LKC
HD
2346
.C2
Q3
2007

IC

POR number 292-06

Qualitative Research on Paperwork Burden Reduction Issues

Final Report

February 28, 2007

Prepared for:
Industry Canada

Communications and Marketing Branch
C.D. Howe Building
Room 204E, 235 Queen Street
Ottawa ON K1A 0H5
Canada
Telephone: 613-943-2545
Fax: 613-952-5162
Email: ResearchAdvertising_RecherchePublicite@ic.gc.ca

Aussi disponible en français

Contract number : U5450-062025/001/CY
Contract award date: December 5, 2006

Prepared by :

Decima Research

POR number 292-06

Qualitative Research on Paperwork Burden Reduction Issues

Final Report

February 28, 2007

Prepared for:
Industry Canada

Communications and Marketing Branch
C.D. Howe Building
Room 204E, 235 Queen Street
Ottawa ON K1A 0H5
Canada
Telephone: 613-943-2545
Fax: 613-952-5162
Email: ResearchAdvertising_RecherchePublicite@ic.gc.ca

Aussi disponible en français

Contract number : U5450-062025/001/CY
Contract award date: December 5, 2006

Prepared by :

Decima Research

Decima Research

Table of Contents

Introduction 1

Executive Summary 2

Research Findings 3

- Is There a Paper Burden? 3
- What is Paper Burden? 4
- How are Companies Meeting These Challenges? 6
- How Could the Process Be Simplified? 6
- What About the Government's 20% Reduction Target? 7

Appendix:

1: Recruitment script and Moderation Guide – English

2: Recruitment script and Moderation Guide – French

Industry Canada
Library - LKC

SEP 4 2018

Industrie Canada
Bibliothèque - BCS

Introduction

Decima Research is pleased to submit the following report summarizing the results of qualitative research conducted on behalf of Industry Canada.

The purpose of the research was to better understand the nature of businesses' perceptions of the problems relating to paper burden in Canada. The focus groups also explored reaction to two proposed approaches to determine the one that could potentially make the most improvement in the paperwork burden borne by businesses.

The qualitative research was carried out over the course of one night, December 7, 2006, in Ottawa. We conducted three mini-groups; two in English and one in French. A total of 15 participants, 5 per session, were invited to participate in the groups and 14 were present (5 each in the first two groups and 4 in the third group). The focus groups were conducted among senior decision-makers responsible for compliance with the Government of Canada paperwork requirements. We recruited from different industry sectors and size to ensure representation from small and medium sized businesses (no more than 100 employees).

NOTE: For the purposes of this report, it is important to note that focus group research is a form of scientific, social, policy and public opinion research. As structured, restricted, group interviews that proceed according to a careful research design and attention to the principles of group dynamics, focus groups should be distinguished from "discussion groups", "problem-solving groups", "buzz groups", or "brainstorming groups". They are not designed to help a group reach a consensus or to make decisions, but rather to elicit the full range of ideas, attitudes, experiences and opinions of a selected sample of participants on a defined topic. Because of the small numbers involved, however, the participants cannot be expected to be thoroughly representative in a statistical sense of the larger population from which they are drawn and findings cannot reliably be generalized beyond their number.

Because qualitative research is exploratory in nature, MRIA (Market Research and Intelligence Association) guidelines preclude researchers from using any quantifiable terms to describe data (i.e. two out of ten, one in four). Rather, it is more appropriate to use terms such as "few", "many", "almost all", or other generic terms. These are the terms that are presented in this report.

Executive Summary

This report represents the culmination of three focus groups in Ottawa on December 7, 2006. The focus groups were conducted with senior decision makers responsible for compliance with the federal government paperwork requirements. The businesses were selected to represent a mix of small and medium sized firms (no more than 100 employees) across a range of sectors. The purpose of the research was to better understand the nature of businesses' perceptions of the problems relating to paper burden in Canada. The findings of our research suggest that:

- Most participants have not experienced an overwhelming sense of urgency or frustration around paper burden. Indeed, most have explored alternative solutions such as outsourcing or acquiring software to facilitate an internal process. Overall most participants treat compliance with federal government requirements as due diligence and part of running a business.

- Complaints about government paper burden were most often with respect to compliance at the municipal or provincial level. For example, participants described compliance with the Government of Quebec as far more onerous than complying with those required by the federal government.

- Complying with the GST requirements tends to be the paperwork burden that comes up most frequently. Along the lines of our previous finding about provincial government requirements, many participants suggest an integrated tax requirement that combines the PST and GST would simplify this process.

- Very few, if any, participants had heard of the government's target to reduce paper burden. It was difficult for participants to conceive how both the time and amount of paperwork could be reduced by 20%.

- Of the two, the majority of participants believe a reduction in the amount of time would be the most important and noticeable outcome. This they felt they could see in the actual time they freed up to do other business or a potential reduction in the fees from their accounting suppliers.

Research Findings

Is there a Paper Burden?

The focus groups began with a general discussion about paper burden and the extent to which this is a source of frustration among Canadian businesses. This warm-up provided useful context for the remainder of the discussion.

What we found is that perceptions about paper burden vary depending on: business size; whether the business is incorporated; the number of years in operation; and, whether payroll and accounting services are outsourced.

While most participants acknowledged that paper burden can be an issue, there was a sense that it was not a real source of frustration for most participants. Indeed, several participants argued that there is no paperwork burden for their business. Some explained this lack of burden to the fact that they outsource their payroll and accounting requirements, while others had invested in internal proprietary software to facilitate government requirements, and still others indicated that federal government requirements are simply not burdensome for their business.

Further, many participants were of the view that paper burden related to federal government obligations had diminished in the past few years. Several credited the improvement to the availability and access to e-forms and to online initiatives. On-line submissions of Government of Canada forms were identified as a great improvement, although some replied that a firm needed to be properly registered to submit their forms online and that this process was often too complicated; the instructions too complicated and the process too time consuming.

"The provincial requirements for Quebec are much more onerous than the federal requirements."

