



Municipal Common Measurements Tool

Institute for Citizen-Centred Service – January 29, 2014

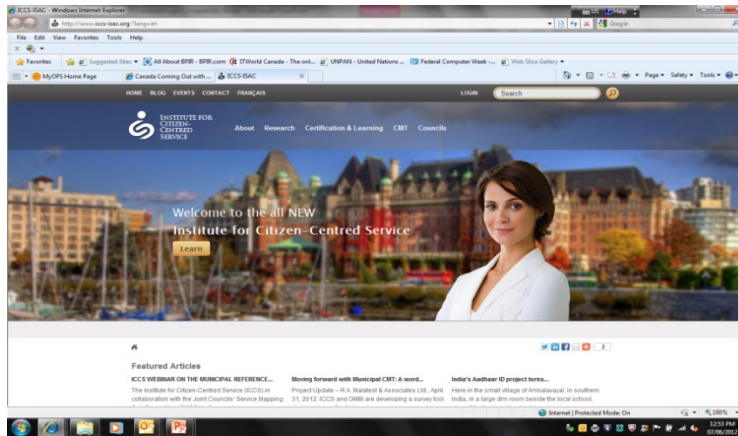
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Institute for Citizen-Centred Service



The mission of the ICCS is to support public-sector organizations in achieving high levels of citizen and business satisfaction with public services

A not-for-profit organization supported by governments across Canada, promotes and supports improved service delivery by listening to and acting on the voice of the citizen. Lines of business include:

- Facilitating Inter-Jurisdictional Collaboration by providing secretariat services to two National Councils
- Managing inter-governmental research agenda (Citizens First and Taking Care of Business)
- Supporting and developing the Common Measurements Tool (CMT)
- Managing the Certified Service Manager (CSM) Program

Municipal CMT: Overview



Municipal CMT

A SURVEY INSTRUMENT FOR MUNICIPAL GOVERNMENTS



- A joint project between the ICCS and OMBI
- Designed to equip service managers with a state-of-the-art, accessible, and highly effective tool for measuring client satisfaction with municipal government services across a broad range of service areas
- Aligned with the Enhanced CMT, as well as Citizens First and Taking Care of Business research
- Developed in close collaboration with key municipal stakeholders and informed by:
 - Key Informant Interviews
 - M-CMT Pilot Survey
 - Further validation with OMBI and individual jurisdictions
 - Working closely with organizations such as Toronto Public Health and the OMBI Child Care Panel

M-CMT and Cultural Transformation



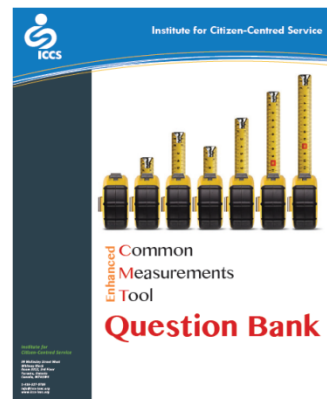
Municipal CMT offers a survey solution that:

- Is founded on and supports the principle of citizen/client-centred transformation of organizational culture (from 'inside-out' to 'outside-in').
- Underpins the transformation process by providing an empirical way to establish how municipal organizations are addressing the needs of clients.
- Captures data relating to the satisfaction and expectations of clients and, by doing this, offers insight into the fundamental component of the organizational transformation.



Municipal CMT is designed to assist with effective implementation of client satisfaction as a performance measure by collecting quantitative data that:

- Can be used to conduct statistical analysis, track progress over time and benchmark the results
- Relates to existing processes which can be managed at the organizational or program level



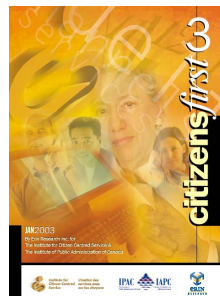
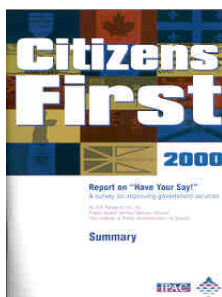
Municipal CMT: A Foundation in ICCS Research

ICCS Research: Listening To Citizens



- **Citizens First (1-6)**
- **Taking Care of Business (1-4)**
- Answering the Call
- Clients Speak
- Self-Service Practices
- Multi-Channel Management
- Etc.

