



Calgary



2017 Calgary 311 Satisfaction Research

Year-End Report



Ipsos Public Affairs

Prepared for The City of Calgary by:

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Background and Methodology

Background

Assessing the municipal 311 citizen service experience is an important means by which The City of Calgary can understand its citizens' experiences interacting with The City. Given The City of Calgary's 311 telephone service is at the forefront of public service delivery, it is intended to act as a one-stop shop for municipal information and aims to deliver a consistent level of customer service, regardless of the type of inquiry being made.

Obtaining solid and actionable metrics allows The City to evaluate the success and performance of their 311 telephone service over time. With this information, The City is able to accurately assess how well the 311 telephone service is meeting community expectations, and what, if any, improvements are necessary.



Methodology

Prior to their interaction with a call centre representative, callers to 311 were asked to agree to being contacted for a follow-up survey. The sample is only representative of citizens who called 311 and agreed to be contacted for a follow-up survey.

This report presents the findings of each of the 3 survey tracking waves conducted in 2017, and also provides consolidated year-end results from all 3 waves.

2017 Wave 3: Wave 3 was conducted between October 5 and December 22, 2017 and the average interview duration was 12.5 minutes. With a sample of 300, results are considered accurate to within ± 5.7 percentage points, 19 times out of 20.

2017 Wave 2: Wave 2 was conducted between July 10, 2017 and September 16, 2017 and the average interview duration was 13 minutes. With a sample of 300, results are considered accurate to within ± 5.7 percentage points, 19 times out of 20.

2017 Wave 1: Wave 1 was conducted between April 18, 2017 and June 26, 2017 and the average interview duration was 11 minutes. With a sample of 300, results are considered accurate to within ± 5.7 percentage points, 19 times out of 20.

2017 Wave 3: Key Observations

Satisfaction has remained fairly stable

- Overall satisfaction with 311 call experiences has remained strong at 85% in Wave 3, slightly down 3 points from 88% in Wave 2, yet similar to 86% in Wave 1.

Call transfers are trending upwards after previous gains made in Wave 2

- Wave 1 showed that dissatisfaction with 311 call experiences was notably higher among those who were transferred to someone else when calling 311 (24% in Wave 1 vs. 13% among those who were not transferred).
- Positively, the incidence of speaking with just one 311 staff member improved in Wave 2 (87% up from 79% in Wave 1) and the incidence of being transferred declined in Wave 2 (11% in Wave 2 vs. 18% in Wave 1).
- Call transfers are now once again trending upwards from Wave 2 to 15% in Wave 3, with 84% just speaking with one 311 staff member, down from 87% in Wave 2.

Requests for information regarding waste control continue to be elevated

- The primary request for information relates to garbage and waste control. Pre-green cart roll-out, 14% of those requesting information asked about waste control, which notably increased to 28% during the roll-out (Wave 2), and remains elevated at 22% in Wave 3.

Call response times show positive momentum

- Call wait times dropped to a low of 57% 'very satisfied' in Wave 2, down 20 points from 77% in Wave 4 of 2016.
- Wave 3 shows some recovery with a 4-point increase to 61% 'very satisfied'.

The incidence of past calls for similar requests is trending upwards

- The incidence of past calls for similar requests saw a notable decline from 34% in W1 to 25% in W2.
- However, Wave 3 now shows a 4-point increase to 29% incidence of past calls for similar requests. This, coupled with the main reason for dissatisfaction being 'they did not resolve my issue', should be an area of focus for 2018.

Attempts to access online resources have remained stagnant

- Three-quarters (74%) of 311 callers in Wave 3 did not first attempt to go online to find the information they sought, identical to results in Wave 2 and Wave 1.

2017 Year-End Key Observations

Satisfaction has remained stable and strong

- Overall satisfaction with 311 call experiences has remained strong at 86% overall in 2017; however is down from the overall average of 95% in 2016.
- A sizeable majority of 311 callers are satisfied with all aspects of the 311 call experience in 2017, maintaining strong satisfaction levels throughout the year.
- 311 representatives' performance has also remained excellent over the course of 2017, maintaining many satisfaction scores above 90%.

The year of the green cart

- Calling 311 for information related to garbage and waste control represented just 14% of such calls pre-green cart roll-out in Wave 1 of 2017 and rose to 28% in Wave 2 of the actual initial roll-out and remains at 22% in Wave 3.
- Overall satisfaction is not impacted by requests related to garbage/waste control, denoting that 311 is doing a good job handling such requests..

Maintaining momentum in several areas

- Wave 1 results showed opportunities for improvement in several areas which resulted in improvements in results in Wave 2. While some of these areas have been positively maintained in Wave 3, others indicate a slight slip back which merits attention going into 2018 so as to not lose the positive momentum gained since Wave 1 of 2017:
 - Informing callers of their ability to use Calgary.ca for service requests or information (52% in Wave 1, increased to 63% in Wave 2 and positively maintained at 64% in Wave 3)
 - Main reason for dissatisfaction with 311 call experience is 'they didn't resolve my issue' (48% in Wave 1, decreased to 29% in Wave 2, and now somewhat increased to 35% in Wave 3)
 - The incidence of call transfer which has been correlated to overall satisfaction scores (18% in Wave 1, decreased to 11% in Wave 2, and now slightly increased to 15% in Wave 3)

2017 Year-End Key Observations

The importance of resolve at first contact

- The number one reason for dissatisfaction continues to be “they didn’t resolve my issue” (37% overall in 2017).
- The incidence of past calls for similar requests has improved since Wave 1 (34%), down to 25% in Wave 2, but appears to be trending upwards in Wave 3 (29%).
- The incidence of call transfers has also improved since Wave 1 (18%), down to 11% in Wave 2, but is now back to 15% in Wave 3.
- Resolve at first contact has shown correlations to overall satisfaction in 2017 tracking waves and is important to continue to improve upon and maintain in 2018.

Continued strong satisfaction with timeliness of service

- 90% of 311 callers in 2017 are satisfied with the wait time, including 92% in Wave 1, 89% in Wave 2 and 90% in Wave 3.
- The incidence of being ‘very satisfied’, however, needs to be monitored as we see a slight dip in scores from 64% in Wave 1 to 61% in Wave 3.
- The top suggestion for 311 service improvement throughout 2017 involves ‘faster service’, denoting the importance of continuing to maintain performance levels for this important service attribute.

Continue promoting online resources

- 2017 saw an upward trend in 311 representatives informing callers that they could go to Calgary.ca for additional information (from 81% in Wave 1 to 84% in Wave 3).
- However, attempts to first access resources online have remained unchanged throughout 2017 (74% have not attempted to do so in each Wave this year), particularly among those aged 55 years and older.
- Continue messaging related to the website’s ease of use and vast array of information to dispel feeling of online searches being ‘difficult to navigate’ or ‘not finding what they need’.

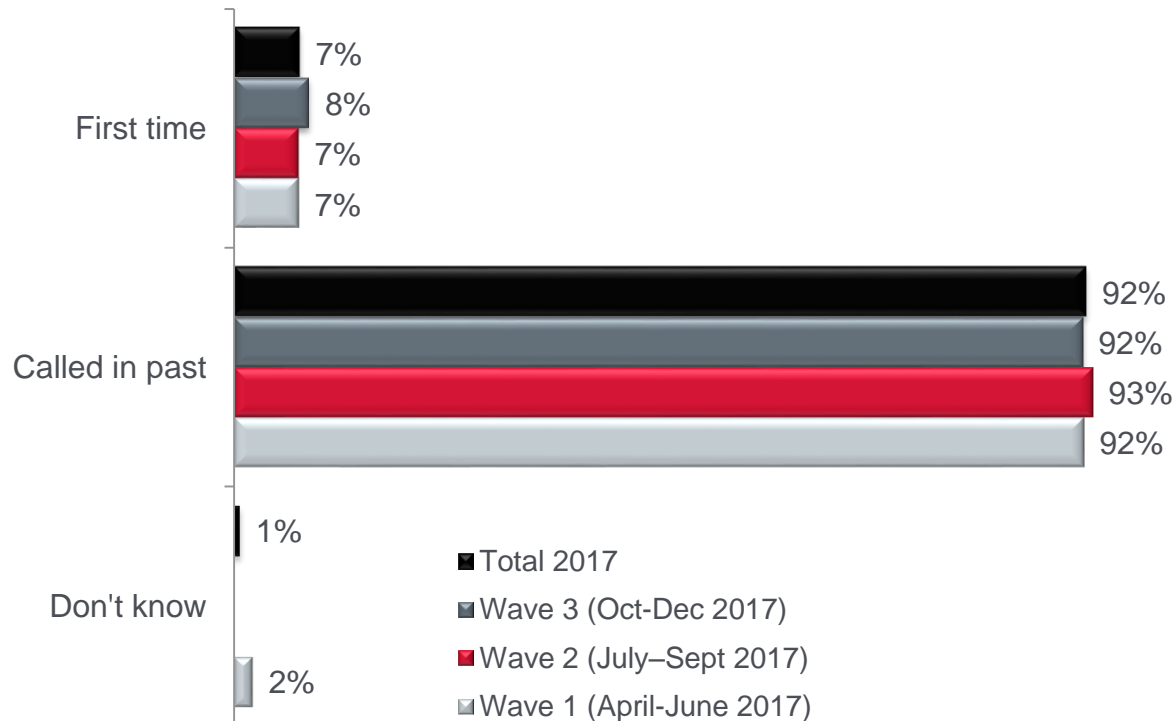
2018 research considerations

- The 311 Tracking Survey contains useful monitoring measurements upon which 311 has taken various actions to improve services throughout the year.
- Additional probing could potentially include identifying what information they could not find when searching online, as well as benchmarking the proportion of callers who have ever been to the website to seek information or request services.
- Consideration could also be given to tracking awareness and usage of the Calgary 311 App – all in efforts to continue to drive citizens to use online resources.



311 Call Profile

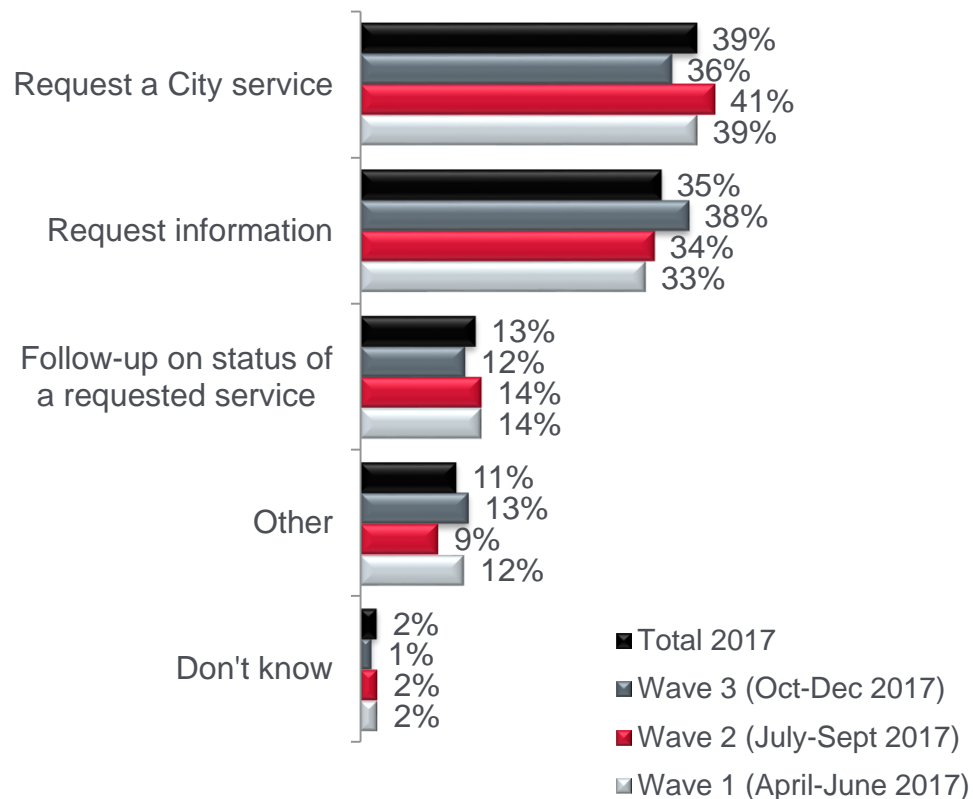
Previous 311 Call Experience



Q1. Was it the first time you have called 311 or have you called 311 in the past?

