

# 2010 Client Satisfaction Survey Results

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# 2010 Client Satisfaction Survey Results

Prepared for: Access St. John's

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June 2010

# 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.)

# 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 from 2008 to 2009.

# Research Methodology

- Survey sample selected from the 2009 telephone contact database for *Access St. John's*.
- Data were collected via telephone during April 13th to April 30<sup>th</sup> 2010, inclusive.
- Interviews were conducted from centralized facility in St. John's by trained interviewers.
- A total of 602 interviews were completed with citizens who had contacted *Access St. John's* at some time during 2009:
  - 77% of interviews (n=466) completed with residential clients
  - 23% of interviews (n=136) 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

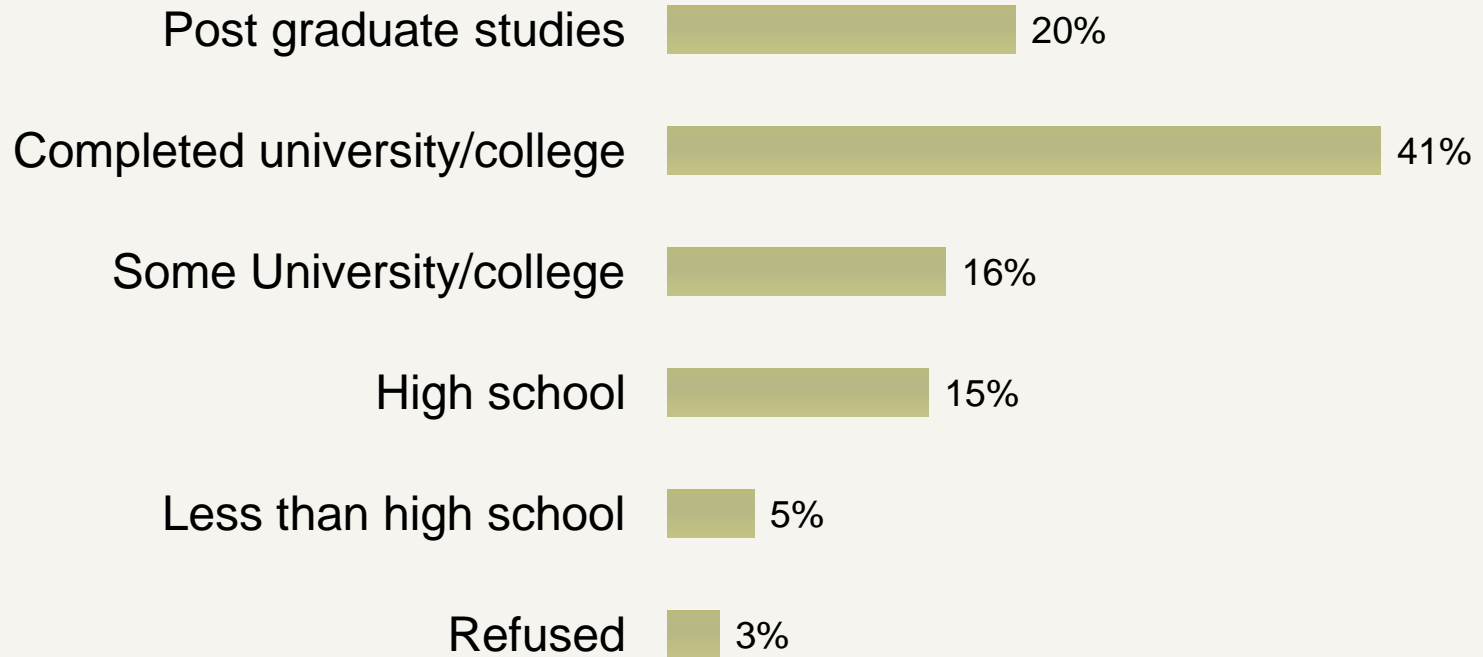
# INTERACTION TYPE

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: •Parking, 17% •Water, 12% •Garbage, 11% •Inspection, 11% •Animal services, 8% •Road maintenance, 7%.

Interaction Type	n	%
Parking	103	17
Water	75	12
Garbage	65	11
Inspection	65	11
Animal Services	51	8
Road Maintenance	41	7
Sewer	39	6
Snow	32	5
Information and Permits	30	5
Property Condition	18	3
Parks-Playground	10	2
Claims	14	2
Other	59	10
Total	602	100



# Education Level -Residential Clients Only-

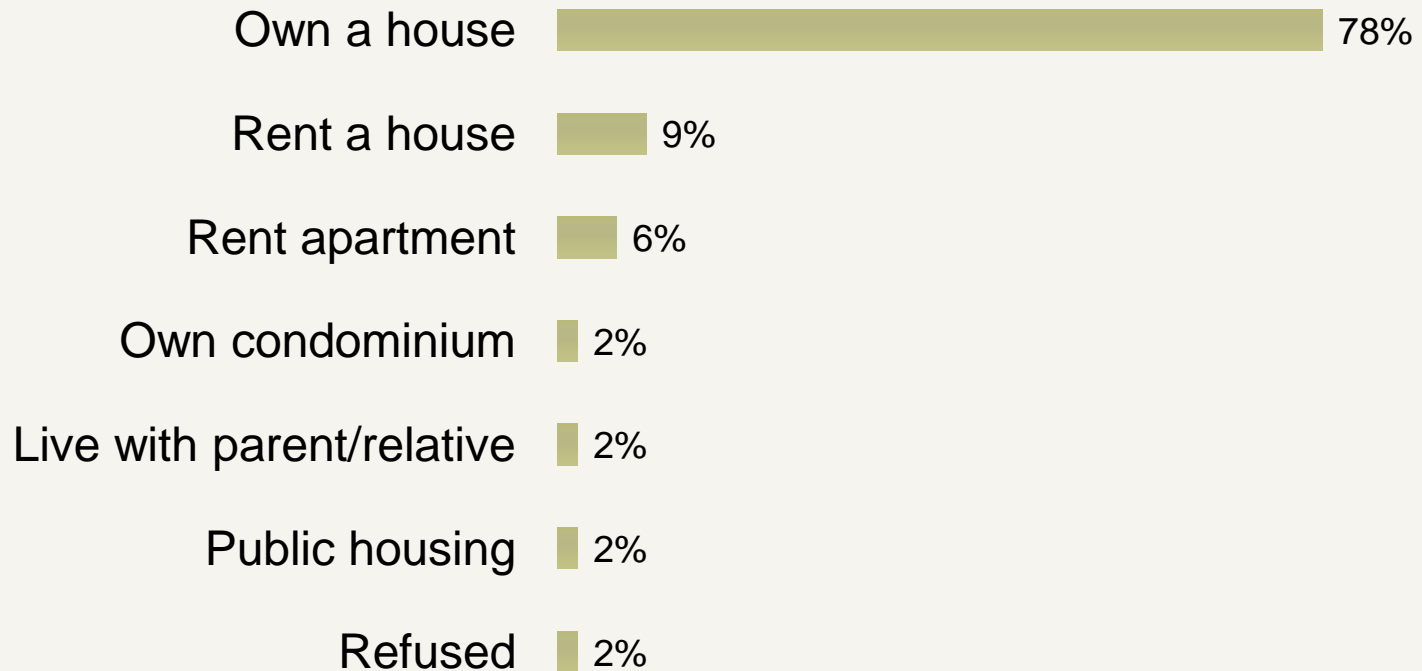


St. John's has a very well-educated population.

