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### Contents

Message from the Minister of Human Resources and Skills Development	i
Introduction	1
Service excellence: Our goal today and tomorrow	2
Ease of access	3
Core services	4
Other services	7
Building trust	8
Working with many partners	9
We are accountable	
Listening to Canadians	11
We value our people	12
In conclusion	13
Appendix 1: Service Canada 2008–2009 expenditure profile	14
Appendix 2: Service Canada 2008–2009 Performance Scorecard	15
Appendix 3: Useful Web sites	18
Appendix 4: Tell us what you think!	19

#### Message from the Minister of Human Resources and Skills Development

I am pleased to present the Service Canada Annual Report 2008–2009. In this report, we tell the story of Service Canada's crucial role in providing support to Canadians to help them through the difficult economic times that began in the latter part of the year.

This report explains how, when the number of unemployed workers and other people needing government services increased substantially, we responded with the programs and services Canadians needed. We were tasked with implementing Economic Action Plan measures to help those most affected by the downturn. Our efforts included processing more Employment Insurance claims, work-sharing arrangements, and training and skills-development initiatives than usual. We also offered extended service hours at our call centres, and we increased access to our services in rural communities.



I would like to acknowledge the tremendous work that Service Canada employees across the country performed during this challenging period. Through their tireless efforts, they ensured that Service Canada's level and quality of service did not suffer, despite the significant increase in demand for benefits and other services.

In the years to come, Service Canada will continue to develop partnerships, improve the way it delivers services, further advance accountability and transparency, and build trust. Feedback is crucial when providing services, and we will continue to rely on Canadians' compliments, complaints, and suggestions to maintain our citizen-centred approach to service.

Diane Finley, P.C., M.P.

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Minister of Human Resources and Skills Development

#### Introduction

Service Canada is pleased to present its annual report for the 2008–2009 fiscal year. This report describes the progress made between April 2008 and March 2009 in delivering programs and services to Canadians.

Service Canada has established itself as the place where Canadians go—whether online, by phone, in person, or by mail—to get the programs, services, and benefits they need from the Government of Canada and its many partners.



# Service excellence: Our goal today and tomorrow

At Service Canada, we demonstrate our commitment to service excellence by responding to the ever-changing needs of Canadians. Our key role—to deliver programs and services to Canadians—became even more significant during 2008–2009, when we were asked to play a critical role in implementing measures for workers that were part of Canada's Economic Action Plan.

Our efforts included effectively managing the increase in Employment Insurance claims, work-sharing arrangements, and other initiatives supporting training and skills development. We also delivered the new Wage Earner Protection Program on behalf of the Government of Canada's Labour Program.

Every day, we work hard to deliver the services Canadians need, as close as possible to where they live. Through Service Canada's extensive network and presence in hundreds of communities across the country, we play an important role in delivering quality programs and services to Canadians—including programs and services that are temporary or transitional.

Our modern infrastructure, the many methods we use to deliver information and services, our extensive network of partners, and the hard work of our dedicated, service-oriented team of employees have all helped us meet our goals. From the implementation of Budget 2009 measures to actions taken to ensure public access to up-to-date information, we demonstrated our ability to support important Government of Canada initiatives while continuing to respond to the day-to-day needs of our citizens, including those affected by the economic downturn.

While delivering quality service to Canadians is our primary focus, we must also maintain Canadians' confidence and trust in the integrity of our processing and service-delivery operations, and in our ongoing capacity to ensure that the right person receives the right service or benefit at the right time—and for the intended purpose.

#### Ease of access

Service Canada is just a click, call, or visit away. We have online services at **www.servicecanada.gc.ca**, a national telephone information service at **1 800 O-Canada**, a network of specialized call centres, and **608 service locations** across Canada where Canadians can visit us in person. As of March 2009, we had 330 full-service Service Canada Centres, 215 scheduled outreach locations, and 63 Service Canada community offices. We serve over 95% of Canadians within 50 kilometres of where they live.

