



# Service Canada: Awareness Baseline Study Final Report

May 31<sup>st</sup>, 2006



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# Introduction

# Introduction

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- Launched in September 2005, Service Canada represents a fundamental transformation in federal operations. It is intended to emerge as the focal point for service delivery in Canada, making it increasingly convenient for citizens to obtain the assistance they need via a one-stop service delivery network.
- Service Canada is working alongside other federal departments, levels of governments, and community service providers to integrate the delivery of services across programs, departments and jurisdictions. Its focus is not only to improve the consistency, flexibility and accessibility of services, but also to increase the capacity to introduce new programs and services, as well as the coordination and rationalization of investment in service delivery infrastructure.
- The requirements, expectations and priorities of Canadians will form the foundation for the design and delivery of services. Over time, reactions to Service Canada will be used to inform the policy and program development process. Service Canada therefore provides a clear point of accountability for service in the federal government that will enhance the ability to serve citizens and meet their needs.
- Given that the organization is relatively new, it is not surprising that awareness of Service Canada has not reached its full potential. Before any significant marketing is undertaken, however, it is necessary to establish a baseline measurement for awareness.

## Introduction (b)

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- EKOS was commissioned to establish a starting point from which future measures of awareness could be compared and tracked in the future.

### Objectives

- The broad objectives of a baseline awareness and market segmentation study were to support Service Canada and the Marketing and Communication Branch's mandate.
- More specifically, the objectives of the research would include:
  - establishing the awareness and perception of Service Canada and knowledge of major channels for service delivery (1-800 O'Canada, Service Canada.gc.ca);
  - developing measurable metrics for communication objectives;
  - establishing benchmarks against which to measure the effectiveness of communications activities;
  - analyzing market segment data for policy, communications and marketing purposes;
  - determining the most effective channels of communications; and
  - serving as a performance measure to track trends over time.

# Introduction (c)

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## Methodology

- The Service Canada Awareness Baseline Study consisted of telephone interviews with a representative sample of 2,503 Canadians (16 years and over), conducted between April 26 and May 10, 2006. This sample was stratified to ensure adequate representation across the 10 provinces, including rural, urban, provincial and territorial populations in Canada, as well as by gender and age cohorts.
- A national sample of this size provides results accurate to within plus or minus 2.0 percentage points, in 19 out of 20 samples.
- A more detailed description of the methodology used to conduct this study and a copy of the questionnaire are provided as appendices to this report.

## Layout of the Report

- The report primarily shows the overall findings from the Canada-wide results. In places, however, the report also shows the detailed findings across various sub-groups (e.g., key differences along demographic and regional lines). The inclusion of the detailed subgroups has been in areas where the differences are either most noteworthy or illustrative of the differences. For example, the charts on pages 38 and 39 were added in relation to only two of the seven measures of imagery for illustrative reasons rather than for all seven measures. The differences across sub-groups which are statistically significantly different from the overall average are noted by an asterisk beside the number.

## Introduction (d)

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- The report incorporates a number of findings from two other studies that were conducted on behalf of organizations that evolved into Service Canada.
- The first study was undertaken in 2003 on behalf of HRDC was a Branding Study.
  - The findings were based on a telephone survey with a national random sample of 1,505 Canadians.
  - The survey was conducted between November 10<sup>th</sup> and 17<sup>th</sup>, 2003.
  - The results were weighted by age, gender and region. The margin of error was +/- 2.5 % points, 19 times out of 20
- The second study undertaken in 2005 on behalf of HRDC was Service Delivery, Basic Identity Information and the Social Insurance Number.
  - The findings were based on a telephone survey with a national random sample of 1,100 Canadians:
  - The survey was conducted between January 17<sup>th</sup> and January 24<sup>th</sup>, 2005.
  - The results were weighted by age, gender and region. The margin of error was +/- 3.0 % points, 19 times out of 20.

# Overview and Strategic Implications



# Overview and Strategic Implications

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There are a number of surprising and practical insights gleaned from this benchmark awareness study. In the ensuing report, we review the more detailed findings. Here, we highlight some of the central conclusions and implications of the research.

## **1. Going in imagery vague, but surprisingly positive**

Service Canada is not a *tabula rasa*, but it does provide a fresh and positive start for conveying the Government of Canada's new philosophy and methodology for connecting to Canadians federal service needs. Although Canadians have some preconceptions and some experientially based impressions of Service Canada, the organization is not hobbled with any strong negatives out of the gate. Canadians are, for the most part, providing benefit of the doubt.

Given its recent launch, it is not surprising to find that there is low familiarity with the organization: only three per cent can identify Service Canada without prompting, and another 16 per cent report having heard of the organization when prompted. While many more Canadians have heard of 1-800 O'Canada and the main Government of Canada website (two channels which have also tended to be rated very positively), there is still room to build awareness here as well.

# Overview and Strategic Implications

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## **2. Experience reinforces comfort and confidence**

There is a highly significant positive linkage between experience with Service Canada and positive impressions of the organization. Obviously this is a strong asset and one which should be exploited further as the organization matures and its outreach broadens. There are a couple of important parallel findings related to this.

Firstly, it appears that the positive reinforcement effect for transactional experience is *either unique to Service Canada or at least much more pronounced* there. The smaller incidence of those in contact with the federal government through other organizations does not seem to show this effect (either that, or it is much more muted).

Secondly, the effect appears to decay through time. Most recent users reveal a much stronger impression boost than those who were in contact further in the past. This suggests that both broadening and intensifying the connections with Canadians should yield brand strengthening.

Earlier research has shown positive service transactions produce a stronger sense of federal value-for-money and perhaps even heightened national unity. These linkages must not be neglected in a period where there has been steady erosion in both the perception of value-for-money and relevance from federalism and a modest, but steady and significant diminution of national attachment over the past decade.

# Overview and Strategic Implications

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### **3. Canadians overwhelmingly prefer to be seen as “citizens”**

Canadians overwhelmingly prefer to be seen as “citizens”, not merely “customers”, “clients”, or “taxpayers”. Canadians assume and expect good service from the Government of Canada. There is, however, clearly another even more significant layer of expectations embodied in the insistence to be seen as citizens. The established linkages between approval of federal government and good service may be at the heart of this citizen first preference.

### **4. Hierarchy for measuring performance goes well beyond traditional service models**

“Get it right first” and skip the faux empathy. The public clearly eschew anachronistic “Mom and Pop storefront” service models for an approach which accurately and reliably understands citizen needs and provides the right knowledge and information; notions of understanding and reliability eclipse the traditional canons of good service. Efficiency is also a crucial concern, but sheer transactional quality is actually secondary. For the majority, if the hours of operation for the in-person offices were to be extended, weeknights would be most convenient.

Interestingly, while accountability is still an important principle, it has shown the most movement (downward) since last testing and several pieces of evidence converge to suggest that the public are not seized with overwhelming accountability concerns. The organization is seen as decisively trustworthy and this advantage is larger amongst recent users. There may even be a recognition that while accountability is important, it should not be at the expense of efficiency and responsiveness.

# Overview and Strategic Implications

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## **5. IT and Internet a given, but multi-channel delivery requirements persist**

Only one in five Canadians do *not* expect to use the Internet with Service Canada (only five per cent of the under 25 cohort and 10 per cent of the 70 per cent of Canadians online). This is a rapid and breathtaking transformation of the recent past and underlines the importance of abandoning traditional service conceptions. This does not, however, mean that multi-channel delivery will not remain crucial. It also does not preclude growing physical outreach in communities, an idea that is supported virtually unanimously by Canadians.

It does mean that the Internet has emerged as an incipient mass medium and increasingly has become invisible to the same extent that telephone and television faded from novel visibility for previous generations. Indeed, Canadians are increasingly experienced Internet users. They know what works for them and what does not. For example, Canadians remain largely unchanged from 2003 in terms of their “starting point” (i.e. how they would go about finding government information) and generally divide into two camps: online and the telephone. The relative appeal of different media varies profoundly by different market segments.

# Overview and Strategic Implications

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## **Some preliminary notes on market segmentation**

Statistical analyses of the data reveal four distinct clusters or “types” of citizens. The department’s thinking about communications, branding, and service delivery can be refined around these segments:

	Segment		Communications Priority
1	Older Comfortable	23.3 per cent	Low
2	Savvy Workers	30.0 per cent	High
3	Trusting Core Clients	24.2 per cent	Medium
4	Mistrustful Skeptics	22.5 per cent	High

The four groups are quite distinct in terms of their needs, capacities and attitudes to Service Canada.

# Overview and Strategic Implications

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## Group 1 – Older Comfortable

This group is more likely to be made up of seniors (females are also overrepresented) who tend to not view themselves as using services, despite the fact that there is a high incidence of OAS, GIS, and CPP usage (these are probably seen as earned entitlements rather than program services). Service Canada is relatively invisible to them, which may be fine although there is a strategic issue as to whether it would be worthwhile raising the department's visibility with this segment. It may not be as important because the segment is already highly trusting and positively disposed to the federal government, despite the murkiness of their views.

This segment is probably a fairly low communications priority. As long as current service standards are at least maintained, they will remain very comfortable. Explicit messages of service transformation may actually raise concerns.

# Overview and Strategic Implications

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## Group 2 – Savvy Workers

The largest segment, members of this group are conditionally highly trusting and very amenable to new technologies and service transformation. This is a knowledgeable client group that includes prime working age families. They are especially wary of privacy and identity issues, but are nonetheless strongly supportive of technology based service improvements.

Issues surrounding skills, career and labour market information, and family issues are of great interest, as are looming issues of retirement and health (both for them and their elderly parents). As with most groups, passports and identity issues are also of acute interest.

# Overview and Strategic Implications

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## Groups 3 – Trusting Core Clients

Like the “Savvy Workers”, this segment is directly and currently connected to Service Canada. Although slightly younger (more students), they are also entering the prime working and child rearing stages of the lifecycle. They are the most trusting and confident in Service Canada and their attitudes are very positive (more so the more they deal with the department).

This group is technologically capable, but are more interested in multi-channel delivery than the “Savvy Workers”. Further, they do not share the same apprehensions about privacy and are likely to require less direct communications attention.



# Overview and Strategic Implications

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## Group 4 – Mistrustful Skeptics

This is by far the most negatively disposed segment. In a nutshell, they do not see the federal government as particularly trustworthy and they cast themselves on more of the “payer” rather than the beneficiary side of the equation. Some of their views border on hostile.

This group, rich in middle-aged Canadians, requires careful attention as they tend to be active in expressing their views (i.e. discontent). It might be prudent to consider ways of extending outreach to have this group see themselves as users rather than simply footing the bill. Passports are a promising case in point. This group will also be more impressed with messages of efficiency, accountability and improved sense of the *overall* benefits associated with Service Canada.

# Overview and Strategic Implications

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## **Bottom Line**

The benchmark study shows a positively disposed public leaning favourably to the new philosophy and results embodied in Service Canada. Indeed, most Canadians lean very positively and are prepared to give the department the benefit of the doubt. More impressively, positives are reinforced by experience, an advantage which appears to be relatively unique to Service Canada.

Importantly, the public are showing clear preferences, expectations, and capacities, which underline the need for a profound rethinking of what constitutes ideal service. The ideal service model of a decade ago looks nothing like its contemporary counterpart.

- It's about "citizens" not just customers.
- More emphasis on "getting things right" (i.e. accurate information, understanding clients and their needs).
- Less emphasis on notions of personalized and compassionate service.
- Technology and Internet are increasingly "a given", but not for all types of interactions.
- The service afterglow decays rapidly; need to strengthen the frequency and intensity of outreach (e.g. passports).
- The citizen perspective involves broadening beyond the simple transaction to both community presence and a national narrative.
- Efficiency and accountability are important ingredients for success, particularly for certain segments of the population (e.g., the mistrustful skeptics).

# Aperçu et Répercussions Stratégiques

# Aperçu et Répercussions Stratégiques

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Il est possible de glaner de nombreuses idées surprenantes et pratiques de cette étude de référence sur la sensibilisation. Dans le rapport qui en découle, nous examinons les observations les plus détaillées. Dans le présent document, nous mettrons en évidence certaines des conclusions et des répercussions centrales de l'étude.

## **1. Les images en émergence : vagues, mais étonnamment positives**

Si Service Canada ne fait pas table rase, il constitue néanmoins un nouveau départ positif pour communiquer les nouvelles philosophie et méthodologie qu'a adoptées le gouvernement du Canada afin de se mettre au diapason des Canadiens au chapitre de leurs besoins de services du gouvernement fédéral. Même si les Canadiens ont déjà, au sujet de Service Canada, des idées préconçues de même que des impressions acquises au fil de leurs expériences, il n'y a pas, sur la piste de départ, de fortes impressions négatives qui gênent l'organisme dans son élan. Dans une forte proportion, les Canadiens accordent à l'organisme le bénéfice du doute.

Compte tenu de son lancement récent, nous constatons sans surprise que l'organisme est peu connu : seulement 3 p. 100 des répondants peuvent désigner sans aide Service Canada, et 16 p. 100 de plus signalent en avoir entendu parler si nous leur proposons des pistes de réponse. Même si un beaucoup plus grand nombre de Canadiens connaissent 1-800 O-Canada et le principal site Internet du gouvernement du Canada (deux voies de communication qui font également l'objet d'évaluations très positives, en général), il y a aussi matière à améliorer la sensibilisation à ce chapitre.

# Aperçu et Répercussions Stratégiques

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## **2. L'expérience renforce le confort et la confiance**

Nous constatons un lien positif extrêmement important entre l'expérience des services qu'offre Service Canada et les impressions positives au sujet de l'organisme. De toute évidence, il s'agit d'un important atout sur lequel il faudra miser davantage à mesure que l'organisme évoluera et que son potentiel de rayonnement s'accroîtra. Ce constat s'accompagne de quelques observations parallèles.

Dans un premier temps, il appert que l'effet de renforcement positif lié à l'expérience des opérations de prestation de services soit *unique à Service Canada, ou à tout le moins beaucoup plus prononcé* dans cet organisme. Cet effet n'est pas relevé (à moins qu'il ne soit beaucoup plus ténu) à l'examen de la faible incidence des personnes qui ont pris contact avec le gouvernement fédéral par l'entremise d'autres organismes.

Deuxièmement, il semble que l'effet s'atténue avec le temps. Nous constatons chez les utilisateurs récents des impressions beaucoup plus intenses que chez ceux dont les rapports avec l'organisme sont plus anciens. Cela fait penser que tant l'élargissement que l'intensification des occasions de tissage de liens avec les Canadiens devraient conduire au renforcement de la marque.

Des études antérieures ont révélé que des opérations positives de prestation de services produisent une meilleure impression de la rentabilisation du gouvernement fédéral et accroissent peut-être même l'unité nationale. On ne saurait négliger ces liens tandis que se poursuivent une érosion continue de la perception de la rentabilisation et de la pertinence du fédéralisme, ainsi qu'une diminution faible mais néanmoins importante et continue de l'attachement au gouvernement fédéral, depuis une dizaine d'années.

# Aperçu et Répercussions Stratégiques

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## **3. Les Canadiens préfèrent massivement être considérés comme des « citoyens »**

Dans une proportion écrasante, les Canadiens préfèrent être considérés comme des « citoyens » plutôt que de n'être vus que comme des « consommateurs », des « clients » ou des « contribuables ». Les Canadiens tiennent pour acquis que le gouvernement du Canada offre de bons services, et c'est ce à quoi ils s'attendent. Par ailleurs, il appert clairement que l'insistance que les Canadiens mettent à vouloir être considérés comme des citoyens traduit une autre couche d'attentes encore plus considérables. Les liens admis entre l'acceptation du gouvernement fédéral et la perception du bon service pourraient être au cœur de cette priorité attachée au statut de citoyen.

# Aperçu et Répercussions Stratégiques

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## **4. La hiérarchie de mesure du rendement : en dehors des modèles de services traditionnels**

« Réussissez du premier coup » et omettez l'empathie affectée. Il ne fait aucun doute que la population fuit les modèles anachroniques de prestation de services évoquant le bon vieux magasin familial, auxquels ils préfèrent une approche qui intègre avec exactitude et fiabilité les besoins des citoyens et qui permet la communication des connaissances et renseignements indiqués. Dans ce contexte, les notions de compréhension et de fiabilité éclipsent les canons traditionnels du bon service. L'efficacité est aussi une préoccupation cruciale, mais la qualité absolue de la prestation des services est en fait secondaire. Pour une majorité, s'il fallait prolonger les heures d'ouverture des points de service, les soirs de semaine seraient l'option la plus pratique.

Fait intéressant, bien que l'obligation de rendre des comptes demeure un principe important, c'est la notion pour laquelle nous avons observé l'évolution la plus marquée (à la baisse) depuis la plus récente étude. À cet effet, plusieurs données probantes indiquent que la population n'est pas exagérément préoccupée par l'obligation de rendre des comptes. Les Canadiens accordent sans hésiter leur confiance à l'organisme. Cet avantage est plus marqué chez les utilisateurs récents. On conviendrait même que bien que l'obligation de rendre des comptes revête de l'importance, il ne faut pas s'y attarder aux dépens de l'efficacité et de la capacité d'offrir des services adaptés.

# Aperçu et Répercussions Stratégiques

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## **5. La TI et l'Internet : des acquis, mais les besoins de prestation multivoies persistent**

Dans une proportion de un pour cinq seulement, les Canadiens ne prévoient *pas* utiliser l'Internet avec Service Canada (à peine 5 p. 100 de la cohorte des moins de 25 ans et 10 p. 100 des 70 p. 100 des Canadiens qui utilisent l'Internet). Ce résultat, qui témoigne d'une transformation rapide et stupéfiante, compte tenu du passé récent, met en évidence l'importance d'abandonner les conceptions traditionnelles de la prestation de services. En revanche, cela ne signifie pas que la prestation multivoies de services perdra son importance. En outre, on ne doit pas en déduire qu'il faut écarter l'accroissement du rayonnement physique dans les collectivités, idée qu'appuient les Canadiens quasiment à l'unanimité.

Ceci dit, cette observation indique que l'Internet a pris tournure comme moyen de grande information, lequel devient par ailleurs de plus en plus invisible, à la façon dont la visibilité du téléphone et de la télévision, qui tenait à leur nouveauté, s'est graduellement estompée chez les générations précédentes. En effet, les Canadiens sont des utilisateurs de l'Internet de plus en plus expérimentés. Ils savent ce qui leur convient ou pas. Par exemple, par rapport aux données de 2003, les Canadiens n'ont pas vraiment changé pour ce qui est de leur « point de départ » (c.-à-d. la façon dont ils procéderaient pour trouver des renseignements du gouvernement). En général, il y a deux camps à cet égard : en ligne et au téléphone. L'attrait relatif des divers moyens de communication varie énormément en fonction du segment de marché.



# Aperçu et Répercussions Stratégiques

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## **Observations préliminaires sur la segmentation du marché**

Les analyses statistiques des données révèlent quatre groupes distincts ou « types » de citoyens. L'organisme pourra préciser sa philosophie de communication, de marquage et de prestation de services en fonction de ces segments :

	Segment		Priorité de Communication
1	Aînés à l'aise	23,3 p. 100	Faible
2	Travailleurs avisés	30,0 p. 100	Élevée
3	Clients principaux en confiance	24,2 p. 100	Moyenne
4	Sceptiques méfiants	22,5 p. 100	Élevée

Les quatre groupes sont très différents aux chapitres de leurs besoins, de leurs moyens et de leur attitude à l'égard de Service Canada.

# Aperçu et Répercussions Stratégiques

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## Groupe 1 – Aînés à l'aise

Ce groupe est plus susceptible de réunir des personnes âgées (les femmes y sont aussi surreprésentées) qui ne se perçoivent pas comme des utilisateurs de services, malgré une forte incidence de recours à la SV, au SRG et au RPC (qu'elles voient probablement comme des droits acquis plutôt que comme des services de programme). Service Canada est relativement invisible pour les membres du groupe. Cela ne pose pas nécessairement de problème, si ce n'est de la question stratégique de savoir s'il serait opportun d'accroître la visibilité de l'organisme auprès de ce segment. Cela ne revêt peut-être pas beaucoup d'importance car les membres du groupe sont déjà tout à fait en confiance et bien disposés à l'égard du gouvernement fédéral, nonobstant leurs points de vue troubles.

Il faut sans doute attacher à ce segment une assez faible priorité de communication. Tant que les normes de service actuelles seront maintenues, les membres de ce groupe seront tout à fait à l'aise. En fait, des messages explicites décrivant la transformation des services pourraient plutôt soulever des inquiétudes dans ce segment.

# Aperçu et Répercussions Stratégiques

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## Groupe 2 – Travailleurs avisés

Il s'agit du plus important segment, dont les membres sont conditionnellement très en confiance et tout à fait disposés à l'égard des nouvelles technologies et de la transformation des services. Il s'agit d'un groupe de clients bien renseignés qui réunit des familles dans les âges d'activité maximale. Les membres du groupe surveillent particulièrement les enjeux liés à la protection des renseignements personnels et aux questions d'identité. Néanmoins, ils soutiennent vivement les améliorations de services fondées sur le recours aux technologies.

Les renseignements sur les compétences, la carrière et le marché du travail et les questions liées à la famille suscitent un grand intérêt, de même que les enjeux imminents autour des questions de retraite et de santé (tant pour eux-mêmes que pour leurs parents âgés). Comme nous l'avons constaté dans la plupart des groupes, les enjeux liés aux passeports et aux questions d'identité suscitent aussi un vif intérêt.

# Aperçu et Répercussions Stratégiques

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## Groupe 3 – Clients principaux en confiance

À l’instar des « travailleurs avisés », ce segment a présentement un lien direct avec Service Canada. Les membres de ce groupe, quoiqu’un peu plus jeunes (plus grand nombre d’étudiants), abordent aussi les stades de l’activité maximale et de l’éducation des enfants. Ce sont les plus confiants à l’égard de Service Canada et leur attitude est très positive (plus encore à mesure qu’ils multiplient leurs rapports avec l’organisme).

À l’aise avec les technologies, les membres de ce groupe s’intéressent néanmoins davantage à la prestation multivoies de services que les « travailleurs avisés ». De plus, ils ne partagent pas les appréhensions de ces derniers au sujet de la protection des renseignements personnels. Il est bien possible qu’ils devront faire l’objet de moins d’attention directe sur le plan des communications.

# Aperçu et Répercussions Stratégiques

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## Groupe 4 – Sceptiques méfiants

Ce segment est de loin le moins disposé. En bref, les membres de ce groupe sont d'avis que le gouvernement fédéral n'est pas particulièrement digne de confiance et ils se donnent davantage le rôle du « payeur » que celui du bénéficiaire dans l'équation de prestation de services. Certains de leurs points de vue frisent l'hostilité.

Le groupe, qui réunit un grand nombre de Canadiens d'âge moyen, doit faire l'objet d'une attention particulière, car ses membres ont tendance à exprimer leurs points de vue (p. ex., mécontentement). Il serait prudent d'envisager de trouver des moyens d'accroître le rayonnement de l'organisme de façon à ce que les membres de ce groupe se voient comme des utilisateurs plutôt que comme ceux qui payent la note. À cet effet, les passeports sont prometteurs. De plus, des messages dont émaneraient les notions de l'efficacité et de l'obligation de rendre des comptes ainsi qu'une meilleure impression de *l'ensemble* des avantages liés à Service Canada feraient plus forte impression dans ce groupe.

# Aperçu et Répercussions Stratégiques

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## L'essentiel

L'étude de référence révèle une population bien disposée, qui tend à adopter la nouvelle philosophie et les nouveaux résultats qu'incarne Service Canada. En fait, la plupart des Canadiens ont beaucoup de sympathie pour l'organisme et sont prêts à lui accorder le bénéfice du doute. Encore plus impressionnant, l'expérience renforce les perceptions positives, avantage qui semble à peu près unique à Service Canada.

Fait important, la population fait état de préférences, d'attentes et de capacités claires qui soulignent la nécessité de poser un tout nouveau regard sur ce qui constitue la prestation de services idéale. Le modèle de prestation idéale en vigueur il y a une décennie n'a rien à voir avec son équivalent contemporain.

- Il s'agit de « citoyens », pas seulement de « consommateurs ».
- Plus d'accent sur la réussite du premier coup (c.-à-d. des renseignements précis, une bonne compréhension des clients et de leurs besoins).
- Moins d'accent sur les notions de services personnalisés et sensibles.
- De plus en plus, la technologie et l'Internet sont des acquis, mais pas pour tous les types d'interactions.
- L'impression agréable que laissent les services s'atténue rapidement; il faut renforcer la fréquence et l'intensité de la prise de contact (p. ex., passeports).
- La perspective du citoyen suppose l'élargissement des activités au-delà des seules opérations de prestation de services pour assurer une présence dans les collectivités et un message à l'échelle nationale.
- L'efficacité et l'obligation de rendre des comptes sont des éléments importants de la réussite, en particulier auprès de certains segments de la population (p. ex., les sceptiques méfiants).

