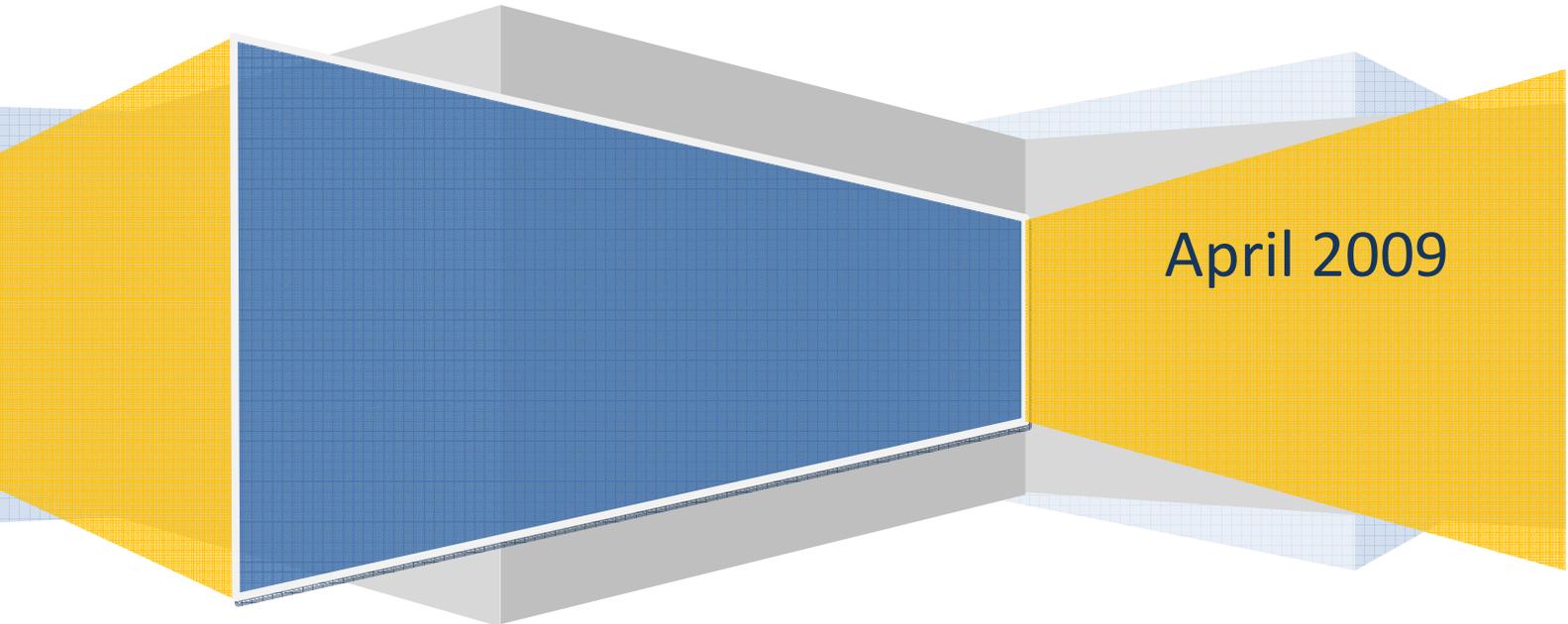


BCeID Customer Feedback Strategy

Advanced Management Report, 598

David Chow



April 2009

Table of Contents

- List of Acronyms..... 4
- Executive Summary..... 5
 - This Report* 5
 - General Recommendations*..... 7
- 1.0 Introduction 9
- 2.0 Background 10
 - 2.1 BCeID Program* 10
 - 2.2 Basic BCeID Account*..... 10
 - 2.3 Business BCeID Account* 10
 - 2.4 Personal BCeID Account* 10
 - 2.5 Benefits of BCeID to Customers and Government*..... 11
- 3.0 Literature Review 12
 - 3.1 Measuring Customer Satisfaction* 12
 - 3.2 Smart Practices*..... 13
 - 3.3 Survey Design* 14
- 4.0 Environmental Scan..... 17
 - 4.1 FrontCounter BC* 17
 - 4.2 Ministry of Finance – OneStop* 17
 - 4.3 Ministry of Transportation and Infrastructure (MoT)* 18
- 5.0 Project Methodology 20
 - 5.1 Survey Methodology* 20
 - 5.2 Survey Questionnaire* 20
- 6.0 Discussion..... 22
 - 6.1 Survey Methodology* 22
 - 6.2 Target Population*..... 25
 - 6.3 Survey Questionnaire* 26
 - 6.4 Addressing Response Rate and Non-Response Bias*..... 29
 - 6.5 Smart Practices to Increase Response Rate* 31
 - 6.6 Gathering Informal Feedback*..... 32
 - 6.7 Approvals from Government Bodies* 33
- 7.0 Recommendations 35

7.1	<i>Web-based Survey</i>	35
7.2	<i>Survey all New Customers</i>	35
7.3	<i>Final Survey Questionnaire</i>	35
7.4	<i>Give Customers “Heads up”</i>	39
7.5	<i>Motivate Respondents to Participate in Survey</i>	39
7.6	<i>Compare Early and Late Respondents</i>	39
7.7	<i>Comments/Suggestions Box</i>	40
7.8	<i>Adopt Measures and Policies to Protect Personal Information</i>	41
7.9	<i>BCeID Application Requirements</i>	41
8.0	<i>Conclusion</i>	42
	<i>Bibliography</i>	43
	<i>Appendix A: Core CMT Questions</i>	46
	<i>Appendix B: FrontCounter BC Satisfaction Survey</i>	47
	<i>Appendix C: OneStop Customer Satisfaction Survey</i>	50
	<i>Appendix D: Ministry of Transportation and Infrastructure Customer Satisfaction Survey</i>	51
	<i>Appendix E: Briefing Note to Executive Director</i>	58
	<i>Appendix F: Challenge Wall Session</i>	61
	<i>Appendix G: PAB Approval</i>	64
	<i>Appendix H: Privacy Impact Assessment</i>	66

List of Acronyms

CMT: Common Measurements Tool

ICCS: Institute for Citizen-Centred Service

LCS: Labour and Citizens' Services

LOB: Line of Business

MoT: Ministry of Transportation and Infrastructure

OCIO: Office of the Chief Information Officer

POS: Point of Service

WAS: Workplace Application Services

Executive Summary

This Report

The BCeID program is a provincial government initiative designed to provide a cross-government approach for the identification and authentication of individuals, businesses, and organizations (customers¹) wishing to use government online services. Currently, BCeID supports three types of accounts (Basic, Business and Personal BCeID) which enable customers with the appropriate credentials to securely logon to participating government online services.

The authentication and identity verification services that BCeID provides to the various government online services benefit both the customer and the government. From the customer perspective, a BCeID account enables the customer access to various government online services with a single username and password. Furthermore, it allows the customer “24/7” access to government online services while offering them another service channel through which they can interact with government.

From the government perspective, BCeID offers economies of scale for IT infrastructure and expertise. Since BCeID is a shared service and is the government standard for public access to government online services, BCeID enables the government to leverage one identity verification event across government. This allows the different government online services to focus on their mandate rather than expending resources to develop their own identity verification system.

Since the launch of BCeID in 2002, the program has experienced tremendous growth. Currently, BCeID supports over 100,000 customer accounts with this number expected to grow with the recent launch of Personal BCeID and with more government online services coming on board that require the identity verification services of BCeID. Given the growing customer base, it became appropriate to develop a customer feedback strategy that would enable the program to measure customer satisfaction while assisting the program in identifying areas for service improvement. To achieve these two objectives, two key deliverables had to be produced. The first deliverable was to determine the survey methodology that would support the administration of a customer satisfaction survey for the three types of BCeID accounts. The second deliverable was to develop a survey questionnaire that could be used to measure customer satisfaction while also providing BCeID with the necessary information to which it can improve its services.

There were several interrelated factors that provided the impetus for this project. First, the Deputy Minister of Labour and Citizens’ Services (LCS) identified that performance measurement and customer service would become priorities for the ministry. These priorities trickled their way down the ministry and into the Workplace Application Services (WAS) line of business (LOB), which BCeID is a part of. The Executive Director of WAS established the WAS

¹ BCeID refers to “customers” as businesses, organizations, and individuals that have a BCeID account for the purposes of interacting or conducting transactions with the BC government online.

Performance Measures Project, which set out to identify the appropriate performance measures that would be reported in the WAS Business Plan. One of the measures included in the Plan was an overall BCeID customer satisfaction score. To provide this score, a customer satisfaction survey needed to be developed.

The second factor driving this project was that BCeID lacked any formal/informal customer feedback mechanism. Given the growth of BCeID, both management and staff felt it was appropriate to develop a customer feedback strategy where the customers would play a key role in the service improvement initiatives of the program.

It can be argued that this method of service improvement is in line with two major trends within public administration and management. The first is a shift from the “inside out” approach to service improvement to a more “outside-in” approach where the feedback from the customer becomes more integral in guiding service improvement (Erin Research, 2008). The second theme is the increasing emphasis on “evidence” within policy formulation and public sector management (Howard, 2008). In an environment of fiscal restraint, public sector organizations depend on the feedback from their customers to ensure that sound decisions are made about the services and products they provide (Schmidt, 1998). This orientation towards a citizen-centred approach² to service improvement by many of Canada’s public services has elevated Canada as a world leader in this field of research.

The Institute for Citizen-Centred Service (ICCS) is the primary hub of expertise in this field. Over the last ten years, ICCS has conducted various research studies entitled *Citizens First* that examine what drives Canadians’ satisfaction with Canada’s public services. The latest research study, which included a national survey, suggested that the “drivers” of satisfaction with public services are timeliness, knowledgeable staff, ease of access, recent experiences with services, and positive outcome. Based on these “drivers”, an innovative tool has been developed call the Common Measurements Tool (CMT), which is a user-friendly satisfaction survey instrument that allows public sector organizations to compare their customer’s satisfaction over time and benchmark results against peer organizations. The CMT provides organizations with a list of “core” questions which directly relate to the drivers of satisfaction. This smart practice has gained wide acceptance within the BC government with many programs choosing to use the core CMT questions to measure customer satisfaction.

Leveraging the resources provided by ICCS was important in meeting the project deliverables. However, equally important was staff engagement and support. Given the highly specialized areas within BCeID, it was important to gather the input of all staff members. To determine the survey methodology and survey questionnaire, a focus group session was held with all staff members to gather their input and intelligence. Staff members, therefore, played an integral role in the design of the survey methodology and survey questionnaire. The result was that the project incorporated both smart practices and staff input.

² The report will use the term “citizens” to refer to the work done by the Institute for Citizen-Centred Service.

General Recommendations

Section eight of this report sets out nine specific recommendations that will enable BCeID to gather customer feedback for the purposes of measuring customer satisfaction and assisting the program in identifying areas for service improvement. The essence of these recommendations can be summarized by the following four general recommendations:

1. Web-based survey

A web-based survey method should be used in the administration of the BCeID customer satisfaction survey. Although a concern with most web-based surveys is access to the internet, this was in fact not a major concern for BCeID given that customers access to the internet is a requirement to register and ultimately use their BCeID account. Several other survey methodologies were examined during the project. However, only a web-based survey was applicable for the three different types of customers. A web-based method, thus, would prevent any systematic exclusion of a particular customer base that could lead to coverage error.

The web-based survey should be located on the “post logon page”. This page on the website appears immediately after the customer enters their username and password. This optional survey should target all new customers.

2. Survey questionnaire incorporates both smart practices and staff input

The survey questionnaire was developed using resources provided by the ICCS and staff input. During a staff focus group session, staff members were asked to determine the information that BCeID needs from its customers in order to improve its services. Two key findings were derived from this focus group session. First, the session generated sixty-five questions that staff members wished to ask BCeID customers. Upon reviewing the questions proposed by staff, it was discovered that questions raised during the session were similar in nature to the core CMT questions. As a result, the survey questionnaire was able to incorporate both smart practices and staff input.

Second, the focus group session helped clarify what the project meant by “service”. Although BCeID defines itself within government as providing “authentication services,” it was made clear after the focus group session that this narrow definition of service would not be sufficient for the purposes of this project. A broader definition of “service” was needed in order for a customer feedback strategy to have any meaningful benefits to the customer. Thus, the term “service”, for the purposes of service improvement should encompass not only authentication services, but also website information service, and customer service from both the Point of Service (POS) location and the BCeID Help Desk.

