

2011 Client Satisfaction Survey Results

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2011 Client Satisfaction Survey Results

Prepared for: Access St. John's
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November 2011

INTRODUCTION

- Background
- Research Objectives
- Research Methodology

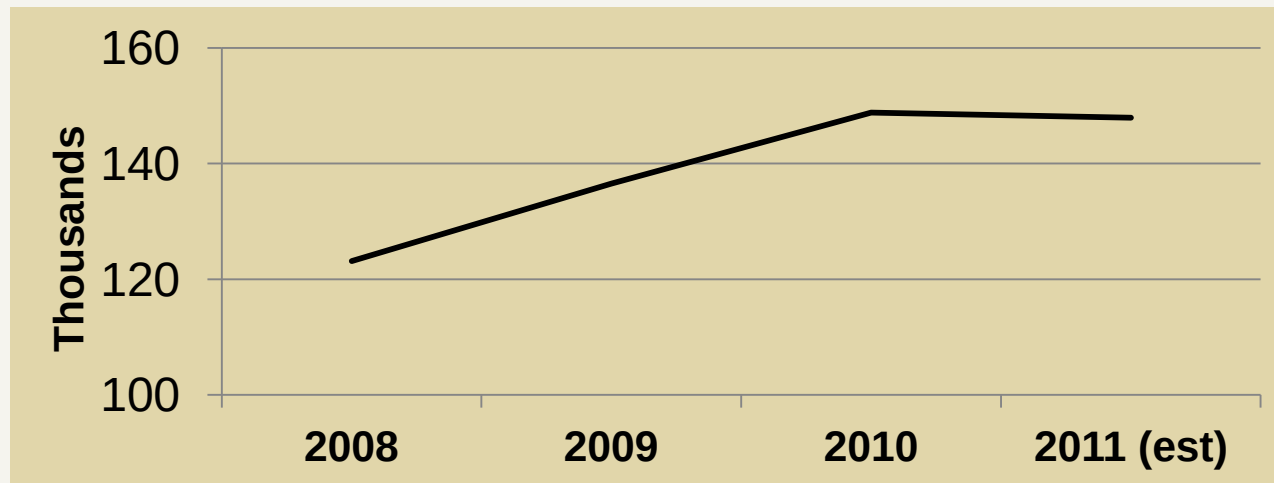


Background

- *Access St. John's* is a service centre that was established as part of the City's citizen-focused service strategy.
- *Access St. John's* has a mandate to provide citizens with quality, one-stop service delivery through a 24/7/365 call centre, an interactive web-site and an integrated front counter service.
- Citizens contact *Access St. John's* when they have:
 - a request for service (sewer back-up, water main break, garbage collection, etc.)
 - a request for information (permit processing, animal control, building inspection, traffic/parking issues, etc.)
 - a complaint (parking ticket, property condition, road/street maintenance, snow clearing, noise, etc.)

Background (cont'd)

- Access St. John's has experienced growth in its annual call volumes since its inception.
 - Staffing levels have remained constant



Background (cont'd)

- During the study period, in September 2010, the City of St. John's received significant damage from Hurricane Igor.
- Access St. John's handled large volumes of Igor related calls during the hurricane as well as during the hurricane clean-up.
 - Hurricane Igor clean-up calls included scheduling pick-up of household garbage and debris from flooding and fallen trees.

Research Objectives

- To survey Access St. John's clients and determine their overall satisfaction with the service provided by *Access St. John's*.
- To measure **five key drivers of service quality** - as defined by the Institute for Citizen-Centred Service:
 - timeliness
 - knowledge/competence
 - courtesy/comfort
 - fair treatment
 - outcome
- To monitor the satisfaction levels with Access St. John's.

Research Methodology

- Survey sample selected from the 2010 telephone contact database for *Access St. John's*.
- Data were collected via telephone during November 7 to 21, and November 29-30, 2011 inclusive.
- Interviews were conducted from centralized facility in St. John's by trained interviewers.
- A total of 616 interviews were completed with citizens who had contacted *Access St. John's* at some time during 2010:
 - 78% of interviews (n=481) completed with residential clients
 - 22% of interviews (n=135) completed with business clients
- City Employees and their immediate families were excluded from participation in the survey
- Sample was selected to ensure representation by time of year and by type of interaction

RESPONDENT PROFILE

- Type of Interaction
- Education Level
- Type of Housing
- Internet
 - Access
 - Comfort Level
 - Ever Visited City of St. John's Website



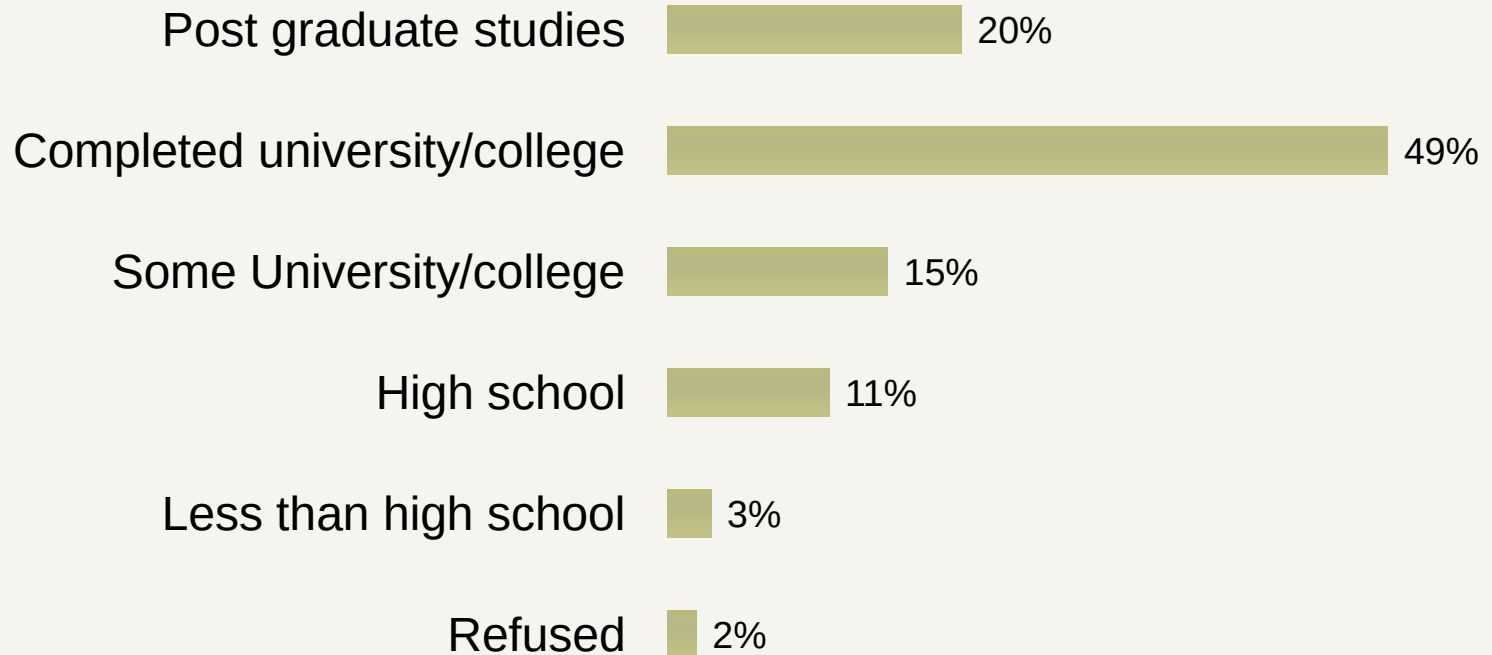
INTERACTION TYPE

Respondents were asked to identify their reason for contacting *Access St. John's*. As detailed in the table below, the most frequently mentioned responses include: •Garbage, 18% •Parking, 17% •Inspection, 2% •Water, 7% •Sewer, 7% •Road maintenance, 6% and Animal services, 6%.

