

# Client Complaint Management: Service Canada's Office for Client Satisfaction

**29 September 2022**

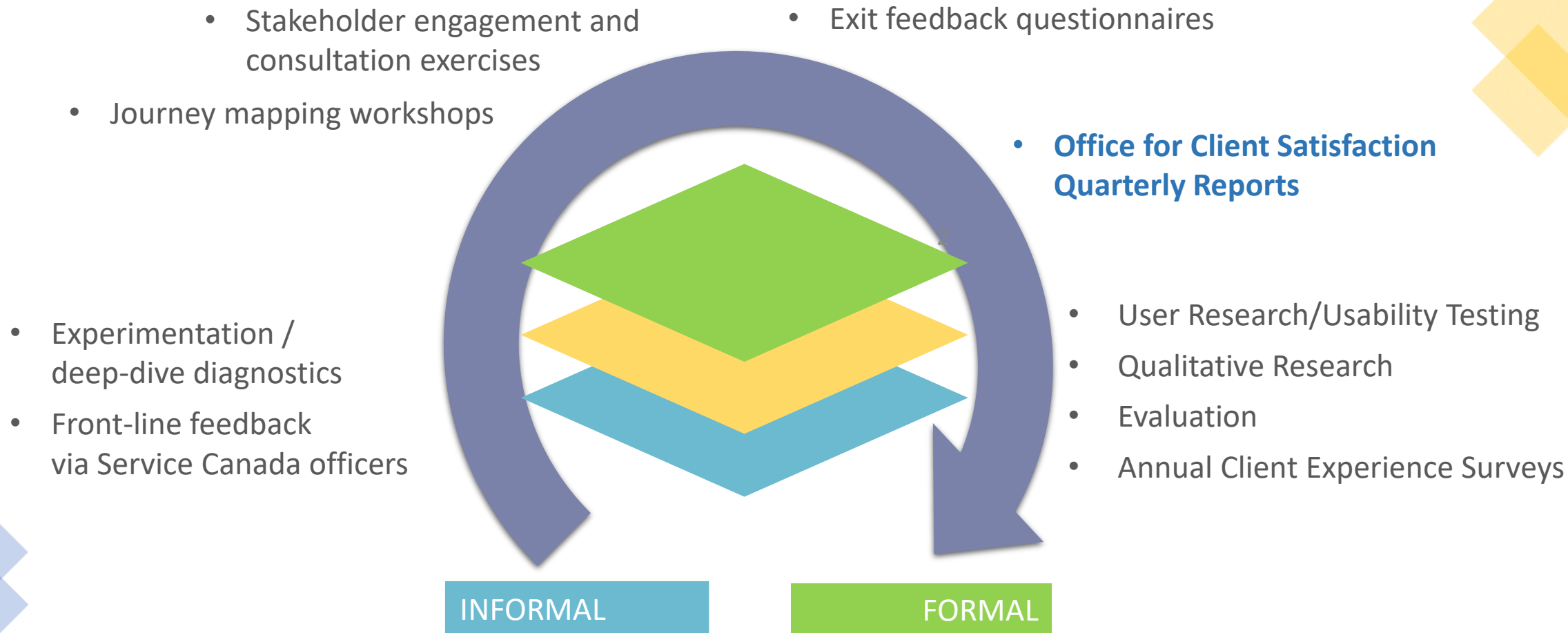
- Client Feedback Centre of Expertise, Strategic Directions Directorate in the Citizen Service Branch (CSB) at Service Canada
- Presentation to Public Sector Service Delivery Council (PSSDC)

# Outline

- Client complaint management in ESDC / Service Canada
- Overview of the Office for Client Satisfaction (OCS):
  - Background
  - Mandate
  - Factsheets
  - Complaint management processes
- Moving forward