3. Adopting smart practices in increasing response rates

A major concern in most surveys is low response rates. Despite this concern, there are no minimum acceptable response rates in Canada or a threshold that can be used to determine whether survey results are vulnerable to non-response bias. This type of bias occurs when respondents to a survey are different in terms of demographic or attitudinal characteristics than from those who did not respond. Given the general decline in survey response rates, steps should be taken to strive to obtain the highest practical rate while factoring in respondent burden and data collection costs. BCeID should adopt some smart practices in increasing response rates such as providing advanced notice to customers regarding the survey, motivating customers to participate, providing a well designed questionnaire that is easily understood, and providing customers with the option of completing the survey at a subsequent logon.

To estimate non-response, some researchers equate individuals who respond to the survey at a later date with non-respondents. The assumption here is that late respondents might approximate non-respondents to some extent since if the surveyor had not taken the extra effort to reach these people, they would have been non-respondents as well. To adapt this to BCeID, comparisons can be made between those who responded to the survey within 14 days of their registration and those who responded after 14 days. If a comparison of these two groups reveals no statistical differences in satisfaction scores, then the survey results can be reported to the WAS Business Plan with greater confidence. Although this method is a good proxy for measuring non-response, it may still not capture the true extent of non-response bias in the survey results.

4. Include a Comments/Suggestions Box

BCeID should include a Comments/Suggestions Box on its “Contact Us” web page to allow customers another method of providing feedback. Although this is a less formal method of gathering customer feedback compared to the systematic approach of a survey, it can still provide BCeID with valuable insight about the needs, problems and preferences of its customers. Furthermore, it allows customers who either did not wish to complete a customer satisfaction survey or those potential customers who gave up registration a different means of providing their feedback.

1.0 Introduction

The overall goal of developing a BCeID customer feedback strategy is to enable the program to measure the level of customer satisfaction that would meet the WAS Business Plan requirement while helping the program identify areas for service improvement. To transform this goal from the conceptual stage to reality, two key deliverables needed to be achieved. First, a survey methodology that would support a customer satisfaction survey for our three types of customers needed to be determined. The second deliverable was to develop a survey questionnaire that could be used to measure customer satisfaction while also providing BCeID with the necessary information so that it can improve its services.

The report will begin with a brief background of the BCeID program stating its purpose, products, and benefits to both government and customers. This is followed by a literature review, which discusses the purpose of measuring customer satisfaction and smart practices relating to surveys and their design.

Section four is the environmental scan section, which is the primary research section of the report. The purpose of this section is to discuss the different satisfaction surveys done within the BC government and to determine whether BCeID can adapt and learn from the organizations that have already done satisfaction surveys.

Section five is the project methodology section. This section describes the steps taken to determine the survey methodology and survey questionnaire that would be most appropriate for BCeID. Section six is the discussion section of the report. The discussion section identifies some of the major findings during the project period including the rationale behind selecting a web-based survey method and the factors that were considered in the design of the survey questionnaire. The discussion section also examines the implications of low response rates and non-response bias in satisfaction surveys, as well as the approvals needed by government agencies to push this project forward.

Section seven is the recommendations section of the report. This section provides the BCeID program with nine specific recommendations that it should adopt in order to successfully implement a customer feedback strategy. Concluding remarks follow.

2.0 Background

2.1 BCeID Program

The BCeID program is a provincial government initiative designed to provide a cross-government approach for the identification and authentication of individuals, businesses, and organizations (customers) wishing to use government online services (BCeID, 2008). The foundation of the BCeID program is the BCeID application, which has been designed to facilitate a user-friendly process to uniquely identify individuals and businesses, and authenticate their access to online services for which they are authorized. Currently, the BCeID program supports three types of BCeID accounts (BCeID, 2008):

2.2 Basic BCeID Account

A Basic BCeID account is used for access to online services that do not need to know who the customer is, but may need to recognize the customer when they return. The customer registers online and is not required to provide any proof of their identity. For example, some government online services are open and free to anyone, but might keep information about previous transactions to enable customization based on past behaviour. In another instance, some government online services require a payment for service, but do not have any eligibility requirements that require identity verification. These types of service can accept a Basic BCeID (BCeID, 2008).

2.3 Business BCeID Account

A Business BCeID account is used for access to online services that require a verified business or organization identity. Registered BCeID businesses create and manage accounts for their representatives. To register a business with the BCeID program, an individual who can legally bind the business (or an authorized individual) initiates registration online. Information is provided about the organization including some proof of the identity of the organization. Businesses can have multiple accounts so that different representatives can be authorized for different roles in working with government.

Different organizations are identity-proofed in different ways. For example, for companies registered with the B.C. Corporate Registry, the identity can be verified online. For some unregistered companies, proprietorships, and partnerships, the applicant must provide proof of identity at a BCeID POS location. Upon successful registration, the registrant is given a Business BCeID account which has the power to create other accounts for the organization.

2.4 Personal BCeID Account

A Personal BCeID account is used for access to online services that require a verified identity for a person interacting with government as an individual (i.e. not in a business context). The individual initiates registration online and is required to provide proof of identity to an authorized service agent at a BCeID POS location such as Service BC and FrontCounter BC. A service agent verifies the person's identity documents to ensure that they are who they claim

to be. Government online services require this level of identity verification when it matters that the account represents an individual with a verified identity (BCeID, 2008).

2.5 Benefits of BCeID to Customers and Government

By registering for a BCeID account, customers can access numerous BC government online services anywhere, anytime with one single user ID and password. From this customer perspective, the BCeID Program allows for convenient “24/7” access to government online services while maintaining a high level of security by using technologies, policies, network of support, POS Provider, all of which are designed to prevent unauthorized access to personal information.

From the perspective of the BC government, BCeID provides the benefit of cost savings to the government through economies of scale for IT infrastructure and expertise (BCeID, 2008). BCeID eliminates the need by different ministries to develop their own identity verification and authentication systems. Ministries can therefore focus on their mandates rather than using resources to develop their own verification systems.

BCeID is also the provincial government standard sanctioned by the Office of the Chief Information Officer (OCIO) to provide secure public access to government online services. As such, it is able to leverage one identity proofing event across government (BCeID, 2008). Furthermore, changes to legislation or policy related to identity management will be reflected in BCeID thus, ensuring a common level of legal and privacy oversight across online services in government (BCeID, 2008).

3.0 Literature Review

3.1 *Measuring Customer Satisfaction*

Providing good service is a valuable objective in and of itself (Erin Research, 2008). This is perhaps more important within the public sector where some have argued that satisfaction with public service contributes to citizens' confidence and trust in government and public institutions (Erin Research, 2008). In Canada, a biennial survey series called *Citizens First* has been institutionalized, which measures Canadians' satisfaction with a variety of different government services (Howard, 2008). In the latest iteration, Citizens First 5, a complex model has been developed that describes the relationship between citizens' confidence in government and public service, and their overall service satisfaction (Erin Research, 2008). Citizens First describes the elements that impact citizens' confidence as the "drivers of confidence". These drivers, which Citizens First argues to be within the control of the public service include service reputation, service impact, public service management, public service is in touch, satisfaction with recent service, and public service is honest and fair (Erin Research, 2008). Although this model provides some insight into the relationship between citizens' confidence in government and overall service satisfaction, it does not account for the other elements that are outside the control of the public service, but can nevertheless influence citizens' confidence in government. These elements include information presented by the media, politics, and government policy (Erin Research, 2008).

The increasing popularity of surveys within the public sector can be associated to two major trends within contemporary public sector organizations. The first is a shift from the "inside out" approach to service improvement to a more "outside-in" approach where the preferences of the citizens become more integral in guiding service improvement (Erin Research, 2008). The second theme is the increasing emphasis on "evidence" within policy formulation and public sector management (Howard, 2008). In an environment of fiscal restraint, public sector organizations depend on feedback from their customers to ensure that sound decisions are made about the services and products they provide (Schmidt, 1998). Many public sector organizations face the challenge of balancing increase demands for services while facing resource constraints. Surveying customers can help determine their service expectations and satisfaction levels, while providing valuable information to organizations for decision making and strategic planning (Schmidt, 1998). Citizen surveys therefore are an appealing proposition to managers who want to enhance public input while using the survey findings as evidence for official decision making (Howard, 2008).

From a program perspective, there can be numerous benefits to gathering feedback from customers. These benefits, which are highlighted in Schmidt's "A Manager's Guide", include:

Table 1: Benefits of surveying, from Schmidt (1998, 6)

1. Identify opportunities for service improvements	2. Identify what clients want as opposed to what organizations think they want
3. Allocate resources more effectively to meet client priorities by targeting high service priorities and reducing or eliminating services that clients do not value, (where appropriate)	4. Develop proactive responses to emerging client demands, reducing crises and stress for staff and clients
5. Provide feedback to front-line staff, management, and political leaders about program effectiveness	6. Evaluate the achievement of the organization's mandate and even substantiate amendments to the mandate
7. Strengthen the strategic planning process	8. Evaluate the effectiveness of new program strategies (for example, assess success of newly implemented technologies from the clients' perspective)
9. Validate requests for increased resources to areas in need of improvement	

3.2 Smart Practices

Canada is considered a leader in the field of citizen-centred service research. The Institute for Citizen Centred Service (ICCS) is the primary hub of expertise in this field and sets out in its mission “to promote high levels of citizen satisfaction with public-sector service delivery” (ICCS, Mission and Mandate, 2008). To meet its mission, the ICCS assists public sector organizations across Canada and around the world in “identifying and applying innovative, best practice service solutions which support quality service across all channels and respond effectively to citizens' service needs” (ICCS, Mission and Mandate, 2008). One of the innovative tools supported by the ICCS is the Common Measurements Tool (CMT).

The CMT is an award winning tool that was first introduced in 1998 as a user-friendly satisfaction survey instrument that allows public sector organizations to compare their customer's satisfaction over time and benchmark results against peer organizations (ICCS, About the Common Measurements Tool, 2008). The CMT provides a list of “core” questions that measure the key “drivers” of satisfaction (**see Appendix A**). The key drivers are derived from the Citizens First national survey of Canadians on what drives their satisfaction with public service. In its fifth iteration, the survey concluded that the key drivers of satisfaction are timeliness, knowledgeable staff, ease of access, recent experiences with services, and positive outcome (Erin Research, 2008). The “core” questions directly relate to the drivers of satisfaction, and ICCS recommends that they be used in all public sector satisfaction surveys to facilitate benchmarking against peer organizations (ICCS, CMT User Manual, 2003). The CMT

also enables organizations to customize their satisfaction survey by providing a list of non-core questions from its “question bank” that meets the needs of the organization.

The CMT has been carried out at both the federal and provincial levels of government. At the federal level, the Treasury Board of Canada Secretariat has produced a “How to Guide” for program areas that wish to implement service improvement initiatives based on the customer survey results (TBS, 2002). Both Veteran Affairs Canada and Canadian Heritage have used the CMT as a baseline to measure customer satisfaction and to establish priorities for service improvement.

The CMT has also been used by the Government Agents Branch in British Columbia. (ICCS, CMT Case Studies, 2008). Between 1998 and 2003, the branch conducted multiple customer satisfaction surveys using the CMT and incorporated some non-CMT questions to its survey. It has subsequently incorporated the survey results into the Ministry Service Plan and Annual Service Plan Report to provide accountability at the Minister and Deputy Minister level. Furthermore, the branch has implemented a service improvement plan based on the lessons learned from the survey results.

3.3 Survey Design

The use of surveys in government to measure performance and improve program delivery is widespread (Magee, 2001). However, to maximize the benefits of conducting a survey, organizations must understand survey complexities enough to conduct the work in-house or to monitor the work done by contractors. To ensure a sound outcome, there are three phases to survey design that organizations undertaking a satisfaction survey should be aware of:

Phase 1: Planning and Design

The planning and design phase consists of designing and pre-testing the survey questionnaire, and determining the best method of conducting the survey. Survey questionnaires are constructed by determining the questions that support the objective of the survey and the response format, writing the introduction to the questionnaire, and determining the content of the final questionnaire (Hayes, 2008).

Within the literature, there are at least six survey methods. They include mail-back form; mail-out survey; telephone survey; in-person survey; continuous (every nth person); and web-based survey (ICCS, How to Conduct Customer Surveys, 2004). With the increasing uptake of internet usage, web-based surveys have become popular and a cost-effective method for organizations that want to collect feedback from customers. This popularity has given rise to an organization called WebSurveyMethodology (websm.org), which is dedicated to the methodological issues

of web surveys as well as covering areas of interaction between modern technologies and survey data collection (Websm, 2008)

In addition to lower costs, web-based surveys are also popular since they provide organizations with instant feedback, avoid data re-entry, and allow for ease of sending reminders to non-respondents (Hayes, 2008). Web-based surveys provide flexibility as they allow organizations to customize their survey questionnaires based on the different types of customers (Umbach, 2004).