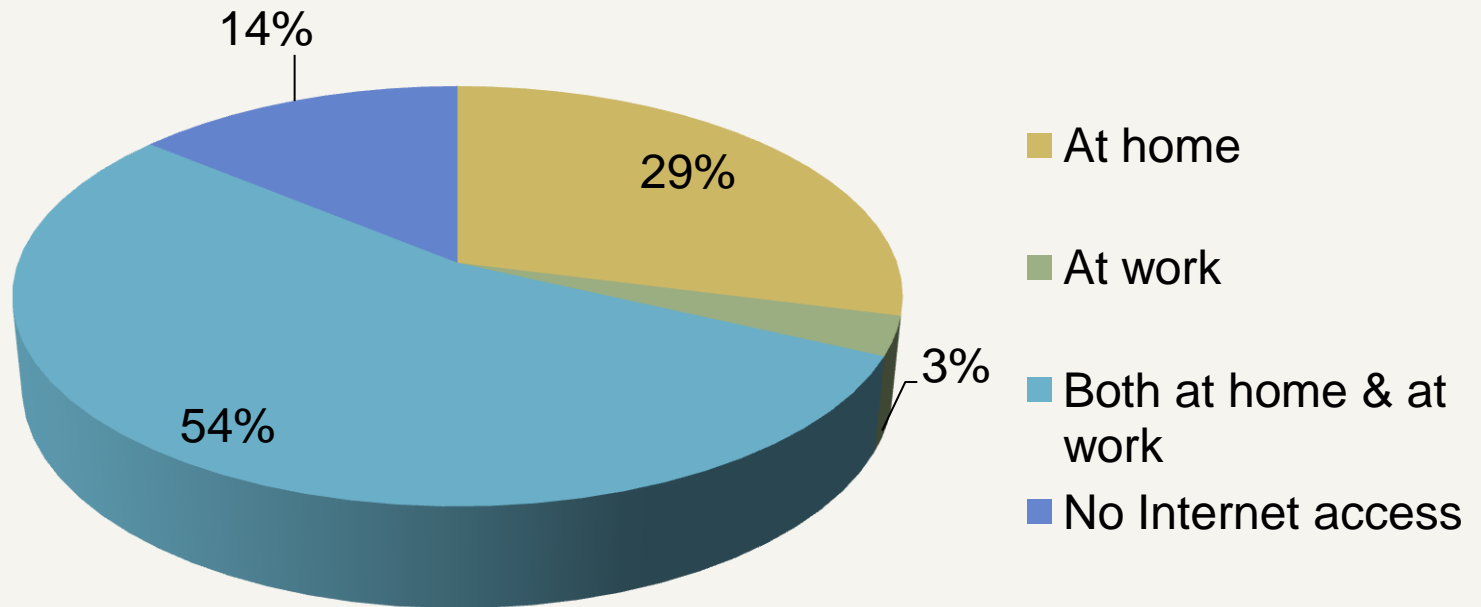
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# Type of Residence -Residential Clients Only-