Citizens First Research



Five drivers explain the vast majority of variance in ratings of citizen satisfaction with government services in Canada



Identifying Service-Specific Drivers



The M-CMT methodology is aligned with the Citizens First 6 research identifying the core drivers across key municipal service areas. The instrument offers a set of approaches to measuring client satisfaction that is consistent with those drivers.



*citizens*first6



The service areas for which core drivers have been identified include the following important municipal services:

- Garbage collection and disposal
- Recycling
- Snow removal
- Road maintenance
- Traffic management



Institute for Citizen-Centred Service

Common Measurements Tool



1999 Gold Award



2000 Silver Award

A multi-channel questionnaire for designing client satisfaction surveys

Designed by public servants, for public servants

Enables organizations to benchmark results

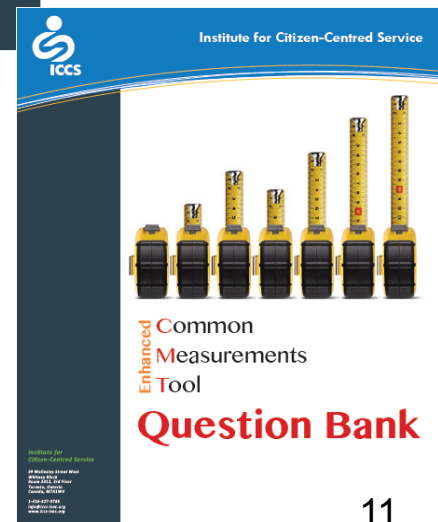
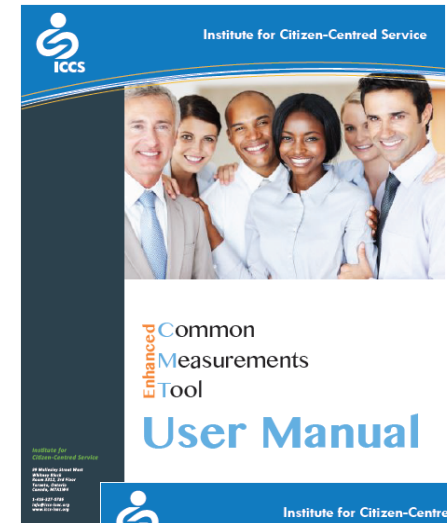
Is being used across Canada and in a growing number of other countries

Enhanced CMT



The Enhanced CMT is a client survey tool supported by the ICCS that can be used in “real time” at the program or organization level. It...

- Includes “core” questions that reflect the key drivers of customer satisfaction
- Provides a consistent set of response scales and over 150 survey questions
- Enables comparison of results with like-organizations, application of external benchmarks, and sharing of best practices
- Provides access to a database administered by the ICCS (reports and analyses available upon request)
- Can measure satisfaction with any service delivered by, and can be administered through any channel (in-person, telephone, mail and electronic)



How the Municipal CMT Works

Elements of the M-CMT

M-CMT QUESTION BANK

- Incorporates Municipal Drivers of Satisfaction and Municipal Key Questions reflecting the key attributes of client satisfaction with municipal services
- Is divided into modules corresponding to various aspects of municipal service delivery and containing questions designed to meet users' specific requirements
- Allows for customization and integration with pre-existing surveys

M-CMT USER MANUAL

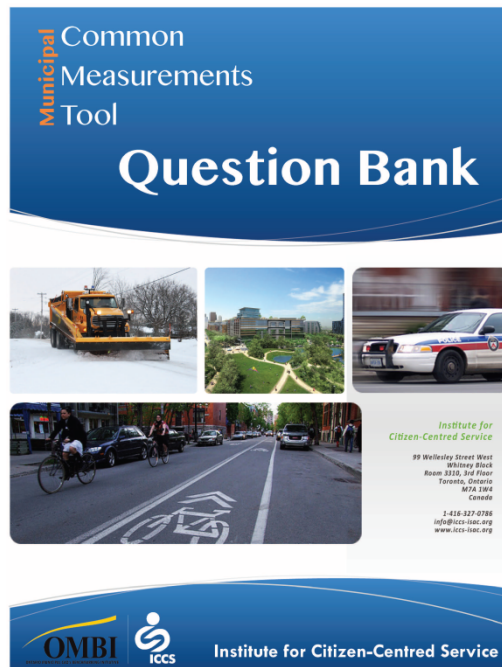
- Supports the use of the M-CMT
- Provides step-by-step guidance for M-CMT users, from survey design to analysis and reporting
- Includes additional analytical options for more advanced users