# ESDC Client feedback sources are rich and diverse



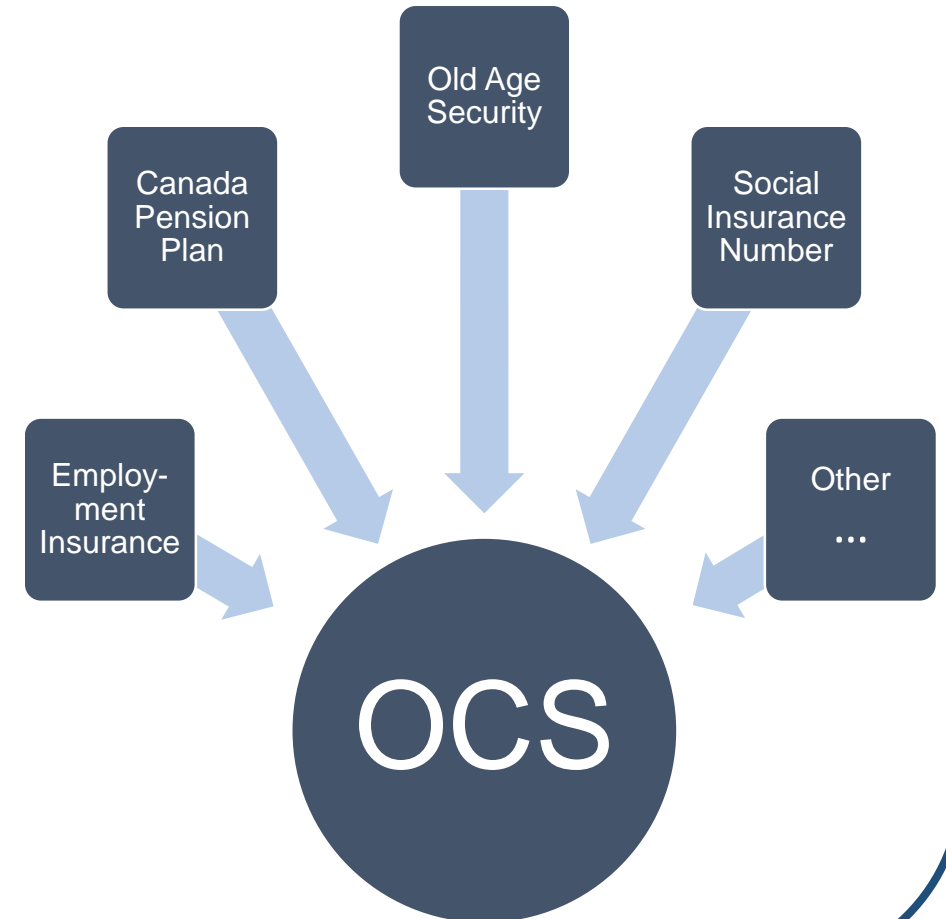
# Client complaint management in ESDC

**ESDC**



**Service Canada**

**Partner  
Organisations**

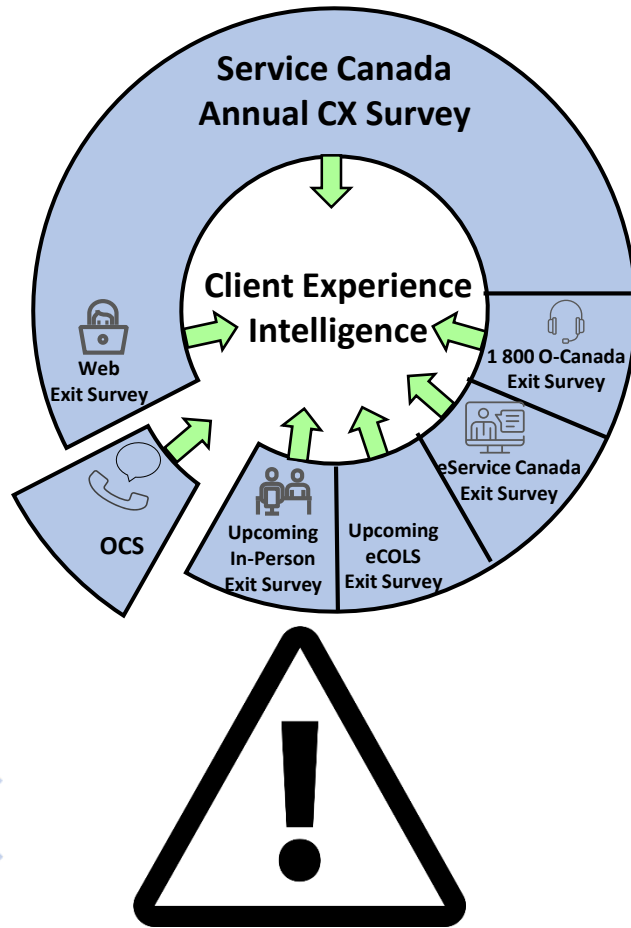


# Background

- Launched in 2006;
- Presented as an important step in building a culture of service excellence in Service Canada;
- Was initially modeled as an ombuds office, also responsible for client surveys and other intelligence-gathering activities.