For many, compliance at the municipal and provincial level was perceived as a far greater burden than those required by the federal government. This was especially evident among participants from Quebec, but also as it relates to the GST and PST filings for those businesses from Ontario.

What is Paper Burden?

The following discussion revealed an important finding: **participants did not generally understand that paperwork burden referred to more than the time spent filling in forms.** As the discussion unfolded, a number of irritants were revealed that participants did not automatically associate with paper burden:

- **Time and money spent by businesses when understanding and complying with information obligations stemming from government regulations;**

  "My biggest challenge is the time it takes to comply. I can spend many hours in a day to this, filling out forms, payroll, anything. It's devoting the time that's hard."

- **Administrative costs that go above and beyond the daily operational activities of running a business**, such as: completing government forms, reporting information to government, obtaining assistance to understand or comply with information obligations, or following up with government to clarify information reported;

- **The costs incurred when hiring an external service provider** (e.g., accountant, tax specialist or payroll service provider) for compliance purposes; and

- **Information obligations** including reporting, recording or storing specific information about the business' operations.

Major Burdens

In the context of the irritants outlined above, the most commonly mentioned burdens included:

- **The GST is identified most often and most passionately as the most demanding of government of Canada requirements.** Participants find that the process is onerous because of the way the forms have to be filed, getting all the right and required information, and the initial learning process that make the GST process burdensome.

  Further complicating matters with the GST process is the requirement to complete provincial sales tax forms as well. It is not surprising that the most commonly mentioned solution would be to merge all tax filings.

  "We have two forms of value-added tax here in Ontario. What I do with GST and PST is really annoying and should be one process. The province and the feds should get together on this. That would be a productive move."

- **Unclear instructions on government forms and government processes are also mentioned as a common frustration.** Often, businesses are not sure where to get the information that is required. Additionally, the forms are written for the average business which can be frustrating when dealing with exceptions.

- **The complexity of the process was also identified as a burden, particularly payroll deductions and records of employment.**

- Others indicated it was the **time and effort needed to be devoted to filling in all the forms that was burdensome.**

- Finally, **there is a sense that some forms have gotten lengthier over the years to accommodate countless waivers and disclaimers.**

How are Companies Meeting These Challenges?

Depending on a number of unique factors, Canadian businesses are finding solutions to alleviate the paper burden in their companies.

One of the most common alternatives is to outsource payroll and accounting services to specialists and intermediaries because it is more time consuming and expensive for a firm to undertake these activities in-house. Participants take comfort in the fact that by having an accountant responsible for payroll and accounting, the firm does not risk being penalized and paying fees if there are errors in their reports. Penalty fees and associated paperwork hassles were mentioned on numerous occasions and it was considered good insurance to outsource these services.

Some participants, generally smaller companies with fewer employees, have investigated other alternatives such as accounting computer software that speeds the process considerably.

How Could the Process be Simplified?

To simplify the process of complying with government of Canada requirements, participants had a number of suggestions:

- **Continue simplifying the forms**
- **Continue simplifying communications (instructions)**
- **Continue improving on-line processes**
- **Streamline redundancies**
  - In particular respondents would prefer not to have to repeat information across forms and time intervals. They suggested that if the forms could be populated automatically with relevant tombstone data, that could significantly improve the process.

"If they could auto-fill or pre-print forms with information we've already submitted, that would be a huge improvement. They should be able to retrieve the data they already collected from us so we don't have to re-input it."

"A sure way to streamline would be if there was a way to not have to put the info in again and again. There is no reason why they can't streamline double work. Payroll is based on info; there is no reason why they can't streamline info so not duplicating."

What about the Government's 20% Reduction Target?

One of the main objectives of the research was to explore participants' reaction to the government's target to reduce paper burden by 20%. This part of the discussion also involved testing two possible scenarios for improvement.

Although some participants vaguely remembered hearing something about a target to reduce paperwork by 20%, no one was able to recall any details of the announcement. That being said, participants had a difficult time understanding the reduction. Most do not believe it is possible and in fact, some suggested that the announcement was a political, election move.

"To reduce by 20%, I expect they would get rid of some forms."

"I don't think it will make much difference at all. What is an hour here or there? Government is always changing and forms change so I don't think it will happen."

After they've given it more thought, participants generally believe that any improvement would be good. In real terms, however, respondents had a hard time understanding or imagining how the government could show or measure progress in this area. It was deemed to be an almost impossible task. Asked how they would know whether the government had attained its objectives, respondents had a very difficult time coming up with concrete measures. Those who outsource supposed their accountant bills may diminish if it took their accountant less time to process the payroll. Other (prompted) benefits included being able to spend more time on their business, with their clients and their products.

"20% reduction of a bad thing is a good thing."

"I would know they achieved this target when the accountants don't raise their fees from year to year. I wouldn't see a change in my day-to-day operations."

Respondents did not spontaneously understand that the 20% reduction would not necessarily have direct benefits for their business. They were explained that this reduction may not affect certain sectors, for example.

When presented two potential benefits of the reduction target, respondents had a difficult time making a distinction between 20% reduction in paperwork and 20% in time. They perceive that one would ultimately lead to another.

That being said, overall, respondents did tend to lean toward the 20% reduction in time; although those who do not perceive there is a problem were hard pressed to say what they would do with the very little extra time this would mean for them.

When asked whether they would still outsource their services if the federal government reduced paperwork burden by 20%, virtually all said they would continue to do so because they value the specialists' expertise and the 20% value would not have much of an impact on their business.

