sign a funding agreement before accepting the funding. SDPP applicants were less likely to have been aware, however, the vast majority knew they would have to sign a funding agreement.

- Among those who received funding approval, half (51%) had to made changes to their project and one-third (34%) amendments to the funding agreement before finalizing.

- CSC applicants were more likely to have had to make changes to both, while EAF applicants were less likely. SL/CF and OFPwD were more likely to have had to make amendments to the funding agreement, while NHSP and UT&IP applicants were less likely to have had to make changes to their project.

- Among those who had to make changes to their project or an amendment to the funding agreement, the amount of time it took to implement varied considerably with the largest proportion of applicants reporting it took either 2 to 3 days or more than a week (between 28-34%).

- SL/CF and SDPP applicants were more likely to indicate it took more than a week to make changes to their project or amendments to the funding agreement.

Channel Use for Follow-up Before Receiving Decision

- The majority of applicants contacted Service Canada prior to receiving a decision of which the most common reasons were to check the status of their application (36%), find out timelines for receiving a funding decision (25%) or to modify their application (18%).
- CSC applicants were more likely to have contacted Service Canada to find out timelines for receiving a funding decision, while EAF, NHSP and UT&IP applicants were less likely to have followed up at all.

Did you contact Service Canada for any of the following reasons before receiving your funding decision?

	TOTAL (n=1549)	EAF (n=56)	NHSP (n=431)	CSJ (n=942)	SL/CF (n=25*)	OFPWD (n=22*)	CSC (n=25*)	UT&IP (n=26*)	EL&CCI (n=5*)	SDPP (n=17*)	All but EAF, NHSP, CSJ (n=120)
Check the status of your application	36%	29%	28%	37%	52%	36%	44%	23%	20%	53%	43%
Find out timelines for receiving a funding decision	25%	18%	17%	26%	40%	41%	56%	19%	20%	24%	38%
Modify application	18%	5%	8%	19%	4%	9%	-	-	-	6%	4%
Withdraw your application	1%	-	-	1%	-	-	-	-	-	-	0%
Other reason	13%	11%	13%	13%	16%	9%	4%	-	20%	18%	11%
Don't know	34%	55%	43%	32%	16%	27%	32%	62%	60%	24%	30%

Q15. Did you contact Service Canada for any of the following reasons before receiving your funding decision? Select all that apply.
Base: All respondents

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Ease of Follow-up

- Among those who followed-up with Service Canada before receiving a funding decision, approximately six in ten (62%) found it easy to do so.
- CSC applicants were less likely to have found it easy to follow-up with Service Canada.

How was your experience following up with Service Canada about your application?

■ 5 – VERY EASY ■ 4 ■ 3 ■ 2 ■ 1 – VERY DIFFICULT ■ DON'T KNOW ▦ T2B (% RATED 4/5)

Total stacked bar:
- 8% (DON'T KNOW)
- 10% (2)
- 19% (3)
- 33% (4)
- 29% (5 – VERY EASY)

Total	EAF	NHSP	CSJ	SL/CF	OFPwD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
	72%	64%	62%	57%	50%	35%	90%	0%	62%	51%
(n=989)	(n=25*)	(n=246)	(n=639)	(n=21*)	(n=16*)	(n=17*)	(n=10**)	(n=2**)	(n=13*)	(n=79)
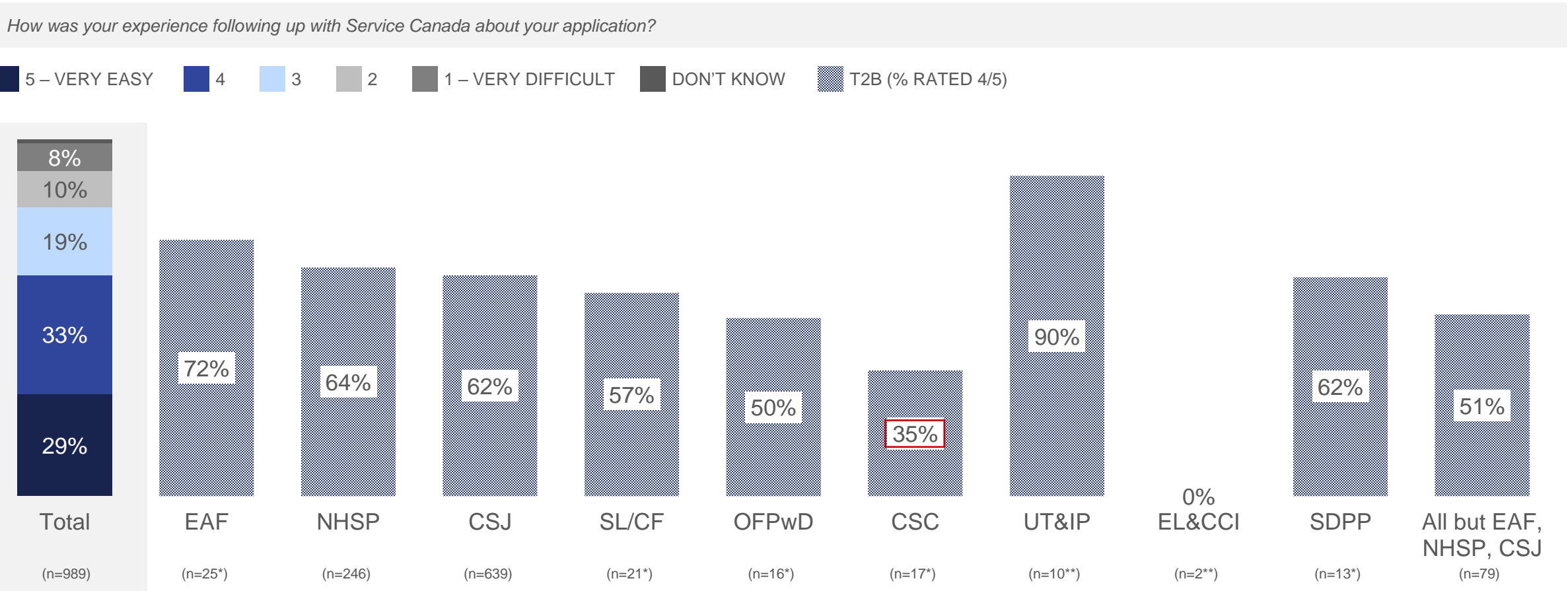
Q16. On a scale from 1 to 5, where 1 is very difficult and 5 is very easy, how was your experience following up with Service Canada about your application?
Base: Followed-up with Service Canada

*values less than 2% not labelled   *small sample size **very small sample size   ☐ ☐ Significantly higher/ lower than total

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Method of Funding Decision Notification

- At more than seven in ten (72%), the vast majority of applicants were notified of the funding decision by email, followed by around two in ten (17%) were notified by their local MP.
- EAF, SL/CF, OFPwD and UT&IP applicants were more likely to have been notified by telephone, NHSP and SL/CF applicants by mail, while NHSP and EL&CCI applicants were more likely to indicate they did not receive a funding decision.

How were you notified of the funding decision about your application for [PROGRAM]?

	TOTAL (n=1549)	EAF (n=56)	NHSP (n=431)	CSJ (n=942)	SL/CF (n=25)	OFPWD (n=22)	CSC (n=25)	UT&IP (n=26)	EL&CCI (n=5)	SDPP (n=17)	All but EAF, NHSP, CSJ (n=120)
By e-mail	72%	82%	68%	72%	48%	50%	84%	77%	60%	88%	68%
From my local Member of Parliament (MP)	17%	-	12%	18%	8%	14%	4%	8%	-	-	6%
By telephone	4%	16%	4%	3%	32%	27%	8%	12%	-	12%	18%
Online through the [program] web portal	2%	-	1%	3%	4%	5%	-	-	-	-	2%
By mail	2%	2%	5%	2%	8%	5%	4%	-	-	-	4%
I did not receive a funding decision	2%	-	9%	2%	-	-	-	4%	40%	-	3%
By receiving a direct deposit	0%	-	0%	0%	-	-	-	-	-	-	0%

Q17. How were you notified of the funding decision about your application for [INSERT PROGRAM]? Please select one.
Base: All respondents

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*small sample size **very small sample size   Significantly higher/ lower than total

Funding Approval

- Overall, nine in ten applicants report having received approval for funding (90%). EAF, NHSP, OFPwD and CSC applicants were less likely to have received funding approval.
- Three-quarters (74%) of applicants who received approval for funding were satisfied with the service experience, compared to four in ten (41%) among those who did not receive approval. EAF and NHSP applicants who received approval for funding were more likely to be satisfied, while SL/CF, OFPwD and UT&IP who were denied funding were less likely to be satisfied.

	TOTAL (n=1491)		EAF (n=56)	NHSP (n=392)	CSJ (n=926)	SL/CF (n=25*)	OFPWD (n=22*)	CSC (n=25*)	UT&IP (n=25*)	EL&CCI (n=3*)	SDPP (n=17*)
PERCENT RATING SATISFACTION AS 4 OR 5											
Approved	74%		90%	85%	73%	75%	82%	68%	79%	50%	62%
Denied	41%		50%	39%	41%	0%	20%	33%	0%	100%	25%
% APPROVED OR DENIED											
Approved	90%		68%	82%	92%	80%	77%	76%	96%	67%	77%
Denied	10%		32%	18%	8%	20%	23%	24%	4%	33%	23%

Q18. After you submitted your application to [pipe: Q1], did your organization receive approval for funding?
Q31. How satisfied were you with the service you received from Service Canada related to your [insert abbrev] application? please use a 5-point scale, where 1 means very dissatisfied, and 5 means very satisfied.

Significantly higher/ lower than total

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Explanation Provided for Not Receiving Funding Approval

- Among those who did not receive funding approval, nearly half (46%) were provided an explanation why.
- There are no statistically significant differences by program.

You indicated that your organization did not receive an approval for funding. Did you receive an explanation why?

■ YES ■ NO ■ DON'T KNOW

	Total	EAF	NHSP	CSJ	SL/CF	OFPwD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
DON'T KNOW	9%		13%	9%		20%					3%
NO	46%	33%	39%	47%	60%	60%	67%		100%	75%	67%
YES	46%	67%	48%	44%	40%	20%	33%	100%		25%	30%
Base	(n=187)	(n=18*)	(n=69)	(n=78)	(n=5**)	(n=5**)	(n=6**)	(n=1**)	(n=1**)	(n=4**)	(n=22*)
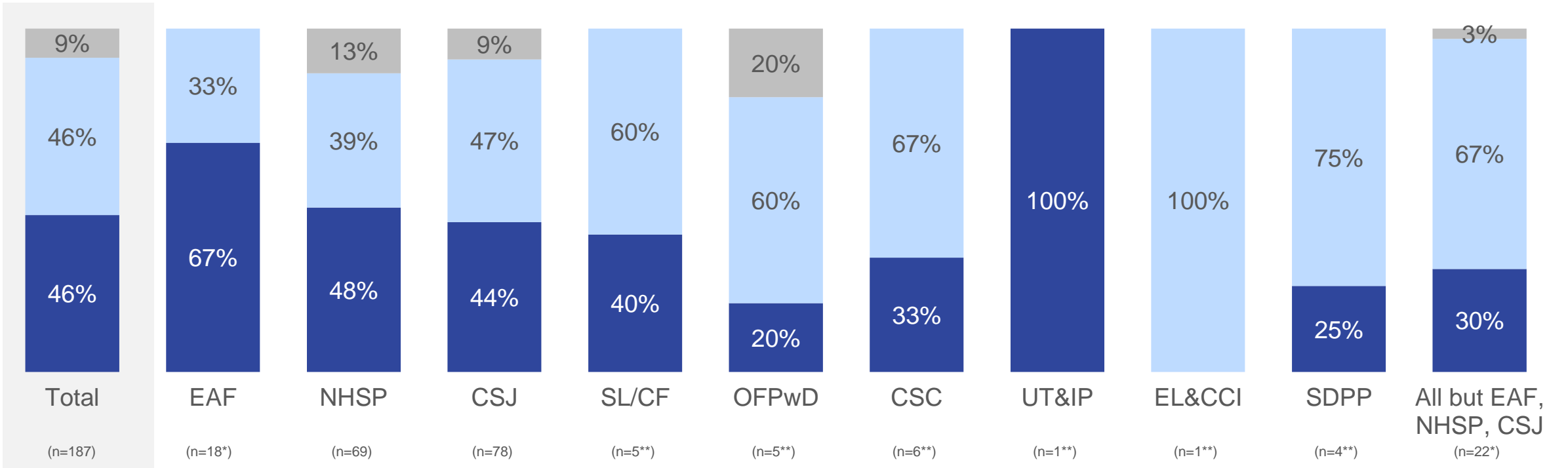
Q19. You indicated that your organization did not receive an approval for funding. Did you receive an explanation why?
Base: Did not receive funding approval

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*small sample size **very small sample size   ▢ ▢ Significantly higher/ lower than total

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Satisfaction with Explanation Provided

- Among those who were provided an explanation for why their organization did not receive funding, only one-quarter (24%) report being satisfied with the explanation.

