

2009 Client Satisfaction Survey Results

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2009 Client Satisfaction Survey Results

Prepared for: Access St. John's

Prepared by: Sagacity Consulting Inc.

May 2009

INTRODUCTION

- Background
- Research Objectives
- Research Methodology

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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.)

Research Objectives

- To survey St. John's residents 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 from 2007 to 2008.

Research Methodology

- Survey sample selected from the 2008 telephone contact database for *Access St. John's*.
- Data were collected via telephone during April 2nd to April 16th 2009 inclusive.
- Interviews were conducted from centralized facility in St. John's by trained interviewers.
- A total of 600 interviews were completed with citizens who had contacted *Access St. John's* at some time during 2008:
 - 75% of interviews (n=450) completed with residential clients
 - 25% of interviews (n=150) 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

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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: •Parking, 13% •Garbage, 13% •Road maintenance, 10% •Inspection, 10% •Animal services, 10% •Snow, 9%.

Interaction Type	n	%
Parking	78	13%
Garbage	76	13%
Road Maintenance	60	10%
Inspection	59	10%
Animal Services	59	10%
Snow	53	9%
Sewer	41	7%
Information and Permits	38	6%
Water	37	6%
Property Condition	16	3%
Automatic Vehicle Locator	13	2%
Claims	10	2%
Other	60	10%
Total	600	100%

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RESEARCH RESULTS

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IMPORTANCE OF VERSUS SATISFACTION WITH SERVICE DELIVERY ASPECTS

- Staff
- Website

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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 range 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.

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SATISFACTION WITH SERVICE DELIVERY

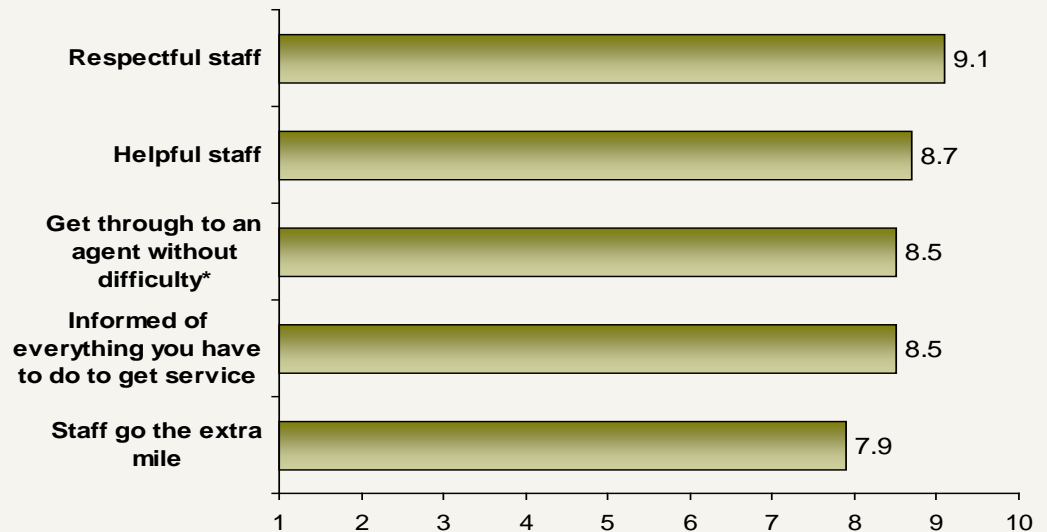
Staff

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 9.1 (respectful staff) to a low of 7.9 (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.

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ASSESSING THE GAPS

IMPORTANCE VS. SATISFACTION

The table below details the level of satisfaction with service delivery aspects 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, improvements continue to be needed if staff are to meet and ideally, exceed client expectations.

While satisfaction levels for these attributes increased marginally in 2008 compared to 2007, so did citizens' expectations.

Staff	Satisfaction		Importance		Difference	
	2008	2007	2008	2007	2008	2007
Staff be respectful	9.1	9.0	9.6	9.6	-0.5	-0.6
Staff be helpful	8.7	8.5	9.6	9.5	-0.9	-1.0
You be informed of everything you have to do in order to get the service	8.5	8.3	9.5	9.4	-1.0	-1.1
You be able to get through to an agent without difficulty	8.5	8.5	9.4	9.3	-0.9	-0.8
Staff go the extra mile to make sure you get what you need	7.9	7.8	9.1	9.2	-1.2	-1.4



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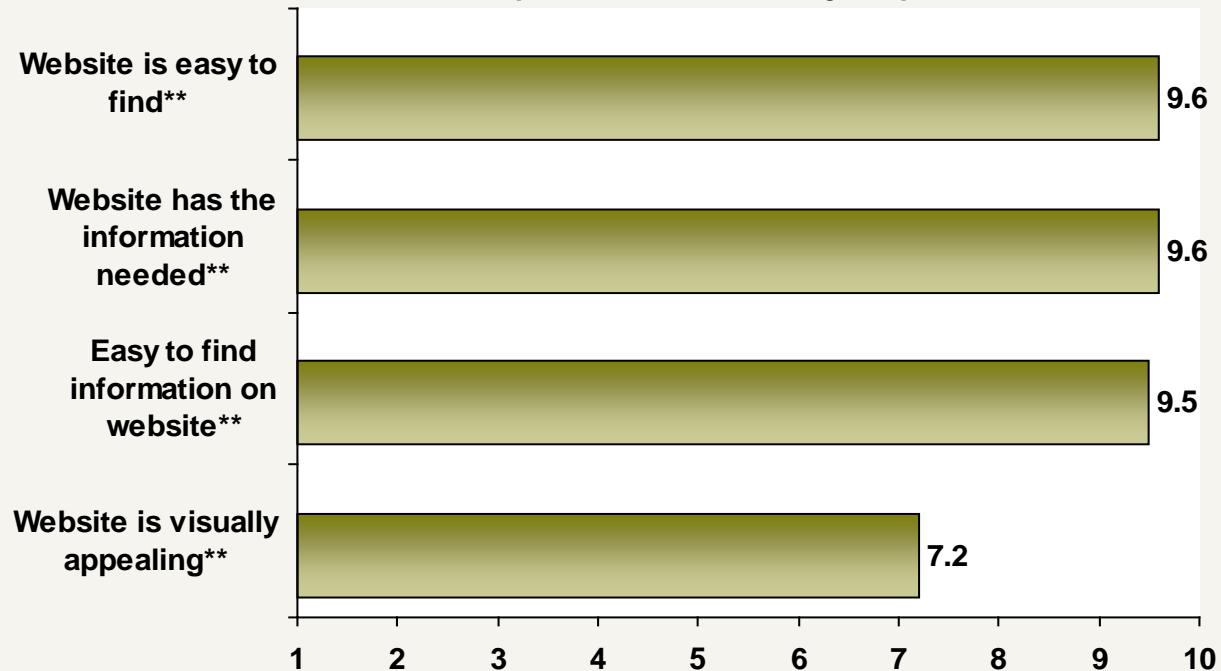
IMPORTANCE OF SERVICE DELIVERY ASPECTS

Website

Respondents indicated that it's important that websites be easy to find (9.6), have the information needed (9.6) and that it be easy to find information on the site (9.5).