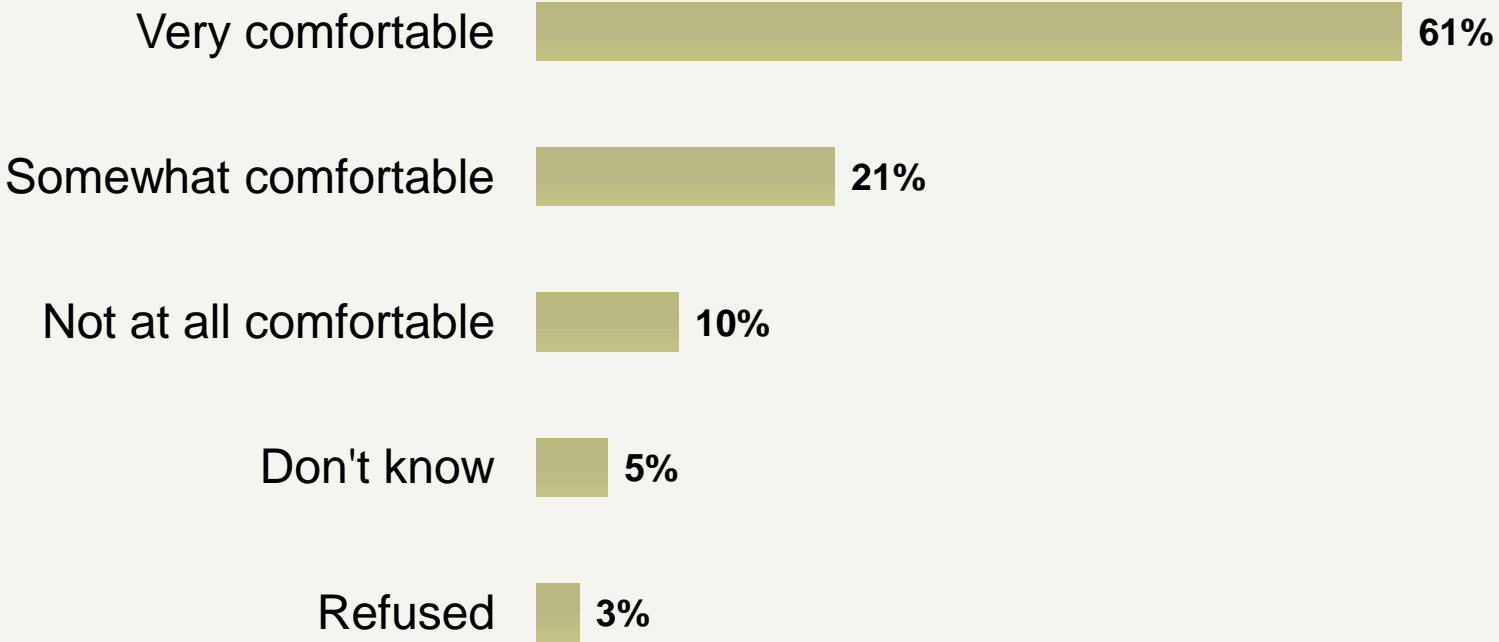


# Internet Access -Residential Clients Only-

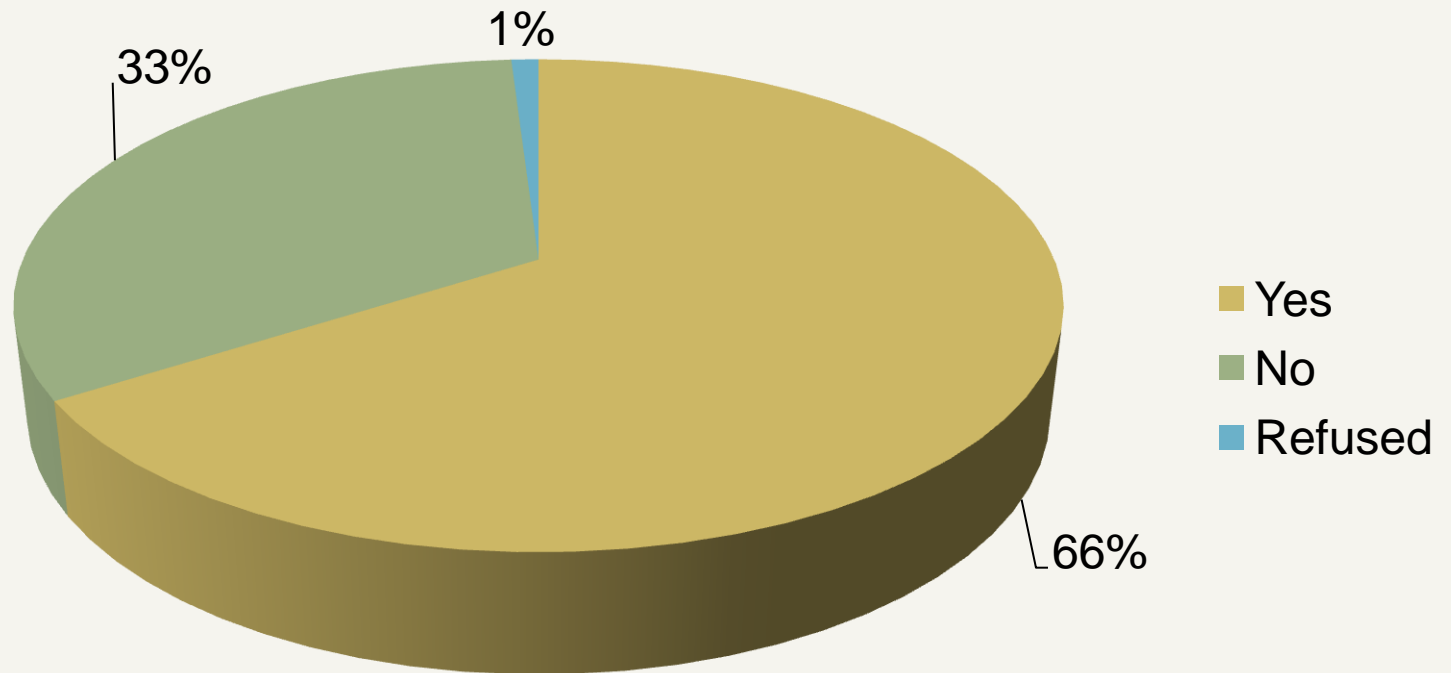


86% of residential survey participants have Internet access.

# Comfort Level with Internet -Residential Clients Only-



# Ever Visited City of St. John's Website? -Residential Clients Only-



Two-thirds of residential clients have visited the City's website.

# RESEARCH RESULTS

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# IMPORTANCE OF VERSUS SATISFACTION WITH SERVICE DELIVERY ASPECTS

- Staff
- Website

# IMPORTANCE OF SERVICE DELIVERY ASPECTS

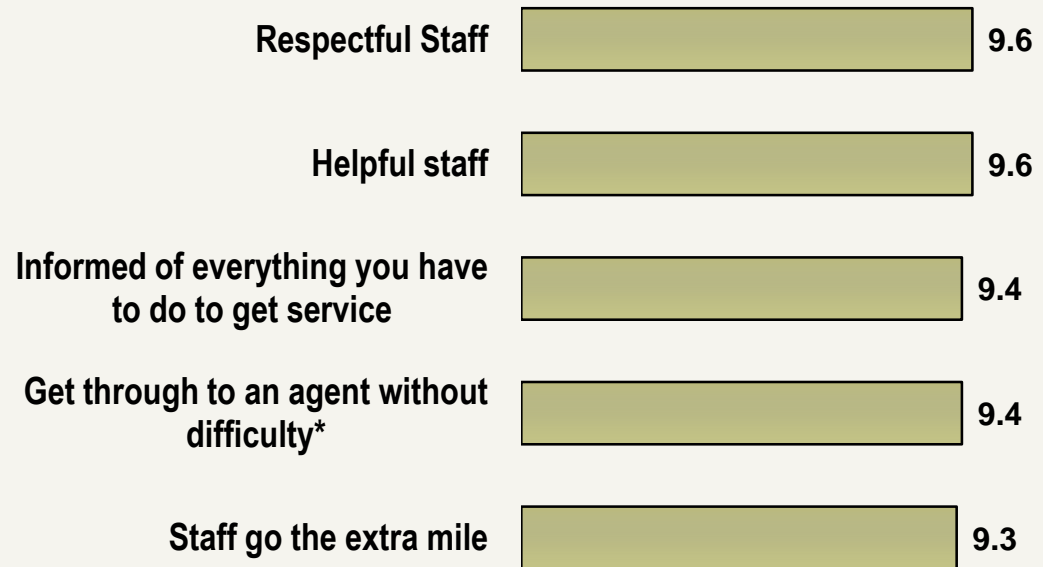
## Staff

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 9.3 (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

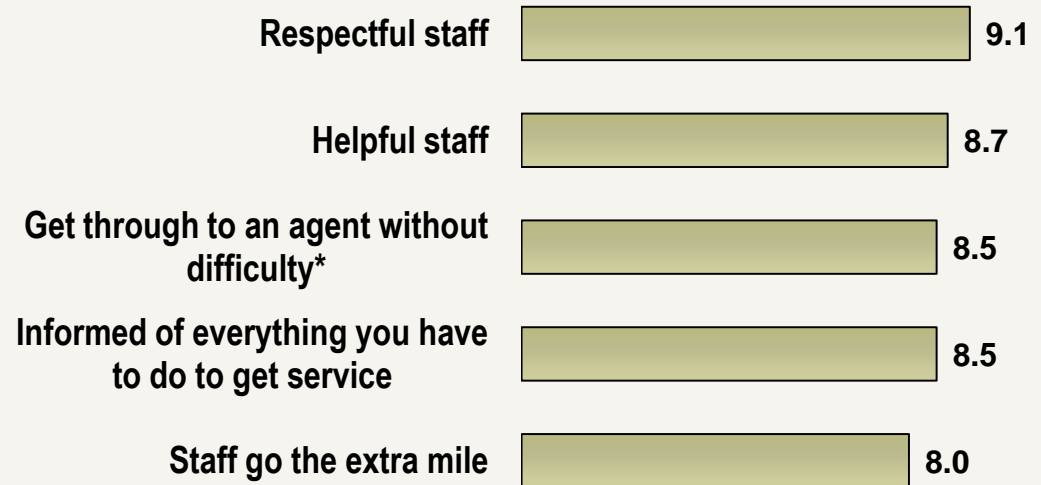
## Staff

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 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.

# 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.

Results are consistent with 2008.