Although the planning and design phase is focussed on surveys, organizations can also look at more informal methods of gathering customer feedback (ICCS, How to Conduct Customer Surveys, 2004). For instance, using everyday opportunities such as a comment/suggestion box can provide organizations with valuable information to improve its services. In fact, many organizations rely solely on this informal method to acquire customer information (McCord, 2002). This method should not be overlooked as it can complement the more formalized approach of gathering customer feedback such as a satisfaction survey.

Phase 2: Conducting Survey

The second phase consists of determining the survey population, sampling, sending survey communications and monitoring the survey responses (Magee, 2001). Underpinning this phase is confidentiality of respondents. This can be accomplished by assuring respondents of the confidentiality of their responses and developing mechanisms internally to safeguard responses. In the context of web-based surveys, website integrity is an important layer also to consider. Ensuring confidentiality should be a cornerstone in the design of the web-based survey.

To ensure the integrity of the survey, only the appropriate customers should be able to participate in the survey (Magee, 2001). In a web-based service environment, the survey can be restricted to only those that have a user name and a password. Once this occurs, eligible respondents should only be able to respond once to avoid any data duplication (Magee, 2001).

The conducting survey phase also includes monitoring and tracking of responses such as the ability to measure response rates and provide follow up to non-respondents.

Phase 3: Analysis and Presentation

The final phase includes analysis of the data. This can include tabulating results, conducting statistical analysis, and generating graphs, tables, and reports. The survey results can be presented to internal and/or external stakeholders either on the intranet or internet (Magee,

2001). This will largely depend on the maturity of the organization and the relevance of presenting the information to stakeholders.

4.0 Environmental Scan

An environmental scan was conducted to determine the prevalence of customer satisfaction surveys within the BC government. Over the last several years, various ministries and government programs including Service BC, Forest Science Program, and the Ministry of Transportation and Infrastructure (MoT) just to name a few have conducted satisfaction surveys using various survey methodologies to gather information about their customers and their satisfaction with the services/products being provided. During the time of this project, three organizations within the BC government that have conducted customer satisfaction surveys were consulted to gain greater insight into this process.

4.1 FrontCounter BC

FrontCounter BC provides a single point of contact for customers of provincial natural resource ministries and agencies. According to the website, the launch of FrontCounter BC was the result of a 2004 government survey of natural resource customers who expressed a desire to have a single window service provider to make it easier for them to conduct regular business and pursue different business opportunities (Front Counter BC, 2008).

FrontCounter BC has carried on this tradition of soliciting customer feedback by using several methods to determine customer satisfaction. One method used is a post-card survey, which allows customers who had visited a FrontCounter BC location to voice their level of satisfaction with the services being provided (Analyst, 2009).

As more services became offered online, a web-based survey was launched in 2008, which was modelled on the questions asked in the post-card survey. The satisfaction survey asks a total of seventeen questions made up of both open and close-ended questions and core and non-core CMT questions (**see Appendix B**). The feedback provided assists the nine different FrontCounter BC Offices to improve different service areas, from accessibility of the office location to the professionalism and fairness of the representatives. Furthermore, the survey and feedback results are used as a reward tool to recognize offices that have delivered exceptional services (Analyst, 2009). To supplement the post-card and web-based surveys, FrontCounter BC has solicited the services of BC Stats to conduct a more comprehensive survey.

4.2 Ministry of Finance – OneStop

The OneStop Business Registry is a public sector partnership that provides integrated Business Registration, Business Address Change and Liquor Licensing services based on the Business Number (OneStop, 2009). To access some of its services, users must first register for a OneStop ID. It is at the end of the registration process when users are asked to provide feedback on the registration session. The questionnaire is short and has both open and close-ended questions

(see **Appendix C**). A comment box is provided in the questionnaire which provides customers the opportunity to offer comments and suggestions about OneStop's services.

Customer feedback has allowed OneStop to improve its services. For instance, users were recommending that time could be saved during the registration process if the mailing address could auto-generate based on entering just the postal code. This feedback was used with OneStop taking action to link its application with the Canada Post postal code database.

A feature from OneStop that stands out compared to other public sector programs is that the website provides a link that shows the aggregate survey responses and response rates over a three-month period. Response rates differ depending on the purpose for registering for an OneStop ID. For business registration, response rates on average exceeded 40% while for change of address, the average exceeded 80%.

4.3 Ministry of Transportation and Infrastructure (MoT)

MoT is responsible for various activities including planning transportation networks, providing transportation services and infrastructure, developing and implementing transportation policies and administering various transportation-related acts and regulations (MoT, 2009). As part of its Service Plan, MoT undertakes satisfaction surveys to measure the level of customer satisfaction and to compare survey results over time. The results are then evaluated to determine the areas where improvements can be made.

The 2008 customer satisfaction survey builds on the previous six surveys conducted by the ministry (see **Appendix D**). The survey was administered using various methods including telephone, mail, in-person interviews and the web. The web-based survey was introduced recently given the challenge of gathering feedback using the other methods. According to the MoT representatives, the web survey has been the most successful to date due to its low costs and the convenience of not needing to re-enter the data. Furthermore, the web-based survey addresses the issue of convenience to the customers as the representatives had indicated that most customers wanted to respond to the survey at a time that fit their schedule. The web-based survey, thus allows the customer to decide when it wants to complete the survey.

The survey is composed of core CMT questions and ministry specific questions. Core questions remain unchanged as they are universal across customer groups and facilitate comparisons over time while the ministry specific questions do change to reflect changing responsibilities and/or priorities. Both core CMT and ministry specific questions ask the customers both the level of satisfaction and the level of importance they place on a particular service or attribute.

To complement the metric or close-ended questions, the survey includes open-ended questions where customers can comment on the reasons behind their satisfaction and dissatisfaction.

Although most survey participants do not provide a response to the open-ended questions, the comments are valuable as it guides MoT in identifying areas where it can improve. In the 2008 survey, responses provided in the open-ended questions were grouped into themes. These themes included:

- No response to requests after initial contacts through telephone or email;
- Difficult to get a hold of the right staff member;
- A prompt response or decision is expected;
- Incorrect information or an unsatisfactory response was given; and
- Staff lack knowledge in certain areas

As the survey questionnaire is constructed in a way that allows the ministry to evaluate the level of customer satisfaction by district, client group, service, and contact method respectively, MoT is able to generate different reports by controlling for these different variables.

5.0 Project Methodology

The customer feedback strategy project had two main deliverables. The first deliverable was to determine the most appropriate survey methodology that would support the administration of a customer satisfaction survey for Basic, Business, and Personal BCeID customers. The second deliverable was to develop a survey questionnaire that could be used to measure customer satisfaction and help BCeID identify areas for service improvement. To accomplish both deliverables, the following methodologies were applied.

5.1 Survey Methodology

Determining the survey methodology required a review of the current BCeID registration processes. This was facilitated by using the “training” BCeID application website to assess the different registration paths for Basic, Business and Personal BCeID.

Determining the survey methodology was also guided by a review of the different surveys within the BC government and their objectives, and a review of the different survey methodologies to assess their strengths, weaknesses and applicability to the BCeID program.

5.2 Survey Questionnaire

Developing the survey questionnaire was a two-step process. First, the questionnaire was informed by the environmental scan section, and resources provided by ICCS. These ICCS resources included “How to Conduct Customer Surveys,” “CMT User Manual,” and the “CMT Question Bank.” The three documents are designed to help public sector organizations undertaking satisfaction surveys and to maximize the benefits of using the CMT questions. Questions prepared by the CMT were reviewed to determine their applicability to the BCeID program.

The second step in developing the survey questionnaire involved staff consultation. This was an important step in developing the survey questionnaire as it encouraged staff participation and ultimate buy-in of the project. To gather input and intelligence from staff members, the “Challenge Wall” tool was used, which was adopted from the Field Guide for Learning Organisation Practitioners and produced by the National Managers’ Community (NMC, 2002). The Challenge Wall tool is a simple instrument designed to bring forward all the challenges faced around an issue very quickly with equal input from all team members (NMC, 2002). Team members were asked to think quietly for 5 minutes to answer the following question:

In order to improve our services, what questions do we need to ask our customers?

Team members were then asked to write their questions on to post-it notes and post them on the wall and grouped them based on themes. Team members were asked to provide a title for each theme and to review each question to determine whether it should be moved to a different theme. The benefit of the Challenge Wall session was that it allowed for quick intelligence gathering and encouraged quiet team members to participate by allowing for quiet thinking.

Gathering staff input was also a proxy for pre-testing the survey questions on customers. As it was not feasible to pre-test questions on actual customers due to time constraints and financial resources, gathering staff input became a viable substitute.

6.0 Discussion

6.1 Survey Methodology

Four different survey methodologies were examined to determine whether they can be used in the administration of a BCeID customer satisfaction survey. Each option was assessed against the criteria of cost and effectiveness. Cost refers to both the time and resources needed to implement and administer the survey. Effectiveness here refers to whether the survey methodology is applicable to the three types of BCeID customers. This is to prevent any systematic exclusion of a particular customer base that could lead to coverage error. For instance, a telephone survey to measure customer satisfaction would work for Personal BCeID customers, but not for Basic BCeID customers since they do not provide their telephone number during registration. Various scenarios were similar to this. Although, it is possible to do a mix-mode survey, where several survey modes are used (telephone, web, in-person, etc), concerns about administration cost and resource constraints negated this option. The case for funding a web-based survey was summarized in a briefing note to the Executive Director, (**see Appendix E**).

After reviewing the registration processes for Basic, Business, and Personal BCeID, it was determined that the survey method that would support a survey for all three customer types was a web-based survey. Although a major concern of web-based survey within the literature is access to the internet (Fleming, 2009) , this was in fact not a major concern for BCeID given that customers must have access to the internet in order to register and ultimately use their BCeID account. Table 2 summarizes how each option meets and did not meet the criteria. This is followed by more detailed analysis of each of the four options.

Table 2: Survey Methodology Measured Against Effectiveness and Cost

	Mail Out	Telephone	Face to Face	Web-based
Effectiveness	Only works for some Business BCeID customers; would not work for Basic and Personal BCeID customers	Excludes Basic BCeID customers, and Personal and Business BCeID customers who selected another preferred method of contact; difficult to conduct survey during work hours	Only works with Personal BCeID customers and 20% of Business BCeID customers; POS unlikely to support option; extremely difficult to implement	Works for Basic, Business and Personal BCeID customers
Cost	Mail administration; data re-entry	High cost to contract out telephone survey; impact to customer service if done in-house; data re-entry	Payment to POS partners; training costs; data re-entry	Avoids data-re-entry; moderate start up cost

6.1.1 Mail-out

An assessment was made to determine whether a mail survey questionnaire could be attached to the current mail-outs that BCeID provide to its customers. However, only in limited circumstances and particularly with Business BCeID does the BCeID program correspond with its customers by mail. Customers with Business and Personal BCeID have the option of selecting their preferred method of contact. Thus, conducting a mail-out survey would systematically exclude those that selected other contact methods such as telephone and email. Furthermore, a mail-out survey would exclude all Basic BCeID customers since they are not required to provide their preferred method of contact.

A mail-out survey would also be difficult to administer and costly given the lack of staff resources. In short, given current budget constraints, it is not possible to hire someone specifically to conduct a mail-out survey. Furthermore, current staff members simply do not have the time to administer a mail-out survey, let alone re-enter the data once the completed survey is received.

6.1.2 Telephone

A telephone survey does not meet the effectiveness criterion due to several factors. First, Basic BCeID registrants do not need to provide their telephone number to BCeID, therefore this survey method would systematically exclude all Basic BCeID customers, which is approximately 50% of BCeID’s customer base. Second, Personal and Business BCeID registrants have the

option of selecting their preferred method of contact, which include telephone, email and mail. Like the limitation of the mail-out survey, a telephone survey thus would exclude those that have selected a different preferred contact method.

Cost considerations as well as practicality of conducting a telephone survey made this option untenable. Contracting out the telephone survey to BC Stats was discussed, but after a cost estimate was obtained, this option was not considered sustainable given the current budget restraint within the ministry. Although a telephone survey could conceivably be done in-house, current staffing level would not be able to adequately conduct a telephone survey without substantial impact to customer service.

6.1.3 In-Person

BCeID faces several limitations that make this option unworkable. First, Basic BCeID registrants do not visit POS locations. Second, only approximately 20% of Business BCeID registrants need to visit a POS location to complete their registration since the organization identity cannot be verified online. As such, conducting an in-person survey at a POS location would exclude all Basic BCeID registrants and approximately 80% of Business BCeID registrants. Since a significant majority of customers do not need to visit a POS location, an in-person survey would not be able to capture enough information for BCeID to improve its services.