M-CMT Question Bank



The M-CMT Question Bank has been designed to provide an easy-to-use and accessible method for developing customer satisfaction surveys. The questions are arranged into modules reflecting the way they would appear in an actual questionnaire and corresponding to various aspects of municipal service delivery:

- ▶ Overall ratings of experience as a resident - Optional
- ▶ Trust and accountability - Optional
- ▶ Usage of services
- ▶ Service quality
- ▶ Access experience
- ▶ Channel experience
 - ▶ Telephone
 - ▶ Automated telephone service
 - ▶ Office/counter (in-person)
 - ▶ Website
 - ▶ Email
 - ▶ Posted Mail
 - ▶ Multi-Channel
- ▶ Payment process
- ▶ Problem experience



Municipal Drivers of Satisfaction



Municipal CMT identifies a set of Municipal Drivers of Satisfaction recommended for use by all service agencies and applicable to all service delivery channels:

DRIVER/OUTCOME MEASURE (EXAMPLES)	ATTRIBUTE
Access	Getting the service I wanted was easy
Timeliness	Ultimately, I received the service in a timely manner
Cost	The cost was reasonable
Security	The method of payment was secure
Convenience	The method of payment was convenient
Confidence	I have confidence that any future issues will be addressed to my satisfaction

Municipal Key Questions



M-CMT incorporates Municipal Key Questions which are central to the measurement of client satisfaction with municipal services and whose applicability varies depending on the channel of service delivery:

KEY QUESTIONS (EXAMPLES)	SERVICE DELIVERY CHANNEL					
	Telephone	Automated Telephone	In-person	Web	Email	Mail
The hours of service were convenient	✓	✓	✓			
Staff went the extra mile to make sure I got what I needed	✓		✓			
I waited a reasonable amount of time to speak to someone on the phone	✓					
I am confident my privacy was protected	✓	✓	✓	✓	✓	✓
Options in the automated phone system were easy to understand		✓				
There was adequate parking available			✓			
The office was conveniently located			✓			

Service Types



Municipal CMT contains a matrix of Service Types mapped out against the Municipal Drivers and Municipal Key Questions. It is designed to assist in selecting the questions which are of particular relevance to the given service area:

ATTRIBUTES (EXAMPLES)	Transactional	Relational	Information / Advisory	Voluntary	Involuntary	Government Delivered	Third Party Delivered	Direct	Indirect	Social Entitlement
This municipality treats all citizens fairly		✓		✓	✓	✓		✓		✓
The service[s available in this municipality] have/had a positive effect on me/my family		✓				✓	✓	✓		✓
Ultimately, I received the service in a timely manner	✓		✓		✓	✓	✓		✓	
The method of payment was secure	✓				✓					
I could access the service using the channel I wanted			✓		✓	✓	✓	✓		✓

M-CMT Question Bank



5 SERVICE QUALITY

5a. Thinking of your experience with the **[MUNICIPALITY'S]** service how much would you agree or disagree with each of the following statements using the 5 point scale you used earlier.

	Strongly Disagree			Strongly Agree		
Overall, I was satisfied with the service I received.....	1	2	3	4	5	NA

If the service is ongoing (as indicated at q4b), change wording to present tense, for example: Overall, I am satisfied with the service I receive.

MUNICIPAL DRIVERS OF SATISFACTION

	Strongly Disagree			Strongly Agree		
The service I experienced represents the best service offered anywhere.....	1	2	3	4	5	NA
I would speak positively to family and friends about my service experience	1	2	3	4	5	NA
I felt good about the service I received.....	1	2	3	4	5	NA