How satisfied or dissatisfied were you with the explanation of the reasons for the decision?

■ 5 – VERY SATISFIED ■ 4 ■ 3 ■ 2 ■ 1 – VERY DISSATISFIED ■ DON'T KNOW ▨ T2B (% RATED 4/5)

	Total	EAF	NHSP	CSJ	SL/CF	OFPwD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
T2B		17%	12%	29%	0%	0%	0%	0%	0%	0%	0%
	(n=86)	(n=12*)	(n=33)	(n=34)	(n=2**)	(n=1**)	(n=2**)	(n=1**)	(n=0)	(n=1**)	(n=7**)

Total bar values (top to bottom): 19% DON'T KNOW, 31% (2), 25% (3), 17% (4), 7% (5 – VERY SATISFIED)

Q20. On a scale from 1 to 5, where 1 is very dissatisfied and 5 is very satisfied. How satisfied or dissatisfied were you with the explanation of the reasons for the decision?
Base: Did not receive funding approval and received an explanation why

*values less than 2% not labelled   *small sample size **very small sample size   ▭ ▭ Significantly higher/ lower than total

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Awareness of Funding Agreement

- Among those who received funding approval, virtually all (96%) were aware that their organization would have to sign a funding agreement before accepting the funding.
- SDPP applicants were less likely to have been aware, however, the vast majority knew they would have to sign a funding agreement.

Were you aware that you would have to sign a funding agreement with conditions and reporting requirements before accepting the funding?

■ YES   ■ NO

	Total	EAF	NHSP	CSJ	SL/CF	OFPwD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
NO	4%	5%	4%	4%		6%		4%		15%	4%
YES	96%	95%	96%	96%	100%	94%	100%	96%	100%	85%	96%
	(n=1304)	(n=38)	(n=323)	(n=848)	(n=20*)	(n=17*)	(n=19*)	(n=24*)	(n=2**)	(n=13*)	(n=95)
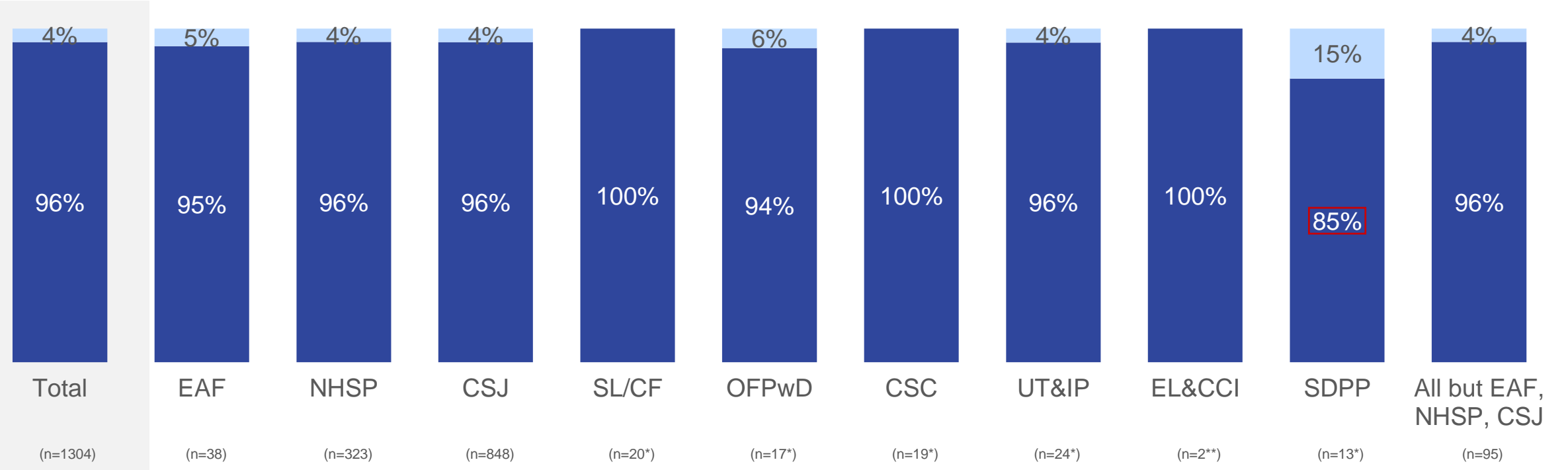
Q21. Were you aware that you would have to sign a funding agreement with conditions and reporting requirements before accepting the funding?
Base: Received funding approval

*small sample size **very small sample size   ▢ ▢ Significantly higher/ lower than total

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Changes Made During Negotiation of Funding Agreement

- Among those who received funding approval, half of applicants (51%) had to make changes to their project and one-third (34%) made amendments to the funding agreement before finalizing.
- CSC applicants were more likely to have had to make changes to both, while EAF applicants were less likely. SL/CF and OFPwD were more likely to have had to make amendments to the funding agreement, while NHSP and UT&IP applicants were less likely to have had to make changes to their project.

Once your program began and the details of the funding agreement were finalized with [PROGRAM], did you have to make changes to your project and/or submit an amendment to the funding agreement?

% YES ■ CHANGES TO YOUR PROJECT ■ AMENDMENT TO FUNDING AGREEMENT

	Total	EAF	NHSP	CSJ	SL/CF	OFPwD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
Changes to your project	51%	29%	39%	52%	70%	71%	84%	29%	100%	62%	70%
Amendment to funding agreement	34%	18%	29%	35%	60%	71%	74%	17%	0%	46%	56%
n	(n=1304)	(n=38)	(n=323)	(n=848)	(n=20*)	(n=17*)	(n=19*)	(n=24*)	(n=2**)	(n=13**)	(n=95)
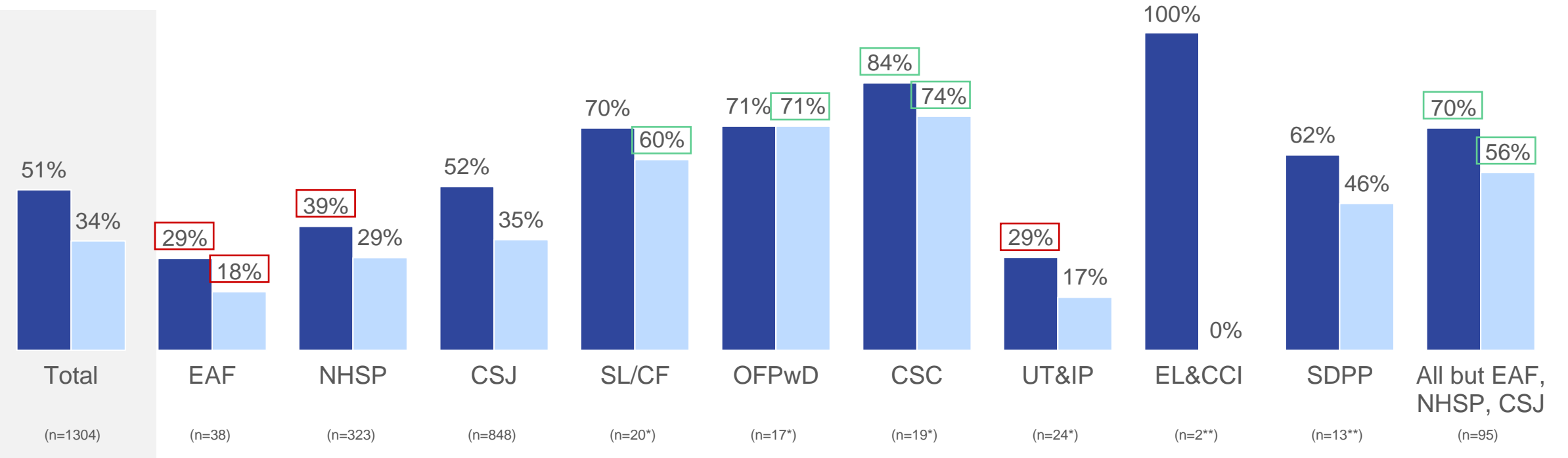
Q22. Once your program began and the details of the funding agreement were finalized with [NSERT PROGRAM], did you have to make changes to your project and/or submit an amendment to the funding agreement? Examples could include changes to project timelines, project description, budget etc.

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*small sample size **very small sample size   ▢ ▢ Significantly higher/ lower than total

Amount of Time It Took to Make Changes

- Among those who had to make changes to their project or make an amendment to the funding agreement, the amount of time it took to implement varied considerably with the largest proportion of applicants reporting it took either 2 to 3 days (28% for both) or more than a week (28% for project changes, 34% for amendment to funding agreement).
- Applicants from all programs other than EAF, NHSP and CSJ were more likely to indicate that it took more than a week to make changes to their project or amendments to the funding agreement, particularly SL/CF or SDPP applicants.

How long did the process take to complete?

■ CHANGES TO YOUR PROJECT   ■ AMENDMENT TO FUNDING AGREEMENT

TOP2BOX (% RATED 4/5)

	TOTAL (n=Varies)		EAF (n=Varies**)	NHSP (n=Varies*)	CSJ (n=Varies)	SL/CF (n=Varies*)	OFPWD (n=Varies*)	CSC (n=Varies*)	UT&IP (n=Varies**)	EL&CCI (n=Varies**)	SDPP (n=Varies**)	All but EAF, NHSP, CSJ (n=Varies)
1 day	19%		-	14%	20%	-	-	6%	-	-	-	2%
	17%		14%	15%	17%	-	-	-	-	-	-	0%
2 to 3 days	28%		55%	25%	28%	7%	8%	6%	43%	50%	25%	14%
	28%		43%	29%	28%	8%	-	21%	75%	-	-	11%
4 to 7 days / one week	26%		18%	30%	25%	29%	50%	38%	14%	-	25%	32%
	22%		-	19%	22%	25%	42%	36%	-	-	17%	30%
More than 7 days / more than one week	28%		27%	31%	27%	64%	42%	50%	43%	50%	50%	52%
	34%		43%	37%	33%	67%	58%	43%	25%	-	83%	59%

Q23. How long did the process take to complete? If uncertain, please provide your best guess.
Base: Had to make changes to project or submit an amendment to funding agreement

*small sample size **very small sample size   □ Significantly higher/ lower than total

POST-AGREEMENT

Monitoring, Follow-up, and Close-out

12

Post-Agreement

A strong majority of applicants found it easy to complete and submit the final project report and budget. Among those who had to resolve any outstanding issues with funding, a strong majority found it easy to do so.

- When completing tasks required to close out the funding agreement, seven in ten applicants found it was easy to complete (72%), submit the final project report (73%), as well as complete (70%) and submit the final project budget (72%).

- Ratings were lower for the ease of resolving outstanding issues with funding (51%), however, this aspect was not applicable to one-quarter of the applicants. When they are removed, 69% found this aspect easy.

- NHSP and UT&IP applicants were less likely to find it easy to complete or submit the final project report.

- OFPwD, CSC and SDPP applicants were less likely to find it easy to complete and submit both the final project report and final budget.

- EAF applicants were less likely to find it easy to complete the final report.

Ease of Funding Agreement Close-out

- Applicants were most likely to feel that it was easy to complete and submit the final project report and budget. Ratings were lower for the ease of resolving outstanding issues with funding, however, this aspect was not applicable to one-quarter of applicants. When they are removed, 69% found this aspect easy.

- NHSP and UT&IP applicants were less likely to find it easy to complete or submit the final project report. OFPwD, CSC and SDPP applicants were less likely to find it easy to complete and submit both the final project report and budget. EAF applicants were less likely to find it easy to complete the final report.