Second, POS agents provide identity verification services for BCeID on a cost recovery basis. Each time a Personal BCeID registrant visits a POS location, BCeID must compensate the appropriate POS partners. Compounding this option is that each partner has different cost recovery rates. Conducting an in-person survey would take up additional time of the POS agent and require additional training, which would lead to increase cost for BCeID. After meetings with management, it was determined that POS partners are unlikely to take up additional responsibilities on behalf of BCeID given that they must also meet their day to day responsibilities.

6.1.4 Web-based

A web-based survey was the only option that would allow all three types of customers to participate in the survey. Although a web-based survey could take many forms, it was determined that the most appropriate placement of the web-based survey was on the “post-logon page”. This page appears immediately after a customer enters a valid username and password. Although it is conceivable to conduct the survey at the registration confirmation page, this location would not work for Personal BCeID customers since their confirmation occurs at a POS location rather than on the webpage. Thus, the post-logon page was deemed the most appropriate.

A web-based survey also met the cost criterion. Given that the other survey options were difficult to administer due to resource constraints, the web-based survey would use the least amount of resources since it avoids data re-entry and reports can be automatically generated. Although web-based surveys offer many benefits, they are not without their limitations. For example, web-based surveys tend to encounter difficulty in encouraging survey participation since they require the customers to initiate the process unlike telephone and mail-based surveys. To address this issue, certain smart practices can be adopted that can mitigate some of the limitations with web-based surveys. These practices can be found in section 6.5

6.2 Target Population

6.2.1 New Customers

One of the main reasons for conducting a customer satisfaction survey is to report the results to the Workplace Application Services (WAS) Business Plan. All branches within WAS including BCeID are to report their overall customer satisfaction survey results each fiscal year and to set targets over the next three fiscal periods.

A factor to consider in all surveys is to determine the target population. Although it has already been mentioned that the survey will target Basic, Business, and Personal BCeID customers, an issue is whether the survey will target all customers or only new BCeID customers. To meet the WAS Business Plan requirement, it was decided that it was more appropriate to survey new customers rather than all customers.

First, the customer satisfaction results for each fiscal year should reflect the registration and service experience of that fiscal year. Surveying customers who registered in another fiscal period would not accurately reflect BCeID's performance for the fiscal period that is to be reported. A second factor is the time lag between registration and survey. By surveying only new customers on the post-logon page, customers are able to recall more completely their service and registration experience and can provide valuable information based on their most recent BCeID experience. In contrast, it is unlikely that customers who registered for a BCeID account 3 years ago are able to recall their service and registration experience. A third reason to surveying only new customers is to avoid double surveying. Currently, policies dictate that a Personal BCeID account expires every three years. Surveying only new customers avoids the problem of double surveying where customers are surveyed before their account expires only to be surveyed again once they have renewed their account.

6.2.2 Surveying all new customers

Another issue is whether BCeID should survey all new customers or select only a random sample of new customers to survey. Given the general decline in survey response rates in the twentieth century (Fowler, 2002), it should not be expected that the BCeID customer satisfaction survey will yield a high response rate. Based on this reasonable assumption, management agreed that surveying all new customers was more appropriate.

An illustration would better demonstrate the case. Assume that BCeID gets 100 new customers each month, and the response rate for the survey is 10%. If all new customers were surveyed, there would be a total of 10 responses.

Conversely, BCeID could choose to randomly select every 10th new customer and ask them to participate in a survey. If every new customer who was selected in the random sample participated in the survey, there would be a total of 10 responses out of 100. However, given that the response rate is 10%, all else being equal; a 10% response rate based on a random sample of 10 new customers will yield only 1 response out of 100 new customers. This would not provide BCeID with sufficient information to which it can improve its services.

6.3 Survey Questionnaire

Developing the survey questionnaire involved both the CMT and the Challenge Wall session. The session asked staff members to determine the information BCeID needs from its customers in order to improve its services. The session produced a total of sixty-five questions broken into six themes (**see Appendix F**). Upon reviewing the questions proposed by staff, it was discovered that questions raised during the session were similar in nature to the “core” CMT questions. This result allowed the survey questionnaire to incorporate both smart practices (CMT) and staff input.

The Challenge Wall session also shed light on what this project meant by “service”. Although BCeID is marketed to the different government online services as providing “authentication services”, it was clear during the Challenge Wall session that for the purposes of this project, “services” would take on a much broader meaning to encompass not only authentication services, but also website information service, and customer service from both the POS location and the BCeID Help Desk.

The survey questionnaire went through several iterations. The final survey questionnaire can be found in the recommendations section. Below is a list of factors that were identified and contributed to the content and display of the final questionnaire.

6.3.1 Open vs. close-ended questions

The final version of the BCeID survey questionnaire incorporates both open and close-ended questions. The close-ended questions are drawn mostly from the CMT core questions with some program specific questions relating to marketing and registration. Close-ended questions such as the core CMT questions allow organizations to compare results over time while providing the benefit of benchmarking results against peer organizations. Close-ended questions typically yield a higher percentage of answers than open-ended questions (Reja, 2003) and can guide organizations on where services/products can be improved. However, one weakness of close-ended questions, in particular the core CMT questions, is that they seldom provide the specific information needed by organizations to improve. For instance, if most respondents answered “strongly disagree” on the core question of “the site is visually appealing”, this information only tells the organization that the site is not visually appealing; it

does not identify the aspects of the site that the respondent believe are actually not visually appealing. In this context, open-ended questions should be used to complement the close-ended questions to clarify issues that are not well understood and to hear the customer’s story in their own words (ICCS, CMT User Manual, 2003).

Generally speaking, open-ended questions provide more diverse answers than close-ended questions since they do not limit the respondents to a list of options being offered (Reja, 2003). The advantage of open-ended questions is that it possible to discover the responses that respondents give spontaneously, rather than suggesting a response as in the case of close-ended questions (Reja, 2003). The final BCeID survey questionnaire has a total of 26 questions, of which seven are open-ended. The open-ended questions were developed based on the input from staff members.

6.3.2 Response scale

The five-point response scale for the survey questionnaire conforms to the scale that is used in CMT based surveys. Since changing the scales prevents any prospect of benchmarking, CMT recommends that the response scales should not be changed (ICCS, CMT User Manual, 2003). However, the five-point response scale also provides benefits when it comes to statistical analysis. Since the five-point scale has a middle-point, it is relatively simple to determine the percentage of positive and negative responses for a given question. This is possible by combining the responses on the ends of the scale - for example, combining strongly disagree with disagree and combining strongly agree with agree (Hayes, 2008). By having a middle-point, respondents are not forced to choose a response on either end, which is the case for a four-point scale where the “neither satisfied nor dissatisfied” or “neither agree nor disagree” options are not available. The labels for both satisfaction and agreement questions should look like the following:

Table 3: CMT Response Scales (ICCS, CMT User Manual, 2003)

Satisfaction	Agreement
5. Very satisfied	5. Strongly agree
4. Satisfied	4. Agree
3. Neither satisfied nor dissatisfied	3. Neither agree nor disagree
2. Dissatisfied	2. Disagree
1. Very dissatisfied	1. Strongly disagree

6.3.3 *Satisfaction and importance*

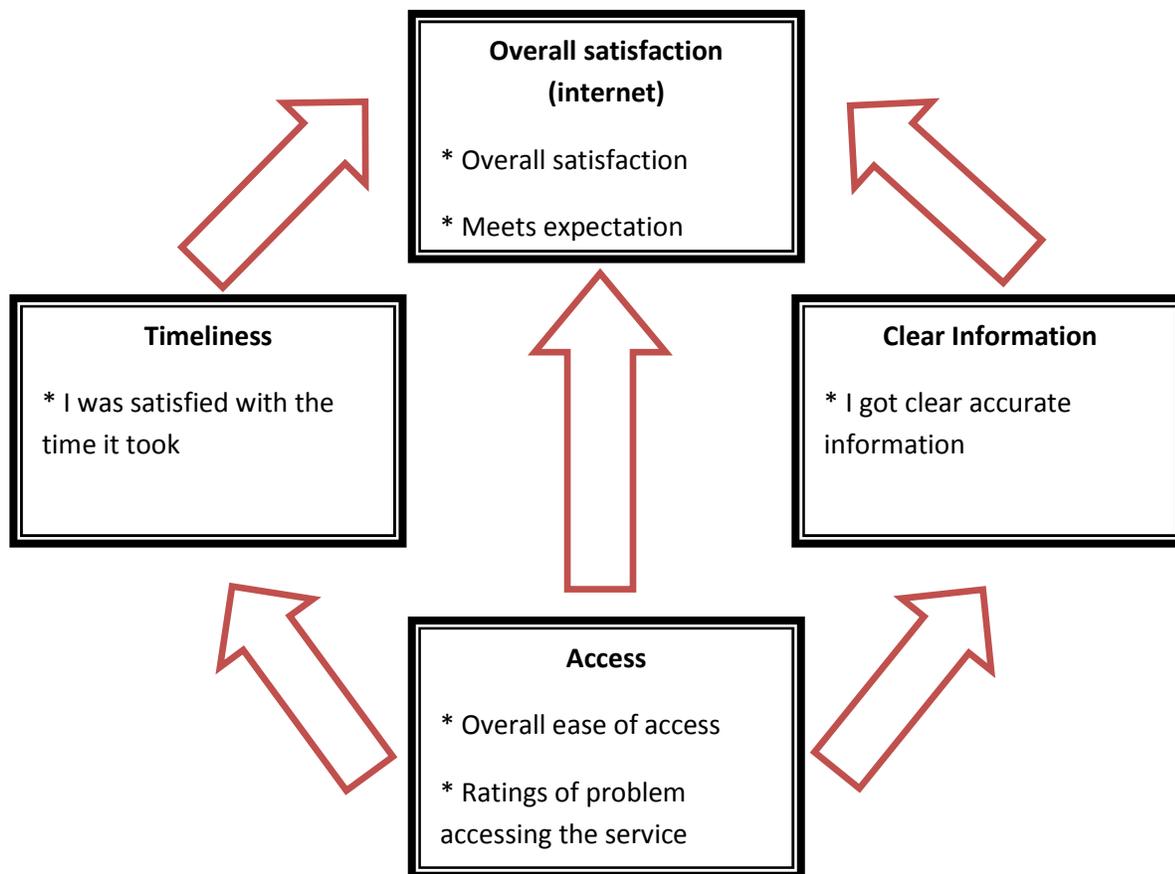
The core CMT questions give public sector organizations the opportunity to ask their customers how well the service was delivered based on what drives customer satisfaction. The CMT also allows organizations to ask how important that aspect of service is to the customer (ICCS, CMT User Manual, 2003). For example, customers might strongly agree with the statement that “the site is visually appealing”. However, this aspect of service delivery might not necessarily be the most important to them. Conversely, customers might strongly disagree with the statement that “the site is visually appealing”, but might consider this aspects of service delivery to be very important.

Including questions on importance has some advantages as it would allow BCeID to measure the gap between performance and importance. However, to keep the survey questionnaire at a reasonable length, questions of importance were excluded in the design of the survey questionnaire. The decision was taken with knowledge that there are other sources in which levels of importance could be determined.

First, the core questions are derived from the drivers of customer satisfaction. As such, asking customers about the level of importance for each of the core questions seem redundant since it is implicit that what drives customer satisfaction is what customers believe to be the most important elements of getting that service.

Second, there are other sources that BCeID can draw from to determine the most important elements to online service delivery. In Citizens First 5, a model has been developed that explains the elements that impact satisfaction with online services. The model is based on the respondents to the Citizens First survey who sought their services online. Figure 1 illustrates that timeliness, clear information, and access are elements that are most important to overall satisfaction with online services. For instance, respondents who were satisfied with the time it took to receive an online service were more likely to rate overall satisfaction higher than those who were dissatisfied with the time it took to receive an online service. The model also illustrates that timeliness and clear information are impacted by access. For example, a customer who finds it difficult to access an online service due to poor information or dead ends on the website will likely indicate that access was difficult and give a low score for clear information. Difficulty in accessing the online service will also affect how respondents rate the timeliness of the service (Erin Research, 2008).

Figure 1: Drivers of satisfaction for online services (Erin Research, 2008)



6.4 Addressing Response Rate and Non-Response Bias

Response rate here refers to the proportion of new customers who participated in a survey compared to the actual number of new customers. New customers are only those individuals that completed their registration and have a username and password. Response rate is calculated by dividing the number of new customers who completed the survey by the total number of new customers.