# Background (cont.)

The OCS is an important source of client data that can inform service and policy improvement opportunities through a stronger focus on business intelligence



- Alignment with other CX initiatives to support appropriate data analysis (integration in the CX Dashboard)
  - Alignment of OCS online web questionnaire form with CX measurement model will allow consistent measuring and reporting on service dimensions and attributes.
- OCS to act as an early warning system for new/developing issues
  - By further developing its contacts within the Department, the OCS can provide timely, first-hand client experience information to stakeholders to inform them of emerging service delivery issues.

# Mandate

- **The OCS is:**
  - An organization that receives, reviews and responds to suggestions, compliments and complaints about Service Canada's delivery of services;
  - The third level of the client complaint escalation process;
  - An essential part of Service Canada's commitment to providing fair, open and transparent client service.
- **Guiding Principles:**
  - **Promptness** - strives to be prompt and efficient to gain and retain the confidence of Canadians;
  - **Personalized attention** - gives each case the personal attention it deserves.

# Mandate (cont.)

- **Clients' concerns are:**
  - Acknowledged personally within 24 hours of receipt;
  - Given proper attention;
  - Addressed within seven working days when fact-finding is required.
- **The OCS collects and addresses feedback and concerns with regard to:**
  - Programs or services delivered by Service Canada (mainly Employment Insurance, Canada Pension Plan and Old Age Security);
  - Accessibility-related feedback for ESDC via the "Accessibility at Employment and Social Development Canada (ESDC)" page on Canada.ca (since February 2020).



# Factsheets: About the OCS

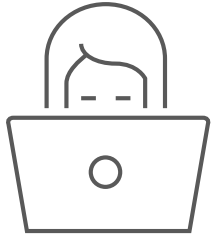
## What the OCS is:

- A client service that receives feedback about quality of service and ensures follow-up.
- A client service that helps diffuse tension by listening to clients.
- An avenue for clients to alert us of service delivery issues.
- An important source of client feedback that is conducive to service delivery improvements and performance management.
- An early warning system for new/developing issues that arise when new benefits become available and/or there are changes in service delivery (i.e., resulting from the pandemic).

## What the OCS is not:

- An Ombuds office.
- A mechanism to speed up the application process and decisions.
- Designed to handle overflow from other channels.
- A conflict resolution service.

# Factsheets: Channels to contact the OCS



Online  
Feedback  
Form



Toll-Free Line



TTY



Fax



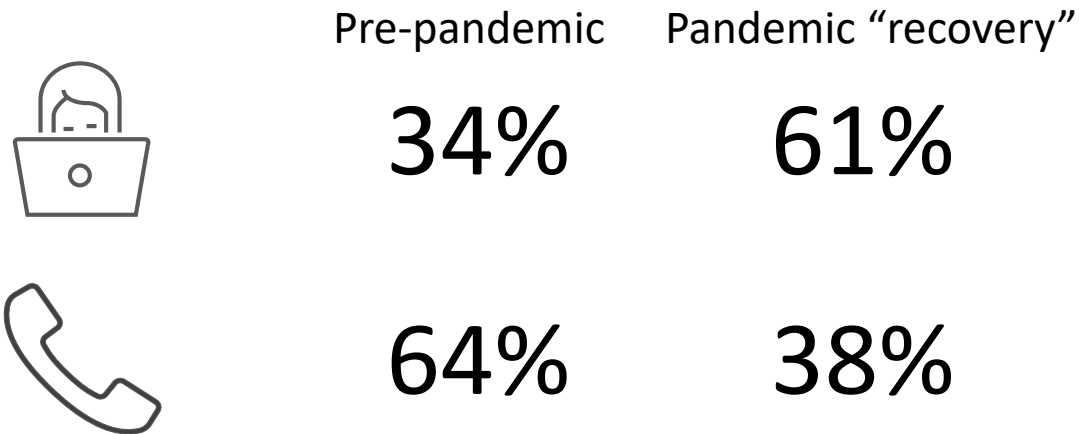
Mail

No social media presence



# Factsheets: Clientele

- How do clients initially contact the OCS?