How would you rate the following tasks to close your funding agreement with [PROGRAM]?

Legend: 5 – VERY EASY | 4 | 3 | 2 | 1 – VERY DIFFICULT | NOT APPLICABLE

TOP2BOX (% RATED 4/5)

	TOTAL (n=1304)		EAF (n=38)	NHSP (n=323)	CSJ (n=848)	SL/CF (n=20*)	OFPWD (n=17*)	CSC (n=19*)	UT&IP (n=24*)	EL&CCI (n=2*)	SDPP (n=13*)	All but EAF, NHSP, CSJ (n=95)
Submitting the final project report	32% / 40% / 15% / 3% / 7%	73%	61%	67%	74%	80%	47%	42%	38%	50%	54%	56%
Completing the final project report	30% / 42% / 16% / 4% / 6%	72%	55%	66%	73%	70%	41%	53%	29%	50%	46%	52%
Submitting the final budget	29% / 42% / 14% / 4% / 8%	72%	71%	67%	72%	70%	41%	47%	54%	50%	46%	53%
Completing the final budget	29% / 42% / 16% / 4% / 8%	70%	66%	68%	71%	65%	47%	42%	54%	50%	39%	50%
Resolving any outstanding issues with funding	21% / 30% / 13% / 6% / 4% / 26%	51%	47%	51%	51%	65%	41%	47%	38%	50%	46%	50%

Q24. On a scale of 1 to 5, where 1 is very difficult and 5 is very easy, how would you rate the following tasks to close your funding agreement with [INSERT PROGRAM]? Select one response per item.
Base: Received funding approval

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*values less than 3% not labelled   *small sample size **very small sample size   ☐ ☐ Significantly higher/ lower than total

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SERVICE STANDARDS

13

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Service Standards

Awareness of service standards is limited. Notably, those aware of either of the service standards had higher levels of satisfaction with the service experience than those who were not.

- Nearly four in ten applicants (37%) were aware of the service standard for the time to issue payment, while slightly fewer (34%) were aware of the standard for the time to acknowledge the submission.

- NHSP applicants were more likely to have been aware of the service standard for the time to acknowledge the submission.

- Applicants aware of either service standards were more likely to be satisfied with their experience overall, less likely to report having experience a problem or issue (specifically that it took too long to receive a decision) and were more satisfied with most Service Canada channels.

- Those aware were also more likely to feel it was clear on what to do if they had a problem or question, what would happen and when, feel confident in the issue resolution process, feel it was easy to get help when needed, and that the amount of time that their experience took was reasonable.

Awareness of Service Standards

- Nearly four in ten applicants (37%) were aware of the service standard for the time to issue payment, while slightly fewer (34%) were aware of the standard for the time to acknowledge the submission.

- NHSP applicants were more likely to have been aware of the service standard for the time to acknowledge the submission.

Before today, were you aware of these service standards?

% YES ■ TIME TO ACKNOWLEDGE THE SUBMISSION OF A FUNDING APPLICATION
Within 21 calendar days of receiving your application

■ TIME TO ISSUE PAYMENT ONCE PAYMENT CLAIM IS SUBMITTED
For contributions, within 28 days of receiving your completed claim package.
For grants, no later than 15 calendar days after the approved project start date.

	Total	EAF	NHSP	CSJ	SL/CF	OFPwD	CSC	UT&IP	EL&CCI	SDPP	All but EAF, NHSP, CSJ
Acknowledge	34%	25%	41%	34%	36%	32%	28%	39%	20%	24%	30%
Issue payment	37%	27%	40%	37%	44%	27%	44%	35%	0%	24%	34%
	(n=1549)	(n=56)	(n=431)	(n=942)	(n=25*)	(n=22*)	(n=25*)	(n=26*)	(n=5**)	(n=17*)	(n=120)

Q33. Before today, were you aware of these service standards?
Base: All respondents

*small sample size **very small sample size   ▢ ▢ Significantly higher/ lower than total

Impact of Awareness of Service Standards

- Applicants aware of either of the service standards were more likely to be satisfied with their experience overall, less likely to report having experience a problem or issue (specifically that it took too long to receive a decision) and were more satisfied with most Service Canada channels.

- They were more likely to feel it was clear on what to do if they had a problem or question, what would happen and when, feel confident in the issue resolution process, feel it was easy to get help when need, and that the amount of time it took was reasonable.

Overall Satisfaction (% Rated 4/5)

Acknowledge Submission		Issue Payment	
80%	**64%**	**78%**	**65%**
Aware	Not aware	Aware	Not aware
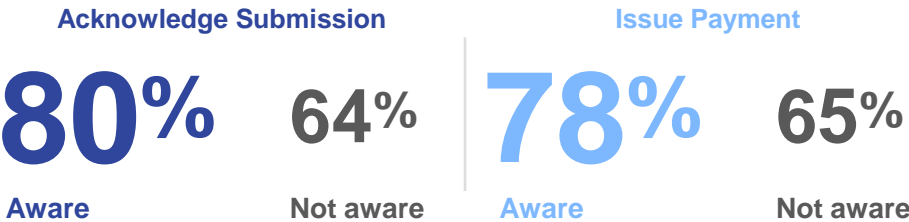
	Acknowledge Submission		Issue payment	
Experienced a Problem	Aware	Not	Aware	Not
% Yes	**26%**	39%	**26%**	40%
Service Channel Satisfaction				
Government of Canada website	**75%**	61%	**75%**	61%
Email support from SC office	**74%**	60%	**75%**	59%
Email support from program officer	**87%**	77%	**85%**	78%
Mail	**76%**	53%	**79%**	50%
Online web portal	**74%**	63%	**73%**	63%

	Acknowledge Submission		Issue Payment	
Widest Gap in Service Attributes (% Rated 4/5 vs. Total)	Aware	Not aware	Aware	Not aware
It was clear what to do if I had a problem or question.	**75%**	54%	**76%**	54%
Throughout the process it was clear what would happen next and when it would happen.	**74%**	50%	**74%**	50%
I was confident that any issues or problems would have been easily resolved.	**75%**	57%	**76%**	56%
It was easy to get help when I needed it.	**73%**	55%	**74%**	54%
The amount of time it took, from when I started gathering information to when I got a decision on my application, was reasonable.	**71%**	49%	**69%**	49%

GBA+

14

GBA+

79% of applicant organizations support at least one of the identity-based groups outlined.

The most common groups supported are those who identify as women or a racial/ethnic minority.
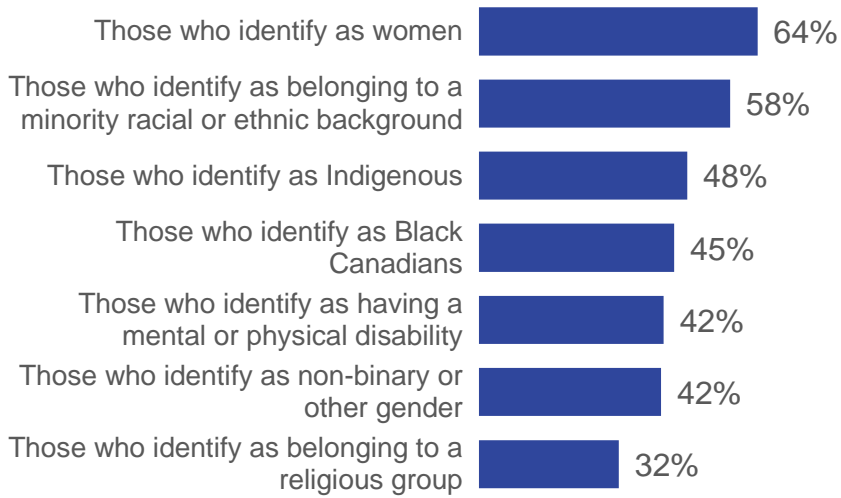
Group	%
Those who identify as women	64%
Those who identify as belonging to a minority racial or ethnic background	58%
Those who identify as Indigenous	48%
Those who identify as Black Canadians	45%
Those who identify as having a mental or physical disability	42%
Those who identify as non-binary or other gender	42%
Those who identify as belonging to a religious group	32%

EAF, NHSP and OFPwD applicant organizations were more likely to support those with a disability, SL/CF those who identify as Indigenous, while CSC and UT&IP applicant organizations were more likely to support multiple groups.

Overall Satisfaction (% Rated 4/5)

70% Assist GBA+

69% Do Not

Satisfaction is consistent among applicants who assist GBA+ communities, however, they did experience more challenges with certain aspects of their experience.*

- Higher number of contacts with SC (43% of organizations that assist GBA+ were in contact 10 times or more vs. 34% of organizations that do not)
- More likely to have experienced a problem (36% vs. 28%) and lower confidence in issue resolution (61% vs. 66%)
- Less likely to feel it was easy to apply (72% vs. 79%)
- Less likely to feel they received consistent information (70% vs. 78%)
- More difficulty putting together the information to apply (68% vs. 74%)
- Lower satisfaction with email support from a program officer (78% vs. 97%)
- More likely to be not-for-profit (80% vs. 70%) and have 50+ volunteers (20% vs. 14%)

*the first figure in brackets relates to organizations that assist GBA+ communities , the second relates to organizations that do not.

2% Very few applicants reported having felt discriminated against on the basis of identity during application process. Among those who felt discriminated, the most common grounds were race (30%) or religious identity (28%).

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Communities Supported By Funding Application

- At eight in ten (79%), the vast majority of applicants report that their organization supports at least one of the groups outlined. Two-thirds (64%) of applicant organizations support those who identify as women, followed by those who identify as a racial minority (58%) and those who identify as Indigenous (48%).

- EAF, NHSP and OFPwD applicant organizations were more likely to support those with a disability, SL/CF those who identify as Indigenous, while CSC and UT&IP applicant organizations were more likely to support multiple groups.

Would the funding you applied for assist any of the following communities, clients or people?

	TOTAL (n=1549)	EAF (n=56)	NHSP (n=431)	CSJ (n=942)	SL/CF (n=25*)	OFPWD (n=22*)	CSC (n=25*)	UT&IP (n=26*)	EL&CCI (n=5*)	SDPP (n=17*)	All but EAF, NHSP, CSJ (n=120)
At least one (NET)	79%	95%	77%	78%	100%	100%	100%	100%	100%	94%	99%
Those who identify as women	64%	43%	63%	65%	76%	55%	72%	96%	60%	53%	68%
Those who identify as belonging to a minority racial or ethnic background	58%	32%	56%	58%	76%	64%	88%	85%	20%	47%	68%
Those who identify as Indigenous	48%	38%	41%	48%	68%	64%	68%	100%	20%	35%	60%
Those who identify as Black Canadians	45%	29%	38%	46%	64%	46%	64%	85%	20%	18%	51%
Those who identify as having a mental or physical disability	42%	91%	51%	40%	56%	100%	48%	54%	40%	47%	58%
Those who identify as non-binary or other gender	42%	27%	36%	43%	48%	59%	64%	81%	20%	24%	49%
Those who identify as belonging to a religious group	32%	30%	34%	32%	36%	23%	16%	62%	20%	24%	27%
None of the above	21%	5%	23%	22%	-	-	-	-	-	6%	1%

Q34. Would the funding you applied for assist any of the following communities, clients or people?

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*small sample size **very small sample size   □ □ Significantly higher/ lower than total

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Profile of Applicants Who Assist GBA+ Communities

Overall Satisfaction (% Rated 4/5)

70%
Assist GBA+

69%
Do Not

- Overall satisfaction is consistent among applicants who assist GBA+ communities and those who do not. However, there are a number of notable differences regarding specific aspects of their experience.

- Applicants who assist GBA+ communities required a greater number of contacts during their experience, were more likely to have experienced a problem and had lower confidence in issue resolution.

- They were less likely to feel it was easy to apply, that they received consistent information and had more difficultly putting together the information to apply. They also were less satisfied with the email support from a program officer.