Respondents are less concerned about the visual appeal of websites (7.2).

*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=40).

SATISFACTION WITH SERVICE DELIVERY ASPECTS

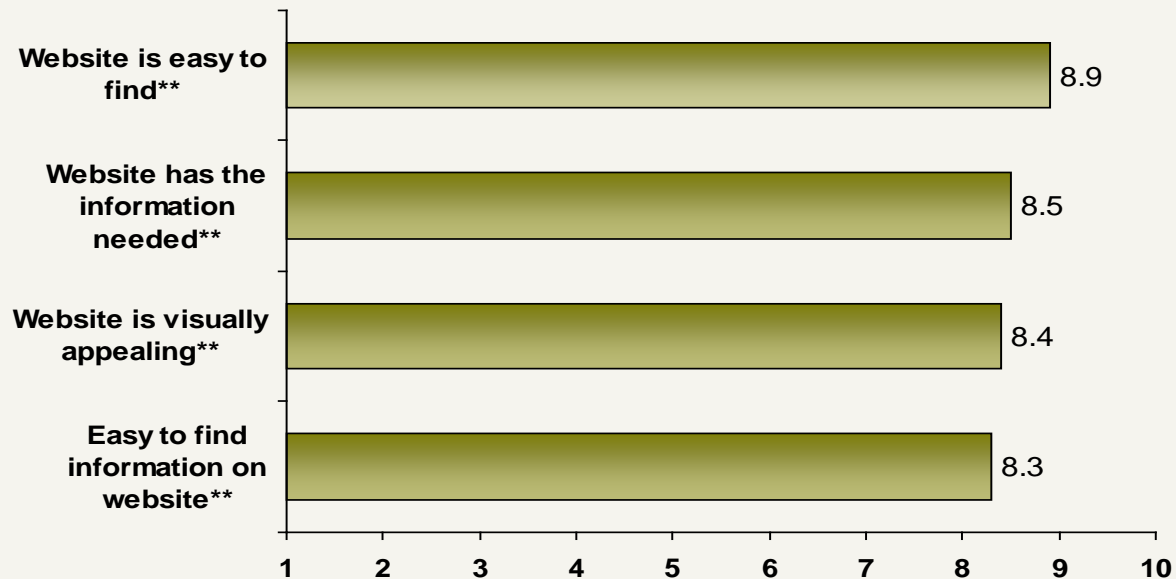
Website

Ratings for the *Access St. John's* website indicate the website is easy to find (8.9), has the information needed (8.5), visually appealing (8.4) and easy to find information (8.3).

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 2008.

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=40).

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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 is on par with the previous year. There is a 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	
	2008	2007	2008	2007	2008	2007
The website has the information you need	8.5	8.4	9.6	9.1	-1.1	-0.7
The website be easy to find	8.9	9.0	9.6	9.3	-0.7	-0.3
It be easy to find what you were looking for on the website	8.3	8.4	9.5	9.0	-1.2	-0.6
The website be visually appealing	8.4	8.4	7.2	7.7	+1.2	+0.7



KEY DRIVERS OF SERVICE QUALITY

- *Importance VS. Satisfaction*
- *Outcome*

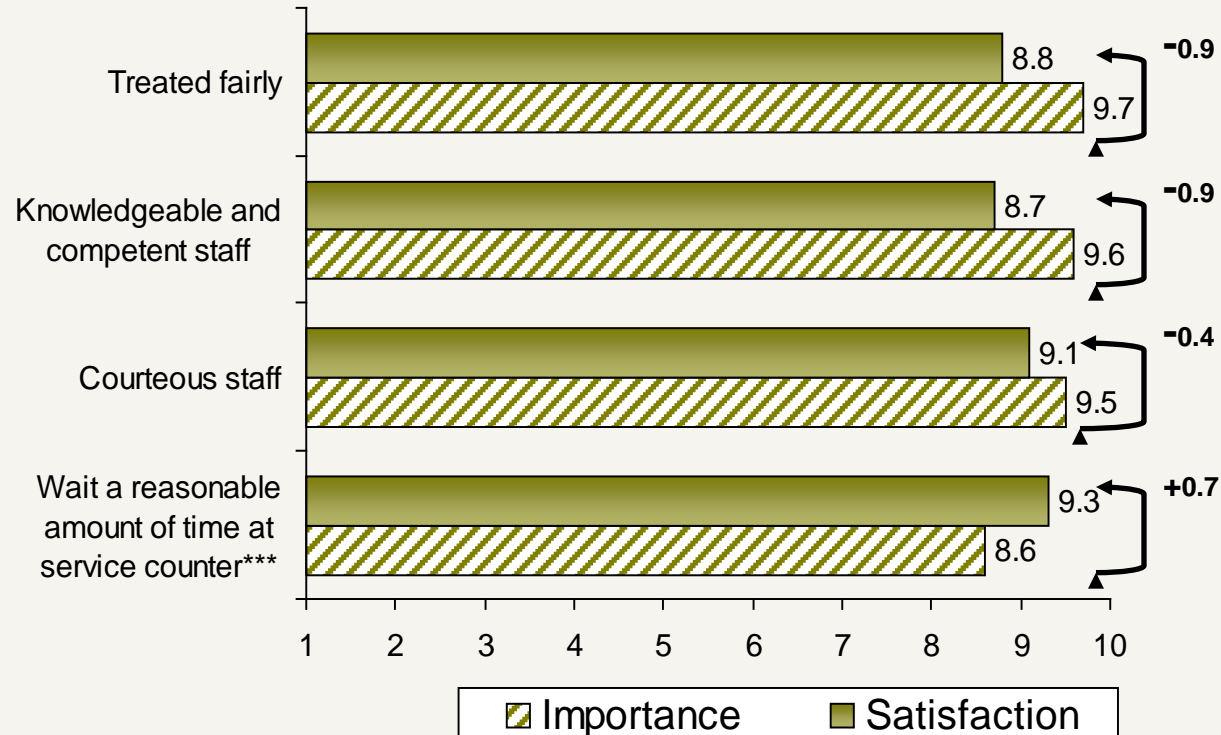
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KEY DRIVERS OF SERVICE QUALITY - IMPORTANCE VS. SATISFACTION

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 being treated fairly and having knowledgeable and competent staff. The wait time at the service counter exceeded expectations.



