



THE CITY OF  
**CALGARY**  
PUBLIC SAFETY COMMUNICATIONS

**Leger**

THE RESEARCH INTELLIGENCE GROUP

**Public Safety  
Communications  
911 Satisfaction Survey  
Report  
June 2013**

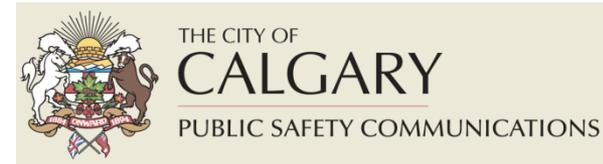
## Canada

Toronto  
Edmonton  
Calgary  
Ottawa  
Montreal  
Quebec City

## USA

Philadelphia, PA  
Tampa, FL  
Denver, CO

The largest  
Canadian-owned  
marketing research  
and polling firm



# Public Safety Communications 911 Satisfaction Survey *2013 Report*

We are proud to present you with this research report, which was produced under the stringent quality standards of our company and those of the Marketing Research and Intelligence Association (MRIA). We are confident that this report will address your concerns and we hope to have the privilege of serving you again in the near future.

A handwritten signature in blue ink that reads "Jean-Marc Léger".

Jean-Marc Léger  
President



CONTEXT  
AND OBJECTIVES

# CONTEXT: 911 SATISFACTION SURVEY



The City of Calgary's Public Safety Communications (PSC) receives, evaluates and dispatches emergency and non-emergency calls for the Calgary Police Service (CPS), Calgary Fire Department (CFD) and for emergency medical services (EMS) on behalf of Alberta Health Services.

This centralized access to help processes almost one million calls each year, the majority of which result in immediate dispatch to fire, police and emergency medical services. In 2012, the average speed of answer for all 911 calls was 6 seconds. In the near future, 911 officers will also be able to receive text messages, photos and video.

Services provided by PSC are an essential link for Calgarians to receive the help they need. PSC also undertakes educational programs related to topics such as accidental 911 calls and 911 for kids.

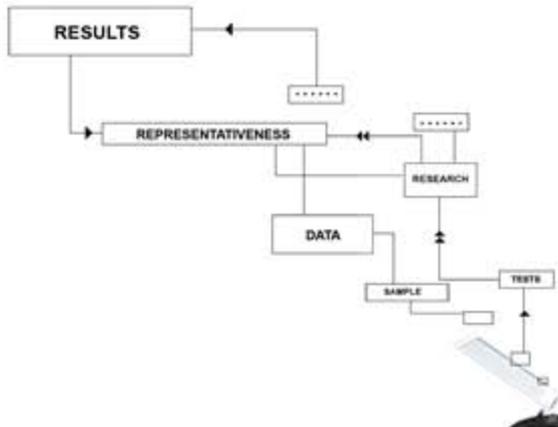
The PSC mandate involves enhancing public value and customer service by streamlining 911 calls and dispatching emergency personnel more efficiently and effectively.

# 2013 - 911 RESEARCH OBJECTIVES

Since consolidating the former three emergency dispatch and communications centres in 2006 (CPS, CFD and EMS), PSC has proactively evaluated its services via surveys with 911 callers to remain responsive to those served.

The core objectives of the 2013 - 911 satisfaction survey are to:

- Assess overall satisfaction with telephone call experiences with Emergency Communications Officers (ECOs);
- Identify reasons for satisfaction and/or dissatisfaction;
- Evaluate service attributes of the Emergency Communications Officers;
- Measure confidence levels in The City of Calgary's Public Safety Communications;
- Profile any differences in responses by age and gender; and
- Track any notable differences from previous survey waves.



# RESEARCH METHODS

# 911 SURVEY RESEARCH METHODS

**WHO?**



- 400 randomly selected respondents who recently made calls to 911:
  - 177 who received services from CPS
  - 208 who received services from EMS
  - 50 who received services from CFD(some respondents report multiple dispatch units)

**HOW?**



- Computer Assisted Telephone Interviewing (CATI)
- Survey remained the same in 2013 after some modifications in 2012

