



Employment and  
Social Development Canada

Emploi et  
Développement social Canada

Canada

EMPLOYMENT AND SOCIAL DEVELOPMENT  
CANADA [ESDC]

**SERVICE CANADA**

# Client Experience Survey 2022-23

**EXECUTIVE SUMMARY**

January 26, 2024

POR # 006-23

Supplier: Ipsos Limited Partnership

CONTRACT AWARD DATE: 2023-05-05

CONTRACT #CW2303967 (G9292-23-3716)

Contract value: \$299,851.15 (including HST)

Ce rapport est aussi disponible en français.

For more information on this report, please contact [nc-por-rop-gd@hrsdc-rhdcc.gc.ca](mailto:nc-por-rop-gd@hrsdc-rhdcc.gc.ca)



## **Service Canada Client Experience Survey 2022-23**

This public opinion research report presents the results of a telephone survey conducted on behalf of Service Canada with a sample of 4,200 Service Canada clients across the five major programs. The study was conducted between June 9 and July 26, 2023.

It is available upon request in multiple formats (large print, MP3, braille, e-text, DAISY), by contacting 1 800 O-Canada (1-800-622-6232). By teletypewriter (TTY), call 1-800-926-9105.

© His Majesty the King in Right of Canada, 2024

For information regarding reproduction rights: [droitdauteur.copyright@HRSDC-RHDCC.gc.ca](mailto:droitdauteur.copyright@HRSDC-RHDCC.gc.ca)

### **PDF**

Cat. No. : Em4-23/2023E-PDF

ISBN: 978-0-660-68227-3

---

## **Service Canada sondage sur l'expérience client 2022-2023**

Ce rapport de recherche sur l'opinion publique présente les résultats d'un sondage téléphonique mené pour le compte de Service Canada auprès d'un échantillon de 4 200 clients de Service Canada dans les cinq principaux programmes. L'étude a été menée entre le 9 juin et le 26 juillet 2023.

Ce document offert sur demande en médias substitués (gros caractères, MP3, braille, fichiers de texte, DAISY) auprès du 1 800 O-Canada (1-800-622-6232). Si vous utilisez un télécriteur (ATS), composez le 1-800-926-9105.

© Sa Majesté le Roi du Chef du Canada, 2024

Pour des renseignements sur les droits de reproduction : [droitdauteur.copyright@HRSDC-RHDCC.gc.ca](mailto:droitdauteur.copyright@HRSDC-RHDCC.gc.ca)

### **PDF**

N° de cat. : Em4-23/2023F-PDF

ISBN : 978-0-660-68228-0

# Political Neutrality Statement

I hereby certify as Senior Officer of Ipsos that the deliverables fully comply with the Government of Canada political neutrality requirements outlined in the Policy on Communications and Federal Identity and the Directive on the Management of Communications. Specifically, the deliverables do not include information on electoral voting intentions, political party preferences, standings with the electorate or ratings of the performance of a political party or its leaders.



Mike Colledge  
President  
Ipsos Public Affairs

## Additional information

Supplier Name: Ipsos Limited Partnership  
PSPC Contract Number: CW2303967 (G9292-23-3716)  
Contract Award Date: 2023-05-05

# EXECUTIVE SUMMARY

# Service Canada CX Survey 2022-23 – Results at a Glance (1/2)



4,200 interviews conducted  
(between 750 and 1035 per program)



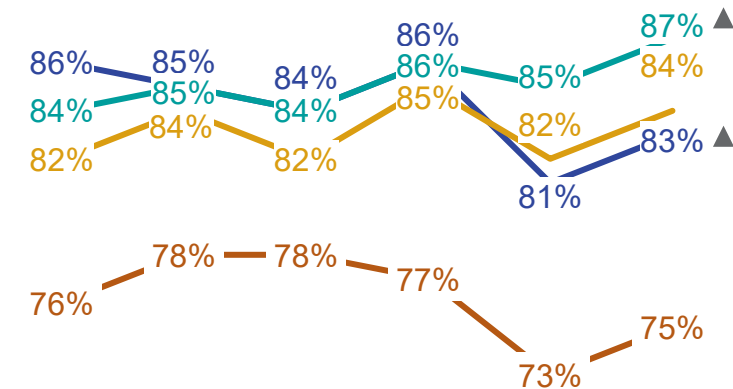
Methodology: Telephone survey



Fieldwork: June 9 and July 26, 2023  
Client experiences that reached initial decision: Jan to Mar 2023

## OVERALL SERVICE EXPERIENCE ACROSS PROGRAMS (% RATED 4 OR 5)

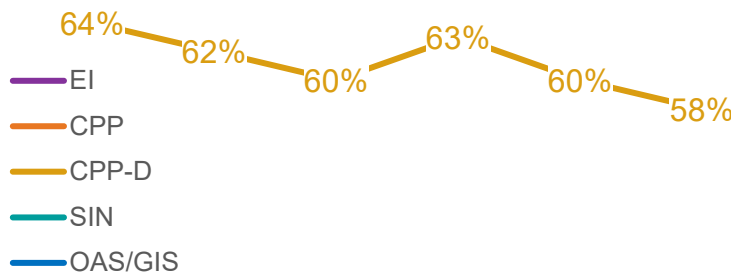
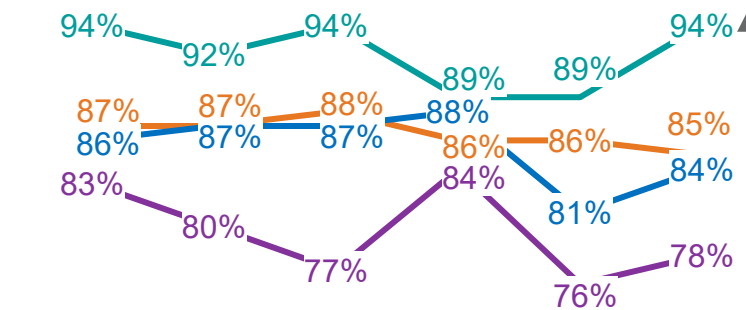
2017-18 2018-19 2019-20 2020-21 2021-22 2022-23