- They were more likely to be a non-for-profit organization and to have more than 50 volunteers.
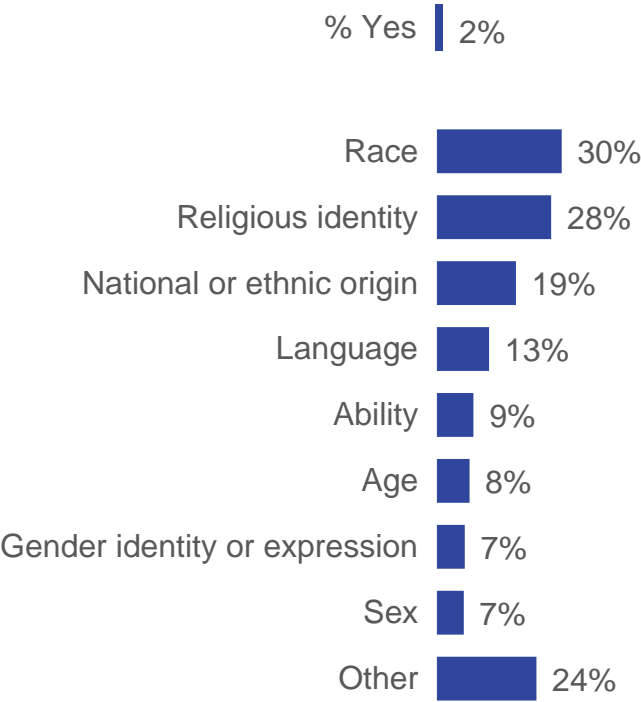
Prominent Differences Among Applicants Who Assist GBA+ Communities (compared to those who do not):

- Higher number of contacts with Service Canada (43% were in contact 10 times or more vs. 34%)

- More likely to have experienced a problem (36% vs. 28%) and lower confidence in issue resolution (61% vs. 66%)

- Less likely to feel it was easy to apply (72% vs. 79%) or that they received consistent information (70% vs. 78%)

- More difficulty putting together the information to apply (68% vs. 74%)

- Lower satisfaction with email support from a program officer (78% vs. 97%)

- More likely to be not-for-profit (80% vs. 70%) and have more than 50+ volunteers (20% vs. 14%)

Experienced Discrimination in Application Process

- Overall, 2% of applicants report having felt discriminated against on the basis of identity during their experience with Service Canada.

- Among those who felt discriminated, the most common grounds were race or religious identity.

- NHSP applicants were more likely to have felt discriminated against on the grounds of national or ethnic origin, OFPwD on the ground of ability or sex, CSC on the grounds of ability, age or gender identity and SDPP on the grounds of language or ability.

Thinking about your experience with Service Canada, through out the entire application process, have you ever felt discriminated against on the basis of your identity?
On which grounds did you feel discriminated against?

% Yes | 2%

Race	30%
Religious identity	28%
National or ethnic origin	19%
Language	13%
Ability	9%
Age	8%
Gender identity or expression	7%
Sex	7%
Other	24%

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*small sample size **very small sample size

☐ ☐ Significantly higher/ lower than total

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ANALYSIS BY APPLICANT GROUPS

15

Key differences by region, number of employees, industry sector and program cluster

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Satisfaction with Service Experience by Province and Territory

- Applicant organizations which operate in Ontario, New Brunswick, the Yukon or Nunavut were less satisfied with their experience.

- Around six in ten Ontario (62%) or New Brunswick applicants (58%) were satisfied, approximately four in ten Yukon applicants (36%) and one-quarter of Nunavut applicants (27%).

- Comparatively, three-quarters of those who operate in Quebec (75%) or Alberta (74%), seven in ten of those from Newfoundland & Labrador (69%), Nova Scotia (68%) or Saskatchewan (68%), two-thirds from BC (65%) and six in ten from Manitoba (61%) or PEI (60%) were satisfied with their experience.

- Due to small sample sizes, satisfaction among organizations which operate in Northwest Territories (52%) is not considered statistically lower compared to overall satisfaction.

Note: Applicants were asked about the province or territory where their organization operates to better understand regional variation in results.

Service Canada operates in 5 regions however given applicants would be unaware of where their applications were processed it is difficult to capture regional satisfaction at that level.

70%
OVERALL SATISFACTION (% RATED 4/5)

36%
Yukon

52%
Northwest Territories

27%
Nunavut

69%
Newfoundland & Labrador

65%
BC

74%
Alberta

68%
Sask.

61%
Manitoba

75%
Quebec

62%
Ontario

60%
Prince Edward Island

68%
Nova Scotia

58%
New Brunswick

Q31. On a scale from 1 to 5, where 1 means very dissatisfied and 5 means very satisfied, how satisfied or dissatisfied were you with the overall service you received from Service Canada from getting information about [INSERT PROGRAM] to receiving a funding decision?
Base: All respondents
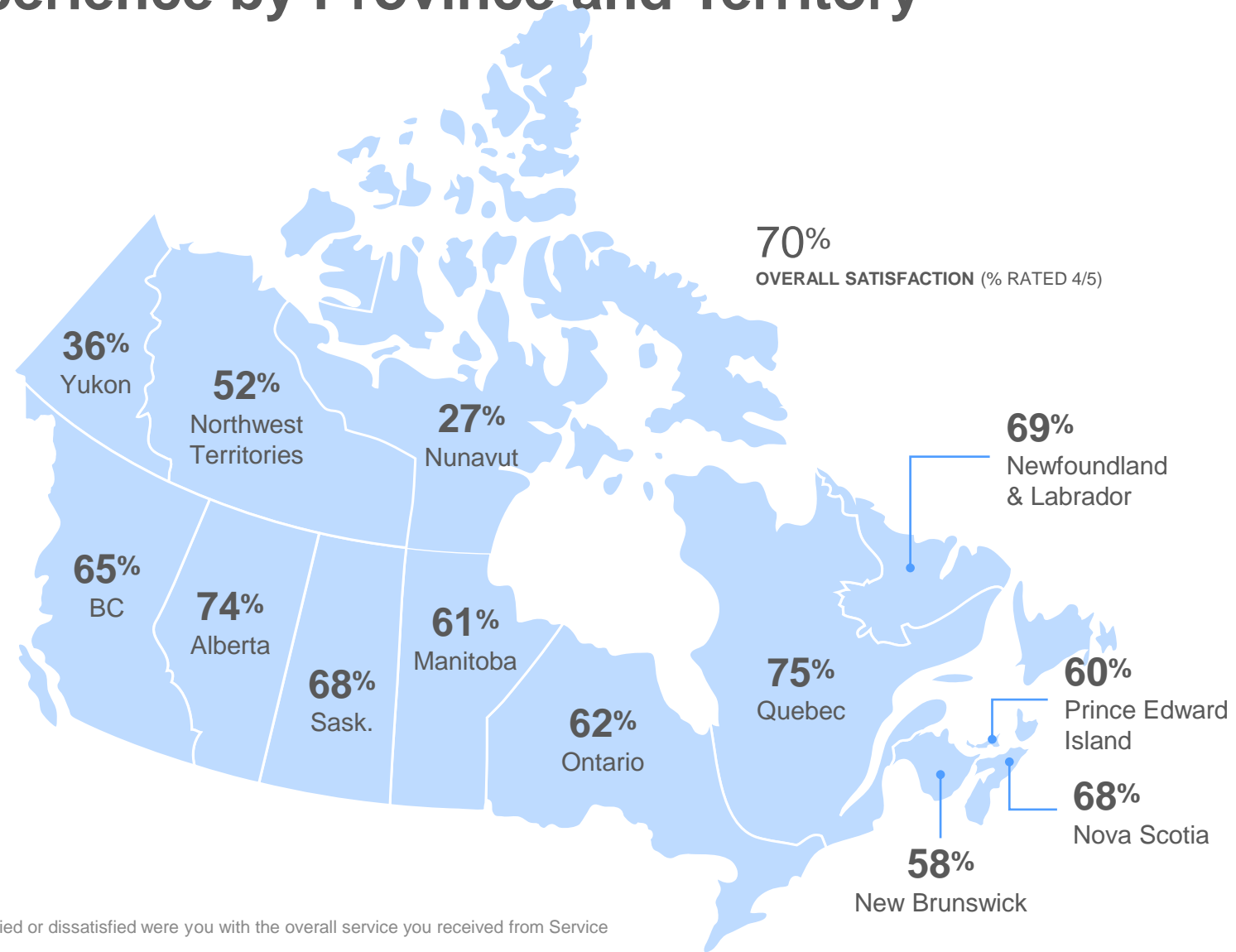
Key Differences by Province and Territory

Experienced a Problem	TOTAL	AB	BC	MB	NB	NL	NT	NS	NU	ON	PE	QC	SK	YT
% Yes	**35%**	32%	37%	33%	36%	20%	23%	25%	42%	45%	26%	30%	32%	40%

Funding Approval	TOTAL	AB	BC	MB	NB	NL	NT	NS	NU	ON	PE	QC	SK	YT
% Approved	**90%**	91%	87%	88%	93%	90%	90%	90%	87%	88%	83%	91%	88%	90%

Service Channel Satisfaction	TOTAL	AB	BC	MB	NB	NL	NT	NS	NU	ON	PE	QC	SK	YT
Email support from SC office	**65%**	67%	58%	61%	69%	70%	58%	77%	49%	58%	60%	66%	60%	53%
Government of Canada website	**66%**	66%	59%	64%	63%	67%	70%	73%	75%	64%	75%	68%	69%	69%
Email support from a program officer	**80%**	89%	82%	80%	81%	90%	100%	91%	100%	74%	92%	80%	89%	100%
Web portal	**67%**	63%	63%	69%	72%	76%	74%	72%	83%	64%	83%	72%	70%	69%

Widest Gap in Service Attributes (% Rated 4/5 vs. Total)	TOTAL	AB	BC	MB	NB	NL	NT	NS	NU	ON	PE	QC	SK	YT
I received consistent information	**72%**	68%	67%	65%	71%	73%	65%	78%	39%	61%	63%	83%	67%	66%
It was easy to get help when I needed it	**61%**	62%	54%	60%	56%	67%	64%	71%	53%	53%	54%	70%	61%	65%
I needed to explain my situation only once.	**62%**	67%	62%	61%	60%	72%	72%	73%	48%	54%	64%	69%	62%	63%
I was confident that any issues or problems would have been easily resolved	**63%**	60%	55%	56%	58%	67%	42%	77%	35%	55%	61%	67%	61%	43%
Throughout the process it was clear what would happen next and when it would happen	**58%**	56%	50%	42%	56%	59%	33%	62%	11%	51%	34%	66%	47%	35%

Significantly higher/ lower than total

Key Differences by Province and Territory

Total Number of Times of Contacting SC	TOTAL	AB	BC	MB	NB	NL	NT	NS	NU	ON	PE	QC	SK	YT
1-3 times	**12%**	11%	8%	10%	8%	3%	2%	12%	-	10%	12%	17%	9%	-
4-6 times	**19%**	13%	18%	21%	17%	35%	16%	23%	21%	15%	19%	24%	23%	17%
7-9 times	**15%**	19%	13%	22%	16%	10%	3%	15%	4%	15%	13%	12%	12%	23%
10+ times	**41%**	46%	47%	34%	42%	38%	68%	38%	62%	48%	41%	34%	40%	48%

Length Of Time To Complete Application	TOTAL	AB	BC	MB	NB	NL	NT	NS	NU	ON	PE	QC	SK	YT
1 to 7 days / one week	**70%**	66%	64%	70%	60%	87%	72%	78%	74%	62%	64%	75%	75%	78%
8 to 14 days / two weeks	**20%**	23%	26%	21%	26%	9%	25%	18%	19%	24%	27%	17%	17%	15%
15 to 21 days / three weeks	**6%**	6%	8%	4%	11%	1%	3%	3%	4%	7%	7%	5%	4%	5%
22 to 31 days / one month	**3%**	4%	2%	3%	2%	2%	1%	1%	1%	4%	3%	1%	4%	2%
More than 31 days / more than one month	**2%**	1%	1%	1%	1%	1%	-	1%	2%	3%	-	2%	1%	-

Significantly higher/ lower than total

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Key Differences by Program Complexity

- For the purpose of this study, program complexity has been defined by length of time to complete the review of an application. The table below provides details for low, moderate, and high complexity programs.
- Overall, applicants in Cluster 3 (moderate delivery-complexity) were less likely to be satisfied with the service experience. Notably, while overall satisfaction among applicants in Cluster 4 is statistically consistent with overall performance they provided lower ratings across several across (as noted on the next slide).
- Six in ten (60%) Cluster 3 applicants were satisfied, compared to three-quarters (74%) of Cluster 1 applicants, seven in ten (69%) of CSJ applicants and two-thirds (66%) of Cluster 4 applicants.