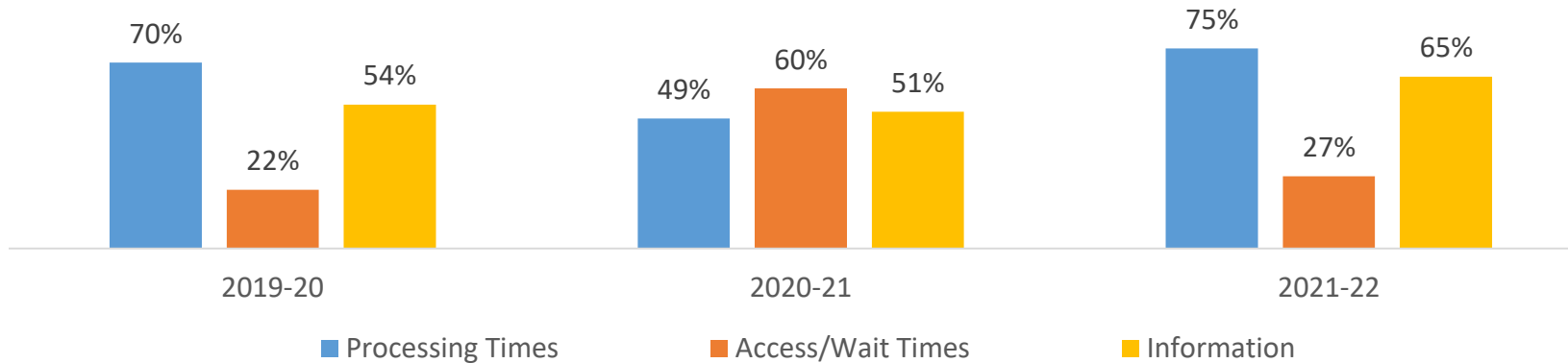


- Why are they contacting our service?



# Factsheets: Clientele (cont.)

- What issues are clients flagging?



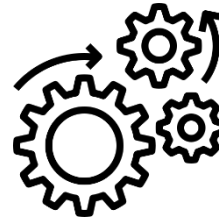
- What do we do with the feedback?
  - 100% is recorded for reporting purposes
  - 8% shared with stakeholders for information
  - 34% sent to stakeholders for fact-finding and resolution

# Factsheets: People and Operations



## HR

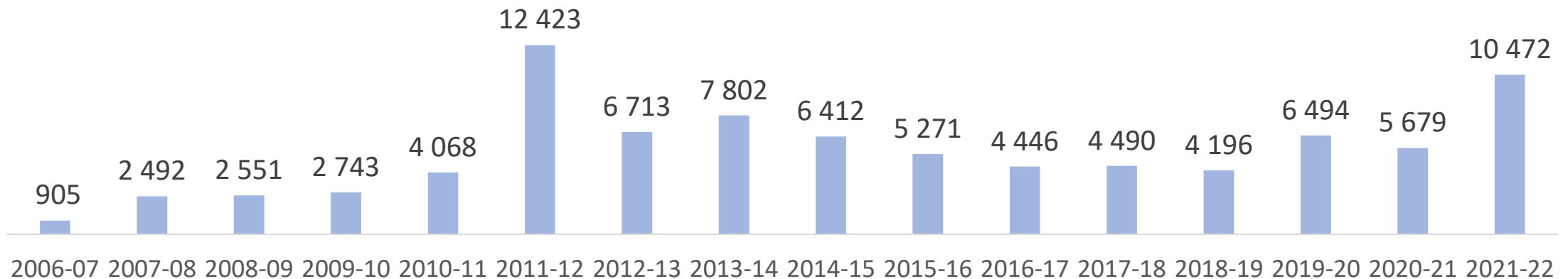
- Four officers
- Senior advisor
- Manager (shared)
- Director (shared)