Base: All respondents Total 2017 n= 897 ; Wave 1 (April–June 2017) n=300 : Wave 2 (July–Sept 2017) n=300 : Wave 3 (Oct–Dec 2017) n=297

Primary Reason for Calling 311



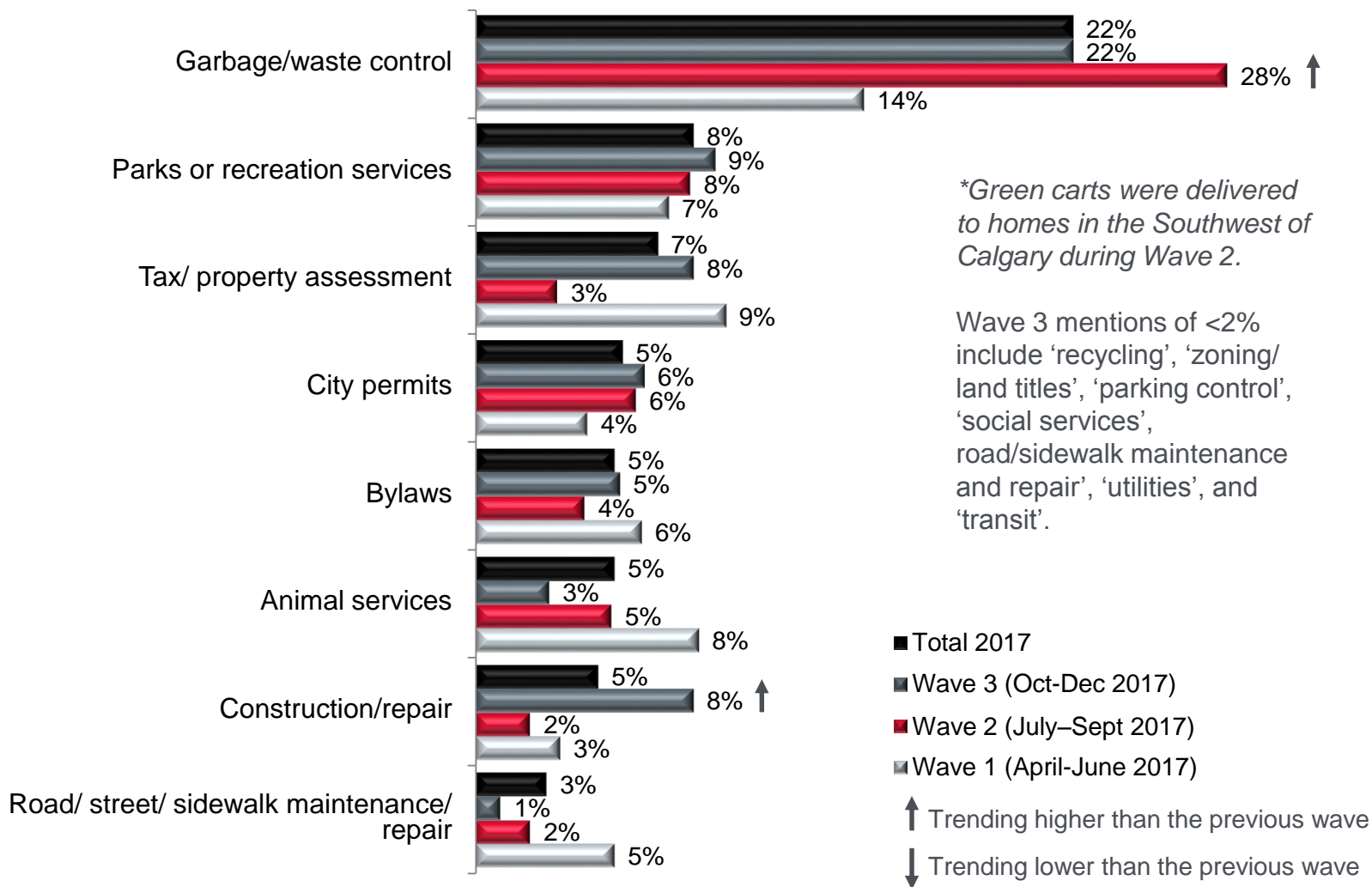
Wave 3 Differences:

- Millennials aged 18-34 (49%) are more likely to have requested a service when calling 311 between October and December 2017 than are those aged 55+ (29%).

Q2. What was the primary reason that you called the 311 service? Was it...

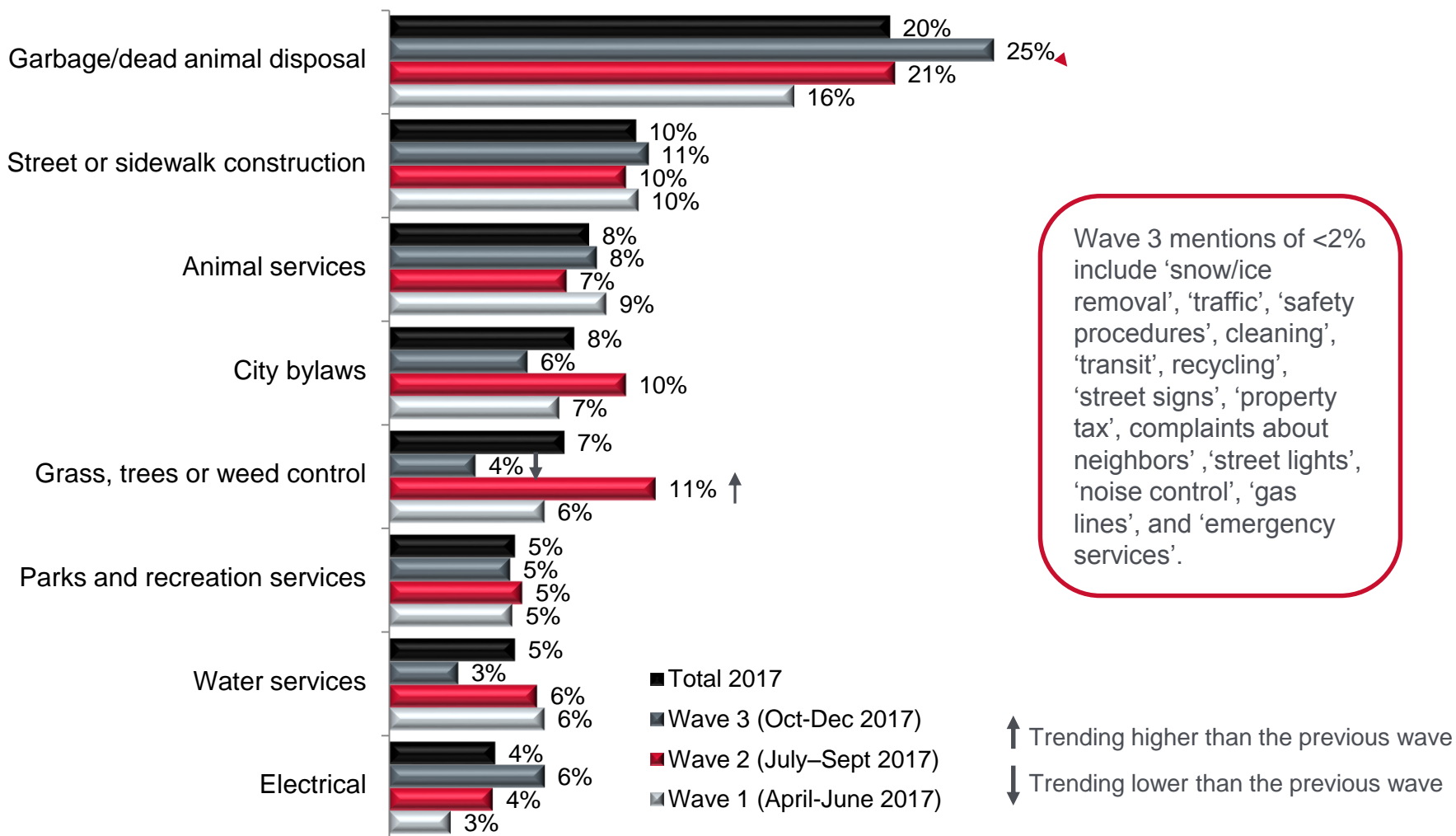
Base: All respondents Total 2017 n= 897 ; Wave 1 (April-June 2017) n=300 : Wave 2 (July-Sept 2017) n=300 : Wave 3 (Oct-Dec 2017) n=297

Information Requested



Q2b. What information were you calling about?
 Base: Called 311 to request information; Total 2017 n= 312 ; Wave 1 (April-June 2017) n=98 : Wave 2 (July-Sept 2017) n=101 : Wave 3 (Oct-Dec 2017) n=113

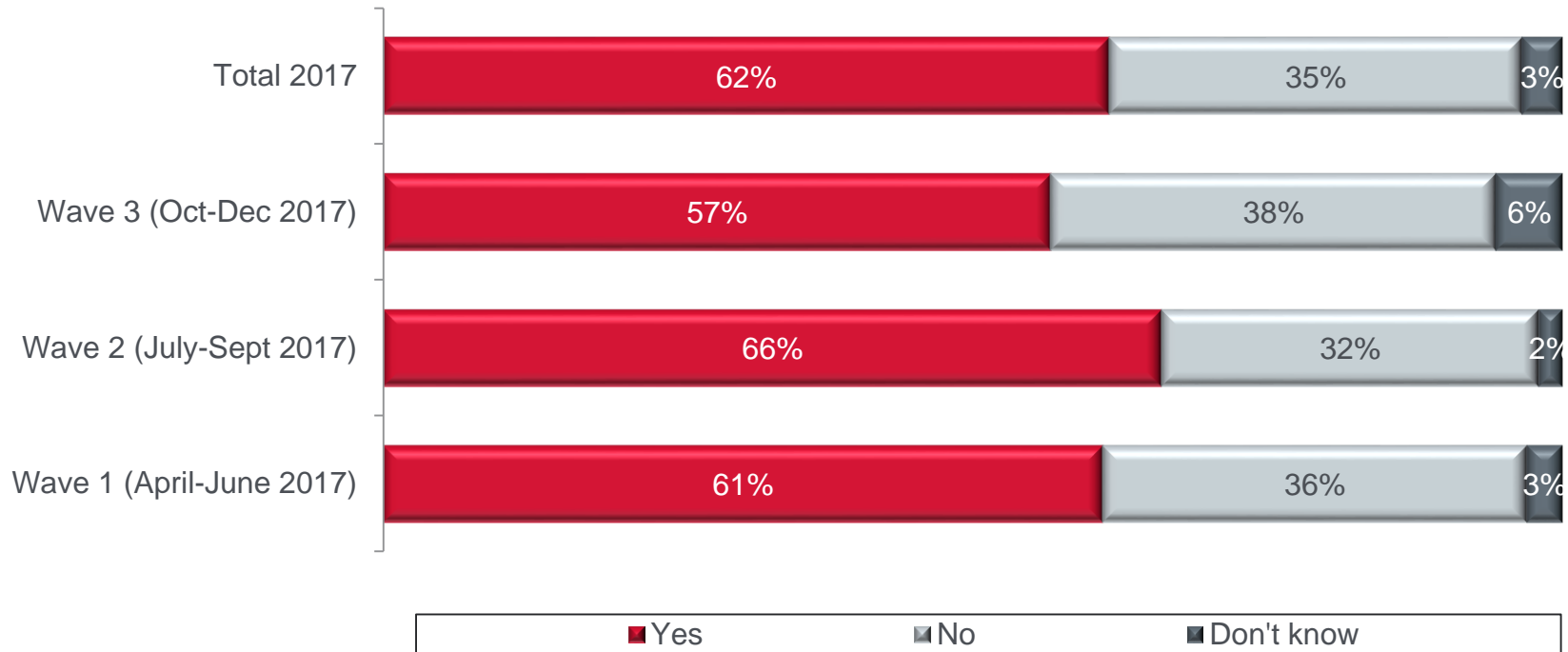
Services Requested



Q3. What service were you calling about?