# The Broad Service Delivery Environment

# The Broad Service Delivery Environment

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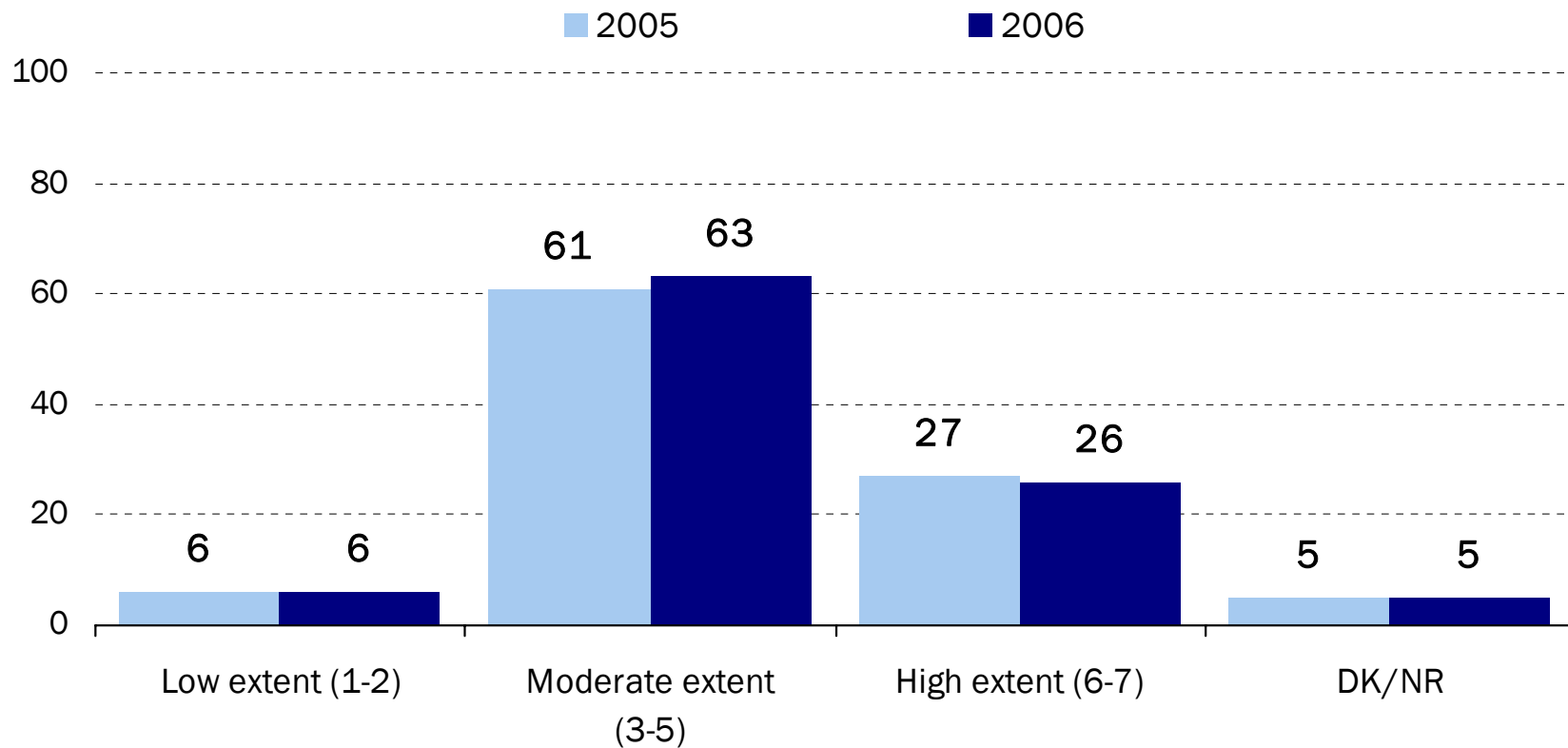
- Service Canada's current plans to transform service delivery are occurring in an environment supportive of modernization.
- "Get it right first" is key, not service that is over and above (i.e. addressing the fundamentals).
  - Understanding needs, information quality, and efficiency dominate improvements; accountability also important, but down.
  - Compassion and personalized service regarded as least integral.
- At this stage, recognition of recent changes low (but it is still early days).
  - Plurality see service delivery as unchanged from a few years ago.
  - No consensus otherwise (28 per cent getting "better" vs. 29 getting "worse")
- Strong link between awareness and recent contact.
  - Higher awareness and having recent contact boost impressions.



# Perceived need to modernize service delivery

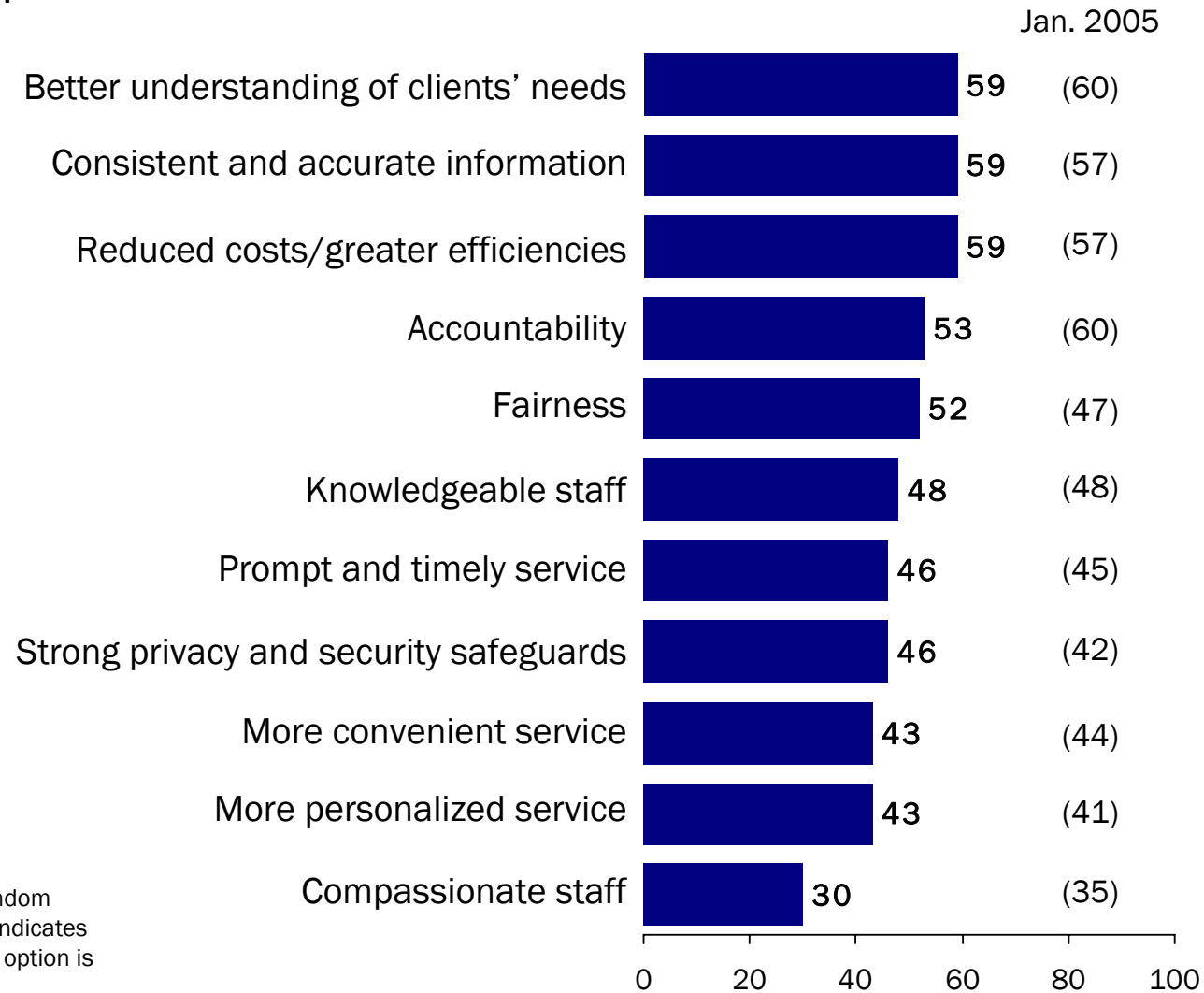
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Q: To what extent does the Government of Canada need to modernize the way it delivers service?



# Improving Service Delivery

Q: There are different ways for the Government of Canada to improve the way in which it delivers services to Canadians. If you had to pick one thing, would you want more emphasis placed on ... or ...?

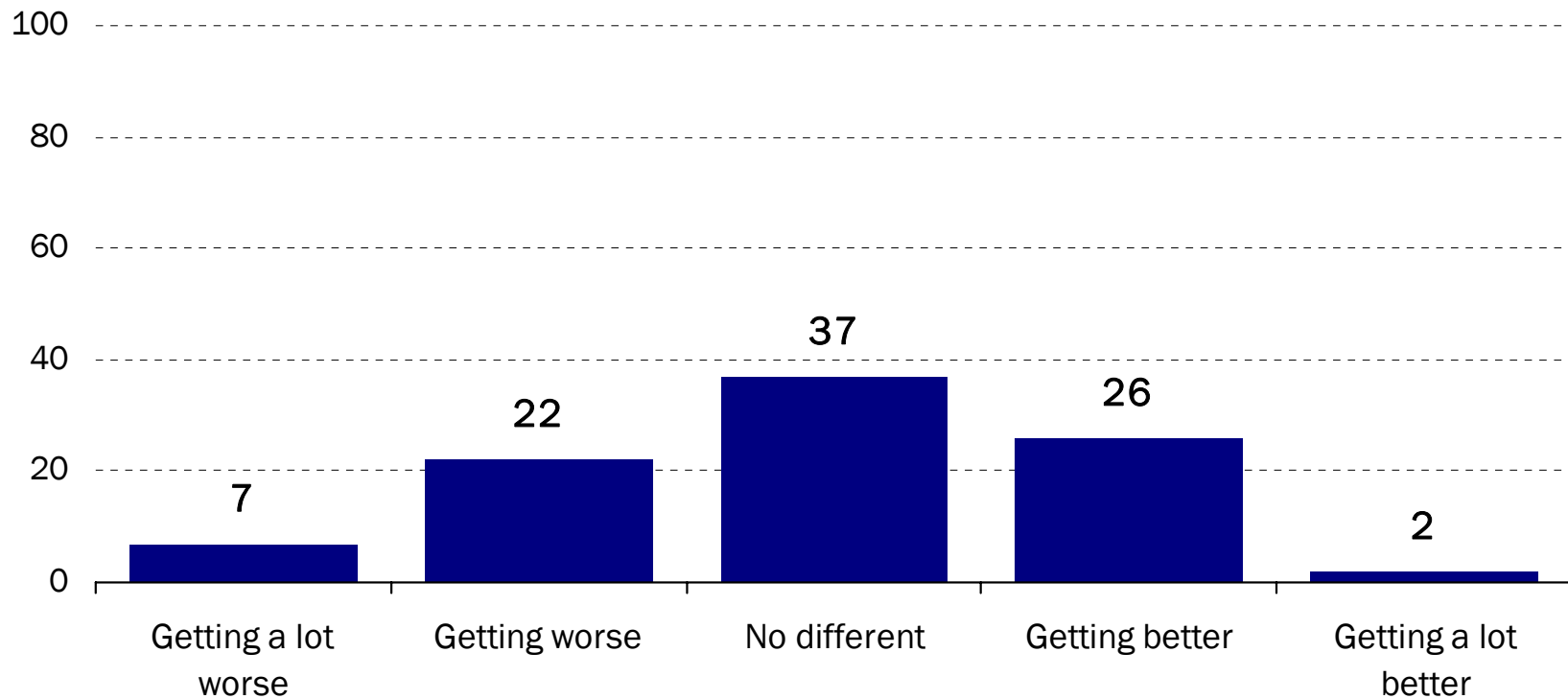


Note: Presented in series of random paired choices; per cent indicates average number of times option is selected over all others.

## Perception service delivery methods (a)

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Q: Compared to a few years ago, would you say the way in which the Government of Canada delivers programs and services is ...



# Perception service delivery methods (b)

Q: Compared to a few years ago, would you say the way in which the Government of Canada delivers programs and services is ...

	<u>Overall</u>	<u>Gender</u>		<u>Age</u>				<u>Region</u>						
		Male	Female	<25	25-44	45-64	65+	Ter	BC	Alta	Prairies	Ont	Qc	Atlantic
Worse (1-2)	<b>29</b>	26*	33*	21*	30	33*	28	24	29	26	23*	33*	28	28
Same (3)	<b>37</b>	38	37	36	41*	37	33*	47	43*	39	44*	36	36	32*
Better (4-5)	<b>28</b>	31*	26*	35*	26*	26*	34*	21	24*	30	27	27	32*	36*

## Contact with Government of Canada

	<u>Overall</u>	<u>Location</u>		<u>Aware of Service Canada</u>		<u>Recent Contact Service Canada</u>	<u>Recent Contact Non-Service Canada</u>	<u>No contact in past 5 years</u>	
		Rural	Urban	Yes	No			Contact in Past 5 years	in past 5 years
Worse (1-2)	<b>29</b>	30	29	27	30	28	26	33*	29
Same (3)	<b>37</b>	38	37	34*	38*	35*	40	37	40*
Better (4-5)	<b>28</b>	27	29	37*	27*	33*	29	27	26*

# Awareness and Imagery of Service Canada

# Awareness of Service Canada

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- Not surprisingly, low familiarity with Service Canada given its recent launch: fewer than 1 in 5 Canadians report some awareness.
  - Unprompted awareness<sup>1</sup>: 3 per cent of Canadians.
  - Prompted awareness: 16 per cent of Canadians.
  - No awareness: 81 per cent of Canadians.
  - Media is primary claimed source for initial introduction to Service Canada.
- In contrast, awareness of long standing channels is much higher.
  - Somewhat surprisingly, higher awareness of [www.canada.gc.ca](http://www.canada.gc.ca) than 1-800 O'Canada
  - 56 per cent aware of [www.canada.gc.ca](http://www.canada.gc.ca) and 44 per cent aware of 1-800 O'Canada.
  - Given success of 1-800 O'Canada, give consideration to raising awareness?

1

Awareness of Service Canada was measured in a few different ways. First, respondents were asked whether or not they think there is a department of the Government of Canada that is responsible for providing services to Canadians. If they said “yes”, they were then asked to provide the name. This is referred to as unprompted awareness. Next, respondents all were told that a department called Service Canada (created in September 2005) has this responsibility. They were then asked if they had ever heard of the organization (either definitely or vaguely). This is referred to as prompted awareness. Total awareness of Service Canada = unprompted awareness + prompted awareness.

# Imagery of Service Canada

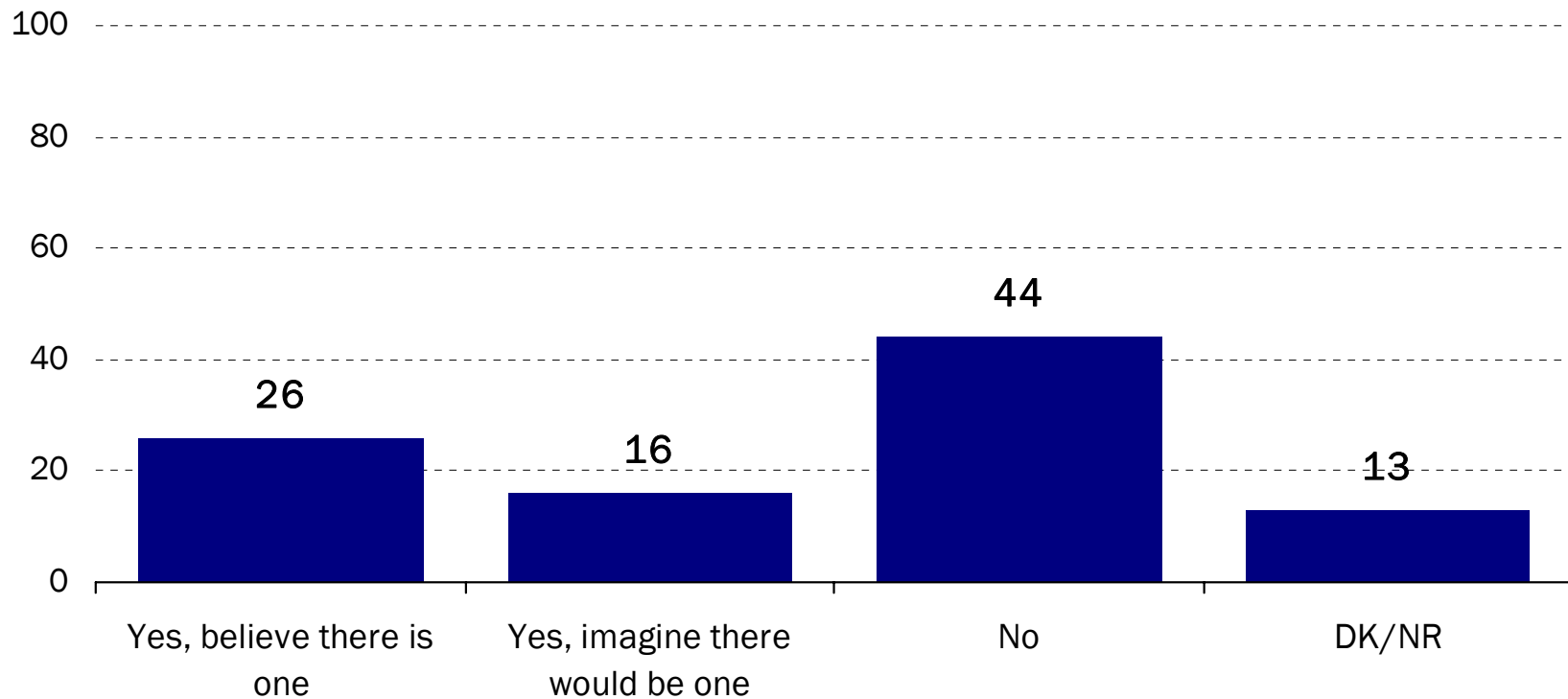
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- Imagery of Service Canada decisively positive.
  - On all key dimensions, the lean is to a favourable assessment; positive impressions outweigh negative impressions by a margin of at least 2:1.
  - Majorities describe the department as professional, helpful, accessible, and trustworthy; convenience, accountability and leading edge lower, but still robust.
  - Importantly, already positive impressions improve with recent contact with department.
- Given positive imagery of department, it is not surprising to find that the overall impression is also highly positive.
  - 62 per cent “positive” vs. 9 per cent “negative”.
  - Both awareness and recent contact with Service Canada boost image of department.

# Unprompted Awareness of Service Canada (a)

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Q: To the best of your knowledge, is there a department of the Government of Canada that has primary responsibility for providing services to Canadians?

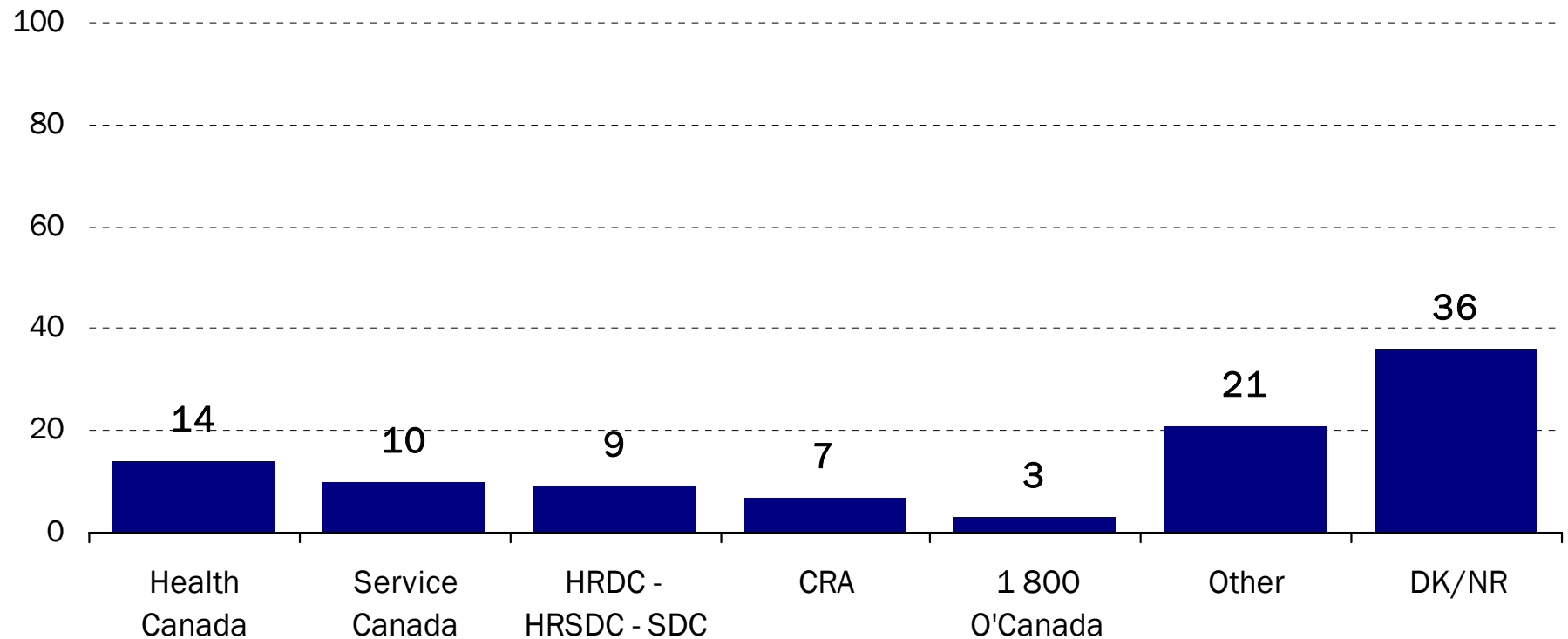




# Unprompted Awareness of Service Canada (b)

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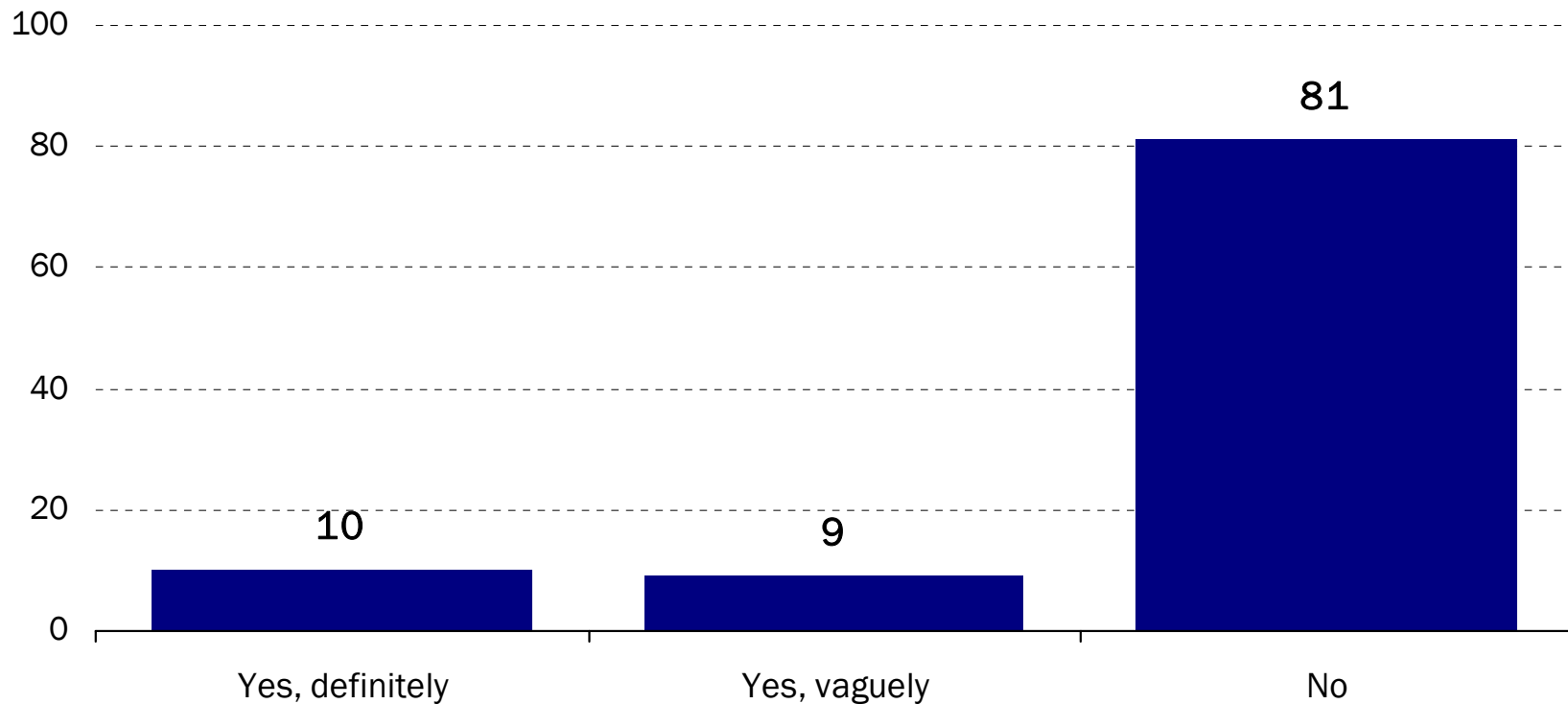
Q: What is the name of that department?



# Prompted Awareness of Service Canada

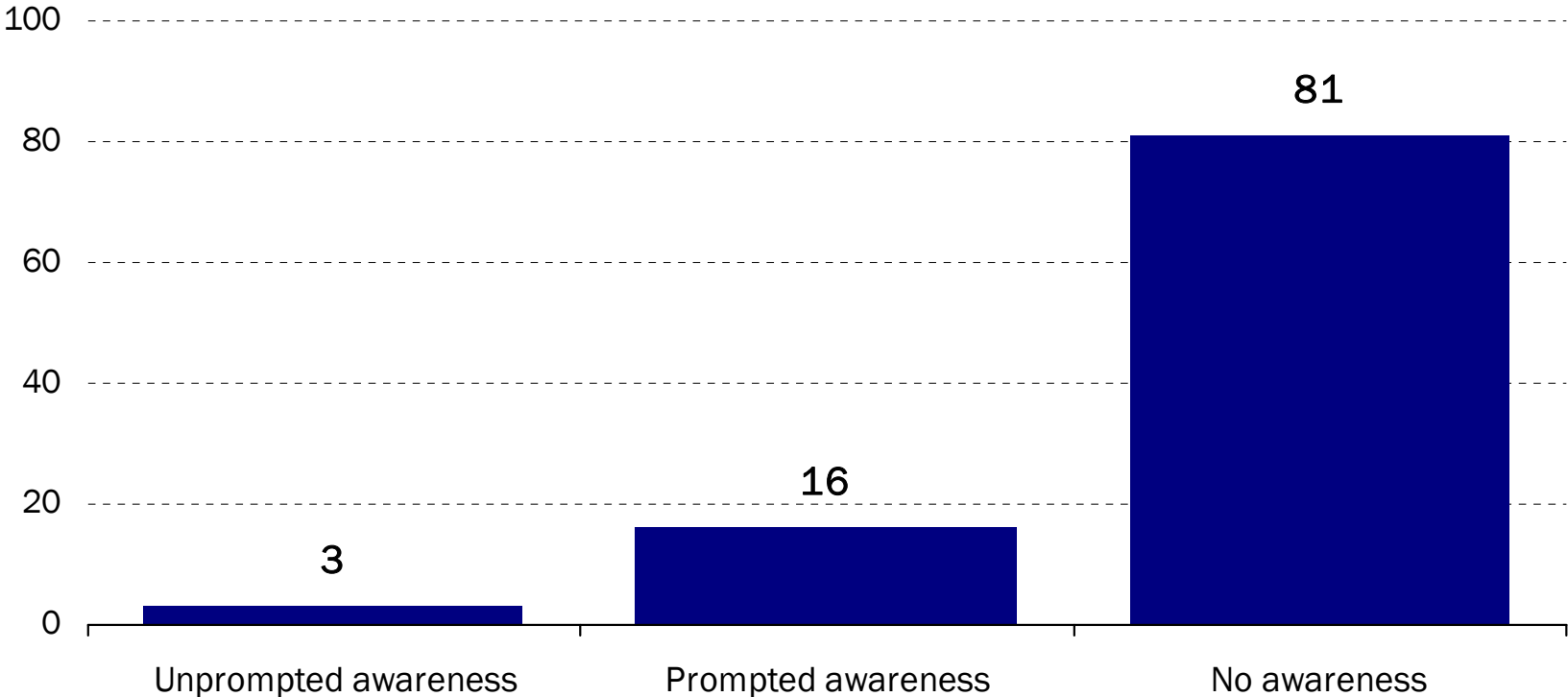
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Q: Service Canada, created in September, 2005, has primary responsibility for providing services to Canadians on behalf of the Government of Canada. Have you heard of this organization?