Overall Satisfaction (% Rated 4/5)

69%	**74%**	**60%**	**66%**
CSJ	Cluster 1	Cluster 3	Cluster 4
	Low Complexity	Moderate Complexity	High Complexity
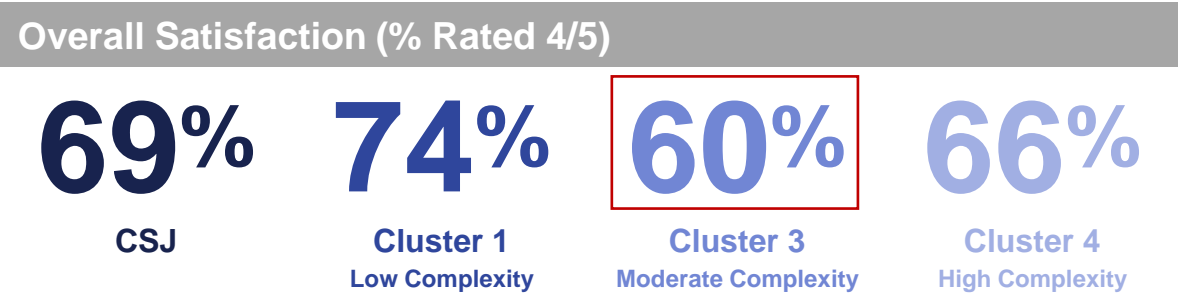
CLUSTER / PROGRAM COMPLEXITY LEVEL		DESCRIPTION (PROGRAM EXAMPLES)	BASE SIZE
CSJ		Canada Summer Jobs	n= 942
Cluster 1	Low complexity programs	Grant programs in the 112 days/16 week review period (e.g., Enabling Accessibility Fund, New Horizons for Seniors Program)	n=487
Cluster 3	Moderate delivery-complexity programs	Contribution streams in the 126 days/18 week review period (e.g., Canada Service Corps, Skills Link/Career Focus (Youth Employment and Skills Strategy (YESS)), Union Training and Innovation Program, Social Development Partnerships Program)	n=93
Cluster 4	High-delivery complexity programs	Contribution streams in the 154 days/22 week review period (e.g., Early Learning and Child Care Innovation, Opportunities Fund for Persons with Disabilities)	n=27*

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*small sample size   Significantly higher/ lower than total

Key Differences by Program Cluster

- Applicants in Cluster 3 were less likely to be satisfied with the Government of Canada website, while applicants in Cluster 4 were less likely to be satisfied with email support from a Service Canada office or program officer. Applicants in Cluster 1 were more likely to be satisfied with both the Government of Canada website and email support from a Service Canada office.

- Applicants in Cluster 3 and 4 were also less likely to feel it was easy to complete the budget document in the application or the final budget post-agreement, to meet the requirements of the application, to understand information about the program, to complete the final project report or to determine if their organization was eligible for funding.

Service Channel Satisfaction	TOTAL	CSJ	CLUSTER 1	CLUSTER 3	CLUSTER 4
Government of Canada website	66%	65%	71%	50%	58%
Email support from a Service Canada office	65%	64%	71%	58%	42%
Email support from a program officer	80%	80%	82%	82%	57%

Widest Gap in Service Attributes (% Rated 4/5 vs. Total)	TOTAL	CSJ	CLUSTER 1	CLUSTER 3	CLUSTER 4
Completing the budget document (in the application)	77%	68%	62%	44%	41%
Completing the final budget (post-agreement)	70%	71%	67%	50%	48%
Meeting the requirements of the application	77%	79%	70%	57%	59%
Understand the information about the program	76%	76%	80%	58%	43%
Completing the final project report	72%	73%	63%	55%	43%
Determine if your organization is eligible for funding	83%	83%	84%	69%	57%

Significantly higher/ lower than total

Key Differences by Program Cluster *(cont'd)*

- Applicants in Cluster 3 and 4 were more likely to have been in contact with Service Canada 10 or more times, while those in Cluster 1 were more likely to have been in contact 1-6 times.

- Applicants in Clusters 1, 3 and 4 were all more likely to have taken more than one week to complete their application with Cluster 2 and 3 applicants taking the longest among of time. Applicants in all clusters were less likely to have been approved for funding.

Total Number of Times Contacting SC	TOTAL	CSJ	CLUSTER 1	CLUSTER 3	CLUSTER 4
1-3 times	12%	12%	17%	9%	7%
4-6 times	19%	19%	23%	9%	3%
7-9 times	15%	15%	16%	4%	6%
10+ times	41%	42%	29%	60%	65%
Length of Time to Complete Application					
1 to 7 days / one week	70%	76%	32%	16%	13%
8 to 14 days / two weeks	20%	18%	34%	33%	28%
15 to 21 days / three weeks	6%	4%	19%	27%	19%
22 to 31 days / one month	3%	1%	10%	15%	28%
More than 31 days / more than one month	2%	1%	5%	10%	13%
Funding Approval	**TOTAL**	**CSJ**	**CLUSTER 1**	**CLUSTER 3**	**CLUSTER 4**
% Approved	90%	92%	79%	79%	75%

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Significantly higher/ lower than total

Key Differences by Number of Employees

- Applicants with 50 employees or more were less satisfied with their experience. Six in ten (59%) applicants with 50 employees or more were satisfied compared to three-quarters (74%) of applicants with no employees and seven in ten of those with 1 to 9 (71%) or 10 to 49 employees (70%).

- Applicants with 50 employees or more were less satisfied with the email support provided by a Service Canada office, while those with no employees were more likely and were also more satisfied with telephone support from a Service Canada office.

- Applicant organizations with 50 employees or more were also less likely to feel the SC phone reps were helpful, that it was easy to get help when needed, clear what to do if they had a problem or question and that it took a reasonable amount of time. Applicants with no employees were more likely to feel it was clear on what to do with a problem or question, to be confident in the issue resolution process and that they needed to explain their situation only once.

Overall Satisfaction (% Rated 4/5)

74%	**71%**	**70%**	**59%**
NONE	1-9	10-49	50+

Service Channel Satisfaction	TOTAL	NONE	1-9	10-49	50+
Email support from a Service Canada office	**65%**	80%	66%	61%	56%
Telephone support from a Service Canada office	**61%**	75%	66%	55%	47%

Widest Gap in Service Attributes (% Rated 4/5 vs. Total)	TOTAL	NONE	1-9	10-49	50+
Service Canada phone representatives were helpful	**72%**	73%	77%	75%	40%
It was easy to get help when I needed it	**61%**	63%	62%	63%	52%
It was clear what to do if I had a problem or question	**62%**	70%	62%	61%	53%
The amount of time it took was reasonable	**56%**	62%	57%	56%	48%
I was confident that any issues or problems would have been easily resolved	**63%**	73%	64%	59%	58%
I needed to explain my situation only once	**62%**	70%	63%	60%	56%

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Significantly higher/ lower than total

Key Differences by Number of Employees *(cont'd)*

- Applicants with 50 employees or more were more likely to have encountered a problem during their experience. They were also more likely to have taken three weeks or more to complete their application.

- Applicants with no employees were more likely to have taken between two to three weeks to complete their application.

Experienced a Problem	TOTAL	NONE	1-9	10-49	50+
% Yes	35%	33%	33%	35%	43%

Length of Time to Complete Application	TOTAL	NONE	1-9	10-49	50+
1 to 7 days / one week	70%	55%	72%	75%	58%
8 to 14 days / two weeks	20%	26%	19%	19%	23%
15 to 21 days / three weeks	6%	12%	5%	4%	11%
22 to 31 days / one month	3%	4%	3%	1%	4%
More than 31 days / more than one month	2%	3%	1%	1%	4%

Significantly higher/ lower than total

Key Differences by Number of Employees *(cont'd)*

- Applicants with 50 employees or more were more likely to indicate they apply for the same program on an annual basis, while applicants with no employees were less likely.

- Applicants with 10 to 49 or 50 employees or more were more likely to work as part of a team of employees on the application. Applicants with no employees were more likely to rely heavily on volunteers for the application, while those with 1 to 9 employees were more likely to be part of a team of both employees and volunteers.

- Applicants with none or 1 to 9 employees were more likely to be in the not-for-profit sector, while those with 10-49 or 50+ were less likely. Applicants with 50 or more employees were more likely to be in the public sector.

Application Frequency	TOTAL	NONE	1-9	10-49	50+
First application	13%	20%	15%	10%	7%
Applied once or twice before	20%	25%	20%	19%	16%
Applied several times before	26%	24%	26%	26%	26%
Apply for the same program on a annual basis	41%	32%	39%	45%	50%
Role in application					
I am solely responsible	44%	30%	48%	48%	32%
I am part of a team of employees	27%	1%	19%	39%	55%
I am part of a team of both employees and volunteers	12%	1%	17%	10%	12%
Our organization is heavily dependent on volunteers	16%	67%	17%	3%	0%
I am not personally involved although I oversee this, or have some awareness	0.4%	1%	0.2%	0.4%	0.8%
Sector	TOTAL	NONE	1-9	10-49	50+
Not-for-profit (NET)	77%	94%	82%	69%	67%
Public Sector (NET)	14%	10%	9%	17%	34%
Private Sector (NET)	19%	12%	20%	23%	13%

Significantly higher/ lower than total

Key Differences by Sector

- Overall satisfaction and service channel satisfaction is consistent across by sectors of the applicant organization, however, there were a number of notable differences by service attributes. Applicants from the public sector were less likely to feel it is was easy to apply overall, that they were able to move smoothly through all steps, and that they found it easy to understand information about the program, the requirements of the application, complete the narrative questions, and determine if their organization was eligible for funding.

- Applicants from the private sector were less likely to feel it was easy to get help when needed, that they received consistent information, and that it was easy to determine the steps to apply, to put together the information needed to apply, to complete the narrative questions and determine if their organization was eligible for funding.

Overall Satisfaction (% Rated 4/5)

70% Not-for-Profit   **66%** Public   **67%** Private

Service Channel Satisfaction	TOTAL	Not-for-Profit	Public	Private
Email support from a Service Canada office	**65%**	65%	67%	63%
Government of Canada website	**66%**	66%	62%	62%
Web portal	**67%**	68%	62%	66%
Email support from a program officer	**80%**	80%	83%	78%

Widest Gap in Service Attributes (% Rated 4/5 vs. Total)	TOTAL	Not-for-Profit	Public	Private
I was able to move smoothly through all of the steps	**70%**	70%	57%	68%
It was easy to get help when I needed it	**61%**	63%	60%	54%
Overall, it was easy for me to apply for program	**74%**	75%	66%	69%
I received consistent information	**72%**	72%	74%	65%
Understanding the requirements of the application	**73%**	74%	65%	70%
Putting together the information you needed to apply for program	**69%**	70%	68%	62%
Completing the narrative questions	**64%**	66%	56%	54%
Understand the information about program	**76%**	77%	65%	73%
Determine if your organization is eligible for program funding	**83%**	85%	74%	76%
Determine the steps to apply for funding	**78%**	79%	70%	70%