— Satisfaction  
— Ease  
— Effectiveness  
— Emotion

## SATISFACTION WITH CLIENT EXPERIENCE BY PROGRAM (% RATED 4 OR 5)

2017-18 2018-19 2019-20 2020-21 2021-22 2022-23



— EI  
— CPP  
— CPP-D

## TOP SATISFACTION DRIVERS (% RATED 4 OR 5)

Top satisfaction drivers are attributes that have the strongest impact on overall satisfaction, listed either as attributes to reinforce/protect or as attributes with the greatest opportunity for improvement. +

### KEEP DOING

	2018-19	2019-20	2020-21	2021-22	2022-23
In-person staff helpful	-	97%	91%	88%	92%▲
Consistent info	82%	80%	84%	79%	81%
Specialized call centre reps helpful	-	73%	85%	82%	83%

### AREAS FOR IMPROVEMENT

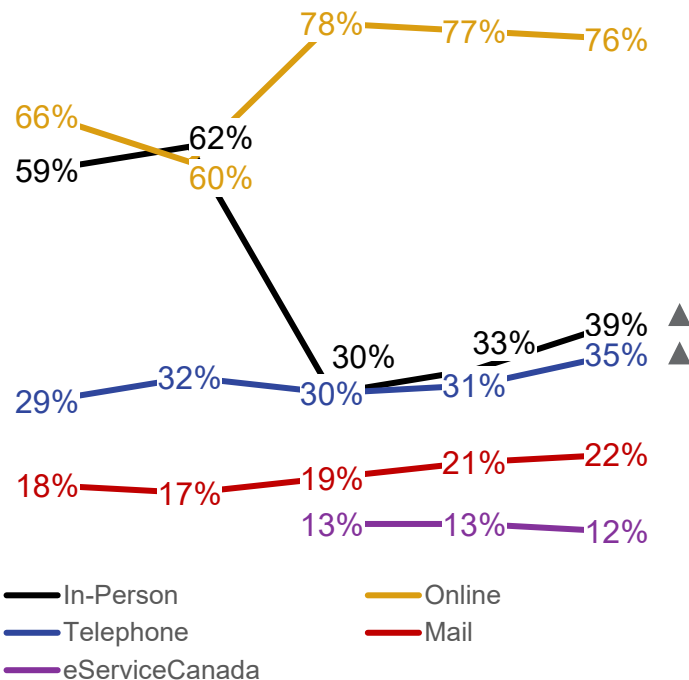
	2018-19	2019-20	2020-21	2021-22	2022-23
Client journey took reasonable time	76%	77%	81%	75%	75%
Confidence in issue resolution	78%	78%	77%	73%	75%
Ease of getting help on application	-	-	65%	64%	68%▲

□ Top 5 driver of satisfaction

# Service Canada CX Survey 2022-23 – Results at a Glance (2/2)

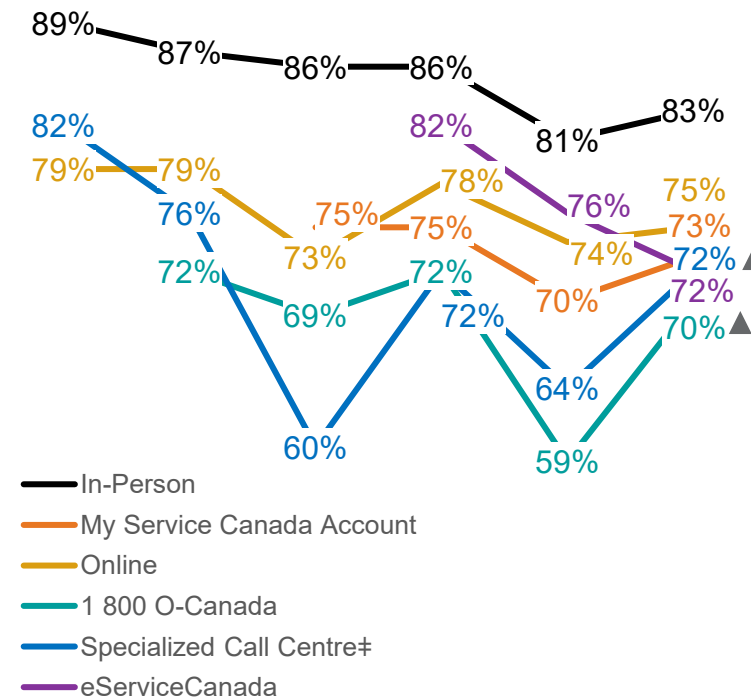
## CHANNEL USE: OVERALL<sup>+</sup>

2017-18 2019-20 2020-21 2021-22 2022-23



## SATISFACTION WITH EACH CHANNEL (% RATED 4 OR 5)

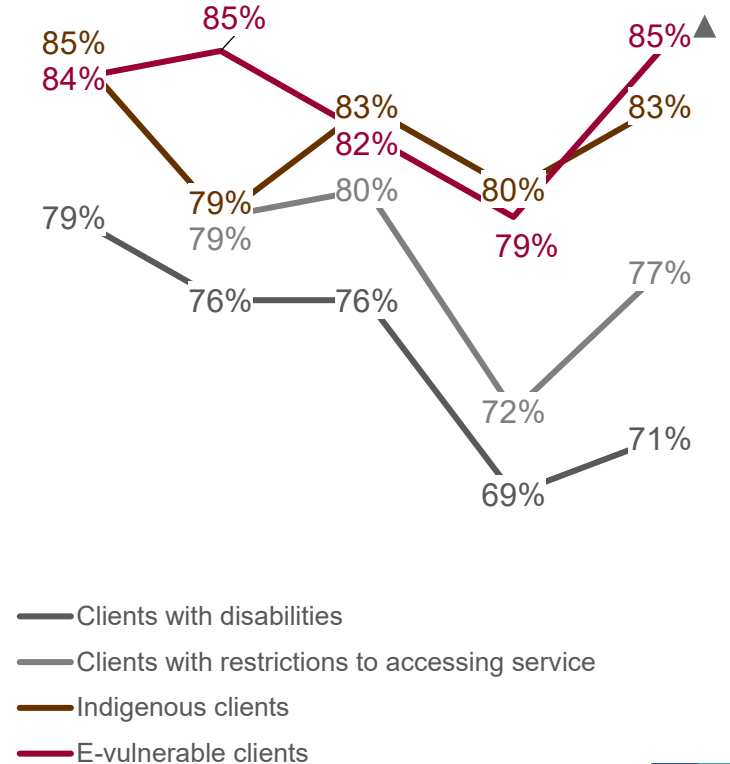
2017-18 2018-19 2019-20 2020-21 2021-22 2022-23