Base: Called 311 to request a City service/follow up on the status of a service requested; Total 2017 n= 468 ; Wave 1 (April-June 2017) n=159 : Wave 2 (July-Sept 2017) n=166 : Wave 3 (Oct-Dec 2017) n=143

Incidence of Receiving a Tracking Number



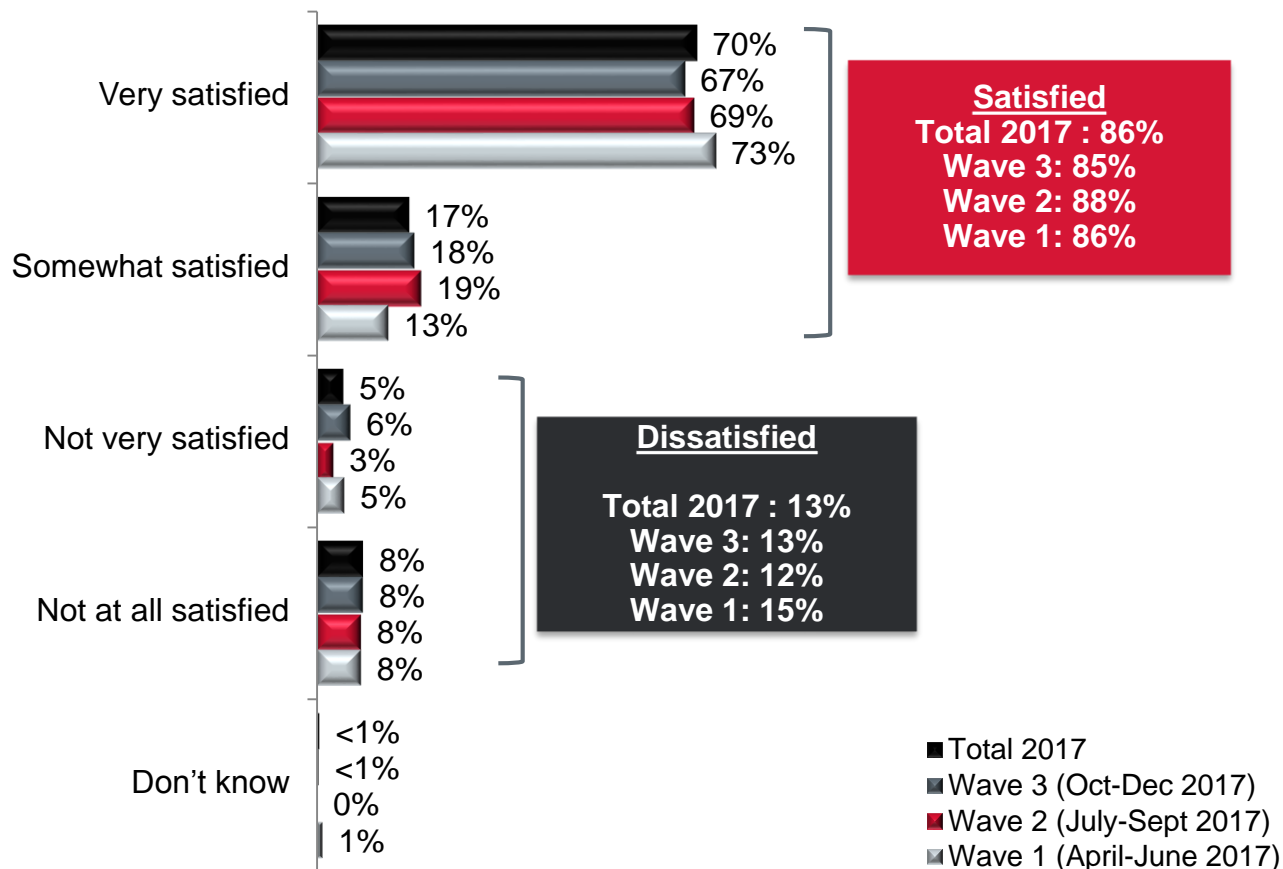
Q3a. Did you receive a tracking number?

Base: Called 311 to request a City service/to follow up on the status of a service requested; Total 2017 n= 468; Wave 1 (April-June 2017) n=159 : Wave 2 (July-Sept 2017) n=166 : Wave 3 (Oct-Dec 2017) n=143



Assessing the 311 Call Experience

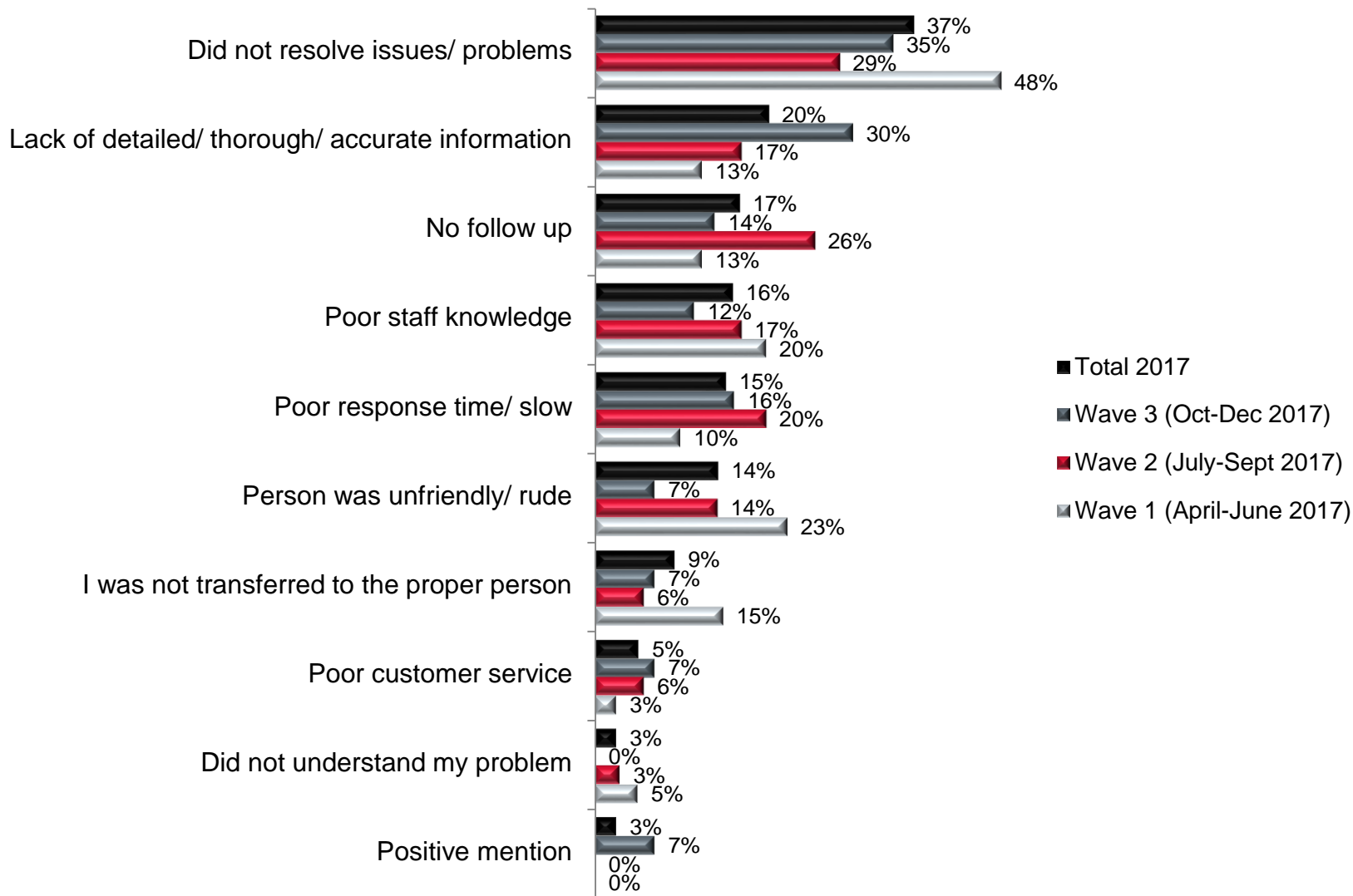
Overall Satisfaction with 311 Call Experience



Q4. And thinking just about the phone call you made to 311 and not what happened afterwards, overall how satisfied were you with the 311 service? Is that very or somewhat?

Base: All respondents Total 2017 n= 897 ; Wave 1 (April-June 2017) n=300 : Wave 2 (July-Sept 2017) n=300 : Wave 3 (Oct-Dec 2017) n=297

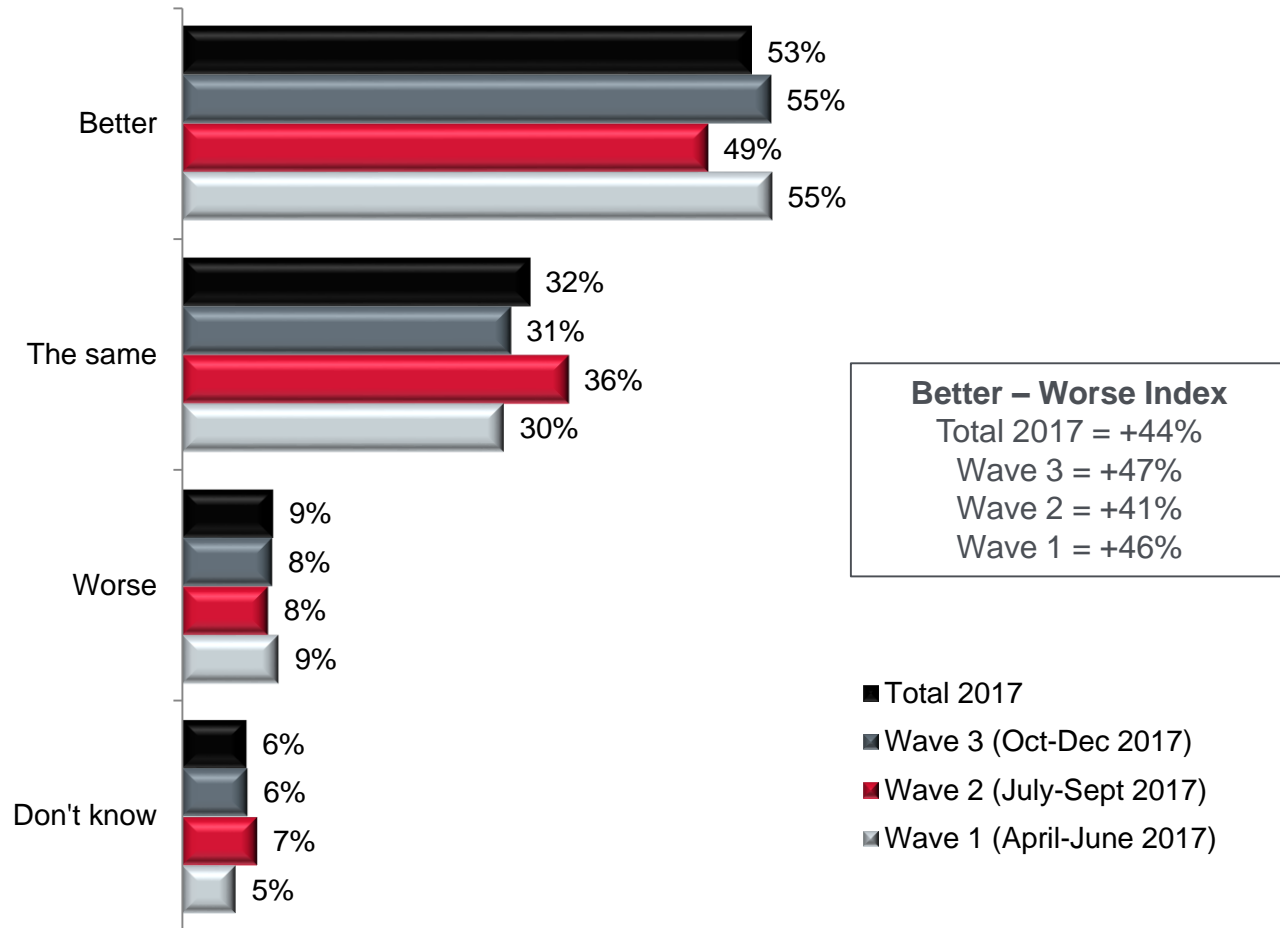
Reasons for Dissatisfaction with 311 Service



Q5. Why were you dissatisfied with the 311 service?