***NOTE: Asked only to those respondents who visited City Hall in-person (n=46).

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 2008 with 2007.

Satisfaction levels all 4 drivers increased in 2008 compared to 2007 thereby narrowing the gap in meeting clients' expectations.

Key Drivers of Service Quality	Satisfaction		Importance		Difference	
	2008	2007	2008	2007	2008	2007
Treated Fairly	8.8	8.6	9.7	9.7	-0.9	-1.1
Knowledgeable and Competent Staff	8.7	8.5	9.6	9.5	-0.9	-1.0
Courteous Staff	9.1	9.0	9.5	9.6	-0.4	-0.6
Wait a Reasonable Amount of Time at Service Counter***	9.3	8.4	8.6	8.8	+0.7	-0.4

***NOTE: Only asked of respondents who visited City Hall in person (n= 59 in 2008 and 46 in 2007)



KEY DRIVERS OF SERVICE QUALITY–OUTCOME

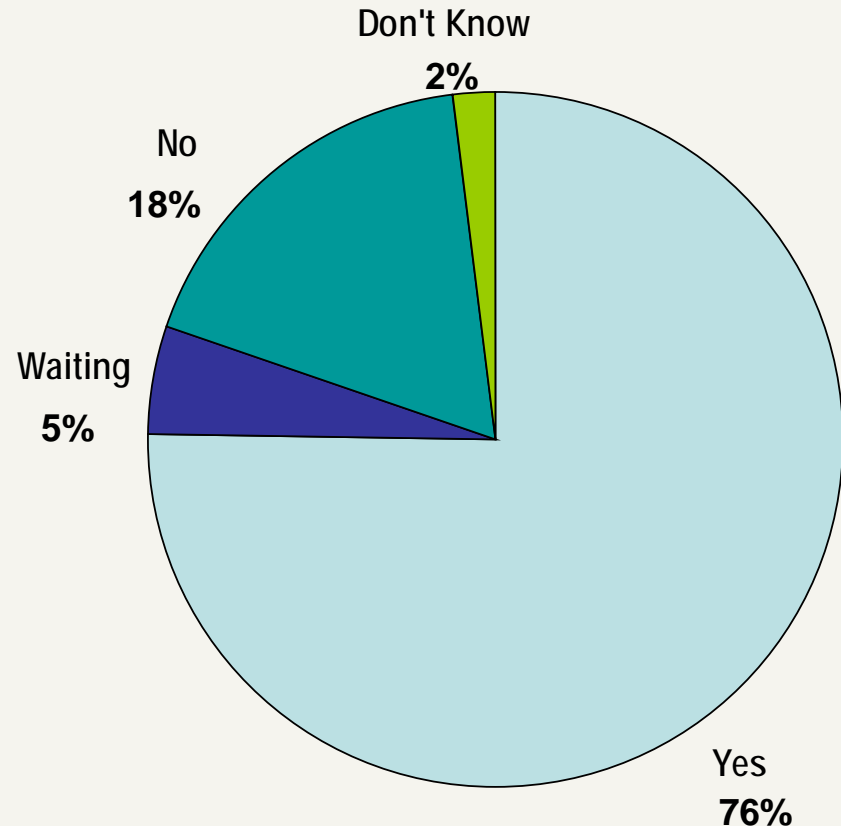
The fifth key driver of service quality is **outcome** – that is, did the client get what they needed?

76% of respondents indicated that they had obtained what they needed compared to 75% in 2007.

18% *did not* obtain what they needed and another 3% are *still waiting*. Many calls related to parking violations, garbage collection and snow clearing.

Business clients (92%) were much *more likely* than residential clients (70%) to indicate 'yes' – they had obtained what they needed.

In the end, did you get what you needed?



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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*

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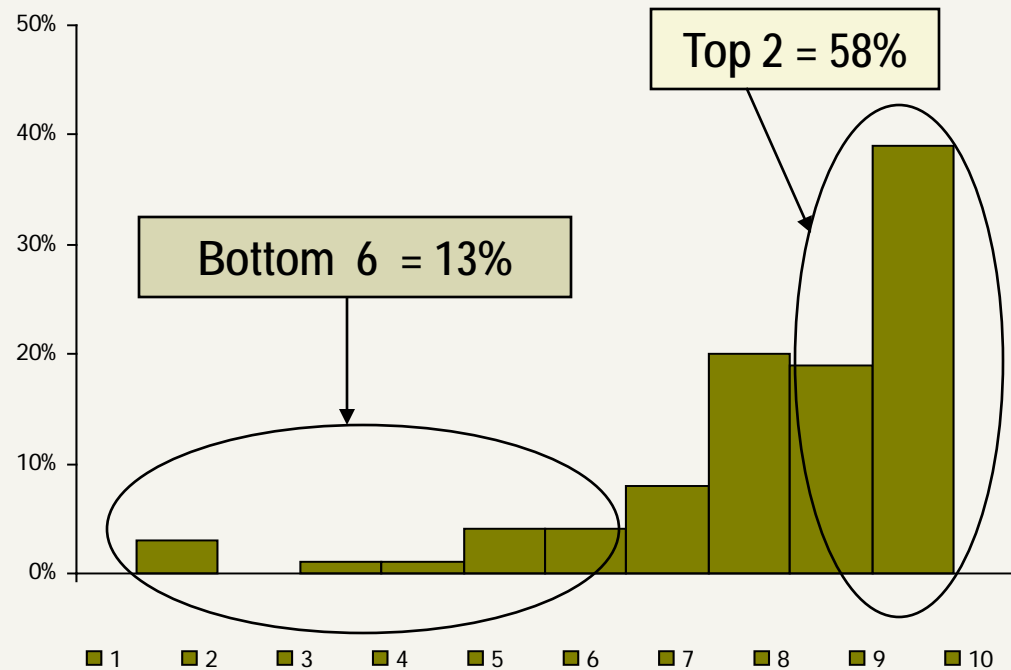
ACCESSIBILITY OF SERVICE

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 8.4. Business clients (8.5) indicated a slightly higher level of satisfaction than residential customers (8.3).