† Excludes SIN clients

## SELECT CLIENT GROUPS SATISFACTION (% RATED 4 OR 5)

2018-19 2019-20 2020-21 2021-22 2022-23



▲ Significantly higher/lower than previous wave

6 + 'Overall' refers to results among all clients across all programs

# Background and Objectives (1/2)



- The annual Service Canada Client Experience (CX) Survey measures the end-to-end service experience delivered by Service Canada and tracks the impact of service delivery change on clients' ability to access federal programs and satisfaction with the federal programs.
- The 2022-23 Client Experience (CX) Survey is the sixth annual wave. This provides trend data to contribute to monitoring the service delivery performance of Service Canada.
- The CX Survey provides tracking of satisfaction with the client journey among Service Canada clients, measures changes in use and satisfaction of service channels and assesses the ease, effectiveness and emotion of Service Canada clients by service channel and program. It also tracks up-take and use of self-service and assisted self-service among Service Canada clients.
- The Client Experience Survey project is conducted in two phases: an initial quantitative survey followed by a qualitative phase of research.
- The qualitative phase was used to explore service channel preference, barriers, and opportunities for improvement to service delivery and channel use.
- The contract value (\$299,851.15 [including HST]) for this research includes both the qualitative and quantitative phases.

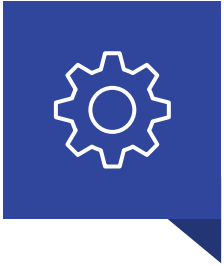
# Background and Objectives (2/2)



- To comply with the Treasury Board Secretariat's Policy on Service and Digital, the Chief Client Experience Officer (CCXO) conducts the Client Experience (CX) Survey to collect client feedback to assist in effectively managing service delivery across the service channels and to help ensure client-centric service design and delivery that is accessible and inclusive.
- The CCXO launched the annual Client Experience (CX) Survey in 2017 as part of a structured approach to collecting feedback from clients to track how well Service Canada was delivering federal programs through its service channels. The CX Survey was conducted again in 2018-19, 2019-20, 2020-21 and 2021-22.
- The CX Survey in 2022-23 collected trend data to contribute to monitoring the service delivery performance of Service Canada, and to report annual satisfaction to meet service standards on the client experience.
- Results from the 2022-23 CX Survey project will be used to:
  - Improve service delivery and access to programs;
  - Respond to clients' evolving service needs;
  - Measure performance and impacts of service changes over time (e.g., pre-pandemic vs. pandemic vs. post-pandemic);
  - Contribute to evaluating the overall success of the client experience management function and service delivery; and,
  - Inform service management decisions as reported to Treasury Board Secretariat under the Management Accountability Framework.
- The research objectives for the quantitative phase were to:
  - Track overall satisfaction with end-to-end service experience of Service Canada clients, including clients of Employment Insurance (EI), Canada Pension Plan (CPP), Canada Pension Plan – Disability (CPP-D), Old Age Security/Guaranteed Income Supplement (OAS/GIS), and Social Insurance Number (SIN);
  - Track changes over time on the use of and satisfaction with the service channels; and,
  - Use the Client Experience Measurement Model and assess ease, effectiveness, emotion and trust in Service Canada of clients accessing the five major programs.



# Methodology



- A telephone survey was conducted with a sample of 4,200 Service Canada clients across the five major programs.
  - EI: (n=1035) +/- 3.0 percentage points
  - CPP: (n=768) +/- 3.5 percentage points
  - CPP-D: (n=752) +/- 3.6 percentage points
  - OAS/GIS: (n=862) +/- 3.3 percentage points
  - SIN: (n=783) +/- 3.5 percentage points
- Oversamples were collected with two client groups: those living in remote areas and Indigenous clients. A minimum of 400 completed questionnaires was achieved for each of these smaller groups.
- The interviews were conducted between June 9 and July 26, 2023.
- Clients who were sampled had completed a client journey and received an initial decision, benefit or Social Insurance Number in January, February or March 2023.
- The survey sample size has a margin of error of +/-1.5%.
- Results were weighted by age, gender, region, program and benefit receipt (approved/denied) using administrative data on clients who completed a client journey from April 2022 to March 2023. Program weights were held constant with 2017-18 to allow the results to highlight any change due to the service experience.
- The 2022-23 Client Experience Survey Detailed Methodology document, which includes the research instruments, is available under separate cover.
- The qualitative research, which comprised a mix of in-depth interviews (37) and online focus groups (7), was conducted between September 21<sup>st</sup> and November 6<sup>th</sup>, 2023. Participants who were screened into the focus groups or in-depth interviews were those who had lower satisfaction and/or experienced a barrier to accessing service. A total of 85 clients participated in the qualitative research. The findings presented are qualitative in nature, meaning that they provide an in-depth exploration of the research issues and at no point is the intention to produce results that are statistically representative of the population at large. The results of the qualitative research are also available under separate cover.




# Glossary



Throughout the report, subgroup results have been compared to the average of all clients (i.e., total) and statistically significant differences at the 95% confidence level noted using green and red boxes.

Where subgroup results are statistically higher than the total a green box has been used and where results are statistically lower than the total a red box has been used. Where applicable, yellow boxes are used to indicate drivers of satisfaction which are in the top five most impactful.

Additionally, arrows have been used to identify where results in 2022-23 are statistically higher or lower than 2021-22.

  Significantly higher/lower than total       Significantly higher/lower than previous wave       Top 5 driver of satisfaction

Small sample sizes of less than n=40 have been identified throughout the report using an asterisk symbol (\*) and caution should be used when interpreting these results. Sample sizes less than n=25 are considered very small and results for these measures have not been included in the report and have been identified using a double asterisk (\*\*) where applicable.