Base: Respondents who were dissatisfied with the 311 service; Total 2017 n= 118 ; Wave 1 (April-June 2017) n=40: Wave 2 (July-Sept 2017) n=35 : Wave 3 (Oct-Dec 2017) n=43

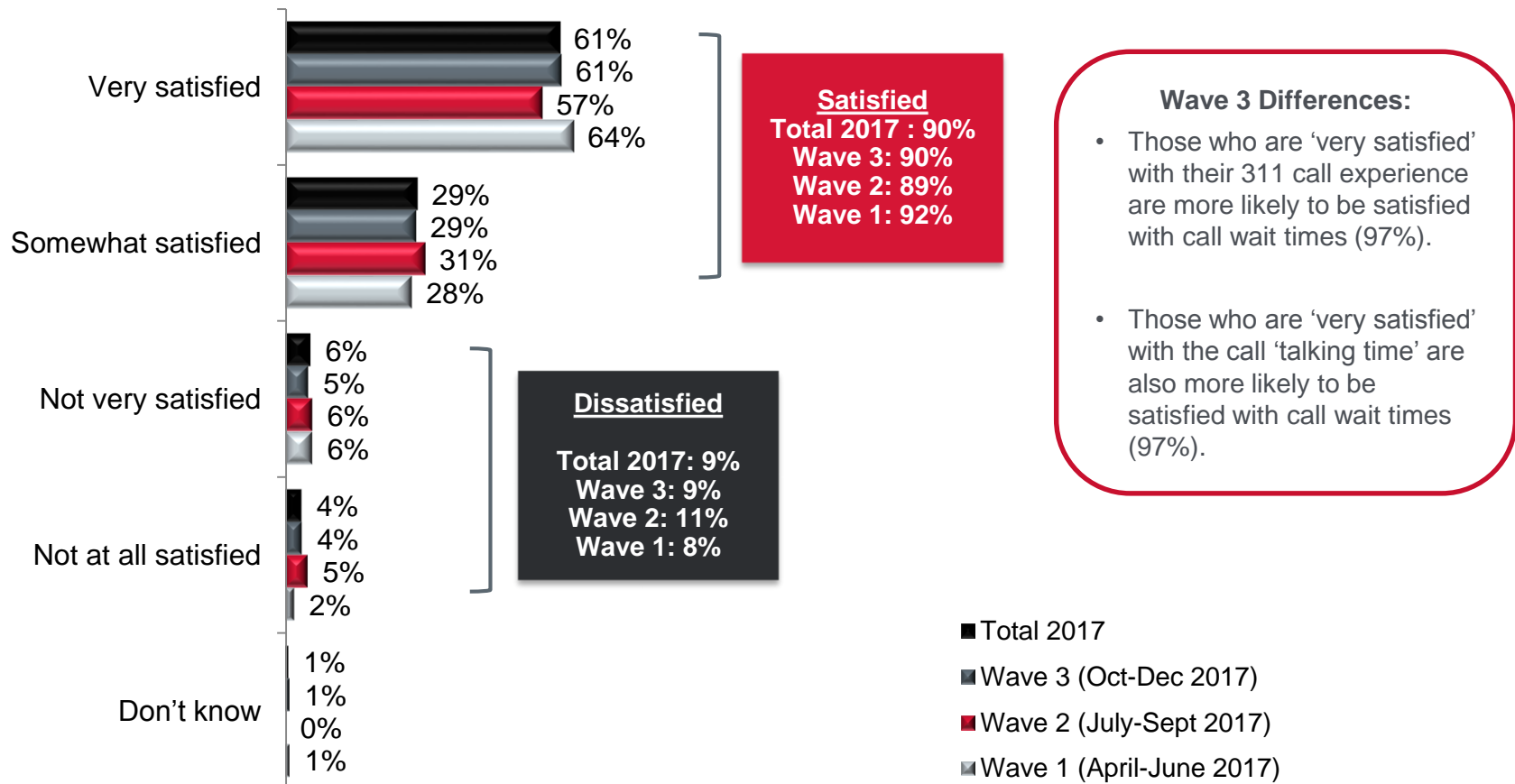
Comparing 311 to Other Call Centers



Q6. Still thinking about just the 311 service, and not what happened afterwards, was your recent phone call experience with 311 better, the same or worse, compared to other call centers that you deal with?

Base: All respondents, Total 2017 n= 897 ; Wave 1 (April-June 2017) n=300 : Wave 2 (July-Sept 2017) n=300 : Wave 3 (Oct-Dec 2017) n=297

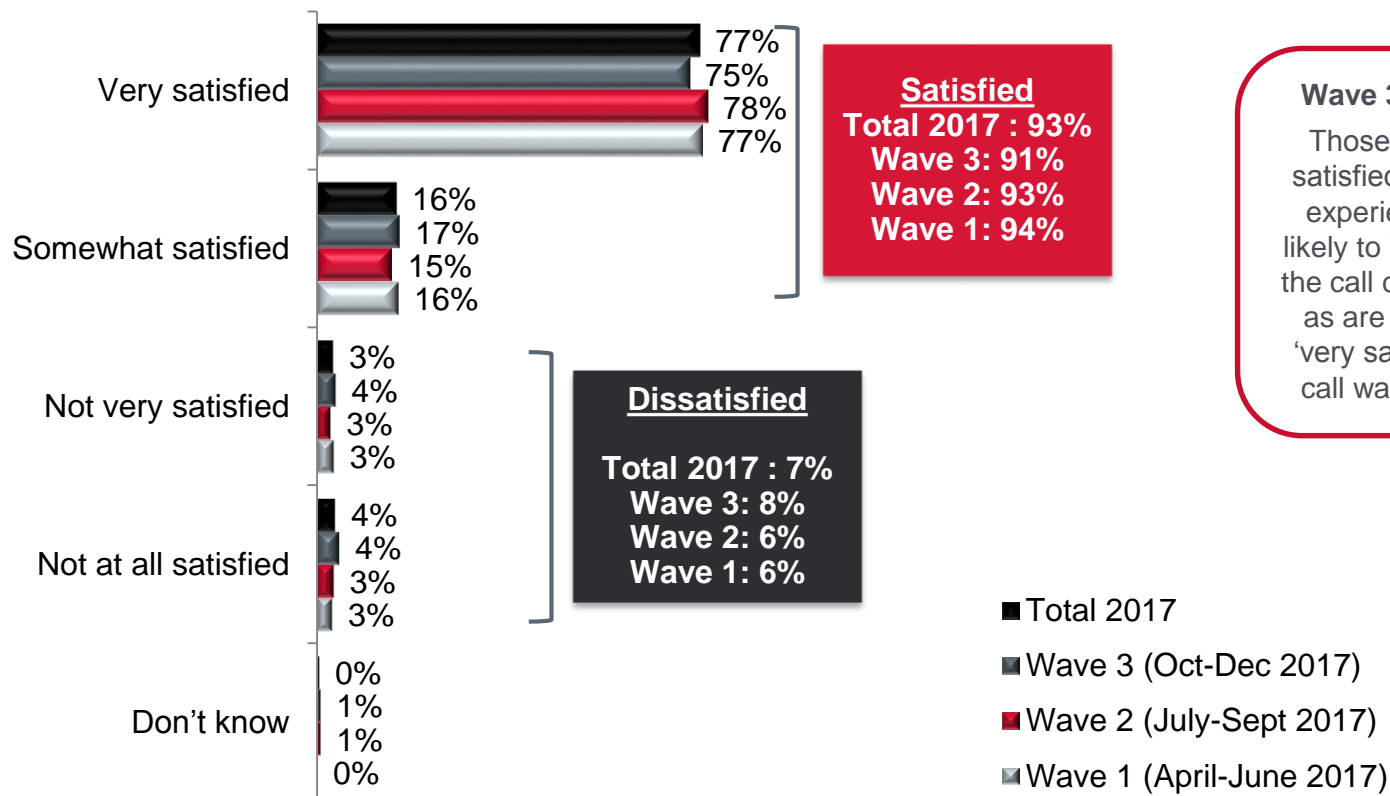
Satisfaction with Call Wait Time



Q7. How satisfied were you with the length of time you spent waiting for 311 staff to answer your call directly?

Base: All respondents, Total 2017 n= 897 ; Wave 1 (April-June 2017) n=300 : Wave 2 (July-Sept 2017) n=300 : Wave 3 (Oct-Dec 2017) n=297

Satisfaction with Call Duration

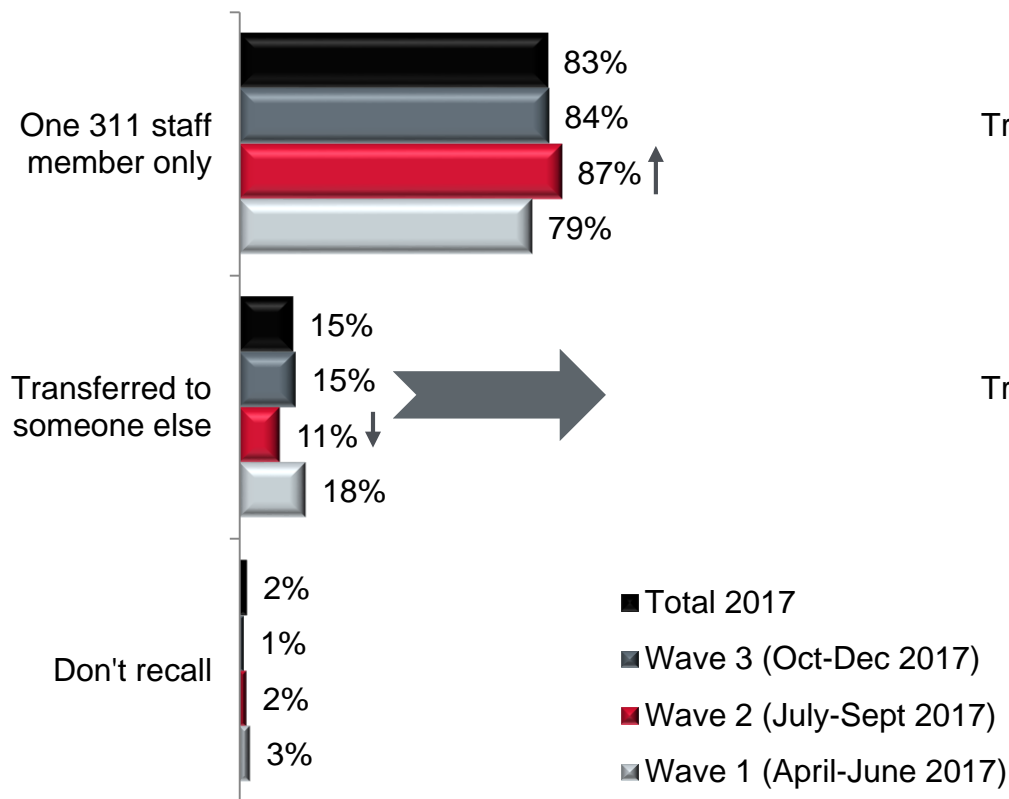


Q7. How satisfied were you with the length of time you spent talking to 311 staff directly?

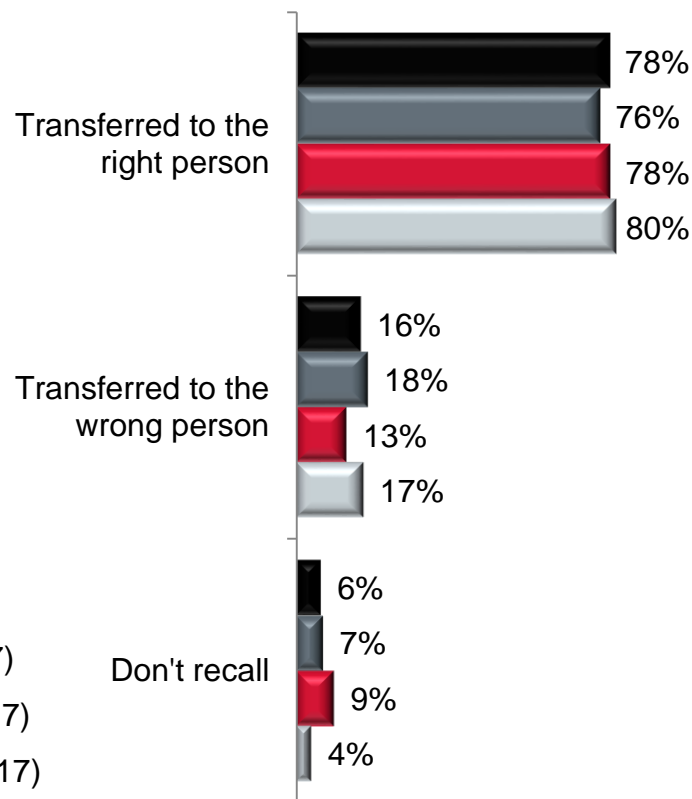
Base: All respondents, Total 2017 n= 897 ; Wave 1 (April-June 2017) n=300 : Wave 2 (July-Sept 2017) n=300 : Wave 3 (Oct-Dec 2017) n=297

Incidence of Call Transfer & Correct Transfer

Incidence of Call Being Transferred



Incidence of Correct Call Transfer



↑ Trending higher than the previous wave
 ↓ Trending lower than the previous wave

Q8. When you called did you speak with only one 311 staff member or were you transferred to someone else?