Significantly higher/ lower than total

DEMOGRAPHIC PROFILE OF SURVEY PARTICIPANTS

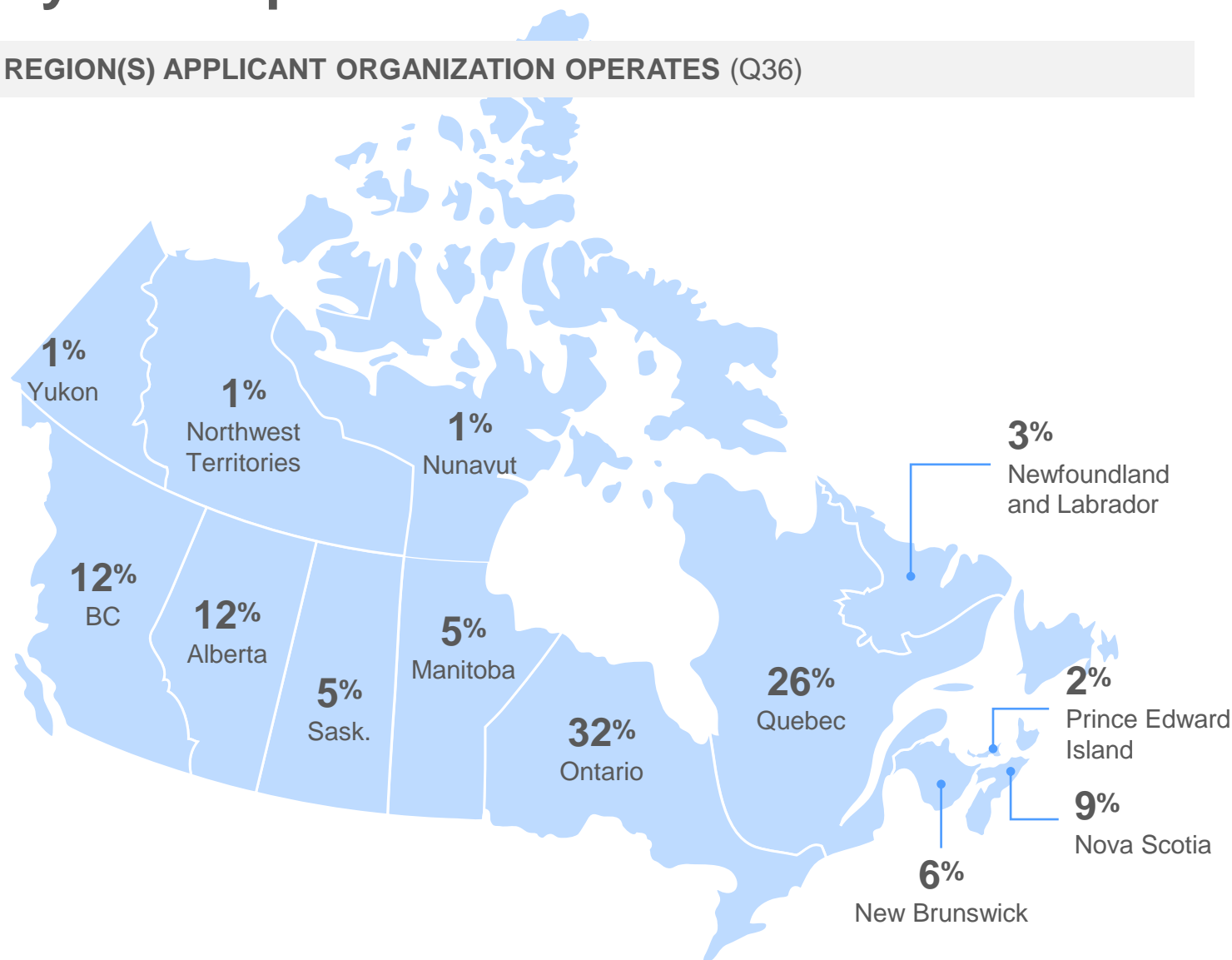# Demographic Profile of Survey Participants

USE OF ONLINE SERVICES (Q35)

All the time	58%
Routinely	33%
Sometimes	5%
Rarely	1%
Never	1%
Prefer not to answer	2%
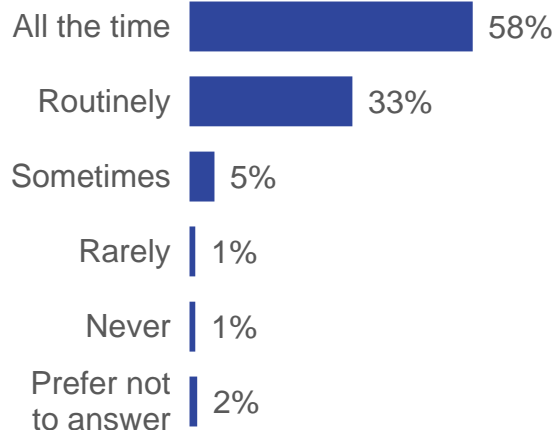
ORGANIZATIONS PREFERRED LANGUAGE (Q42)

English	95%
French	0.3%
Both	5%

% OF COMPLETED SURVEYS BY LANGUAGE

English	77%
French	23%
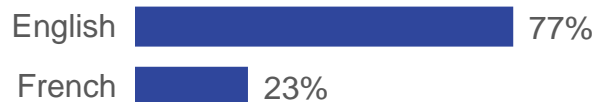
REGION(S) APPLICANT ORGANIZATION OPERATES (Q36)

1% Yukon

1% Northwest Territories

1% Nunavut

3% Newfoundland and Labrador

12% BC

12% Alberta

5% Sask.

5% Manitoba

32% Ontario

26% Quebec

2% Prince Edward Island

9% Nova Scotia

6% New Brunswick

Demographic Profile

ROLE IN APPLICATION PROCESS (Q37)

I am solely responsible	44%
I am part of a team of employees	27%
Our organization is heavily dependent on volunteers	16%
I am part of a team of employees and volunteers	12%
I am not personally involved but I oversee this or have some awareness	0%

OF EMPLOYEES PART OF ORGANIZATION (Q40)

None	1-4	5-9	10-19	20-49	50+	Don't know
10%	31%	18%	17%	13%	11%	0%

FREQUENCY OF APPLICATION (Q38)

First application	Applied once or twice	Applied several times	Apply annually	Don't know
13%	20%	26%	41%	1%
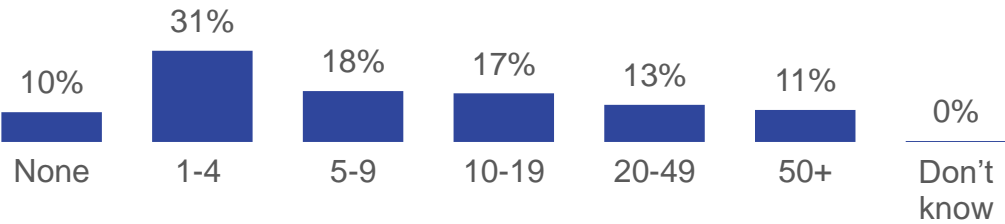
OF VOLUNTEERS PART OF ORGANIZATION (Q41)

None	1-4	5-9	10-19	20-49	50+	Don't know
19%	13%	15%	20%	13%	19%	2%
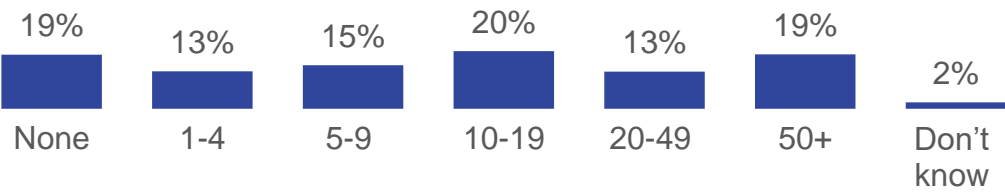
Demographic Profile

SECTOR (Q39)

Category	Value
Not-for-profit (NET)	78%
Community, charitable or voluntary organizations, including faith-based organizations…	56%
Non-governmental organizations	13%
Associations of workers or employers as well as professional and industrial organizations	3%
Indigenous not-for-profit organizations	2%
Unions	1%
Other	11%
Public Sector (NET)	14%
Municipal governments and agencies, including regional legislative bodies and…	7%
Public health, including public hospitals, nursing homes, senior citizen homes,…	2%
Public degree-granting universities and colleges	1%
School boards and elementary and secondary institutions	1%
Public community colleges and vocational schools	1%
Other	4%
Private Sector (NET)	19%
Business, incorporated or unincorporated bodies including partnerships and sole…	14%
Other	5%

QUALITATIVE FINDINGS

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Qualitative Findings

ESDC programs enable a range of projects for a variety of applicants

- **Many applicants were grateful for the opportunity to be funded for their projects and programs**, which helped them serve and enable positive change for their communities and clients. There were wide-ranging and diverse types of communities served including seniors, new immigrants, students, and persons with disabilities. In many cases, the projects and programs were meant to encourage physical activity or mental well-being, and provide services or assist those in need.

- **Some applicants were seasoned or dedicated grant and proposal writers**, or applicants of the same program over multiple years, and they tended to be more confident in the process and in their own ability to apply. Although there were still challenges experienced related to how to write the application such that it maximizes their success, however, they were generally better able to handle any challenges they faced.

- **Some were first-time and inexperienced applicants or were volunteers and not paid employees**. They tended to experience more challenges or perceive more challenges due to lack of familiarity, although these were not always directly related to the application process. For volunteers, finding the time to apply for programs was a challenge as they are often also working in paid employment elsewhere.

- **Mentions were made of the calculation that happens in applicants' minds** – whether or not the benefit of getting/amount of the grant is worth the time and effort it takes to apply. This is particularly true for those who are volunteering their time and are not paid employees of an organization.

Qualitative Findings … cont'd

Satisfaction with awareness and information was driven by ease and having ESDC be proactive and/or responsive.

Awareness: There were various channels through which applicants found out about available programs – many heard directly from ESDC, having applied in previous years for the same program. Otherwise, applicants typically found out about programs through a mix of internal or external resources, previous experience, and internet searches.

Highlights were that hearing from ESDC directly was appreciated. Hearing directly was a timely and accurate reminder for applicants.

Challenges were a lack of awareness of available programs and a lack of proactive outreach to first-time applicants.

Information: Applicants found information directly on the ESDC website, through an information webinar with ESDC, through a local ESDC program officer, through their MLA or MP office, or through calling 1-800 OCANADA.

Highlights were easily finding the required information needed to fill out the application online or through a consistent ESDC program officer.

Challenges were being unable to find the required information on the ESDC website, and/or attempting to make contact with someone at ESDC and being unable to do so.

Qualitative Findings … cont'd

There were a wide range of client service experiences in applying for a grant or contribution from ESDC.

Application Process: Applying to a program can be a time-consuming pursuit that can take place over a period of several weeks including information gathering/consulting with colleagues and partners, filling out the application, and submitting it.

There were differences in experiences across various factors including:

- **whether the applicant was seasoned or less experienced**; those with less experience had higher degrees of uncertainty.

- **whether the applicant worked for a business** – they were surprised at the level of detail asked/required.

- **whether the applicant worked/volunteered for a non-profit** as they are more likely to understand why the level of detail is needed.

- **the program being applied for** – Canada Summer Jobs (CSJ) was generally thought to be easier to fill out than the New Horizons Seniors Program (NHSP).

Confidence levels varied and this was not necessarily tied to these factors and was more whether their applications were ultimately successful; even those with more experience can feel uncertainty from year to year depending on whether they were funded or not the previous year.

Qualitative Findings … cont'd

There were a wide range of client service experiences in applying for a grant or contribution from ESDC.

Highlights:

- Those who had a direct relationship with a local Service Canada office characterized these positively as being helpful in filling out the application and understanding what was needed and having questions answered.

- Some found the process clear and straightforward and the application easy to fill out and did not experience any challenges.

- For some who chose to submit their application online, it was considered easy via the G&C portal/webpage.

Challenges:

- Mentions were made that the biggest challenge is in how to write the application such that it maximizes the chance of success, i.e. being funded – whether it needs to be a business style, descriptive, level of detail, types of details, and keywords.

- For some who chose to submit their application online, getting onto the Grants and Contributions Online Services (GCOS) was a significant challenge – there were various issues encountered.

- Pricing fields were also a source of difficulty for some who found them complex to fill out or encountered issues.

Qualitative Findings … cont'd

Confidence in receiving a timely decision and clarity in where their application was in the process were contributing factors to their satisfaction.

Follow-Up and Decision: General perceptions were that there is currently no means through which to know the status of their application. Levels of confidence and certainty varied – while some were fine to wait for an extended period to hear about a decision, others expressed a desire to receive regular updates or "track" their application as it is being processed.

Most were unaware of the published service standards for acknowledgment of application and payment. When these were read, experiences aligned with standards for most, although there were a few for whom they did not align.

Highlights were in being given a second chance to optimize or address sections in their application. The responsiveness of local Service Canada officers was appreciated although they were unable to provide an update or decision. Most were satisfied with the channel through which they received a decision – typically by phone or email.