M-CMT User Manual



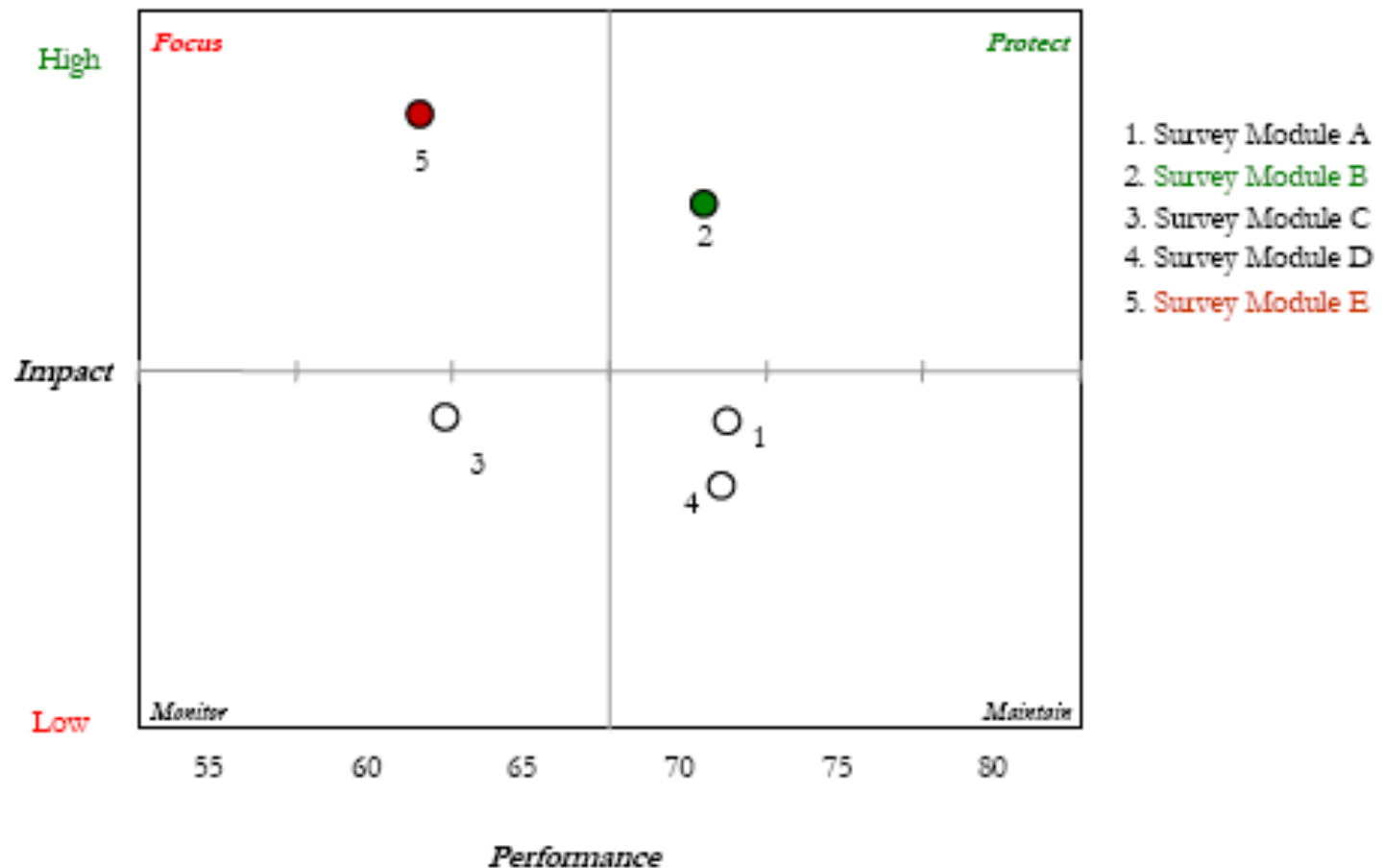
The M-CMT User Manual offers step-by-step guidance in an easy to follow format:

- Step 1 → Identify your 'need-to-knows'.
- Step 2 → Determine which specific services you want to assess.
- Step 3 → List the various channels clients can use to access these services.
- Step 4 → List all elements of the service experience.
- Step 5 → Develop actionable questions and attributes.
- Step 6 → Consider respondent literacy levels.
- Step 7 → Organize your questions and attributes into a survey framework.
- Step 8 → Select the scales you require.
- Step 9 → Decide whether you require single-item or multi-item measures.