# Total Awareness of Service Canada (a)

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# Total Awareness of Service Canada (b)

	Overall	Gender		Age				Region						
		Male	Female	<25	25-44	45-64	65+	Ter	BC	Alta	Prairies	Ont	Qc	Atlantic
Unprompted	<b>3</b>	3	2	1*	4*	3	0*	0	1*	1*	1*	3	3	3
Prompted	<b>16</b>	17	16	16	17	18	13*	28*	18	11*	11*	17	14	25*
No Awareness	<b>81</b>	80	82	84	79*	80	87*	72*	81	88*	88*	79	83	72*

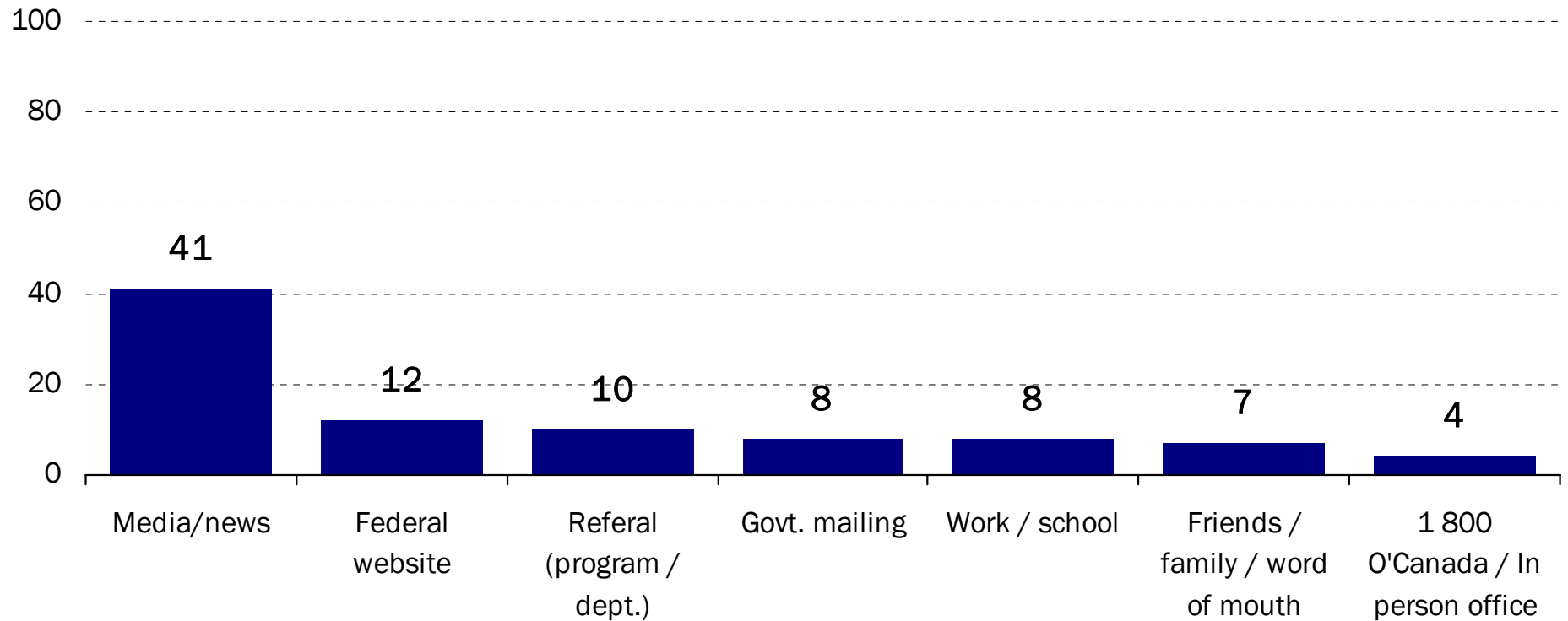
## Contact with Government of Canada

	Overall	Location		Aware of Service Canada		Recent Contact Service Canada	Recent Contact Non-Service Canada	No contact in past	
		Rural	Urban	Yes	No	Canada	Canada	Contact in Past 5 years	5 years
Unprompted	<b>3</b>	1*	3*	13*	—	5*	1	3	1*
Prompted	<b>16</b>	13*	17*	87*	—	25*	12	14*	13*
No Awareness	<b>81</b>	87*	80*	—	100*	70*	87*	84*	86*

# Hearing/learning about Service Canada

---

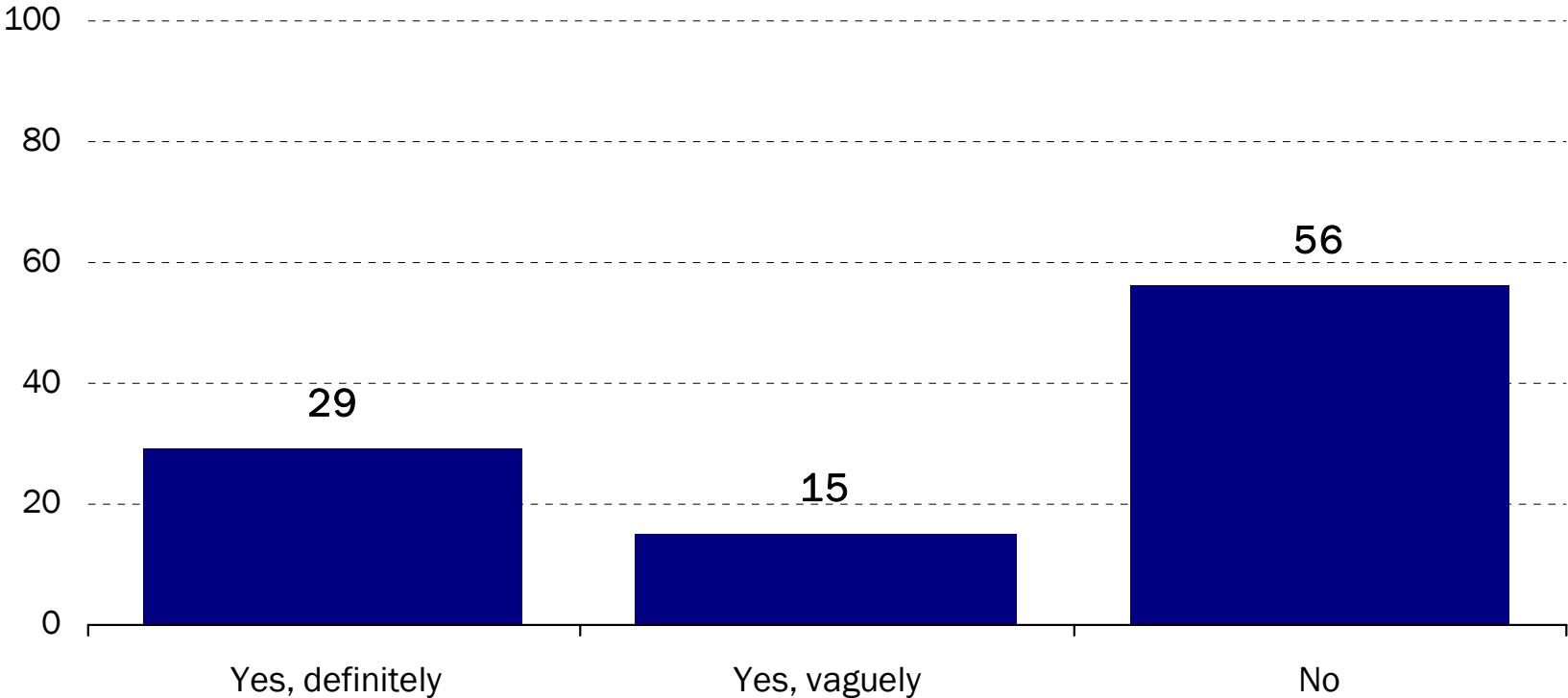
Q: How did you first hear or learn about Service Canada?



# Awareness of 1-800 O'Canada (a)

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Q: Have you heard of the Government of Canada's main toll free number called 1-800 O'Canada?



# Awareness of 1-800 O'Canada (b)

Q: Have you heard of the Government of Canada's main toll free number called 1-800 O-Canada?

	Overall	Gender		Age				Region						
		Male	Female	<25	25-44	45-64	65+	Ter	BC	Alta	Prairies	Ont	Qc	Atlantic
Yes, definitely	<b>29</b>	27*	32*	33	34*	25*	24*	51*	26	30	31	30	29	30
Yes, vaguely	<b>15</b>	14	15	22*	14	13*	14	13	11	14	15	14	19*	14
No	<b>56</b>	58*	53*	44*	52*	62*	62*	36*	62*	56	54	56	52*	56

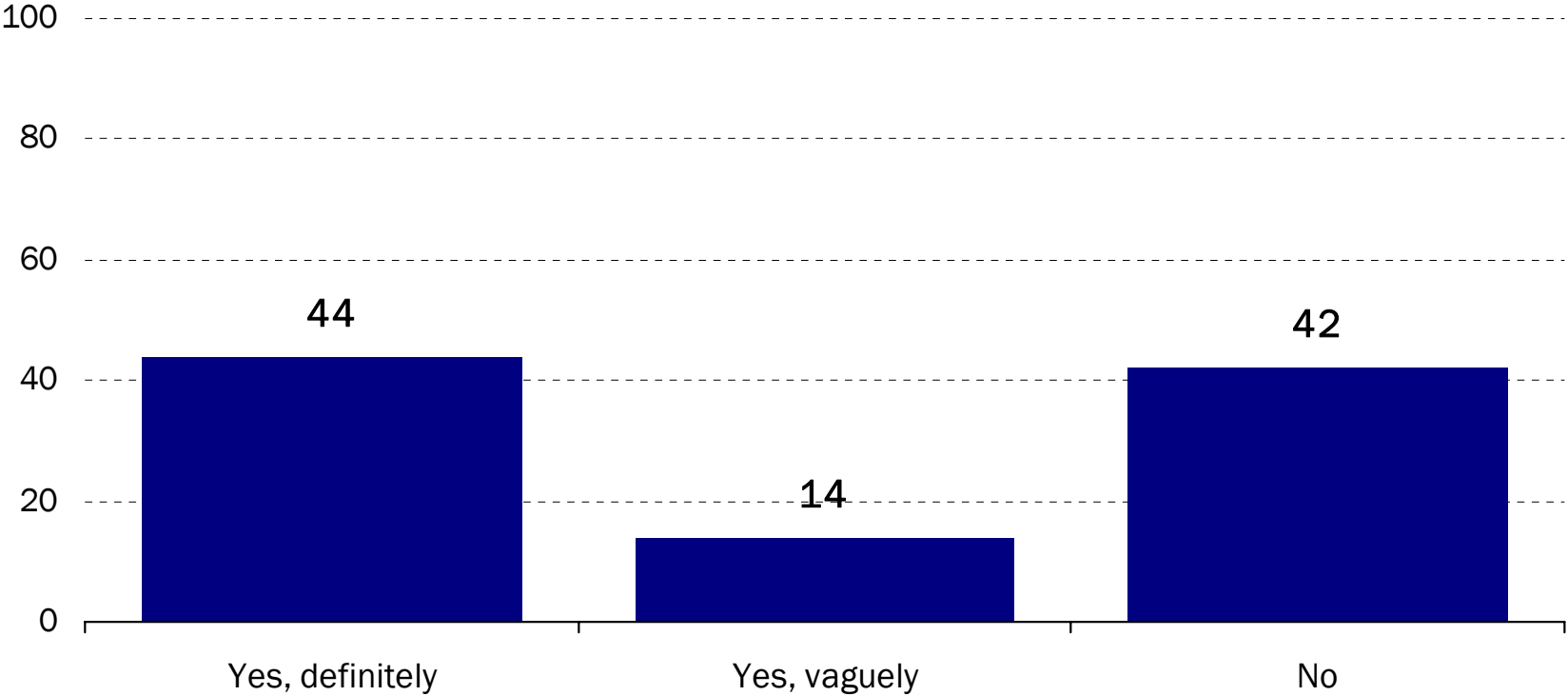
## Contact with Government of Canada

	Overall	Location		Aware of Service Canada		Recent Contact Service Canada	Recent Contact Non-Service Canada	No contact in past 5 years	
		Rural	Urban	Yes	No	Canada	Canada	Contact in Past 5 years	in past 5 years
Yes, definitely	<b>29</b>	28	30	47*	25*	36*	29	30	24*
Yes, vaguely	<b>15</b>	19*	14*	10*	16*	14	14	17	15
No	<b>56</b>	53	56	43*	59*	50*	57	54	60*

# Awareness of www.canada.gc.ca (a)

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Q: Have you heard of the Government of Canada's main website called www.canada.gc.ca?





# Awareness of www.canada.gc.ca (b)

Q: Have you heard of the Government of Canada's main website called www.canada.gc.ca?

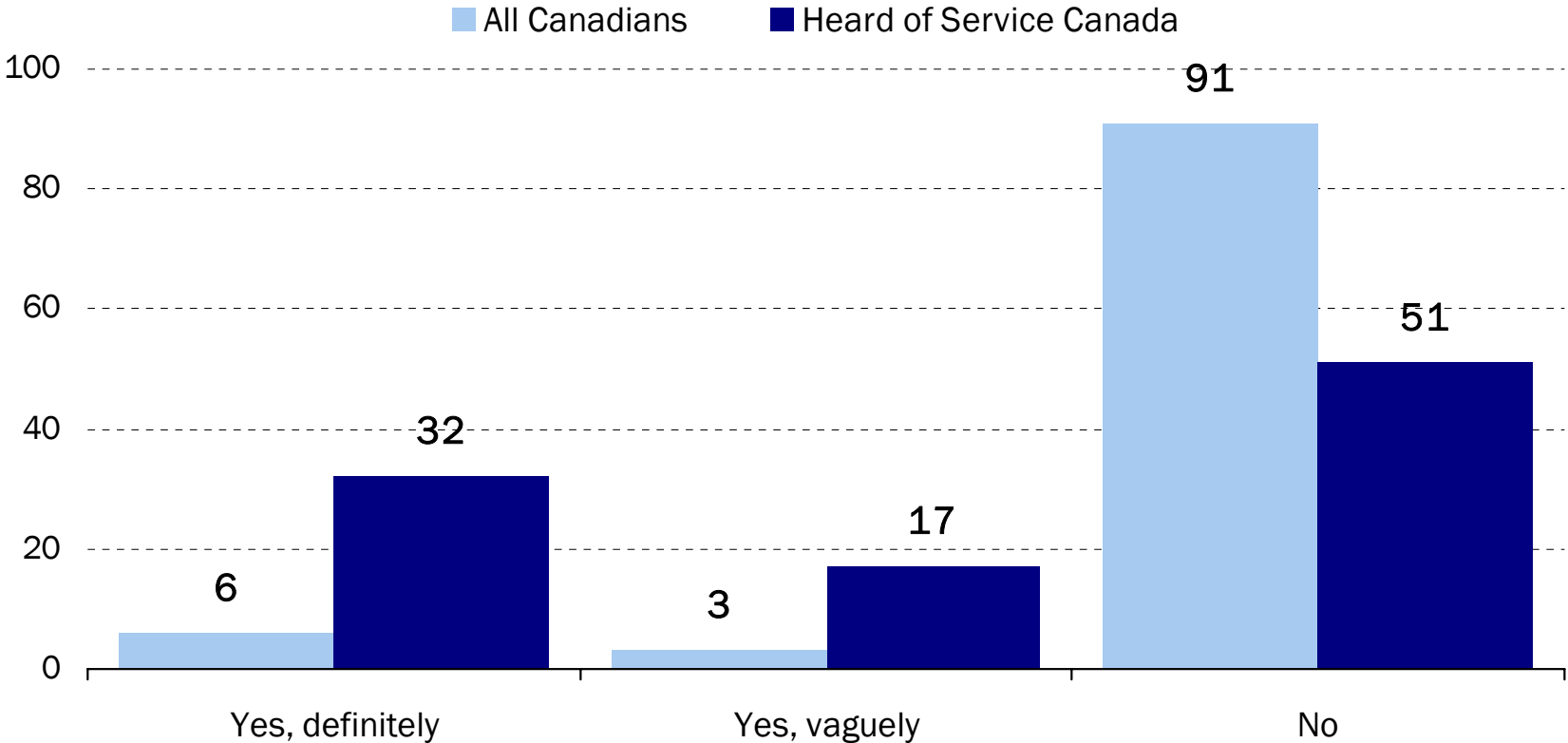
	Overall	Gender		Age				Region						
		Male	Female	<25	25-44	45-64	65+	Ter	BC	Alta	Prairies	Ont	Qc	Atlantic
Yes, definitely	<b>44</b>	43	44	51*	50*	41	25*	60*	44	53*	45	44	37*	46
Yes, vaguely	<b>14</b>	16*	13*	18	14	13	13	7	15	12	14	12*	19*	12
No	<b>42</b>	41	43	32*	35*	45*	61*	34	41	35*	41	43	43	41

## Contact with Government of Canada

	Overall	Location		Aware of Service Canada		Recent Contact Service Canada	Recent Contact Non-Service Canada	No contact in past 5 years	
		Rural	Urban	Yes	No			Contact in Past 5 years	in past 5 years
Yes, definitely	<b>44</b>	35*	46*	64*	39*	57*	58*	41	33*
Yes, vaguely	<b>14</b>	18*	13*	11*	15*	12*	9*	17*	15
No	<b>42</b>	46*	41*	24*	46*	31*	32*	42	51*

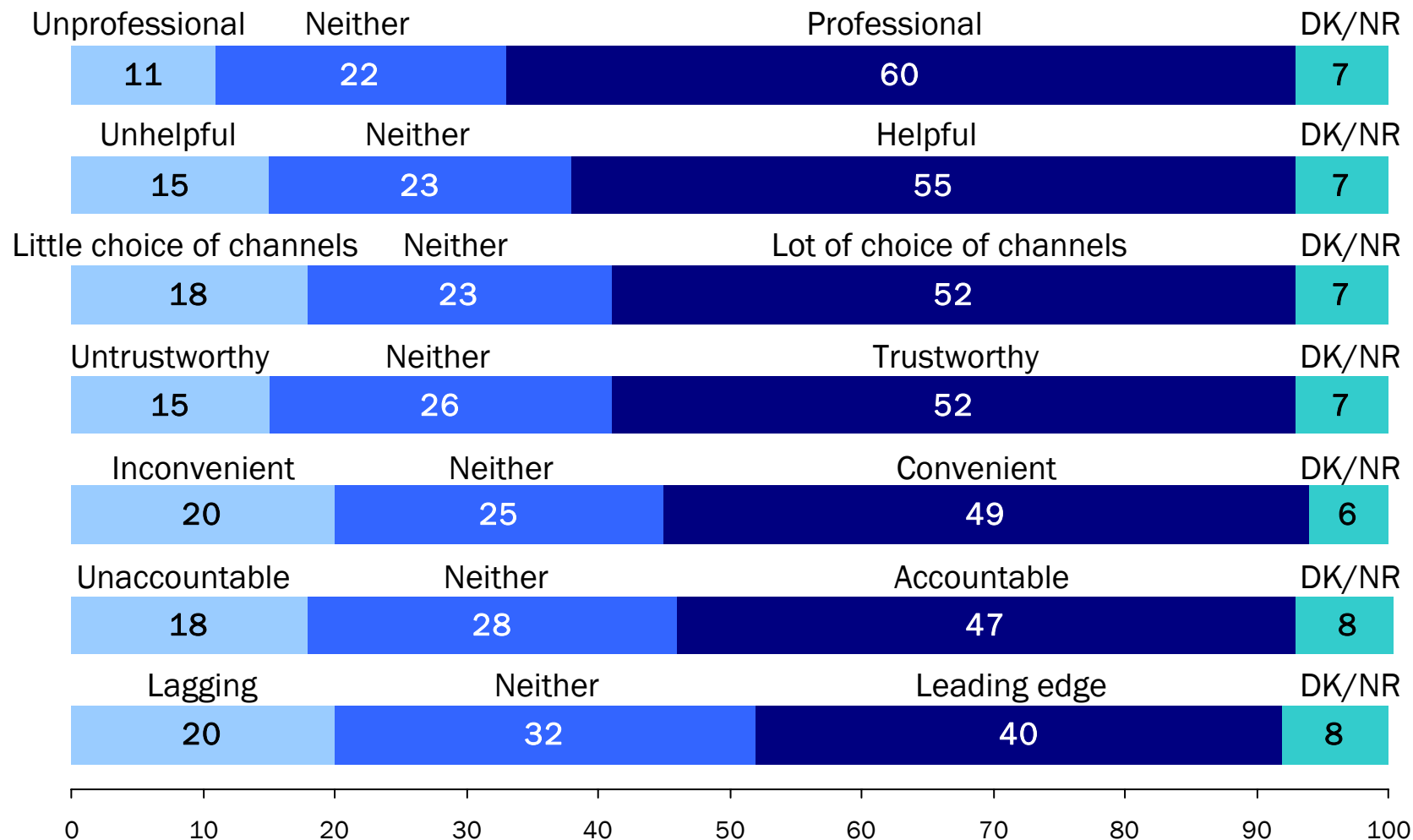
# Awareness of Service Canada's main website

Q: Have you heard of Service Canada's main website called [www.servicecanada.gc.ca](http://www.servicecanada.gc.ca)?



# Imagery of Service Canada (a)

Q: I am going to read you a number of descriptions and ask you to rate which one best describes your impressions about the way in which Service Canada delivers programs and services to Canadians.



## Imagery of Service Canada (b)

Q: I am going to read you a number of descriptions and ask you to rate which one best describes your impressions about the way in which Service Canada delivers programs and services to Canadians.

	Overall	Gender		Age				Region						
		Male	Female	<25	25-44	45-64	65+	Ter	BC	Alta	Prairies	Ont	Qc	Atlantic
Unprofessional	<b>11</b>	11	11	8	9*	13*	14*	12	15*	10	13	12	9*	10
Neither	<b>22</b>	23	21	19	23	22	24	22	23	21	25	23	21	20
Professional	<b>60</b>	58*	61*	67*	62*	56*	52*	59	55*	62	55	59	62	65*
DK/NR	<b>7</b>	8	6	6	6	8	9	6	7	8	7	7	8	5

### Contact with Government of Canada

	Overall	Location		Aware of Service Canada		Recent Contact Service Canada	Recent Contact Non-Service Canada	No contact in past	
		Rural	Urban	Yes	No	Canada	Canada	Contact in Past 5 years	in past 5 years
Unprofessional	<b>11</b>	10	11	9*	12*	9*	12	14*	11
Neither	<b>22</b>	22	22	17*	23*	15*	22	20	28*
Professional	<b>60</b>	61	59	69*	57*	74*	51*	61	51*
DK/NR	<b>7</b>	7	7	5	8	2	15	5	10

## Imagery of Service Canada (c)

Q: I am going to read you a number of descriptions and ask you to rate which one best describes your impressions about the way in which Service Canada delivers programs and services to Canadians.