The available literature on web surveys points to varying response rates, although this is to be expected as access to the internet continues to increase and change (Sax, 2003). A goal of most surveys is to elicit a high response rate such that concerns about non-response bias are minimized. This type of bias exists when respondents to a survey are different in terms of demographic or attitudinal characteristics than from those who did not respond (Sax, 2003).

The function of inferential statistics is to make inferences about populations based on data collected from random samples of those populations (Biffignandi). However, the results of the

sample may not be representative of the population since a challenge of survey administration, not just web-based surveys, is for some members of the sample not to respond (Howard, 2008). Generally speaking, non-response is non-random leading to a biased sample and increased survey error. The typical result is that estimates generated from the survey do not reflect the true population value (Fowler, 2002).

To illustrate the implications of non-response bias, assume that 50% of respondents answered that they were satisfied/very satisfied overall with BCeID’s service delivery and that the response rate for the question was 10%. Given this response rate, it is possible that the true number of customers answering satisfied/very satisfied could range from 5% to 95%. That is, if only 5% are satisfied/very satisfied, then the remaining 90% of customers who did not respond to this question would have answered dissatisfied or very dissatisfied. If 95% are satisfied/very satisfied, then the remaining 90% of customers who did not respond to the survey would have answered satisfied/very satisfied. The point is that a low response rate makes it difficult to infer about the target population and to compare findings over time or across organizations.

Table 4: Effect of response rates on range of possible true levels of customer satisfaction, adapted from Fowler (2002, 45)

	Response rate				
If 50% respond “satisfied” or “very satisfied” to a “Overall Satisfaction” question, the true number answering “satisfied” or “very satisfied” could range from:	90%	70%	50%	30%	10%
	45%-55%	35%-65%	25%-75%	15%-85%	5%-95%

Despite concerns about low response rates, there are no standards for minimum acceptable response rates in Canada or a threshold that can be used to determine whether survey results are vulnerable to non-response bias (Government of Canada, 2007). In the United States, the Office of Management and Budget of the federal government generally asks that surveys done on behalf of government aim for a response rate of 80% or higher (Office of Information and Regulatory Affairs, 2006) and conduct a non-response analysis if that threshold is not met (Fowler, 2002). For most government programs in Canada that conduct voluntary surveys, this threshold would be difficult to meet.

Due to the decline in response rates, some experts within this field are looking at the validity of data associated to low response rates and questioning whether low response rates compromise data validity (Government of Canada, 2007). The argument is that low response rates in themselves do not necessarily suggest bias. If respondents' attitudes are representative of non-respondents, bias becomes less of an issue (Sax, 2003). Since the attitudes of non-respondents are unknown, estimating non-responses becomes a challenge (Dey, 1997). The literature, however, suggests that younger and more affluent males are more likely to respond to web surveys than women and less affluent people (Palmquist, 1996).

To estimate non-response, some researchers equate individuals who respond to the survey at a later date with non-respondents. The assumption here is that late respondents might approximate non-respondents to some extent since if the surveyor had not taken the extra effort to reach these people or provided them with another opportunity to respond, they would have been non-respondents as well (Government of Canada, 2007). This group's data is then compared with data of early respondents to determine if there is bias (Sax, 2003). BC Stats uses a 14 day period to distinguish early and late respondents in its internal government surveys to determine whether there are statistical differences between early and late responses. To adapt this to BCeID, comparisons can be made between those who responded to the survey within 14 days of their registration and those who responded after 14 days. If a comparison of these two groups reveals no statistical differences in satisfaction scores, then the survey results can be reported to the WAS Business Plan with more confidence (Government of Canada, 2007). Although this method is a good proxy of measuring non-response, it may still not capture the true extent of non-response bias in the survey results.

6.5 Smart Practices to Increase Response Rate

One of the best ways to address non-response bias is to increase the response rate. Steps should be taken to strive to obtain the highest practical rate of response "commensurate with the importance of survey uses, respondent burden, and data collection costs" (Office of Information and Regulatory Affairs, 2006). Taking these factors into consideration, BCeID could adopt the following smart practices to maximize the response rate for its survey.

Give customers "heads up"

This smart practice comes from mail-based surveys where letters are sent in advance explaining the rationale behind the survey and encouraging participation. Some argue giving advanced notice shows respect to the customer making them more likely respond to the survey (Government of Canada, 2007). For BCeID, advanced notice could occur on the registration confirmation web page. Since the web-based survey has been designed to ensure confidentiality, it will also be important to convey this to the customers since knowledge that their responses will be safeguarded can encourage those that would otherwise reject the survey. (Government of Canada, 2007)

Motivate respondents to participate

Some surveys motivate respondents to participate using monetary and non-monetary incentives. Although this is an effective tool where the response burden is high, there are potential drawbacks particularly in the public sector where the optics of incentives could be a potential issue (Government of Canada, 2007). As such, rather than using incentives to encourage participation, motivation techniques could be employed instead. Emphasizing the importance of the customer's feedback towards service improvement might encourage those who would otherwise decline survey participation.

Minimize respondent burden

Minimizing respondent burden relates to the survey questionnaire. A general rule of thumb is that the time it takes to complete the survey should not be longer than time it takes to obtain a particular service. For BCeID, the time it takes to complete the survey should not take longer than the registration process, which varies depending on the users' ability to navigate the website and the account they are registering for. The survey, thus, should be short enough to encourage participation, but long enough such that BCeID gets the necessary information to identify areas for improvement.

Designing a well-structured questionnaire also minimizes the respondent's burden. This includes ensuring a well written introduction, and well worded questions free of jargon (Government of Canada, 2007). Furthermore, some web-based surveys including the surveys conducted by MoT and FrontCounter BC provide a progress timer, which is intended to prevent respondents from being discouraged in completing the survey (Umbach, 2004).

Give customers the opportunity to complete the survey at a later date

A method used in telephone surveys to address non-responses is to follow up with non-respondents to determine whether their responses are different than early respondents (Government of Canada, 2007). Although BCeID lacks the capacity to follow-up with non-respondents, BCeID could provide customers the opportunity to complete the survey at a later date or subsequent logon.

6.6 Gathering Informal Feedback

In addition to customer satisfaction surveys, comments/suggestion box provides organizations with another method of gathering customer feedback (ICCS, How to Conduct Customer Surveys, 2004). Although this is a more informal method of gathering customer feedback, it can still provide BCeID with valuable insight about the needs, problems and preferences of its customers. Both tools (survey and comment box) provide some of the same information, but each is intended for a specific use. Whereas the purpose of the survey is to gather information that can be analyzed and results benchmarked over time, suggestion boxes only provide a narrow opinion, which are often legitimate, but cannot be used to track changes (ICCS, 2007). Since comment box does not follow a rigorous methodology, it is not considered statistically valid and should not be used to represent the customer base. Often, customers use the comment box after a negative experience, leading some to refer to it as "complaint cards"

(ICCS, 2007). As both tools serve different purposes, the comment box should be viewed as a complement to rather than a substitute for a customer satisfaction survey.

During the Challenge Wall session, team members suggested that the primary purpose of gathering customer feedback was to identify areas for service improvement and not simply to gather “numbers” to meet WAS’s Business Plan requirements. Incorporating an informal feedback channel thus serves a useful purpose for providing information to staff members quickly to address any operational issues and problems. Furthermore, it allows customers who either did not wish to complete a customer satisfaction survey or those potential customers who gave up registration a different means of providing their feedback.

6.7 Approvals from Government Bodies

Conducting a customer satisfaction survey requires the approval of the several BC government bodies. Both the Public Affairs Bureau (PAB) and the Office of the Chief Information Officer (OCIO) were engaged during the early stages of the project to ensure that proper procedures were followed and to avoid any major changes and obstacles due to a lack of foresight.

Public Affairs Bureau

The Public Affairs Bureau (PAB) ensures that information about government programs and services is accessible to British Columbians. PAB is also responsible for leading and coordinating communications with internal and external stakeholders (Public Affairs Bureau, 2009). As per the government's Core Policy and Procedures Manual Sect. 18.3.8(b), PAB must be informed of, and give final approval of, all public opinion surveys being done, including web-based surveys (Public Affairs Bureau, 2009). BCeID informed PAB early on in the project of its intention of conducting a customer satisfaction survey. PAB expressed no concerns regarding the content of the survey questionnaire and gave its official approval (**see Appendix G**).

Office of the Chief Information Officer: Privacy Impact Assessment

A Privacy Impact Assessment (PIA) is a foundational tool used to ensure compliance with the government’s privacy protection responsibilities and must be completed for all new initiatives as per section 69(5) of the Freedom of Information and Protection of Privacy Act (FOIPPA) even if it is determined that no personal information is being collected, used, or disclosed (OCIO, 2008)

FOIPPA defines personal information as “recorded information about an identifiable individual other than contact information” (OCIO, 2008). A non-exhaustive list of what is considered personal information includes:

- the individual’s name, address or telephone number;
- the individual’s race, national or ethnic origin, colour or religious beliefs or associations;
- the individual’s age, sex, sexual orientation, marital status or family status;
- an identifying number, symbol or other particular assigned to the individual;

- the individual’s fingerprints, blood type or inheritable characteristics;
- information about the individual’s health care history, including a physical or mental disability;
- information about the individual’s educational, financial, criminal or employment history;
- anyone else’s opinions about the individual; and,
- the individual’s personal views or opinions, except if they are about someone else (OCIO, 2008)

A PIA was undertaken to determine whether BCeID’s customer satisfaction survey complies with FOIPPA (see **Appendix H**). A Privacy Expert within the BC government was consulted to determine whether the survey has potential privacy implications with respect to the collection of personal information. Section 26C of FOIPPA has been interpreted quite broadly as allowing public bodies such as BCeID the legal authority to collect personal information since “that information relates directly to and is necessary for an operating program or activity of the public body” (OCIO, 2008). In the case where personal information is collected, a comprehensive Privacy Impact Assessment needs to be completed jointly by the program and Privacy Officer. Where non-personal information is being collected, only a short version of the PIA entitled “basic information” needs to be completed.

The Privacy Expert agreed that the satisfaction survey does not collect personal information. However, one of the potential issues that arose during discussions was whether the collection of enough non-personal information could potentially link responses with the respondent. If so, the satisfaction survey would fall into the category of personal information and a comprehensive PIA would need to be completed.

At issue was whether collecting non-personal information such as the product type that respondent registered for, the POS location if applicable, and the date between registration and survey completion could potentially be linked back to an identifiable individual. The rationale behind collecting this information is that it allows BCeID to determine whether there are different satisfaction levels with different products and different POS locations. Furthermore, determining the date between registration and survey completion is helpful for statistical purposes, allowing BCeID to compare whether survey responses differ systematically between early and late respondents.

Technical experts within LCS were consulted to determine whether the survey results could severed the linkage between responses and respondents. It was determined that the survey results would not reveal the names, usernames or any information that would reveal the identity of the respondent.

7.0 Recommendations

This section provides BCeID with nine specific recommendations that will guide the program in the implementation of a customer feedback strategy. This section offers suggested “scripts” that can be used during implementation, which will save the time and resources of the BCeID technical and development team.

Survey Methodology

7.1 Web-based Survey

The first recommendation is that BCeID should use a web-based survey method in the administration of a BCeID customer satisfaction survey. The survey should be placed on the BCeID application and specifically on the post-logout page. This page appears immediately after the customer enters a valid username and password to gain access to their account. A web-based survey is the best survey method for BCeID when measured against effectiveness and cost. By placing the survey on the “post-logout page”, BCeID will be able to survey the three types of customers using a single survey method. Unlike other survey methods such as in-person and telephone, a web-based survey is not labour intensive as it is mostly self-administered once the survey is built. Results do not need to be re-entered and monthly survey reports can be programmed to generate automatically.

7.2 Survey all New Customers

The target population for the BCeID customer satisfaction survey should be all new BCeID customers. Since the customer satisfaction results have to be reported each fiscal year to the WAS Business Plan, the satisfaction levels should reflect the fiscal period in which the customer registered for a BCeID account. Surveying customers who registered in another fiscal period would not accurately reflect BCeID’s performance for the fiscal period that is to be reported.

Rather than surveying a random sample of new customers, BCeID should survey all new customers. Surveying all new customers will not cost the program any more than if it surveyed only a random sample of new customers. This is due to the technology associated with web-based survey that makes it cost-effective to survey all as opposed to a sample. Given the general decline in survey response rates, surveying only a sample of the target population could yield insufficient information for BCeID to improve its services.

Survey Questionnaire

7.3 Final Survey Questionnaire

The recommended final survey questionnaire (see below) relies on the resources provided by the ICCS and the input from staff members. A total of nineteen close-ended questions and seven open-ended questions are asked in the survey. Questions are sectioned to reflect the services that BCeID provides.