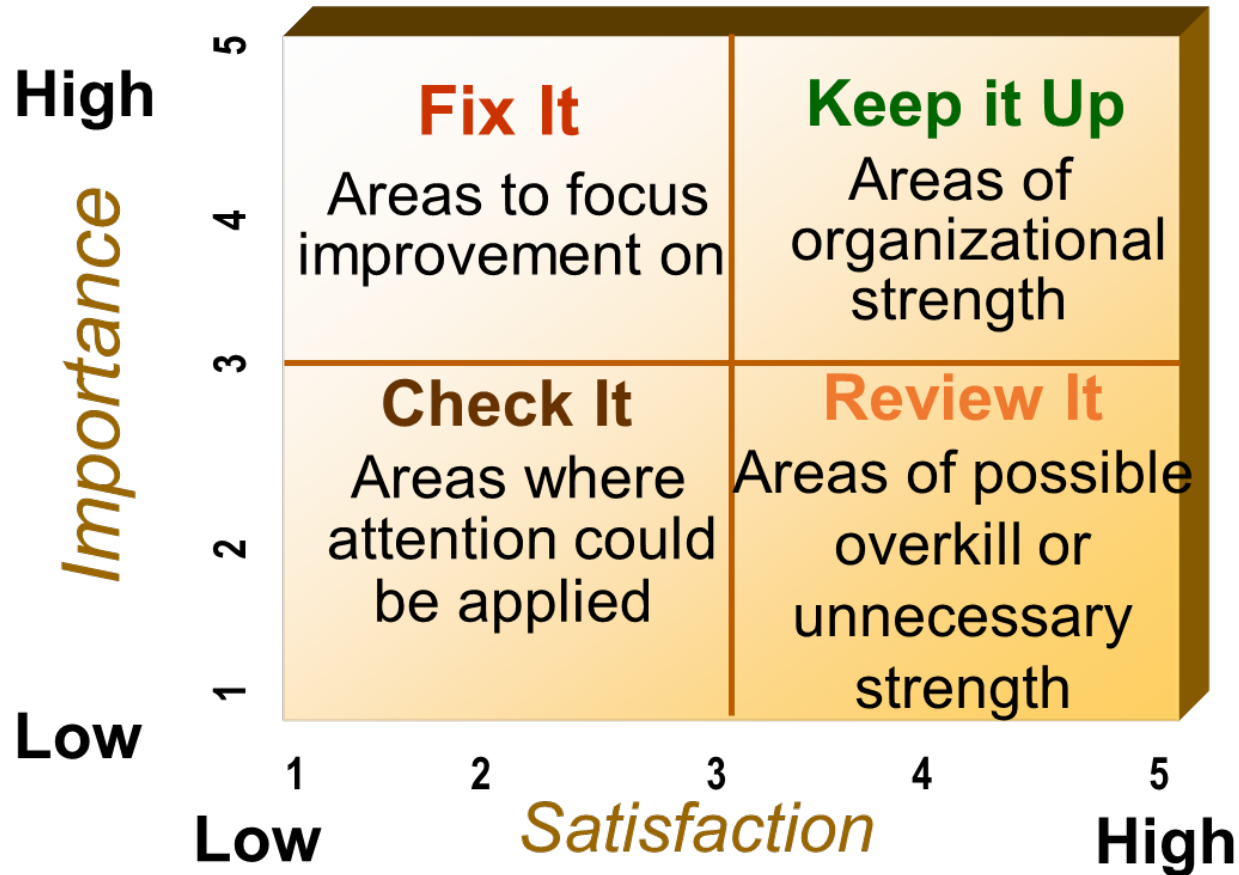


Sample Analysis: Priority Matrix

The M-CMT enables plotting derived importance against agreement scores (quadrant analysis):