Where applicable, “-” is used in tabulations to indicate that an attribute or statement was not asked/did not exist during the given year.

Throughout this report, the term “overall” is used to describe the specific attribute related to satisfaction with service received from Service Canada as a whole (“overall satisfaction”), or to refer to results for the total sample/all client groups (“Trust in Service Canada: Overall”), where indicated.

# Executive Summary: Overall Satisfaction



**Satisfaction with the overall service experience has increased compared to 2021-22. Satisfaction among EI clients increased compared to last year and remained consistent among clients of all other programs, however ratings among CPP-D clients have declined directionally for the second consecutive year and were lower compared to 2021-22. Satisfaction was higher among SIN clients compared to all clients, lower among EI clients and, consistent with historic trends, remained the lowest for CPP-D clients.**

- At more than eight in ten, the vast majority of clients were satisfied with their experience overall (83%) and found it easy (87%) and effective (84%). Three-quarters of clients (75%) were confident that any issues or problems would be easily resolved. Compared to 2021-22, ratings on satisfaction (83% vs. 81%), and ease (87% vs. 85%) have increased. Effectiveness (84% vs. 82%) and emotion (75% vs. 73%) and were on the cusp of statistical significance.
- At more than nine in ten (94%), SIN clients were most satisfied with the service experience overall. Over eight in ten CPP (85%) and OAS/GIS clients (84%) were satisfied, followed by just under eight in ten EI clients (78%), while nearly six in ten CPP-D clients (58%) were satisfied, lower than other programs. Satisfaction has increased among SIN clients from last year (94% vs. 89%). Satisfaction was stable for all other programs, however ratings have declined directionally among CPP-D clients for the second consecutive year and were lower compared to ratings in 2020-21 (58% vs. 60% in 2021-22 and 63% in 2020-21).
- More broadly, there has been a return to pre-pandemic satisfaction ratings across most programs, channels and client groups. However, some longer-term trends are reversing. For example, overall satisfaction among E-vulnerable clients had been in a trend of decline over the past five years (87% satisfaction in 2017-18 compared to 79% in 2021-22), though this has rebounded this year (84% satisfaction).

# Executive Summary: Trust



**Trust in Service Canada to deliver services effectively has increased overall and among CPP and OAS/GIS clients compared to 2021-22. EI and OAS/GIS clients provided higher ratings for overall ease this year, while EI clients also provided lower ratings for timeliness of service.**

- SIN clients were more likely to express trust (92%), to have found the process easy (93%), effective (93%) and to have had confidence in issue resolution (86%) compared to all clients. They were also more likely to have felt the timeliness of service was reasonable (87%) and to have reported their client journey took two weeks or less (73%); notably a higher proportion said it took only one day compared to 2021-22 (37% vs. 30%).
- CPP-D clients were less likely to express trust (65%), to have found the process easy (54%) and effective (56%) and to have confidence in issue resolution (52%) compared to all clients. They were also much less likely to have rated the timeliness of service as reasonable (45%) and continued to report the longest client journey of any program with CPP-D clients much more likely to say it took more than eight weeks (65%). Compared to 2021-22, a higher proportion reported their client journey took more than six months (32% vs. 25%) and ratings on timeliness experienced a directional decline and are at the lowest level observed.
- OAS/GIS clients were less likely to express trust (76%) compared to all clients, while ratings on the ease (87%) and effectiveness (84%) of the process and confidence in issue resolution (73%) were consistent with overall levels. They were more likely to have felt the timeliness of service was reasonable (81%) and to report their client journey took more than eight weeks (34%) compared to all clients, however most said it took less than eight weeks (54%).
- EI clients were less likely to express trust (78%), to have found the process effective (79%) and to have confidence in issue resolution (70%) compared to all clients. They were also less likely to have rated the timeliness of service as reasonable (66%) and to have reported their client journey took between two to four weeks (31%) or between six to eight weeks (9%).
- CPP clients' ratings on trust (81%), ease (85%), effectiveness (83%) and confidence in issue resolution (75%) were consistent with overall levels. They were more likely to have rated the timeliness of service as reasonable (79%) and to have reported their client journey took four weeks or longer (55%).

# Executive Summary: Service Attribute Performance



**There have been a number of positive shifts for service attributes related to effectiveness and emotion year over year, while a higher proportion reported that they were able to complete the application in a reasonable time.**

- Clients were more likely to agree that it was clear what to do if they had a problem or question, that it was easy to get help when they needed it, that Service Canada in-person representatives were helpful and that they travelled a reasonable distance to access service.
- A higher proportion agreed that they were able to complete the application in a reasonable amount of time and that it was easy to get help on their application when needed, compared to 2021-22. Ratings for the ease of finding information about the program on the Government of Canada website were consistent year over year.

**Overall, clients provided the highest ratings for helpfulness of in-person representatives, feeling respected throughout the process, confidence in information security, and overall effectiveness of the process, including ease of completing the application form.**

- At over nine in ten, the vast majority of clients provided high ratings for the helpfulness of Service Canada in-person representatives (92%). Well over eight in ten:
  - Felt respected throughout the process (89%);
  - Were confident their personal information was protected (88%);
  - Found it easy to apply (84%), including that it was easy to complete the application form (85%) and to complete the application in a reasonable time (84%); and
  - Were able to move smoothly through all steps (84%).

**Service attributes with lower ratings were ease of follow-up, ease of deciding the best age to start their pension, ease of getting help on the application when needed and ease of figuring out program eligibility.**

- Six in ten provided high ratings for the ease of following-up on their application (60%) and ease of deciding the best age to start their pension (62%). Closer to seven in ten provided high ratings for ease of getting help on the application when needed (68%) and just over seven in ten for ease of figuring out program eligibility (73%).