Figure 2: BCeID Survey Questionnaire

BCeID Website

1. How did you hear about BCeID? Select all that apply

- Followed a link from another government site
- Referred to the site by a government staff person
- Through a government search engine
- Through a general purpose search engine
- The web address was printed on a government publication
- Other Please specify _____

Please tell us your feelings about obtaining a BCeID:

Strongly

Strongly

Disagree

Agree

- | | | | | | | |
|---|---|---|---|---|---|-----|
| 2. It was easy to find what I was looking for | 1 | 2 | 3 | 4 | 5 | N/A |
| 3. The site is visually appealing | 1 | 2 | 3 | 4 | 5 | N/A |
| 4. The site had the information I needed | 1 | 2 | 3 | 4 | 5 | N/A |
| 5. The registration instructions were easy to follow and understand | 1 | 2 | 3 | 4 | 5 | N/A |
| 6. I feel confident that my privacy is fully protected on this site | 1 | 2 | 3 | 4 | 5 | N/A |

7. If you answered “strongly disagree” or “disagree” to any of the above questions, how could we have improved your service experience?

Customer Support

8. Please indicate whether you received customer support from the following agents:

- Point of Service (POS) agent
- BCeID Help Desk agent (call centre)
- Both
- Neither

	Strongly Disagree			Strongly Agree		
	1	2	3	4	5	N/A
9. I was treated fairly	1	2	3	4	5	N/A
10. I was informed of everything I had to do to get the service	1	2	3	4	5	N/A
11. Staff went the extra mile to make sure I got what I needed	1	2	3	4	5	N/A
12. Staff were knowledgeable and competent	1	2	3	4	5	N/A
13. I was able to get through to an agent without difficulty	1	2	3	4	5	N/A
14. I waited a reasonable amount of time at the Point of Service location	1	2	3	4	5	N/A
15. In the end, did you get what you needed? ___ Yes ___ No ___ I got part of what I needed						
16. If you answered "strongly disagree" or "disagree" to any of the above questions, how could we have improved your service experience?						

Overall Satisfaction

17. Overall, how satisfied were you with the amount of time it took to get the service?

Very Dissatisfied			Very Satisfied		
1	2	3	4	5	N/A

18. Overall, how satisfied were you with the accessibility of the service?

1	2	3	4	5	N/A
---	---	---	---	---	-----

19. Overall, how satisfied were you with the Point of Service (POS) location?

1	2	3	4	5	N/A
---	---	---	---	---	-----

20. If the POS location was not convenient, do you have any suggestions of where it could be located?

21. Overall, how satisfied were you with the staff who provided the service?

1	2	3	4	5	N/A
---	---	---	---	---	-----

22. How satisfied were you with the overall quality of service delivery?

1	2	3	4	5	N/A
---	---	---	---	---	-----

23. What did you like best about the delivery of this service?

24. What did you like least about the delivery of this service?

25. What other government online services would you like our partners to deliver in the future?

26. Additional comments/suggestions

Methods to Increase Response Rates

7.4 Give Customers “Heads up”

BCeID should provide advanced notice to its customers during the registration process that a survey is being conducted for the purpose of improving the BCeID program. This notice should be provided on the registration confirmation page. Below is a suggested script that could be used to give the customers a “heads up” to the survey:

“BCeID is currently conducting a survey to determine how we can better improve your registration experience. You will be invited to participate in a short satisfaction survey during your first BCeID logon. Your participation is voluntary, but your input would be much appreciated.”

7.5 Motivate Respondents to Participate in Survey

The “post-logon page” will give the customer the opportunity to participate in the survey. However, rather than simply given them a yes/no option, BCeID can try to motivate the customer to respond by emphasizing the importance that their feedback has to improving the program. Below is a suggested script that could be used to motivate the customer to participate in the survey:

“The only way we can improve our services is through your feedback. Please take a few minutes to complete this short survey about your BCeID experience. Your responses will be kept confidential.”

Reporting Satisfaction Results with Confidence

7.6 Compare Early and Late Respondents

Given the potential for a low response rate to the BCeID customer satisfaction survey, BCeID should review the survey results before it reports the satisfaction levels to the WAS Business Plan. One of the ways to determine whether the data is representative of all new customers is to compare early and late respondents. The assumption here is that late respondents might approximate non-respondents to some extent since if the surveyor had not taken the extra effort to reach these people or provided them another opportunity to respond, they would have been non-respondents as well. To adapt this to BCeID, comparisons should be made between those who responded to the survey within 14 days of their registration and those who responded after 14 days. If a comparison of these two groups reveals no statistical differences in satisfaction scores, then the survey results can be reported to the WAS Business Plan with more confidence.

Informal Feedback

7.7 Comments/Suggestions Box

As BCeID is an online service delivery channel, the most logical place to adopt an informal feedback mechanism is on the BCeID homepage and specifically under the “Contact Us” section. Putting the Program Manager’s email address as opposed to a generic BCeID email address signals to the customer that their feedback is taken up the highest level within the program. Below is a suggested prototype of the “Contact Us” page.

Figure 3: Prototype of Contact Us Page with Comments/Suggestions Box



Contact Us

BCeID Help Desk

If you are having problems registering, logging on, or have any other questions about BCeID, you can call or email the BCeID Help Desk.

An agent is available to assist you, 8:30AM to 5:00PM Pacific Time, 9:30AM to 6:00PM Mountain Time, Monday to Friday excluding statutory holidays.

Canada and USA Toll Free: **1 888 356-2741**

Within Lower Mainland or Outside Canada and USA: **604 660-2355**

Email: BCeID@gov.bc.ca

If you need assistance for an Online Service, check the Online Service's web page for contact or help desk information.

Comments/Suggestions

We welcome your feedback about our services and website.

Email: BCeID.Director@gov.bc.ca

Government Internal User (IDIR)

If you are a Government Internal User (IDIR) and are experiencing difficulties with IDIR logon, please contact your IDIR security administrator or the Shared Services BC Service Desk at:

Phone: **250 387-7000**

Email: 77000@gov.bc.ca

Print and Close Window **Close Window**

Privacy Impact Assessment

7.8 Adopt Measures and Policies to Protect Personal Information

The final survey questionnaire has been developed with the intent not to ask personal information. However, in a technology based environment, it is possible that BCeID can link the responses with the respondents. As such, BCeID should adopt a policy where the survey results will not be used in conjunction with any other data source that could reveal the identity of the individual.

BCeID should also take steps to discourage respondents from personalizing their responses in the open-ended questions. These steps include:

- Developing open-ended questions that do not lend themselves to a personalized response; and
- Informing respondents to not personalize their responses. A suggested script is below:

To ensure compliance with the Freedom of Information and Protection of Privacy Act, please refrain from providing personal information in responding to questions in this survey. As this survey is not intended to collect personal information, any information about identifiable individuals will be removed from survey responses.

Although BCeID cannot control what respondents write in the open-ended questions, BCeID can still adopt a policy where any responses to the open-ended questions that reveal the identity of an individual would be removed.

BCeID Application Requirements

7.9 BCeID Application Requirements

Below is a list of requirements specifically for the BCeID development and technical team that will assist them in the implementation of the web-based survey.

Table 5: Summary of Application Requirements

1. Provide notice to customer on the registration confirmation page that a survey will be conducted on the post-logon page	2. Survey to new customer is optional
3. Provide customer the opportunity to complete the survey at a later date	4. Extract non-personal information such product type, POS location, and whether survey was completed within 14 days of registration from customer account
5. Ability to measure response rate	6. Generate monthly reports

8.0 Conclusion

This report provides BCeID with the foundation upon which the program can implement a customer feedback strategy. The report recommended the use of a web-based survey methodology and produced a survey questionnaire that BCeID can use to measure customer satisfaction while helping the program identify areas for service improvement. Various discussion points were raised in the report such as the benefits and methods of gathering customer feedback, the effects of low response rates on non-response bias, and the need to ensure that responses are protected and confidential. Although the report covered a wide range of issues, many issues were not discussed as it was beyond the scope of this project. Nevertheless, these issues merit some attention.

First, a customer feedback strategy is only a starting point towards the goal of customer-centred service improvement. Data will need to be analyzed and comments/suggestions will need to be reviewed to determine where improvements can be made and whether they can be measured. In a period of fiscal restraint within the ministry, customer feedback can be an added-value for BCeID since it allows the program to know about potential service improvement areas that it may otherwise not know.

Finally, it is important that customer feedback is used not only for service improvement, but also as a reward and recognition system. BCeID is a leader in the field of identity management in Canada and has been recognized by other jurisdictions in both Canada and USA. As such, it is important to share any positive feedback to staff and management to ensure that their work is being recognized by the public.

Bibliography

- Analyst, F. B. (2009, Jan 15). Information on FrontCounter BC's Satisfaction Survey. (D. Chow, Interviewer)
- BCeID. (2008). BCeID Authentication Service. Victoria.
- Biffignandi, S. a. (n.d.). *Inference in Web Surveys*. Retrieved Feb 25, 2009, from Websm: <http://www.websm.org/uploadi/editor/1133878549inference.pdf>
- Dey, E. (1997). Working with low survey response rates: The efficacy of weighing adjustments. *Research in Higher Education* , pp. 217-227.
- Erin Research. (2008). *Citizens First*. Toronto: Institute for Citizen-Centred Service.
- Fleming, C. (2009). Web-based surveys as an alternative to traditional mail methods. *Journal of Environmental Management (90)* , pp. 284-292.
- Fowler, F. J. (2002). *Survey Research Methods, 3rd edition*. Thousand Oaks: Sage.
- Front Counter BC. (2008). *About*. Retrieved Dec 05, 2008, from FrontCounter BC: <http://www.frontcounterbc.gov.bc.ca/about/index.html#centre>
- Government of Canada. (2007, Mar). *Best Practices in Public Opinion Research: Improving Respondent Cooperation for Telephone Surveys*. Retrieved Mar 20, 2009, from Public Works and Government Services Canada: <http://www.tpsgc-pwgsc.gc.ca/rop-por/rapports-reports/documents/telephone-eng.pdf>
- Hayes, B. E. (2008). *Measuring Customer Satisfaction and Loyalty*. Milwaukee: ASQ Quality Press.
- Howard, C. (2008, Nov). Are we being served? A critical perspective on Canada's Citizens First Surveys. pp. 1-20.
- ICCS. (2007, May). *A How-to Guide for Service Improvement Initiatives*. Retrieved Mar 01, 2009, from ICCS: http://www.iccs-isac.org/en/pubs/TBS_How_To_Guide.pdf
- ICCS. (2008). *About the Common Measurements Tool*. Retrieved Jan 10, 2009, from <http://www.iccs-isac.org/en/cmt/>
- ICCS. (2008). *CMT Case Studies*. Retrieved Jan 20, 2009, from Institute for Citizen-Centred Service: http://www.iccs-isac.org/en/cmt/studies_bc.htm
- ICCS. (2003). *CMT User Manual*. Ottawa.
- ICCS. (2004). *How to Conduct Customer Surveys*. Retrieved Jan 15, 2009, from Institute for Citizen-Centred Service: http://www.iccs-isac.org/en/pubs/OPS_Guide_E.pdf

ICCS. (2008). *Mission and Mandate*. Retrieved Jan 10, 2009, from <http://www.iccs-isac.org/en/about/mission.htm>

Magee, C. R. (2001, Summer). Conducting Web-Based Surveys: Keys to Success. *The Public Manager* , pp. 47-50.

McCord, M. (2002, Apr 17). *The Feedback Loop: A Process For Enhancing Responsiveness to Clients*. Retrieved Mar 10, 2009, from Institute of Development Studies: http://nt1.ids.ac.uk/impact/publications/joint_publications/The%20FeedBack%20Loop%20-%20Michael%20McCord.pdf

MoT. (2009, Feb). *2009/10 - 2011/12 Service Plan*. Retrieved Feb 20, 2009, from MoT: http://www.th.gov.bc.ca/publications/ministry_reporting/service_plans/sp_trans_2009-2012.pdf

NMC. (2002). *For Leadership and Learning: Building a Learning Organization*. Ottawa: National Managers' Community.