**WHEN?**



- Formal pre-test: May 20, 2013
- Interviews conducted: May 22-26, 2013

**VALIDITY?**



- Overall margin of error = +/-4.9%



STRATEGIC  
CONCLUSIONS

# 911 SATISFACTION SURVEY HIGHLIGHTS

## Overall Satisfaction with 911 Services

- Overall satisfaction with ECOs is exceptionally high (97%).
- Satisfaction with ECOs has remained at outstanding levels, maintaining notable improvements seen in 2012 with respect to increased 'very satisfied' ratings.
- Satisfaction with ECOs is very strong across dispatch services: Police (94%); Medical (98%); Fire (100%)

## First Call Resolution

- First call resolution remains very high (96% similar to 97% in 2012) – a testament to operational changes made in 2011 which have had a lasting impact on first call resolution.
- First call resolution is highest for fire (100%) and medical (99%) services and while still very strong, slightly lower for police services (90%).
- Among the small minority (4%) of callers who mention that their issue was not resolved on their first call, some were concerned about the lack of follow-up, police not arriving on the scene, and a lack of the ECO's understanding of their needs.

# 911 SATISFACTION SURVEY HIGHLIGHTS

## Satisfaction with Emergency Communications Officers

- Satisfaction with all elements of the ECOs' service delivery is extremely strong (overall ratings of 97% to 99%). The intensity of satisfaction is also strong across all service attributes, yet relatively lower for showing sympathy for callers' situations.
- In their own words, respondents identify that the most important attributes for an ECO include: being calm and keeping the caller calm; efficiency; knowledge; giving clear instructions; and the clarity of communications.

## Confidence in 911 Services

- Caller confidence in Public Safety Communications' ability to deliver services needed to make Calgary a safe place to live is exceedingly high (97%) and the proportion of those who are 'very' confident continues to grow.

## Suggested Improvements

- Most 911 callers are so satisfied with their experience that they do not have any suggestions for improvement. Enhancing timeliness emerges as the most common piece of advice, followed by suggestions to show more sympathy and to ask more questions.

## Summary

- Emergency Communications Officers are meeting callers' expectations and PSC has earned the trust and confidence of those in need of assistance.
- Working in stressful situations, ECOs are providing high quality service delivery to help many people deal with and receive help for various issues.
- Being calm and keeping the caller calm surface both as the most important attribute for ECOs, as well as a key reason for satisfaction. Consideration should be given to adding this service delivery attribute to the measurement in future.
- The only opportunity for improvement lies with ECOs showing an increased sympathy level to callers which is a key driver impacting overall satisfaction.