Appendix

1. Recruitment Screener (English)
2. Recruitment Screener (French)
3. Moderator's Guide (English)
4. Moderator's Guide (French)

A. Recruitment Screener (English)

Decima (Industry Canada Paperwork Reduction Dec 06 REC PWGSC)

Questionnaire #_____ **Date of Last**
Group_____

# of previous groups_____

OTTAWA: **Thursday December 7, 2006** **Group 1 ENGLISH:** 5:00pm 1 $ 175 **Group 2 FRENCH:** 6:30pm 2 $ 175 **Group 3 ENGLISH:** 8:00pm 3 $ 175	Recruit **5** per group Honorarium: **$175.00** Study# **90228** LD Code **921**
Respondent's name: _____ Respondent's phone #: _____ (home) Respondent's phone #: _____ (work) Respondent's fax #: _____ sent? _____ or Respondent's e-mail : _____ sent? _____ Sample source *(circle)*: eVox random client referral	Interviewer: _____ Date: _____ Validated: _____ Quality Central: _____ On List: _____ On Quotas: _____

GATEKEEPER:
May I please speak to a senior decision maker in your organization who could speak about the impact, on your firm, of complying with the Government of Canada paperwork requirements? By this I mean regulations related to ...

- taxation, such as the T4 summary;
- employment such as payroll remittances; or
- mandatory Statistics Canada surveys.

Note the appropriate individual should be someone like a human resources or payroll accountant manager.

IF NOT AVAILABLE, ASK FOR THEIR NAME AND AN APPROPRIATE TIME TO CALL BACK.

Hello, my name is _____. I'm calling from Decima Research Inc., a national marketing research firm on behalf of Industry Canada. We are calling to invite people to a group discussion on issues related to small and medium Canadian businesses. **EXPLAIN FOCUS GROUPS EMPHASIZING NO SALES, RESEARCH ONLY & CONFIDENTIALITY.** Up to five people like yourself will be taking part. But before we invite you to attend, we need to ask you a few questions to ensure that we get a good mix/variety of people. May I ask you a few questions to see if you qualify for the research session?

Yes **CONTINUE**
No **ASK IF ANYONE ELSE IN THE HOUSEHOLD MIGHT BE INTERESTED**

If NOT THANK AND TERMINATE

Participation is voluntary. We are interested in hearing your opinions, no attempt will be made to sell you anything or change your point of view. The format is a "round table" discussion led by a research professional.

Monitoring text:

READ TO ALL: "This call may be monitored or audio taped for quality control and evaluation purposes."

ADDITIONAL CLARIFICATION IF NEEDED:

- to ensure that I (the interviewer) am reading the questions correctly and collecting your answers accurately;
- to assess my (the interviewer) work for performance evaluation;
- to ensure that the questionnaire is accurate/correct (i.e. evaluation of CATI programming and methodology – we're asking the right questions to meet our clients' research requirements – kind of like pre-testing).
- If the call is audio taped, it is only for the purposes of playback to the interviewer for a performance evaluation immediately after the interview is conducted or it can be used by the Project Manager/client to evaluate the questionnaire if they were unavailable at the time of the interview – all audio tapes are destroyed after the evaluation.

1a) Can I confirm that you are primarily responsible for your firm's compliance with the Government of Canada paperwork requirements?

Yes **CONTINUE**
No **(find the right person)**

1b) Can you please tell me your position within the firm?

_____

1c) How long has the company been in operation?

3 years or less	1	**TRY TO OBTAIN MIX**
4-10 years	2	
10 years +	3	
Don't know	4	

3) Do you or any member of your household work in any of the following areas?:
READ LIST

	Yes	No
Marketing Research/Marketing Department/Marketing	1	2
Advertising	1	2
Media Organization (TV, Radio, Newspaper, Magazine)	1	2
Public Relations	1	2
Government	1	2

IF *YES* TO ANY OF THE ABOVE INDUSTRIES, THANK & TERMINATE

4) In what industry does your company operate?

Manufacturing	1	
Construction	2	
Transportation/Airlines	3	
Communications and Utilities	4	
Wholesale Trade	5	
Retail Trade	6	
Finance and Insurance	7	
Real Estate	8	
Business and Personal Services	9	
Government Services (Fed, Prov or Mun)	10	**THANK & TERMINATE**
Education	11	
Health and Social Services	12	
Accommodation, Food and Beverages	13	
Other:**[SPECIFY]** _____	77	
DK/RF	99	**THANK & TERMINATE**

5) And approximately how many employees does your company have?

1-4	1	**TRY TO OBTAIN A MIX**
5-19	2	
20-99	3	
100+	4	**THANK AND TERMINATE**

6) Is this location your...**READ LIST**

Head office	1
A branch office	2
Only office	3
Other location type	4

[SPECIFY] _____

7) **NOTE RESPONDENT'S GENDER (BY OBSERVATION, DO NOT ASK):**

Male	1
Female	2

8) Sometimes participants are also asked to write out their answers to a questionnaire, read or watch a TV commercial during the discussion. Is there any reason why you could not participate?

Yes	1	**THANK & TERMINATE**
No	2	

TERMINATE IF RESPONDENT OFFERS ANY REASON SUCH AS SIGHT OR HEARING PROBLEM, A WRITTEN OR VERBAL LANGUAGE PROBLEM, A CONCERN WITH NOT BEING ABLE TO COMMUNICATE EFFECTIVELY OR IF YOU HAVE A CONCERN.

Group table :
As I mentioned earlier, the group discussion will take place the evening of **Thursday December 7 @ Time for 1.5 hours**. Would you be willing to attend?

Yes	**1**	
No	2	**THANK & DISCONTINUE**

Thursday December 7, 2006

Group 1 ENGLISH:	5:00pm	1	$ 175
Group 2 FRENCH:	6:30pm	2	$ 175
Group 3 ENGLISH:	8:00pm	3	$ 175

PRIVACY QUESTIONS (including P3)

Now I have a few questions that relate to privacy, your personal information and the research process. We will need your consent on a few issues that enable us to conduct our research. As I run through these questions, please feel free to ask me any questions you would like clarified.

P1) First, we will be providing the hosting facility and session moderator with a list of respondents' names and profiles (screener responses) so that they can sign you into the group. Do we have your permission to do this? I assure you it will be kept strictly confidential.