Fifty-eight percent of respondents provided a rating of 9 or 10 indicating that more than one-half are delighted with the accessibility of service.

Overall Satisfaction With Accessibility Of Service



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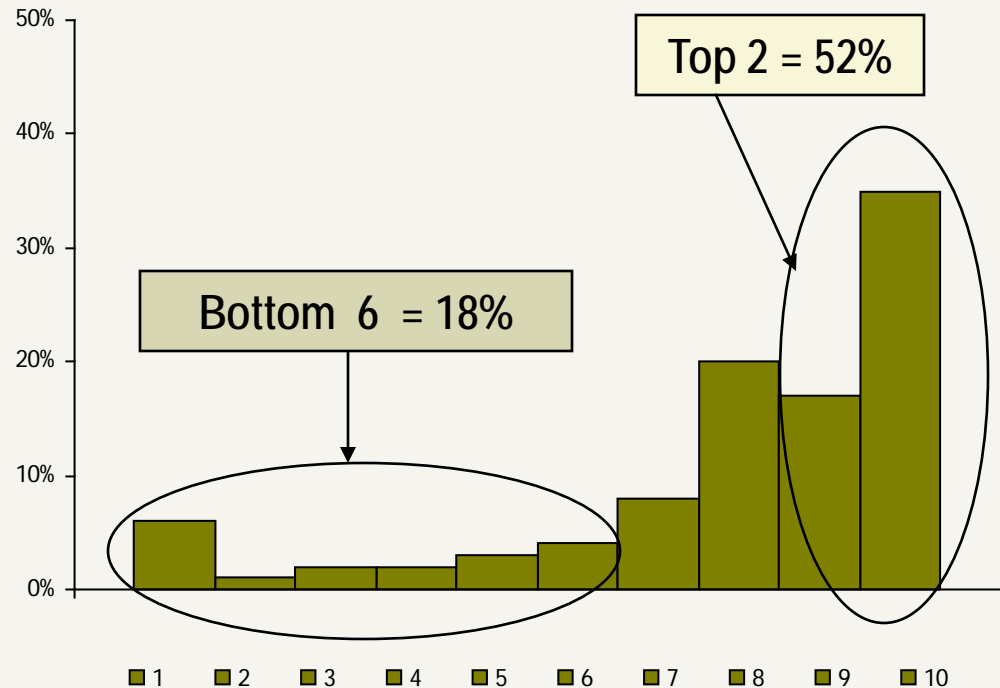
QUALITY OF SERVICE

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 was 8.0. Citizens dealing with residential matters were **less satisfied** than business clients, 7.9 versus 8.4, respectively. However, the gap between business and residential clients narrowed since 2007.

18% provided a rating between 1 and 6 indicating some level of dissatisfaction. In contrast, 52% were delighted with the quality of service.

Overall Satisfaction With Quality Of Service



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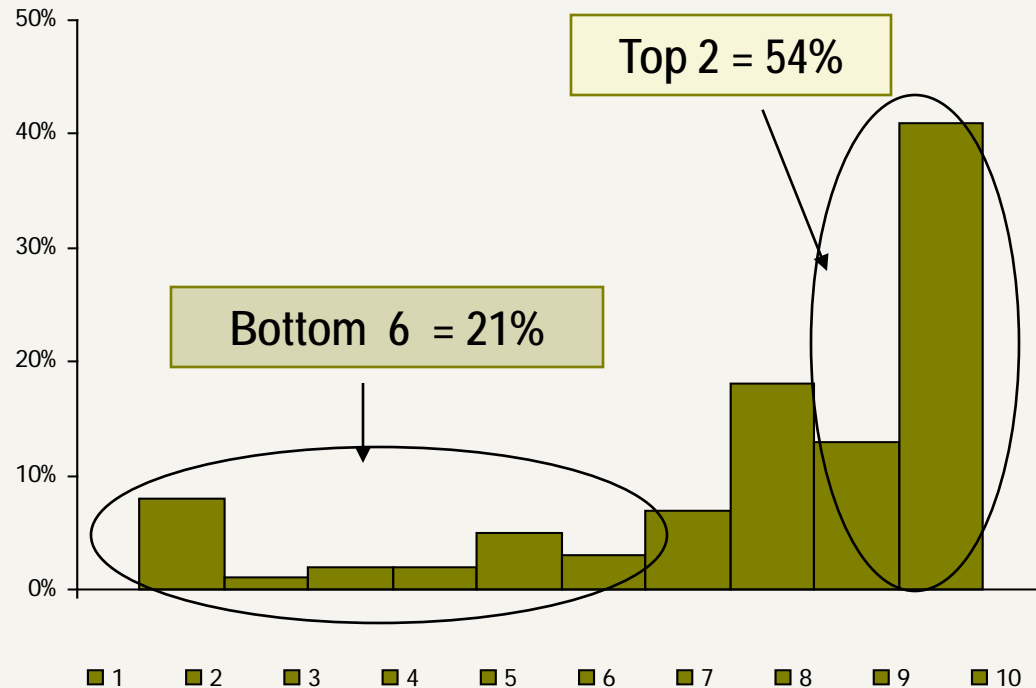
AMOUNT OF TIME TO GET SERVICE

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 (business clients provided higher ratings than residential clients, 8.3 vs. 7.8).