Staff	Satisfaction		Importance		Difference	
	2009	2008	2009	2008	2009	2008
Staff be respectful	9.1	9.1	9.6	9.6	-0.5	-0.5
Staff be helpful	8.7	8.7	9.6	9.6	-0.9	-0.9
You be informed of everything you have to do in order to get the service	8.5	8.5	9.4	9.5	-0.9	-1.0
You be able to get through to an agent without difficulty	8.5	8.5	9.4	9.4	-0.9	-0.9
Staff go the extra mile to make sure you get what you need	8.0	7.9	9.3	9.1	-1.3	-1.2



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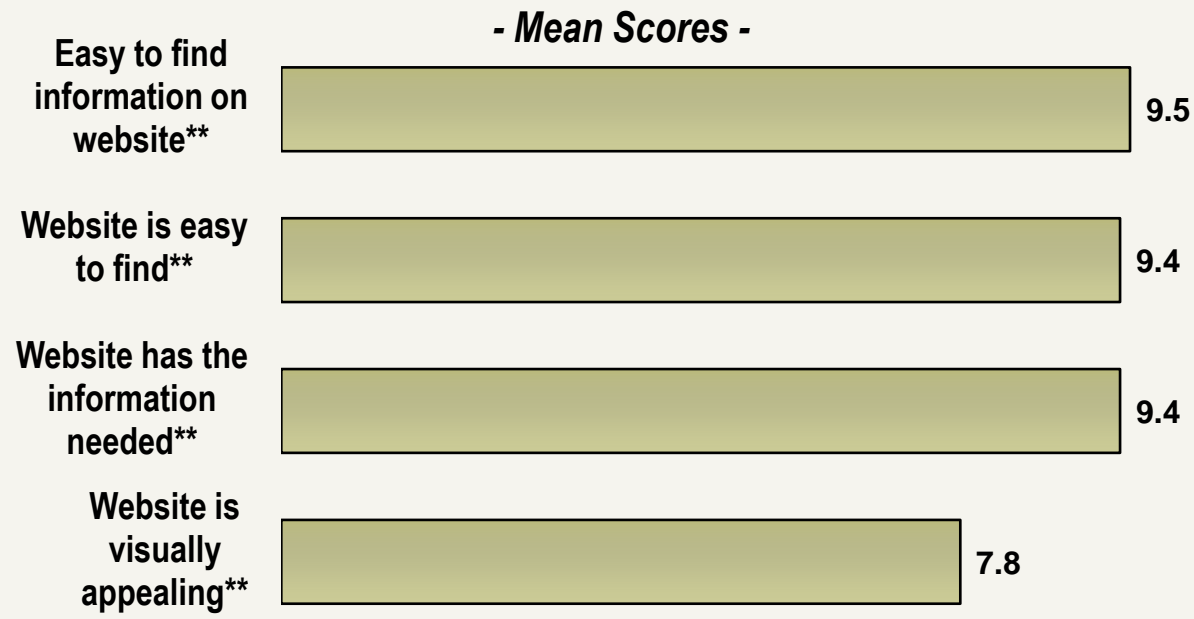
# IMPORTANCE OF SERVICE DELIVERY ASPECTS

## Website

Respondents indicated that it's important that it be easy to find information on the site (9.5), that websites be easy to find (9.4) and have the information needed (9.4).

Respondents are less concerned about the visual appeal of websites (7.8).

*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=30).**

# SATISFACTION WITH SERVICE DELIVERY ASPECTS

## Website

Ratings for the *Access St. John's* website indicate the website is easy to find (8.9).

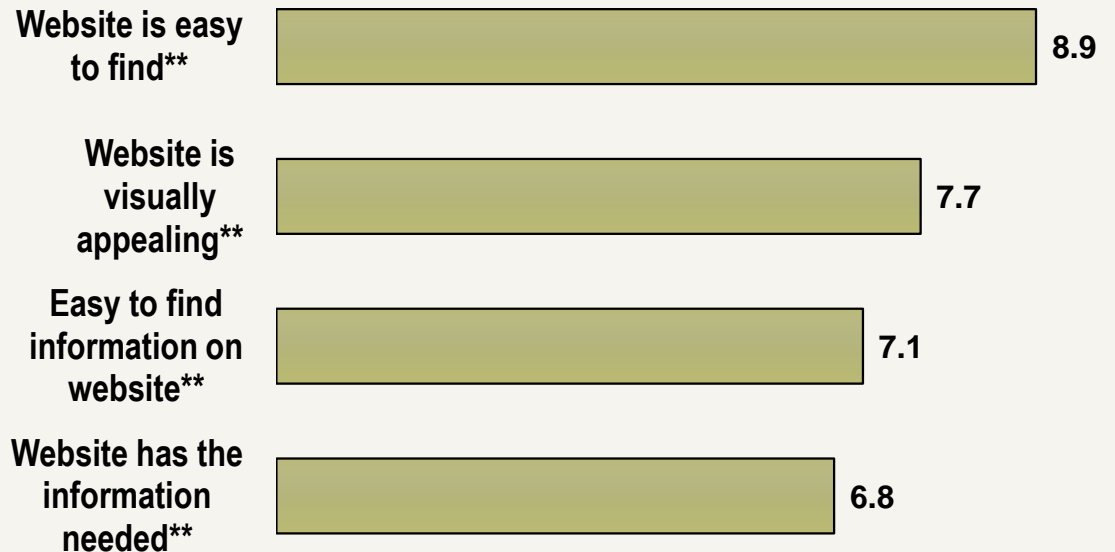
The ratings were lowest for having the information needed (6.8), being easy to find information (7.1) and being visually appealing (7.7).

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 2009.

**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=30).

# 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 decreased from 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	
The website be easy to find	8.3	8.9	9.4	9.6	-1.1	-0.7
The website be visually appealing	7.7	8.4	7.8	7.2	+0.1	+1.2
It be easy to find what you were looking for on the website	7.1	8.3	9.5	9.5	-2.4	-1.2
The website has the information you need	6.8	8.5	9.4	9.6	-2.6	-1.1



# 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 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=50).

# 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 2009 with 2008.

The gap in meeting expectations for all 4 drivers remained the same in 2009 compared to 2008.

Key Drivers of Service Quality	Satisfaction		Importance		Difference	
	2009	2008	2009	2008	2009	2008
Treated Fairly	8.7	8.8	9.6	9.7	-0.9	-0.9
Knowledgeable and Competent Staff	8.6	8.7	9.5	9.6	-0.9	-0.9
Courteous Staff	9.1	9.1	9.6	9.5	-0.5	-0.5
Wait a Reasonable Amount of Time at Service Counter***	9.2	9.3	8.6	8.6	+0.6	+0.6

\*\*\*NOTE: Only asked of respondents who visited City Hall in person (n=50 in 2009 and 59 in 2008)





# KEY DRIVERS OF SERVICE QUALITY–OUTCOME

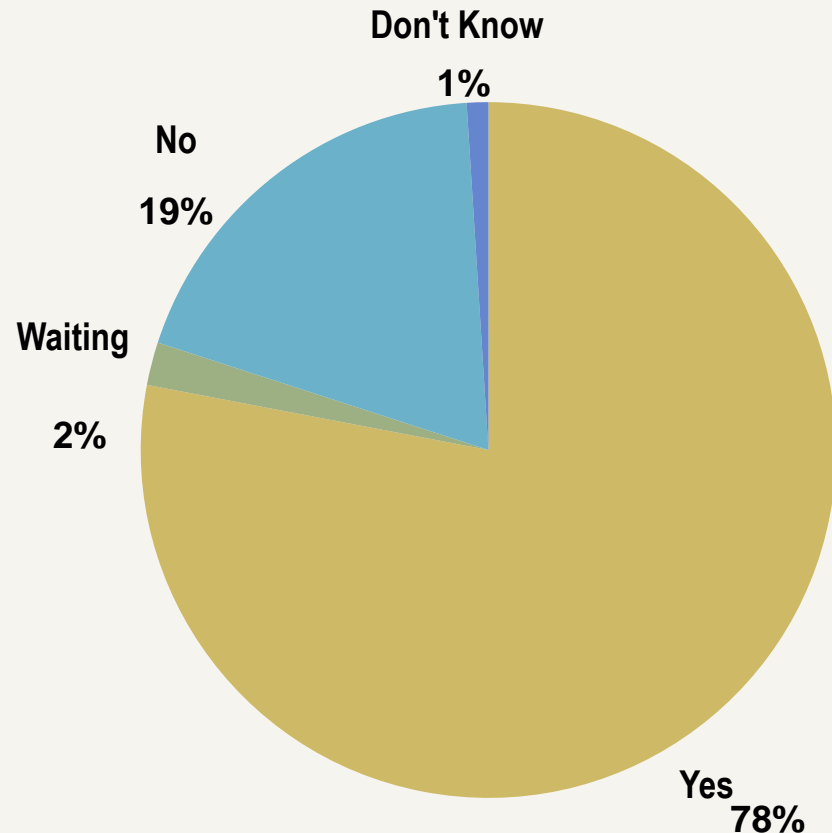
The fifth key driver of service quality is **outcome** – that is, did the client get what they needed?