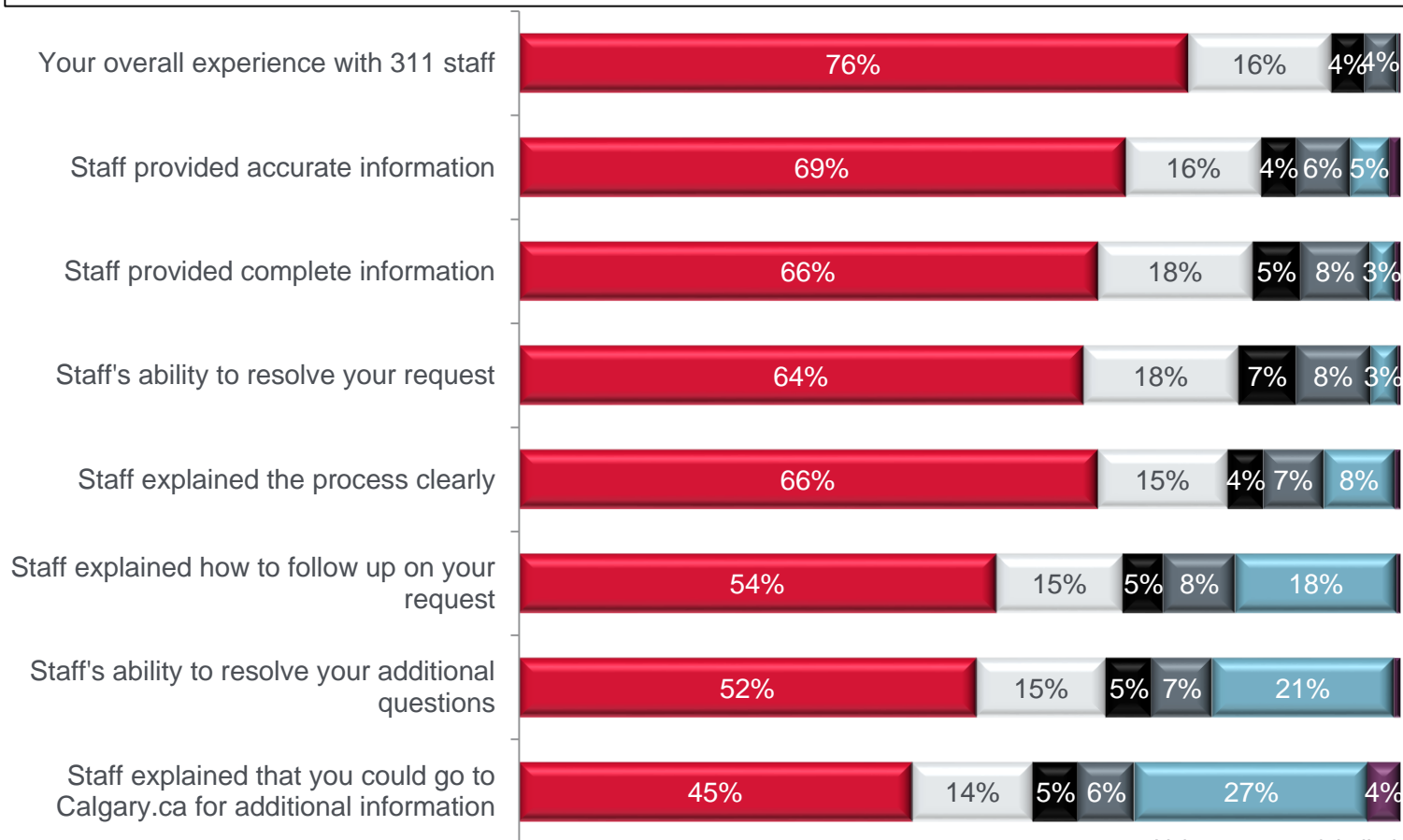
Base: All respondents, Total 2017 n= 897 ; Wave 1 (April-June 2017) n=300 : Wave 2 (July-Sept 2017) n=300 : Wave 3 (Oct-Dec 2017) n=297

Q9. Were you transferred to the right person, meaning someone who was able to help you or were you transferred to the wrong person, someone who couldn't help you? Base: Respondents whose call transferred to someone else, Total 2017 n= 131 ; Wave 1 (April-June 2017) n=54 : Wave 2 (July-Sept 2017) n=32 : Wave 3 (Oct-Dec 2017) n=45

Assessing the Call Experience

Total 2017

■ Very satisfied ■ Somewhat satisfied ■ Not very satisfied ■ Not at all satisfied ■ Not Applicable ■ Don't know



Values ≤3% not labelled

%Satisfied			
Total 2017	Wave 3 (Oct-Dec 2017)	Wave 2 (July-Sept 2017)	Wave 1 (April-June 2017)
92%	92%	93%	92%
84%	83%	87%	83%
83%	83%	86%	81%
82%	83%	81%	81%
81%	79%	82%	81%
69%	65%	69%	72%
67%	69%	64%	67%
58%	57%	61%	57%

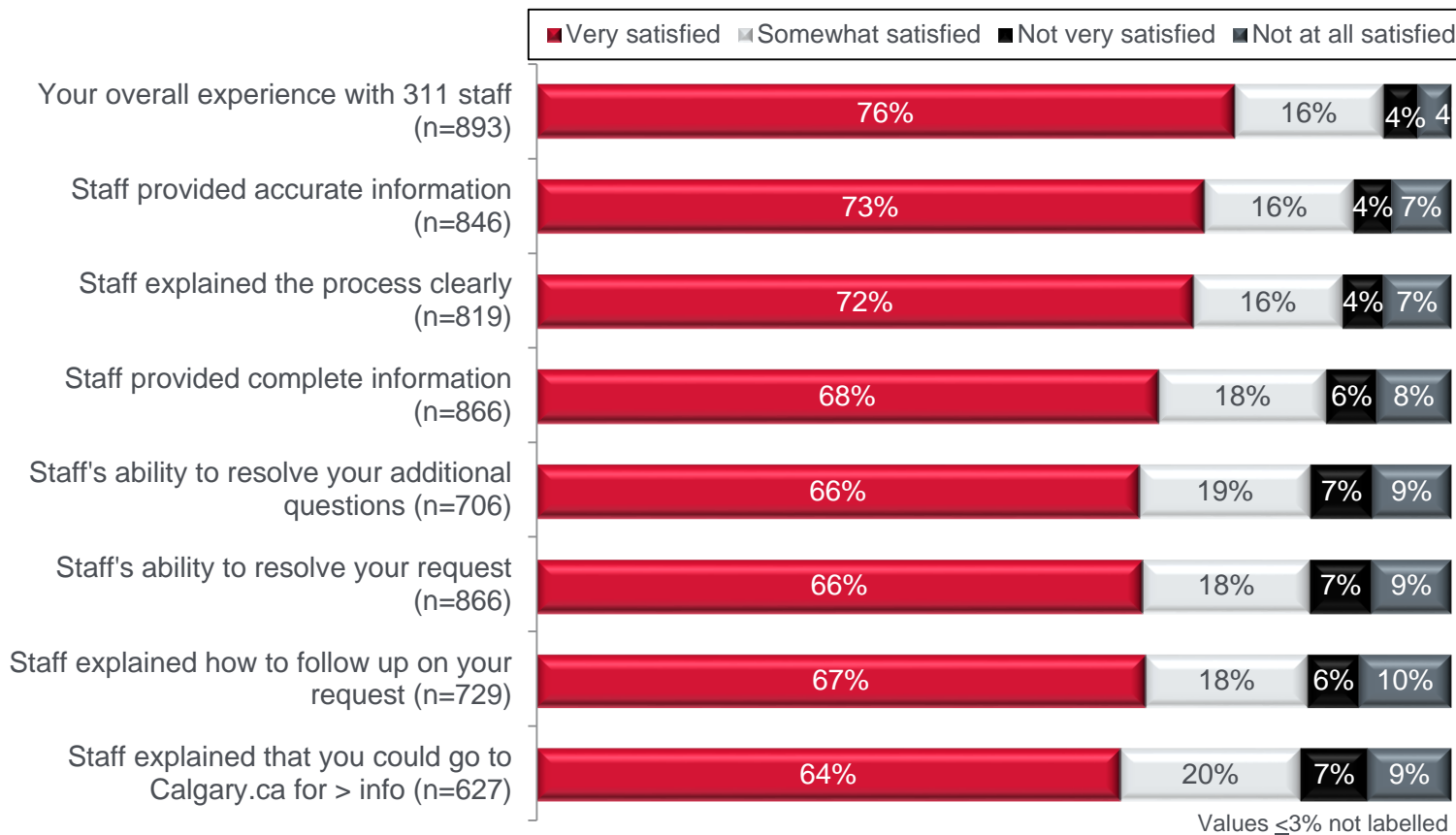
Q10. I am going to read out a series of statements about your call experience. Please bear in mind we are asking you to consider only the experience on the call with the 311 staff member not the service you received as a result of the call. For each one, please tell me if you were very satisfied, somewhat satisfied, not very satisfied, or not at all satisfied. If the statement does to not apply to your call experience, please say so. How about...

Base: All respondents, Total 2017 n= 897 ; Wave 1 (April-June 2017) n=300 : Wave 2 (July-Sept 2017) n=300 : Wave 3 (Oct-Dec 2017) n=297

Assessing the Call Experience

- Among Valid Responses (N/A & DK Excluded)

Total 2017



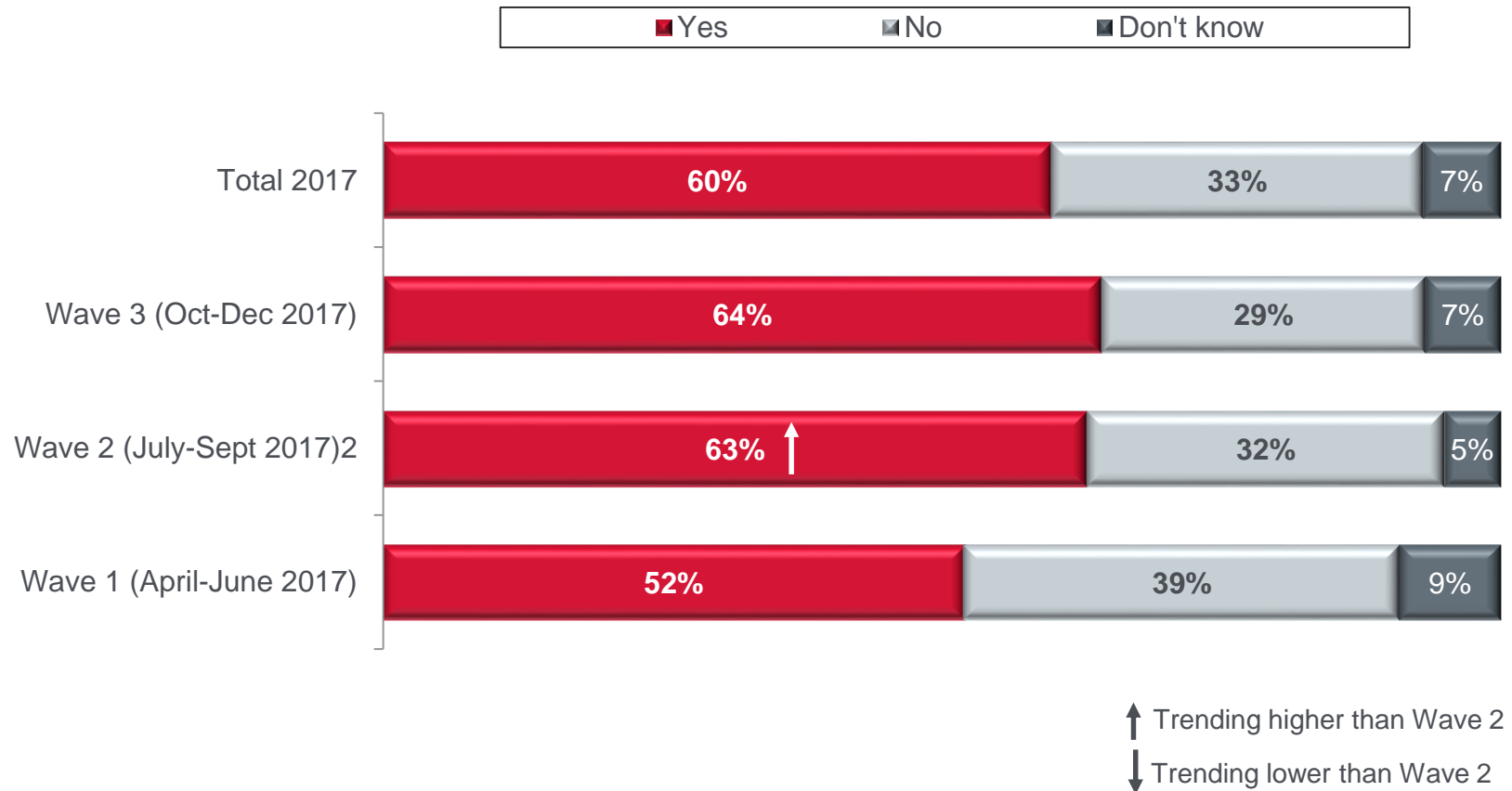
%Satisfied			
Total 2017	Wave 3 (Oct-Dec 2017)	Wave 2 (July-Sept 2017)	Wave 1 (April-June 2017)
93%	92%	94%	92%
89%	88%	91%	89%
88%	88%	89%	88%
86%	85%	89%	85%
85%	83%	86%	85%
85%	84%	85%	84%
84%	82%	86%	85%
84%	84%	86%	81%

Excluding N/A and don't know responses was new for 2017.