21% 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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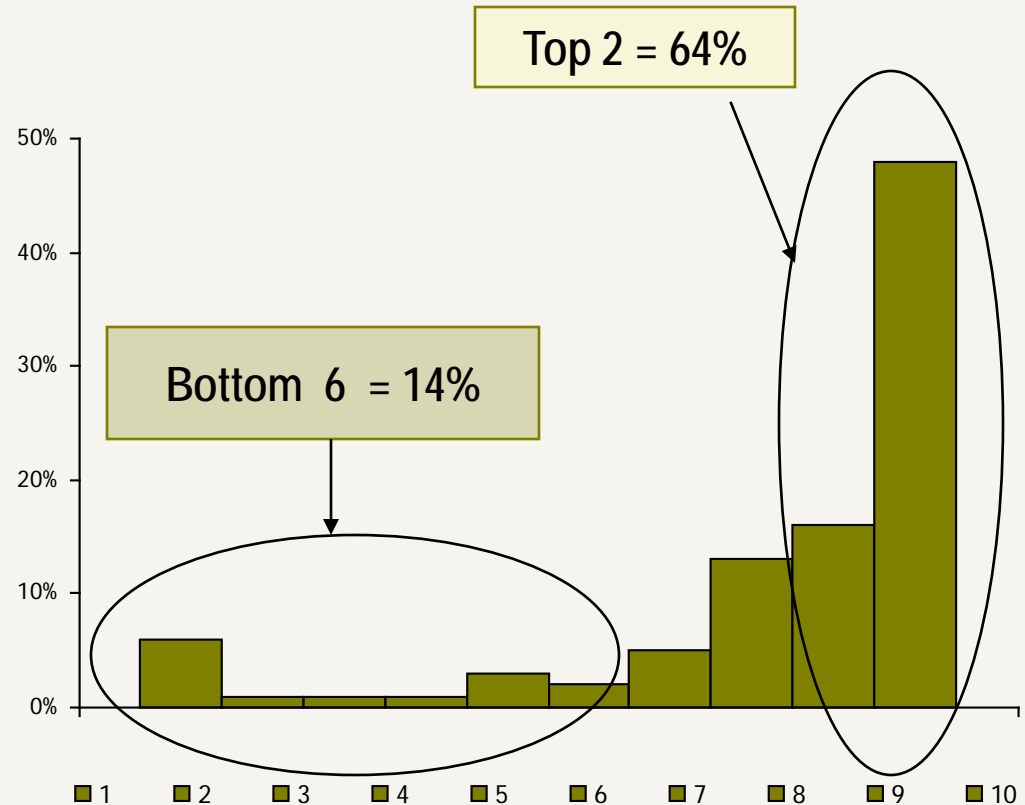
SERVICE PROVIDED BY STAFF

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 8.4. Business clients (9.0) were more satisfied with staff than residential clients (8.2).

The majority of respondents were very satisfied with staff; 64% provided a rating of 9 or 10.

Overall Satisfaction with Staff



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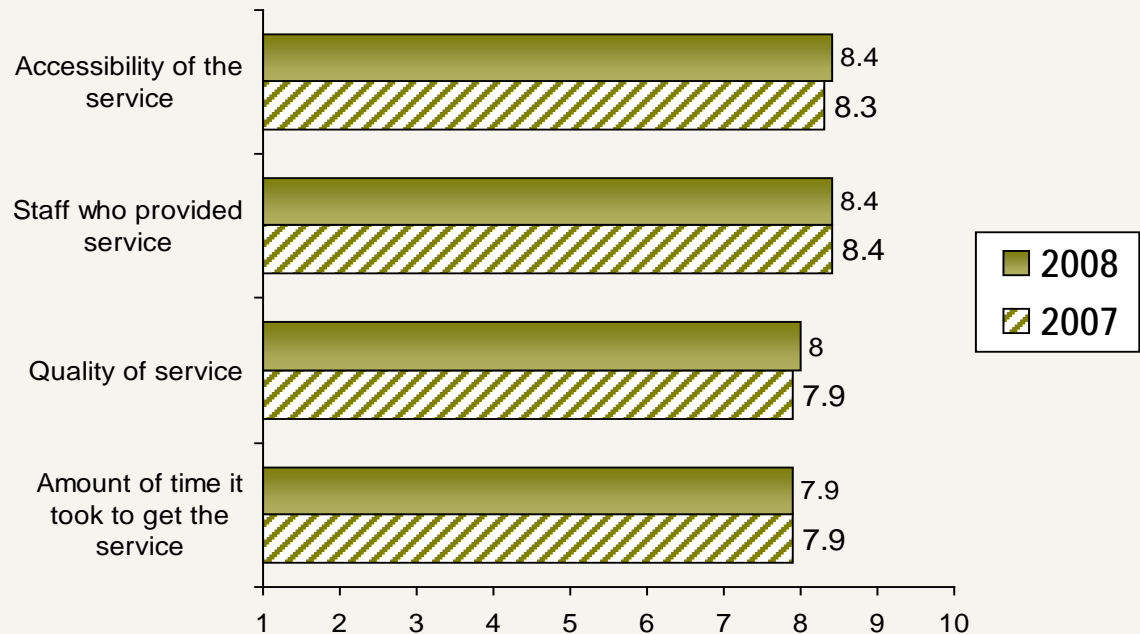
OVERALL LEVEL OF SATISFACTION WITH

How satisfied are you with each of the following ?

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

- Mean Scores -

In summary, satisfaction ratings increased marginally over or remained the same as the previous year for these four attributes of service.