	<u>Overall</u>	<u>Gender</u>		<u>Age</u>				<u>Region</u>						
		Male	Female	<25	25-44	45-64	65+	Ter	BC	Alta	Prairies	Ont	Qc	Atlantic
Untrustworthy	<b>15</b>	16	15	12	14	18*	15	14	16	15	16	14	17	14
Neither	<b>26</b>	27	25	23	27	26	26	15*	28	24	27	25	28	22
Trustworthy	<b>52</b>	51	53	60*	53	48*	50	68*	48*	54	50	54*	47*	60*
DK/NR	<b>7</b>	7	7	5	6	8	9	3	8	7	8	7	7	4

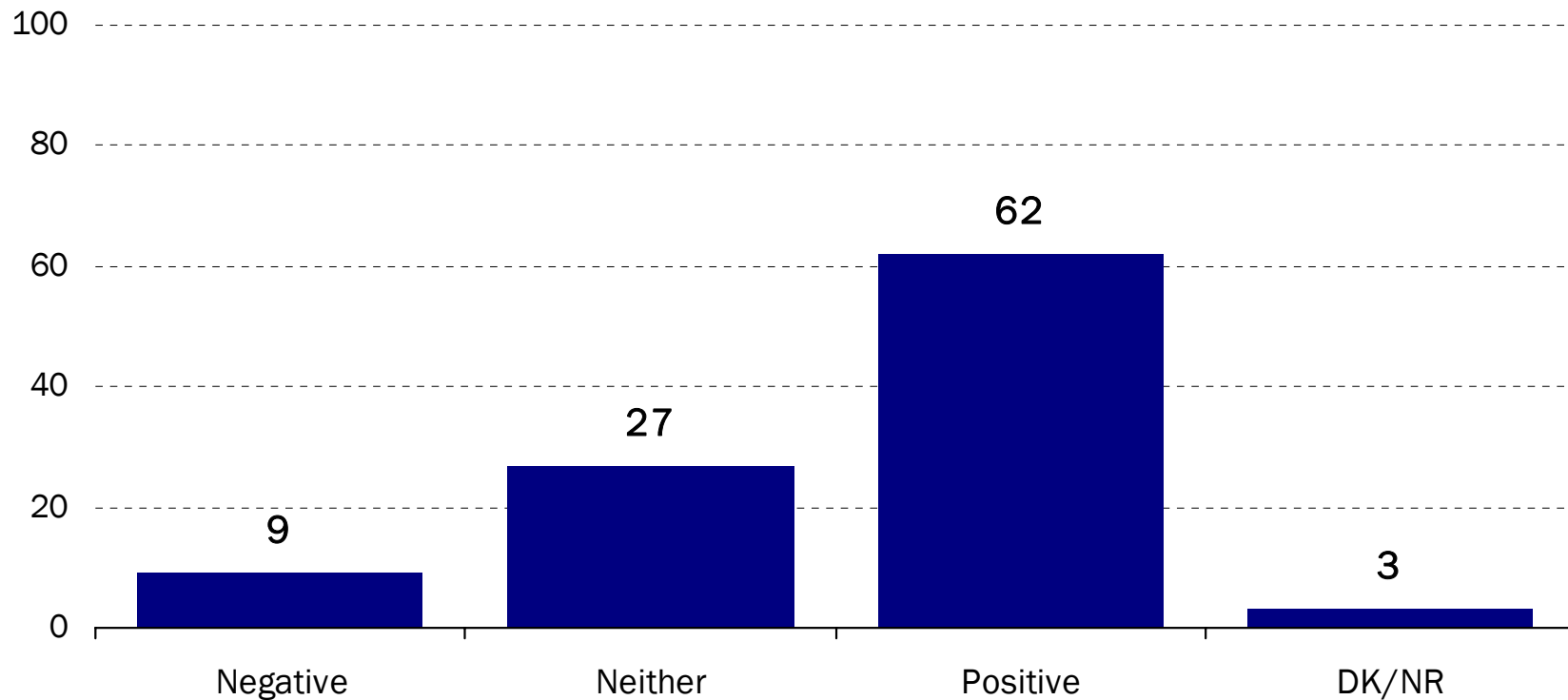
### Contact with Government of Canada

	<u>Overall</u>	<u>Location</u>		<u>Aware of Service Canada</u>		<u>Recent Contact Service Canada</u>	<u>Recent Contact Non-Service Canada</u>	<u>No contact in past 5 years</u>	
		Rural	Urban	Yes	No	Canada	Canada	Contact in Past 5 years	in past 5 years
Untrustworthy	<b>15</b>	19*	14*	9*	16*	11*	16	15	17*
Neither	<b>26</b>	28	25	19*	28*	16*	30	28	32*
Trustworthy	<b>52</b>	48*	53*	66*	49*	71*	42*	51	42*
DK/NR	<b>7</b>	5	7	6	7	3	12	6	9

# Overall impression of Service Canada (a)

---

Q: Based on what you know, would you say your overall impression of Service Canada is positive or negative?



# Overall impression of Service Canada (b)

Q: Based on what you know, would you say your overall impression of Service Canada is positive or negative?

	<u>Overall</u>	<u>Gender</u>		<u>Age</u>				<u>Region</u>						
		Male	Female	<25	25-44	45-64	65+	Ter	BC	Alta	Prairies	Ont	Qc	Atlantic
Negative	<b>9</b>	9	9	5*	10	10	8	11	11*	9	9	8	9	5*
Neither	<b>27</b>	28	26	16*	27	30*	30	25	30	25	32*	30*	19*	27
Positive	<b>62</b>	60*	64*	79*	61	57*	57*	62	56*	61	56*	59*	70*	66

## Contact with Government of Canada

	<u>Overall</u>	<u>Location</u>		<u>Aware of Service Canada</u>		<u>Recent Contact</u>		<u>Recent Contact</u>	
		Rural	Urban	Yes	No	Service Canada	Non-Service Canada	Contact in Past 5 years	No contact in past 5 years
Negative	<b>9</b>	9	9	6*	9*	9	13	8	8
Neither	<b>27</b>	26	27	21*	28*	19*	27	30	31*
Positive	<b>62</b>	63	62	71*	60*	71*	53*	60	58*

**Expectations**



# Expectations

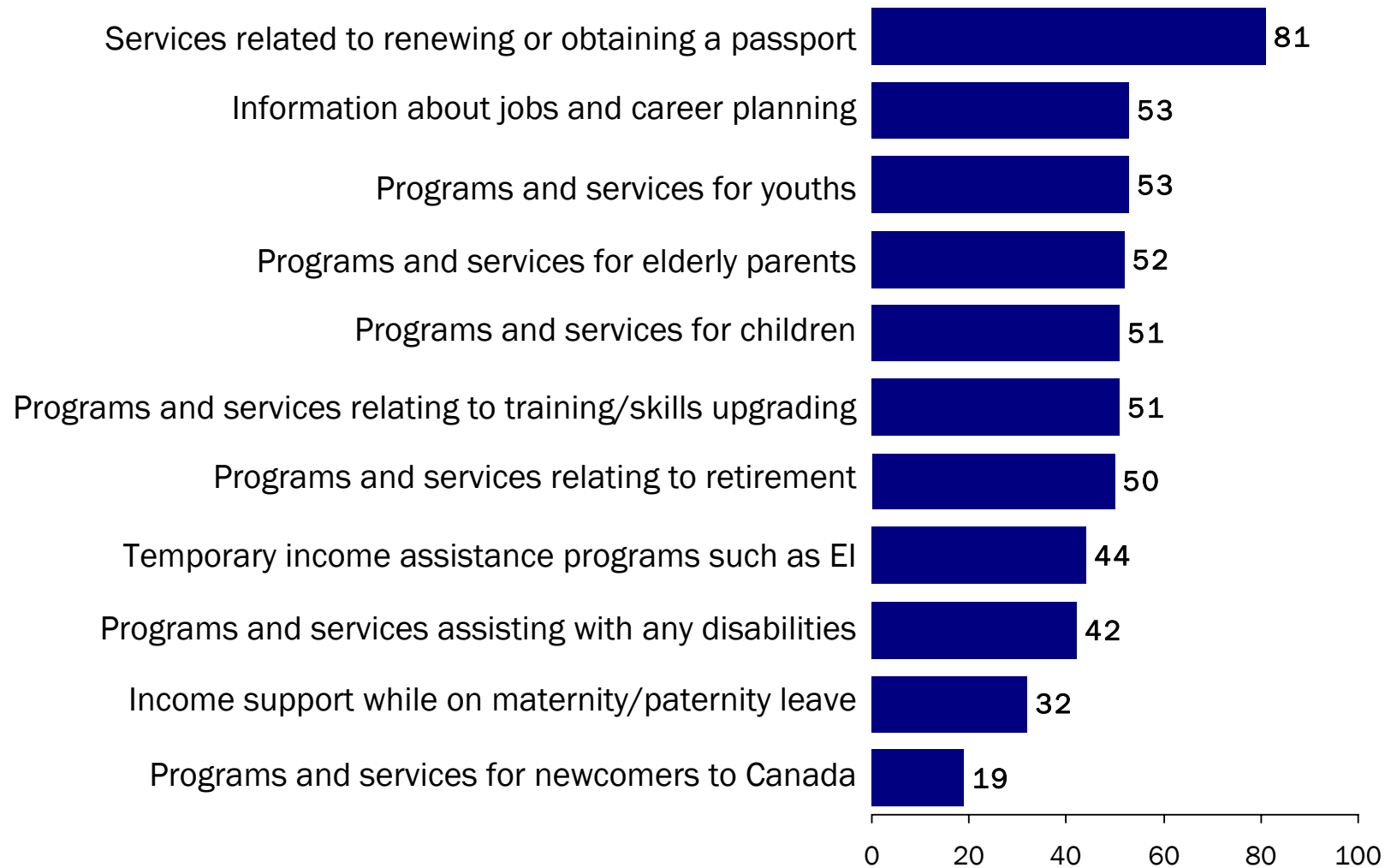
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- Strong expectations for Service Canada's service offerings, with passports expecting to fit prominently into the future.
  - With prompting, nearly 8 in 10 expect to obtain or renew passport in next 5 years, perhaps reflecting the very high awareness of the upcoming passport requirements for travel to the U.S. (based on EKOS' other research)
  - Programs related to retirement, health and employment popular unprompted mentions among those who believe they will need services in near future.
- Strong and rising expectations towards e-channels (although Canadians are increasingly mature Internet users and know what works and what does not work for them).
- Latter point is evident from the fact that expectations about the "starting point" for finding information largely unchanged from 2003 (and dominated by the web and toll-free numbers).
- Recent direction relating to outreach in remote communities strongly supported.

# Expectations about using programs/services from Service Canada

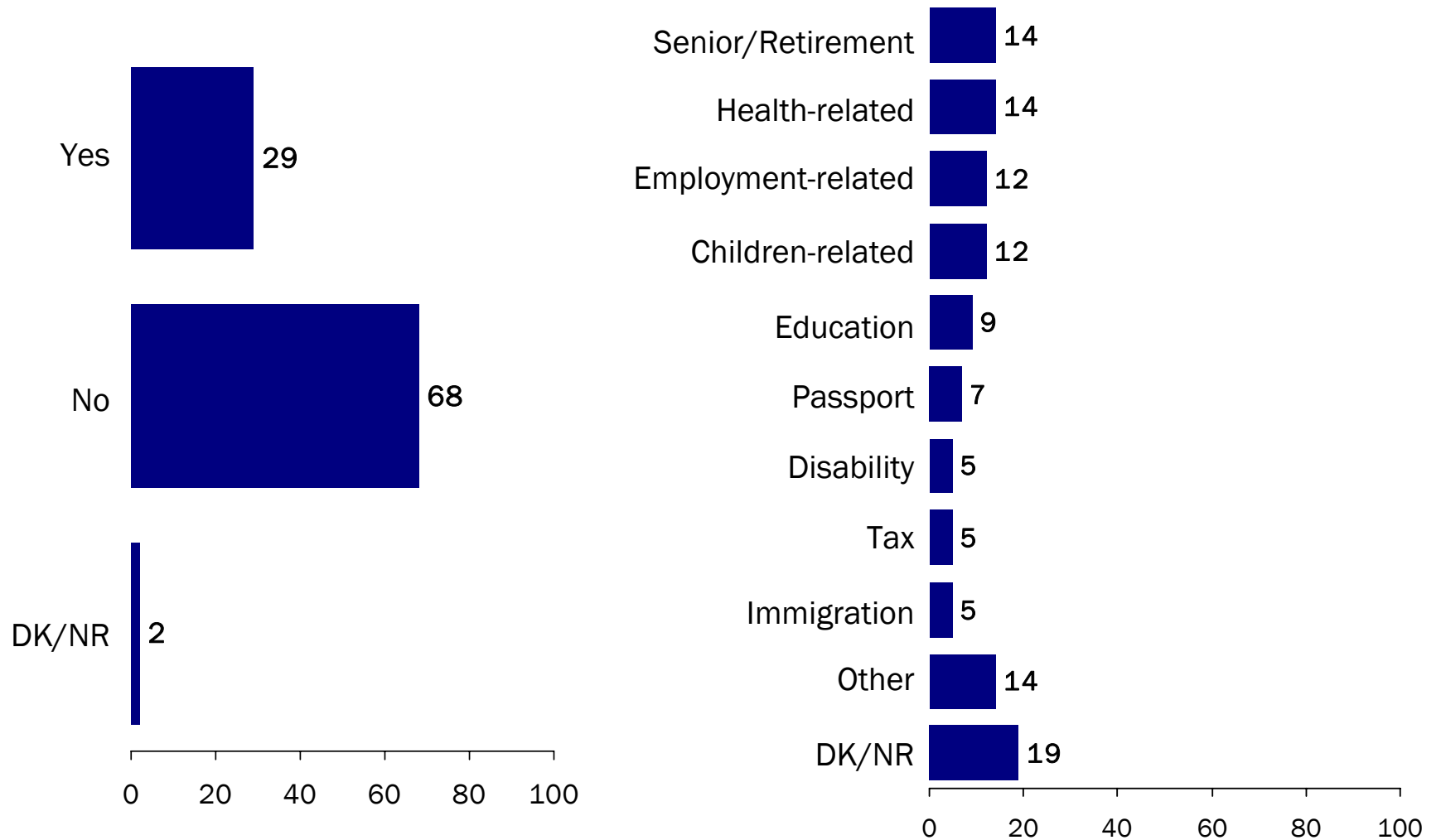
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Q: I would like you to tell me which of these programs and services you could see yourself potentially needing or trying to obtain from Service Canada for either yourself or you family over the next 5 years.



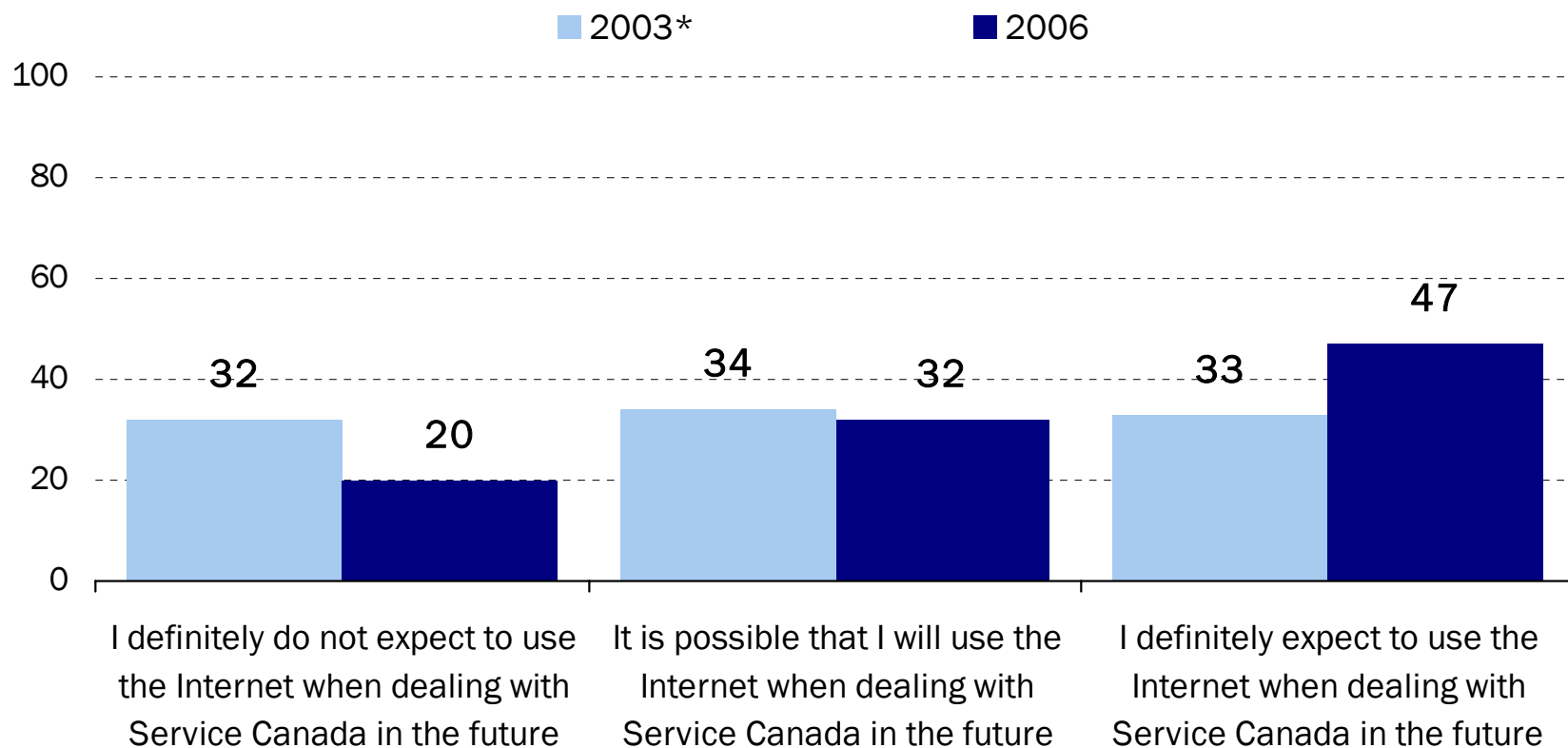
# Services likely to use: unprompted

Q: And do you see yourself potentially needing or trying to obtain anything else from Service Canada either for yourself or your family over the next five years?<sup>1</sup> If yes, what services do you see yourself potentially needing or trying to obtain or for family members?<sup>2</sup>



## Expectations about online channels (a)

Q: Service Canada plans to use technology to deliver some services through the Internet and continue to deliver services in-person, by phone or mail for Canadians that do not want to use the Internet. Which of the following best describes how you expect to deal with Service Canada in the future?



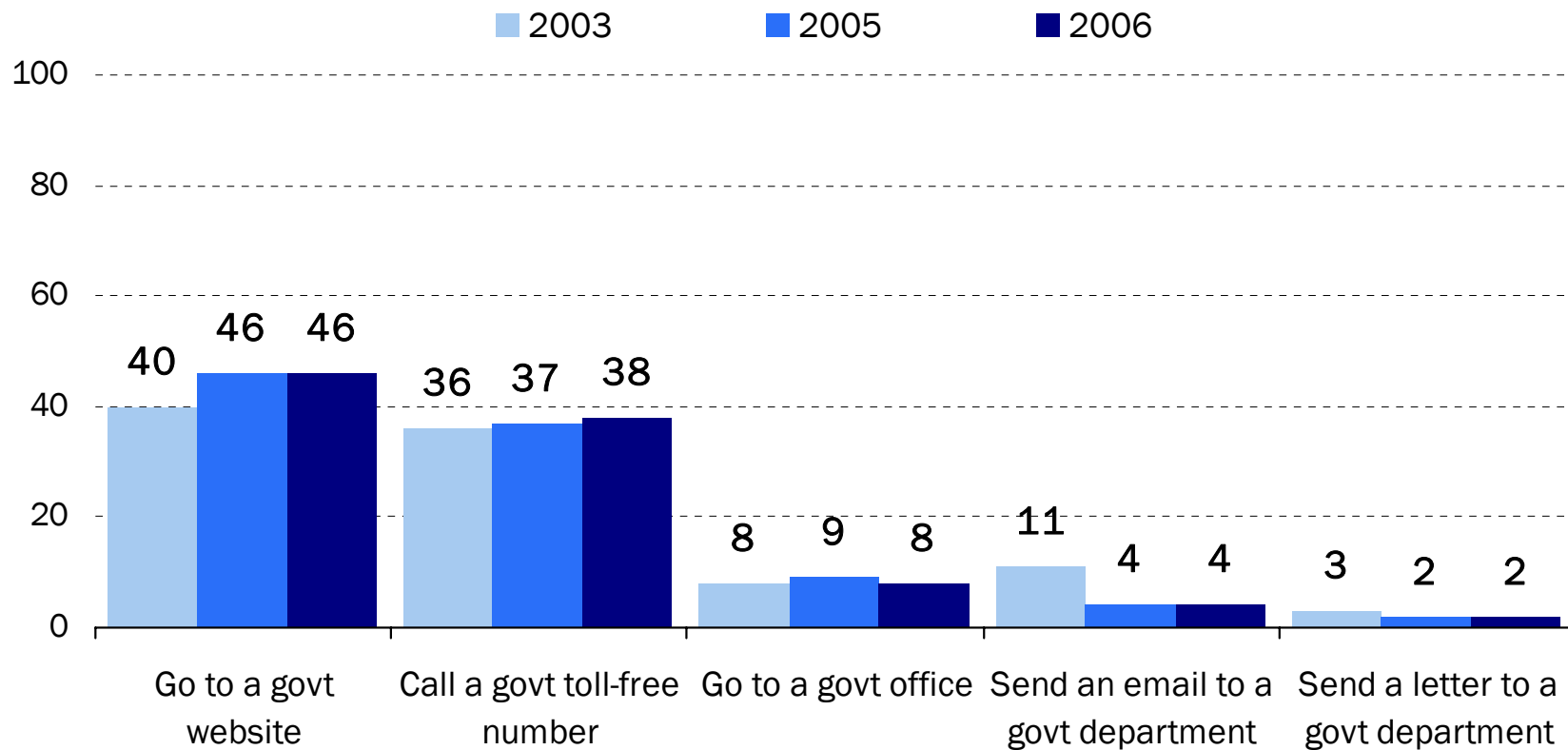
## Expectations about online channels (b)

Q: Service Canada plans to use technology to deliver some services through the Internet and continue to deliver services in-person, by phone or mail for Canadians that do not want to use the Internet. Which of the following best describes how you expect to deal with Service Canada in the future?

	<u>Overall</u>	<u>Gender</u>		<u>Age</u>				<u>Internet User</u>		<u>Location</u>	
		Male	Female	<25	25-44	45-64	65+	Yes	No	Rural	Urban
Do not expect to use Internet	<b>20</b>	18*	23*	5*	10*	23*	54*	10*	72*	24*	19*
Possible will use the Internet	<b>32</b>	30*	34*	38*	28*	36*	27*	34*	20*	37*	31*
Definitely expect to use Internet	<b>47</b>	52*	43*	57*	61*	41*	18*	56*	6*	38*	49*

# Preferred method of finding information about government

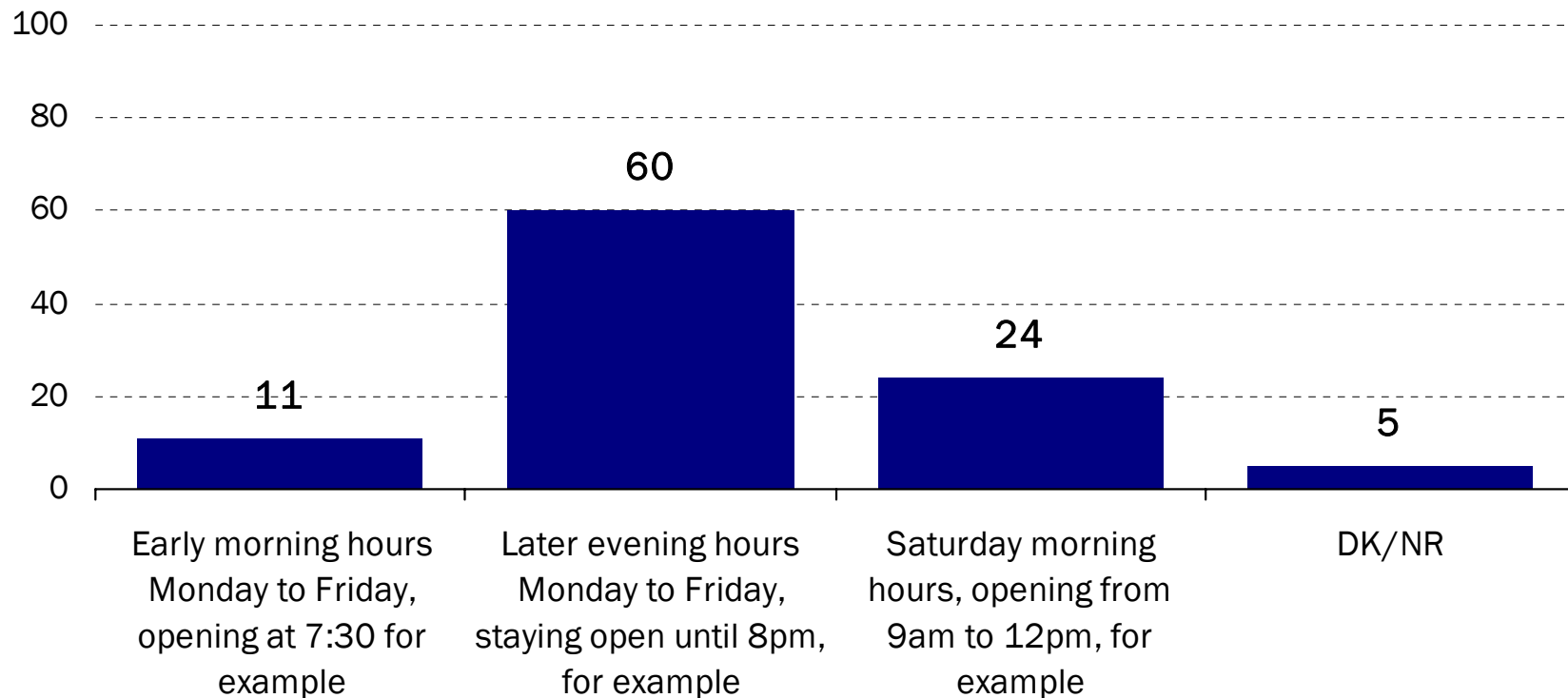
Q: If you needed to find information about a government program or service, how would you go about it?  
Would you be most likely to ...