#### During 2008-2009, we:

- served millions of Canadians from all walks of life, including youth, working adults, workers who had lost their jobs, seniors, Aboriginal people, veterans, Canadians with disabilities, and newcomers to Canada;
- delivered close to \$80 billion in Government of Canada benefits to Canadians;
- hosted an estimated 33 million visits to our Web site;

- provided increased access to the Internet at our offices, recording more than 3.4 million sessions;
- received more than 52.1 million calls about Government of Canada programs and services at our general and specialized call centres;
- answered 87% of the 1.8 million calls to our national enquiry line (1 800 O-Canada) within 18 seconds; and
- welcomed 9.8 million people at our 608 Service Canada locations.



#### Core services



Over the past year—as a result of the global economic downturn that began in September 2008—the number of unemployed workers and other people who required access to government services increased substantially. As Canadians turned to government for help, they pushed the volume of Employment Insurance (EI) claims to unprecedented levels and increased the benefit-processing workload for our staff. Service Canada received 3,146,260 EI claims (initial and renewal) in 2008–2009, compared to 2,643,091 in 2007–2008—an increase of nearly 20%.

**Speed of payment** – To ensure that we were well positioned to maintain our standard of issuing an El payment within 28 days of receiving the application, despite an increasing workload, we implemented measures that we usually use to address the winter peak period.

#### These measures included:

- increasing the amount of overtime worked;
- reassigning staff from other areas of the organization;
- asking recent retirees from El processing if they could provide short-term help;
- redistributing the El workload across the country; and
- preparing to hire temporary staff for the 2009–2010 fiscal year.

Even with an increase of 503,000 claims compared to the same period in 2007–2008, we managed to issue 79.1% of El payments within 28 days of our receiving the application. In all, we processed more than 3.1 million El claims, for benefits totalling \$14.2 billion.

Claim automation – More and more Canadians are using our electronic services. For example, Canadians submitted 98% of El applications using the Internet. As well, employers sent 49.4% of Record of Employment (ROE) forms electronically, making the automated calculation of claims possible.

Automating the processes we use to administer benefit programs has a number of advantages: it improves program integrity by eliminating the errors that happen when you process a claim manually (such as incorrect data entry), and it avoids the delays that occur when data has to be entered by hand. Using ROE Web also allows employers to produce ROEs more efficiently and securely, and to greatly reduce their related administrative burden and costs.

During 2008–2009, we were able to calculate 32.5% of new El claims and 64.9% of renewal El claims automatically. By further automating our processes and improving our electronic services, along with standardizing and further simplifying the way we process claims, we have been able to effectively respond to increased volumes.

Speed of answering El calls – Compared to last year, our El call centres received 15% more calls in 2008–2009—an increase of 6.06 million calls—due to the economic downturn and new government measures. To manage the increased volume of calls, we introduced several initiatives. For example, we extended our call-centre hours of service, and introduced dedicated phone lines in Service Canada Centres for specially trained staff members to complete Employment Insurance transactions over the phone, which led to reduced repeat calls.



## We issued 51.6 million CPP payments.

**Speed of payment** – The number of applications we processed for the Canada Pension Plan (CPP) pension and the Old Age Security (OAS) pension increased slightly in 2008–2009. Despite this increase, the speed at which we made CPP and OAS payments remained above target. In fact, we issued 51.6 million CPP payments worth \$29 billion and 53.7 million OAS payments worth \$33.4 billion.

**Claim automation** – We made progress in updating our CPP/OAS automated processes and electronic services, as well as in standardizing and simplifying the way we process these claims. Through these efforts, we were able to handle the increased volumes, provide better service to citizens, and automate the way we determine eligibility and entitlement, therefore improving the way we manage information while protecting the program's integrity.

Over the past few years, through our Information Technology Renewal Delivery System (ITRDS) project, we have been improving the computer systems that help us deliver CPP and OAS benefits to meet the demands of our aging population. The new system standardizes and automates the process of determining entitlement to benefits, and it supports new ways of delivering service. The system is being developed in stages, and substantial new capabilities are already available. To prepare for the national launch of the latest version of ITRDS in the spring of 2009, the Service Canada College developed a training plan for 5,500 employees who work in our processing centres, service centres, and call centres.