Q10. I am going to read out a series of statements about your call experience. Please bear in mind we are asking you to consider only the experience on the call with the 311 staff member not the service you received as a result of the call. For each one, please tell me if you were very satisfied, somewhat satisfied, not very satisfied, or not at all satisfied. If the statement does to not apply to your call experience, please say so. How about...

Base: Respondents who experienced each of the staff interactions, Total 2017 (n=627); Wave 1 (n=210); Wave 2 (n=214); Wave 3 (n=203)

Informing Callers about Calgary.ca



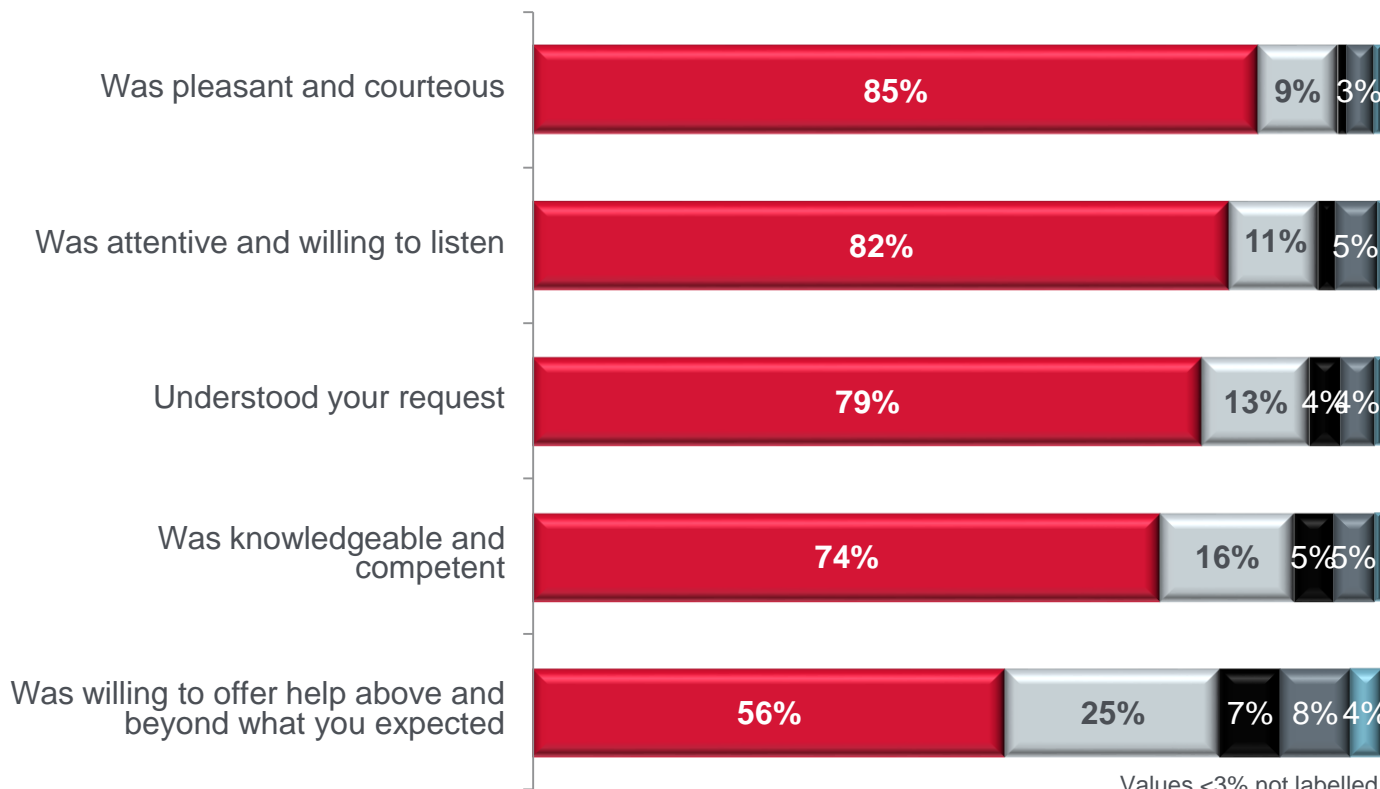
Q11. Did the 311 staff member inform you about the ability to use **Calgary.ca** for service requests or information?

Base: All respondents, Total 2017 n= 897 ; Wave 1 (April-June 2017) n=300 : Wave 2 (July-Sept 2017) n=300 : Wave 3 (Oct-Dec 2017) n=297

Assessing the 311 Representative

Total 2017

■ Very satisfied ■ Somewhat satisfied ■ Not very satisfied ■ Not at all satisfied ■ Don't know



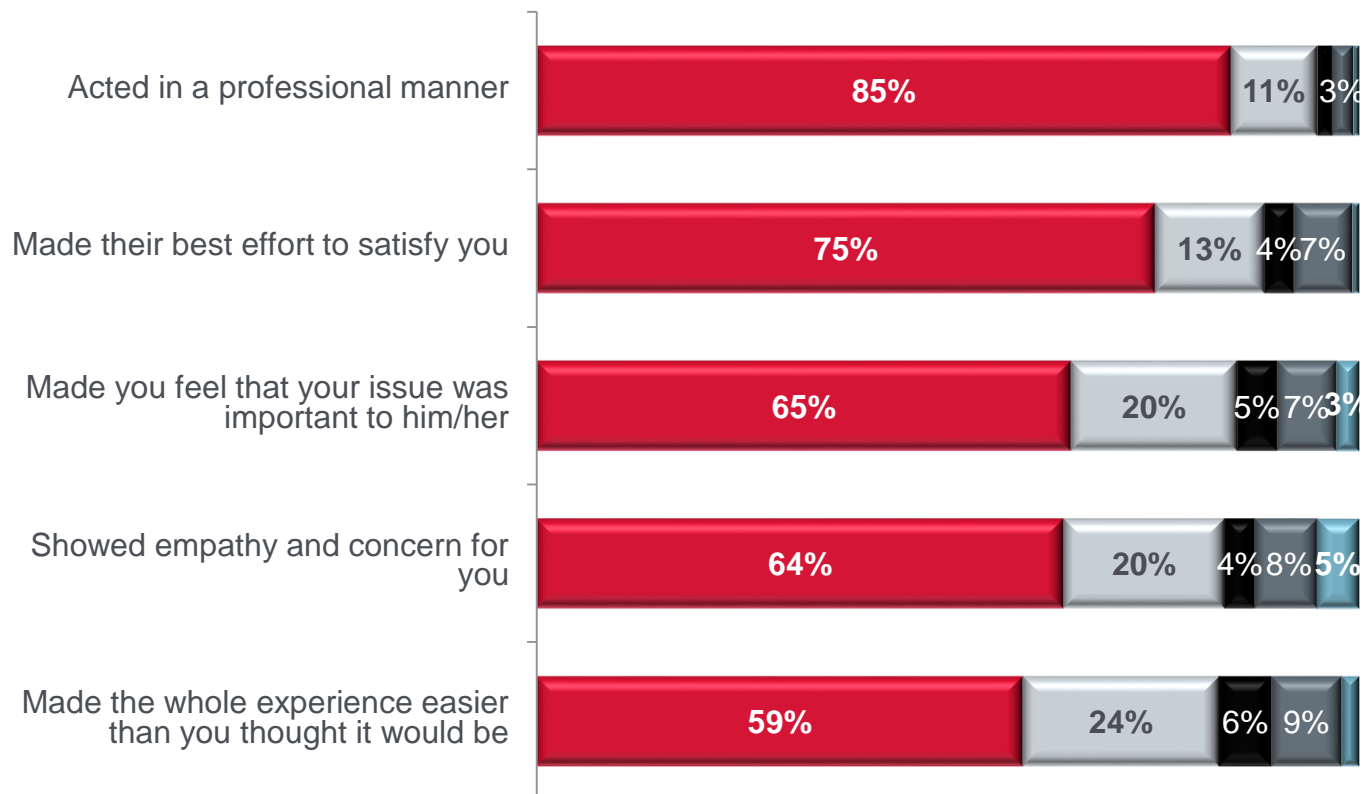
%Satisfied			
Total 2017	Wave 3 (Oct-Dec 2017)	Wave 2 (July-Sept 2017)	Wave 1 (April-June 2017)
95%	95%	96%	94%
93%	93%	93%	91%
92%	90%	93%	92%
90%	90%	91%	88%
81%	81%	80%	82%

Q12. Were you very satisfied, somewhat satisfied, not very satisfied or not at all satisfied that the 311 staff member?

Base: All respondents, Total 2017 n= 897 ; Wave 1 (April-June 2017) n=300 : Wave 2 (July-Sept 2017) n=300 : Wave 3 (Oct-Dec 2017) n=297

Perceptions of the 311 Representative

■ Strongly agree
 ■ Somewhat agree
 ■ Somewhat disagree
 ■ Strongly disagree
 ■ Don't know



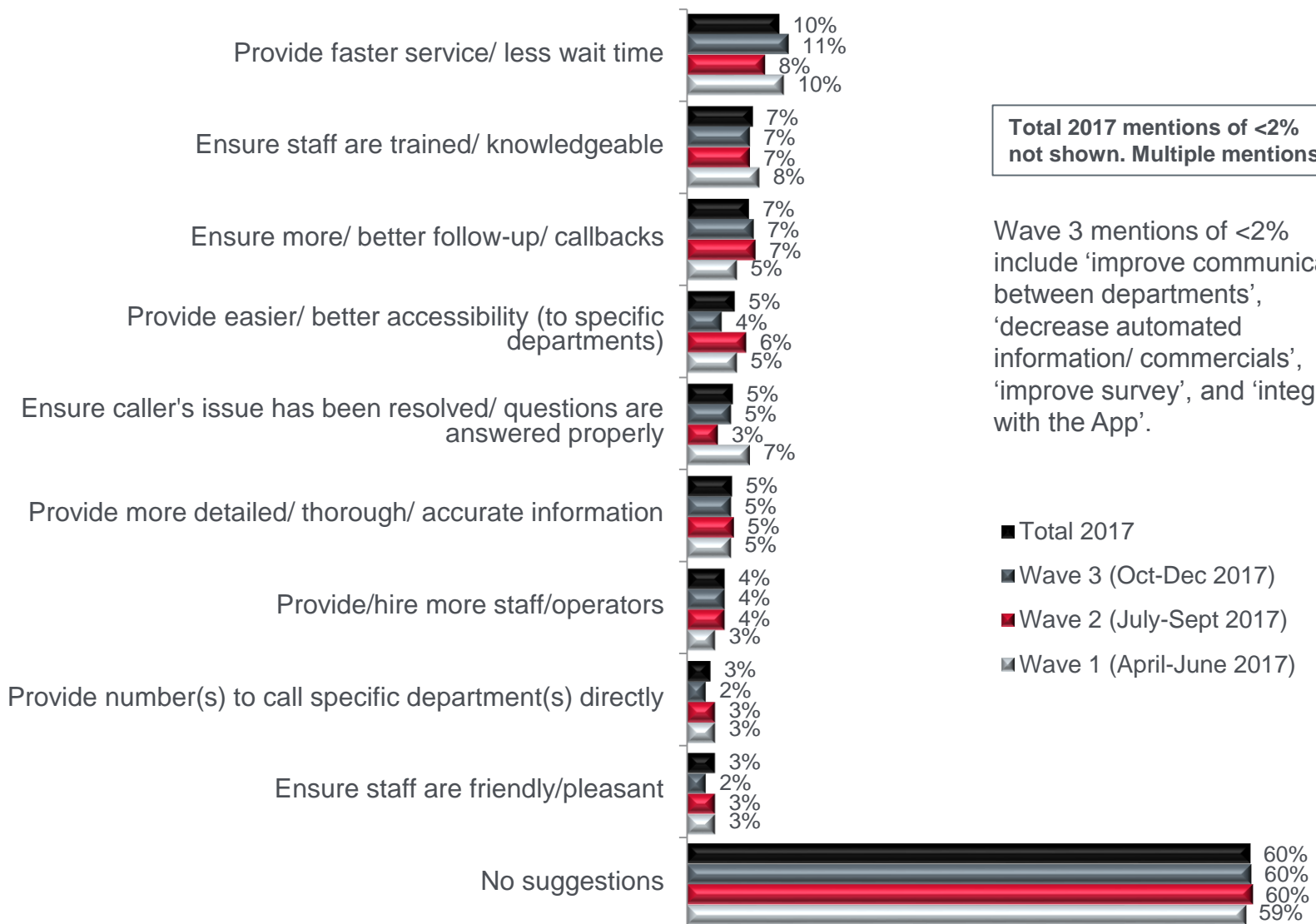
Values ≤3% not labelled

%Satisfied				
Total 2017	Wave 3 (Oct-Dec 2017)	Wave 2 (July-Sept 2017)	Wave 1 (April-June 2017)	
95%	94%	96%	95%	
89%	88%	89%	88%	
85%	84%	84%	85%	
84%	82%	87%	84%	
83%	82%	83%	84%	

Q13. Based on your recent interaction with the 311 staff member, do you agree or disagree that the representative...?