**The helpfulness of Service Canada in-person representatives, being respected throughout the process and protection of personal information were rated consistently high across all programs. While ease of follow-up and ease of getting help on the application when needed were consistently rated low.**

# Executive Summary: Service Attribute Performance by Program (1/3)



**SIN clients continued to provide the highest ratings across nearly all service attributes except for being able to complete the application in a reasonable amount of time, the helpfulness of 1 800 O-Canada representatives and travelling a reasonable distance to access service, where ratings were consistent with all clients.**

- At well over eight in ten, the vast majority of SIN clients provided high ratings for all service attributes and, in particular, ease of applying; aspects of the effectiveness and emotion of the process; helpfulness of Service Canada in-person and specialized call centre representatives; and being respected throughout the process.

**EI, CPP and OAS/GIS clients provided generally high ratings across most service attributes. However, ratings were lower for several aspects of the effectiveness of the process compared to all clients and, to a lesser extent, ease and emotion. EI clients also provided lower ratings for the ease of nearly all components of the application process specifically.**

- EI clients were less likely to provide high ratings on all aspects of the ease of the application process and most service attributes related to effectiveness. They were also less likely to feel it was easy to figure out eligibility; it was clear what would happen next and when; that they needed to explain their situation only once; that the in-person representatives were helpful; and they were confident any issues or problems would be easily resolved. EI clients provided higher ratings for being able to complete steps online that made the process easier.
- OAS/GIS clients were less likely to feel it was easy to understand information about the program, find out the steps to apply and to get help on their application when needed. They were also less likely to provide high ratings on the ease of getting help in general; being able to complete steps online made the process easier; clarity of the issue resolution process; that they were provided service in a way that protected them during the pandemic; ease of accessing service in a language they understand well; confidence their personal information was protected; and that they felt respected throughout the process.
- CPP clients were less likely feel it was easy to get help on their application when needed; being able to complete steps online made the process easier; it was clear what would happen next and when; they were provided service in a way that protected them during the pandemic; it was clear what to do if they had a problem or question; it was easy to get help in general; that Service Canada in-person or eServiceCanada representatives were helpful; they travelled a reasonable distance to access service; and to have confidence their personal information was protected. CPP clients were more likely to feel it was easy to figure out eligibility and follow-up on their application and that the timeliness of service was reasonable.

# Executive Summary: Service Attribute Performance by Program (2/3)



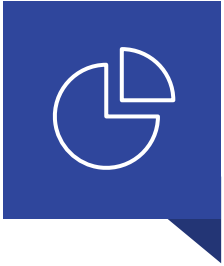
**Consistent with historic trends, CPP-D clients continued to experience the most challenges during the application process and provided lower ratings across nearly all service attributes.**

- The lowest rated service attributes included the ease of figuring out eligibility, gathering the information needed to apply, and getting help on the application when needed, timeliness of service and that it was clear what would happen next and when.
- The CPP-D service experience was rated highest for the helpfulness of Service Canada in-person and specialized call centre representatives and for confidence in protection of personal information.

**Satisfaction among OAS/GIS clients who were Auto-Enroll and Non Auto-Enroll was consistent. Non Auto-Enroll clients were directionally more satisfied, reversing much of the declines observed last year, and provided higher ratings for the ease of aspects of applying and overall timeliness of service.**

- Overall satisfaction was consistent among Auto-Enroll and Non Auto-Enroll clients compared to all clients. Compared to 2021-22, satisfaction has increased directionally among Non Auto-Enroll clients and returned to levels observed in 2019-20.
- Non Auto-Enroll clients provided lower ratings for online compared to all clients.
- Compared to all clients, both Auto-Enroll and Non Auto-enroll clients provided lower ratings for the ease of getting help when needed and confidence that personal information is protected, and higher ratings for the timeliness of service.
  - Non-Auto Enroll clients also provided lower ratings for feeling respected throughout the process, being able to complete steps online made the process easier and getting help on the application. Non Auto-Enroll clients also provided higher ratings for the clarity of the issue resolution process.
  - Auto-Enroll clients also provided lower ratings for clarity of the issue resolution process and being protected during the COVID-19 pandemic.
  - Compared to 2021-22, Non Auto-enroll clients provided higher ratings on ease of getting help, clarity of the issue resolution process, timeliness of service, being able to complete steps online made the process easier, the ease of completing the form, getting assistance on the application and overall ease of applying.

# Executive Summary: Service Attribute Performance by Program (3/3)



Results were largely consistent among SIN and eSIN clients, although SIN clients were more likely to be very satisfied compared to eSIN clients and compared to results among this group in 2021-22. As observed with results for the program, both client groups were more satisfied overall with their experience compared to all clients.

- Overall satisfaction was consistent among SIN and eSIN clients, although a higher proportion of SIN clients provided a rating of 5 out of 5. Consistent with overall results for the program, satisfaction was higher among SIN and eSIN clients compared to all clients.
- Results were directionally higher among both groups compared to 2021-22, and notably a higher proportion of SIN clients provided a rating of 5 out of 5 compared to last year.
- SIN clients provided higher ratings for the quality of service provided in person, online and through specialized call centres, while eSIN clients provided higher ratings for online. Results were consistent compared to 2021-22.
- SIN and eSIN clients provided higher ratings across several service attributes compared to all clients.
  - Gaps were consistently larger among SIN clients, with the widest gaps for ease of getting help in general and on the application, the helpfulness of specialized call centre representatives and timeliness of service.
  - The largest gaps among eSIN clients were for ease of understanding information about the program, ease of getting help on the application, ease of figuring out eligibility and timeliness of service.
- Compared to 2021-22, ratings have increased among SIN clients for ease of getting help and receiving consistent information, while eSIN clients provided higher ratings for ease of getting help on the application.



# Executive Summary: Change in Client Experience by Program



**SIN clients were more satisfied with certain aspects of service including the timeliness of service, overall ease of applying, helpfulness of Service Canada in-person representatives and the reasonableness of the distance travelled to access service compared to 2021-22.**

- Compared to 2021-22, SIN clients provided higher ratings for the overall ease of applying (93% vs. 90%), the timeliness of service (87% vs. 82%), the ease of getting help in general (88% vs. 84%) and on the application specifically (83% vs. 78%), the helpfulness of Service Canada in-person representatives (96% vs. 92%) and that they travelled a reasonable distance to access service (79% vs. 73%). SIN clients provided lower ratings for being provided service in a way that protected them during the pandemic (85% vs. 90%).