## Preferred extended hours of operation

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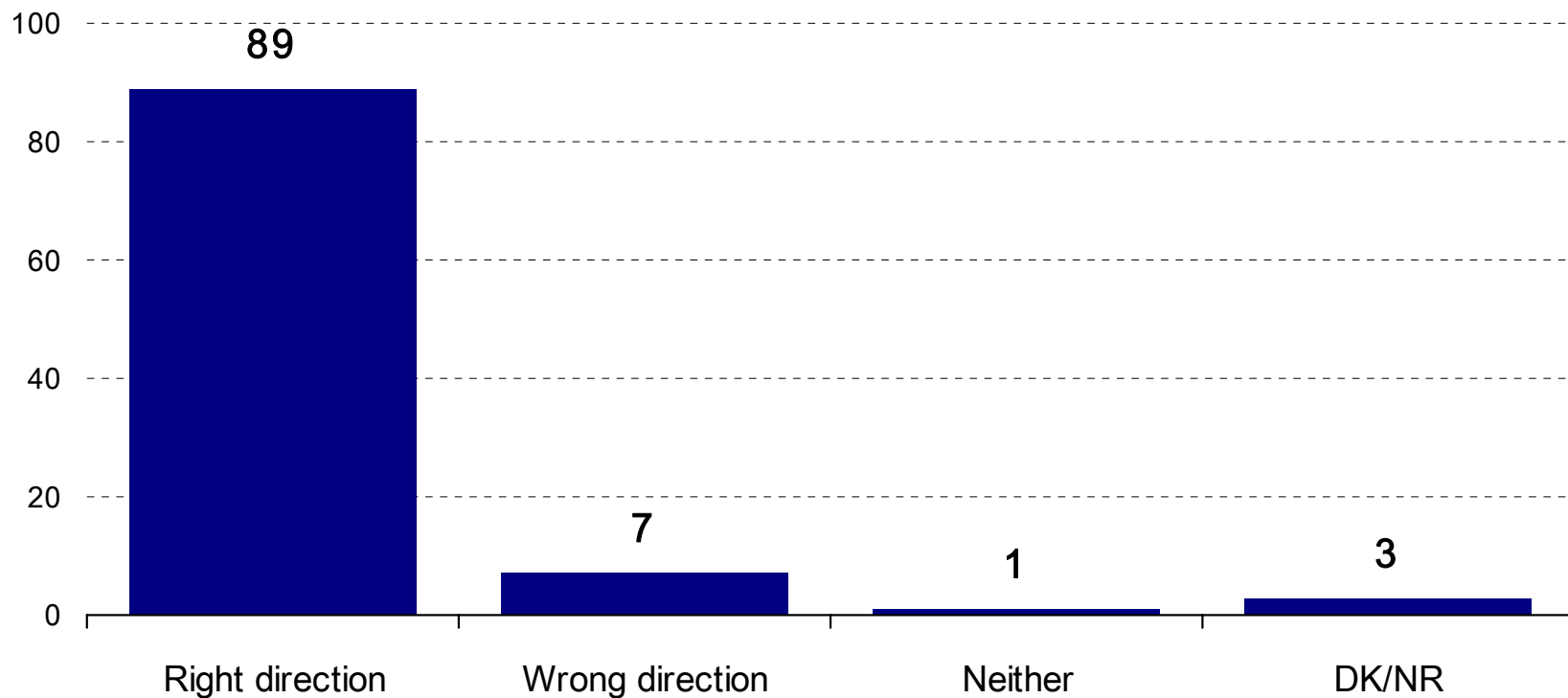
Q: Currently, Service Canada offices are open Monday to Friday between 8:30am and 4:30pm. If the hours of Service Canada's in-person offices were to be extended, which of the following would be MOST convenient for you?



## Perception of plan to travel to underserved areas

---

Q: Service Canada has recently begun sending employees into more than 100 rural and remote communities on a scheduled basis in order to enable Canadians in these areas to obtain government information and services in-person. Is this a move in the right direction or the wrong direction?





# Communications

# Communications

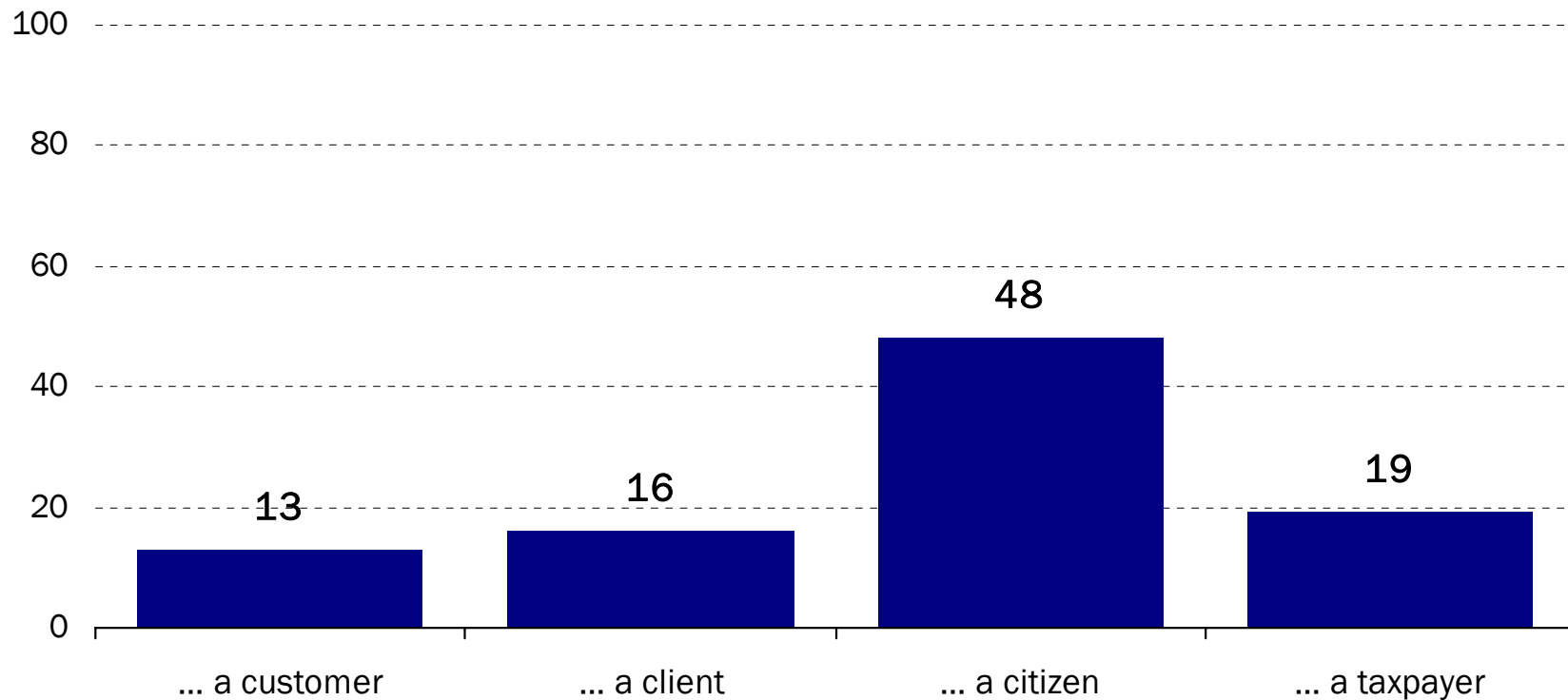
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- “Citizen” label imperative in communications.
  - Very few (less than 1 in 5) want to be thought of as “customer”, “client” or “taxpayer”.
- As with delivery of services in general, factors such as reliability, knowledge, fairness, and trustworthiness are the aspects of service delivery that resonate the most.
  - “Caring” services not seen as relevant; convenience also lags behind.
- Clear hierarchy for source of news led by TV and newspapers. Importance of Internet is notable, and ahead of radio.
  - Nearly 7 in 10 Canadians report getting most of their news from TV, followed by newspapers (45 per cent).
  - Another 29 per cent of Canadians report getting most of their news online, ahead of radio (24 per cent).

## Labeling: client vs. customer vs. citizen vs. taxpayer

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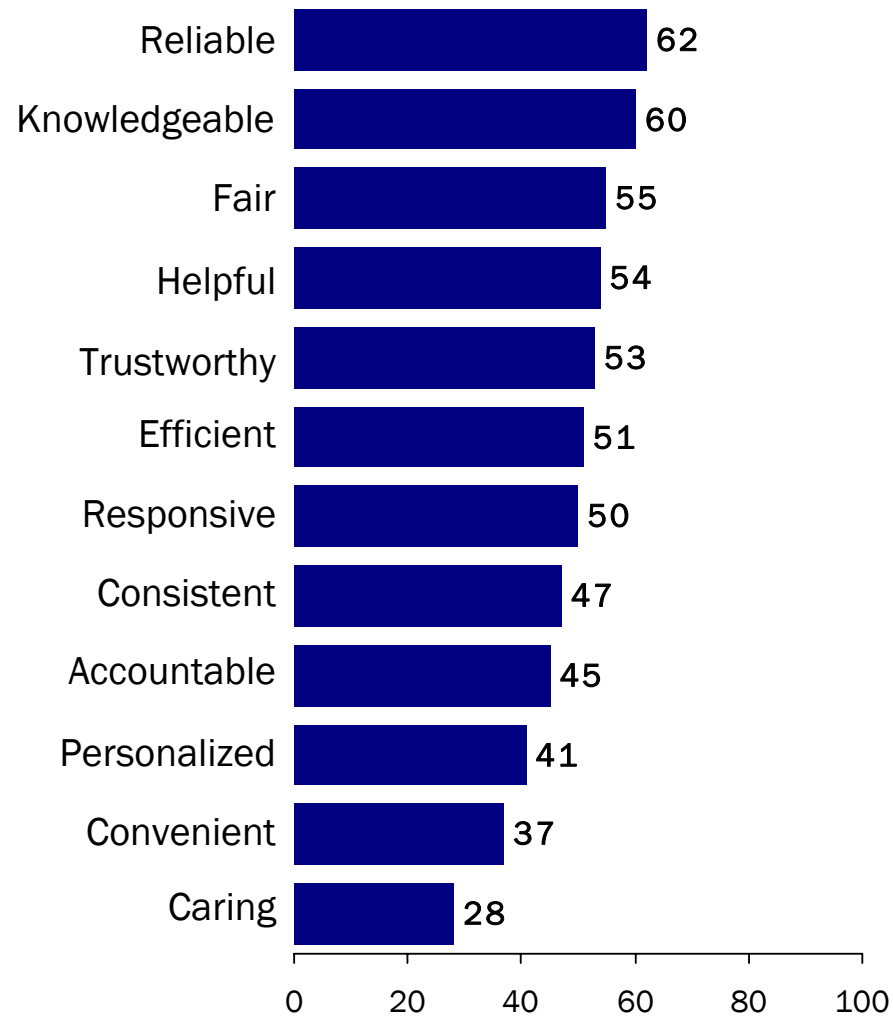
Q: How would you prefer to be thought of if you were to receive service from Service Canada? Would you want be thought of as ...



# Ideal way of delivering services

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Q: I'm going to read you different descriptions of your ideal way in which Service Canada would deliver services. If you had to pick one description, would you choose ... or ...?

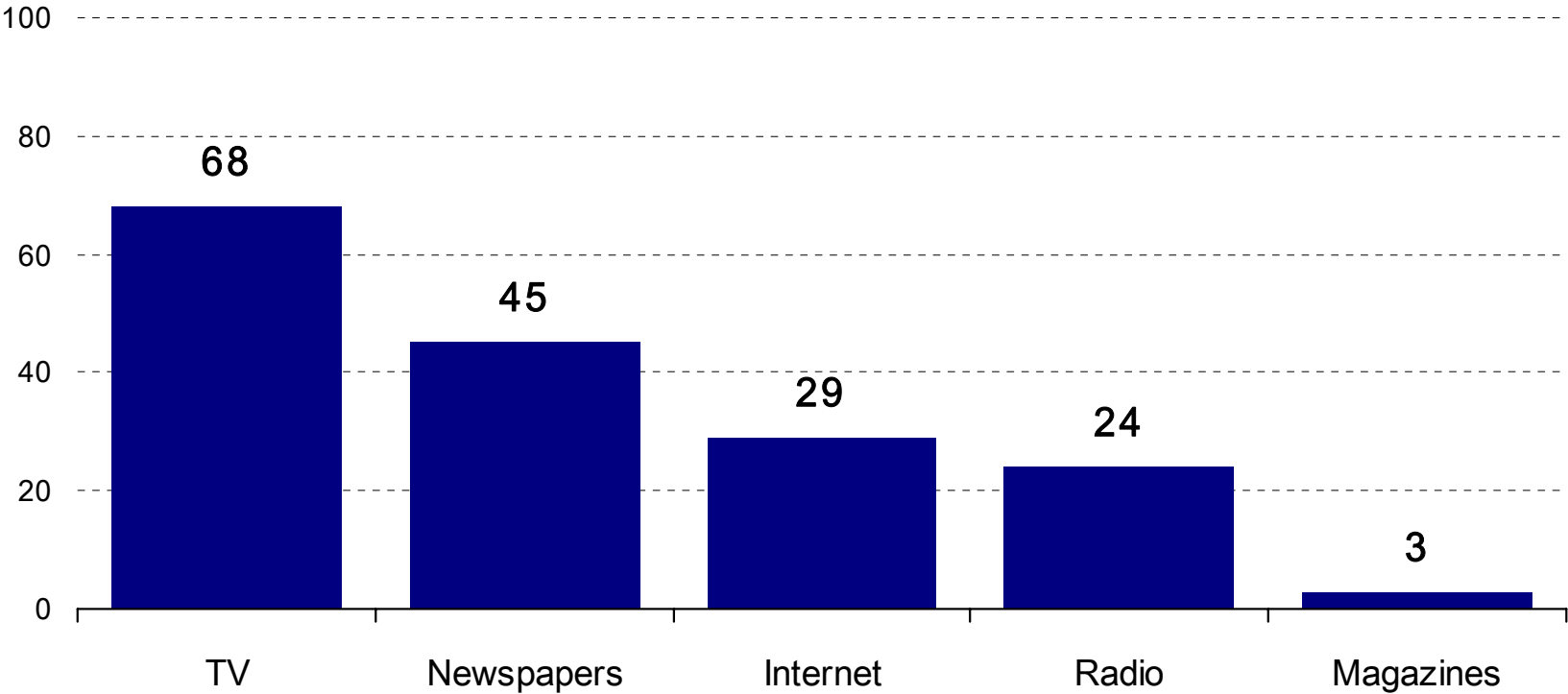


Note: Presented in series of random paired choices; per cent indicates average number of times option is selected over all others.

# Source of News

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Q: How do you get most of your news? Is it from television, from newspapers, from radio, from magazines or from the internet?

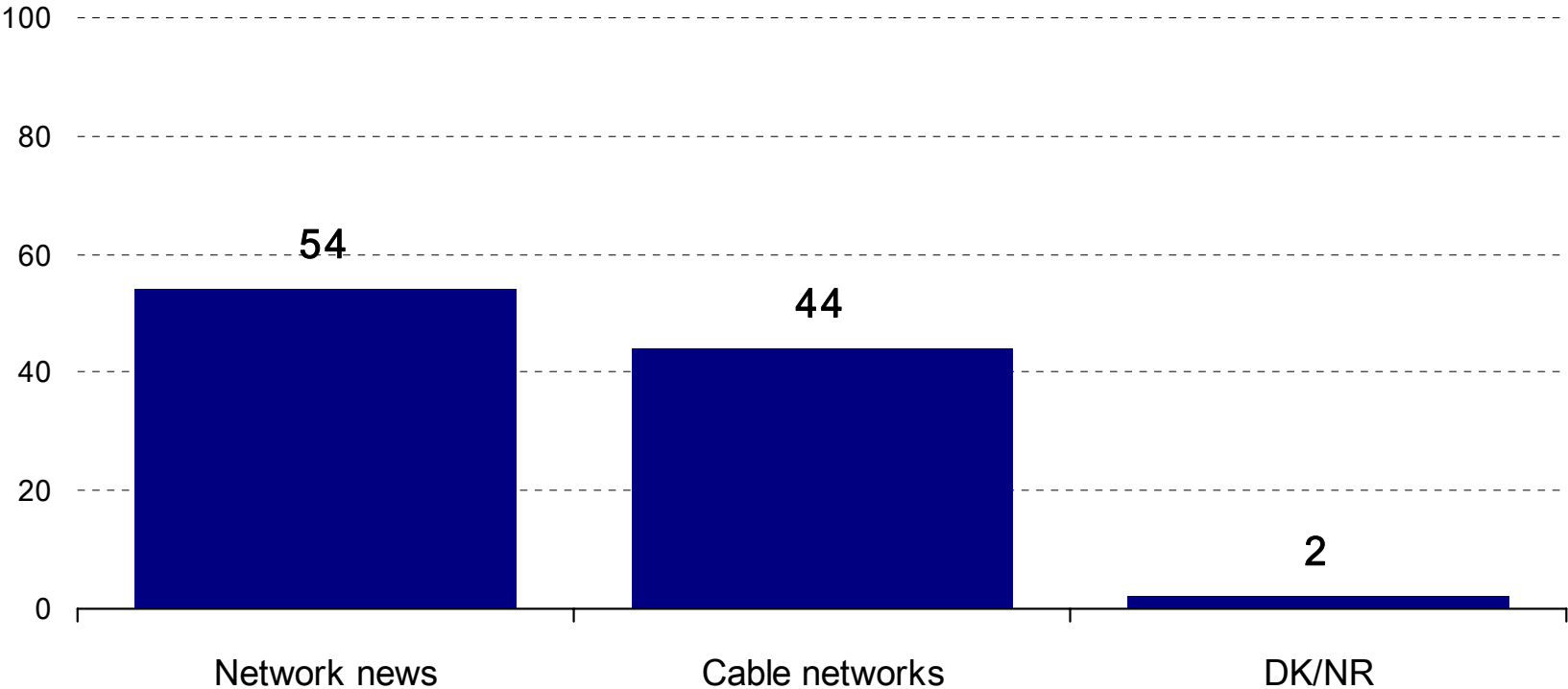


# Source of TV news

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Q: Do you get most of your news from network TV news or from cable news networks like CNN or Newsworld?

TV users only



# Segmentation Analysis

# Segmentation Analysis

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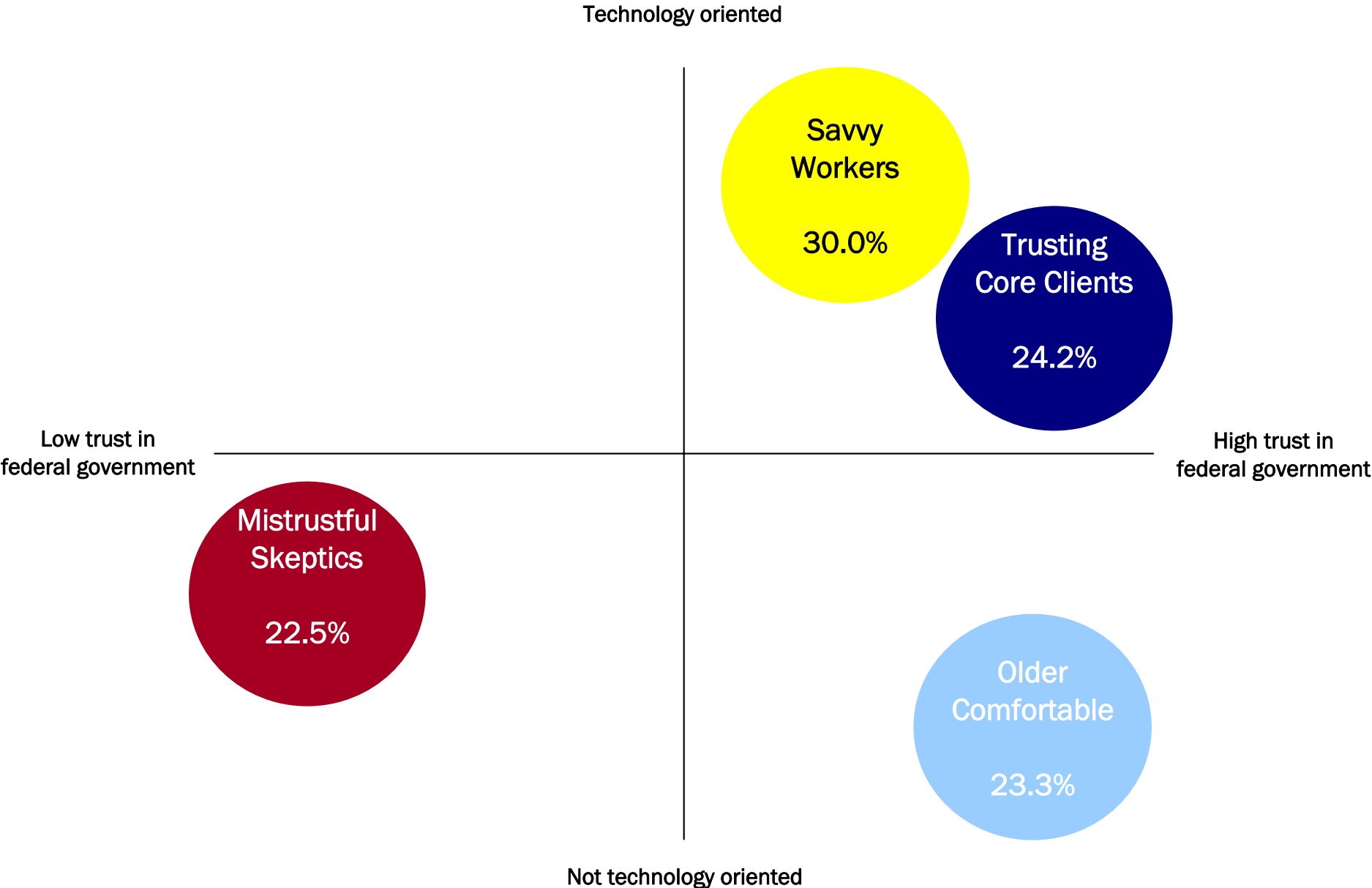
- Statistical analysis of the data reveal four distinct clusters or “types” of citizens. The Departments thinking about communications, branding, and service delivery can be refined around these segments.
- The four groups identified through the analysis compose the following proportions of the Canadian population aged 16 and over:

1) Older Comfortable	23.3 per cent of the public
2) Savvy Workers	30.0 per cent of the public
3) Trusting Core Clients	24.2 per cent of the public
4) Mistrustful Skeptics	22.5 per cent of the public
- These four groups are summarized graphically in two different ways, illustrating the key differences in these groups in terms of trust in government and technology orientation and perceptions of having less privacy. The remainder of this chapter explores in detail the key differences in the demographics and attitudes across four segments and as well as some of the messages that would be most effective from a communications perspective.

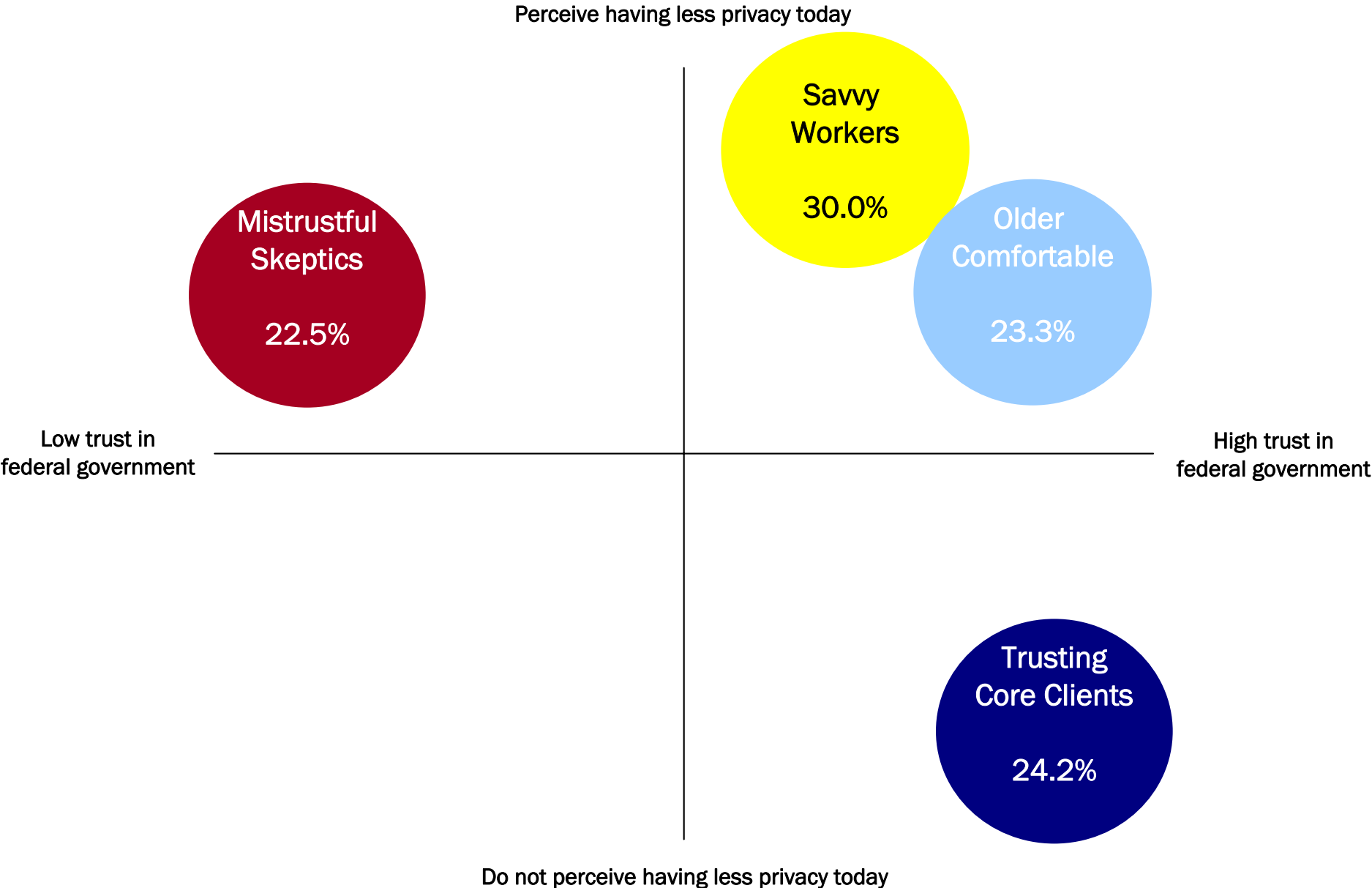


# Segmenting the Canadian Public 1

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# Segmenting the Canadian Public 2



# Segment 1: Older Comfortable

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## Key Features:

- Seniors and women are overrepresented in this segment
- Do not see self as being a “client”, but still use services (e.g., OAS, GIS, CPP)
- Least aware of services offered
- Prefer telephone as channel; relatively allergic to Internet and new information technology
- Concerns centre on health and, somewhat surprisingly, education
- Strong trust in government
- Imagery is positive overall

## Communications Priority: Low

## Effective Messaging:

- May be unnecessary to target this group in any communications strategy. Communications about service transformation could cause unnecessary concern.