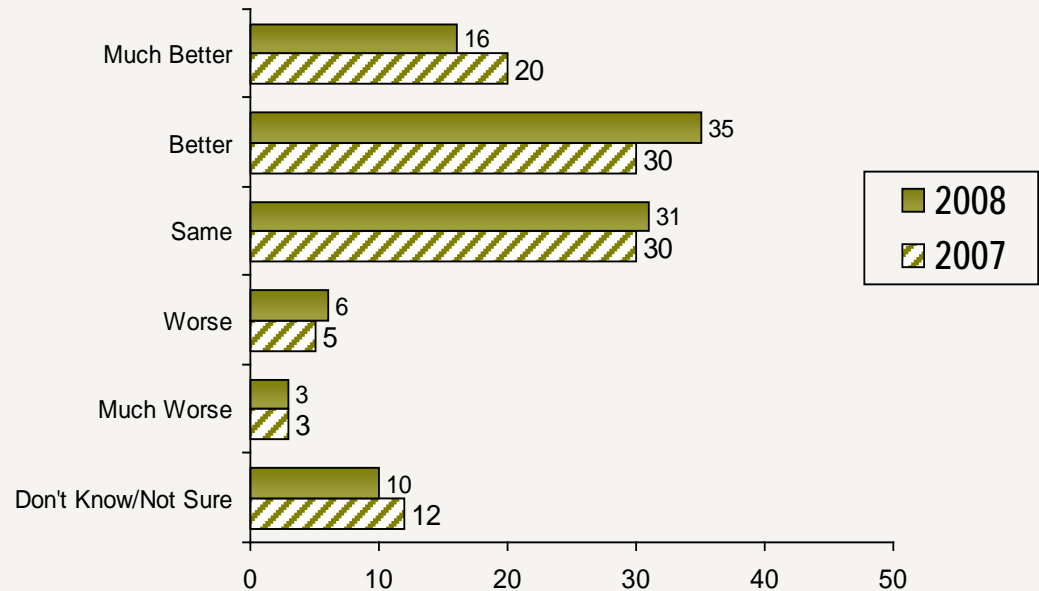


SERVICE COMPARED TO OTHERS USED

Fifty-one percent of respondents rated the service received from *Access St. John's* as being either ***much better*** (16%) or ***better*** (35%) than others used compared to 50% in the previous year.

Only 9% rated the service as being either ***much worse*** (3%) or ***worse*** (6%).

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



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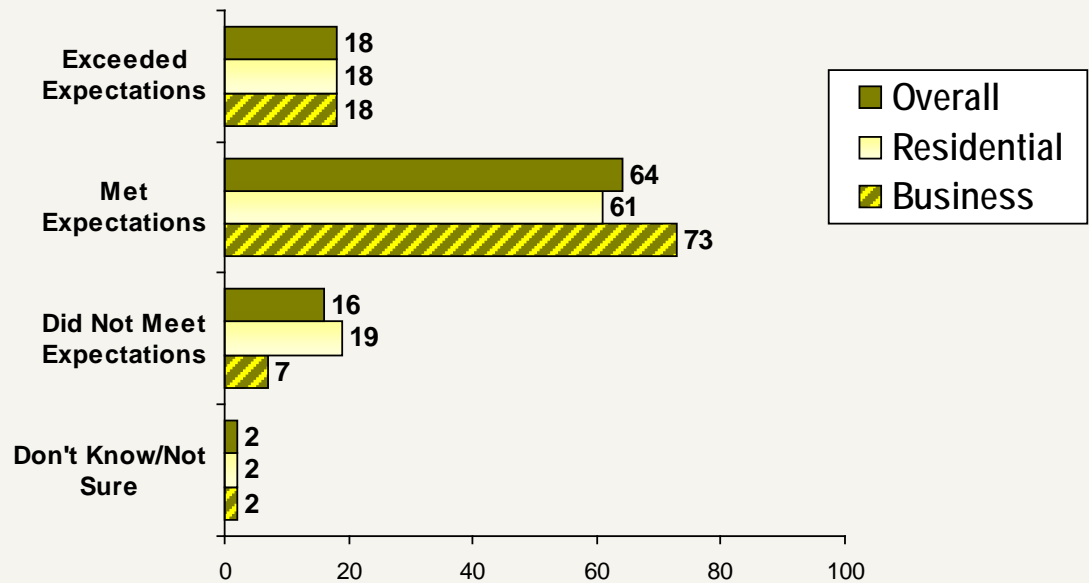
MEETING CUSTOMER EXPECTATIONS

In the majority of cases (82%), Access St. John's met (64%) or exceeded (18%) citizen expectations.

16% of citizens *did not* have their expectations met. However, these results are an improvement over last year's survey results.

Business customers were *most likely* to indicate that service from Access St. John's met or exceeded their expectations, 91% versus 79% for residential.

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

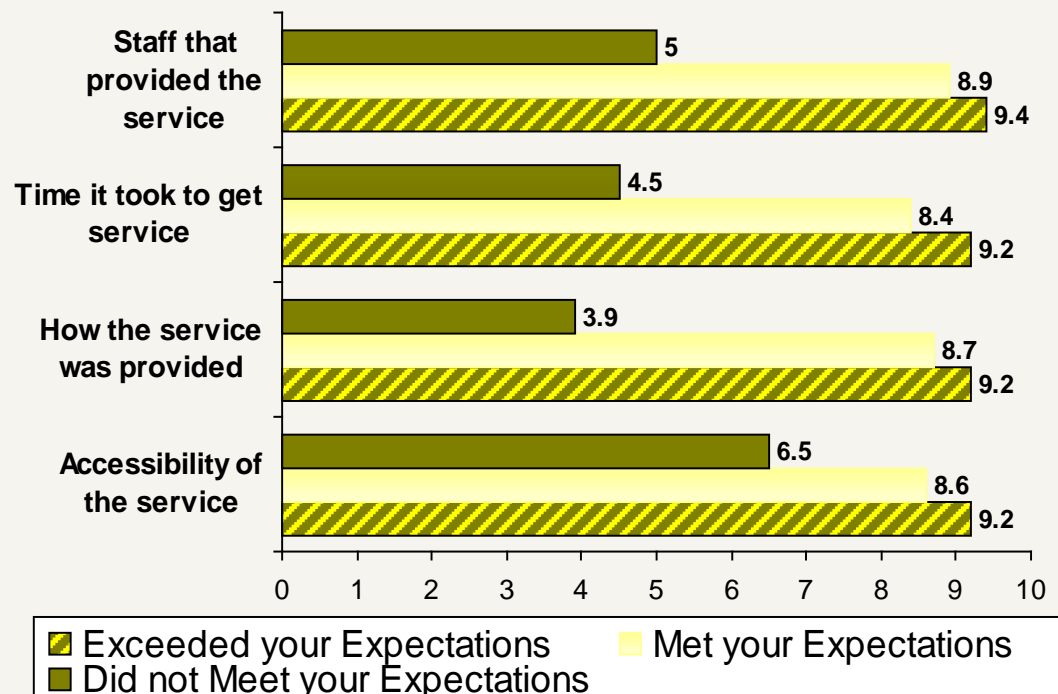


IMPACT OF EXPECTATIONS BEING MET

When clients' expectations are exceeded, satisfaction ratings increase significantly ranging from 9.2 to 9.4

When expectations are not met, the negative impact is dramatic with ratings ranging from 3.9 to 6.5