Yes	1	**GO TO P2**
No	2	**READ RESPONDENT INFO BELOW**

We need to provide the facility hosting the session and the moderator with the names and background of the people attending the focus group because only the individuals invited are allowed in the session and the facility and moderator must have this information for verification purposes. Please be assured that this information will be kept strictly confidential. **GO TO P1A**

P1a) Now that I've explained this, do I have your permission to provide your name and profile to the facility?

Yes	1	**GO TO P2**
No	2	**THANK & TERMINATE**

P2) An audio and/or video tape of the group session will be produced for research purposes. The tapes will be used only by the research professional to assist in preparing a report on the research findings and will be destroyed once the report is completed.

Do you agree to be audio and/or video taped for research purposes only?

Yes	1	**THANK & GO TO INVITATION**
No	2	**READ RESPONDENT INFO BELOW**

It is necessary for the research process for us to audio/video tape the session as the researcher needs this material to complete his report. I assure you it is kept strictly confidential and it will be destroyed as when the research is complete. **GO TO P2A**

P2a) Now that I've explained this, do I have your permission for audio/video taping?

Yes	1	**THANK & GO TO INVITATION**
No	2	**THANK & TERMINATE**

Attendance instructions:

INVITATION

Do you have a pen handy so that I can give you the address where the group will be held? It will be held at:

OTTAWA
Opinion Search, Elgin Room
Address: 160 Elgin Street, Suite 1800
Wheelchair Access: to Building and Washrooms
Parking: Street, Attached and Municipal
Entry Instructions to Building: Enter via revolving doors on Elgin Street. After 6:00 p.m. and weekends, please check-in with security.
Directions to Facility: "Place Bell Canada" Building. Nearest major intersection is Elgin Street and Laurier Avenue. Located on Elgin Street between Nepean Street and Gloucester Street.
Directions from Airport: • Take the airport parkway
• Continue on Bronson Avenue (Parkway becomes Bronson)
• Turn right onto Nepean Street
• We're on your left between Metcalfe & Elgin Streets

The discussion would last approximately **1.5 hours** and you will be given **$175.00** to thank you for your time.

We ask that you arrive fifteen minutes early to be sure you find parking, locate the facility and have time to check-in with the hosts. The hosts may be checking respondents' identification prior to the group, so please be sure to bring some personal identification with you (for example, a driver's license). If you require glasses for reading make sure you bring them with you as well.

As we are only inviting a small number of people, your participation is very important to us. If for some reason you are unable to attend, please call us so that we may get someone to replace you. You can reach us at **1-800-363-4229 x5068** at our office. Please ask for **xxx.** Someone will call you the day before to remind you about the discussion.

So that we can call you to remind you about the focus group or contact you should there be any changes, can you please confirm your name and contact information for me? **[READ INFO WE HAVE AND CHANGE AS NECESSARY.]**

First name_____
Last name_____
Title_____
Company name_____
Day time phone number_____
Night time phone number_____
Fax number_____
Email_____
Address_____

If the respondent refuses to give his/her first or last name or phone number please assure them that this information will be kept strictly confidential in accordance with the privacy law and that it is used strictly to contact them to confirm their attendance and to inform them of any changes to the focus group. If they still refuse THANK & TERMINATE

B. Recrutement

Décima (Industrie Canada – Réduction de la paperasserie administrative – Décembre 2006 – CDR TPSGC)
N° de projet : 89880100
N° de l'étude : 90228

Questionnaire : _____

OTTAWA **Le jeudi 7 décembre 2006** **Groupe 1 ANGLAIS :** 17 h 00 1 175 $ **Groupe 2 FRANÇAIS :** 18 h 30 2 175 $ **Groupe 3 ANGLAIS :** 20 h 00 3 175 $	Recrutez **5** personnes par groupe Prime : **175 $** N° de l'étude : **90228** Code d'interurbain : **921**
Nom du répondant : _____ N° de téléphone du répondant : _____ (maison) N° de téléphone du répondant : _____ (bureau) N° de télécopieur du répondant : _____ envoyé? ou Courriel du répondant : _____ envoyé? Source de l'échantillon *(encerclez)* : eVox aléatoire client référence	Intervieweur : _____ Date : _____ Validé : _____ Fichiers centraux : ____ Sur liste : _____ Sur quotas : _____

PERSONNE QUI RÉPOND AU TÉLÉPHONE :

Bonjour, puis-je parler à un décideur principal qui pourrait me dire quel est l'impact des documents que vous devez remplir pour satisfaire aux exigences réglementaires du gouvernement du Canada sur votre entreprise? C'est-à-dire :

- Les formulaires fiscaux, par exemple les T4 Sommaire
- Les formulaires relatifs à l'emploi, comme les remises des retenues à la source; ou
- Les sondages obligatoires de Statistique Canada

Note : la personne recherchée sera probablement un gestionnaire des ressources humaines ou du Service de la paie.

SI NON DISPONIBLE, DEMANDEZ LE NOM DE CETTE PERSONNE ET LE MEILLEUR TEMPS POUR LA RAPPELER.

Bonjour, je m'appelle _____. Je vous téléphone du Centre de recherche Décima, une firme nationale de recherche marketing, au nom d'Industrie Canada. Nous organisons un groupe de discussion sur des enjeux d'intérêt pour les petites et moyennes entreprises canadiennes. **EXPLIQUEZ LES GROUPES DE DISCUSSION ET METTEZ L'ACCENT SUR LE FAIT QUE NOUS NE VENDONS RIEN, QU'IL S'AGIT UNIQUEMENT D'UNE RECHERCHE ET QUE LES RÉPONSES DEMEURERONT CONFIDENTIELLES.** Environ cinq personnes y participeront. Toutefois, avant de vous inviter à vous joindre à nous, j'aimerais vous poser quelques questions pour m'assurer que le groupe est composé d'une bonne variété de personnes. Puis-je vous poser quelques questions pour voir si vous êtes admissible à la séance?