*"I can't say anything but thank you."*

*"They have it down pat. They are very good at what they do."*

*"Keep doing what you are doing. They are doing an awesome job and thank you."*

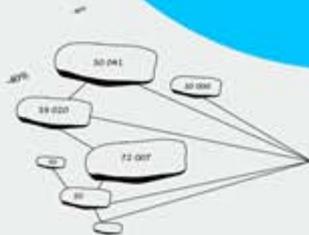
*"I had perfect service."*

2005	25%
2006	35%
2007	36%
2008	48%
2009	55%
2010	80%
2011	85%

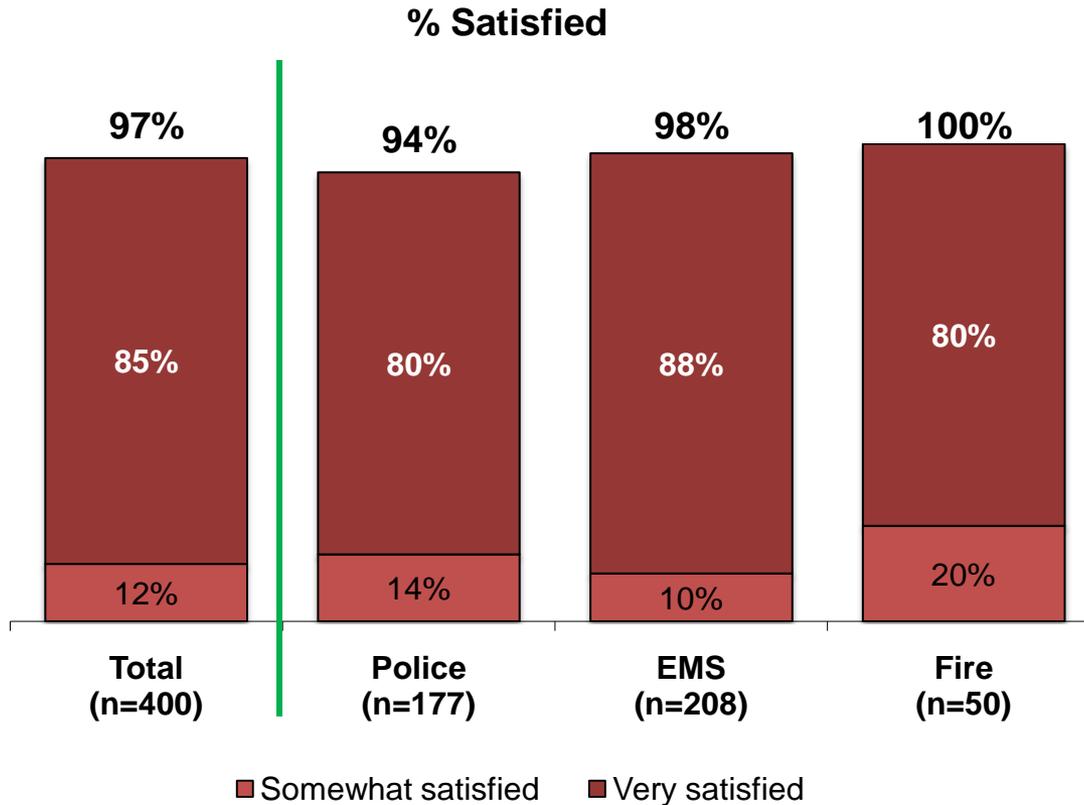


+40%

+10%

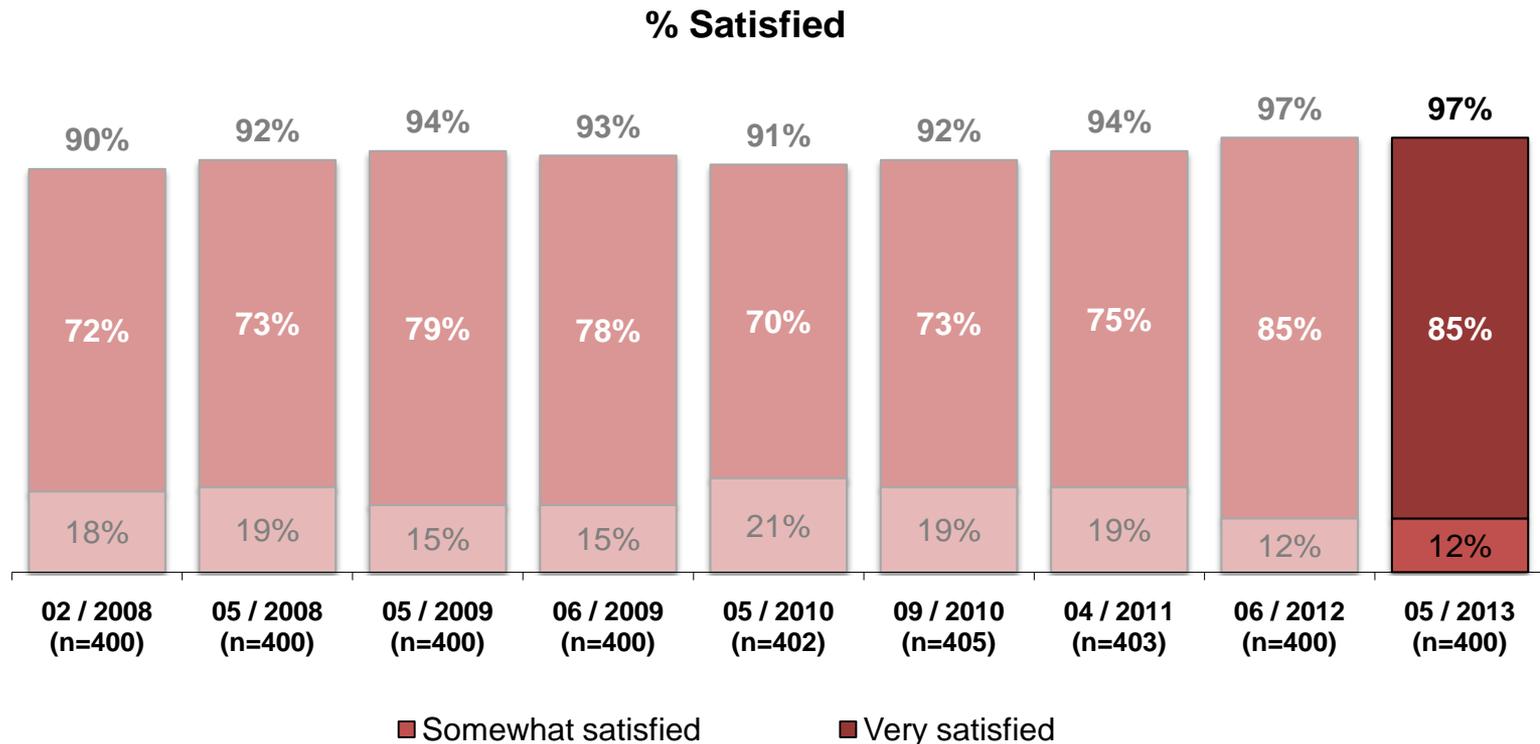


# OVERALL SATISFACTION WITH ECOs



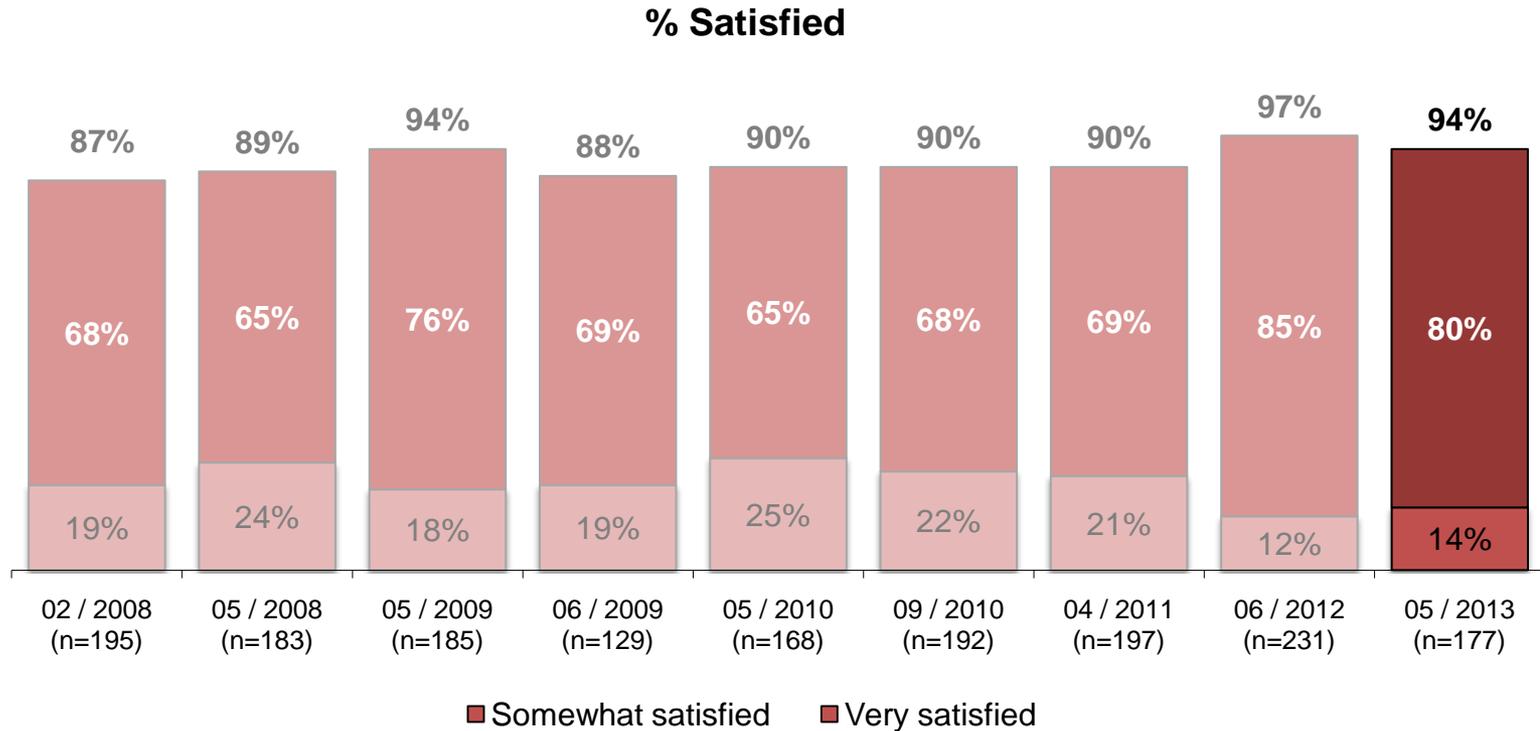
Overall satisfaction with ECOs is exceptionally high. The intensity of satisfaction with ECOs is also very strong, particularly with medical dispatch.