Interaction Type	n	%
Garbage	109	18
Parking	102	17
Inspection	62	10
Water	42	7
Sewer	41	7
Road Maintenance	37	6
Animal Services	36	6
Information and Permits	30	5
Property Condition	21	3
Snow	13	2
Pay Bills/Taxes/Billing Inquiry	11	2
Other	99	17
Total	616	100

Education Level

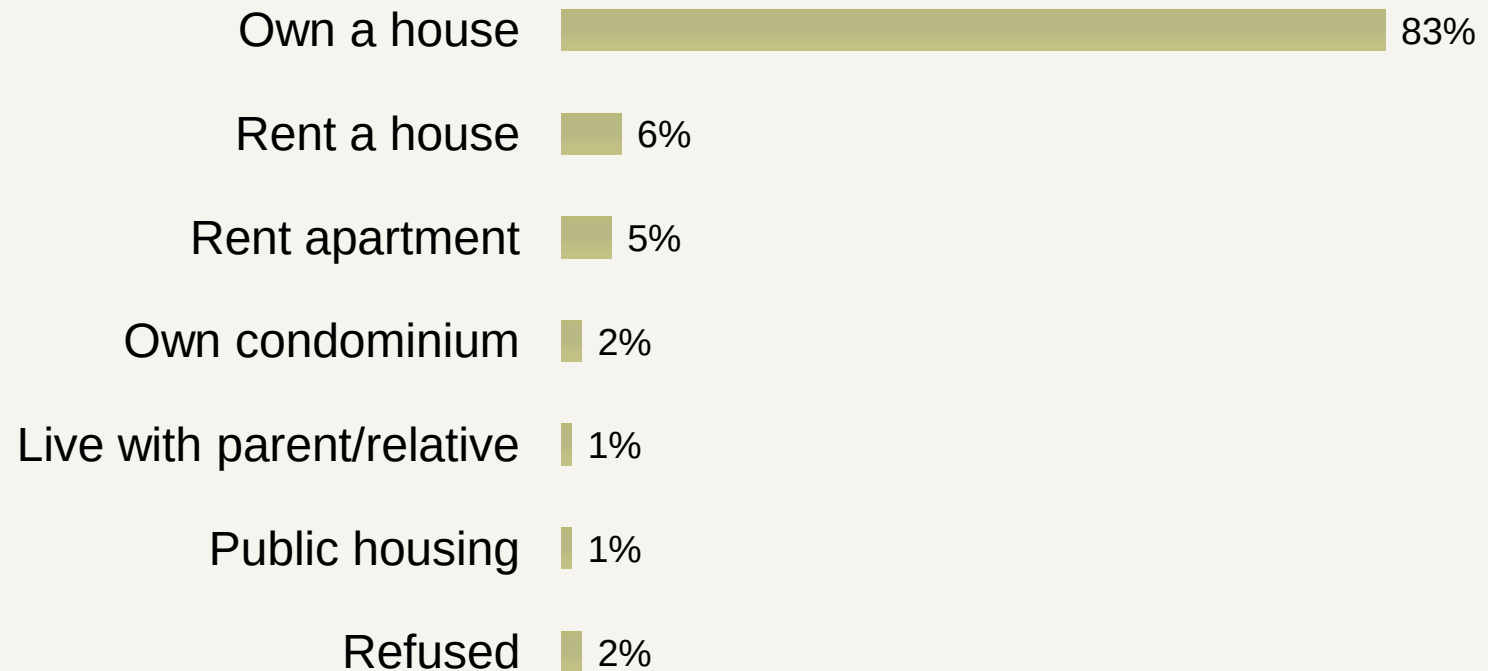
-Residential Clients Only-



St. John's has a very well-educated population.

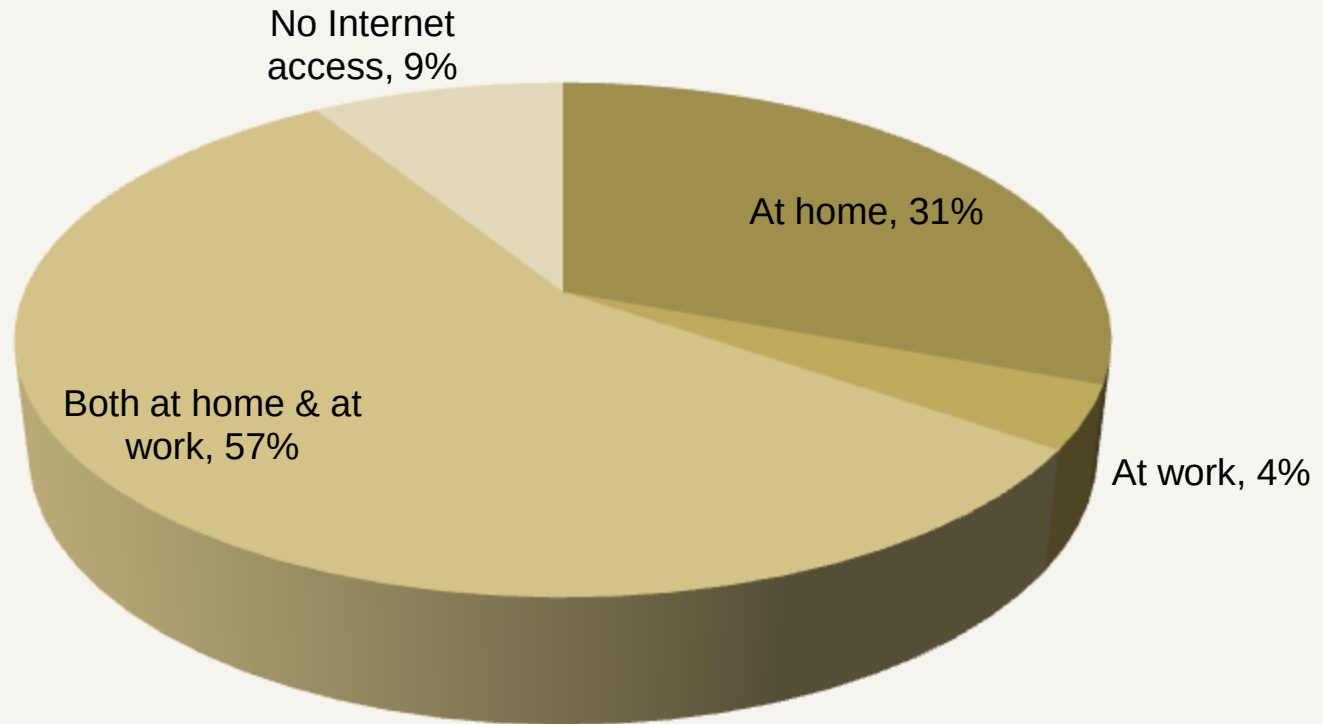
Type of Residence

-Residential Clients Only-



Internet Access

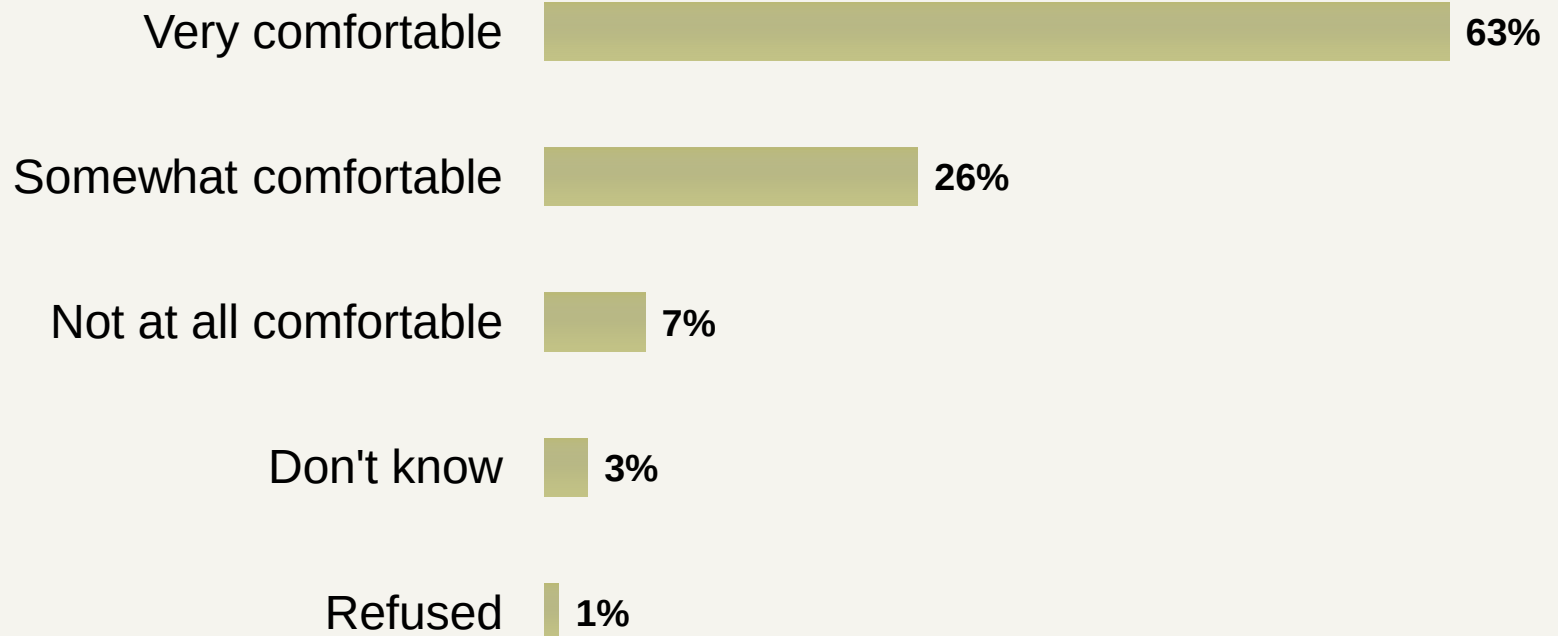
-Residential Clients Only-



91% of residential clients have Internet access.