**Speed of answering CPP/OAS calls** – The CPP and OAS call centres performed above the standard level of service, with agents answering an average of 84% of calls within 180 seconds.

#### Other services

For services other than EI, CPP, and OAS, the volume of applications increased by 10.5% in 2008–2009. During the year, we:

- received 71,970 Apprenticeship
  Incentive Grant (AIG) applications
  (we issued 98% of AIG payments
  within 28 days of filing, surpassing the
  established target of 85%);
- received 5,751 Wage Earner
   Protection Program applications
   (this program was implemented nationally on July 7, 2008, and, as a result of the Economic Action Plan, was enhanced in January 2009 to increase its coverage);
- received 124,500 ecoAUTO Rebate
   Program applications (although this program expired on December 31, 2008, applications were accepted until March 31, 2009);
- received 7,491 Common Experience
   Payment applications (payments totalled \$212.6 million);

- received and helped prepare 345,210
   passport applications (the number of Service Canada locations with passport receiving agents grew from 100 to 141 in 2008–2009, and in January 2009, the Documentary Evidence of Citizenship (DEC) validation service was piloted in seven of the existing sites; the DEC validation service allows citizens to keep their original citizenship documents while their passport applications are being processed);
- processed 129,820 pleasure craft licence transactions; and
- processed more than 1.5 million Social Insurance Number requests.

In addition, we provided Canadians with help or information on such life events as finding a job, getting an education, having credentials recognized, raising a family, retiring, living with a disability, starting a business, and much more.



### Building trust

At Service Canada, our goal is to deliver benefits to the right people, accurately and on time, and to manage our services in ways that prevent fraud and deliver results efficiently.

In 2008–2009, we saved money on our operational costs thanks primarily to automated benefit processing of El claims and to an increase in the number of employers using ROE Web. We also saved a significant amount of money by conducting nearly 590,000 identity, fraud, and benefit payment investigations related to the El, CPP, OAS, and Social Insurance Number programs. These investigations saved \$732 million in operational and program costs.

We also adopted strategies to address operational risk and reduce payment errors. The payment accuracy rates for our core programs surpassed expectations, with 99.7% accuracy for CPP payments, 95.7% for El payments, and 98.4% for OAS payments.

We introduced system improvements to reduce the number of multiple Social Insurance Numbers assigned to one person, thus reducing the number of critical errors on the Social Insurance Register (SIR). We also applied new tolerances to improve date-of-death matching, which increased the accuracy of the SIR when matching data received from provinces. For the Social Insurance Number program and the Social Insurance Register, we maintained the rate of 99.9% for issuing Social Insurance Numbers to legitimate applicants, and we met our goal of 97.4% for receiving accurate vital-events data.

Through our identity validation service, we performed more than 13.6 million authentication transactions against the Social Insurance Register. By electronically validating our clients' identity, we made it possible for them to use EI, CPP, and OAS online services securely while protecting their personal information.

### Working with many partners

Our partnerships with other federal departments and agencies, with provincial and territorial governments, and with community organizations play a key role in helping us serve Canadians better.

In 2008–2009, we continued to collaborate effectively with our partners through five new or renewed memoranda of understanding. The renewed initiative with Passport Canada helped Canadians access passport services quickly and with few errors. In addition, we entered into an agreement with the Canada Revenue Agency to collaborate on several new service initiatives. We also partnered with the Labour Program to deliver the new Wage Earner Protection Program.

Through our expansion activities, we increased the number of Service Canada Centres that accept passport applications by 41—a total of 141 centres now provide this service. As a result, in 2008–2009, we were able to review 345,210 passport applications.

We continued to work with provinces to help eliminate the need for citizens to report the same life event multiple times (birth or death). For example, parents will have to register the birth of a child only once with their province or territory. The registration of the death of a loved one will be made either at a health-care facility or at a funeral. Through signed agreements, the provinces share the information with the Government of Canada.