Sample Analysis: Priority Matrix



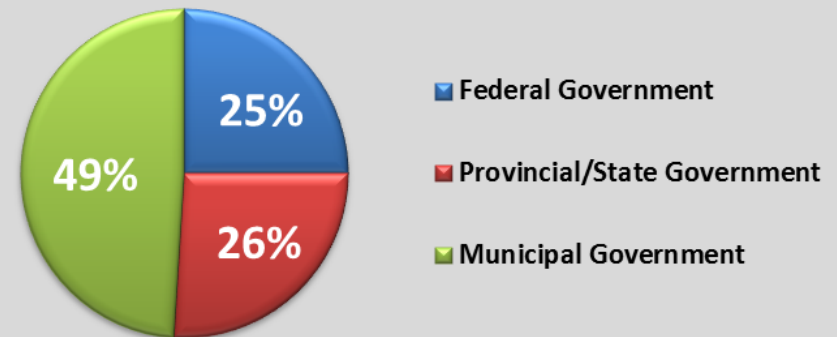
Benchmarking

ICCS Benchmarking Service



- One of the main advantages of using the M-CMT is access to the CMT Benchmarking Database maintained by the ICCS
- A central database for storing CMT data allows users to anonymously compare results against peer organizations and identify best practices
- The comparison groups are determined by the needs of the client and can be based on such criteria as channel or service type
- Municipal governments have contributed nearly half of all data in the database
- In addition to existing benchmarking lenses, the ICCS is developing new ones that are specific to the municipal service context

CMT Benchmarking Database by Level of Government

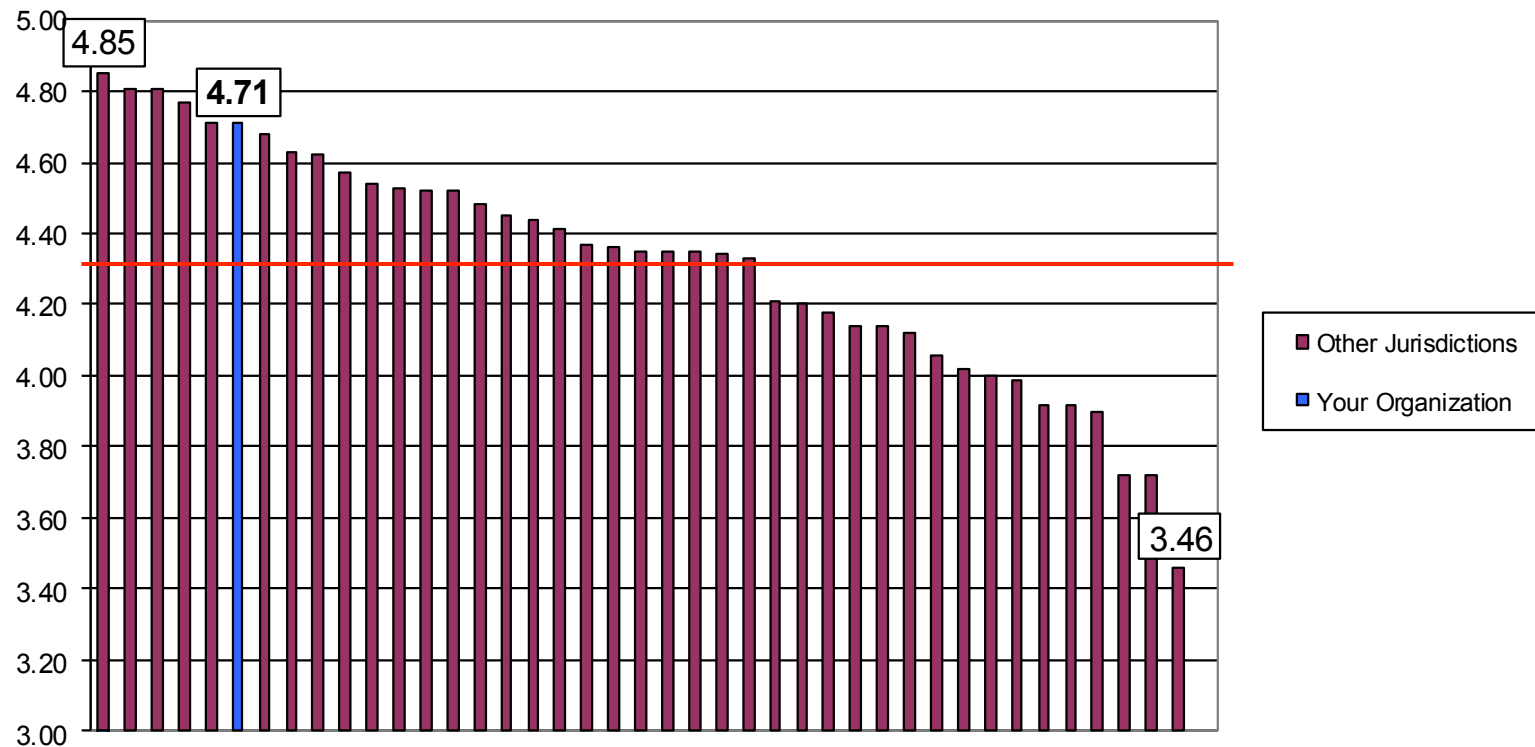


ICCS Benchmarking Service



REPORTING

The standard CMT Benchmark Report allows service managers to get a quick sense of how their organizations compare to similar groups:



ICCS Benchmarking Service



LEVERAGING BEST PRACTICES

Supporting the ICCS' role of a repository of information about best practices, CMT Benchmarking Reports offer examples of actions taken by different organizations on specific drivers of satisfaction.