Oui	1	**CONTINUEZ**
Non	2	**REMERCIEZ ET TERMINEZ**

Votre participation est volontaire. Seule votre opinion compte pour nous. Nous ne tenterons pas de vous vendre quoi que ce soit ou de vous faire changer d'avis. La discussion se déroulera sous forme de table ronde et sera animée par un professionnel de la recherche.

Texte sur l'écoute :

LISEZ À TOUS : « Cet appel peut être écouté ou enregistré à des fins d'évaluation ou de contrôle de la qualité. »

CLARIFICATIONS SUPPLÉMENTAIRES AU BESOIN :

- Pour s'assurer que je lise les questions correctement et que je recueille vos réponses avec précision;
- Pour évaluer mon rendement;
- Pour vérifier que le questionnaire est exact/correct (c.-à-d. évaluation de la programmation ITAO et de la méthodologie – s'assurer que nous posons les bonnes questions pour répondre aux exigences de nos clients en matière de recherche – comme un prétest).
- Si l'appel est enregistré, l'enregistrement sert uniquement à évaluer le travail de l'intervieweur et est écouté immédiatement après la fin de l'entrevue. Il peut également être utilisé par le gestionnaire de projet ou le client pour évaluer le questionnaire si ces personnes n'étaient pas disponibles au moment de l'entrevue. Tous les enregistrements sont détruits après l'évaluation.

1a) Pouvez-vous confirmer que vous êtes la personne responsable de remplir les documents nécessaires pour satisfaire aux exigences réglementaires du gouvernement du Canada?

Oui	**CONTINUEZ**
Non	**(demandez à parler à la personne responsable)**

1b) Quel poste occupez-vous au sein de l'entreprise?

_____

1c) Depuis quand l'entreprise est-elle en activité?

3 ans ou moins	1	**BONNE VARIÉTÉ**
De 4 à 10 ans	2	
10 ans ou plus	3	
Ne sait pas	4	

3) Est-ce que vous, ou quelqu'un chez-vous, travaillez dans l'un des domaines suivants : **LISEZ LA LISTE...**

	OUI	**NON**
Recherche marketing/Service de marketing/Marketing	1	2
Publicité	1	2
Médias (télévision, radio, presse écrite, magazine)	1	2
Relations publiques	1	2
Gouvernement	1	2

SI « OUI » À L'UN DE CES DOMAINES, REMERCIEZ ET TERMINEZ

4) Dans quel secteur d'activités œuvre votre entreprise?

Fabrication	1	
Construction	2	
Transport/Transporteur aérien	3	
Communications et services publics	4	
Commerce de gros	5	
Commerce de détail	6	
Finance ou assurance	7	
Immobilier	8	
Services aux entreprises et aux particuliers	9	
Services gouvernementaux (fédéral, provincial ou administration municipale)	10	**REMERCIEZ ET TERMINEZ**
Éducation	11	
Santé et services sociaux	12	
Hébergement, aliments et boissons	13	
Autre : _____	99	

5) Et environ d'employés compte votre entreprise?

1 à 4	1	**BONNE VARIÉTÉ**
5 à 19	2	
20 à 99	3	
100 ou plus	4	**REMERCIEZ ET TERMINEZ**

6) L'emplacement où vous êtes... **LISEZ LA LISTE**

Le siège social de l'entreprise	1
Une succursale/une filiale/un bureau auxiliaire	2
Le seul emplacement de l'entreprise	3
Un autre type d'emplacement	4

Veuillez préciser : _____

7) **SEXE DU RÉPONDANT (NE DEMANDEZ PAS) :**

Homme	1
Femme	2

8) Pendant la séance, il nous arrive de demander aux participants d'écrire leurs réponses, de lire des documents ou de visionner des publicités télévisées. Y a-t-il une raison qui vous empêcherait de participer?

Oui	1	**REMERCIEZ ET TERMINEZ**
Non	2	

TERMINEZ SI LE RÉPONDANT DONNE UNE RAISON COMME UN PROBLÈME DE L'OUÏE, DE LA VUE, D'ALPHABÉTISME, UNE PRÉOCCUPATION À NE PAS POUVOIR COMMUNIQUER EFFICACEMENT OU SI VOUS AVEZ UN DOUTE.

Comme je vous l'ai dit, le groupe de discussion aura lieu en soirée, le **jeudi 7 décembre à HEURE** et durera environ **une heure et demie**. Acceptez-vous d'y participer?

Oui	**1**	
Non	2	**REMERCIEZ ET TERMINEZ**

Groupe 1 ANGLAIS :	17 h 00	1	175 $
Groupe 2 FRANÇAIS :	18 h 30	2	175 $
Groupe 3 ANGLAIS :	20 h 00	3	175 $

ENJEUX RELATIFS À LA VIE PRIVÉE (inclure P3)

J'aurais maintenant quelques questions à vous poser à propos de la confidentialité, de vos renseignements personnels et du processus de recherche. Nous devrons obtenir votre permission par rapport à certains sujets afin que nous puissions effectuer notre recherche. Lorsque je vous poserai ces questions, n'hésitez pas à me demander de les clarifier si vous en ressentez le besoin.

P1) Tout d'abord, nous fournirons une liste des noms et des profils (réponses au questionnaire) des participants aux hôtes et au modérateur de la séance, afin qu'ils puissent vous inscrire. Acceptez-vous que nous leur transmettions ces renseignements? Je peux vous assurer que ceux-ci demeureront strictement confidentiels.

Oui	1	**PASSEZ À P2**
Non	2	**LISEZ L'INFORMATION SUIVANTE AU RÉPONDANT**

Nous devons donner votre nom et votre profil aux hôtes et au modérateur de la séance, puisque seuls les gens qui sont invités peuvent prendre part à la discussion. Les hôtes et le modérateur ont besoin de ces renseignements à des fins de vérification uniquement. Soyez assuré(e) que ces renseignements demeureront strictement confidentiels. **PASSEZ À P1A**

P1a) Maintenant que je vous ai expliqué cela, acceptez-vous que nous transmettions votre nom et votre profil aux hôtes et au modérateur de la séance?