78% of respondents indicated that they had obtained what they needed compared to 76% in 2008.

19% *did not* obtain what they needed and another 2% are *still waiting*.

Business clients (90%) were 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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# 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*

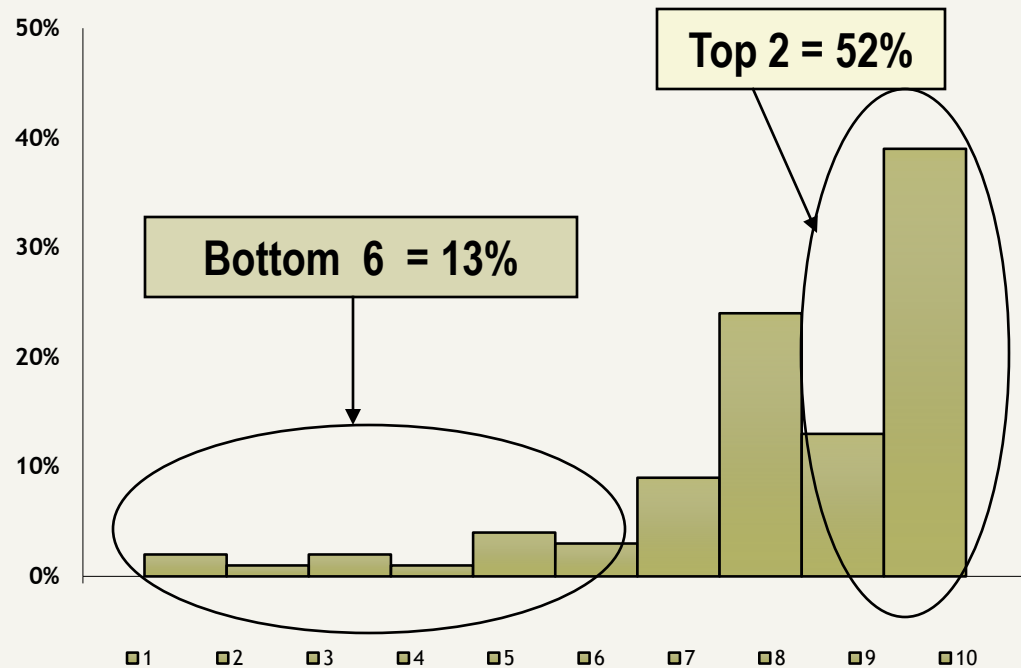
# ACCESSIBILITY OF SERVICE

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 8.3. Business clients (8.1) indicated a slightly higher level of satisfaction than residential customers (8.3).

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

## Overall Satisfaction With Accessibility Of Service



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# QUALITY OF SERVICE

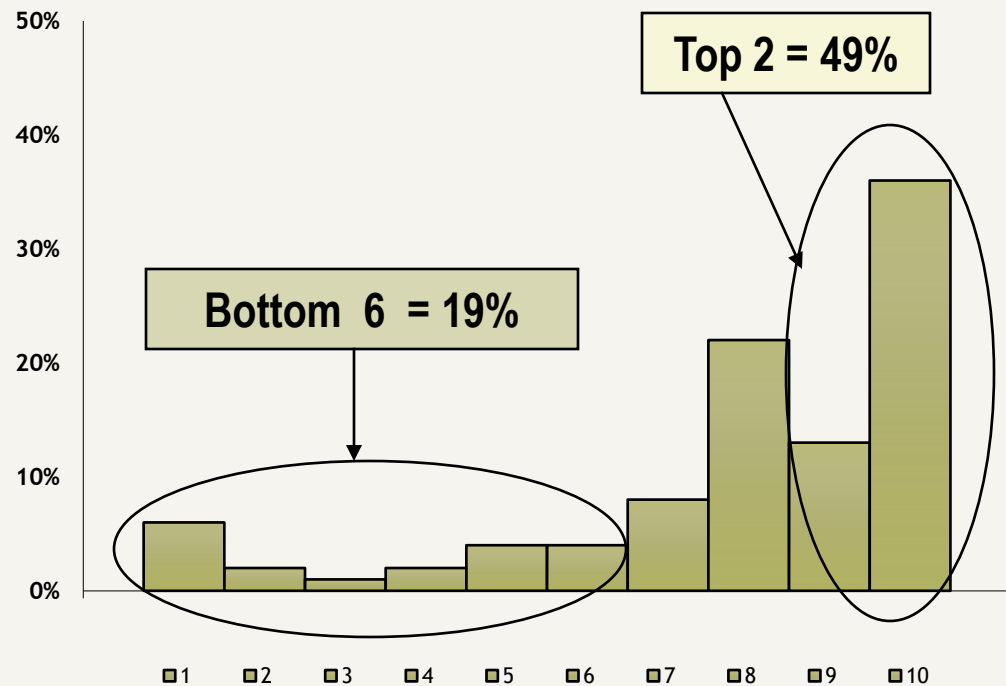
Using a 10-point scale, respondents were asked to rate their **overall level of satisfaction** with the **quality** of how the service was provided.

The average rating was 7.9. Citizens dealing with residential matters were **less satisfied** than business clients, 7.7 versus 8.4, respectively.

19% provided a rating between 1 and 6 indicating some level of dissatisfaction. In contrast, 49% were very satisfied with the quality of service.