## Operations

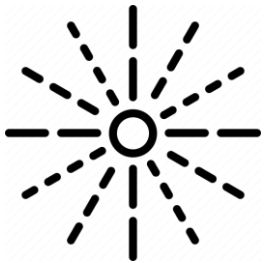
- Average client case load per day: 40
- 100% of enquiries are acknowledged within 24 hours from receipt
- 100% of enquiries that require fact finding are answered within 7 working days

Client Volumes by Fiscal Year



# Factsheets: Information Dissemination

## **Client feedback is shared in a number of ways within the Department:**



- Client-level feedback is shared with Program and Regional collaborators for information and fact-finding;
- Regular reports summarizing feedback are prepared to inform on feedback trends and emerging service delivery issues;
- Ad hoc reports are prepared on request.

# Systems and Processes:

## Complaint Management Process (cont.)



Intake

Acknowledgement

Share / Resolve

Close File

# Systems and Processes:

## Complaint Management Process (cont.)



Intake

Acknowledgement

Share / Resolve

Close File

- Client contacts the OCS to provide feedback.
- Feedback is received in the case management system and is assigned to an officer.
- Officer analyses the feedback:
  - If feedback is out of mandate, the client is referred to the appropriate area: **case closed.**
  - If the feedback is within mandate, the officer will enter keywords to categorize the issue in the system and proceeds with the acknowledgement.



# Systems and Processes:

## Complaint Management Process (cont.)



Intake

Acknowledgement

Share / Resolve

Close File

- Officer contacts the client to acknowledge reception of the feedback, validates information, and gets additional details, if required. Client is advised of next steps.
- If the feedback is not required to be shared or sent for fact finding: **case closed.**

# Systems and Processes:

## Complaint Management Process (cont.)



Intake

Acknowledgement

Share / Resolve

Close File

- Shared: feedback is sent to regional / branch coordinators, who will forward to the appropriate area for information: **case closed**.
- Fact-finding: feedback is sent to regional / branch coordinators, who will forward to a functional specialist for action.
  - Functional specialist will contact the client within seven business days to resolve the issue.

# Systems and Processes:

## Complaint Management Process (cont.)



Intake

Acknowledgement

Share / Resolve

Close File

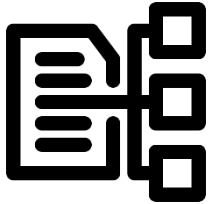
- Regional / branch coordinator prepares interaction / outcome report.
- Report is received at the OCS. Officer will review for completeness and keywords are added to the file to categorize the departmental response: **case closed**.

# Systems and Processes: Case Management System



- Microsoft Dynamics;
- Tracks service standards (acknowledgement, resolution);
- Tracks subsequent requests (new cases vs. client contacts);
- Allows assignment of cases to regional contacts (information and fact-finding);
- Tracks departmental responses;
- Allows categorization of feedback using keywords for reporting and retrieval purposes.

# Systems and Processes: Keywords



- Keywords cover major themes (e.g client service, processing times, wait times);
- Tags provide additional details on the nature of the feedback;
- Tags are also used to categorize the departmental responses;
- Challenge: balance between a diverse array of keywords to allow a precise identification of issues and consistency of application.

# Moving Forward

The OCS is considering a number of improvements to the way it operates.

## Proposed changes:

- Reframe the OCS as the Office for Client Feedback to better reflect the mandate and set client expectations.
- Push more feedback to the web channel to increase efficiency and reduce double handling.
- Extend hours for callbacks by scheduling EROs at different times.
- Integrating services with other feedback mechanisms to increase feedback for channels and to strengthen succession planning.
- Expand contact network to influence service and policy improvements for the Department.
- Update keyword nomenclature used to identify issues to align with other feedback mechanisms and improve reporting capabilities.
- Adapt procedures to fully comply with the requirements of the Accessible Canada Act, and develop new relationships with other areas of the Department to help ESDC meet the requirements of the Act in terms on collection of feedback on accessibility.

**Many of these improvements are part of the broader Client Feedback Approach within the Client Feedback Centre of Expertise.**

Thank you!

# QUESTIONS & COMMENTS?

## **Client Feedback Centre of Expertise**

Strategic Directions Directorate

Citizens Services Branch

## **Director**

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# Annex: Detailed OCS Complaint Management Process