WHAT LEADERS ARE DOING . . .

- Veterans Affairs Canada has shifted from a program-centred to a client-centred approach by first identifying the needs of individual clients and then enabling easy access to the right services by coordinating departmental and community resources. [Learn more...](#)
- The Government of Ontario increased accessibility by making multiple services available over multiple channels. Many of them have extended hours of service. [Learn more...](#)
- The Region of Peel's Contact Centre has improved accessibility by ensuring that its customers do not experience busy signals, extended periods on hold or inadequate automated systems. [Learn more...](#)

Cross-Jurisdictional Collaboration

BUILDING A COMMUNITY OF PRACTICE

- The ICCS is increasingly embracing the move beyond simple comparative benchmarking, towards a culture of collaborative knowledge-sharing.
- Alongside many Canadian jurisdictions, an increasing number of governments around the world are looking to participate in a collaborative framework of this type. This includes governments from Australia, Malaysia, New Zealand, the UAE, the UK, and the US.



M-CMT in Practice

M-CMT in Practice



INTER-JURISDICTIONAL COLLABORATION

- The M-CMT allows similar units from different jurisdictions to arrive at a common set of questions and to be able to compare the results.
- The ICCS has worked with an inter-jurisdictional expert panel to facilitate the identification of drivers of satisfaction specific to their service context. The M-CMT was used to align the service-specific drivers with corresponding questions that would then be used in questionnaires.
- The selected M-CMT questions reflected core CMT attributes, as well as the key drivers of satisfaction identified by the Citizens First research and the ICCS CSat model.

M-CMT in Practice



MUNICIPAL DEPARTMENTS

- The M-CMT provides the means for selecting organization-wide sets of drivers and for supplementing them with attributes based on requirements of individual units.
- The ICCS led a workshop on the M-CMT that brought together representatives of all programs within a municipal department:
 - The participants were asked to identify the drivers that they considered to be particularly important and, based on the discussion that followed, a set of questions applicable across the department's programs was selected.
 - The session showed that, even though its participants represented very diverse departments, it was still possible to agree on a common set of drivers that could be applied across the entire organization.

M-CMT in Practice



CALL CENTRES

- The M-CMT covers a broad range of aspects of service delivery that correspond to the metrics commonly used by call centres.
- The questions contained in the M-CMT provide for an in-depth look at the levels of client satisfaction with key aspects of service delivery in contact centres such as access, staff performance, or timeliness.
- The M-CMT offers a uniquely client-centric perspective on service quality that supplements operational and financial data related to productivity and service operations, e.g., by offering a client's perspective on 'average handle time' and 'average speed of answer'.



Benefits of Using the Municipal CMT



- The M-CMT is a highly customizable and cost-effective solution that can be used to build a completely new survey or be integrated with a pre-existing one
- M-CMT users have the ability to incorporate the instrument into the organizational performance management framework by using it in conjunction with other measurement and strategic planning tools
- The ultimate advantage of using the M-CMT is that it provides the ability to identify meaningful transformation opportunities around actionable drivers



ICCS Role and Licensing

ICCS Role



On a fee-for-service basis, the ICCS offers tools, direct consultative services, and publicly-validated standards of practice for:



- Survey design
- Aligning measurements with strategic initiatives
- Analysis of results
- Helping an organization build internal survey standards and capabilities
- Identifying and applying best practices
- Nurturing outreach and collaborative communities of practice

Accessing the Municipal CMT



- The M-CMT can be accessed through an annually renewable license agreement with the ICCS or as part of ICCS Membership.
- For further information, please contact the ICCS.



Questions?

Thank You!

For further information:

- Visit our website at www.iccs-isac.org
- Contact Michal Dziong at michal.dziong@iccs-isac.org or 416-212-4795