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## Overall Satisfaction With Quality Of Service



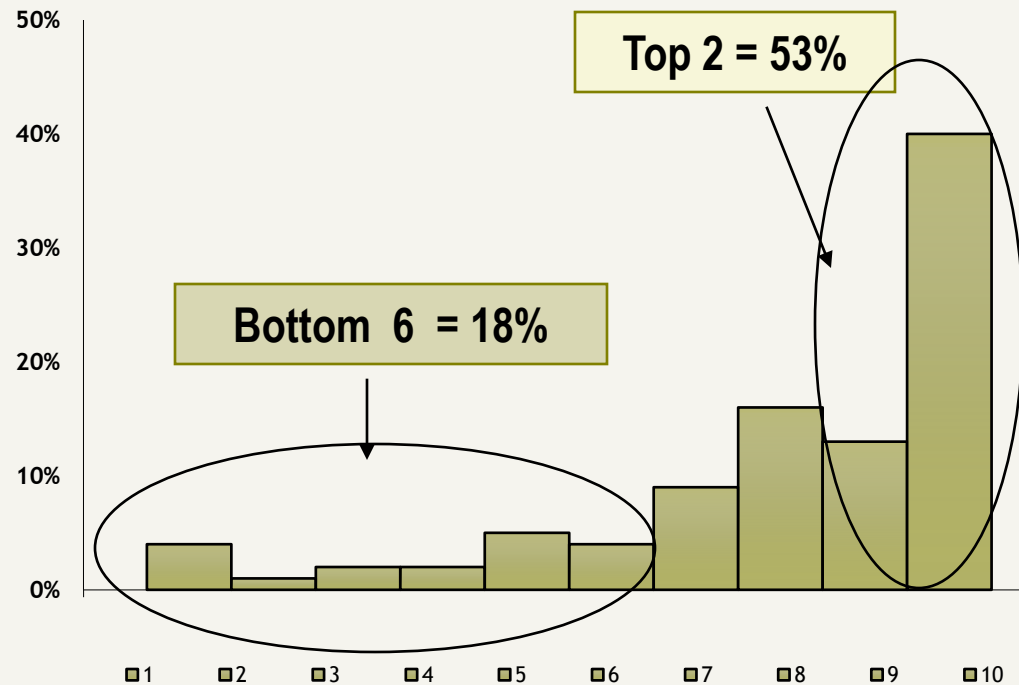
# AMOUNT OF TIME TO GET SERVICE

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 8.1 (business clients provided higher ratings than residential clients, 8.3 vs. 8.0).

18% of respondents provided a rating between 1 and 6 indicating some level of dissatisfaction. However, 53% 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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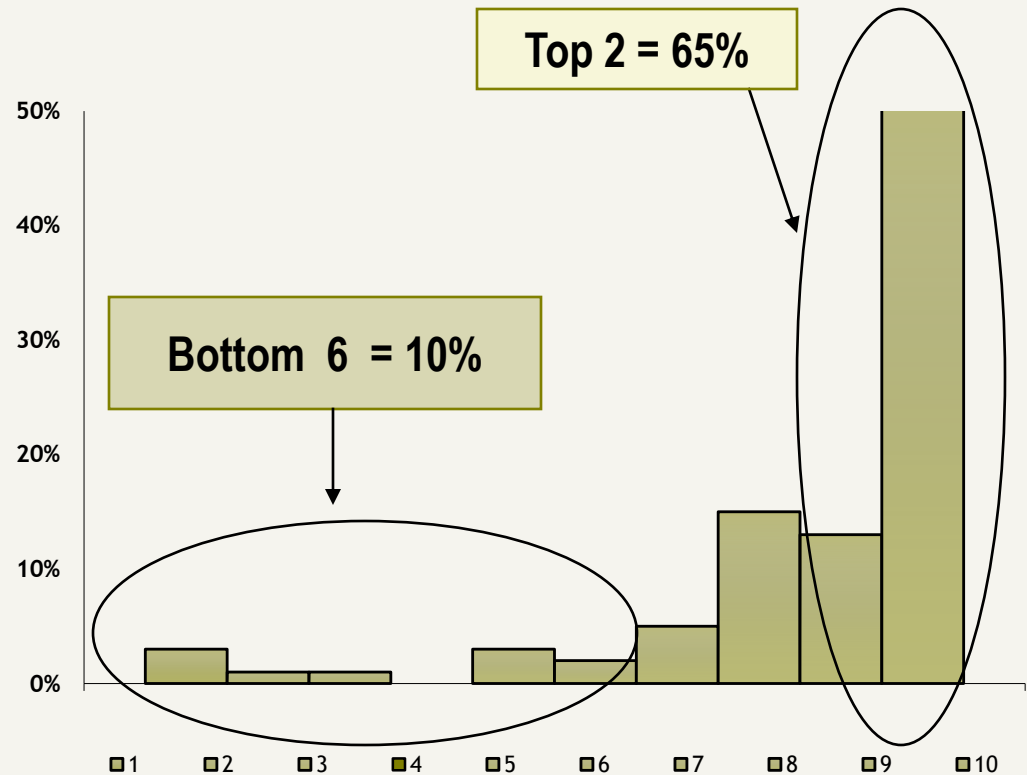
# SERVICE PROVIDED BY STAFF

## 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 8.7. Business clients (9.0) were more satisfied with staff than residential clients (8.6) but ratings were very high overall.

The majority of respondents were very satisfied with staff; 65% provided a rating of 9 or 10.



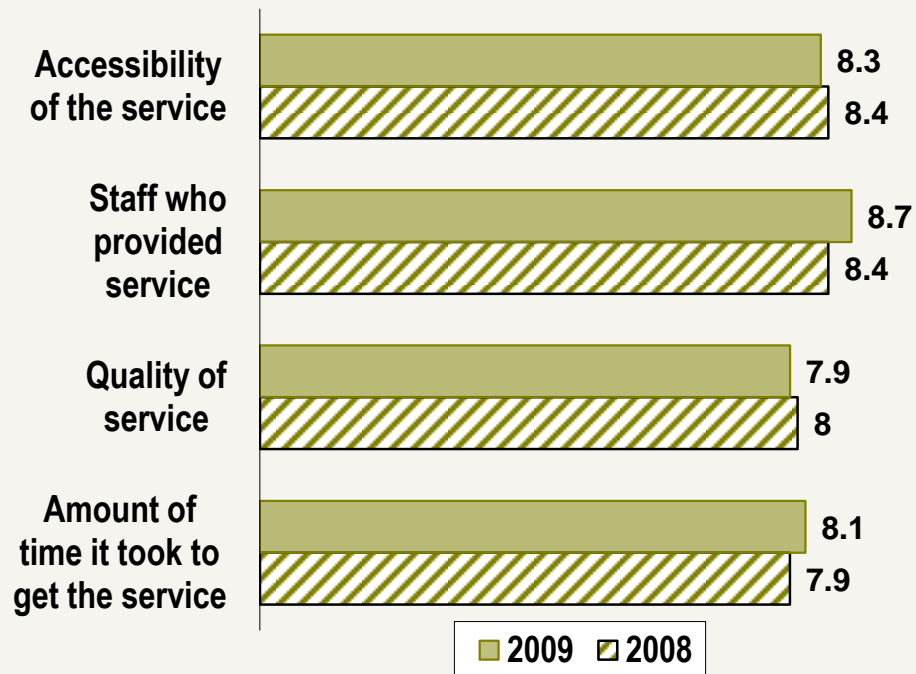
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# OVERALL LEVEL OF SATISFACTION WITH .....

*How satisfied are you with each of the following ?*

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

**- Mean Scores -**



In summary, satisfaction ratings increased with staff providing the service and the amount of time to get the service.

Accessibility and quality of service decreased slightly compared to the previous year.

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# SERVICE COMPARED TO OTHERS USED

Fifty-one percent of respondents rated the service received from Access St. John's as being either ***much better*** (21%) or ***better*** (30%) than others used.

The results are consistent with the previous year except more citizens rated the service as being 'much better' in 2009.

Only 8% rated the service as being either ***much worse*** (2%) or ***worse*** (6%).