Base: All respondents, Total 2017 n= 897 ; Wave 1 (April-June 2017) n=300 : Wave 2 (July-Sept 2017) n=300 : Wave 3 (Oct-Dec 2017) n=297

Improvements for 311 Service



Total 2017 mentions of <2% not shown. Multiple mentions.

Wave 3 mentions of <2% include 'improve communication between departments', 'decrease automated information/ commercials', 'improve survey', and 'integrate with the App'.

- Total 2017
- Wave 3 (Oct-Dec 2017)
- Wave 2 (July-Sept 2017)
- Wave 1 (April-June 2017)

Q14. Based on your phone call to 311, do you have any suggestions on how to improve or enhance 311's phone service?

Base: All respondents, Total 2017 n= 897 ; Wave 1 (April-June 2017) n=300 : Wave 2 (July-Sept 2017) n=300 : Wave 3 (Oct-Dec 2017) n=297



Online Resources



Attempts to Access Online Resources

Total 2017

- **Wave 3:** Higher among those aged 55+ (84%) vs. those aged 35-54 (65%) and vs. millennials aged 18-34 (56%).

← No



Yes (Net)



- **Wave 3:** Higher among those who called 311 to seek information (29%) or to follow-up (31%)
- Also higher among those aged 18-34 (41%) and 35-54 (34%) vs. 55+ (14%)

Yes - Calgary.ca desktop or laptop



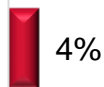
Yes - internet search including Google, Bing, and Yahoo



Yes - Calgary.ca from mobile device such as a smartphone or tablet



Yes - 311 app

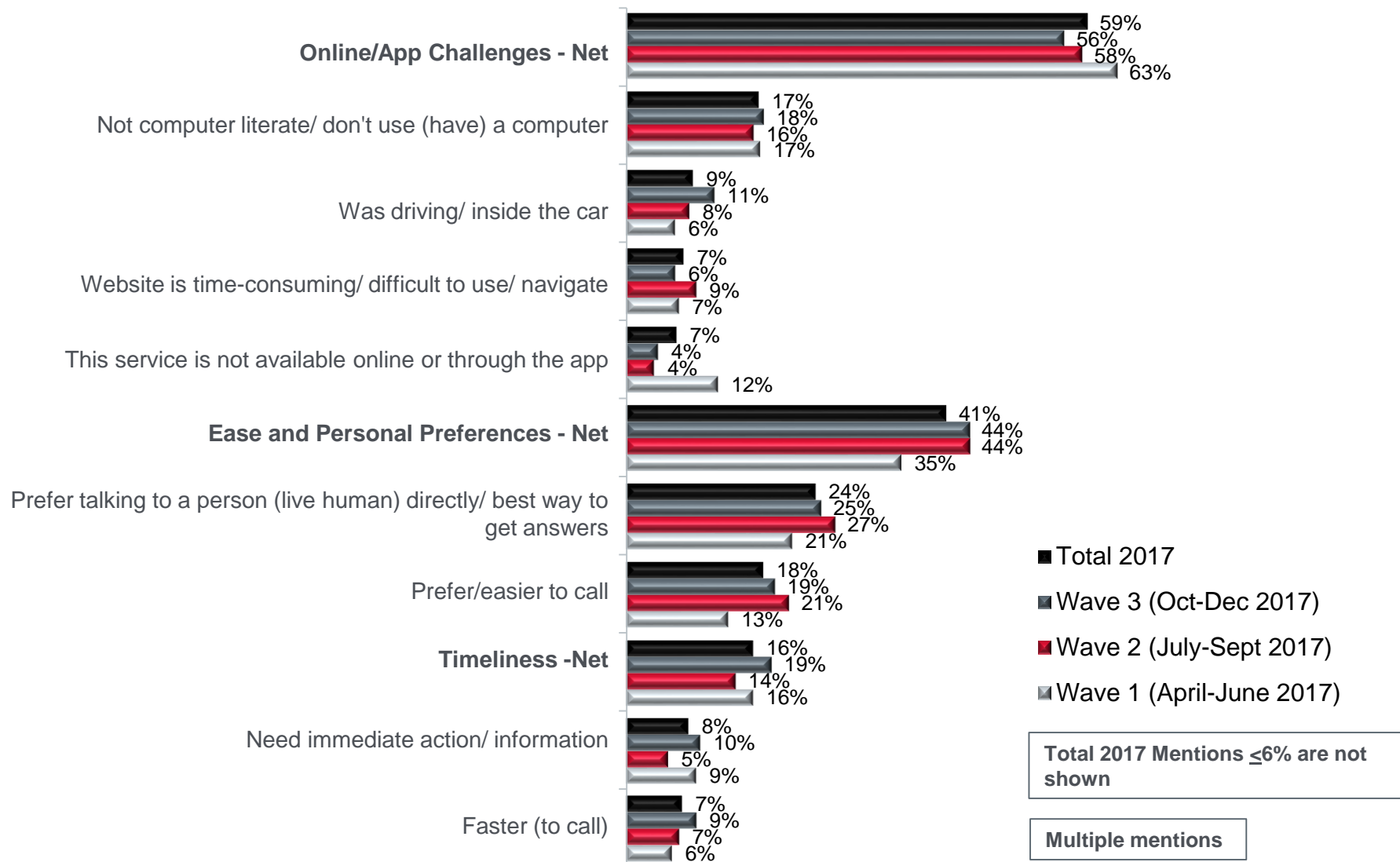


Wave 3 (Oct-Dec 2017)	Wave 2 (July- Sept 2017)	Wave 1 (April- June 2017)
74%	74%	74%
24%	26%	23%
14%	12%	11%
7%	6%	6%
5%	8%	5%
3%	5%	3%

Q15. Thinking about your most recent call to 311, before making a phone call, did you try to find what you were looking for or place a service request by going directly to The City's website, Calgary.ca from your computer; going to Calgary.ca from your mobile device; using the 311 app; or by using a search engine such as Google, Bing or Yahoo?

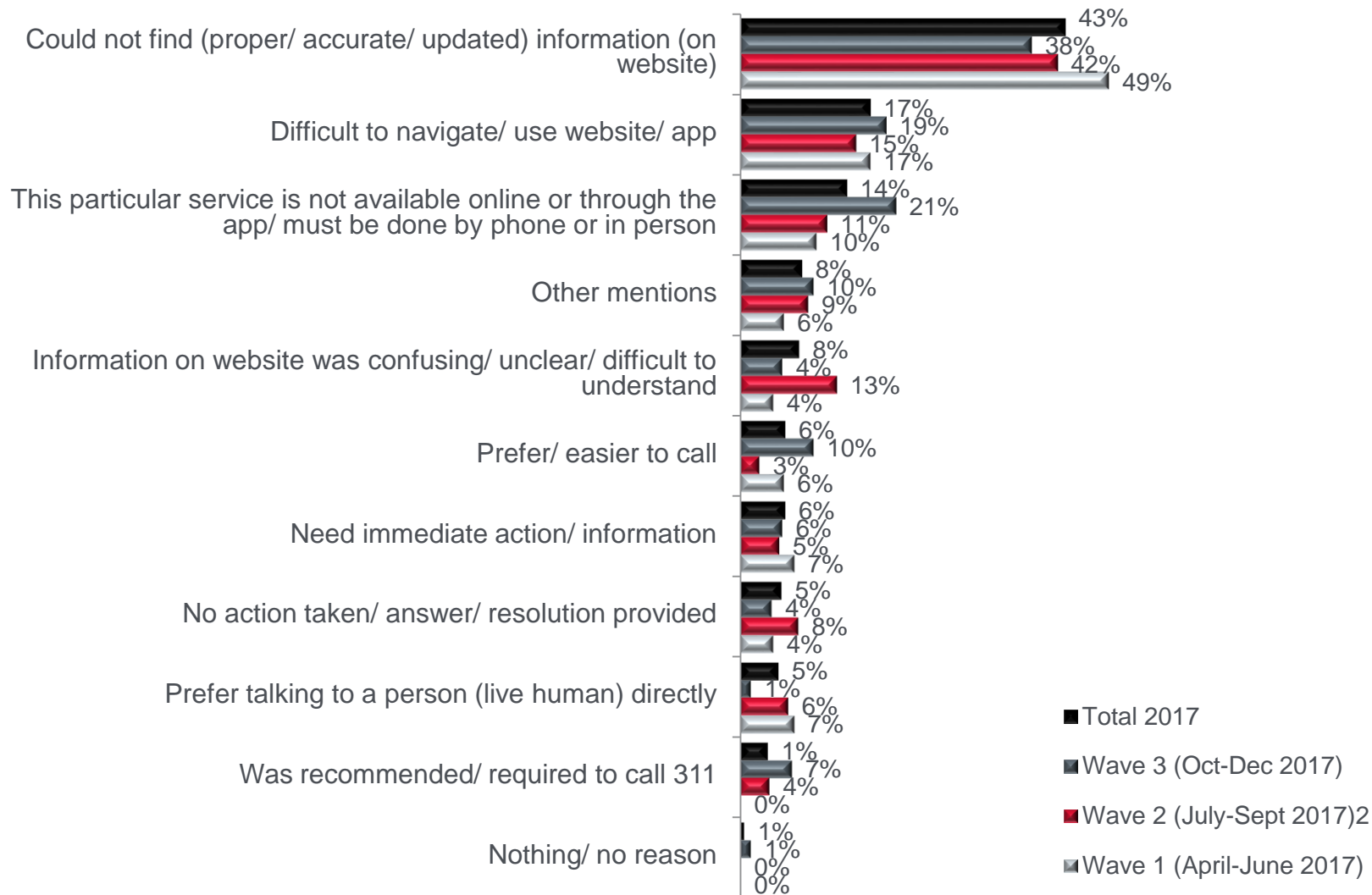
Base: All respondents, Total 2017 n= 897 ; Wave 1 (April-June 2017) n=300 : Wave 2 (July-Sept 2017) n=300 : Wave 3 (Oct-Dec 2017) n=297

Reasons for Not Accessing Online Resources



Q15b. Why did you not go online or to The City's 311 app before making a phone call? Base: Respondents who did not try to find what they were looking for before calling 311, Total 2017 n= 663; Wave 1 (April-June 2017) n=221; Wave 2 (July-Sept 2017) n=221; Wave 3 (Oct-Dec 2017) n=221