OCIO. (2008). *Privacy Impact Assessment Process (PIA)*. Retrieved Jan 30, 2009, from OCIO: http://www.cio.gov.bc.ca/services/privacy/Public_Sector/pia/default.asp#BACKGROUND

Office of Information and Regulatory Affairs. (2006, Jan). *Questions and Answers When Designing Surveys for Information Collection*. Retrieved Mar 26, 2009, from http://www.cio.noaa.gov/itmanagement/OMBSurveyGuidance_0106.pdf

OneStop. (2009). *OneStop Services*. Retrieved Jan 30, 2009, from OneStop: <http://www.bcbusinessregistry.ca/services.htm>

OneStop. (2009). *Surveys*. Retrieved Jan 30, 2009, from OneStop: <http://www.bcbusinessregistry.ca/surveys.htm>

Palmquist, J. a. (1996). Stay plugged into new opportunities. *Market Research* , pp. 13-15.

Public Affairs Bureau. (2009). *Communication Standards for the BC Government Internet*. Retrieved Jan 20 2009, from http://gww.fin.gov.bc.ca/comm_policy/PAB_Internet_Standards/

Reja, U. a. (2003). Open-ended vs. Close-ended Questions in Web Questionnaires. *Developments in Applied Statistics* , pp. Reja, U. a. (2003). Open-ended vs. Cs , 159-177.

Sax, L. J. (2003, Aug). Assessing Response Rates and Nonresponse Bias in Web and Paper Surveys. *Research in Higher Education* , pp. 409-432.

Schmidt, F. a. (1998). *Client Satisfaction Surveying: A Manager's Guide*. Ottawa: Canadian Centre for Management Development.

TBS. (2002, Apr 12). Retrieved Jan 20, 2009, from Service Improvement Initiative - How to Guide: <http://www.tbs-sct.gc.ca/si-as/howto-comment/howto-comment-eng.asp>

Umbach, P. D. (2004, Spring). Web Surveys: Best Practices. *New Directions for Institutional Research* , pp. 23-38.

Websm. (2008). *Mission*. Retrieved Feb 22, 2009, from Web Survey Methodology:
<http://www.websm.org/index.php?fl=0&p1=1123&p2=82&p3=276&id=1125>

Appendix A: Core CMT Questions

Drivers and outcome measures	Question	Response Scale
Satisfaction		Very dissatisfied Very satisfied N/A 
Timeliness	Overall, how satisfied were you with the amount of time it took to get the service?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Accessibility	Overall, how satisfied were you with the accessibility of the service/product?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Overall Satisfaction	How satisfied were you with the overall quality of service delivery?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Performance		Strongly disagree Strongly agree N/A 
Fairness	I was treated fairly	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Information	I was informed of everything I had to do to get the service/product	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Extra Mile	Staff went the extra mile to make sure I got what I needed	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Competence	Staff were knowledgeable and competent	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Accessibility	I was able to get through to an agent without difficulty	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Waiting time	I waited a reasonable amount of time at the service location	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Navigation	It was easy to find what I was looking for	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Appeal	The site is visually appealing	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Information	The site had the information I needed	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Privacy	I feel confident that my privacy is fully protected on this site (OR: when I communicate by email with [agency].)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Outcome		
Outcome	In the end, did you get what you needed?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

Appendix B: FrontCounter BC Satisfaction Survey

How did you hear about FrontCounter BC?

- Website
- Phone Book
- Word of Mouth
- Advertisement
- Gov't Directory
- Referral
- Other:

What service were you seeking?

- An Authorization
- I had a general Enquiry or Question
- I used a Community Access Terminal at an office
- Other (specify):

Which office location did you contact us at?:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
Overall, I was satisfied with my experience with FrontCounter BC	<input type="checkbox"/>					

Please answer the following statements about the SERVICE you received:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
Service was polite and professional	<input type="checkbox"/>					
You were treated fairly	<input type="checkbox"/>					

The representative:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
provided me with required information	<input type="checkbox"/>					
went the "extra mile" to assist me	<input type="checkbox"/>					
answered my questions or emails in a timely fashion	<input type="checkbox"/>					

Did the representative do something special to make your experience remarkable?

Yes No

What made your experience remarkable?

The office was:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Not Applicable
easily located	<input type="checkbox"/>					
easily accessible	<input type="checkbox"/>					
open and inviting	<input type="checkbox"/>					

If you could add anything to FrontCounter BC to make it service you better, what would it be?

What is your preferred method of doing business with FrontCounter BC?

Any comments or feedback you wish to provide?

(Optional) Name:

(Optional) Phone:

Appendix C: OneStop Customer Satisfaction Survey

Session Feedback

The only way we can improve our services is through your feedback. Please take a moment to complete this short survey on your OneStop experience. Thank you.

How did you hear about this service?

- Chamber of Commerce
- Community Futures
- Friend
- Government Agent
- Internet
- Ministry
- Municipality
- Newspaper
- Other

Were the instructions easy to follow and understand?

- yes no

Would you use this service again and/or recommend it to others?

- yes no

Please use the space provided to send us your comments?

Overall, how would you rate this service?

- Excellent
- Very good
- Fair
- Poor
- Very poor

If necessary, may we contact you about your comments?

- yes no

What other applications do you think should be included in OneStop?

Appendix D: Ministry of Transportation and Infrastructure Customer Satisfaction Survey

Please answer the following questions about a specific district/business unit within the Ministry.

Have you personally dealt with the Ministry of Transportation and Infrastructure in the past 12 months? This may include phone calls, face-to-face meetings, email or mail correspondence.

- Yes
- No
- Don't know

Which service did you receive most recently? Please choose one

- Information regarding development approvals (permits, subdivision applications, etc)
- Information about commercial vehicle act and regulations
- Information about passenger transportation act and regulations
- Information on the DriveBC website
- Information via DriveBC telephone service
- Information on ministry website regarding projects
- Development Approvals (permits, subdivision applications, etc)
- Commercial Vehicle Inspection Stations (Weigh Scales)
- Commercial vehicle permit process
- Commercial vehicle weight check or weigh scale slip
- Utility permits
- Inland Ferries
- Passenger Transportation licensing and enforcement (for taxis, buses, and limousines)
- Other (*Please specify*)

Please answer the following questions in the survey with regard to the selection made on page 2.

Which Ministry office did you contact? (Select one that applies)

- | | |
|--|---|
| <input type="radio"/> New Westminster /Chilliwack/ Burnaby | <input type="radio"/> Prince George/ Robson/ Nechako |
| <input type="radio"/> Nanaimo/ Saanich/ Courtenay | <input type="radio"/> Smithers/ Lakes/ Stikine |
| <input type="radio"/> Cranbrook/ Revelstoke | <input type="radio"/> Terrace/ Stewart/ Queen Charlottes |
| <input type="radio"/> Nelson/ Grand Forks | <input type="radio"/> Headquarters - Victoria |
| <input type="radio"/> Kelowna/ Vernon/ Penticton/ Salmon Arm | <input type="radio"/> Commercial Vehicle Safety Enforcement |
| <input type="radio"/> Kamloops/ Merritt | <input type="radio"/> Passenger Transportation Branch - Burnaby |
| <input type="radio"/> Williams Lake/ Quesnel/ 100 Mile House/
Bella Coola/ Lillooet/ Ashcroft | <input type="radio"/> Marine Branch - Victoria |
| <input checked="" type="radio"/> Fort St. John/ Dawson Creek/ Chetwynd | <input type="radio"/> Other (<i>Please specify</i>) |

How did you contact the Ministry office? Please select all that apply

- By phone
- By fax
- An office visit
- By email
- By mail
- Other method:

How long did it take to receive the information/service - from the time you initially contacted the Ministry office until you received the information/service?

- By the end of the same business day?
- By the end of the next business day?
- Within one week?
- Within two weeks?
- Within one month?
- I didn't receive a response to my request

In your opinion, what is a reasonable amount of time to receive this information/service from the Ministry?

- By the end of the same business day?
- By the end of the next business day?
- Within one week?
- Within two weeks?
- Within one month?
- Other (Fill in blank)

In the end, did you get what you needed from the Ministry?

- Yes
- I received part of what I needed
- No

Please indicate how much you agree with the statement.

	I Strongly disagree			I Strongly agree		N/A
I was treated fairly	<input type="checkbox"/>					
Staff were knowledgeable	<input type="checkbox"/>					
I was informed of everything I had to do to receive the information/ service.	<input type="checkbox"/>					

I was able to get through to a staff member without difficulty.

Staff went the extra mile to make sure I got what I needed.

Please indicate the level of importance you attribute to each item.

	Not at all important			Very important		N/A
I was treated fairly	<input type="checkbox"/>					
Staff were knowledgeable	<input type="checkbox"/>					
I was informed of everything I had to do to receive the information/ service.	<input type="checkbox"/>					
I was able to get through to a staff member without difficulty.	<input type="checkbox"/>					
Staff went the extra mile to make sure I got what I needed.	<input type="checkbox"/>					

Summary questions:

	Very dissatisfied			Very satisfied		N/A
Overall, how satisfied were you with the amount of time it took to receive the information/ service?	<input type="checkbox"/>					
Overall, how satisfied were you with the accessibility of the information/ service?	<input type="checkbox"/>					
How satisfied were you with the overall quality of the service delivery?	<input type="checkbox"/>					

Importance

	Not at all important			Very important		N/A
Overall, how satisfied were you with the amount of time it took to receive the information/ service?	<input type="checkbox"/>					

Overall, how satisfied were you with the accessibility of the information/ service?

Based on the following, please indicate how you would prefer to receive information about this service from the Ministry?

Choose up to 3 responses

- Email from the Ministry
- Fax from the Ministry
- Ministry website
 - DriveBC
 - Project website
 - Highway signs
- Media advertisements (e.g. radio, TV, newspapers)
 - Rest area kiosks
 - Telephone
- Project open houses
- Community focus group sessions
- Other (Fill in blank)

Please answer the following two questions based on your experience in the area you live in.

Listed below are services the Ministry of Transportation and Infrastructure provides. Please indicate how satisfied you are with the service.

	Very dissatisfied			Very satisfied		N/A
Development approvals (permits, subdivision applications, etc)	<input type="checkbox"/>					
Commercial vehicle inspection stations (Weigh Scales)	<input type="checkbox"/>					
Commercial vehicle permit application process	<input type="checkbox"/>					
Winter highway road maintenance	<input type="checkbox"/>					
Summer highway road maintenance	<input type="checkbox"/>					
Rest areas	<input type="checkbox"/>					

Project websites	<input type="checkbox"/>					
DriveBC/ road condition information	<input type="checkbox"/>					

Please indicate the level of importance you attribute to each service.

	Not at all important			Very important		N/A
Development approvals (permits, subdivision applications, etc)	<input type="checkbox"/>					
Commercial vehicle inspection stations (Weigh Scales)	<input type="checkbox"/>					
Commercial vehicle permit application process	<input type="checkbox"/>					
Winter highway road maintenance	<input type="checkbox"/>					
Summer highway road maintenance	<input type="checkbox"/>					
Rest areas	<input type="checkbox"/>					
Project websites	<input type="checkbox"/>					
DriveBC/ road condition information	<input type="checkbox"/>					

Please answer the following two questions based on your experience in the area you live in.

Listed below are services the Ministry of Transportation and Infrastructure provides. Please indicate how satisfied you are with the service.

	Very dissatisfied			Very satisfied		N/A
Inland ferries	<input type="checkbox"/>					
Utilities permits	<input type="checkbox"/>					
Highway safety	<input type="checkbox"/>					
Improvements to the highway system (e.g., paving, visibility, bridges, etc)	<input type="checkbox"/>					

Pavement line marking	<input type="checkbox"/>					
Highway construction	<input type="checkbox"/>					
Passenger transportation licensing and enforcement (e.g., taxis, buses, limousines)	<input type="checkbox"/>					
Signage	<input type="checkbox"/>					

Please indicate the level of importance you attribute to each service.

	Not at all important			Very important		N/A
Inland ferries	<input type="checkbox"/>					
Utilities permits	<input type="checkbox"/>					
Highway safety	<input type="checkbox"/>					
Improvements to the highway system (e.g., paving, visibility, bridges, etc)	<input type="checkbox"/>					
Pavement line marking	<input type="checkbox"/>					
Highway construction	<input type="checkbox"/>					
Passenger transportation licensing and enforcement (e.g., taxis, buses, limousines)	<input type="checkbox"/>					
Signage	<input type="checkbox"/>					

What is the one thing that the Ministry should focus on in the next year to improve its services? Please be as specific as possible.

To help us categorize the survey data, please answer the questions about yourself. All the information you provide is completely confidential.

1) What city or area do you live in?