Overall Satisfaction Ratings Versus Expectations

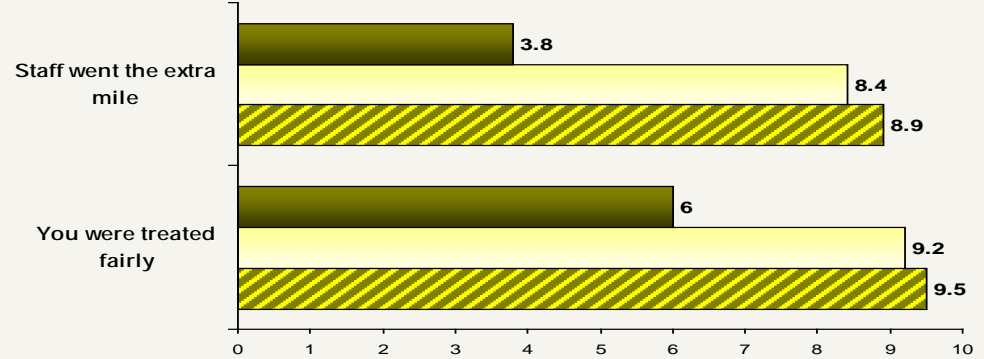


INFLUENCE OF STAFF ON EXPECTATIONS BEING MET

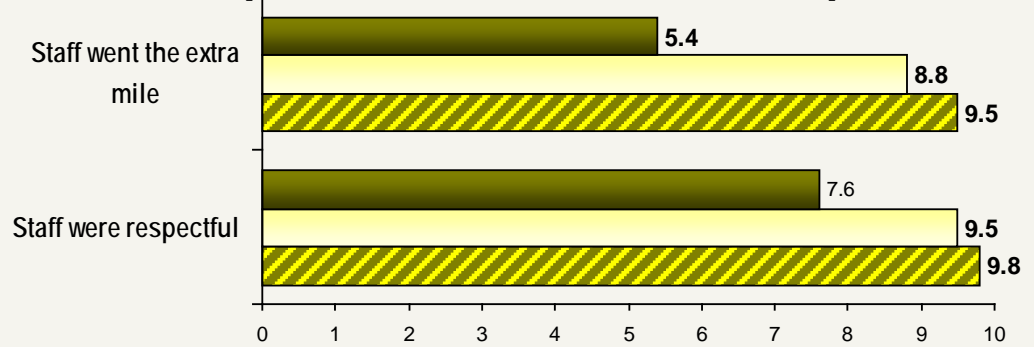
Clients feeling they were treated fairly and staff going the extra mile have a large impact on whether residential clients' expectations are met or exceeded.

For business clients it is all about staff going the 'extra mile' and treating them with respect.

Top Predictors for Residential Expectations



Top Predictors for Business Expectations



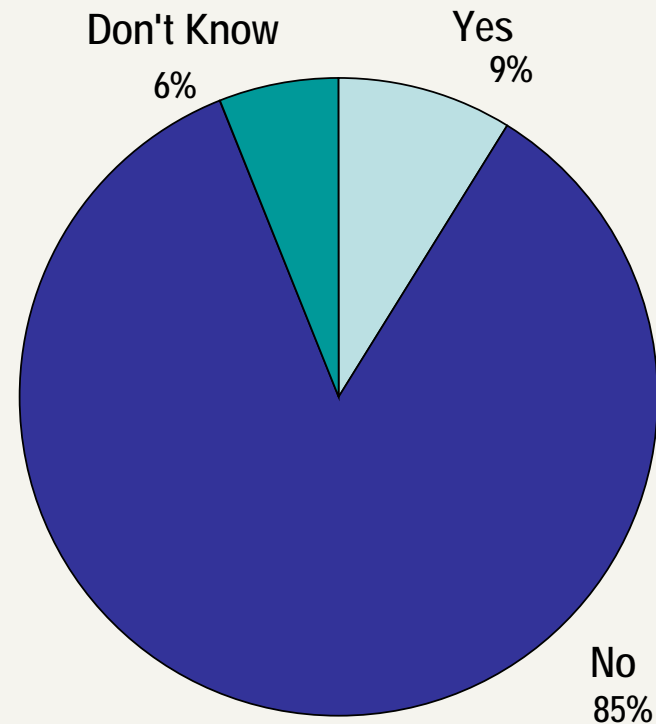
Did not Meet your Expectations
 Met your Expectations
 Exceeded your Expectations



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 (85%) said that staff had not made any errors; slightly less than 2007 (87%).
- Nine percent indicated that staff had made some sort of error; an increase from 7% in 2007.
- From the details provided by respondents, many of the errors relate to slow or no response/follow-up to an inquiry or slow resolution of an issue.

Did the staff make any errors?



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ALL CONTACTS WITH ACCESS ST. JOHN'S

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

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NUMBER OF CONTACTS

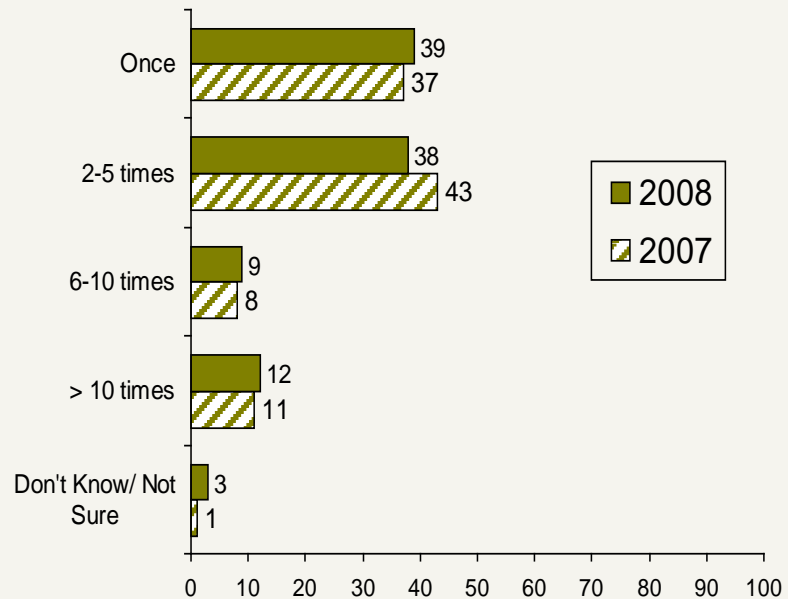
Respondents were asked how many times over the past twelve months they have contacted *Access St. John's*.

Fifty-nine percent have made **more than one** contact over the past year.