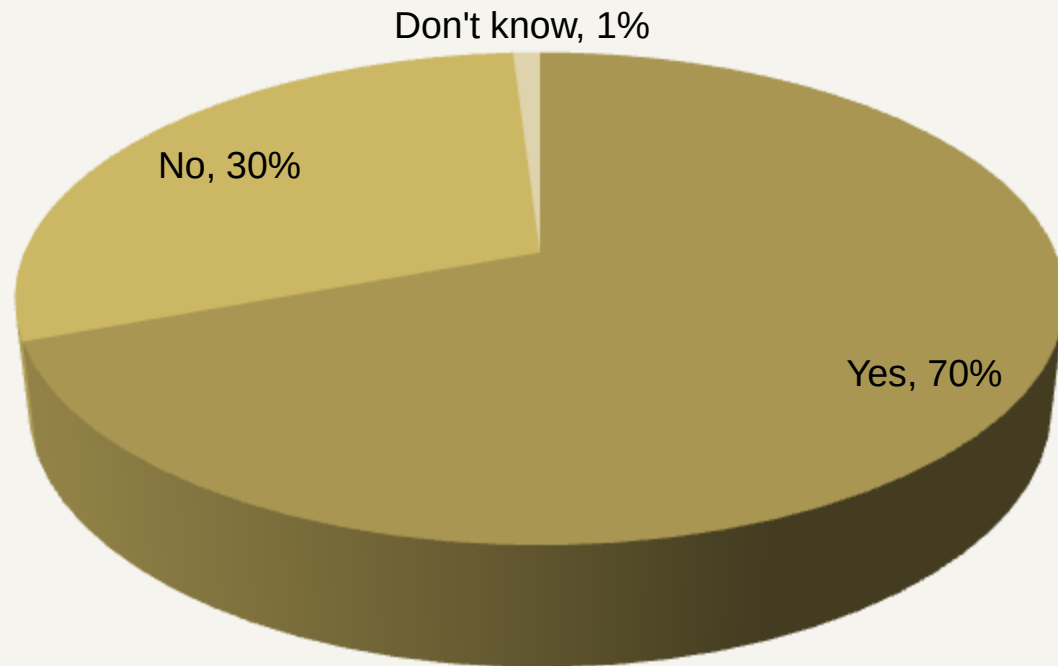
Comfort Level with Internet

-Residential Clients Only-



Ever Visited City of St. John's Website?

-Residential Clients Only-



70% of residential clients have visited the City's website.

RESEARCH RESULTS



2011 Access St. John's Client Satisfaction Survey

IMPORTANCE OF VERSUS SATISFACTION WITH SERVICE DELIVERY ASPECTS

- Staff
- Website



IMPORTANCE OF SERVICE DELIVERY ASPECTS

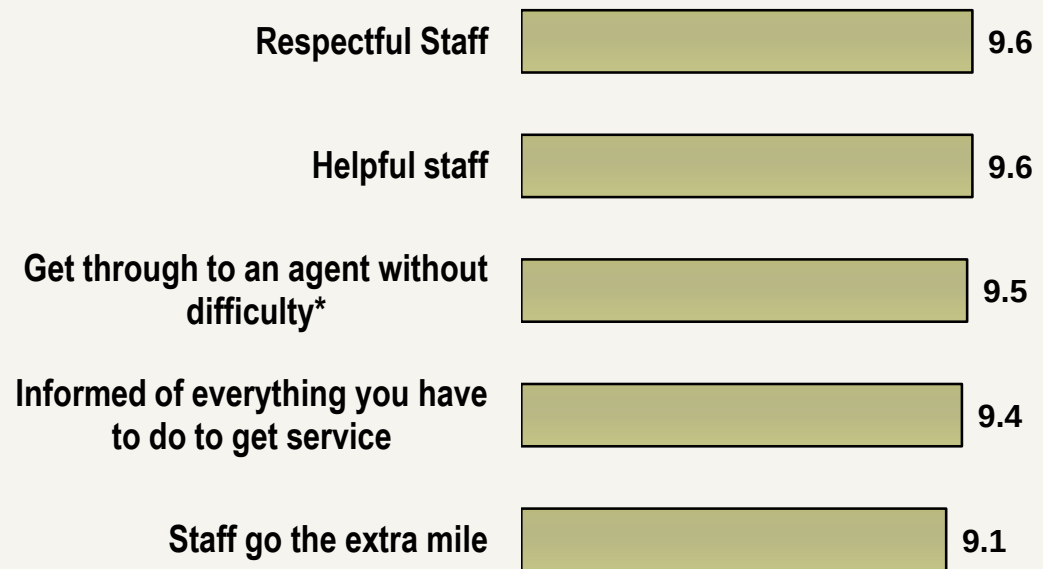
Staff

Using a 10-point scale where 1 is “Not At All Important” and 10 is “Very Important”, respondents rated the importance of various service delivery aspects.

Mean importance ratings for staff-related aspects of service were very high ranging from a high of 9.6 (respectful & helpful staff) to a low of 9.1 (staff go the extra mile).

How important are each of these aspects of service delivery? [1=Not At All Important & 10=Very Important]

- Mean Scores -



*NOTE: Asked only to those respondents who contacted City Hall by telephone (n=526).

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2011 Access St. John's Client Satisfaction Survey

SATISFACTION WITH SERVICE DELIVERY

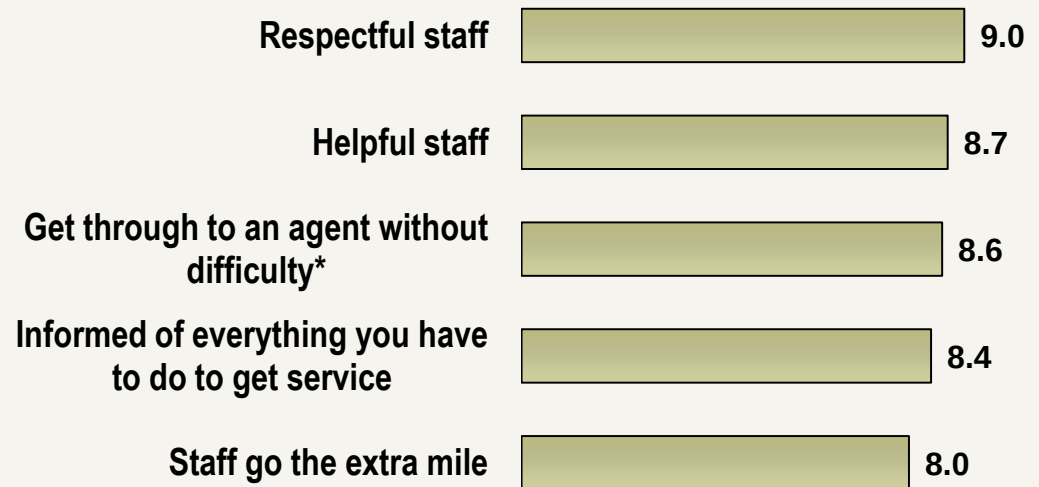
Staff

Respondents were asked to indicate the extent of their satisfaction relating to their last contact with *Access St. John's*.

Average satisfaction ratings for staff-related aspects of service range from a high of 9.0 (respectful staff) to a low of 8.0 (staff go the extra mile).

Please indicate the extent to which you agree or disagree with each statement? [1=Strongly Disagree & 10=Strongly Agree]

- Mean Scores -



***NOTE:** Asked only to those respondents who contacted City Hall by telephone (n=526).

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2011 Access St. John's Client Satisfaction Survey

ASSESSING THE GAPS

IMPORTANCE VS. SATISFACTION

The table below details the level of satisfaction with service delivery versus the level of importance attributed to each aspect.

Access St. John's staff play a very important role when it comes to providing quality service delivery to clients. Overall, staff are performing very well, however, there is still room for improvement particularly in being perceived by clients 'as going the extra mile'.