## Segment 2: Savvy Workers

---

### Key Features:

- Citizens in the workforce and workers with families in peak earning years
- Core clients (e.g., EI)
- Highly aware of services offered (interested in skills development)
- Web-oriented and technologically fluent
- Privacy concerns salient here
- Imagery is positive, but will want continued assurances that service transformation will keep pace with technological innovations and not impinge on privacy or identity issues.

### Communications Priority: High

### Effective Messaging:

- “In addition to core services you expect, Service Canada can help you with broader issues such as skills upgrading, passports and retirement planning.”
- “We are interested in assisting you with your evolving needs.”
- “Our service will be efficient and reliable and involve the most effective technologies.”

## Segment 3: Trusting Core Clients

---

### Key Features:

- Younger people and those entering or in main career and family lifecycle
- Core clients (e.g., EI, SIN)
- Most aware of services offered
- Comfortable with all channels
- Have few concerns; highly trusting; comfort rises with experience
- Strong trust in government
- Most positive (recent experience has engendered positive outlook)

### Communications Priority: Medium

### Effective Messaging:

- “We have the evolving service methods to meet your changing life cycle.”
- “Our service models understand diversity of needs and emphasize accuracy and flexibility.”
- “We are in it for the long haul as your needs evolve.”

# Segment 4: Mistrustful Skeptics

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## Key Features:

- Comprised of middle-aged and older citizens (40 to 65 years)
- Do not see themselves as clients, but as taxpayers paying for services they will not use
- Low awareness of services offered
- Little trust in government
- Most negative (but this is only relative to the others who are largely positive)

## Communications Priority: High

## Effective Messaging:

- “Our emphasis is on efficiency and value-for-money using best practices. We will be responsible and efficient stewards.”
- “We will increasingly have services of value for you (e.g., passports).”
- “We contribute to *overall* community and national well-being.”

# Demographic Profile of Segments

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	<u>Overall</u>	Older Comfortable	Savvy Workers	Trusting Core Clients	Mistrustful Skeptics
Male	49	40*	53*	51	51
Female	51	60*	47*	49	49
<25	15	12*	15	23*	9*
25-44	39	24*	45*	45*	39*
45-64	30	33*	30	23*	34*
65+	16	31*	9*	9*	16
H.S. or less	35	54*	27*	28*	37
College	27	20*	31*	28	27
University	38	26*	42*	43*	35

# Broad Trust in Government of Canada

---

**Q:** At the end of the day, I trust the Government of Canada to manage the information they have on citizens in a responsible way.

	<u>Overall</u>	Older Comfortable	Savvy Workers	Trusting Core Clients	Mistrustful Skeptics
Disagree	22	1*	10*	2*	82*
Neither	16	14*	22*	12*	16*
Agree	61	84*	68*	86*	0*



# Technology

---

Q: I like using new technologies more than the average Canadian.

	<u>Overall</u>	Older Comfortable	Savvy Workers	Trusting Core Clients	Mistrustful Skeptics
Disagree	27	68*	1*	8*	39*
Neither	22	25*	11*	24	30*
Agree	51	6*	87*	68*	29*

Q: Service Canada plans to use technology to deliver some services through the Internet and continue to deliver services in-person, by phone or mail for Canadians that do not want to use the Internet. Which of the following best describes how you expect to deal with Service Canada in the future?

	<u>Overall</u>	Older Comfortable	Savvy Workers	Trusting Core Clients	Mistrustful Skeptics
Do not expect to use Internet	20	46*	6*	7*	27*
Possible will use the Internet	32	38*	27*	29*	37*
Definitely expect to use Internet	47	16*	67*	64*	34*

## Broad privacy perceptions

---

Q: I feel I have less personal privacy in my daily life than I did five years ago.

	<u>Overall</u>	Older Comfortable	Savvy Workers	Trusting Core Clients	Mistrustful Skeptics
Disagree	26	20*	0*	67*	21*
Neither	22	25*	13*	30*	23
Agree	51	53	87*	2*	55*

# Recent contact with Service Canada/Government of Canada

---

	<u>Overall</u>	Older Comfortable	Savvy Workers	Trusting Core Clients	Mistrustful Skeptics
<u>Recent contact</u>					
With Service Canada	<b>28</b>	22*	32*	35*	22*
Not with Service Canada	<b>7</b>	5*	7	8	7
<u>Previous Contact</u>					
Within past 5 years	<b>20</b>	21	18	18	23*
<u>No contact within past 5 years</u>	<b>41</b>	47*	38	35*	43

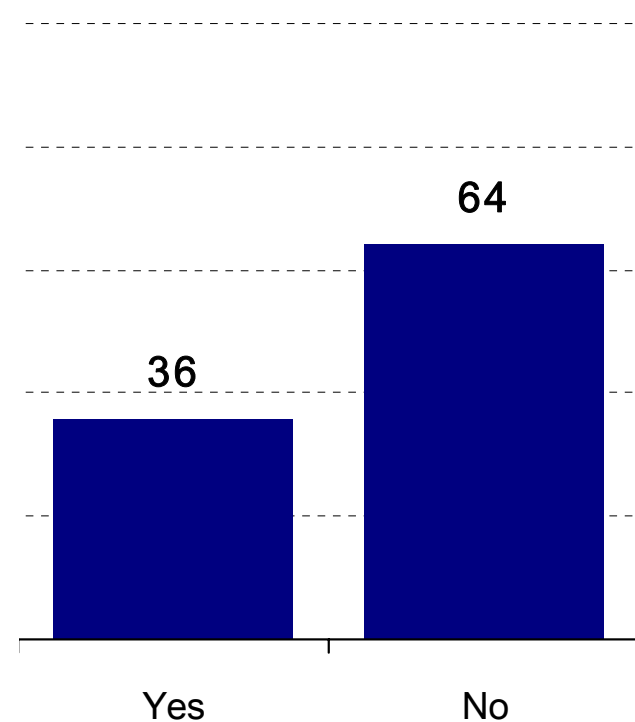
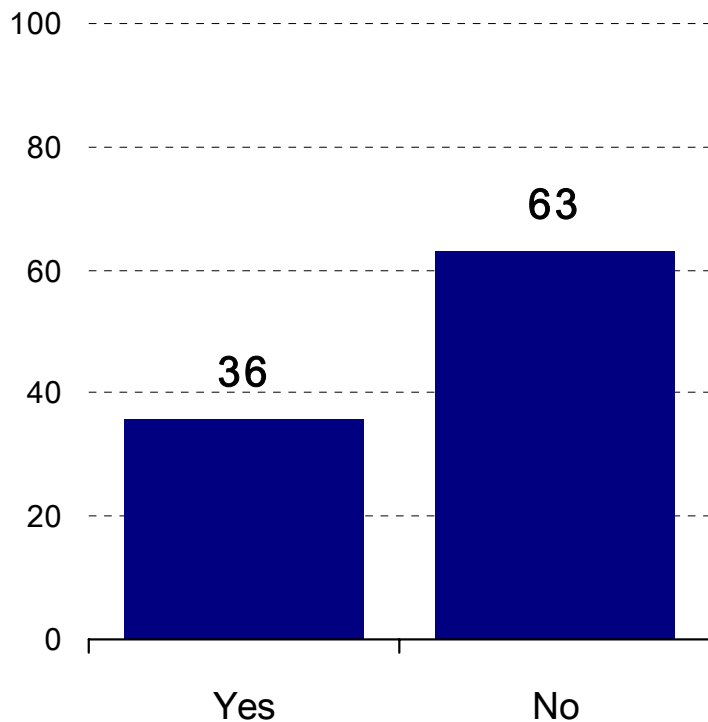
# **Appendix One: Contact with Service Canada**

# Contact with Service Canada / Government of Canada

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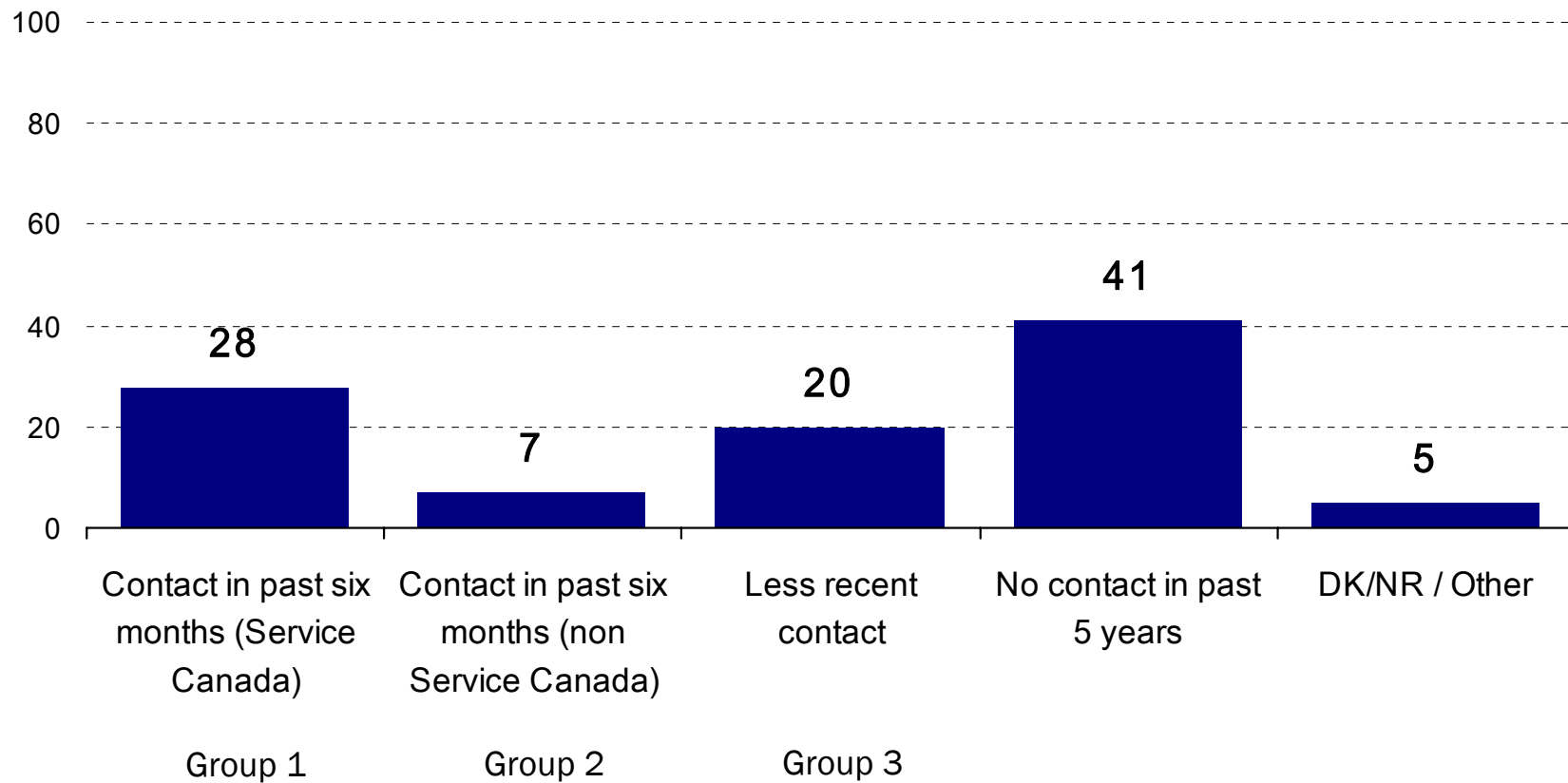
Q: During the past six months, have you contacted the Govt. of Canada to obtain information or service, including applying for benefits related to a government program?<sup>1</sup>

Q: [IF NO] And have you contacted the Govt. of Canada to obtain information or service, including applying for benefits related to a government program in the past 5 years?<sup>2</sup>



# Contact with Service Canada / Government of Canada

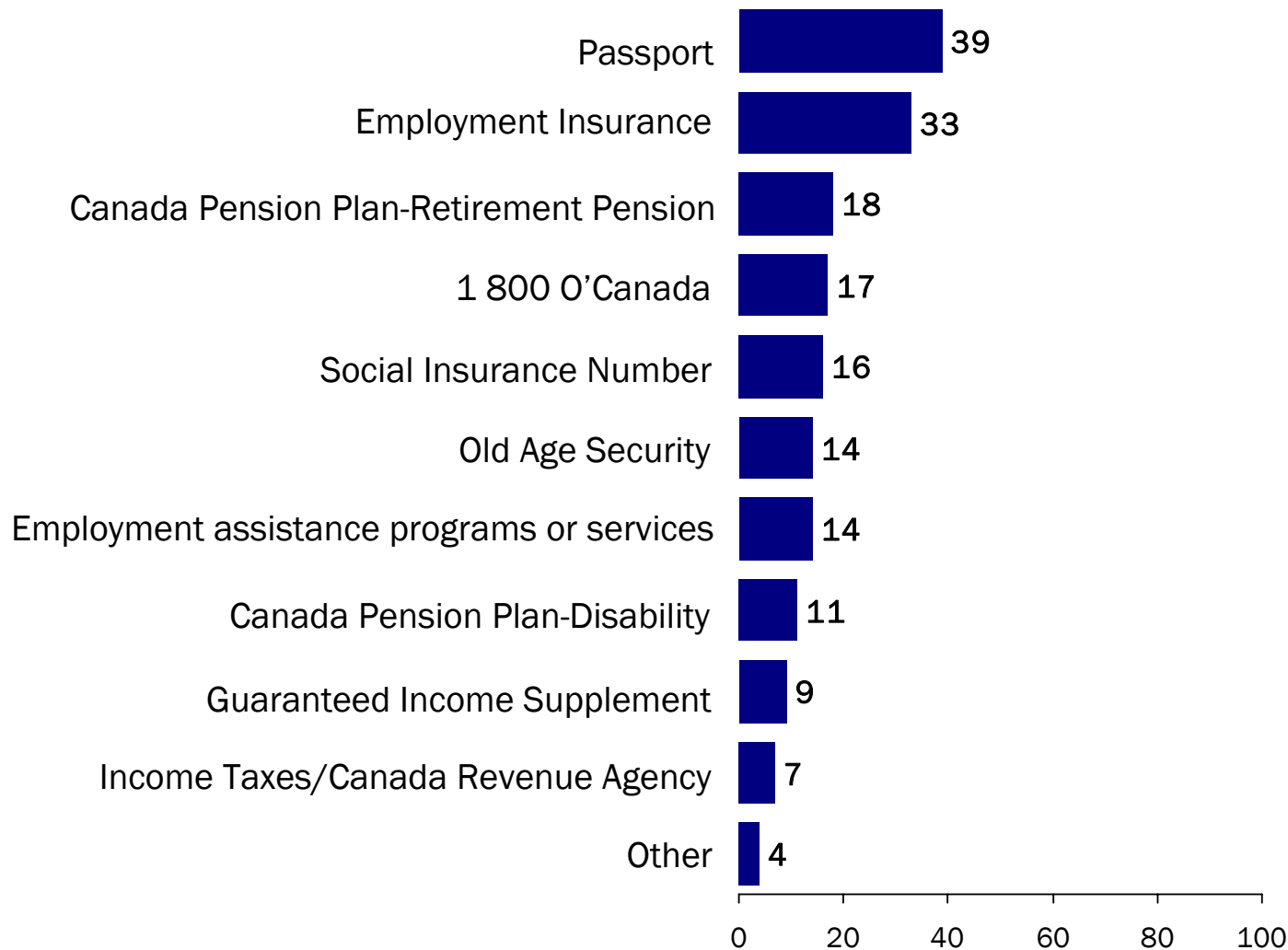
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# Recent contact with Service Canada in past 6 months – Group 1

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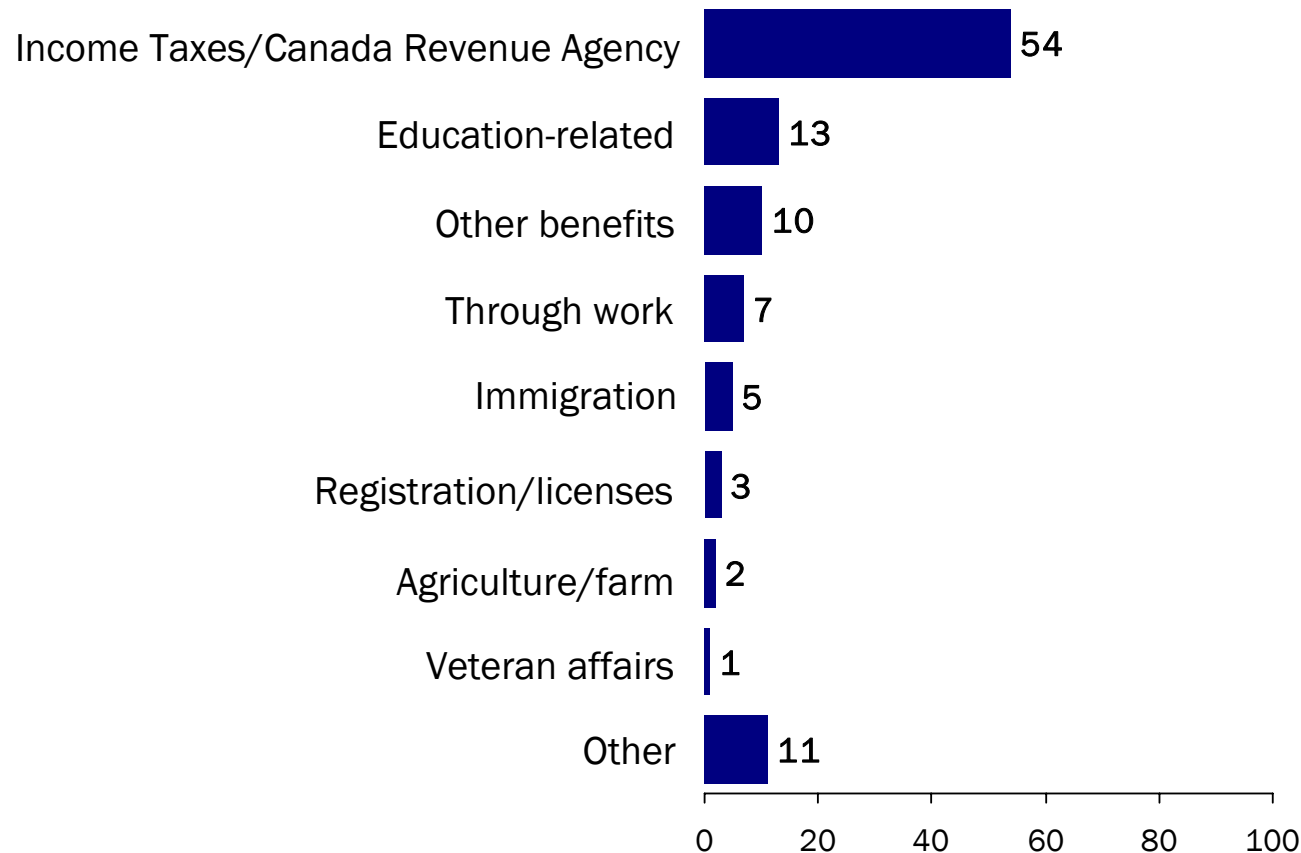
Q: Did your contact concern any of the following programs or services?



## Recent contact with Govt. of Canada in past 6 months – Group 2

---

Q: Did your contact concern any of the following programs or services?

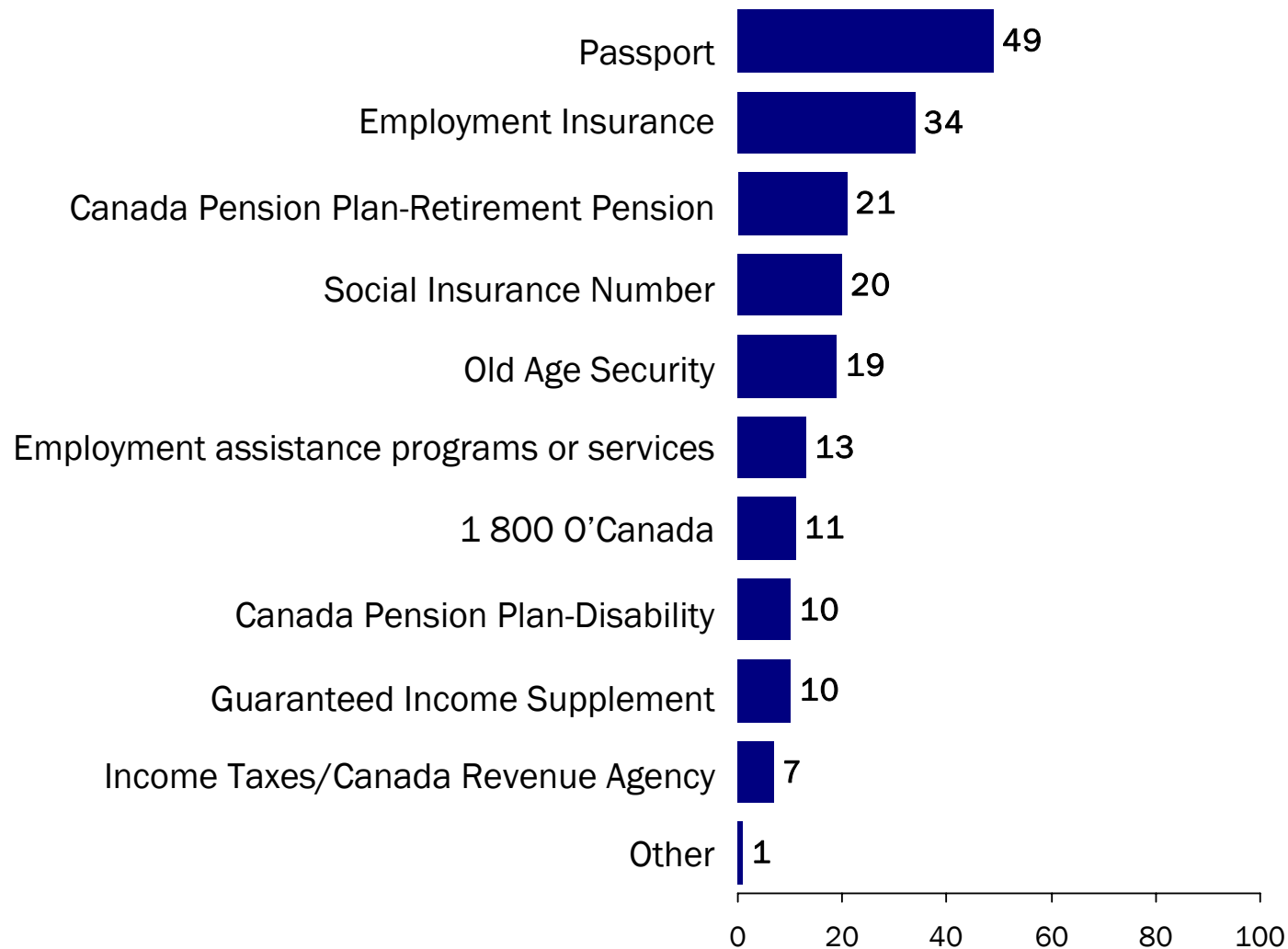




## Reason for less recent contact – Group 3

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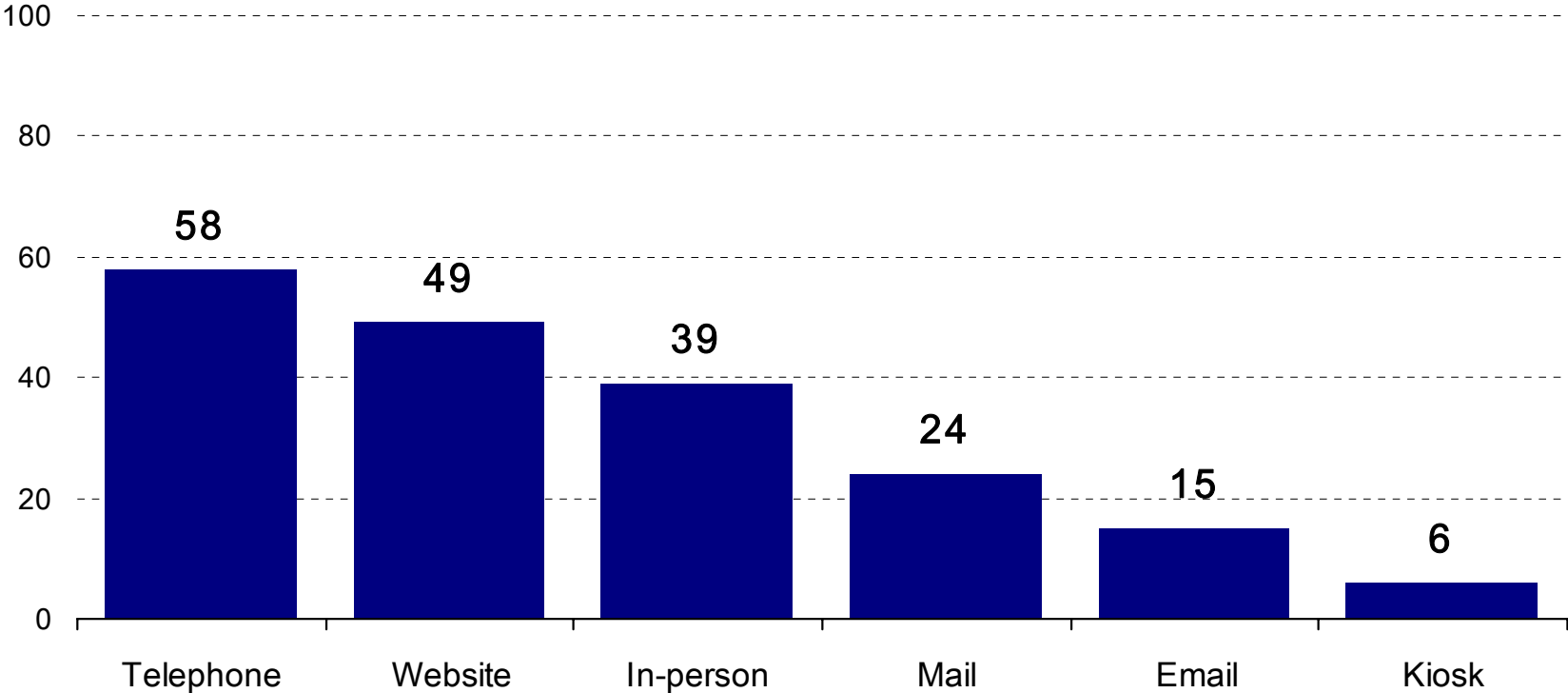
Q: Did your contact concern any of the following programs or services?