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





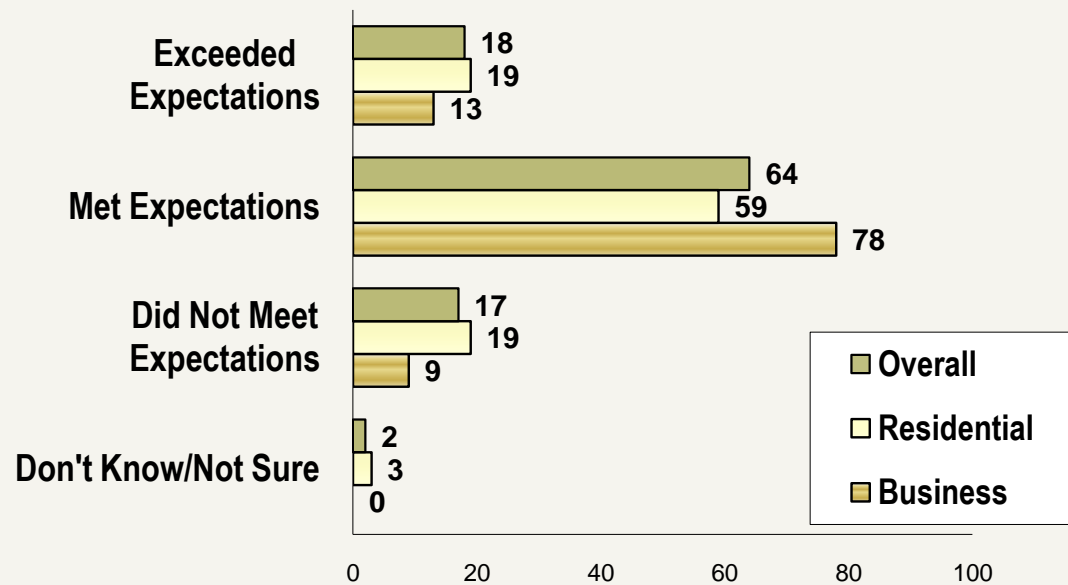
# MEETING CUSTOMER EXPECTATIONS

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

17% of citizens **did not** have their expectations met compared to 16% in the previous year.

Business customers were *most likely* to indicate that service from Access St. John's met or exceeded their expectations, 91% versus 78% for residential.

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

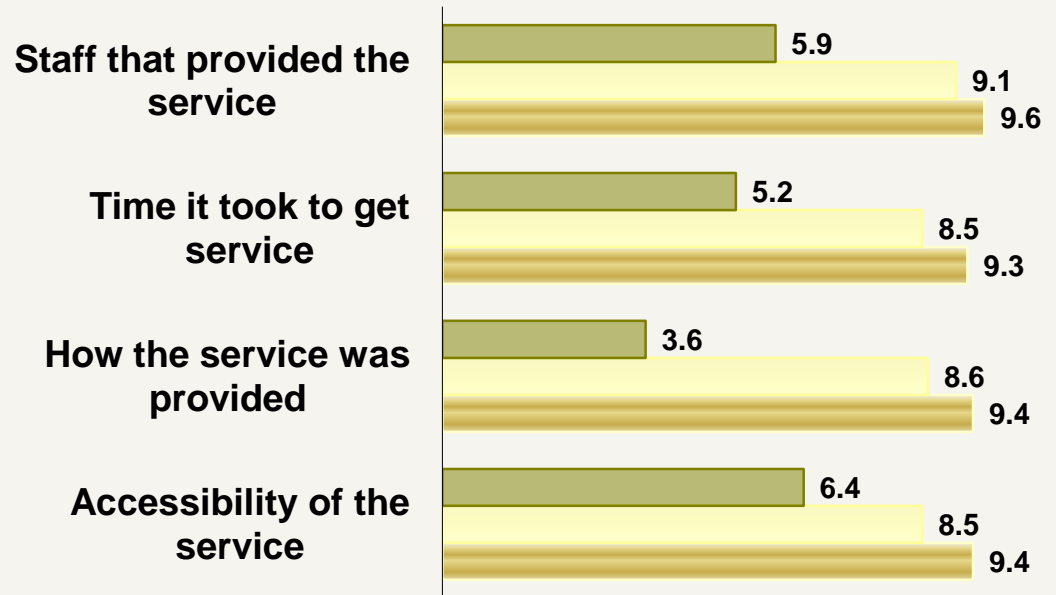


# IMPACT OF EXPECTATIONS BEING MET

When clients' expectations are exceeded, satisfaction ratings increase significantly ranging from **9.3 to 9.6**

Conversely, when expectations are not met, the negative impact is dramatic with ratings ranging from **3.6 to 6.4**

### Overall Satisfaction Ratings Versus Expectations



■ Did not Meet your Expectations    ■ Met your Expectations  
■ Exceeded your Expectations



# INFLUENCE OF STAFF ON EXPECTATIONS BEING MET

Clients feeling they were treated fairly, staff going the extra mile and being courteous have the largest impact on whether **residential** clients' expectations are met or exceeded.

For **business** clients it is all about being treated fairly. Getting through to an agent without difficulty and treating them with respect and being courteous.

*Top Predictors for Residential Expectations*



■ Did not met expectations 
 ■ Met expectations  
■ Exceeded Expectations



# INFLUENCE OF STAFF ON EXPECTATIONS BEING MET

For **business** clients it is all about being treated fairly.

Other top predictors for business clients expectations being met or exceeded are getting through to an agent without difficulty, being treated with respect and staff being courteous.

## Top Predictors for Business Expectations



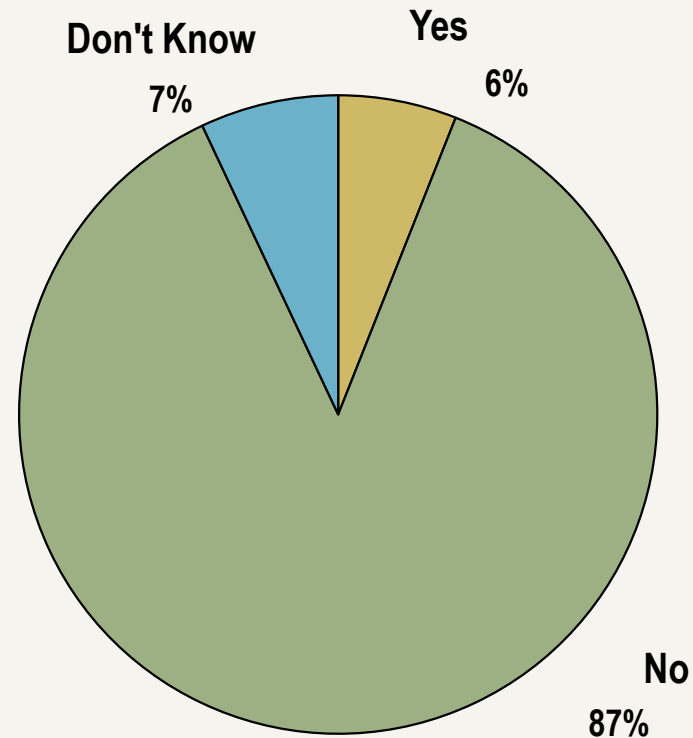
■ Did not met expectations ■ Met expectations  
 ■ Exceeded expectations



# 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 (87%) said that staff had not made any errors; a slight improvement since the previous year (85%).
- 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 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