Staff	Satisfaction		Importance		Difference	
	2010	2009	2010	2009	2010	2009
Staff be respectful	9.0	9.1	9.6	9.6	-0.6	-0.5
Staff be helpful	8.7	8.7	9.4	9.6	-0.7	-0.9
You be informed of everything you have to do in order to get the service	8.4	8.5	9.4	9.4	-1.0	-0.9
You be able to get through to an agent without difficulty	8.6	8.5	9.5	9.4	-0.9	-0.9
Staff go the extra mile to make sure you get what you need	8.0	8.0	9.1	9.3	-1.1	-1.3



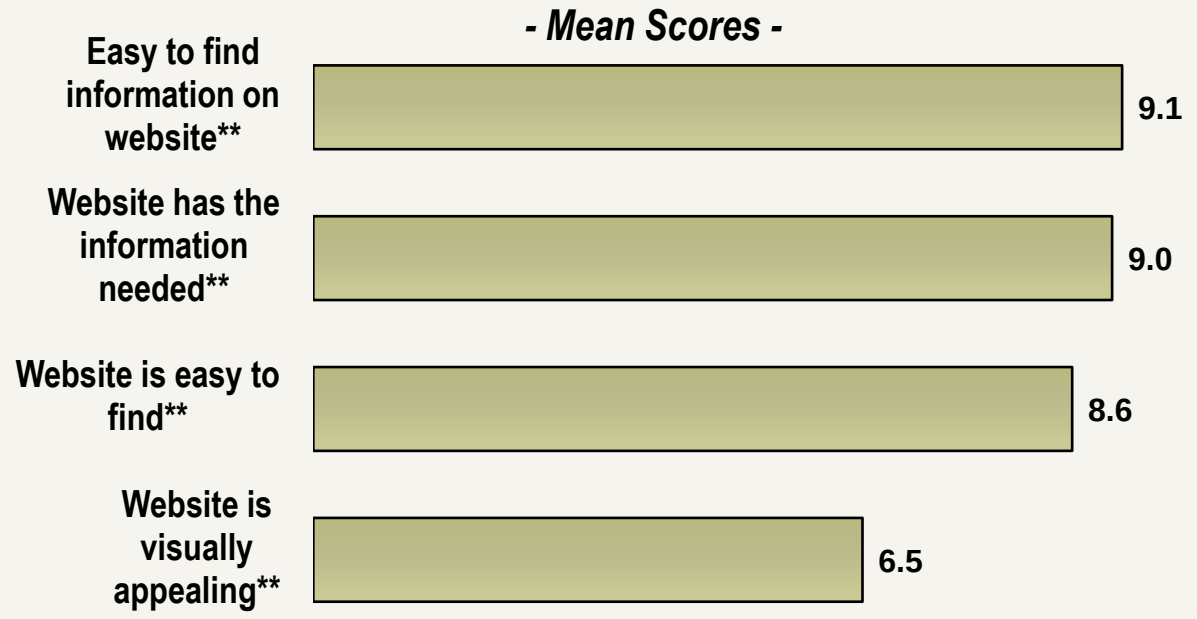
IMPORTANCE OF SERVICE DELIVERY ASPECTS

Website

Respondents indicated that it's important that it be easy to find information on the site (9.1), have the information needed (9.0) and that website be easy to find (8.6).

Respondents continue to be less concerned about the visual appeal of websites (6.5).

How important are each of these aspects of service delivery? [1=Not At All Important & 10=Very Important]



****Caution:** Asked only of those respondents who contacted City Hall via the web (n=23).

SATISFACTION WITH SERVICE DELIVERY ASPECTS

Website

Ratings for the Access St. John's website indicate the website is easy to find (9.1).

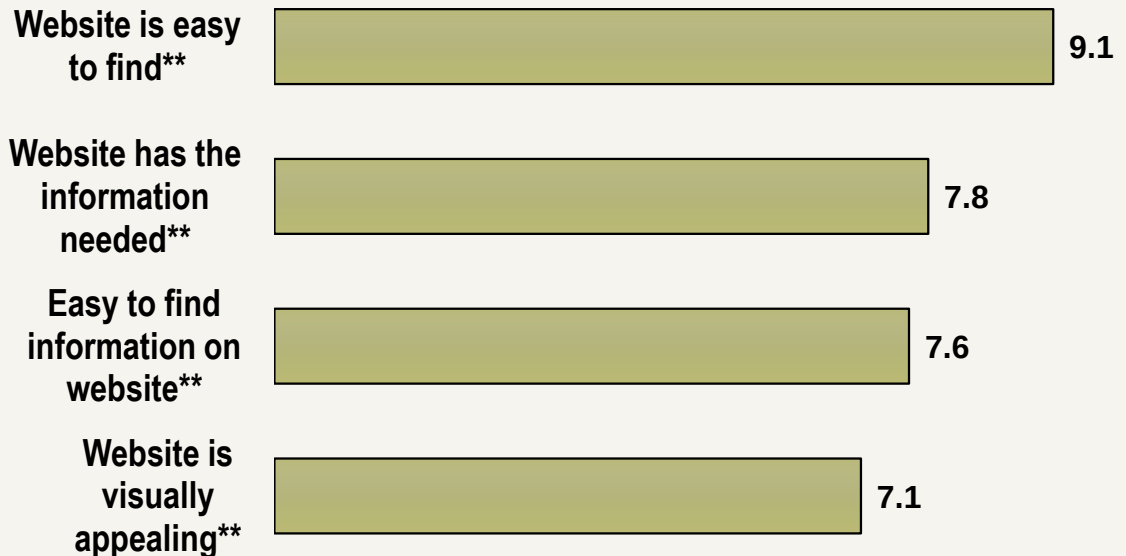
The ratings were lowest for being visually appealing (7.1) but this is the attribute that is least important.

Only a small portion of the survey sample contacted Access St. John's via the web.

These 'web' clients also contacted Access St. John's via telephone at some time during 2010.

Please indicate the extent to which you agree or disagree with each statement? [1=Strongly Disagree & 10=Strongly Agree]

- Mean Scores -



****NOTE:** Asked only to those respondents who contacted City Hall through the web (n=23).

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2011 Access St. John's Client Satisfaction Survey

ASSESSING THE GAPS

IMPORTANCE VS. SATISFACTION

The table below details the level of satisfaction with aspects of the website for *Access St. John's* versus the level of importance attributed to each aspect.

Satisfaction with the Access St. John's website has increased from the previous year. However, there is a continued need to ensure that the *Access St. John's* website has all the information citizens need and that the information can be easily found on the website.

Website	Satisfaction		Importance		Difference	
	2010	2009	2010	2009	2010	2009
The website be easy to find	9.1	8.3	8.6	9.4	+0.5	-1.1
The website has the information you need	7.8	6.8	9.0	9.4	-1.2	-2.6
It be easy to find what you were looking for on the website	7.6	7.1	9.1	9.5	-1.5	-2.4
The website be visually appealing	7.1	7.7	6.5	7.8	+0.6	+0.1



KEY DRIVERS OF SERVICE QUALITY

- *Importance VS. Satisfaction*
- *Outcome*



KEY DRIVERS OF SERVICE QUALITY - IMPORTANCE VS. SATISFACTION

This research measured **five key drivers of service quality**. Four of the five measures are presented in the graph on the right.

The largest gaps in service expectations from Access St. John's are in having knowledgeable and competent staff and being treated fairly.



***NOTE: Asked only to those respondents who visited City Hall in-person (n=52).

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2011 Access St. John's Client Satisfaction Survey

ASSESSING THE GAPS

IMPORTANCE VS. SATISFACTION

The table below details the level of satisfaction with the key drivers of service quality versus the level of importance attributed to each driver. The table shows a comparison of results for 2010 with 2009.

The largest gaps continue to be in 'treated fairly' and 'knowledgeable and competent staff'.

Key Drivers of Service Quality	Satisfaction		Importance		Difference	
	2010	2009	2010	2009	2010	2009
Treated Fairly	8.8	8.7	9.6	9.6	-0.8	-0.9
Knowledgeable and Competent Staff	8.7	8.6	9.6	9.5	-0.9	-0.9
Courteous Staff	9.0	9.1	9.4	9.6	-0.4	-0.5
Wait a Reasonable Amount of Time at Service Counter***	8.8	9.2	8.9	8.6	-0.1	+0.6

***NOTE: Only asked of respondents who visited City Hall in person (n=52 in 2010 and 50 in 2009)



KEY DRIVERS OF SERVICE QUALITY–OUTCOME

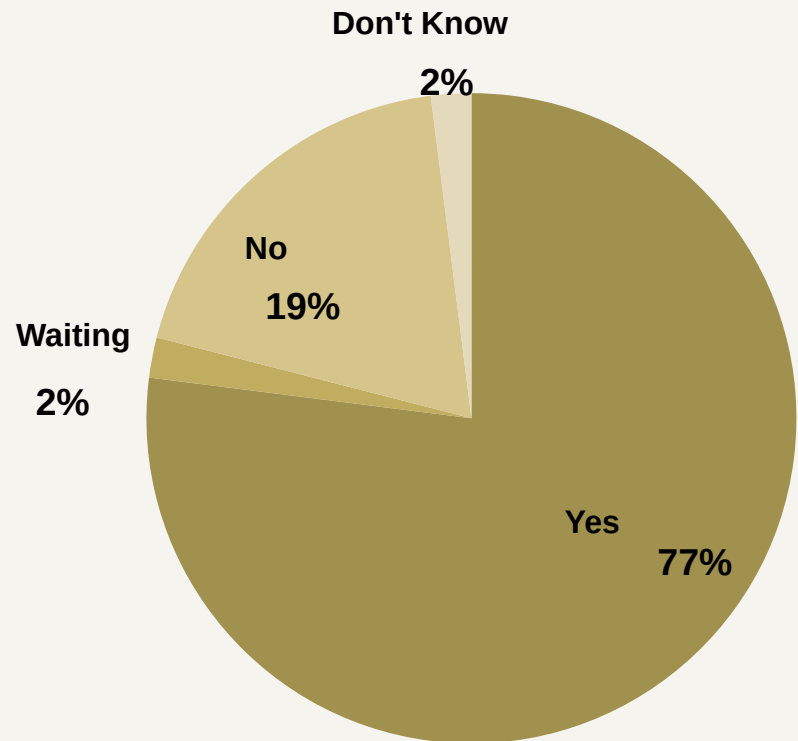
The fifth key driver of service quality is **outcome** – that is, did the client get what they needed?