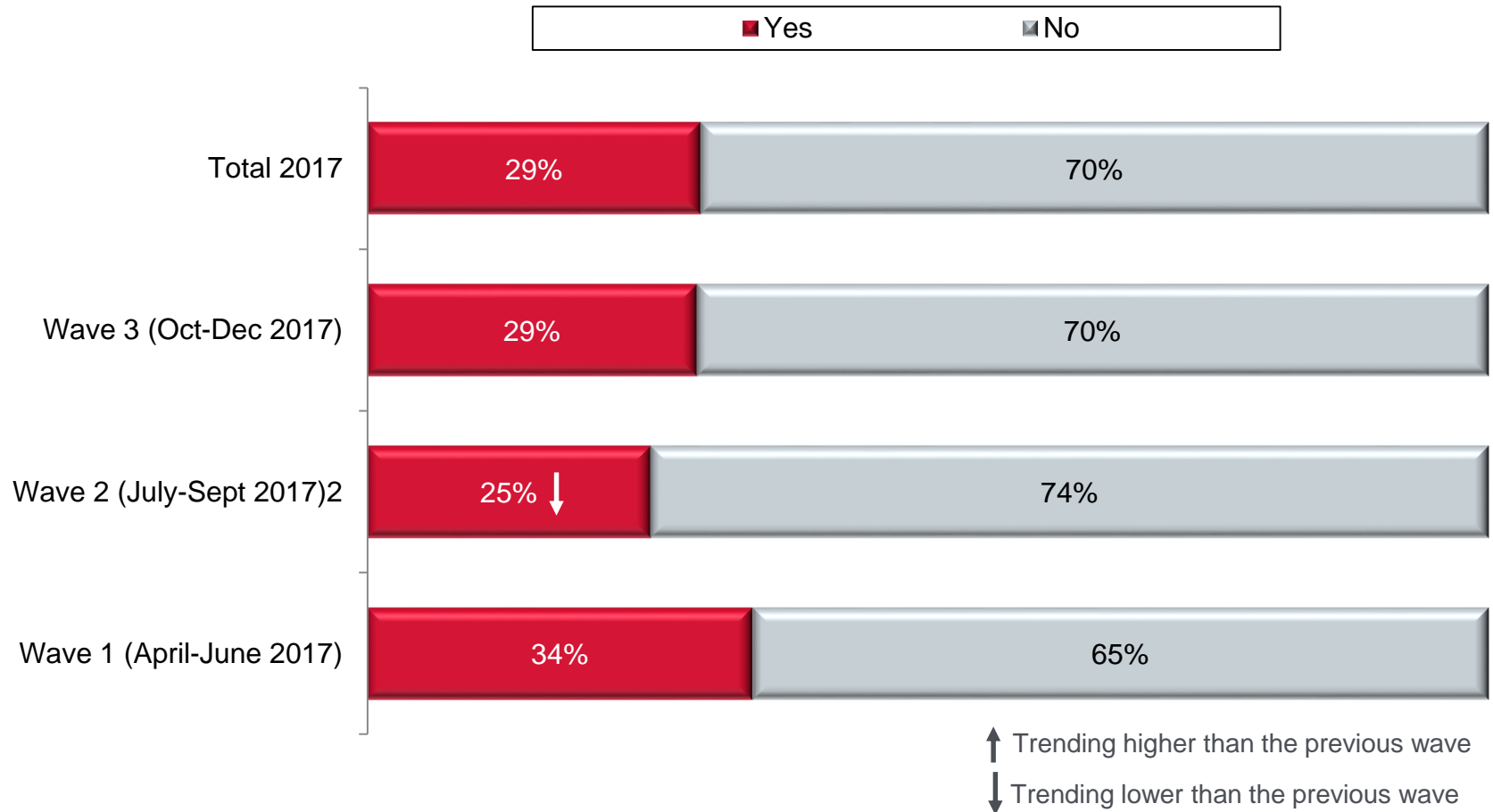
Challenges with Online Resources



Q16. Can you please tell us why trying to find information using...did not meet your needs and why you ultimately made a call to 311?

Base: Respondents who looked elsewhere for information, prior to calling 311 - Total 2017 n= 222 ; Wave 1 (April-June 2017) n=70: Wave 2 (July–Sept 2017) n=79: Wave 3 (Oct-Dec 2017) n=73

Incidence of Past Calls for Similar Requests



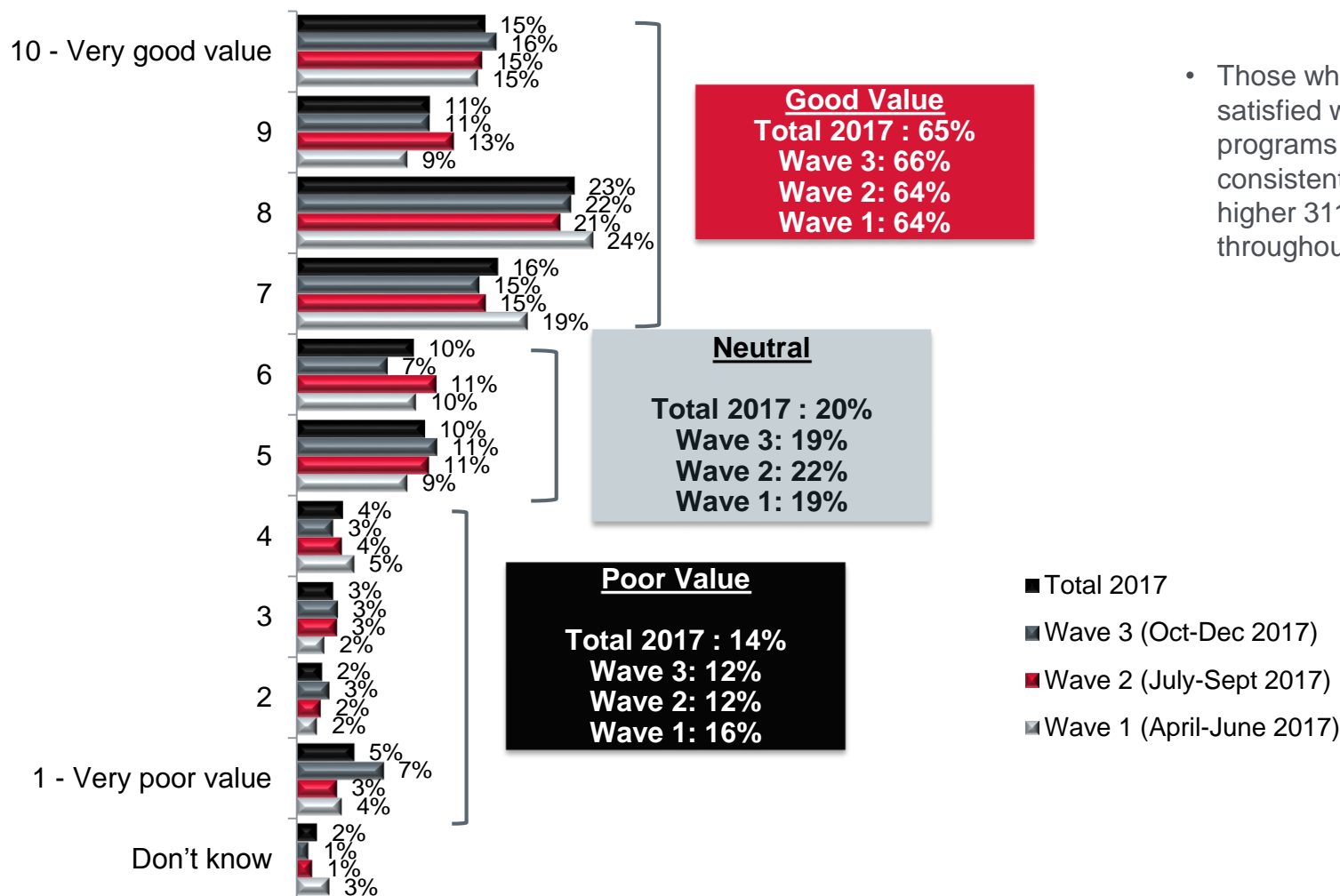
Q16b. In the last 12 months, had you contacted 311 about the same topic, or issue, or piece of information as your most recent call?

Base: All respondents - Total n=897 : Wave 1 (April-June 2017) n=300 : Wave 2 (July-Sept 2017) n=300 : Wave 3 (Oct-Dec 2017) n=297



Overall Satisfaction with The City

Satisfaction with City Programs & Services

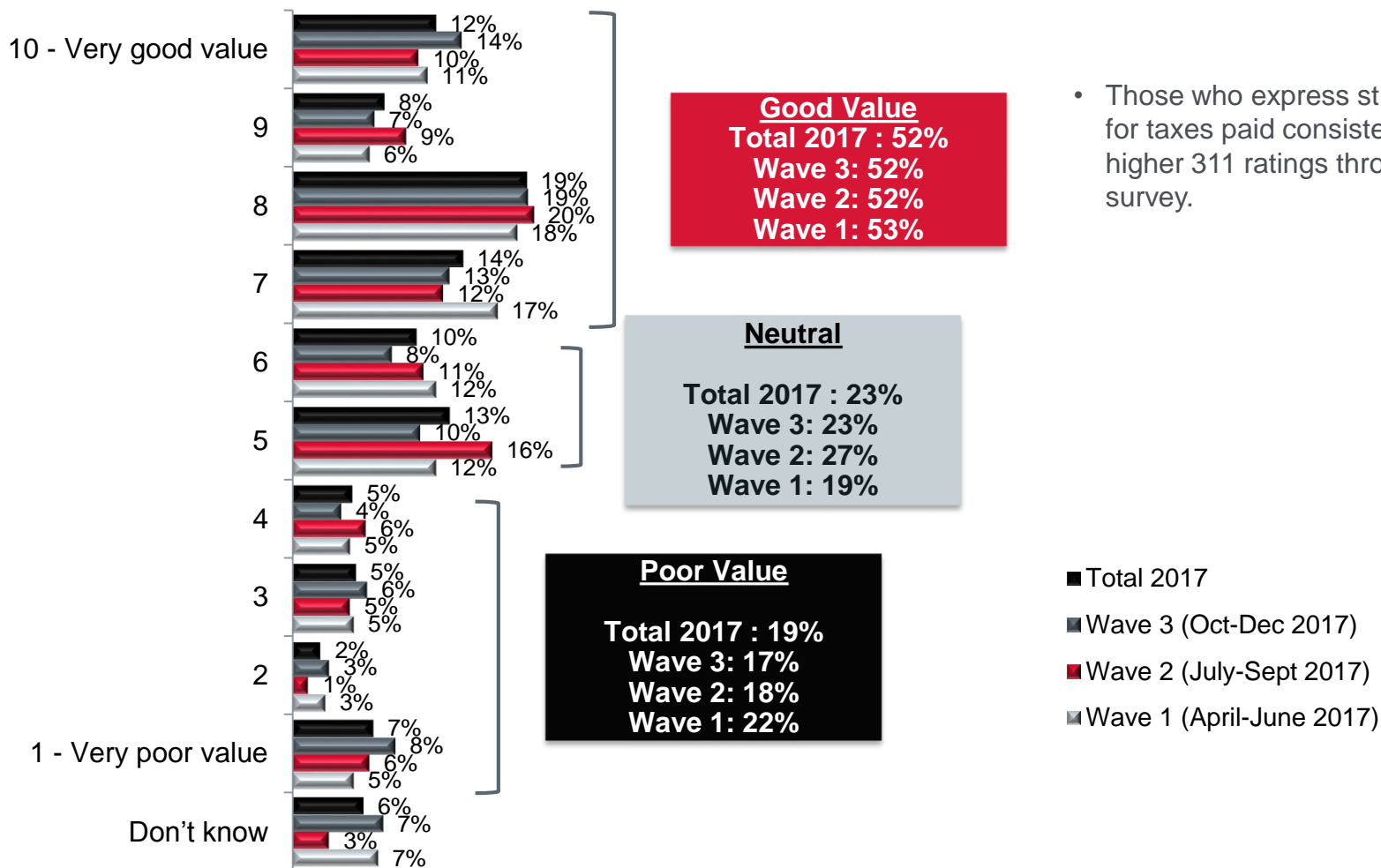


- Those who are highly satisfied with City programs and services consistently provide higher 311 ratings throughout the survey.

Q25. On a scale of 1 – 10 where 1 represents “not at all satisfied” and 10 represents “very satisfied”, how satisfied are you with the overall level and quality of service and programs provided by The City of Calgary?

Base: All respondents, Total n=897: Wave 1 (April-June 2017) n=300 : Wave 2 (July–Sept 2017) n=300: Wave 3 (Oct-Dec 2017) n=297

Value for Taxes



Q24. Your property tax dollars are divided between The City and the Province. In Calgary approximately half of your property tax bill goes to The City to fund municipal services. Considering the services provided by The City, please rate the value you feel you receive from your municipal property tax dollars using a scale of 1 to 10 where 1 represents "very poor value" and 10 represents "very good value".

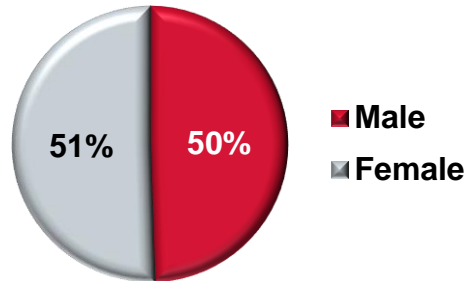
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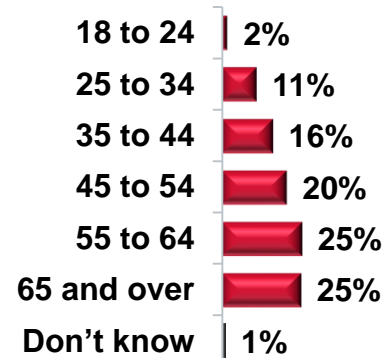
Demographics

Demographics

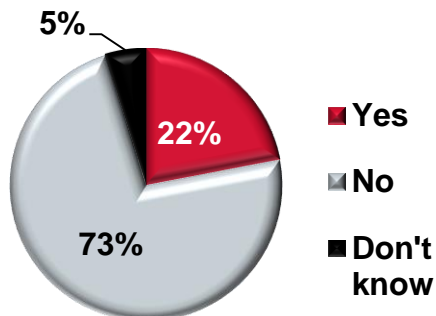
Gender



Age



Visible Minority



Disability