# Service Channels – Group 1

---

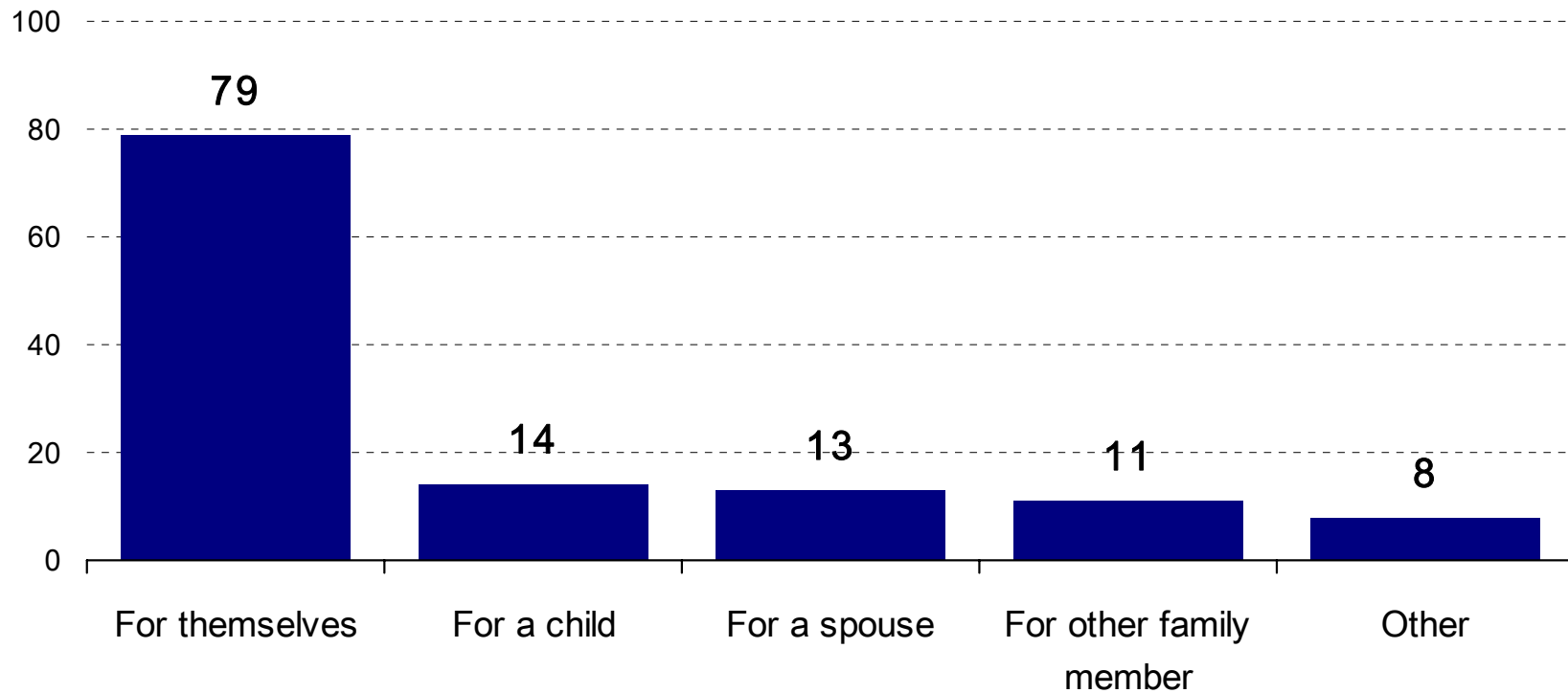
Q: Which ways have you had contact with Service Canada in the past six months?



# Reason for recent contact – Group 1

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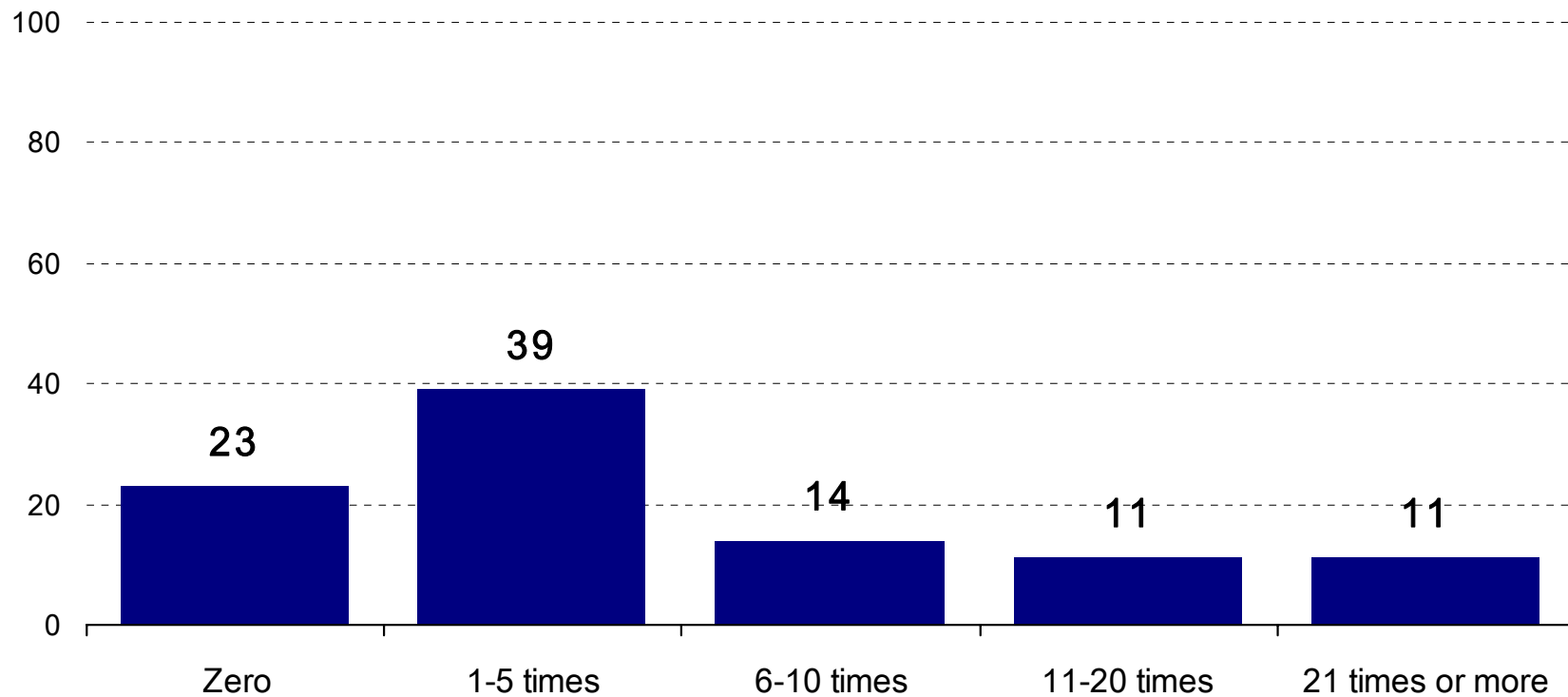
Q: On whose behalf did you contact Service Canada?



# Government of Canada websites

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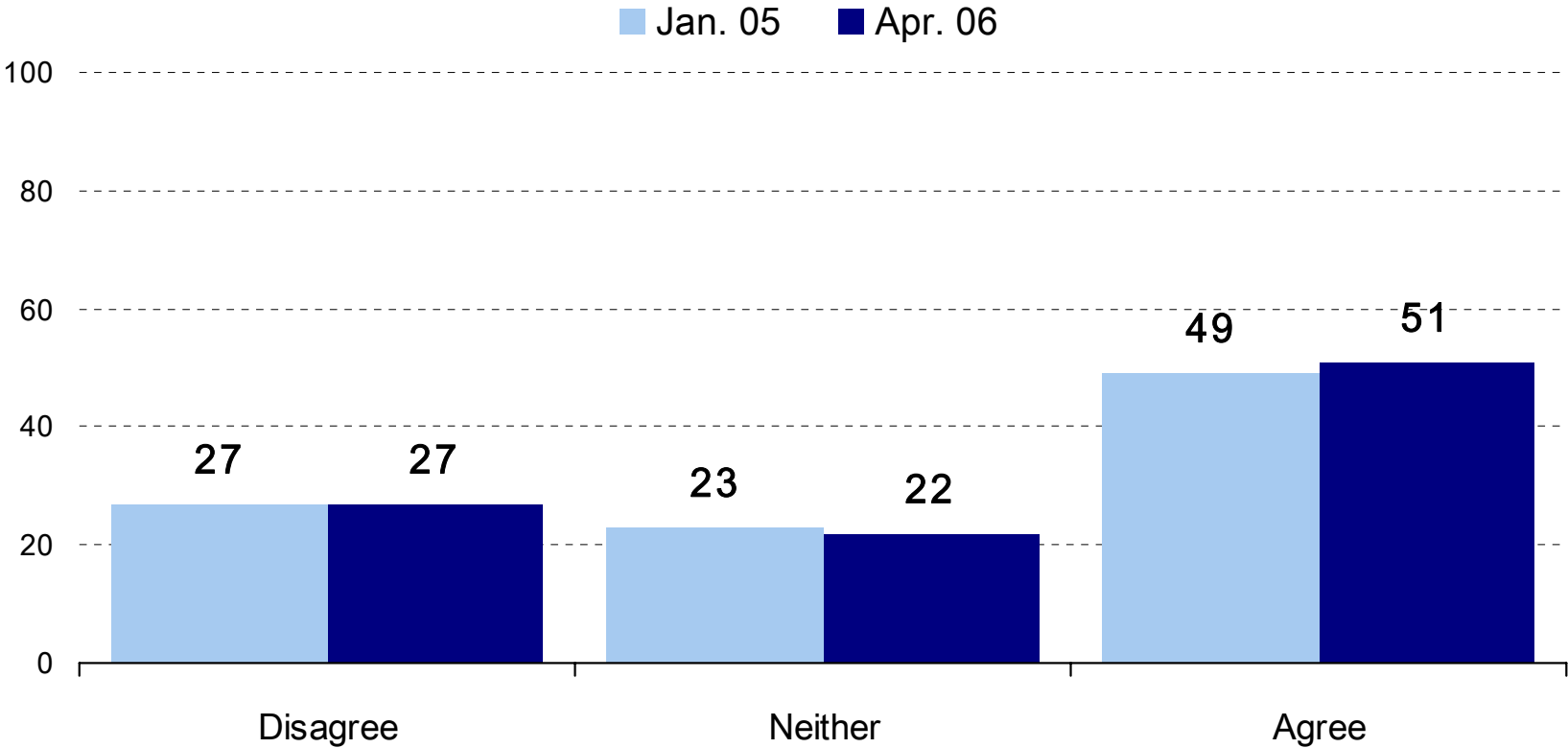
Q: How many times have you visited Government of Canada websites over the past twelve months?



## **Appendix Two: Attitudinal Indicators**

# Affinity for technology

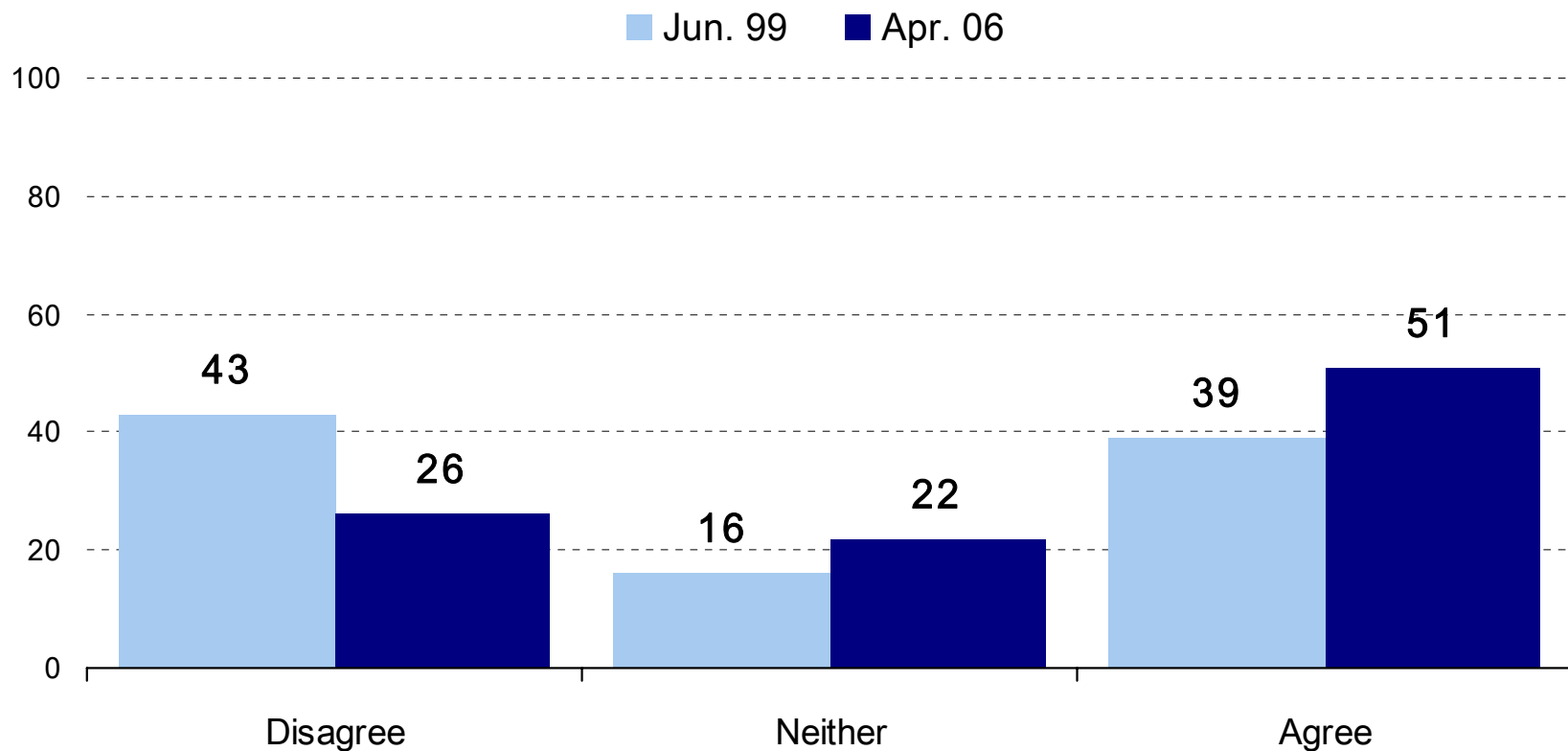
Q: I like using new technologies more than the average Canadian.



# Broad privacy

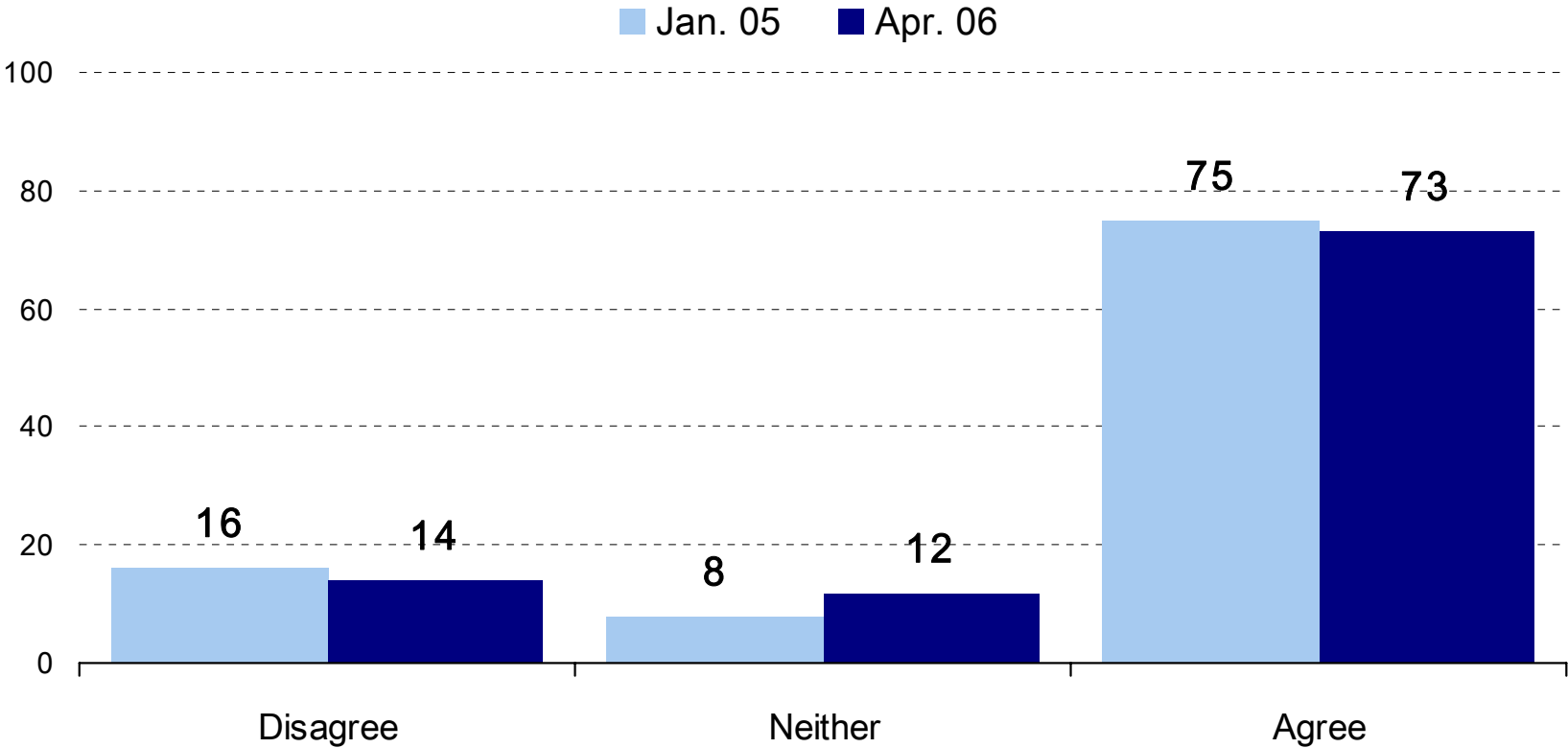
---

Q: I feel I have less personal privacy in my daily life than I did five years ago.



# Single client number

Q: I would prefer to have a single client number that I could use to access programs or services from any federal government department.

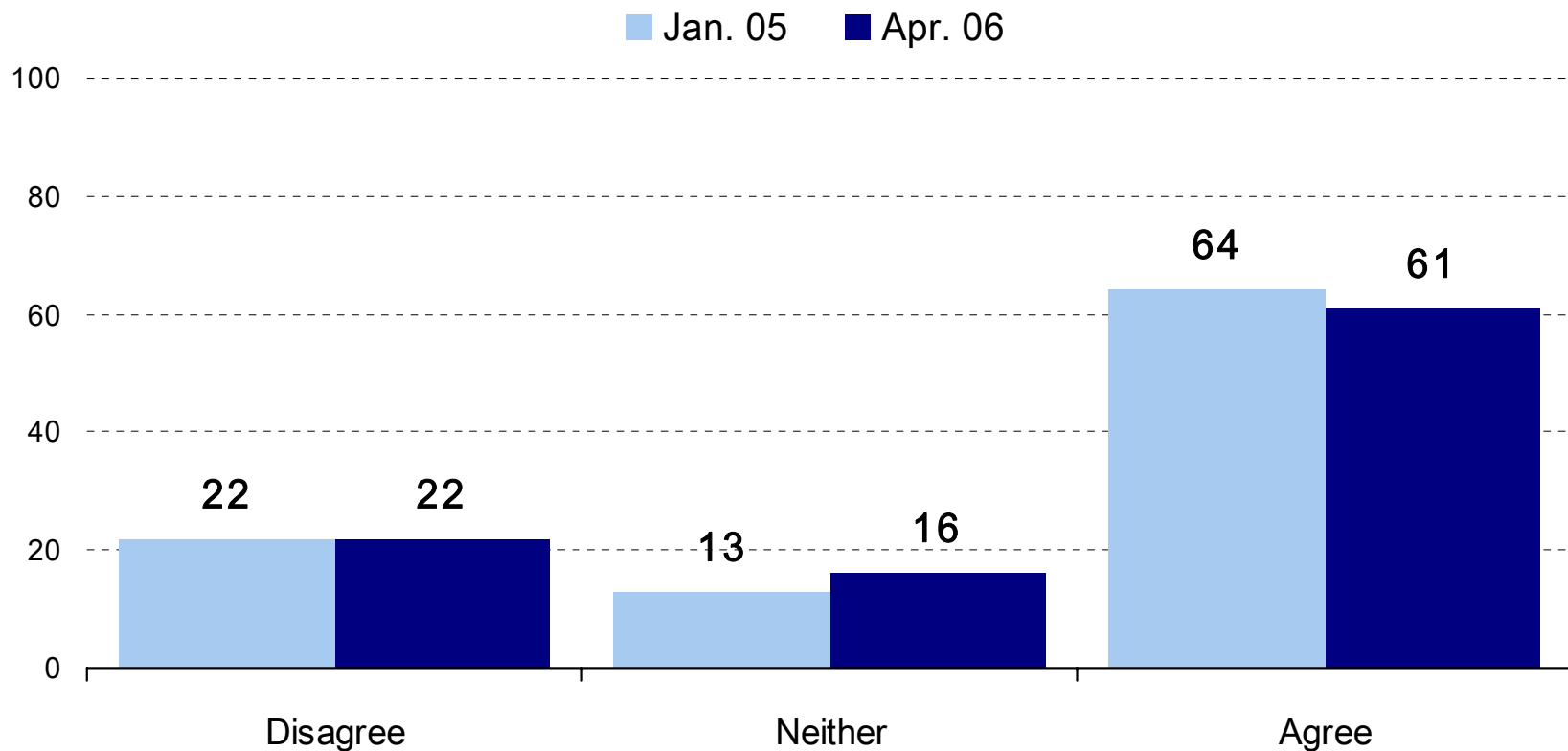




# Perceptions of Government information management

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Q: At the end of the day, I trust the Government of Canada to manage the information they have on citizens in a responsible way.



# Appendix Three: Questionnaire

# Survey Instrument

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**1:** **INTR**  
Hello, my name is \_\_\_\_\_ and I work for EKOS Research Associates. We are currently conducting a survey to profile the attitudes and opinions of Canadians 16 and older on issues in the news.

The purpose of the survey is to understand how Canadians feel, not to convince anyone to purchase anything. (It will take approximately 15 minutes to complete and we are really hoping that you can spare the time.) May I continue?

---

**2:** **SEX**  
Record gender of respondent

---

**3:** **NMS**  
To what extent does the Government of Canada NEED to modernize the way it delivers service? Please use a scale from 1 to 7, where 1 means no extent whatsoever, 7 means a great extent, and 4 means to some extent.

Similar HRDC Tracking Question (Jan. 2005)

01	1 No extent whatsoever.....	1
02	2 .....	2
03	3 .....	3
04	4 <del>Some</del> extent.....	4
05	5 .....	5
06	6 .....	6
07	7 A great extent .....	7
08	DK/NR.....	9

# Survey Instrument

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**4:** **IS**

There are different ways for the Government of Canada to improve the way in which it delivers services to Canadians.

HRDC Tracking Question (Jan. 2005)

**5:** **FC11**

**NOTE TO READER:** This and the next question are a trade-off question where participants are asked to choose between two answers. Our software randomly assigns respondents two possible pairs, and ensures that all possible combination of answers are probed. Each respondent is asked the question two times. The answers are then ranked into a hierarchy.

I'm going to read you a series of things the Government of Canada could focus on improving. If you had to pick one thing, would you want more emphasis placed on ... or ...?

HRDC Tracking Question (Jan. 2005)

01	prompt and timely service.....	01
02	consistent and accurate information.....	02
03	knowledgeable staff.....	03
04	compassionate staff.....	04
05	more convenient service.....	05
06	more personalized service.....	06
07	strong privacy and security safeguards.....	07
08	fairness.....	08
09	better understanding clients' needs.....	09
10	reduced costs/greater efficiencies.....	10
11	accountability.....	11
12	DK/NR.....	99

**6:** **FC12**

And what about between ... and ...?