Oui	1	**PASSEZ À P2**
Non	2	**REMERCIEZ ET TERMINEZ**

P2) Il y aura un enregistrement audiovisuel de la séance et celui-ci servira uniquement à des fins de recherche. Les enregistrements seront uniquement utilisés par un professionnel de la recherche pour préparer le rapport sur les résultats de la recherche. Les enregistrements seront détruits lorsque le rapport sera terminé.

Acceptez-vous qu'un enregistrement audiovisuel de la séance soit effectué uniquement à des fins de recherche?

Oui	1	**REMERCIEZ ET PASSEZ À l'invitation**
Non	2	**LISEZ L'INFORMATION SUIVANTE AU RÉPONDANT**

nous devons faire un enregistrement audiovisuel de la séance puisque le professionnel de la recherche a besoin de ce matériel pour rédiger son rapport. Je peux vous assurer que ces enregistrements demeureront strictement confidentiels et qu'ils seront détruits dès que le rapport sera terminé. **PASSEZ À P2A**

P2a) Maintenant que je vous ai expliqué cela, acceptez-vous que nous fassions un enregistrement audiovisuel de la séance?

Oui	1	**REMERCIEZ ET PASSEZ À l'invitation**
Non	2	**REMERCIEZ ET TERMINEZ**

ADRESSE DU GROUPE DE DISCUSSION :

Avez-vous un crayon à portée de la main pour prendre en note l'adresse de l'endroit où se tiendra le groupe de discussion? Il aura lieu à :

Opinion Search, salon Elgin
Adresse : 160, rue Elgin, bureau 1800
Accès pour fauteuils roulants : édifice et toilettes
Stationnement : sur la rue, adjacent et municipal
Pour entrer dans l'édifice : entrée par les portes tournantes sur la rue Elgin. Après 18 h et la fin de semaine, veuillez vous présenter au gardien de sécurité.
Pour vous rendre : édifice « Place Bell Canada », près de l'intersection Elgin et Laurier, sur la rue Elgin entre les rues Nepean et Gloucester.
De l'aéroport : • Prenez l'autoroute de l'aéroport
• Continuez sur l'avenue Bronson (l'autoroute devient Bronson)
• Tournez à droite sur la rue Nepean
• L'édifice est à gauche entre les rues Metcalfe et Elgin

La séance durera environ **une heure et demie** et vous recevrez **175 $** en guise de remerciement pour le temps que vous nous aurez accordé.

Nous vous demandons d'arriver quinze minutes avant l'heure prévue pour vous permettre de stationner votre voiture, de trouver nos bureaux et de vous présenter à nos hôtes. Il est possible que les hôtes vous demandent de vous identifier avant la tenue du groupe de discussion. Par conséquent, assurez-vous d'avoir une pièce d'identité avec vous (ex. permis de conduire).

Comme nous n'invitons qu'un petit nombre de personnes, votre participation est très importante pour nous. Si, pour une raison ou une autre vous ne pouvez pas vous présenter, veuillez nous en aviser pour que nous puissions vous remplacer. Vous pouvez nous joindre au **1 800 363-4229, poste 5068.** Demandez à parler à **xxx**. Quelqu'un communiquera avec vous la veille du groupe de discussion pour confirmer votre présence.

Afin que nous puissions vous appeler pour confirmer votre présence ou pour vous informer si des changements survenaient, pourriez-vous me confirmer votre nom et vos coordonnées? **[LISEZ LES COORDONNÉES QUE NOUS AVONS ET MODIFIEZ AU BESOIN.]**

Prénom :_____
Nom de famille : _____
Poste : _____
Entreprise : _____
Numéro de téléphone de jour _____
Numéro de télécopieur : _____
Courriel : _____
Adresse : _____

Si le répondant refuse de donner son prénom, son nom de famille ou son numéro de téléphone, assurez-le que ces renseignements demeureront strictement confidentiels en vertu de la *Loi sur la protection des renseignements personnels*. Ils ne seront utilisés que pour l'appeler pour confirmer sa présence ou pour l'informer si des changements surviennent. S'il refuse, REMERCIEZ ET TERMINEZ

Merci d'avoir accepté de prendre part à notre groupe de discussion!

C. Moderator's Guide (English)

1. Introduction and Warm-Up (5)

The moderator will take a few minutes to go around the table and ask respondents to introduce themselves, and outline a few ground rules: want to ensure that people share their views openly, let everyone participate, want people to talk about their views, not "other people's views", ensure that we don't want people to "debate" each other – everyone's views are valid, there are no right or wrong answers. The moderator will also point out that there is a one-way mirror, observers in the back, and audio and video taping, but ensure that all discussion is confidential.

2. Introduction and General Views (20)

Paperwork is a reality faced by all businesses. Tonight we are going to talk about the types of paperwork that you complete for the federal government.

- To begin, what comes to mind when you think of paper burden?
- Thinking of your business in particular, what are the top paper burden irritants?
  (Moderator: Here we are looking to see what irritants are mentioned top of mind. Be particularly attentive to any irritants that involve time or quantity.)

  If time or quantity mentioned here or at any other time in the group, probe:
  - What is it about time or quantity?
  - Why is that particularly irritating?
  - What does it mean for your business?
  - What are the repercussions?
  - (If mention a specific form) What is it about that form that is a hassle/irritating?

- Which of the following statements is closer to your own view: complying with regulations or requirements is just a part of your business OR complying is a significant burden?

  If a burden, probe:

  - What are your key concerns?
  - Are they related to cost?
  - Complexity?
  - Time and resources spent?
  - Number of rules or regulations?
  - Why do you say that?

  (Probe thoroughly)

- What is your firm's approach to dealing with paperwork required by the Government of Canada?

  Probe:

  - Human resources devoted to this, including training?
  - Number of people dedicated?
  - Outsource?
  - Specialists in-house?
  - Equipment, such as investments in software?

- Compared to a few years ago, how would you describe the efforts expended by your firm to comply with Government of Canada paperwork generally?