77% of respondents indicated that they had obtained what they needed compared to 78% in 2009.

19% *did not* obtain what they needed and another 2% are *still waiting*. Most unresolved issues related to traffic tickets, snow plowing and street conditions.

Business clients (90%) continue to be much *more likely* than residential clients (74%) to indicate ‘yes’ – they had obtained what they needed.

In the end, did you get what you needed?



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2011 Access St. John's Client Satisfaction Survey

OVERALL SATISFACTION

- *Accessibility Of Service*
 - *Quality Of Service*
- *Amount Of Time To Get Service*
 - *Service Provided By Staff*
- *Service Compared To Others Used*
 - *Meeting Customer Expectations*
 - *Service Delivery Errors*



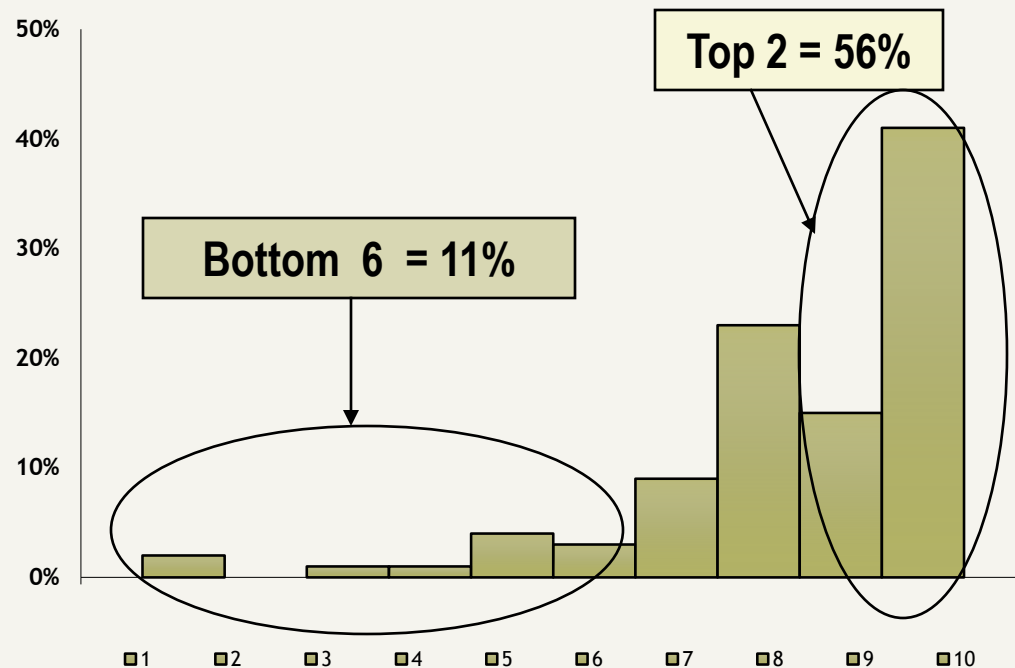
ACCESSIBILITY OF SERVICE

Using a 10-point scale, respondents were asked to rate their **overall level of satisfaction** with the **accessibility** of the service – that is, the ease with which it is possible to reach *Access St. John's*.

The overall average rating was 8.5, up from 8.3 in the previous year.

Fifty-six percent of respondents provided a rating of 9 or 10 indicating more than one-half are very satisfied with the accessibility of service.

Overall Satisfaction With Accessibility Of Service



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2011 Access St. John's Client Satisfaction Survey

QUALITY OF SERVICE

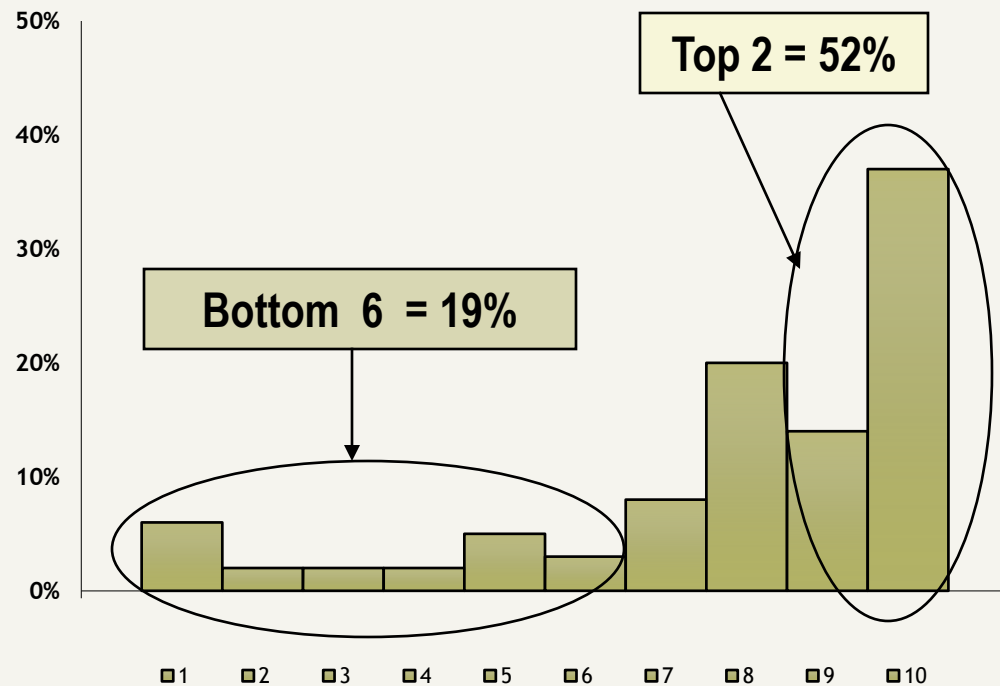
Using a 10-point scale, respondents were asked to rate their **overall level of satisfaction** with the **quality** of how the service was provided.

The average rating remained unchanged from the previous year at 7.9. Business clients rated the service 8.0 on average and residential clients an average rating of 7.9.

19% provided a rating between 1 and 6 indicating some level of dissatisfaction. In contrast, 52% were very satisfied with the quality of service.

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Overall Satisfaction With Quality Of Service



2011 Access St. John's Client Satisfaction Survey

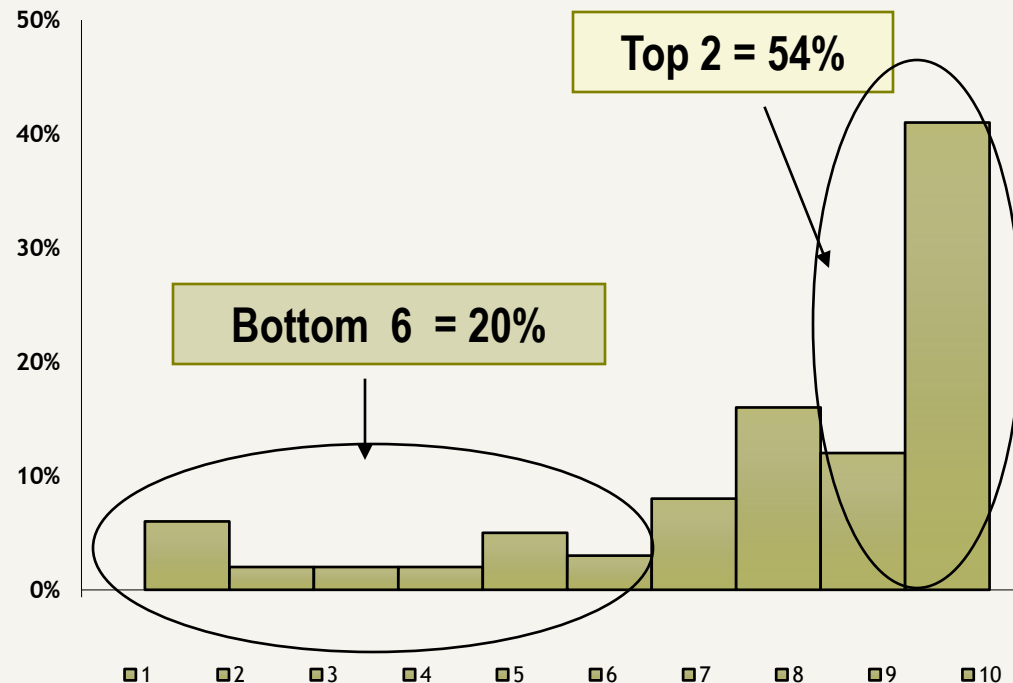
AMOUNT OF TIME TO GET SERVICE

Respondents were asked to rate their **overall level of satisfaction** with the **amount of time** it took to get the service.

The average rating was 7.9 down from 8.1 in the previous year (business and residential clients provided similar ratings on average, 7.9 vs. 8.0).