# OVERALL SATISFACTION WITH ECOs Tracking



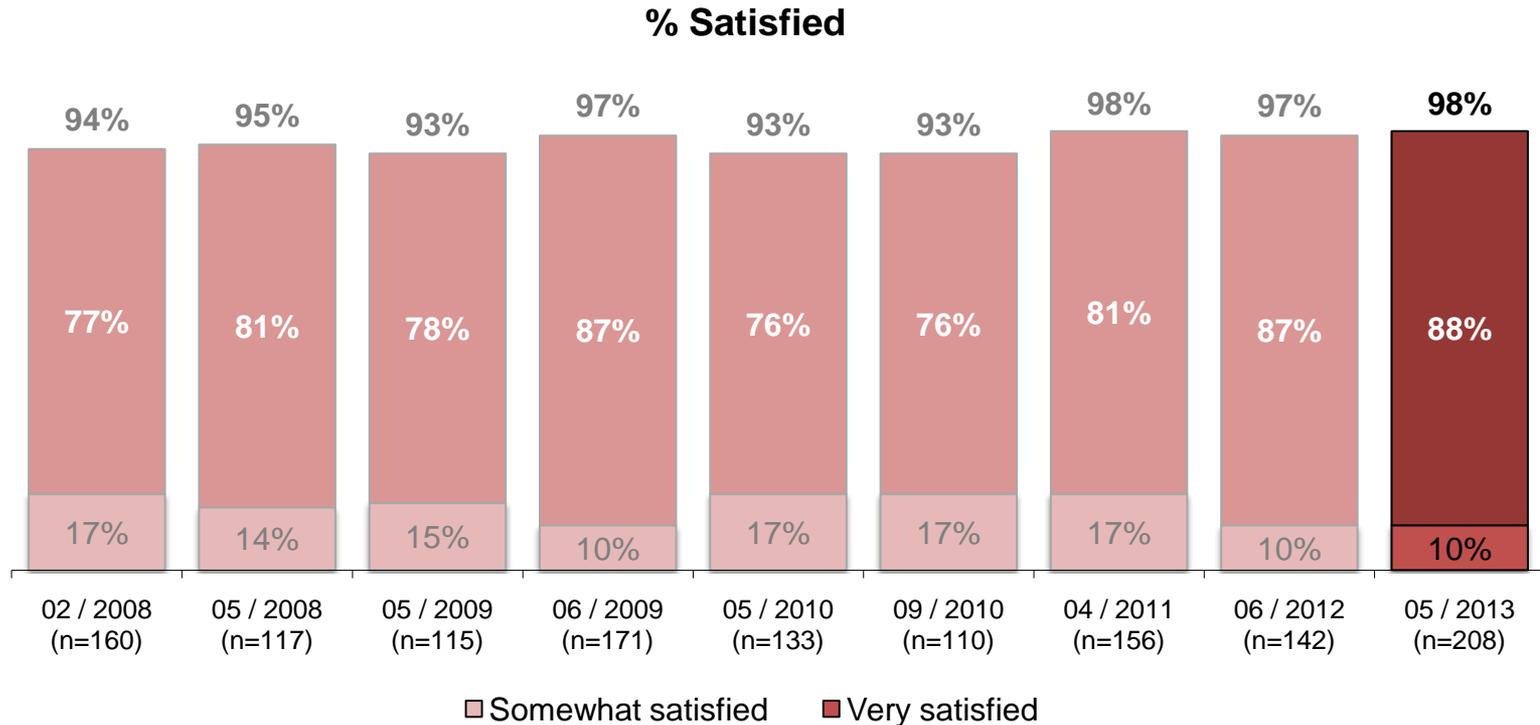
Satisfaction with ECOs has remained at outstanding levels, maintaining notable improvements seen in 2012 with respect to 'very' satisfied ratings.