Challenges were in the timing of the decision and any effect this may have – such that their vendor quotes had expired/changed, or they did not feel they had sufficient time to hire a student or kept a student waiting to let them know. Additionally, general disappointment and uncertainty about why their application was unfunded and not being provided with any information such that it could be improved for future submissions was also a challenge.

Qualitative Findings … cont'd

Monitoring and close-out is typically straightforward.

Comfort with monitoring and close-out was most positive among those familiar with funding processes and in the role of program managers in their organization. They were not asked for more information than for any other performance measurement requirements and understood the need for accountability from a taxpayer's perspective.

There was mention that the process has become more onerous and bureaucratic over time due to an increasing amount of requirements for these phases of the program.

For GBA+, the general feeling was that applications for funding, both at an organizational and personal level, were unaffected by their identities.

Some were conscious of their privilege and so this question did not feel relevant to them; a few had difficulty understanding the question and this appeared common amongst older participants; mention was made about whether their identities were a factor in being unfunded; and there were a few instances where tension with the funding application process arose from a specific identity.

Perceptions of an Ideal Client Experience

There were two distinct themes that emerged in shaping an ideal client experience.

An ideal client experience typically involves communication with a representative by telephone or online chat and being able to reach an actual person. Some participants preferred one central point of contact to turn to with questions rather than having a different person each time.

Being able to speak to an officer in real time or even using chat function, while interacting online."

Je dirais qu'idéalement, ce serait d'avoir "un être humain à l'autre bout de la ligne" et peut-être un dossier pré-rempli avec nos informations de base.»

There was general agreement that a user-friendly platform improves a client's experience with services. When asked about examples of an ideal client experience, some mentioned their experiences with financial services companies, such as Stripe and online banking apps. Other features and functions mentioned by participants were:

- Easy login process
- Status tracking and application management
- Not having to search excessively to find help

A user-friendly portal, for sure. If you have to do it online, I think simplicity in the technology you use is important, that everyone should be able to submit the application."

I would say most financial institutions with their, online banking. They understand that the way of their future is online transactions, so they need to make it as user-friendly as possible. So, being able to download your own PAD form or update your information on your own or transfer money between various accounts, print your statements – they make it pretty clear."

Contributing Factors that Make Experiences Ideal

Communication
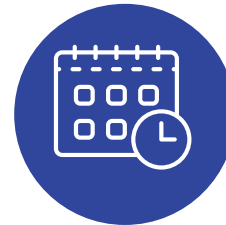Clear communications in terms of written correspondence and forms needing to be completed

User-friendly tools
Online tools that are easy to access and navigate

Timeliness of response
Timely and regular follow-up and updates to avoid any confusion or frustrations

Being treated with respect
Foster an environment where people feel valued and ensure customers have adequate resources and support

Benefits of an Ideal Client Experience

Predictability

The importance of ensuring timelines in the anticipated decision process are respected was mentioned by many as predictability is key for internal planning processes.

« Connaître le calendrier des échéanciers de manière transparente, justement. On le sait que c'est à peu près en avril, mai, à peu près, mais ça varie beaucoup! »

Simplicity

Based on participants' experience with private sectors, there was demand for easy-to-use digital tools developed by government in order to simplify the application process and to enhance their application experience.

"In terms of the customer service that would be helpful is less reliance on complicated platforms. We are still struggling with this."

Efficiency

While some preferred digital services, some asked for some human interaction in order to help them with questions or concerns, and to improve the efficiency and effectiveness of their application development.

"Ideal – to be able to talk to someone to answer questions about the application process."

Accessibility

There were some suggestions for improving web accessibility in order to promote equal opportunity to people with accessibility to apply.

"So there's different ways to apply and I think …you want to remove barriers to applications. Really making it, all the ways of communication accessible, be they online or in person."

Quality Of Service Is Evaluated According to Three Dimensions:

EASE

simplicity, clarity, and convenience of the information and service

EFFECTIVENESS

availability, timeliness, and consistency of help and information; effectiveness of service

EMOTION

respectful treatment and confidence in service

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Initial Awareness of Available Programs

Google Search

Small organizations and businesses became aware of available programs by accident or searching on Google.

"It was all internet research, so mostly Google research. I didn't know what you needed to qualify for them, so that was more just Google self-research than it was specifically targeted advertising or anything like that."

Local MP

Participants in rural or remote communities speak of their reliance on their local MP to provide direction on upcoming opportunities that might best fit their needs - MPs who proactively reach out to constituents suggesting grants and contributions that might be of interest.

"We always receive the application from them or from our MP or other community partners."

AWARENESS OF AVAILABLE PROGRAMS

Peers/Community Networks

Newer applicants found out through "word of mouth." Colleagues in their organization or in other organizations let them know about the program.
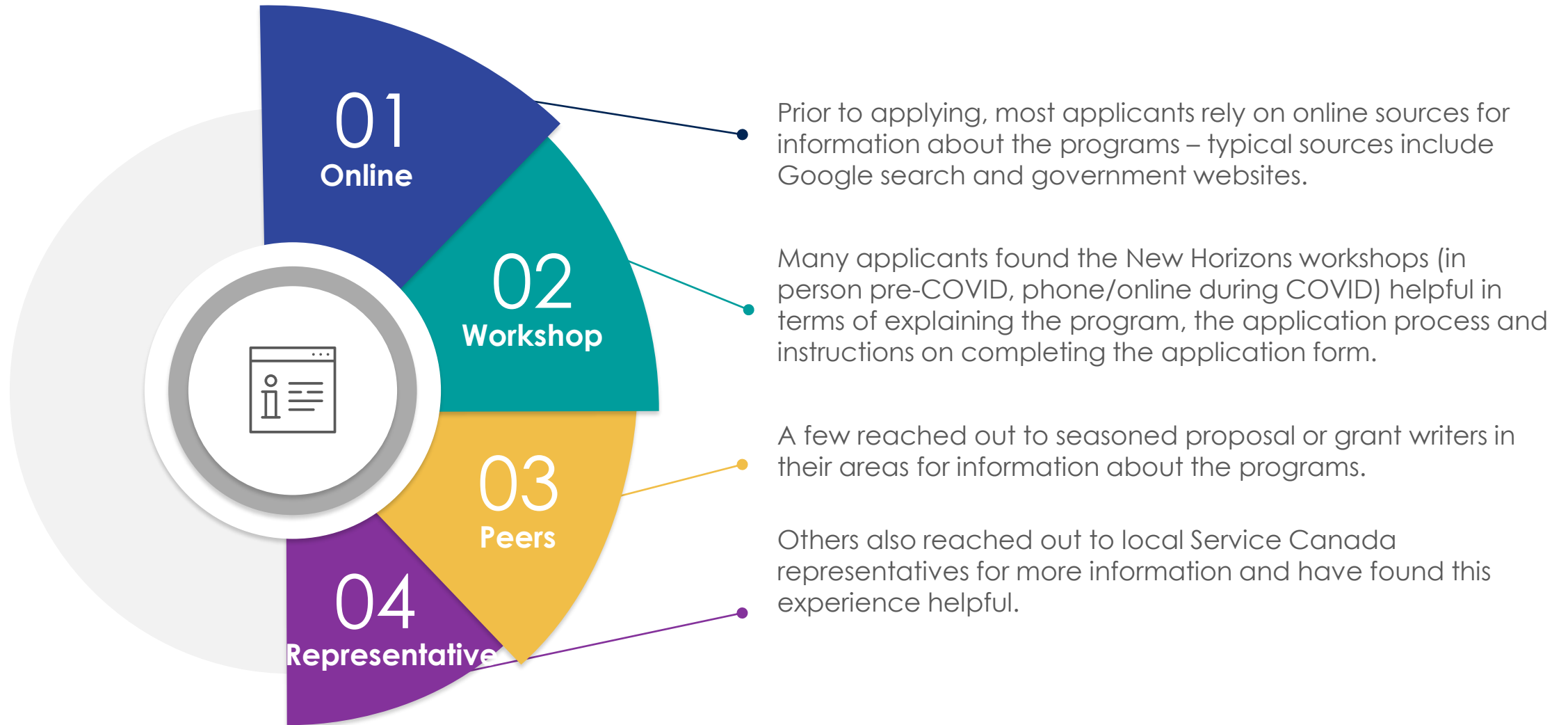
"Somehow, I heard about it from an NGO, I think it was a literacy NGO."

ESDC Alerts/Social Media

Past year applicants spoke of receiving ESDC alerts (newsletters and emails), or info pushes on social media.

"When programs open it's getting announced on social media…there was just actually a call for proposals open and because I had applied last year and got rejected, I actually got an email to apply again this year."

Experience of Seeking More Information About the Programs

01 Online

02 Workshop

03 Peers

04 Representative

Prior to applying, most applicants rely on online sources for information about the programs – typical sources include Google search and government websites.

Many applicants found the New Horizons workshops (in person pre-COVID, phone/online during COVID) helpful in terms of explaining the program, the application process and instructions on completing the application form.

A few reached out to seasoned proposal or grant writers in their areas for information about the programs.

Others also reached out to local Service Canada representatives for more information and have found this experience helpful.

Experience Contacting Service Canada to Obtain More Information

Online

Email: There were several applicants who have contacted Service Canada by email and received no response or found it slow to respond.

Website: Others have tried to obtain more information through the website, but they were required to visit GCOS, which they found was difficult to navigate.

"I'm emailing any address of any human at the Service Canada that has been involved in the New Horizons program, saying, can you be of help? … I got no answer for a length of time."

"You are ultimately required to go through GCOS and it is not user friendly."

Phone

Awareness of 1-800 OCANADA was low.

Amongst those who had tried it, they found it less efficient/useful.

"It's too general. I think the last time I called in for something, I like literally put in these search terms and then I'm like, it's not helpful."

"I've tried both and email tends to be more efficient. I think they even ask you to email rather than leave a message...."

Other

Local MP: Amongst French speaking participants, their levels of familiarity with the process and ability to access information required in order to apply were largely dependent on their local MP office's involvement.

« Ils [son député]ont communiqué avec moi, mais ils savent qu'on fait des demandes à Nouveaux Horizons de ce temps-ci. Mais on cherchait un programme d'accessibilité. Quand ils en ont vu passer un, ils nous l'ont fait parvenir. »

Overall Experience of the Application Process

In terms of the experience of applying, there was a mix of responses – everything from being really comfortable with the application having applied and being funded for many years, to feeling stressed and frustrated with the application process and everything in between. Differences emerged across a few factors:

Type of Organization

Non-profit applicants are much more likely to understand why all the information is needed and are used to this type of requirements.

On the other hand, **business applicants** expressed surprise at level of detail being asked – they were more likely to struggle with the application regardless of which program they applied to.

Program

There were also differences by programs. **Canada Summer Jobs** was considered very straightforward by non-profit applicants.

Meanwhile, **New Horizons Senior Program** applications were more difficult to fill out for many.

Grant Writing Experience

First time applicants typically had a higher degree of uncertainty.

There was a sense of ambiguity and uncertainty about the application process – whether they are doing it correctly and whether or not it will result in a funded project.

Seeking Assistance with Application

There were some mentions of having a relationship with their local Service Canada office and someone there who assists them with their applications, answers questions, as well as other steps within the application process.

- These relationships were all characterized positively as being very helpful, and it was not always tied to just one person – they may deal with different people from year to year who are always great.

- Mention was made that applicants wished that there could be more local input or decision making in terms of the applications, as they are perceived to be on the ground and familiar with local programs, although others felt that non-local decision makers would be more neutral and unbiased.

I have reached out to the program officer that I know or have last been in contact with and ask questions if I have clarifying questions. And with those clarifying questions, if they aren't able to answer, they usually will go and reach out, and get the information and come back to me to give me clarification."

I went into our local Service Canada representative, and she was very helpful. And then I wrote up the grant and I sent it to her to look at. She had a lot of critique, and that was great. she was very helpful, and over the years, I've met with her on a number of occasions."

I find strange that, for example, applications from BC are reviewed by someone in, say, Regina, or elsewhere."

Experience with Completing the Application

Mentions were made that the biggest challenge is in how to write the application such that it maximizes the chance of success (i.e. being funded) – whether it needs to be a business style, descriptive, level of detail, types of details, and keywords.

Approach

For those who are unsuccessful in receiving funding in one year, they will often try another approach and adapt the content the following year. This is all true even amongst those who attended a workshop for NHSP.