  Probe:

  - Better, same, worse? *(Probe for the impact on the firm)*

3. Government Commitment (20)

- Are you aware of the Government of Canada's commitment to reduce businesses' paper burden?

  It's important to note here that we are talking about reduction in paper burden/paperwork AND NOT about deregulation (approvals, wait times, etc.). I want to ensure that we are all focused on the reduction of red tape for businesses.

- The Government of Canada is committed to reduce businesses' paper burden by 20%.

  – Were you aware of that? If so, where did you hear about this?

  (GoC's economic and fiscal update, CFIB etc)

- Whether or not you had heard about this 20% commitment before tonight, knowing this is the target, what are your overall impressions?
  - Realistic? Credible?

- In your view, what would be a realistic timeline for the federal government to meet this 20% reduction objective?

- How would you like to see the federal government measure this 20% reduction?

  – Why do you say that?
  – Why would that make a difference to your firm?
  – (IF MENTIONED SPONTANEOUSLY) What are the concrete ways improvements would be seen in your firm?
  (e.g. would not have to outsource to accountant, would file information less often, etc.)

- How would you measure the government's success in this area?

- How would your firm know whether the government has been successful in reaching the 20% reduction?

  Probe:

  - What concrete things would you see?
  - What burden would be alleviated?
  - What would change in your firm's day-to-day business dealings/workings?
  - Why is this important?

NEXT TWO BULLETS ARE PRIORITY AREAS

- Do you think there would be a real impact for your business if the government's target is met by reducing by 20% **the amount of time** that an average small business spends in complying with regulation requirements, understanding that your business may be different from the average small business?

  - What would this mean for your business?
  - Why would this have/not have a significant impact?
  - Would you support this approach?

- Do you think there would be a real impact for your business if the government's target is met by reducing by 20% **the overall number of regulatory requirements** for businesses, even if there is a chance that the regulatory requirements that end up being reduced have no direct relevance or impact for your business?

  - What impact would this have for your business? Why?
  - Why would this be / not be an appropriate approach for your business?

NOTE TO MODERATOR: Some of these may be obsolete or phased out or not pertain to your sector.

NOTE TO MODERATOR: if credibility of process raised spontaneously, respond by providing example of Quebec and Nova Scotia's success in collaborating with businesses. The reduction in time was measured by adding up the time to complete the forms before the changes, and after.

4. Specific Issues (20)

Now, I'd like to do a little exercise. I'd like to have you fill out this form and then we'll discuss your answers.

Please rank each of the following items from 1 to 4 with 1 being the one that is most irritating to you.

a. Too many Government of Canada requirements and regulations
b. Too many Government of Canada forms to fill out
c. Too much time needed to fill out Government of Canada paperwork related to regulations
d. Too much cost associated with filling out Government of Canada paperwork related to regulations
e. Other irritant (please specify)

- Why did you rank that 1st, 2nd, 3rd, etc?
- Which would have the greatest impact on your business if it were the basis for the government's 20% reduction? Why do you say that?
- Which would be the easiest for the government to use as the basis for the 20% reduction? Why do you say that?

Solutions (IF MENTIONED SPONTANEOUSLY)

If participants mention solutions spontaneously probe:

- Would this solution have an impact on your business? How? Why?
  - Putting forms online?
  - Having businesses file less often?
  - Making forms simpler to fill out?
  - Making forms less redundant?

5. Conclusions and Wrap-up

- Do you have any other comments or recommendations?

D. Guide de discussion

1. Introduction (5)

Le modérateur prendra quelques minutes pour faire un tour de table et demander aux participants de se présenter. Il mentionnera ensuite quelques règles de base pour la discussion : les participants doivent exprimer leur opinion ouvertement, laisser la chance à tous de participer et exprimer leur point de vue personnel et non celui « des autres ». Il ne s'agit pas d'un débat, tous les points de vue sont valables et il n'y a pas de bonne, ni de mauvaise réponse. Le modérateur informera ensuite les participants qu'il y a un miroir d'observation derrière lequel se trouvent certaines personnes et que l'on fera un enregistrement audiovisuel de la discussion ». Il les assurera toutefois que la discussion demeurera strictement confidentielle.

2. Entrée en matière et vue d'ensemble (20)

Les documents administratifs font partie de la réalité avec laquelle doivent composer les entreprises. Ce soir, nous parlerons des types de documents administratifs que vous devez remplir pour le gouvernement fédéral.

- Tout d'abord, qu'est-ce qui vous vient à l'esprit lorsque vous pensez à la paperasserie administrative?
- Plus précisément, dans votre entreprise, quels sont les principaux irritants de la paperasserie administrative?

  (Modérateur : à ce stade-ci, nous voulons connaître les premiers irritants qui leur viennent à l'esprit. Soyez particulièrement attentif aux irritants ayant trait au « temps » et à la « quantité ».)

Si les participants mentionnent « le temps » ou « la quantité » pendant la séance, sondez :

- Qu'en est-il du temps et de la quantité?
- Pourquoi est-ce particulièrement irritant?
- Qu'est-ce que cela signifie pour votre entreprise?
- Quelles en sont les répercussions?
- Qu'est-ce qui rend ce formulaire si embêtant/irritant?

- Lequel des énoncés suivants exprime le mieux votre point de vue : satisfaire aux exigences et aux règlements fait tout simplement partie du travail OU satisfaire aux exigences et aux règlements est un lourd fardeau?

Si « fardeau », sondez :

- Quelles sont vos principales préoccupations?
- Sont-elles liées aux coûts?
- Sont-elles liées à la complexité?
- Sont-elles liées au temps et aux ressources nécessaires?
- Sont-elles liées au nombre de règlements?
- Pourquoi dites-vous cela?

(Sondez en profondeur)

- Quelle est l'approche de votre entreprise concernant les documents que vous devez remplir pour le gouvernement du Canada?