20% of respondents provided a rating between 1 and 6 indicating some level of dissatisfaction. However, 54% provided a rating of 9 or 10 indicating that they were delighted with the amount of time it took to get service.

Overall Satisfaction With Time To Get The Service



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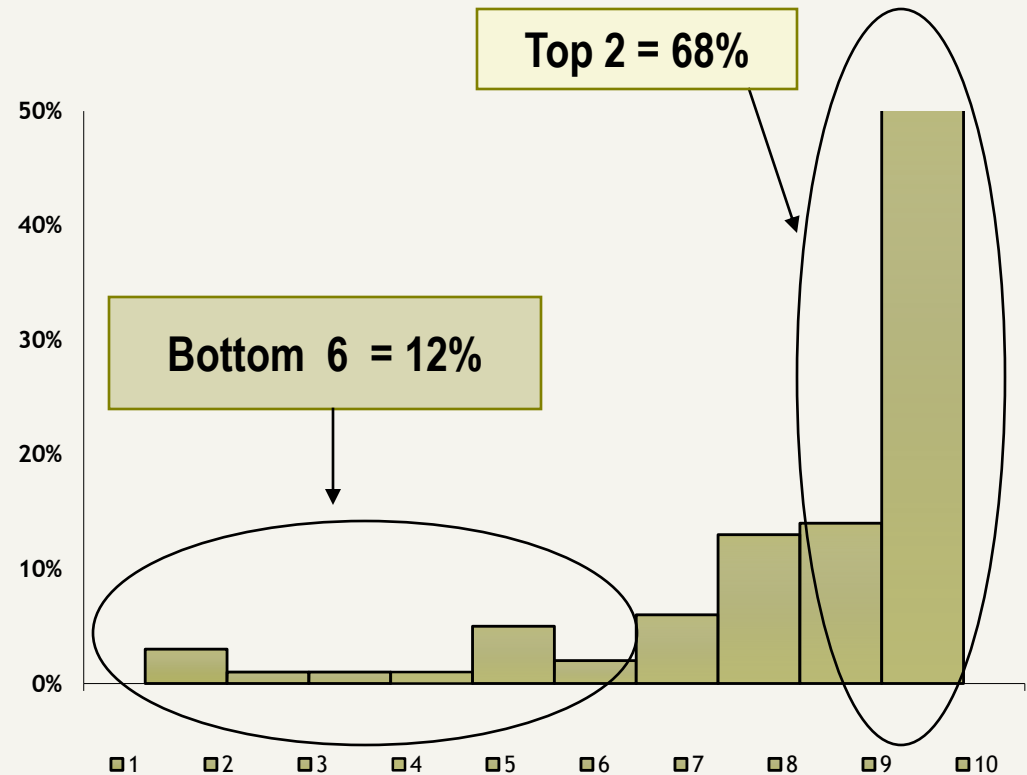
SERVICE PROVIDED BY STAFF

Overall Satisfaction with Staff

Using a 10-point scale where 1 is “Not At All Satisfied” and 10 is “Very Satisfied”, respondents were asked to rate their **overall level of satisfaction** with the **staff** that provided the service.

The average rating was 8.6. Business clients (8.9) were more satisfied with staff than residential clients (8.6) but overall ratings were very high.

The majority of respondents were very satisfied with staff; 68% provided a rating of 9 or 10.



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OVERALL LEVEL OF SATISFACTION WITH

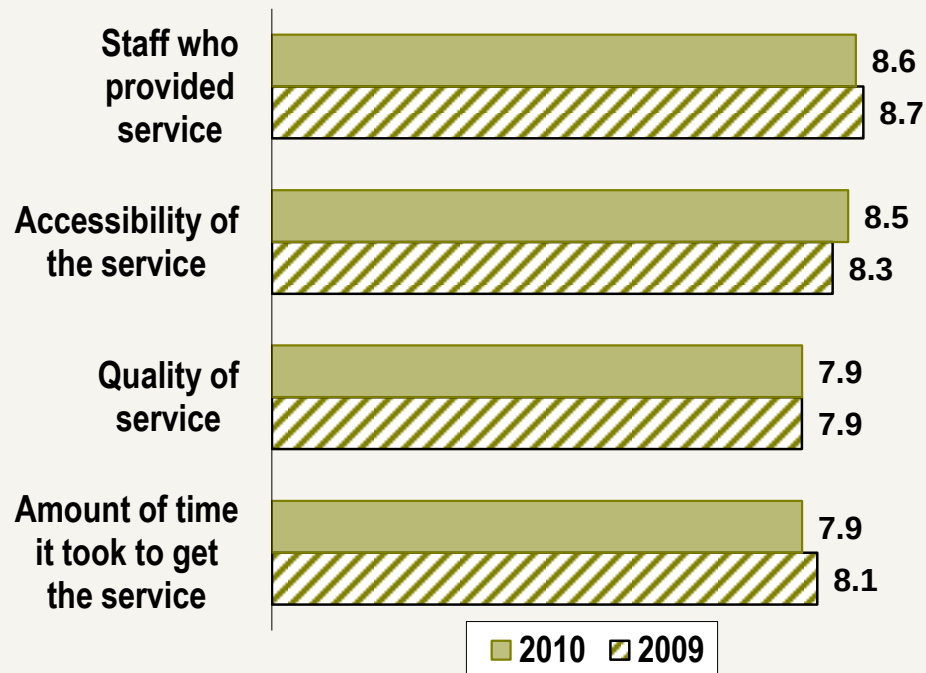
How satisfied are you with each of the following ?

[1=Not At All Satisfied & 10=Very Satisfied]

- Mean Scores -

In summary, *accessibility of service* increased slightly compared to the previous year and *quality of service* ratings remained the same.

Satisfaction ratings decreased slightly for the *amount of time to get the service* and with *staff providing the service*.



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2011 Access St. John's Client Satisfaction Survey

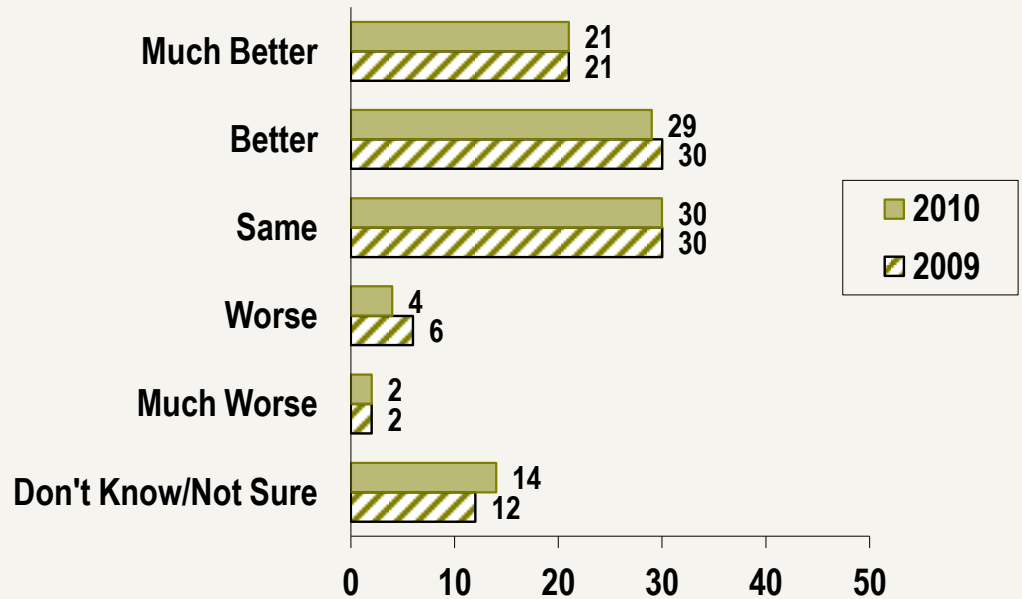
SERVICE COMPARED TO OTHERS USED

Fifty percent of respondents rated the service received from Access St. John's as being either ***much better*** (21%) or ***better*** (29%) than others used.

The results are consistent with the previous year.

Only 6% rated the service as being either ***much worse*** (2%) or ***worse*** (4%).

Overall, how would you rate this service compared to others you have used? Would you say it was...?