"I did the application a year ago and spent a lot of time on it but it wasn't successful. The gentleman who did the current application now with Service Canada, he did that for the very first time and shared with me some of his perspective that I'll build into my input today."

Content

Content and writing style is often the key area in which applicants seek assistance or support from others – either those who are experienced with similar or the same application, or amongst their internal colleagues where they collectively determine what they are going to write and how their projects will be positioned in the application. Ultimately though, the writing itself is generally a solo endeavor.

"This year I did a lot more with help, there was a teleconference which told us, you know, helped us with our wordings, there was a document writing thing attachment sent out. There was a person who is thoroughly invested in us getting the money so he gave us basically a template to work from with the adjustments for our own stuff."

Language

It was also evident that less experienced applicants tended to feel that the applications were repetitive or surprised when asked for more details. Even experienced applicants conceded that some of the language can be confusing for someone doing it first time e.g., different between an output and an outcome.

"Probably more around the language that's used. It's a legal document say, like, if this isn't done, you risk losing funding. And I get it, because it's easy to have the ball dropped, and people will just to expect things to kind of be handed to them, so we definitely need to do our part, but I think language like that also makes you question, well, are they gonna look for any reason to not give me funding."

Experience with Application Channels

Amongst those who chose to submit their application online, some considered it easy via the G&C portal/webpage.

For others, getting onto GCOS was a significant challenge – issues encountered include:

- being unable to clear security certificate;

- complicated if you are not the senior person in the organization with the right access;

- accessibility issues with online (not friendly with JAWS and would appreciate the option to submit additional details as an appendix).

For the actual submission and confirmation, few issues emerged. Most who applied online/by email were confident that their application had been received as they received an auto-reply confirmation.

"With the Service Canada portal, it was a little bit challenging to navigate, you have to get your business CRA login, and then you have to create, like, different IDs to get into the portal. So, it's kind of like this long process."

"Sometimes on this particular site things are arrowed and you click on it to reveal what's below and I would encourage, and I know that helps because it doesn't make your pages so long, but I'm actually going to highlight that. that might be a problem for screen readers."

Others chose to print, fill and scan their applications or hand write them.

Regardless of which avenue they chose, those who applied for NHSP felt it was important that there are different options provided, especially for seniors, who may not have the technical facility, or access to a computer/internet to fill out the application online.

However those who applied by mailing their application did not receive any confirmation.

"I think in particular for a program like New Horizons for Seniors that is really it's a program that's intended to be, community facing, you want to remove barriers to applications. I think having different ways to apply for a program like this that is very much intended to directly serve the public and be very public facing, I think that's really important."

"Federally the online process was frustrating. I ended up printing it off and sending my courier to Fredericton. The computer capability in our organization isn't sophisticated. The application I sent the old style way, which many senior organizations in rural Canada, would probably be in that same boat."

Feelings Resulting from the Application Process

Having information about how many applications are being considered might be helpful in making an informed decision about whether or not to apply – if there are fewer applications and they thought their chances were better as a result, they would be more likely to consider applying.

Others also mentioned the difficulties they encountered when filling in the **pricing fields**. They were seen as overly complex with locked Excel sheets that makes it hard to make revisions, and asking for a lot of details (e.g. detail required from contractors on the 3 quotes requirement).

Experience with Follow-Up

There was a **mix of experiences** during the follow-up phase of an application. Some mentioned that unless the program follows up, they do not wish to get in touch and create unnecessary work for project officers. They understand that these things take time and they recognized that there is only so much manpower to process applications, even though a speedier response would be more ideal.

Followed up with ESDC/Service Canada office
Those who did follow up with their local ESDC/Service Canada office to find out about their decision did not generally find it very helpful. The local office does not make the decision – rather the decisions are made in Ottawa and so there was little that could be done to know more or expedite the process.

I actually emailed to go like, hey, what's happening? And then, I'm not sure, I think likely it was delayed because COVID happened at the beginning of March and then they did a pivot for programs. The timelines were a little confusing."

A second chance to optimize
There were mentions of being given a second chance to optimize or address sections, while mention was made of an experience of not hearing for months and then being asked for follow-up information regarding the application by ESDC and being given a very short window to do so, and this was a point of frustration. Follow-ups from ESDC can result in surprise, since they perceived their first application as comprehensive.

It was definitely, the gentleman who emailed us was very straightforward, and he just, here we go, "Missing information on your Canada Summer Jobs application. I was glad that they reached out. So, I was glad that we did get a second opportunity to kind of revamp a couple of the answers."

Experience with Decision-Making

Some applicants would have liked more **regular** and **timely communication** in terms of where their application was in the **decision-making matrix** (in order to avoid the need for unnecessary follow-ups and worry).

Regular updates and information on decision-making process
This could be addressed through regular updates or the ability to 'track' their application as it makes its way through internal ESDC channels. Having said this, most acknowledge the need for, the importance and the expectation of a thorough decision-making process – there is an understanding that these are taxpayer dollars and therefore due diligence in the decision-making process is key.

Ensuring there are updates on the application – even if there's no update to give. There are workflows that can be put into place to ensure people are updated. We have to, when you apply for a grant, you do have to do it through your Service Canada account. So, you can log in and check on it, but I think it would be very beneficial for that portal to be able to send regular notifications, being, like, your application is still being processed… we anticipate to have an answer to you by this day."

Contextual information
Unaided mentions were made of wanting more contextual information about the number of applicants as this would be helpful in understanding what their chances were, and in general, receiving more information than just being informed of being unfunded – as having more information would inform their decision to apply in future, and if/how they would change anything within their application.

Honestly, it would be part not knowing, I wouldn't know the volume of the applications for this program, and honestly, as I understand it, ESDC probably didn't even know it, as being the first year that Canada Service Corps was offered. So, yeah, in terms of giving the 50/50 odds, that more reflects not really knowing how big the applicant pool would be, how big the applicant pool would be compared to the ultimate number that would be selected."

Decision Notification and Satisfaction with the Process

Decisions were received by email or phone and most were satisfied with the channel through which the decision was communicated. However, timing of the decision could be problematic – for example, funded applicants for CSJ might only have a few days to hire a student where the ideal to find a suitable candidate would be a month.

Conversely, an unfunded applicant may have a suitable candidate who is waiting for funding, only to find out that their application was unsuccessful.

Receiving the goods news from an MP was a nice touch for those where this happens, this tends to skew to smaller communities.

"We get notification that we were successful, and the money comes quickly, the funding comes through quickly, I'm not concerned about any of that. But it is, the timeline from when they decide, to when the job starts with Canada Summer Jobs, is not much time, especially when you're talking about having to hire somebody, post, and hire, and interview. That's a process."

« On attend. Puis, la réponse devient 100 %, des fois, c'est du bureau du député!...c'est le bureau du député qui m'informe de la décision. »

There was some notable aggravation towards the perceived extended period waiting to hear back with no means to check the status of an application. For those who received quotes from suppliers to their program that expired or changed in the time it took to hear back about a decision. In the case of CSJ applicants, it meant that the available pool of students applying for a summer job starts to dwindle.

"No communication, lack of communication, right? That for me, that would be poor, and the system doesn't work, so you're frustrated because you can't get it to work, and there's no contact people. That would probably, I wouldn't even apply if it was that complicated."

"That always takes a long time. It never seems to go as quickly as they say it will. It would be great if they could make decisions more quickly. I recognize they get a lot of applications, and there's a lot of decision to be made, and so forth, but it is challenging when you're an organization, a charity, you've got to plan, say you've collected your partners, you've got everybody excited about it, you're trying to keep people interested, especially for us it was Indigenous."
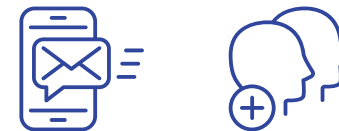
Experience with the Close-Out Process

Comfort with monitoring and close-out was mostly positive among those familiar with funding processes and in the role of program managers in their organization. These participants were well versed in the field of program performance measurement and did not feel they were asked to collect or provide information above and beyond what they would normally do. Moreover, there is very little resistance in having to do this from a taxpayer accountability perspective.

Mention was also made by an experienced client who has been funded over an extended period for EAF that the monitoring process has become increasingly onerous and restrictive over the years, in that they are asked for progressively more frequent amendments or information, and that there seems to be a desire for greater accountability which has become so challenging that it is in itself a barrier to participating in the program.

We have 30-days to prepare the final report. No problem with it."

I think that that's important. I think again, these are taxpayers' dollars, and I certainly appreciate that we're very lucky to receive that funding, and I want to make sure that people know that we're doing a good job."

Now, there's a lot of changes to that particular fund, and a lot of rules, and a lot of things that it seems like we don't know until we're going along, and then they're like, "You can't do that, you can't do that. No, you can't do that." […] Sometimes, we actually say in-house, if it wasn't for our clients, why are we doing this? Do we want to keep doing this every year? Should we give up this time, because it's so heavily monitored now, and the rules are very, very strict, so that we can't do things that we used to do to help clients.

The Monitoring Phase

Feelings Resulting from the Monitoring Phase

"I'm happy with it. We probably collect more data than they ask for…And you know right from the get-go what they want you to report on, so that's helpful. And they have a number that you can call if you need help. I do find that process is fine."

Making Required Amendments

"I sent out an email describing the problem, and they said, "Great, here's an amended agreement, just sign on the dotted line." So, it was very easy."

Receiving Assistance if Needed

"There have been times where they have reached out for clarification but it seems to be hit and miss whether that happens and it's usually once you've submitted."

Challenging Aspects

"I did report on time when requested, all my reports went in, but I got, initially, a lot of them back saying that they were incorrect and I filled them out wrong. Again, it's no fault of the ESDC, it's just the forms that I wasn't familiar with, and a first-time use, and I found them a little confusing."

Contributions Only

Contact from the Program

"The Summer Student, usually they will email you saying, 'You need to submit your final report on your student.' And with the New Horizons, it has a timeline outlined in the grant process."

Experience with Monitoring Process

"It was straightforward. It was reviewing what we'd applied for and knowing "what we said we were going to do was on target. That was easy. It wasn't challenging at all from my perspective."

Understanding the Monitoring Process and Information Received

"The info they were looking for was to review the project and ask how it's going and whether there are any changes. The questions were specific to what you had applied for."

Ease of Various Aspects

"They're very transparent in the information that they're looking for. They're very accommodating in, you know, for us trying to understand the information that they want from us. We have a good working relationship, it's a very respectful, appreciative relationship."

Gender-Based Analysis Plus

Identity
The general feeling was that applications for funding, both at an organizational and personal level, were unaffected by their identities.

"I've never sensed that my own individual…would have anything to do with the application process."

Awareness
A few did not understand the questions about GBA+ as they were not aware of the idea of varying identities. This appeared most common with older participants – younger people were better versed in the language of personal and social identities.

"The government seems to confuse us with their requirements /or preference about helping visible minorities for funding."

Privilege
Some were conscious of their privilege – e.g. "I am a white female, the second most privileged group after white male" – and somewhat dismissed the relevance of this question to them personally.

"I would say, if anything, I'm at an advantage because I'm white Canadian and my first language is English."

Decision-making
Mention was made amongst a few who have personal and social identities who were unfunded as to whether these were a factor in the decision.

"When the application gets rejected, we wonder if it was due to the social identity?"

Ipsos

Personal or Social Identities

The few instances where tension with the funding application process arose from a specific identify included:

- One person in a northern community highlighted the "complicated situation" of some of the language for First Nations community members e.g., signing an agreement with Her Majesty the Queen.
- Challenges with filling out diversity requirements given the demographic make-up of their communities or the sector they represent.

There are a lot of First Nations in that they, we share that area, and we are quite, quite adept in meeting, and we meet on a regular basis with First Nations people to try to get them in. And we're very successful in having First Nations people come in and participate in our programs. We have a very high percentage of membership that are First Nations. But if you walk down our streets being in Sudbury, we don't have that many immigrants that are, like you would see in Toronto. So, my immigration numbers are flat."

The biggest thing is the laws of the land do not allow us to ask personal questions on race, religion, colour, gender. We hire as they come in according to their resumes, CVs. We're in construction, I mean it's very difficult, I mean how would you feel if you said, "Oh, we're hiring pilots", and someone who unfortunately is blind showed up to apply to be a pilot?"