These agreements allow us to confirm our clients' identities using information the provinces have on file and can also initiate benefits and services, such as issuing a Social Insurance Number to a newborn.

During 2008–2009, we implemented these agreements with three provinces: British Columbia, Alberta, and Ontario. Specifically, the Alberta Newborn Registration Service was implemented in November 2008 in partnership with Service Alberta. We also signed an agreement with Nova Scotia to obtain historical date-of-death files from the province, and we began preparing to implement integrated birth/death notifications.

We reviewed

345,210

passport applications.

#### We are accountable

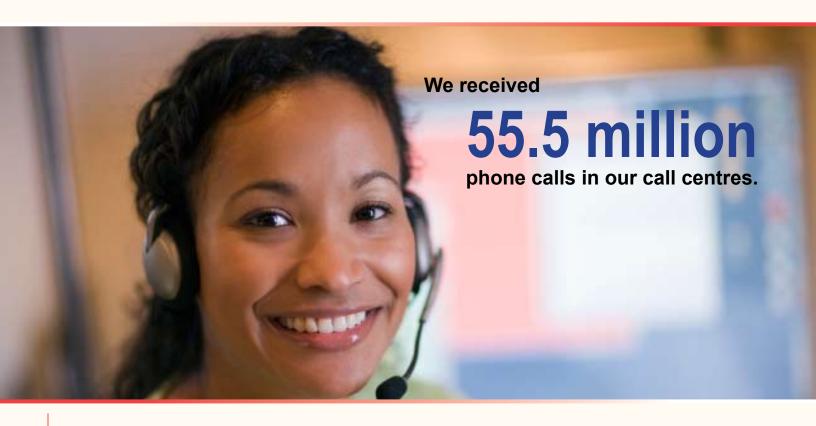
We took steps throughout 2008–2009 to further enhance our accountability and transparency. We continued to report to Parliament on our progress and to strengthen the way we track our performance. We also regularly reviewed our performance measures (see Appendix 2) to ensure they were still relevant and useful. In addition, the Government of Canada required us to report on our progress in implementing the elements of the Economic Action Plan.

After holding focus group sessions in the spring of 2008 to review our renewed service standards, we decided to make additional changes. Once we finalize these service standards, we will be even better equipped to maintain a client-centred approach to

delivering services and meeting our clients' expectations for accessible, timely, accurate, and consistent service.

In addition, since Service Canada was created, we have been using monthly and quarterly corporate performance scorecards to accurately track and monitor our progress.

To better reflect our current abilities to answer specialized calls within 180 seconds, we lowered our performance indicator target from 95% to 80%. This is not a lowering of the quality of service; rather, it is a more meaningful and attainable target that provides Canadians with more accurate service expectations and provides our employees with an achievable target.



### Listening to Canadians

At Service Canada, we are always looking for ways to improve our services. This includes giving our clients ways to provide feedback. Listening to Canadians is a major part of our citizen-centred approach to service. It provides a way for our clients to share their compliments, complaints, and suggestions and to have their service-delivery problems and concerns resolved promptly, effectively, and efficiently.

In 2008–2009, our Office for Client Satisfaction received 7,275 feedback items. Of this number, 3,501 were issues concerning other government departments and were transferred. Of the remaining 3,774 items, 288 were compliments, 155 were suggestions, and 3,331 were complaints. Despite high volumes, the Office succeeded in returning 100% of calls within 24 hours and replied to all enquiries within seven working days.

Our Service Canada Centres received 22,870 client comment cards, which provide feedback on the service clients receive, client suggestions for improving service, or compliments on good service. In addition, our Ministerial Correspondence Unit received more than 4,000 enquiries, 77% of which were dealt with before the target date.

We also continually receive client feedback through **1 800 O-Canada**, the "Your Comments Matter" feedback form on our Web site, the Job Bank, and My Service Canada Account. We gather the feedback from all sources and analyze it to determine where any problems may lie. In this way, we are better able to address issues and improve our services.