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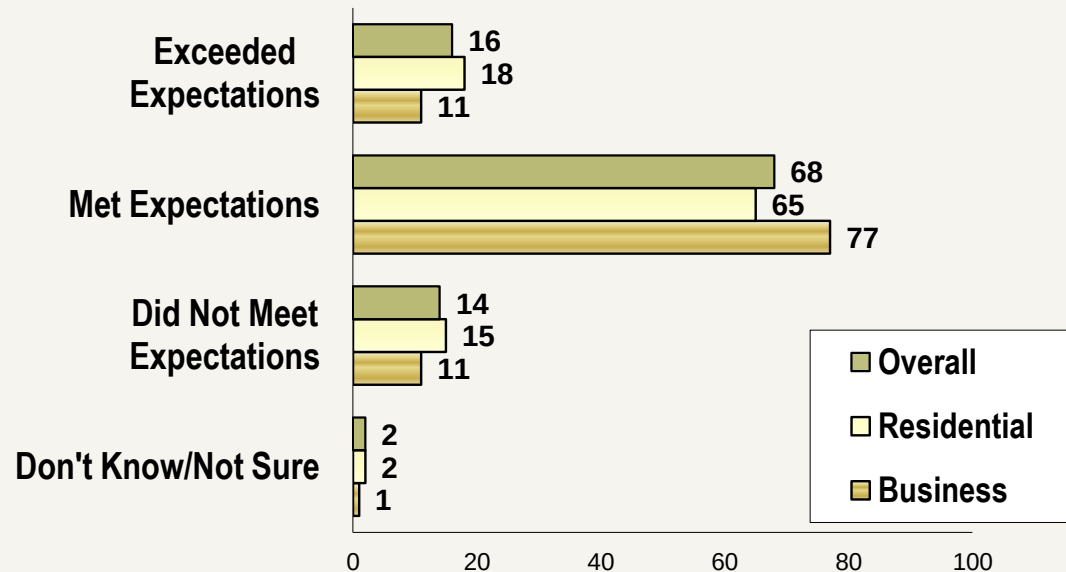
MEETING CUSTOMER EXPECTATIONS

In the majority of cases (84%), Access St. John's **met** (68%) or **exceeded** (16%) citizens' expectations.

14% of citizens **did not** have their expectations met, an improvement from 17% in the previous year.

Business clients were *more likely* to indicate that service from Access St. John's met or exceeded their expectations, 88% versus 83% for residential.

How did the service you received from Access St. John's compare to what you expected? Would you say it...?



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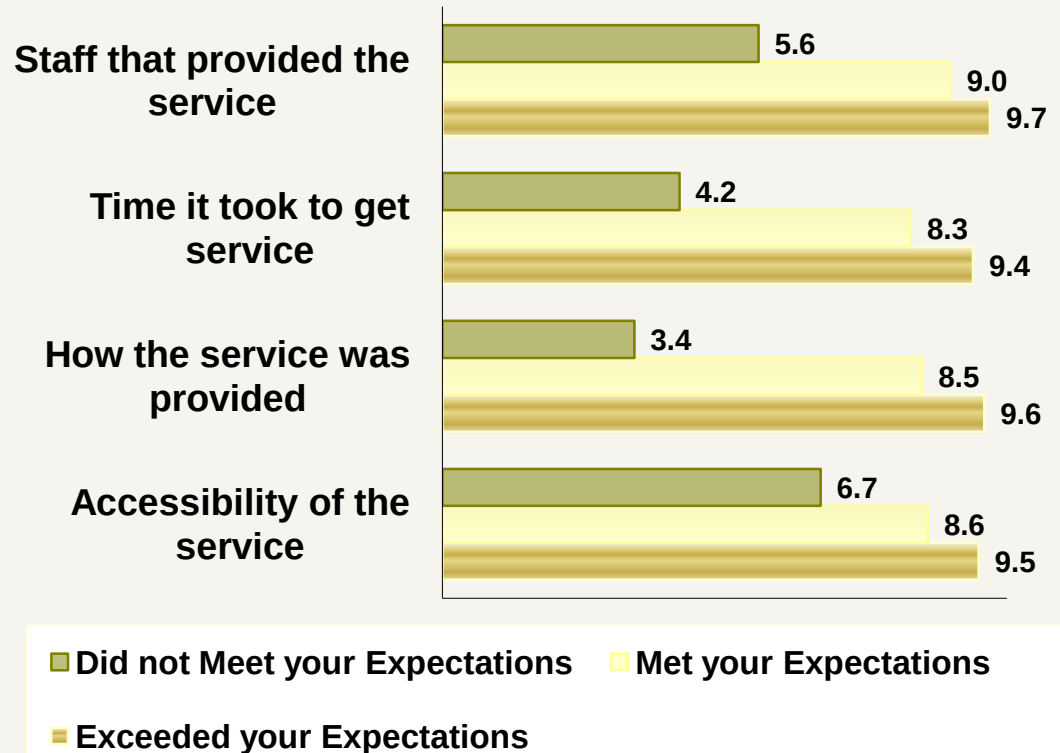
2011 Access St. John's Client Satisfaction Survey

IMPACT OF EXPECTATIONS BEING MET

When clients' expectations are exceeded, satisfaction ratings increase significantly ranging from **9.4 to 9.7**

Conversely, when expectations are not met, the negative impact is dramatic with ratings ranging from **3.4 to 6.7**

Overall Satisfaction Ratings Versus Expectations



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2011 Access St. John's Client Satisfaction Survey

INFLUENCE OF STAFF ON EXPECTATIONS BEING MET

Clients feeling they were *treated fairly, staff being courteous and being informed of what you have to do to get the service* have the largest impact on whether **residential** clients' expectations are met or exceeded.

Being treated fairly is the top predictor of residential clients' expectations being met.

Top Predictors for Residential Expectations



■ Did not met expectations ■ Met expectations
■ Exceeded Expectations

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2011 Access St. John's Client Satisfaction Survey

INFLUENCE OF STAFF ON EXPECTATIONS BEING MET

For **business** clients it is all about *staff going the extra mile.*

Other top predictors for **business** clients expectations being met or exceeded are *being informed of everything you had to do to get the service, getting through to an agent without difficulty and staff being courteous.*

Top Predictors for Business Expectations



■ Did not met expectations ■ Met expectations
■ Exceeded expectations

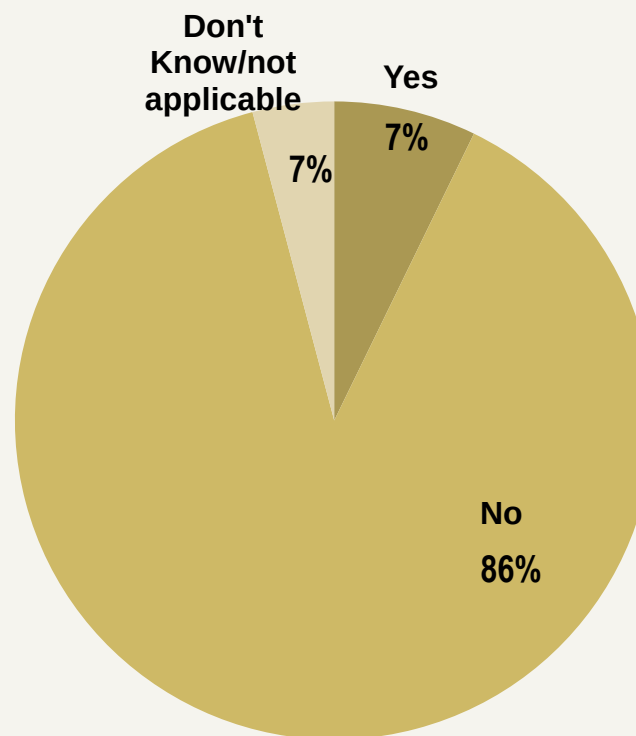
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2011 Access St. John's Client Satisfaction Survey

SERVICE DELIVERY ERRORS

- Respondents were asked whether Access St. John's staff had made any errors in the delivery of service.
- The majority of respondents (86%) said that staff had not made any errors.
- Consistent with previous years, 7% indicated that staff had made some sort of error.
- From the details provided by respondents, many of the errors relate to slow or no response/follow-up to an inquiry by a City department or slow resolution of an issue. This is consistent with previous years.

Did the staff make any errors?



ALL CONTACTS WITH ACCESS ST. JOHN'S

- *Number Of Contacts*
- *Satisfaction With Access St. John's –
Multiple Contacts*



NUMBER OF CONTACTS

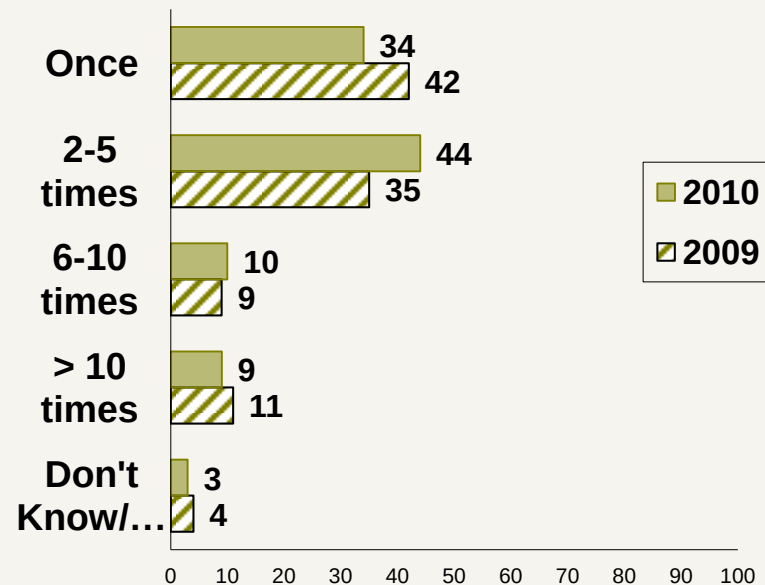
Respondents were asked how many times over the past twelve months they have contacted *Access St. John's*.