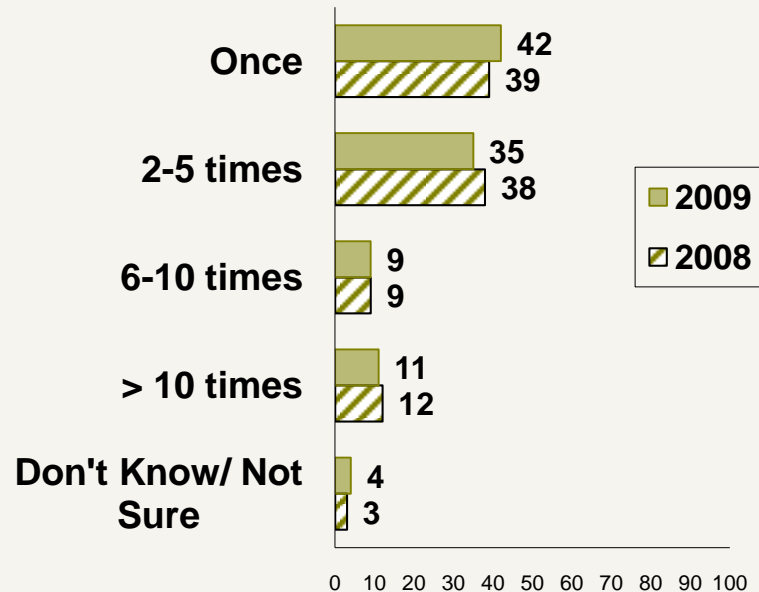
Respondents were asked how many times over the past twelve months they have contacted *Access St. John's*.

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

Forty-two percent have contacted *Access St. John's* **just once** while 11% have made **more than 10** contacts.

Business clients contact *Access St. John's* most frequently; 36% more than 10 times compared to 3% for residential.

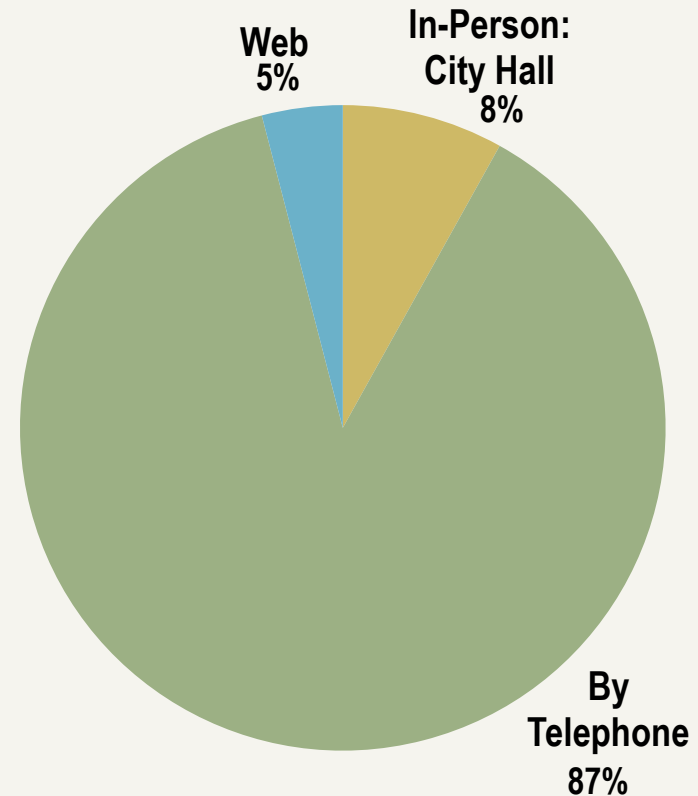
## *How many times in the past year have you contacted Access St. John's?*



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# CONTACT TYPE

- Respondents were selected from the Access St. John's **telephone** contact database.
- During the 12 month period, 5% also contacted the City online and 8% 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.

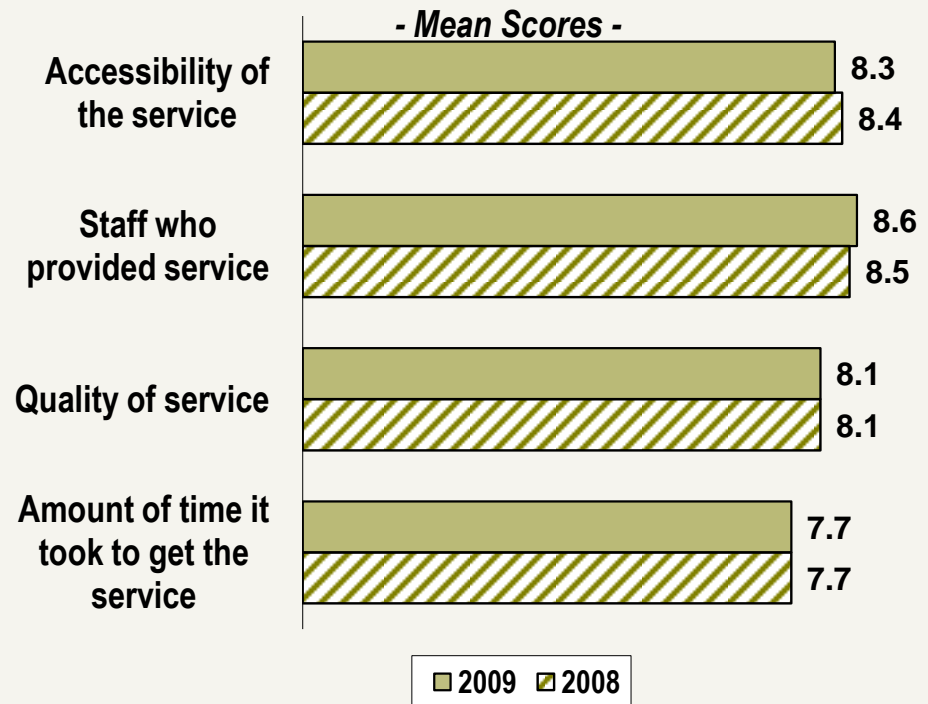
# SATISFACTION WITH ACCESS ST. JOHN'S – MULTIPLE CONTACTS

The time it took to get the service (7.7) and the quality of service provision (8.1) received the lowest ratings. These ratings are consistent with the ratings in the previous year.

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

- i) **quality of service** (8.7 vs. 7.9)
- ii) **staff** (9.0 vs. 8.4)
- iii) **timeliness** (8.0 vs. 7.6)

*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]*



# CONCLUSIONS AND RECOMMENDATIONS



2010 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 8.6 to 9.2 on a 10-point scale.
- Ratings on all key drivers of service quality were consistent with 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 frequent users of Access St. John's and are generally 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 78% 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;
  - staff are courteous.

# CONCLUSIONS (cont'd)

- **Business** clients are most likely to have their expectations of service from Access St. John's met or exceeded when:
  - they feel they are treated fairly;
  - they get through to an agent without difficulty;
  - the staff are respectful;
  - the staff are 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, garbage collection and snow clearing or service from other City departments.
- Business clients were likely to note that errors did not relate to Access St. John's.

# 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:
  - treating clients fairly;
  - understanding the needs of clients;
  - the need to go the 'extra mile' for clients;
  - and treating clients with respect and being courteous.

# 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 and email to increase access to service and to ease the burden on telephone service during peak periods.