We conducted public opinion research in March and April 2008 to gain feedback on how clients view our renewed service standards and to validate their expectations regarding them. A total of 15 focus-group sessions were held in three cities: Ottawa, Montréal, and Winnipeg. These sessions were conducted with members of the general public, as well as with specific target audiences, such as seniors, youth, people with disabilities, Aboriginal Canadians, and new Canadians.

### We value our people

Listening to the people we serve is an important part of delivering excellent service. Another is recognizing that good service starts with our people. That is why, at Service Canada, we are committed to investing in training and career development. We are committed to building a work force that is defined by its professionalism and competence, and to recognizing and rewarding service excellence.

In November 2008, the Service Canada College, our national corporate learning institution, received a public-sector leadership award from the Institute of Public Administration of Canada/Deloitte. The College, with its unique learning structure, centralizes all training functions and embeds the fundamental principles of service excellence within all of its training materials. Through the College's hard work, we are

changing attitudes and behaviours, building a more empowered work force, and altering the way service is delivered.

In the fall of 2008, we started implementing the Service Management Structural Model (SMSM), which will help us improve service delivery to citizens, establish a leading-edge career development framework for our employees, and maintain our standing as a world-class service-delivery organization.

By implementing the SMSM, we will ensure that Canadians continue to receive consistent services from a service-oriented organization and its professional staff, regardless of where they are in the country and whether they visit us online, call, walk into one of our Service Canada Centres, or contact us by mail.

Good service starts with our people.

We invest in training and career development.

#### In conclusion

We are proud of the work we accomplished in 2008–2009.

Through Canada's Economic Action Plan, we helped those hardest hit by the economic downturn. We made progress in providing personalized service to Canadians, and we exceeded our targets (see Appendix 2) with respect to clients accessing our Web site and visiting our service locations.

We worked diligently to ensure that Canadians in both rural and urban areas were able to access a point of service within 50 kilometres of where they live. We also worked hard to ensure our online services were accessible at all times. We introduced a number of measures to help staff, such as equipping them with more efficient tools to meet the pressures of the economic downturn, and we ensured that our services were accessible and available so that citizens could enjoy timely, quality service.

Satisfaction surveys give us a precise measurement of client-satisfaction levels and help us track our progress in improving the service we provide. According to these surveys, satisfaction with the overall quality of service remained high, with 83% of clients saying they were satisfied with our service in 2008–2009.

This satisfaction is widespread across all aspects of service delivery, specific programs and services, service channels, and client groups. Comments from clients emphasize the quality of the information they receive, the professionalism of our staff, and the ease and speed at which they can access our services.

Whether Canadians choose to click, call, or visit, they find relevant information about the Government of Canada programs and services they need, and they get a timely response to their questions and concerns from Service Canada.



### Appendix 1

#### Service Canada 2008–2009 expenditure profile (in millions of dollars)

	Planned spending	Authorities	Actuals
Budgetary			
Operating costs (Vote 1)	459.9	631.0	603.0
Delivery costs related to:			
Employment Insurance account	1,052.8	1,220.2	1,218.3
Canada Pension Plan	202.1	232.9	232.4
Subtotal	1,254.9	1,453.1	1,450.7
Gross operating costs <sup>a</sup>	1,714.8	2,084.1	2,053.7
Delivered on behalf of Human Resources and Skills Development Canada (HRSDC) <sup>b</sup>			
Voted grants and contributions (Vote 10)	595.6	746.5	654.0
Statutory payments:			
Old Age Security	25,321.0	25,334.5	25,334.5
Guaranteed Income Supplement	7,696.0	7,511.5	7,511.5
<ul> <li>Allowance payments</li> </ul>	573.0	531.2	531.2
Subtotal of statutory payments	33,590.0	33,377.2	33,377.2
Canada Pension Plan benefits	29,105.9	29,005.0	29,005.0
Employment Insurance benefits			
• Part I	12,827.0	14,196.2	14,196.2
• Part II	2,078.4	2,112.0	2,112.0
Subtotal of Employment Insurance benefits	14,905.4	16,308.2	16,308.2
Total statutory transfer payments	77,601.3	78,690.4	78,690.4
Total delivered on behalf of HRSDC	78,196.9	79,436.9	79,344.4°
Consolidated total	79,911.7	81,521.0	81,398.1

a. Includes statutory items for employee benefit plans.