Sixty-three percent had made **more than one** contact over the past year up from 55% in the previous year.

Thirty-four percent had contacted *Access St. John's* **just once** while 9% have made **more than 10** contacts.

Business clients contact *Access St. John's* most frequently; 27% more than 10 times compared to 4% for residential.

How many times in the past year have you contacted Access St. John's?

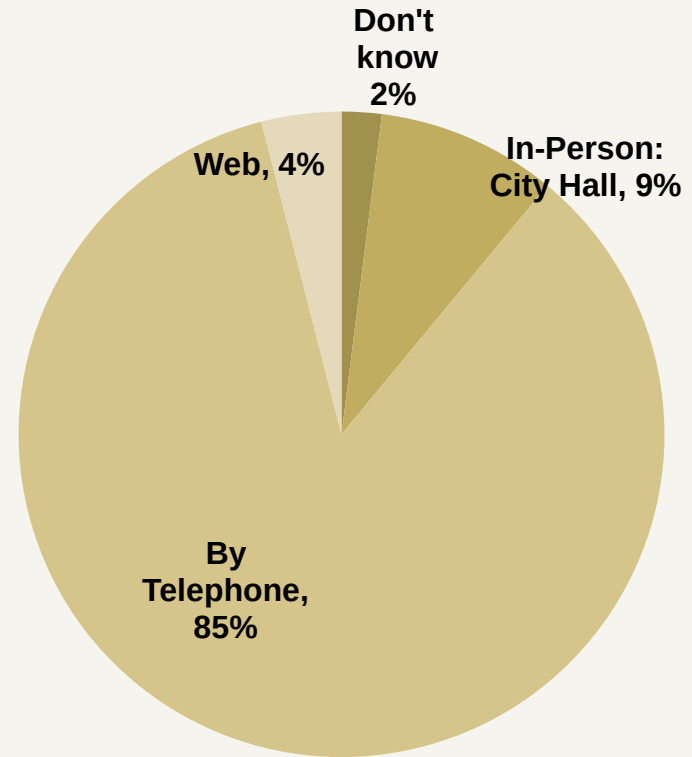


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2011 Access St. John's Client Satisfaction Survey

CONTACT TYPE

- Respondents were selected from the Access St. John's **telephone** contact database.
- During the 12 month period, 4% also contacted the City online and 9% also made contact 'In-Person' indicating some clients use a variety of modes to contact Access St. John's.



ALL CONTACTS WITH *ACCESS ST. JOHN'S*

- Respondents with multiple contacts to *Access St. John's* were asked to consider all their contacts over the past twelve months.
- Using a 10-point scale where 1 is “*Not At All Satisfied*” and 10 is “*Very Satisfied*”, clients were asked to rate their **overall level of satisfaction** with various aspects of their experience.

SATISFACTION WITH ACCESS ST. JOHN'S – MULTIPLE CONTACTS

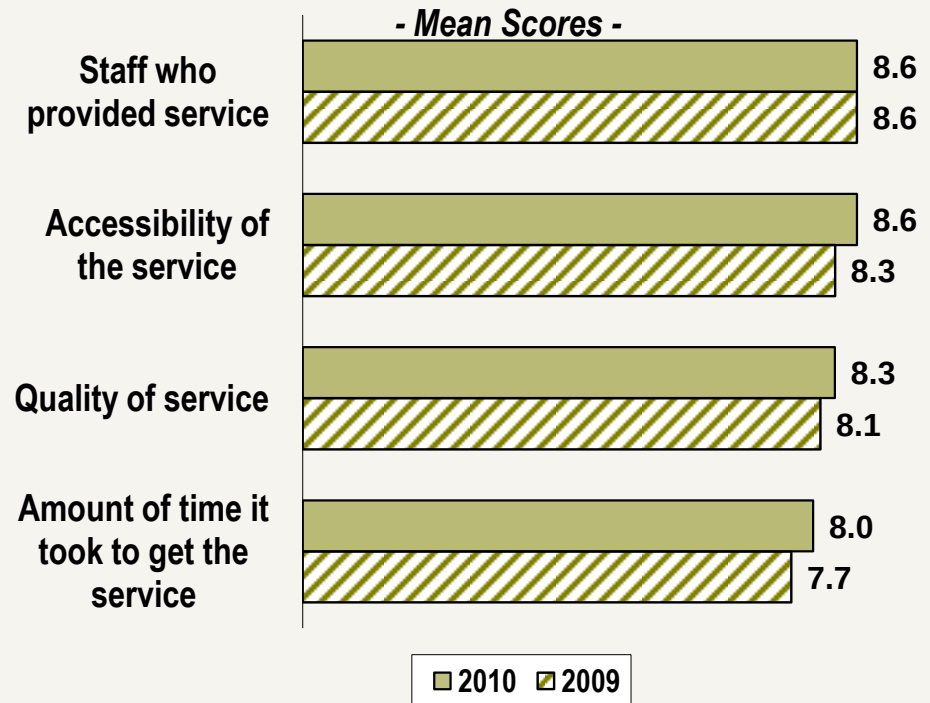
The time it took to get the service (8.0) and the quality of service (8.3) received the lowest ratings.

These ratings are an improvement over the ratings in the previous year.

Business clients were more satisfied than residential clients on each of the following:

- i) **staff** (9.0 vs. 8.5)
- ii) **quality of service** (8.4 vs. 8.2)
- iii) **timeliness** (8.0 vs. 7.9)
- iv) **Accessibility of service** (8.7 vs. 8.6)

Considering all your contacts with Access St. John's in the past year, how satisfied are you with each of the following ? [1=Not At All Satisfied & 10=Very Satisfied]



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2011 Access St. John's Client Satisfaction Survey

CONCLUSIONS AND RECOMMENDATIONS



2011 Access St. John's Client Satisfaction Survey

CONCLUSIONS

- Average ratings of Access St. John's on the key drivers of service quality continue to be very high with ratings ranging from 8.7 to 9.0 on a 10-point scale.
- 50% indicated that the service received from Access St. John's was better than others they had used.
- 84% of clients contacted indicated that the service by Access St. John's had met or exceeded their expectations.

CONCLUSIONS (cont'd)

- Business clients continue to be more frequent users of Access St. John's and are generally more satisfied with the service provided than residential clients but the gap is narrowing.
- 88% of business clients had their expectations met or exceeded by Access St. John's compared to 83% for residential clients.

CONCLUSIONS (cont'd)

- Exceeding or meeting clients' expectations results in very high service satisfaction ratings.
- Conversely, not meeting client's expectations results in very low service satisfaction ratings.



CONCLUSIONS (cont'd)

- **Residential** clients were most likely to have their expectations of service from Access St. John's met or exceeded when:
 - they feel they were treated fairly;
 - they were informed of everything they had to do to get the service;
 - they feel the staff went the 'extra mile' to make sure they got what was needed;
 - staff were courteous.

CONCLUSIONS (cont'd)

- **Business** clients were most likely to have their expectations of service from Access St. John's met or exceeded when:
 - they feel the staff went the 'extra mile' to make sure they got what was needed;
 - they were informed of everything they had to do to get the service;
 - they get through to an agent without difficulty;
 - the staff were courteous.

CONCLUSIONS (cont'd)

- There were few indications that Access St. John's staff had made an error in the delivery of service to these clients.
- Errors noted most often related to compliance with regulations with respect to parking violations, meters not working properly, snow clearing or service/follow-up from other City departments.

RECOMENDATIONS

- Review survey results with Access St. John's team to:
 - acknowledge and recognize the high quality service being provided to clients;
 - highlight the elements of service delivery identified as being most important to residential and business clients;
 - continue to highlight the positive correlation between meeting or exceeding client expectations with service satisfaction ratings;
 - Highlight the importance of informing clients of the process to be followed and what they have to do to obtain service;
 - obtain staff input into ways to continue to enhance service delivery.

RECOMMENDATIONS (cont'd)

- Continue service delivery training with Access St. John's team focusing on:
 - reducing time to speak with an agent;
 - treating clients fairly;
 - the need to be seen to be going the 'extra mile' for clients;
 - informing clients of everything they have to do to obtain service and the process to be followed;
 - and being courteous.

RECOMMENDATIONS (cont'd)

- In terms of better informing clients, focus on communicating:
 - process that will be followed in dealing with their inquiry or service request;
 - next steps in the process, if applicable;
 - time estimate for resolution, if applicable;
 - procedure to track inquiry or service request, if applicable.

RECOMMENDATIONS (cont'd)

- Continue to focus on expanding the use of technology such as the Access St. John's website, email, texting, Facebook and Twitter to increase access to information and services and to ease the burden on telephone service during peak periods.
 - More clients are using mobile devices and do not want to use their airtime waiting in a long queue to speak with an agent.