Thirty-nine percent have contacted *Access St. John's* **just once** while 12% have made **more than 10** contacts.

Business clients contact *Access St. John's* most frequently; 35% more than 10 times.

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

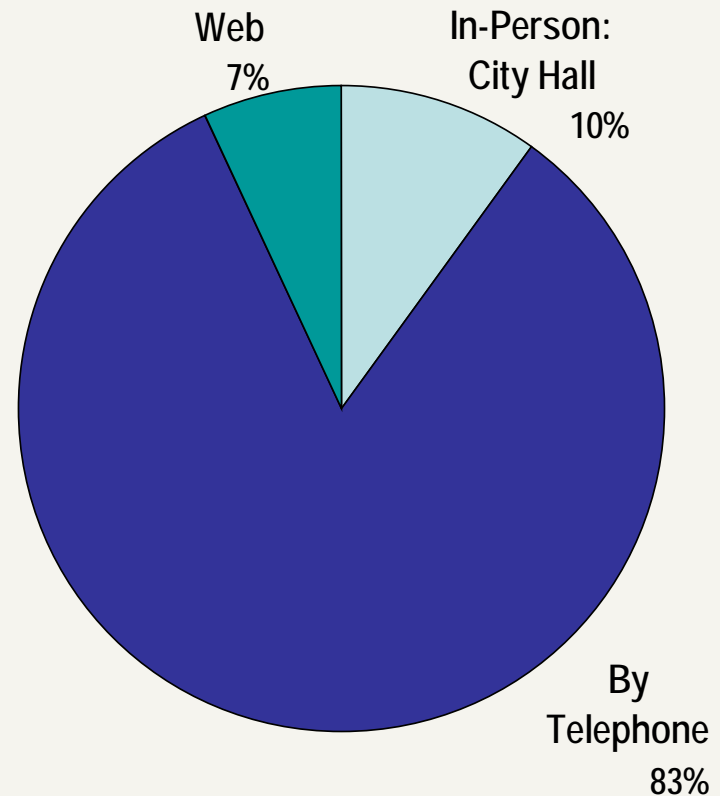


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CONTACT TYPE

- Respondents were selected from the Access St. John's **telephone** contact database.
- During the 12 month period, 7% also contacted the City online and 10% also made contact 'In-Person' indicating some clients use a variety of modes to contact Access St. John's.
- Business clients were *more likely* than residential clients to also make an in-person visit to City Hall (8% vs 2%).



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* (7.7) and the *quality of service provision* (8.1) received the lowest ratings. These ratings decreased from 7.9 and 8.3, respectively in the previous year.

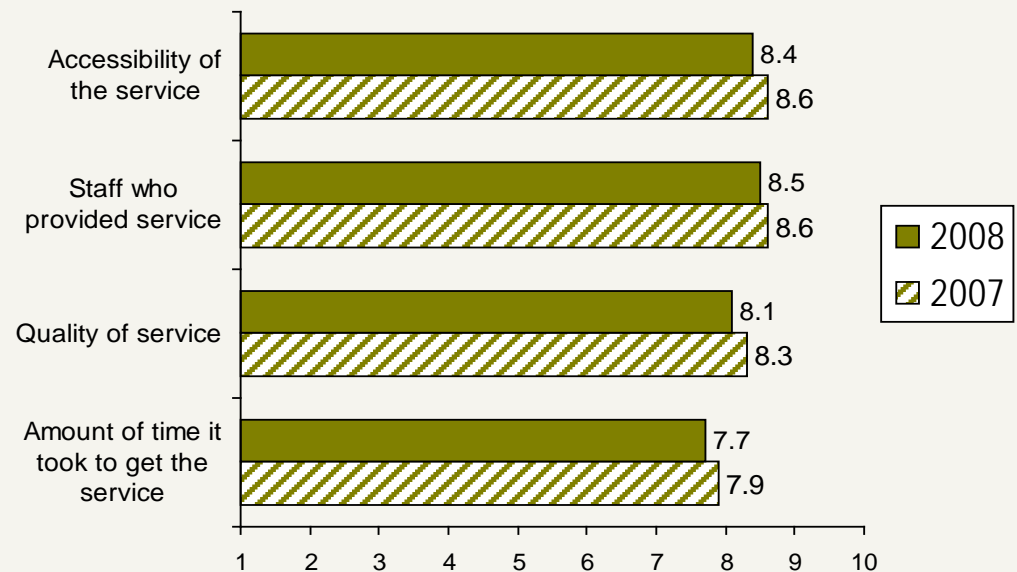
Business clients were *more satisfied* than residential clients on each of the following:

- i) **quality of service** (8.6 vs. 7.9)
- ii) **staff** (9.0 vs. 8.3)
- iii) **timeliness** (8.2 vs. 7.4)
- iv) **accessibility** (8.5 vs.8.4)

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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]

- Mean Scores -



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CONCLUSIONS AND RECOMMENDATIONS

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CONCLUSIONS

- Average ratings of Access St. John's on the five key drivers of service quality continue to be very high with ratings ranging from 8.7 to 9.3 on a 10-point scale.
- Ratings on all five key drivers of service quality increased slightly over the previous year.
- 82% of clients contacted indicated that the service by Access St. John's had met or exceeded their expectations.



CONCLUSIONS (cont'd)

- 51% indicated that the service received from Access St. John's was better than others they had used.
- Business clients continue to be more satisfied with the service provided than residential clients.
- 91% of business clients had their expectations met or exceeded by Access St. John's compared to 79% 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 are most likely to have their expectations of service from Access St. John's met or exceeded when:
 - they feel they were treated fairly;
 - they feel the staff went the 'extra mile' to make sure they got what was needed.

CONCLUSIONS (cont'd)

- **Business** clients are most likely to have their expectations of service from Access St. John's met or exceeded when:
 - the staff were respectful;
 - they feel the staff went the 'extra mile' to make sure they got what was needed.

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, garbage collection and snow clearing or service 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 clients;
 - highlight the positive correlation between meeting or exceeding client expectations with service satisfaction ratings;
 - 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:
 - understanding the needs of clients;
 - the need to go the 'extra mile' for clients;
 - treating clients fairly; and
 - treating clients with respect.

RECOMMENDATIONS (cont'd)

- Focus on improving communication to better inform clients of:
 - 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 and text messaging to increase access to service and to ease the burden on telephone service during peak periods.