b. The financial strategy for Service Canada establishes these statutory funds, including Employment Insurance, the Canada Pension Plan, Old Age Security, and voted grants and contributions related to the delivery of specified programs, which are allocated annually by HRSDC.

c. This amount directly benefits Canadians or organizations and is delivered on behalf of HRSDC.

### Appendix 2

#### Service Canada 2008–2009 Performance Scorecard

Service standards and related performance measures	Rating 08–09	yea	–2009 r end Result	yea	–2008 rend Result	yea	–2007 r end Result
We provide service in the communities where you live.							
% of Canadians with access within 50 kilometres of where they live	1	90%	95.6%	90%	95.4%	90%	95.1%
Number of Service Canada points of service	_	_	608	605	620	516	587
We provide more convenient and extended hours of service.							
Telephone response:							
% of specialized calls answered by an agent within 180 seconds (CPP/OAS, CSLP, EI)	<b>\</b>	80%*	52.6%	95%	58.5%	95%	58.5%
% of general-enquiry calls answered by an agent within 18 seconds (1 800 O-Canada)	1	85%	87%	85%	85%	85%	85%
Number of Service Canada Centres with extended hours of service	_	_	67	60	62	60	53
% of availability of Internet – information and transaction	1	98%	99.5%**	98%	99.3%	98%	99.3%
We provide service in the official language of your choice—Eng	lish or	French.					
Number of points of service serving official-language minority community groups	_	_	41	_	37	17	33
Number of official languages complaints and investigations received (Part IV and VII)	_	_	12	_	32	_	23
Recognizing the diversity of Canada, we are extending our reac	h to mu	ıltilingua	l communi	ties.			
Number of fact sheets/publications available in languages other than English and French (Aboriginal and foreign) (cumulative since 2006–07)	_	_	12	_	11	_	7
Our services are accessible to people with disabilities.							
Number of Service Canada Centres with improved accessibility (cumulative since 2006–07)	_	_	139	_	82	_	43
Our employees are knowledgeable and helpful, and will make s	ure you	get wha	t you need				
% of employees registered in Service Excellence Certification Program	<b>\</b>	30%	26%	30%	41.2%	30%	26.4%
Number of employees registered in Phase I of certification in Service Excellence Program	_	_	1,169	_	1,637	_	1,163
Results of client satisfaction survey	_	_	83%	_	n/a		84%

#### Service Canada Performance Scorecard for 2008–2009 compared to 2007–2008 and 2006–2007

Service standards and related performance measures	Rating 08–09	year	-2009 end Result	yeaı	-2008 end Result	year	-2007 end Result
We let you know when you should expect a decision on entitler when your first payment will arrive.	ment to	services	or benefit	s and, if y	ou qualify	<b>'</b> ,	
Expeditious delivery:							
% of CPP, EI, and OAS notifications sent within seven days of receipt of applications	1	80%	69.9%	80%	65.8%	80%	65.6%
% of CPP retirement benefits paid within first month of entitlement	1	85%	91.3%	85%	91.8%	85%	92.8%
% of EI benefit payment or non-payment notification issued within 28 days of filing	7	80%	79.1%	80%	80.3%	80%	79.7%
% of OAS basic benefits paid within first month of entitlement	1	90%	92.1%	90%	93.7%	90%	94.1%
% of SINs issued using expeditious processes (SIN Rapid Access, Newborn Registration Service in Ontario, Alberta, and British Columbia, and Teleapp in New Brunswick)	1	90%	90.6%	90%	93%	n/a	n/a
We want your views on how well we are serving you.							
% of Office for Client Satisfaction feedback replied to within seven working days of receipt	1	90%	100%	90%	100%	90%	100%
Office for Client Satisfaction total feedback received	_	_	7,275	_	6,683	_	1,994
Compliments	_	_	288	_	333	_	306
Complaints	_	_	3,331	_	2,878	_	730
Suggestions	_	_	155	_	217	_	179
Transfers to other departments	_	_	3,501	_	3,255	_	779

<sup>\*</sup> The target was lowered to 80% to provide a more realistic service expectation within the current capacity to answer the volume of calls to specialized call centres.