**OAS/GIS clients were more satisfied with the overall ease of applying and with the ease of getting help and completing the form.**

- Compared to 2021-22, OAS/GIS clients provided higher ratings for the overall ease of applying (87% vs. 80%), the ease of getting help in general (64% vs. 57%) and on the application specifically (62% vs. 54%) and the ease of completing the application form (83% vs. 73%).

**CPP clients provided generally consistent ratings across most aspects of service and were more satisfied with the ease of follow-up.**

- Compared to 2021-22, CPP clients provided higher ratings for ease of following up on the application (73% vs. 64%). CPP clients provided lower ratings for being provided service in a way that protected them during the pandemic (77% vs. 84%) and the helpfulness of eServiceCanada representatives (63% vs. 84%).

**Ratings among EI clients were largely consistent year over year.**

- Compared to 2021-22, EI clients provided higher ratings for being able to complete steps online made the process easier (89% vs. 86%) and that it was easy to get help when needed (70% vs. 63%) and lower ratings for being provided service in a way that protected them during the pandemic (81% vs. 88%).

**CPP-D clients provided consistent ratings across nearly all aspects of service.**

- Compared to 2021-22, CPP-D clients provided lower ratings for being provided service in a way that protected them during the pandemic (75% vs. 81%).

# Executive Summary: Key Drivers of Satisfaction



Key drivers of satisfaction represent the aspects of service which have the greatest impact on the clients' overall impressions of their experience. The top most important driver of satisfaction continued to be the amount of time it took from start to finish was reasonable. Prominent secondary drivers included the helpfulness of Service Canada in-person representatives, receiving consistent information, confidence in issue resolution, understanding the requirements and getting help on the application.

Year over year, performance has improved on the helpfulness of Service Canada in-person representatives and getting help on the application when needed.

- To improve the service experience for Service Canada clientele as a whole, focus should continue to be placed primarily on improving the timeliness of service. Areas of secondary importance for improvement include the ease of getting help on your application and to a lesser extent confidence in the issue resolution process.
- The top-most important driver remained consistent this year, while receiving consistent information, understanding the requirements of the application, getting help on your application when needed and ease of completing the application form have taken on increased importance in driving satisfaction. The helpfulness of call centre representatives was less impactful than last year.
- Ratings for timeliness of service and reported duration of the client journey were consistent with last year; three-quarters (75%) of clients found the amount of time it took reasonable and nearly two-thirds (63%) reported that their client journey took four weeks or less.

# Executive Summary: Drivers of Satisfaction by Program



The aspects of service that had the greatest impact of satisfaction continued to differ significantly by program. Timeliness of service remained the most common key driver for all programs except OAS/GIS, while ease of follow-up was the top driver for CPP and OAS/GIS. The helpfulness of call centre representatives was also among the most prominent drivers of satisfaction for CPP and CPP-D clients. The helpfulness of in-person representatives was a prominent driver for SIN clients.

- Current areas that were performing strongly and were correlated to satisfaction include the helpfulness of in-person representatives for SIN and EI clients, timeliness of service for SIN and OAS/GIS clients and the helpfulness of Service Canada call centre phone representatives for CPP and EI clients. Performance in these areas should be protected in order to maintain satisfaction given the strong impact they have on impressions of the overall client experience.
- The greatest opportunities to improve service across programs which represent areas strongly correlated to satisfaction where performance was lower to other areas differed significantly by program.
  - For all programs except SIN and OAS/GIS, it will be important to improve the timeliness of service.
  - For CPP and OAS/GIS clients, it will be important to improve the ease of follow-up and the ease of finding what information you need to provide when applying.
    - For CPP clients, it will also be important to improve the ease of finding information on the program.
    - For OAS/GIS clients, it will also be important to improve ease of finding the steps to apply and information on the program and travelling a reasonable distance to access service.
  - For EI, OAS/GIS and CPP-D clients, it will be important to improve the ease of getting help on the application.
    - For EI clients, it will also be important to improve receiving consistent information.
  - For CPP-D clients, it will also be important to improve moving smoothly through all steps, the ease of gathering the information needed to apply and ease of follow-up.

# Executive Summary: Change in Channel Use



Channels used, in particular in-person and online, has not returned to pre-pandemic levels, possibly indicating the longer-term impacts of service transformation changes and evolving service channel preferences. Overall, in 2022-23, channel use among clients sees more use of in-person but is still far off levels observed prior to the pandemic. Clients were more likely to utilize in-person service during the entire client journey and less likely to have used self-service only for the second consecutive year. Use of in-person service, while still considerably lower than in 2019-20 or earlier, was utilized more than self-service only this year.

- At nearly four in ten, the largest proportion of clients used in-person service (39%) at some point, followed by those who used self-service online only (25%), while just under two in ten used assisted self-service (17%). Six percent utilized the touchless person-to-person service, while 4% were auto-enrolled only and 1% used mail only.
- Clients were more likely to have used in-person service at the aware and apply stages compared to 2021-22. Clients were also more likely to have used assisted-self-service at the aware stage and less likely to have used self-service only at the apply stage.
  - **EI clients** were more likely to have used in-person service or assisted self-service at the aware and apply stages and less likely to have used self-service only at the apply stage.
  - **SIN clients** were more likely to have used in-person or mail only at the aware and apply stages and less likely to have used self-service only or assisted self-service. Service levels remained consistent at the follow-up stage compared to last year.
  - **CPP-D clients** were more likely to have used in-person service at the apply stage and less likely to have used mail-only. They were also more likely to have used self-service only at the follow-up stage.
  - **OAS/GIS clients** were less likely to be auto-enrolled this year which meant more OAS/GIS clients overall engaged in the aware or apply stages. OAS/GIS clients were more likely to have used mail only at the apply stage, while service levels remained consistent at the aware and follow-up stages.
  - Service levels among **CPP clients** remained consistent across all stages of the client journey.

# Executive Summary: Channel Use by Stage



Channel use was largely consistent across all stages of the client journey and online continued to be the most commonly used channel at the aware and apply stages and telephone at the follow-up stage. Use of the in-person channel increased at the aware and apply stages, but continued to be much lower than in 2019-20 or earlier, while a higher proportion used the telephone channel at the apply stage and fewer the online channel at the apply stage.