Sondez :

- Le Service des ressources humaines fait-il tout le travail, y compris la formation?
- Combien de personnes s'en occupent à temps plein?
- Les documents administratifs sont-ils confiés en sous-traitance?
- L'entreprise compte-t-elle des spécialistes parmi ses employés?
- L'entreprise a-t-elle dû acheter de l'équipement, par exemple des logiciels?

- Comparativement à il y a quelques années, de façon générale, comment décrivez-vous les efforts que déploie votre entreprise pour remplir les documents administratifs qu'exige le gouvernement du Canada?

  Sondez :

  – Efforts accrus, les mêmes, moindres? *(Sondez pour connaître l'impact sur l'entreprise)*

E. Engagement du gouvernement (20)

- Savez-vous que le gouvernement du Canada est résolu à réduire la paperasserie administrative des entreprises?

  Il importe de noter que nous parlons ici de la réduction des « lourdeurs administratives » ET NON d'une déréglementation (pour les approbations, les délais, etc.). Je veux m'assurer que nous parlons tous de la même chose, de la réduction de la paperasserie et des lourdeurs administratives pour les entreprises.

- Le gouvernement du Canada est résolu à réduire la paperasserie administrative des entreprises de 20 %.

  – Le saviez-vous? Si oui, où en avez-vous entendu parler?

  (La mise à jour économique et financière du gouvernement du Canada, la Fédération canadienne de l'entreprise indépendante (FCEI), etc.)

- Que vous ayez entendu parler ou non de ce 20 % avant ce soir, maintenant que vous connaissez cet objectif, dans l'ensemble, qu'en pensez-vous?
  – Est-ce réaliste? Crédible?

- Selon vous, quel serait un échéancier réaliste pour permettre au gouvernement fédéral d'atteindre cet objectif de réduction de 20 %?

- Comment souhaitez-vous que le gouvernement fédéral mesure cette réduction de 20 %?

  - Pourquoi dites-vous cela?
  - Quelle serait la différence pour votre entreprise?
  - SI MENTIONNÉ SPONTANÉMENT : quelles améliorations concrètes pourrait-on observer dans votre entreprise?
    (p. ex. : vous n'auriez pas à confier ce travail en sous-traitance à un comptable, vous soumettriez des renseignements moins souvent, etc.)

- De quelle façon pourriez-vous mesurer la réussite du gouvernement dans ce domaine?

- Dans votre entreprise, comment sauriez-vous si le gouvernement est parvenu à réduire la paperasserie administrative de 20 %?

  Sondez :

  - Concrètement, que remarqueriez-vous?
  - Quel fardeau serait allégé?
  - Qu'est-ce qui changerait dans les activités courantes de votre entreprise/la façon de faire de votre entreprise?
  - Pourquoi est-ce important?

LES 2 PROCHAINS POINTS SONT DES DOMAINES PRIORITAIRES

- Croyez-vous que cela aurait un impact réel sur votre entreprise si le gouvernement atteignait son objectif de **réduire de 20 % le temps** que les petites entreprises consacrent généralement pour satisfaire aux exigences réglementaires, même si votre entreprise peut différer de la moyenne des petites entreprises?
  - Pourquoi la réduction aurait-elle/n'aurait-elle pas un impact important?
  - Seriez-vous en faveur d'une telle approche?

- Croyez-vous que cela aurait un impact réel sur votre entreprise si le gouvernement atteignait son objectif de réduire de 20 % **le nombre d'exigences réglementaires** auxquelles les entreprises doivent se conformer, même si en fin de compte, votre entreprise n'est pas directement touchée par ces exigences réglementaires ou qu'elles sont moins pertinentes pour elle?

  - Quel serait l'impact sur votre entreprise? Pourquoi?
  - Pourquoi cette approche serait-elle/ne serait-elle pas appropriée pour votre entreprise?

NOTE AU MODÉRATEUR : il se peut que certains éléments soient dépassés, désuets ou sans objet dans leur secteur d'activités.

NOTE AU MODÉRATEUR : si les participants soulèvent spontanément la crédibilité du processus, présentez l'exemple du Québec et de la Nouvelle-Écosse qui ont réussi à collaborer avec les entreprises. Pour mesurer la réduction du temps, ils ont comparé le temps nécessaire pour remplir les formulaires avant les changements, et après.

3. Enjeux précis **(20)**

J'aimerais maintenant que nous fassions un petit exercice. Je vous demanderais de remplir le formulaire suivant. Nous en discuterons par la suite.

Veuillez classer les éléments suivants de 1 à 4, où 1 indique le plus grand irritant.

1. Le gouvernement du Canada a trop d'exigences et de règlements
2. Il y a trop de formulaires à remplir pour le gouvernement du Canada
3. La paperasserie réglementaire à remplir pour le gouvernement du Canada demande trop de temps
4. Il y a trop de coûts associés à la paperasserie réglementaire à remplir pour le gouvernement du Canada
5. Autre irritant (veuillez préciser)

- Pourquoi avez-vous classé cet élément 1er, 2e, 3e, etc.?
- Lequel aurait le plus grand impact sur votre entreprise s'il était au cœur de la réduction gouvernementale de 20 %? Pourquoi dites-vous cela?
- Pour le gouvernement, lequel serait-il le plus facile de réduire de 20 %? Pourquoi dites-vous cela?

Solutions (SI MENTIONNÉES SPONTANÉMENT)

Si les participants mentionnent spontanément des solutions, sondez :

- Cette solution aurait-elle un impact sur votre entreprise? Comment? Pourquoi?
  - Rendre les formulaires accessibles en ligne?
  - Demander aux entreprises de soumettre des documents moins souvent?
  - Rendre les formulaires plus faciles à remplir?
  - Rendre les formulaires moins redondants?

4. **Conclusions et récapitalation**

- Avez-vous d'autres commentaires ou recommandations?

LKC
HD 2346 .C2 Q3 2007
Qualitative research on paperwork burden reduction issues final report

DATE DUE
DATE DE RETOUR

CARR McLEAN 38-296

INDUSTRY CANADA / INDUSTRIE CANADA
210749