2) Which of the following client groups best describe you? (*Choose one only*)

- Emergency services (fire department, ambulance, police)
- Commercial highway operators (trucking, towing, taxis, limousines, buses, carriers, ferry operators)
- Business and interest groups (Chamber of Commerce, tourism, cyclists, industry associations)
- Developers (development approvals)
- Permittees (permit application, including permission to construct works within highway right-of-way, road closure event permit, highway access permit, generic permit)
- Consultants (professional and technical consultants, project proponents)
- Highway construction and maintenance (hired equipment operators, maintenance contractors, construction contractors)
- Resource industry (forestry/logging, oil and gas, mining companies)
- Local and provincial governments (municipalities, RTAC)
- General public
- Other (*Fill in blank*)

V **OPTIONS:**

As the satisfaction survey helps WAS achieve its objective of becoming a performance driven organization, it is necessary that WAS provide the financial support to ensure that performance measures requirements and commitments are met.

Option 1: Web-based survey done in-house:

Pros: Most cost-effective for WAS

Cons: Additional money needed for time of Business Analyst

Option 2: Contract out survey to BC Stats:

Pros: Expertise in survey implementation and analysis

Cons: Cost (at least \$20,000 each year to conduct survey, not including the potential start-up cost and additional costs from analysis); delayed feedback; less customization

Option 3: Do not conduct survey:

Pros: No financial cost

Cons: Cannot assess customer satisfaction; cannot identify service improvements without customer feedback

VI **RECOMMENDATION**

Option 1

Approved / Not Approved

[name and title of decision maker]

PREPARED BY:

Enter BN drafter's name
Title
Branch
Phone number

REVIEWED BY:

Name
Title
Division

use format (xxx xxx-xxxx)

Name
Title
Division

Name
Title
Division

[NOTE: items in [] do not need to be left in a completed note]

Appendix F: Challenge Wall Session

Theme 1: How to develop a survey

Ensure questions cannot be misinterpreted (remove ambiguity)	Clients have concern over how customers use BCeID. How to stop them from complaining by proxy
Clients read surveys quickly – simple clear language is key	What will management change if a score is low? Must understand
Avoid the term customers and clients – they won't understand the difference	Begin with the questions that One Stop asks our customers. One stop evaluates BCeID based on their customer survey
Do you conduct any other transactions online? If so, how many per month	

Theme 2: Brand awareness

How did you hear about BCeID?	What online services would you like to see in the future?
Do you need our service?	Did you value the activity?

Theme 3: Do you know what you have to do?

Do you understand the business BCeID process?	Is the difference between a personal and business BCeID clear?
Does the homepage describe what BCeID is?	Do you understand what a personal/business BCeID is?
Is the process clear (ie. Requirement steps)?	Do you know when to apply for a business and when to apply for a personal BCeID?
If you are a sole proprietor do you know if you should register for a personal or business BCeID?	Do you understand the difference between an "online service" and BCeID –the fact that they are different?

Theme 3-4: Undecided, between themes 3 and 4

Are the FAQ helpful?	Were the instructions on our website easy to follow?
Do you understand what you were doing, why you are doing it, how that aligned with your intended objective, and how to do it?	

Theme 4: Do you know how to do it?

Were the registration steps easy to follow?	How could the online help be involved?
Did you find our site intuitive or easy to use?	Was the application easy to use? Navigation?
What is the most frustrating part of the BCeID registration process?	Were you stopped and unable to proceed at any stage in the registration process?
Were you able to complete the process during your first session?	Did you encounter any technical difficulties with the BCeID website?
Were you given clear instructions on how to register for BCeID?	Is the online Help useful?

Theme 5: Customer Support

Was your problem quickly resolved?	Was your issue resolved on the first contact with BCeID?
Tier 2 support? Timely, courteous, knowledgeable?	Were you kept on hold?
Did you require assistance from our help Desk?	Did you need to re-explain when calls were escalated?
Were you given wrong information?	What was the response time from email (incident escalation)?
How long was call back time?	Ease of contacting customer service?
Was tier 1 knowledgeable?	Did the person you speak to need to consult with others?

Was tier 2 (RA) knowledgeable?	Quality of advice?
Was CSR patient, enthusiastic, listen carefully, reiterate problem, responsive, etc	

Theme 6: Point of Service

Overall satisfaction with the POS experience? (Distance to travel, accessibility, and friendliness of staff)	Did you have to go over the counter to complete the registration? Was the staff knowledgeable?
Was the POS location convenient for you?	Was the POS staff knowledgeable?

Theme 7: Overall Satisfaction

Did you ever feel confused when interacting with our product or team? Explain?	Overall, what was the problem resolution process –very poor, poor....good, very good....
Did you get a good resolution?	What would best describe the outcome?
Do you feel that your experience with the BCeID team and product was a good one, why or why not?	Were you successful in computing your intended goal?
How many different channels (eg internet, phone, POS, location), did you have to use to complete your BCeID registration?	Have you ever registered yourself/business with any other government website? How did we compare?
Overall, how satisfied were you with BCeID’s authentication services?	How would your experience have been better?
What is the one thing that should be done to improve your experience?	Do you trust the service, security, protection of privacy, id theft?
Expectation vs experience – availability, ease of use, responsiveness, helpfulness, utility	How long did it take you to register for a BCeID?

Appendix G: PAB Approval

From: Collicott, George PAB:EX
Sent: Tuesday, March 24, 2009 2:50 PM
To: Chow, David K LCS:EX
Subject: RE: BCeID survey

Thanks David – I have no concerns with this.

From: Chow, David K LCS:EX
Sent: Tuesday, March 24, 2009 1:18 PM
To: Collicott, George PAB:EX
Subject: RE: BCeID survey

Hi George,

Just wanted to send you the final BCeID survey questionnaire. Not much has changed since you gave us the green light with the draft. I just want to document that we have went through the proper processes. If there are no concerns with it, could you let us know.

Thanks,

David << File: Personal Business Basic BCeID draft questionnaire version 3.docx >>

From: Collicott, George PAB:EX
Sent: Monday, February 16, 2009 11:49 AM
To: Chow, David K LCS:EX
Subject: RE: BCeID survey

Hi David – the survey is good to go. We don't have any concerns with it.

G.

From: Chow, David K LCS:EX
Sent: Wednesday, February 11, 2009 11:59 AM
To: Collicott, George PAB:EX
Subject: RE: BCeID survey

Hi George,

The intended audience for our survey is new BCeID registrants. Only those who register for a BCeID herein will receive the survey. As such, we are not surveying pass registrants as the questions don't lend themselves to such a situation.

At this point, the survey will be conducted the first time a BCeID account holder logon's to his/her account. Therefore, this is a web-based survey. In short, the steps would be:

- Person registers for account on BCeID website
- Registration is approved
- Person log's on to account for first time
- Survey shows up on the website screen
- Person has the option of whether to complete the survey

Is this information helpful?

David

From: Collicott, George PAB:EX
Sent: Wednesday, February 11, 2009 11:44 AM
To: Chow, David K LCS:EX
Subject: RE: BCeID survey

Hi David:

Thanks for sending this. Can you provide information about how the survey will be conducted please?

Regards, George

From: Chow, David K LCS:EX
Sent: Wednesday, February 11, 2009 11:19 AM
To: Collicott, George PAB:EX
Subject: BCeID survey

Hi George,

I spoke with Primrose Carson several weeks ago and she indicated once I get a rough draft of the survey questionnaire, I should send it over onto you for review. I have attached a rough draft of our survey questionnaire. The final survey questionnaire might change, but this draft gives you an idea as to what type of questions we will be asking. The "look" of the survey will come later, but right now, it's just the questions that I want to determine if its PAB compliant. Any comments are appreciated.

<< File: Personal, Business, Basic BCeID draft questionnaire version 2.docx >>

Thanks,

Appendix H: Privacy Impact Assessment

BASIC INFORMATION – BCeID Customer Satisfaction Survey

1. Ministry and Program Area.

Ministry	Labour and Citizens' Services (LCS)
Division	Workplace Technology Services (WTS)
Branch/Section	Identity Management Solutions (IMS)
Program	BCeID

2. Contact Position and/or Name, Telephone Number and E-Mail Address.

(This should be the name of the individual most qualified to respond to questions regarding the PIA).

Name, Title	David Chow, Project Analyst; Peggy Duncan, A/Program Manager
Branch/Section	IMS
Phone Number	250-952-6346; 250-387-9790
E-Mail	David.K.Chow@gov.bc.ca ; Peggy.Duncan@gov.bc.ca

3. Description of the Initiative being assessed.

BCeID is an Online Service that makes it possible for customers to use their user ID and password to sign in securely to BCeID participating Government Online Services. BCeID is the provincial government standard for public access to government online services. Currently, there are three products offered: Basic, Business and Personal BCeID.

BCeID interacts with both clients and customers. Clients are ministries that use BCeID for identity verification. Customers are defined as the general public that require a BCeID account in order to access a participating government online service.

Although not at issue in this PIA, BCeID does have a Privacy Policy on their website (<https://www.bceid.ca/aboutbceid/privacypolicy.aspx>). This policy states the conditions under which BCeID will use collect, use or disclose personal information. This policy is

not at issue in this PIA, as the BCeID customer satisfaction survey does not collect, use, or disclose personal information.

The survey will solicit feedback from customers about their service/registration experience. The survey questionnaire will ask both open and close-ended questions. Monthly customer satisfaction reports will be generated detailing the responses to both the open and close-ended questions. The monthly reports for the close-ended questions have been designed to ensure that the respondent's survey responses cannot be linked back to an identifiable individual. This will ensure the anonymity of the respondent. A further safeguard to this is that BCeID will not use any other data source in conjunction with the monthly reports that could potentially link the respondent's opinion to an identifiable individual. These steps will ensure that no personal information will be used, collected, or disclosed.

The survey will take measures to discourage respondents from entering personal information in the open ended questions in the satisfaction survey. These steps include:

- Informing respondents to not personalize their responses
- Developing open-ended questions that do not lend themselves to a personalized response

Recognizing that BCeID cannot control what respondents write in the open-ended questions, BCeID will adopt a policy of removing any information that could reveal the identity of an individual.

The customer satisfaction survey will be conducted via the BCeID website during the customer's first logon to their account. The customer's personal information on their account is unrelated to the survey. Customers can complete the survey, reject the survey, or complete the survey at a later date. Since this is a web-based survey, there will be no need for staff to manually enter information. To further ensure that the information provided is non-personal, responses will not be linked to the respondent's IP address. The survey data will be stored in Canada.

4. Purpose/Objectives of the initiative (if statutory, provide citation).

The purpose of this initiative is to conduct a customer satisfaction survey to measure the current level of customer satisfaction and to identify areas for service improvement. A customer satisfaction survey is also being conducted to meet the WAS Business Plan requirements of having an overall BCeID customer satisfaction score.

5. What are the potential impacts of this proposal?

Positive impacts

- Assess the level of customer satisfaction.
- Citizen-centred approach to guide service improvement.

Potential negative impacts

- None

6. Describe the elements of information that will be collected.

Please see Appendix A for details on the satisfaction survey.

7. Provide details of any previous PIA or other form of personal information assessment done on this initiative (in whole or in part).

As the BCeID customer satisfaction survey is a new initiative, no previous PIA exists.

8. Comments. (For Privacy Officer to Complete)

- ❖ If there is a change in the service provider that stores the information collected under the authorization of this Act then the Program Area must inform this office so that the PIA can be reviewed.
- ❖ If significant change occurs to the system that affects the collection, use or disclosure of personal information, or concerns any of the privacy provisions in the *Freedom of Information and Protection of Privacy Act* (FOIPPA), the Program Area must inform this office so that the PIA can be amended.

IF THERE IS NO PERSONAL INFORMATION INVOLVED, GO TO X. SIGNATURES.

****IMPORTANT NOTE:** Recent amendments to the FOIPP Act have altered the definition of personal information from "recorded information about an identifiable individual" to "recorded information about an identifiable individual other than contact information." Contact information includes the name, title, telephone or facsimile number, email address etc., which enables an individual at a place of business to be contacted. The amendments also generally alter the definition of public body employee to include a volunteer, and extend a public body's responsibilities under Part 3 of the Act to its employees, officers and directors and to its service providers and their employees, associates or affiliates.

SIGNATURES

PUBLIC BODY APPROVAL:

This privacy analysis undertaken by the Information and Planning Services Branch (IPS) to determine compliance with the privacy provisions in the Freedom of Information and Protection of Privacy Act is based only upon the information provided by the program area with respect to the collection, use and/or disclosure of personal information.

Program Manager (if appropriate)

Date

Director/Manager of Information and Privacy/
FOIPP Coordinator

Date

Ministry Contact Responsible for
Systems Maintenance and Security

Date

[this signature only required for PIAs on new or existing systems]

Assistant Deputy Minister or Equivalent

Date

GO TO: [PERSONAL INFORMATION DIRECTORY](#) (to add PIA and/or ISA summary)