- **During the aware stage**, clients continued to be most likely to use online government sources (74%) followed by in-person service (30%), the telephone channel (18%), mail (15%) or eServiceCanada (5%). Use of in-person and telephone service increased compared to last year.
- **During the apply stage**, clients were most likely to use the online channel (67%), followed by in-person service (31%), telephone (17%), mail (13%) and eServiceCanada (4%). Use of in-person service increased compared to last year, while use of the online channel declined.
- **Among clients who followed-up**, telephone (71%) continued to be the most common channel, followed by online (57%). Two in ten used in-person service (20%) or eServiceCanada (19%), while one in ten followed-up by mail (11%). Channel use remained consistent with last year.

**Clients were more likely to feel that being able to complete steps online made the process easier than last year. Progress has been made among clients of all programs, however CPP-D clients in particular and to a lesser extent CPP and OAS/GIS clients continued to experience more challenges with the ease of digital services.**

- More than eight in ten clients (84%) agreed that being able to complete steps online made the process easier, higher than in 2021-22 (82%).
- EI clients were more likely to agree that being able to complete steps online made the process easier compared to all clients, while CPP, OAS/GIS and CPP-D clients were less likely.
- Compared to 2021-22, ratings have increased overall and among clients of all programs.

**A higher proportion of clients followed up before receiving a decision this year and felt it was easy to do so. The most common reasons for follow-up remained to check on the status of their application/payment, followed by to provide additional information.**

- EI and CPP-D clients were more likely to have followed-up compared to all clients, while CPP, OAS/GIS and SIN clients were less likely. Compared to 2021-22, EI clients were more likely to have followed-up to provide additional information, while OAS/GIS clients were more likely to have followed-up to check on the status of their application/payment.
- Among those who followed-up, six in ten (60%) found it easy to do so, higher overall and among CPP clients than last year. CPP-D clients were less likely to have felt it was easy to follow-up compared to all clients, while SIN and CPP clients were more likely.

# Executive Summary: Number of Channels and Multi-Channel Use



**The greater the number of channels a client used during the service experience, the lower their satisfaction was with the overall experience. Those who used three or more channels were less satisfied, while those who used one channel were more satisfied.**

- Overall, just under four in ten clients used one channel during their client journey (38%), followed by one-third (33%) who used two, just under two in ten (16%) who used three and 7% who used four or more. SIN clients were more likely to have used only one channel, and OAS/GIS clients no channels, while EI clients were more likely to have used three channels and CPP-D clients three or more channels.
- Compared to 2021-22, EI and SIN clients were less likely to have used one channel, with EI clients more likely to have used three channels and SIN clients two channels. OAS/GIS clients were less likely to have used no channels (due to a higher proportion who were non-Auto enrolled this year).
- Clients who utilized three or more channels had lower overall satisfaction with their service experience compared to all clients, while those who used one channel had higher satisfaction. Compared to 2021-22, satisfaction has increased among those who used two channels.

**The majority of clients used only one channel during the aware and apply stages, while most of those who follow-up before receiving a decision continued to use more than one channel. The online channel remained the first point of contact for most clients at the aware and apply stages while telephone was used slightly more for following up. Use of in-person has increased as the first point of contact for the aware and apply stages, while fewer used online at the apply stage.**

- Clients who used telephone first at the aware or apply stages continued to be more likely to use a second channel than those who started online or in-person. Online was the most common second channel among those who began on the phone at all stages and those who used in-person at the aware stage. Among those who used online first, clients were more likely to have used phone as a second channel at the follow-up and apply stage.
- Compared to 2021-22, use of in-person as the first point of contact increased at the aware and apply stages, while use of online decreased at the apply stage.
  - Among those who used the online channel first at the aware stage, clients were more likely to use phone or in-person as a second channel, while those who used online first at the apply stage were more likely to use phone as a second channel.
  - Among those who used in-person first at the follow-up stage, clients were more likely to use online as a second channel.
  - Among those who used telephone first at the aware stage, clients were more likely to use online as a second channel and less likely to use in-person. Use of online also increased as a second channel at the apply stage.

# Executive Summary: Service Channel Assessment (1/2)



**Satisfaction with the quality of service by channel remained largely consistent this year and was highest for the in-person service experience and lowest for both telephone channels and eServiceCanada. Ratings have increased for specialized call centres, while satisfaction with eServiceCanada has declined directionally continuing the downward trend observed last year.**

- Satisfaction with in-person service remained the highest (83%), followed by online (75%), MSCA (73%), specialized call centres (72%), eServiceCanada (72%) and 1 800 O-Canada (70%). Compared to 2021-22, satisfaction increased for specialized call centres and 1 800 O-Canada. Satisfaction with all other service channels remained consistent, however ratings for eServiceCanada declined directionally for the second consecutive year and were statistically lower than in 2020-21.
- Among those who used in-person service, the vast majority felt that Service Canada representatives were helpful (92%) and that it was easy to get help when they needed it (84%) and ratings have increased across both measures compared to 2021-22.
- Among those who used eServiceCanada, a higher proportion rated their satisfaction 1 out of 5 this year and ratings for the ease and effectiveness of the process and ease of finding information about the program, while relatively strong, were lower compared to all clients.

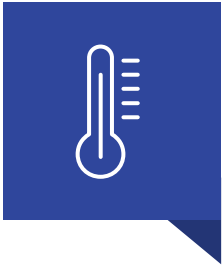
**CPP-D clients rated their satisfaction with in-person service, specialized call centres and online lower compared to all clients, EI clients for in-person service and OAS/GIS clients for online and MSCA. SIN clients provided higher ratings for in-person and online.**

- Compared to 2021-22, EI clients provided higher ratings for their satisfaction with specialized call centres, CPP-D clients provided higher ratings for eServiceCanada and SIN clients for in-person service.