HRDC Tracking Question (Jan. 2005)

01	prompt and timely service.....	01
02	consistent and accurate information.....	02
03	knowledgeable staff.....	03
04	compassionate staff.....	04
05	more convenient service.....	05
06	more personalized service.....	06
07	strong privacy and security safeguards.....	07
08	fairness.....	08
09	better understanding clients' needs.....	09
10	reduced costs/greater efficiencies.....	10
11	accountability.....	11
12	DK/NR.....	99

# Survey Instrument

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<b>7:</b>	<b>COMP</b>
Compared to a few years ago, would you say the way in which the Government of Canada delivers programs and services is ... [READ LIST]	
01 Getting a lot worse.....	1
02 Getting worse.....	2
03 No different.....	3
04 Getting better.....	4
05 Getting a lot better.....	5
06 DK/NR.....	9

<b>8:</b>	<b>AW1</b>
<i>NOTE TO READER: The survey has been designed to measure awareness of Service Canada in three ways: the first is unprompted, the second is prompted and the third is total awareness (which is combined prompted and unprompted). These questions are identical to the Client Satisfaction survey. The appropriate skip logic will be added (e.g., a respondent is not read AW3 if they are able to identify Service Canada in AW2).</i>	
To the best of your knowledge, is there a department of the Government of Canada that has primary responsibility for providing services to Canadians?	
<i>From 2006 Service Canada Client Satisfaction Survey</i>	
01 Yes.....	1
02 No.....	2
03 DK/NR.....	9

<b>9:</b>	<b>AW2</b>
<i>DO NOT READ - ACCEPT ONLY ONE ANSWER</i>	
What is the name of that department?	
<i>From 2006 Service Canada Client Satisfaction Survey</i>	
01 Service Canada.....	01
02 1 800 OCanada.....	02
03 HRDC/HRSDQ/Human Resources and Skills Development Canada.....	03
04 SDQ/Social Development Canada.....	04
05 Other, specify.....	97
06 DK/NR.....	99

# Survey Instrument

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<b>10:</b>	<b>AW3</b>
Service Canada, created in September, 2005, has primary responsibility for providing services to Canadians on behalf of the Government of Canada. Have you heard of this organization?	
<i>From 2006 Service Canada Client Satisfaction Survey</i>	
01 Yes, definitely.....	1
02 Yes, vaguely.....	2
03 No.....	3
04 DK/NR.....	9

<b>11:</b>	<b>AW4</b>
<i>DO NOT READ - ACCEPT ONLY ONE ANSWER</i>	
How did you FIRST hear or learn about Service Canada?	
<i>From 2006 Service Canada Client Satisfaction Survey</i>	
01 Government mailing.....	01
02 Visited Government of Canada office / Service Canada centre.....	02
03 Called 1-800 O-Canada.....	03
04 Service Canada website.....	04
05 Government of Canada website(s) (includes all other federal government websites).....	05
06 Media/news report (i.e., newspaper, TV, radio).....	06
07 Referred by another government department/agency.....	07
08 Referred by a specific program (e.g., CPP, EI).....	08
09 Word of mouth.....	09
10 Other, specify.....	97
11 DK/NR.....	99

<b>12:</b>	<b>AW5</b>
Have you heard of the Government of Canada's main toll free number called 1 800 O-Canada?	
01 Yes, definitely.....	1
02 Yes, vaguely.....	2
03 No.....	3
04 DK/NR.....	9

<b>13:</b>	<b>AW6</b>
Have you heard of the Government of Canada's main website called www.canada.gc.ca?	
01 Yes, definitely.....	1
02 Yes, vaguely.....	2
03 No.....	3
04 DK/NR.....	9

# Survey Instrument

<b>14:</b>	<b>AW7</b>
And have you heard of Service Canada's main website called www.servicecanada.gc.ca?	
01 Yes, definitely.....	1
02 Yes, vaguely.....	2
03 No.....	3
04 DK/NR.....	0

<b>15:</b>	<b>C1</b>
In the past 6 months, have you contacted the Government of Canada to obtain information or service, including applying for benefits related to a government program?	
<i>From 2006 Service Canada Client Satisfaction Survey</i>	
01 Yes.....	1
02 No.....	2
03 DK/NR.....	9

<b>16:</b>	<b>C2</b>
And have you contacted the Government of Canada to obtain information or service, including applying for benefits related to a government program in the past 5 years?	
<i>Asked only if individual has had no contact in the past 6 months</i>	
01 Yes.....	1
02 No.....	2
03 DK/NR.....	9

**NOTE TO READER:** Respondents are read the main programs and services being delivered by Service Canada and not designed to get at interaction with the Government of Canada in relation to taxes, for example. This is to ensure that the subsequent questions about contact are related to Service Canada and not any interaction with other departments. In subsequent years, this question could possibly be revised depending on the future programs and services being delivered by Service Canada.

<b>17:</b>	<b>C3</b>
<i>READ LIST; ACCEPT MULTIPLE RESPONSES</i>	
Did your contact concern any of the following programs or services?	
<i>From 2006 Service Canada Client Satisfaction Survey</i>	
01 Canada Pension Plan.....	01
02 Employment Insurance (PREVIOUSLY KNOWN AS UNEMPLOYMENT INSURANCE /UI).....	02
03 Employment assistance programs or services (F5 FOR EXAMPLES).....	03
04 Old Age Security.....	04
05 Passport.....	05
06 Social Insurance Number.....	06
07 Using the 1-800 O'Canada phone line to obtain information or service.....	07
08 (DO NOT READ) Related to income taxes.....	08
09 (DO NOT READ) Some other reason.....	77
10 (DO NOT READ) DK/NR.....	99
	0
	X

# Survey Instrument

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**18:** **C4**  
 Service Canada was established in September 2005 and brings Government of Canada services and benefits together in a single delivery network.

Service Canada is now involved in delivering the Government of Canada programs and services that I just read. Before that, these programs were delivered by a few different departments.

For the rest of the survey, when I identify Service Canada, please think of the contact you had with the Government of Canada in the past 6 months in relation to the programs you just mentioned.

01 continue..... 1

---

**19:** **C5**  
*READ LIST; ACCEPT MULTIPLE RESPONSES*  
 And which ways have you had contact with Service Canada in the past six months?

01 In-person.....	01	
02 By telephone.....	02	
03 By Internet website.....	03	
04 By email.....	04	
05 By mail.....	05	
06 By electronic kiosk.....	06	
07 [DO NOT READ] Other, please specify.....	77	O
08 [DO NOT READ] DK/NR.....	99	X

---

**20:** **C6**  
*DO NOT READ; ACCEPT MULTIPLE RESPONSES*  
 On whose behalf did you contact Service Canada?

01 Looking for themselves.....	01	
02 Looking for a spouse.....	02	
03 Looking for a child.....	03	
04 Looking for an other family member.....	04	
05 Looking for a friend.....	05	
06 Looking for employer.....	06	
07 Looking for patients/clients.....	07	
08 Looking for a student/students.....	08	
09 Other, please specify.....	77	O
10 DK/NR.....	99	X



# Survey Instrument

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NOTE TO READER: The following description of Service Canada is read only to respondents who have had no contact with Service Canada (as those with contact have already been read a description in Question 18).

**21:** **P\_IMA**  
Service Canada was established in September 2005 and brings Government of Canada services and benefits together in a single delivery network.

For the rest of the survey, when I refer to Service Canada, I want you to think of your general impressions about the way in which the Government of Canada delivers programs and services to Canadians, but not to include any impressions that relate to the Canada Revenue Agency (formerly known as Revenue Canada) on tax issues.

01 continue..... 1

---

**22:** **IMP**  
I am going to read you a number of descriptions and ask you to rate which one best describes your impressions about the way in which Service Canada delivers programs and services to Canadians.

**23:** **IMP1**  
How would you best describe your impressions about the way in which Service Canada delivers programs and services to Canadians

... on a scale where 1 is inconvenient, 7 is convenient and the mid-point 4 is neither

01 1 Inconvenient.....	1
02 2 .....	2
03 3 .....	3
04 4 Neither.....	4
05 5 .....	5
06 6 .....	6
07 7 Convenient.....	7
08 DK/NR.....	9

---

# Survey Instrument

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<b>24:</b>	<b>IMP2</b>
... on a scale where 1 is unhelpful, 7 is helpful and the mid-point 4 is neither	
01 1 Unhelpful.....	1
02 2 .....	2
03 3 .....	3
04 4 Neither.....	4
05 5 .....	5
06 6 .....	6
07 7 Helpful.....	7
08 DK/NR.....	9

---

---

<b>25:</b>	<b>IMP3</b>
... on a scale where 1 is unprofessional, 7 is professional, and the mid-point 4 is neither	
01 1 Unprofessional.....	1
02 2 .....	2
03 3 .....	3
04 4 Neither.....	4
05 5 .....	5
06 6 .....	6
07 7 Professional.....	7
08 DK/NR.....	9

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<b>26:</b>	<b>IMP5</b>
... on a scale where 1 is very little choice in how you can access services, 7 is a great deal of choice in how you can access services, and the mid-point 4 is neither (prompt if necessary, by that I mean getting services in person, over the Internet, by telephone, etc)	
01 1 Very little choice in how you can access services.....	1
02 2 .....	2
03 3 .....	3
04 4 Neither.....	4
05 5 .....	5
06 6 .....	6
07 7 A great deal of choice in how you can access services.....	7
08 DK/NR.....	9

---

# Survey Instrument

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<b>27:</b>	<b>IMP6</b>
... on a scale where 1 is untrustworthy, 7 is trustworthy, and the mid-point 4 is neither	
01 1 Untrustworthy.....	1
02 2.....	2
03 3.....	3
04 4 Neither.....	4
05 5.....	5
06 6.....	6
07 7 Trustworthy.....	7
08 DK/NR.....	9

---

<b>28:</b>	<b>IMP7</b>
... on a scale where 1 is lagging behind, 7 is leading edge, and the mid-point 4 is neither	
01 1 Lagging behind.....	1
02 2.....	2
03 3.....	3
04 4 Neither.....	4
05 5.....	5
06 6.....	6
07 7 Leading edge.....	7
08 DK/NR.....	9

---

<b>29:</b>	<b>IMP8</b>
... on a scale where 1 is unaccountable, 7 is accountable, and the mid-point 4 is neither	
01 1 Unaccountable.....	1
02 2.....	2
03 3.....	3
04 4 Neither.....	4
05 5.....	5
06 6.....	6
07 7 Accountable.....	7
08 DK/NR.....	9

---

**NOTE TO READER:** Questions 33 through 35 have been added from a communications perspective. Questions 34 and 35 are a trade-off question where participants are asked to choose between two answers. Our software randomly assigns respondents two possible pairs, and ensures that all possible combination of answers are probed. Each respondent is asked the question two times. The answers are then ranked into a hierarchy.

# Survey Instrument

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<b>30:</b>	<b>LAB</b>
How would you prefer to be thought of if you were to receive service from Service Canada? Would you want be thought of as ... [READ LIST]	
01 a customer.....	1
02 a client.....	2
03 a citizen.....	3
04 a taxpayer.....	4
05 (DO NOT READ) Other, specify.....	50
06 (DO NOT READ) None of the above.....	6
07 DK/NR.....	9

<b>31:</b>	<b>TOD</b>
I'm going to read you different descriptions of your IDEAL way in which Service Canada would deliver services. If you had to pick one description, would you choose ... or ...?	
01 responsive.....	01
02 helpful.....	02
03 caring.....	03
04 trustworthy.....	04
05 fair.....	05
06 efficient.....	06
07 accountable.....	07
08 responsive.....	08
09 personalized.....	09
10 convenient.....	10
11 consistent.....	11
12 knowledgeable.....	12

<b>32:</b>	<b>TOD2</b>
And what about between ... and ...?	
01 responsive.....	01
02 helpful.....	02
03 caring.....	03
04 trustworthy.....	04
05 fair.....	05
06 efficient.....	06
07 accountable.....	07
08 responsive.....	08
09 personalized.....	09
10 convenient.....	10
11 consistent.....	11
12 knowledgeable.....	12

**NOTE TO READER:** This series of questions are designed to help from a communications perspective as well the bundling exercise. These questions would help assess potential clients of various programs and services in the future, and how their needs may cut across segments (e.g., children and elderly parent).

# Survey Instrument

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**33:** **FN**  
I am going to read you a number of different programs and services that Service Canada delivers to Canadians.

I would like you to tell me which of these programs and services you could see yourself potentially needing or trying to obtain from Service Canada for either yourself or your family over the next five years.

---

**34:** **FN1**  
*See needing/trying to obtain in next 5 years from Service Canada ...*  
information about jobs and career planning  
01 Yes..... 1  
02 No..... 2  
03 DK/NR..... 9

---

**35:** **FN2**  
*Do you see yourself needing/trying to obtain in next five years ...*  
programs and services for children

---

**36:** **FN3**  
*Do you see yourself needing/trying to obtain in next five years ...*  
programs and services for elderly parents

---

**37:** **FN4**  
*Do you see yourself needing/trying to obtain in next five years ...*  
services related to renewing or obtaining a passport

---

**38:** **FN5**  
*Do you see yourself needing/trying to obtain in next five years ...*  
programs and services relating to retirement

---

**39:** **FN6**  
*Do you see yourself needing/trying to obtain in next five years ...*  
programs and services relating to training/skills upgrading

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# Survey Instrument

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**40:** **FN7**  
*Do you see yourself needing/trying to obtain in next five years ...*  
 temporary income assistance programs such as Employment Insurance

**41:** **FN8**  
*Do you see yourself needing/trying to obtain in next five years ...*  
 income support programs while on maternity or paternity leave

**42:** **FN9**  
*Do you see yourself needing/trying to obtain in next five years ...*  
 programs and services assisting with any disabilities

**43:** **FN10**  
*Do you see yourself needing/trying to obtain in next five years ...*  
 programs and services for newcomers to Canada

**44:** **FN11**  
*Do you see yourself needing/trying to obtain in next five years ...*  
 programs and services for youths

**45:** **FN0**  
 And do you see yourself potentially needing or trying to obtain anything else from Service Canada either for yourself or your family over the next five years?

01 Response.....	01	0
02 DK/NR.....	99	X

**46:** **SSTA**  
 Service Canada plans to use technology to deliver some services through the Internet and continue to deliver services in-person, by phone or mail for Canadians that do not want to use the Internet. Which of the following best describes how you expect to deal with Service Canada in the future?  
Based on HRDC tracking (Fall 2003)

01 I definitely do not expect to use the Internet when dealing with Service Canada in the future.....	1
02 It is possible that I will use the Internet when dealing with Service Canada in the future.....	2
03 I definitely expect to use the Internet when dealing with Service Canada in the future.....	3
04 DK/NR.....	9

# Survey Instrument

---

<b>47:</b>	<b>HRS</b>
<i>READ LIST</i>	
To the best of your knowledge, which of the following do you think best describes the hours that Service Canada's in-person offices are open?	
01 Monday to Friday 8:30 until 4:30.....	1
02 Monday to Friday 8:30 until early evening.....	2
03 Monday to Friday 8:30 until 4:30, plus Saturday morning.....	3
04 Monday to Friday 8:30 until early evening, plus Saturday morning.....	4
05 DK/NR.....	9

---

<b>48:</b>	<b>HRS2</b>
<i>READ LIST</i>	
Currently, Service Canada offices are open Monday to Friday between 8:30am and 4:30pm. If the hours of Service Canada's in-person offices were to be extended, which of the following would be MOST convenient for you?	
01 Early morning hours Monday to Friday, opening at 7:30 for example.....	1
02 Later evening hours Monday to Friday, staying open until 8pm, for example.....	2
03 Saturday morning hours, opening from 9am to 12pm, for example.....	3
04 DK/NR.....	9

---

<b>49:</b>	<b>OUTR</b>
Service Canada representatives are planning to travel to communities to reach areas of the country that are underserved on a scheduled or periodic basis. Before this survey, have you heard of any plans of the Government of Canada to expand their delivery of programs and services in underserved areas of the country?	
01 Yes, definitely.....	1
02 Yes, vaguely.....	2
03 No.....	3
04 DK/NR.....	9

---

<b>50:</b>	<b>OUTR2</b>
Would you say that the plan to travel to communities to reach areas of the country that are underserved on a scheduled or periodic basis is a move in the right direction or the wrong direction?	
01 Right direction.....	1
02 Wrong direction.....	2
03 (DO NOT READ) Neither.....	3
04 (DO NOT READ) DK/NR.....	9

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# Survey Instrument

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<b>51:</b>	<b>OMP</b>
Based on what you know, would you say your overall impression of Service Canada is positive or negative? Please use a scale where 1 is extremely negative, 7 is extremely positive and the mid-point 4 is neither negative nor positive.	
01 1 Extremely negative .....	1
02 2 .....	2
03 3 .....	3
04 4 Neither negative nor positive.....	4
05 5 .....	5
06 6 .....	6
07 7 Extremely positive .....	7
08 DK/NR.....	9

---

<b>52:</b>	<b>PRE2</b>
Please rate the degree to which you agree or disagree with the following statements using a 7 point scale where 1 means you strongly disagree, 7 means you strongly agree and the mid-point 4 means you neither agree nor disagree.	

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<b>53:</b>	<b>ILT41</b>
I like using new technologies more than the average Canadian. <u>EKOS TRACKING</u>	
01 1 Strongly disagree.....	1
02 2 .....	2
03 3 .....	3
04 4 Neither agree nor disagree.....	4
05 5 .....	5
06 6 .....	6
07 7 Strongly agree.....	7
08 DK/NR.....	9

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<b>54:</b>	<b>LP531</b>
I feel I have less personal privacy in my daily life than I did five years ago. <u>EKOS TRACKING</u>	

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# Survey Instrument

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**55:** **PSNF**  
 I would prefer to have a single client number that I could use to access programs or services from ANY federal government department.  
 HRDC Tracking Question (Jan. 2005)

**56:** **EOD**  
 At the end of the day, I trust the Government of Canada to manage the information they have on citizens in a responsible way.  
 HRDC Tracking Question (Jan. 2005)

**57:** **SRC1**  
*ACCEPT UP TO TWO RESPONSES; PROBE*  
 How do you get most of your news? Is it from television, from newspapers, from radio, from magazines or from the internet?  
 EKOS TRACKING

01 television .....	01	
02 newspapers .....	02	
03 radio .....	03	
04 magazines .....	04	
05 internet .....	05	
06 (DO NOT READ) Other specify .....	77	O
07 (DO NOT READ) DK/NR .....	99	X

**58:** **SRC2**  
 => +1 if NOT (SRC1=#1); TV USERS ONLY

Do you get most of your news from network TV news or from cable news networks like CNN or Newsworld?

EKOS TRACKING

01 Network news .....	1
02 Cable networks .....	2
03 DK/NR .....	9

# Survey Instrument

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**59:** **START**

If you needed to find information about a government program or service, how would you go about it?  
 Would you be most likely to ... [READ LIST]

EKOS TRACKING

01 go to a government website.....	01	
02 send an email to a government department.....	02	
03 call a government toll free number.....	03	
04 go to a government office.....	04	
05 send a letter to a government department.....	05	
06 [DO NOT READ] Other, specify.....	77	0
07 DK/NR.....	99	

**60:** **DEMIN**

Now I have a few more questions to be used for statistical purposes only.

**61:** **INU**

In the past 3 months, have you used the Internet either at home or elsewhere?

01 Yes.....	1
02 No.....	2
03 DK/NR.....	9

**62:** **WS**

How many times have you visited Government of Canada websites over the past twelve months?

Skipped if have not used the Internet recently

01 Zero.....	000
02 DK/NR.....	999

**63:** **LAN**

What is the language that you first learned at home in childhood and still understand?

01 English.....	1
02 French.....	2
03 Other (specify).....	3
04 DK/NR.....	9

# Survey Instrument

---

64:	HOU
Which of the following types best describes you and your current household?	
01 One person, living alone.....	01
02 Single, with child/children under 18.....	02
03 Single, without children, living with roommate(s).....	03
04 Single, without children, living with family/ parents.....	04
05 A married or common-law couple, without children.....	05
06 A married or common-law couple, with children <18.....	06
07 A married or common-law couple, with other family (i.e. parents, adult children).....	07
08 Other (please specify).....	77 O
09 DK/NR.....	99

65:	ELD41
Are you primarily responsible for the care of any elderly family members?	
01 Yes.....	1
02 No.....	2
03 DK/NR.....	9

66:	EDUC
What is the highest level of schooling that you have completed?	

67:	EMPL
Which of the following categories best describes your CURRENT employment status?	
01 Self-employed.....	01
02 Employed full-time.....	02
03 Employed part-time.....	03
04 Seasonally employed.....	04
05 Temp/casual employed.....	05
06 Unemployed.....	06
07 Student/Attending school full-time.....	08
08 Retired.....	09
09 Not in work force/Full-time Homemaker.....	10
10 Disability / sick leave.....	11
11 Other (please specify).....	77 O
12 DK/NR.....	99

# Survey Instrument

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**68:** **INC20**

What is your annual HOUSEHOLD income from all sources before taxes?

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**69:** **AGE2X**

*IF HESITANT MOVE ONTO NEXT QUESTION*

In what year were you born?

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**70:** **BORN**

In what country were you born?

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**71:** **MINOR**

*READ LIST, CHOOSE ALL THAT APPLY*

Do you consider yourself to belong to any of the following groups? PROMPT IF NECESSARY: A member of a visible minority by virtue of your race or colour

- 01 A member of a visible minority ..... 1
- 02 An Aboriginal person..... 2
- 03 A disabled person..... 3
- 04 (DO NOT READ) None..... 4X
- 05 (DO NOT READ) DK/NR..... 9X

---

**72:** **THNK**

*End of Interview*

Thank you for your cooperation and time!

# Appendix Four: Survey Methodology

# Survey Methodology – Survey Design

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The Service Canada Awareness Baseline Study consisted of telephone interviews with a random sample of 2,503 Canadians, aged 16 years and over. Surveying on the study was undertaken between April 26<sup>th</sup> and May 10<sup>th</sup>, 2006. The interviews averaged 16 minutes in length.

## **Survey Design**

The survey instrument was designed in close consultation with Service Canada to examine issues relating to perceptions of both government service delivery as well as the organization itself.

Once the questionnaire items were approved, the questionnaire was programmed into EKOS' computer assisted telephone interviewing (CATI) software. At this stage, the software includes a series of instructions to interviewers on how to administer each question (by reading or not reading the available categories, or prompting with a specified or randomized set, etc.), as well as the available categories or scaled responses to include.

In order to gauge the flow and clarity of the survey instrument, the questionnaire was pre-tested over the telephone in English on April 26<sup>th</sup> and in French on April 28<sup>th</sup>. The objective of the pre-test was to ascertain the clarity of the questions, the flow of the sequencing, the overall length of the interviews and any factors that may affect the response rate. A small number of revisions were made to the survey instrument in order to clarify certain questions and to adjust the focus of others before the final survey was fielded. The final version of this survey is appended to this report.

# Survey Methodology - Sampling Strategy

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## Sampling Strategy

The study involved a stratified national random sample that was designed to provide a national representation of the Canadian general public, 16 years of age and older. Quotas were established in order to ensure a sufficient sample size in each region.

EKOS used Survey Sample software to produce the sample for this project. This software samples by Random Digit Dial (RDD) methodology and checks its samples against published phone lists to divide the RDD into "Directory Listed" (DL) and "Directory Not Listed" (DNL) RDD components.

Once the sample was determined, the telephone numbers were imported into our CATI system. Additional criteria were then added to the introduction of the questionnaire to select the individual respondent in the household. For this survey, the respondent had to be at least 16 years of age and a permanent resident of Canada.

# Survey Methodology – Survey Administration

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## **Survey Administration**

Fieldwork for this project was conducted by highly trained interviewers at EKOS' call centres in Ottawa and Edmonton. Throughout the data collection, survey supervisors continuously monitored interviewing to ensure consistency of questionnaire administration and interviewing techniques.

Up to 10 call-backs were made to each member of the sample for which initial attempts at contact were unsuccessful. A minimum of 10 call-backs were made to each selected case in the original sample before retiring a case and substituting another household. Follow-up calls were made on subsequent days, at varying time periods to maximize the potential for reaching a given respondent. Appointments were made for respondents wishing to reschedule a survey. Daily records were kept of all calls made, whether successful (i.e. interviews completed or appointments made) or not.



# Survey Methodology – Weighting

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## **Weighting**

Once data collection was complete, the results were statistically weighted by age, gender and region to ensure that the findings were representative of the Canadian population 16 years of age and over.

Weighting was done using the statistical software package, StatXP. This program carries out this task on the basis of the population marginal distributions for each variable considered in the weighting scheme (i.e. age, gender, region). Weights were developed in an iterative fashion so that the distance between the weighted marginals and the actual population marginals is reduced.

With a sample size of 2,503, the results from this survey may be considered statistically accurate to within +/- 2.0 percentage points, 19 times out of 20. The sample sizes broken down by region, gender, and age as well as the associated margins of error are summarized in Table 1.

# Survey Methodology – Weighting (continued)

Table 1 – Composition of Sample and Associated Margins of Error

	Sample Size	Margin of Error	Unweighted Percentage	Weighted Percentage
<b>Region</b>				
Territories	50	+/-14.0	2.0	0.3
British Columbia	350	+/-5.2	14.0	13.5
Alberta	300	+/-5.7	12.0	9.7
The Prairies	301	+/-5.7	12.0	6.8
Ontario	651	+/-3.8	26.0	38.0
Quebec	501	+/-4.4	20.0	23.9
Atlantic Canada	350	+/-5.2	14.0	7.9
<b>Gender</b>				
Male	1101	+/-3.0	44.0	49.0
Female	1402	+/-2.6	56.0	51.0
<b>Age</b>				
Less than 25 years	205	+/-6.9	8.2	15.1
25-44 years	802	+/-3.5	32.0	38.8
45-64 years	1026	+/-3.1	41.0	29.6
65 years and older	450	+/-4.6	18.0	15.7
Overall	2503	+/-2.0	100.0	100.0

# Survey Methodology – Response Rates

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## **Response Rates**

The response rate for this survey was 14.5 per cent. This is calculated by dividing the cooperative call backs (i.e. those who completed the survey, those who we spoke to but were ineligible, and the quota filled) by the functional sample. The functional sample is the sample remaining after numbers not in service, business/fax numbers, duplicate numbers and numbers blocked by the phone company are removed. Details are provided in Table 2.

# Survey Methodology – Response Rates (continued)

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Table 2 – Call Results and Response Rates

Total Sample	23,096
Numbers not in service	3,471
Business/Fax Lines	755
Duplicates	13
Numbers blocked by telephone companies	30
Total functional sample	18,827
No answers	7,110
Retired (i.e. called 10 times without success)	1,448
Language difficulty	413
Other (e.g., require TDD telephone)	231
Unavailable	29
Total Asked	9,596
Refusals	6,875
Cooperative Call-backs	2,721
Completes	2,503
Ineligible (e.g., no one old enough to complete survey)	84
Quota Filled	133
Response Rate	14.5 %

# Appendix Five: Segmentation Methodology

# Segmentation Methodology

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- In order to classify the Canadian population into identifiable groups, a two-stage multivariate analysis was performed.
- First, a factor analysis provided the basis for identifying variables that, taken together, could represent several dimensions. The following seven were ultimately used:
  - 1) Awareness of services index
  - 2) Impression of Service Canada index
  - 3) Desire for modernization of service delivery
  - 4) Appetite for technology use in service delivery
  - 5) Interest in technology
  - 6) Perceptions of personal privacy
  - 7) Trust in government
- Second, a cluster analysis produced different models for consideration. After looking at the properties of the various models, it was determined that the final solution involved a model with the four clusters outlined in the chapter on the segmentation analysis in this report.