LEGEND: ↑ Results met the objective

Results are at least 95% of the objective

↓ Results are below the objective

No targets established

n/a No results available

<sup>\*\*</sup> Estimated average.

Volumetric information	2008–2009 year end	2007–2008 year end	2006–2007 year end
Applications in			
El initial and renewal claims received	3,146,260	2,643,091	2,702,444
CPP applications processed	656,738	644,182	614,173
OAS applications processed, excluding automatic renewals of the Guaranteed Income Supplement	821,855	808,565	808,972
Passports applications reviewed and forwarded to Passport Canada	345,210	267,112	67,260
Pleasure craft licence applications processed	129,820	128,516	123,312
SIN applications processed (through all channels)	1,514,207	1,445,146	1,564,224
Common Experience Payment <sup>1</sup> applications received	7,491	90,301	n/a
Apprenticeship Incentive Grant applications received	71,970	52,741	n/a
ecoAUTO Rebate Program applications recommended for approval	112,850	84,519	n/a
Channel usage			
Service Canada Internet visits (estimated)	32,980,000 <sup>2</sup>	26,620,460	22,364,438
Total calls received in call centres (Interactive Voice Response System, agents, calls blocked)	55,467,510	51,146,636	53,266,713
Specialized calls answered by an agent (CPP/OAS, CSLP, EI)	9,968,144	9,325,396	9,606,096
General enquiry calls answered by a 1 800 O-Canada agent	1,803,460	1,793,597	1,621,471
In-person visits to a Service Canada point of service			
Assisted clients	6,435,311	6,032,671 <sup>3</sup>	5,808,1543
Citizen Access Workstation Service (workstation sessions)	3,403,479	3,187,8283	3,417,2913

<sup>&</sup>lt;sup>1</sup> The Common Experience Payment was launched in September 2007. At the onset of the program, it was estimated that approximately 80% of the application intake would occur within the first six to eight weeks of the program. For this reason, we are seeing a significant decline in applications in the 2008–2009 fiscal year.

<sup>&</sup>lt;sup>2</sup> Due to data-source problems, this result is an estimate based on the previous years' trends.

<sup>&</sup>lt;sup>3</sup> Results vary from previous public reporting due to a change in the calculation methodology.

### Appendix 3

#### **Useful Web sites**

Service Canada Web site:

www.servicecanada.gc.ca

Service Canada Service Charter:

www.servicecanada.gc.ca/eng/about/charter/charter.shtml

Service Canada Office for Client Satisfaction:

www.servicecanada.gc.ca/eng/about/reports/corp/ocs.shtml

Service Canada service standards:

www.servicecanada.gc.ca/eng/about/reports/corp/oss.shtml

Service Canada public opinion research:

www.servicecanada.gc.ca/eng/about/por/index.shtml

#### Appendix 4

#### Tell us what you think!

Your opinions and comments on Service Canada's Annual Report are very important to us.

Please e-mail your feedback to us at **annualreport@servicecanada.gc.ca**, or complete our feedback form below and send it to:

Service Canada Service Management Branch 140 Promenade du Portage Phase IV, Room 1D119 Gatineau QC K1A 0J9

If you would like to receive a reply, please provide your contact information.

We will keep your information private, and we will collect, manage, use, and disclose it in line with the requirements of the *Privacy Act*.

#### Tell us what you think!

Service Canada Annual Report Feedback Form

City	Province/Territory	Postal code
Phone number		
E-mail		
	e back if necessary)	
eedback (use th	e back if freeessary	