**The vast majority of self-serve clients continued to find the online application process easy and improvement has been made on getting assistance when needed.**

- Between eight to nine in ten self-serve clients found it easy to understand the requirements of the application (85%), put together the information needed (82%) and to complete the application in a reasonable amount of time (87%). Closer to six in ten clients found it was easy to get help on their application when they needed it (61%) and ratings have improved among self-serve clients overall compared to last year (56%). Results were consistent among EI and CPP-Retirement (RTR) clients.

# Executive Summary: Service Channel Assessment (2/2)



**The vast majority of EI and CPP clients and half of CPP-D and OAS/GIS clients used MSCA at some point during their service experience. Use of MSCA has increased among CPP-D and OAS/GIS clients but registration continued to pose more difficulties for clients of both programs. Ease of registering has rebounded among EI clients after declining last year, while CPP clients found it easier to sign-in.**

- Three-quarters of CPP clients (74%), seven in ten EI clients (70%) and half of CPP-D (48%) and OAS/GIS clients (50%) used MSCA during their experience. Compared to 2021-22, a higher proportion of CPP-D (48% vs. 41%) and OAS/GIS clients (50% vs. 43%) used MSCA.
- Nearly three-quarters (73%) of clients who used their MSCA were satisfied with the overall quality of service they received. OAS/GIS clients were less likely to be satisfied with the service received through MSCA (59%) and satisfaction was also lower among clients with no devices (53%), those who are E-vulnerable (52%), those with a language barrier (41%) and non-English or French speakers (37%).
- Six in ten clients (59%) who registered for their MSCA for the first time found it easy to do so, higher than in 2020-21 (51%) due to an increase in ratings among EI clients. Two-thirds (66%) agreed that the registration process took a reasonable amount of time, consistent with 2021-22. CPP-D and OAS/GIS clients were less likely to feel it was easy to register for their MSCA in a reasonable amount of time.
  - Among those who had difficulty registering, the most common reasons were that they experienced problems with their personal access code or creating their profile, followed by problems verifying their identity using their online banking information.
- Just over seven in ten (72%) of those with an existing MSCA found it easy to sign into their account. CPP clients were more likely to find it easy to sign in compared to all clients and ratings have increased compared to 2021-22.
  - Among those who had difficulty, the most common reasons were problems with their security code, followed by they forgot their username or password, their account was locked or MSCA was unavailable.

**Use of 1 800 O-Canada at the aware stage continued to be limited and, on par with past years, was generally consistent among most client groups. Satisfaction with the quality of service has improved directionally this year and ratings were notably higher among certain client groups.**

- Overall, 6% of all clients used 1 800 O-Canada at the aware stage to learn about the program they were applying for, consistent with 2021-22. Usage at the aware stage was higher among clients with a high school education or less, Indigenous clients, E-vulnerable and clients with restrictions.
- Seven in ten (70%) were satisfied with the quality of service provided through 1 800 O-Canada, directionally higher than 2021-22 (59%). Satisfaction was higher among remote clients, newcomers and Racialized clients compared to all clients who used 1 800 O-Canada and lower among those with a language barrier or clients with restrictions. Compared to 2021-22, satisfaction has increased among Indigenous clients, those who live in an urban area, clients with restrictions and Racialized clients.



# Executive Summary: Barriers to Accessing Service



**Clients with restrictions have lower satisfaction compared to clients without restrictions. The most prominent challenges faced by this client group include the ease of being able to find the information needed when learning about the program within a reasonable amount of time and the ease of finding out the steps to apply.**

- **Clients who experienced a restriction to accessing service** (41% of the client population) had lower satisfaction with the service provided in-person, online, through specialized call centres and 1 800 O-Canada. There were also many significant gaps in service attributes between clients with restrictions and clients overall. The largest gaps were for finding needed information in a reasonable amount of time, finding out what information was needed to apply, ease of completing the application form, ease of understanding the requirements of the application, ease of understanding information about the program and ease of figuring out eligibility.
- Restrictions to accessing service were more prevalent among several client groups, in particular clients with no devices, E-vulnerable clients, mobile only clients and clients with disabilities.
- Compared to 2021-22, ratings increased for a number of measures including ease of completing the application form, ease of finding out the steps to apply, receiving consistent information, being able to complete the application in a reasonable amount of time, it being clear what to do if there was a problem, clarity of process, confidence that problems could be resolved, it being easy to get help when needed, getting help on the application specifically, being confident that one's personal information was protected and ease of accessing service in a language clients could speak and understand well.
- **Clients who self-identify as having a disability** (10% of the sample population) provided lower ratings for service provided in-person, online and through specialized call centres. There were also many significant gaps on service attributes between clients with disabilities and clients overall. The largest gaps were for ease of putting together the information to apply, being able to move smoothly through all steps, ease of finding information about the program, needing to explain one's situation only once and being confident any issues or problems would be easily resolved.
- Compared to 2021-22, ratings have increased across several measures, including ease of figuring out eligibility, ease of application overall, agreement that completing the steps online made things easier, ease of getting help when needed, it being clear what to do if there was a problem, ease of finding out the information needed to apply and ease of finding out the steps to apply.

# Executive Summary: Client Groups



Satisfaction continued to be high among most client groups, and ratings of overall satisfaction have increased among many year over year.

- The vast majority of clients in nearly all client groups continued to be highly satisfied with the service experience and notably satisfaction among youth, seniors, newcomers, and Racialized clients was higher compared to all clients. Satisfaction was lower compared to all clients among those with a language barrier, clients with disabilities and clients with restrictions to accessing service.
- Clients with a language barrier continued to provide considerably lower ratings across all aspects of their experience. The largest gaps on service attributes compared to all clients were for the helpfulness of 1 800 O-Canada and specialized call centre representatives, ease of finding out the information needed to apply and ease of finding and understanding information about the program.
- In 2022-23, overall satisfaction with the service experience increased among several client groups compared to 2021-22, including:
  - Youth (85% vs. 79%)
  - Those with a high school education or less (83% vs. 80%)
  - Urban clients (84% vs. 81%)
  - E-vulnerable clients (84% vs. 79%)
  - Clients with no devices (83% vs. 71%)
  - Clients with restrictions (77% vs. 72%)
  - Newcomers (94% vs. 90%)
  - Racialized clients (89% vs. 84%)
- The definitions of the noted client groups can be found in Annex A of this report.