# OVERALL SATISFACTION: POLICE



Satisfaction with ECOs is very strong with callers who required a police dispatch. The intensity of satisfaction with 911 police dispatch calls has slightly declined since last year.

# OVERALL SATISFACTION: MEDICAL



Satisfaction with ECOs has remained extremely high among callers who required a medical dispatch, consistent with 2012 results.

# OVERALL SATISFACTION: FIRE



Callers' satisfaction with ECOs is widespread among those who required fire services and has continuously improved overall since 2010. The proportion of callers being 'somewhat' satisfied, however, has increased since 2011.

# REASONS FOR BEING SATISFIED

## Major Themes

Calgarians who are satisfied with their phone interaction with a 911 Emergency Communication Officer	Total (n=386)
It was fast/efficient	23%
The operator was helpful/understood my needs	18%
The operator was calm/helped to calm me down	18%
They gave me instructions to follow	13%
The operator asked straightforward questions	13%
The operator did a good job/was professional	11%
My questions were answered to my satisfaction	7%
The operator remained on the line the entire time	5%
The operator was empathetic/friendly	4%
The operator listened to me	3%
They answered immediately	3%
The operator spoke clearly	2%
The operator followed protocol	2%
They could not help me	2%
The operator made sure everyone involved was safe	1%
<i>The operator had difficulty understanding where I was calling from</i>	1%
<i>The operator asked too many questions/questions I could not answer</i>	1%
<i>The operator was not polite</i>	1%
<i>It took too long</i>	1%
<i>I did not agree with the instructions I was given</i>	<1%
Other	4%
I don't know/Refusal	2%

Timeliness, helpfulness and the ability to keep the caller calm are the key reasons behind 911 caller satisfaction.

Asking straightforward questions, providing clear instructions to follow and professionalism are also important attributes contributing to satisfaction with ECOs.

\*Multiple responses, will total > 100%. Answers in *Italics* were from responses containing both satisfied and dissatisfied remarks.

# REASONS FOR BEING VERY SATISFIED

## Verbatim Examples

*"They were very efficient and straight forward, the questions were direct and not complicated. Everything was very quick."*

*"They directed me what to do and calmed me down. Two minutes later the ambulance was here."*

*"Excellent communication. They made sure I understood everything."*

*"They told me how to calm my friend down to see how he was breathing. Everything was good."*

*"Everything went smooth and questions were smooth. They got there quick and they even did a follow up."*

*"They felt like they knew what they were doing, they kept me informed when I was emotional, and they had all the answers and kept me calm."*

*"The person I spoke with on the phone got the police there in 3 minutes."*



# REASONS FOR BEING SOMEWHAT SATISFIED

## Verbatim Examples

*"Because when I called, they put me on hold for a couple of minutes."*

*"Because they did not stay with me on the phone until the ambulance arrived."*

*"She was trying to explain the location to the officer and they were having trouble finding 8<sup>th</sup> Ave and 40<sup>th</sup> St."*

*"They were going slow and asked for a lot of details."*

*"I wasn't 100% sure where my location was. I had trouble communicating with the officer about my location. They could have done a better job locating me."*

*"Nothing in particular. It was just stressful because of the situation."*



# REASONS FOR BEING DISSATISFIED

Calgarians who are dissatisfied with their phone interaction with a 911 Emergency Communication Officer	Total (n=14)*
The operator had difficulty understanding where I was calling from	21%
The operator asked too many questions/asked questions I could not answer	21%
I was on-hold/I could not immediately get through to an operator	14%
They could not help me	14%
I did not agree with the instructions I was given	7%
It took too long	7%
<i>It was fast/efficient</i>	7%
Other	7%

Of the very few callers who said they were dissatisfied, difficulty in understanding the location of the caller and asking too many or perceived irrelevant questions are the main concerns.

\*Multiple responses will total > 100%. Answers in *Italics* were from responses containing both satisfied and dissatisfied remarks.

\*\*Caution: very small sample size.

# REASONS FOR BEING DISSATISFIED

*"I always find that when I call 911 it is difficult to find people who are expedient and they waste time by asking questions that don't apply."*

*"Because they were kind of rude to me and it made me more nervous."*

*"They were asking a lot of questions that weren't relevant to the situation."*

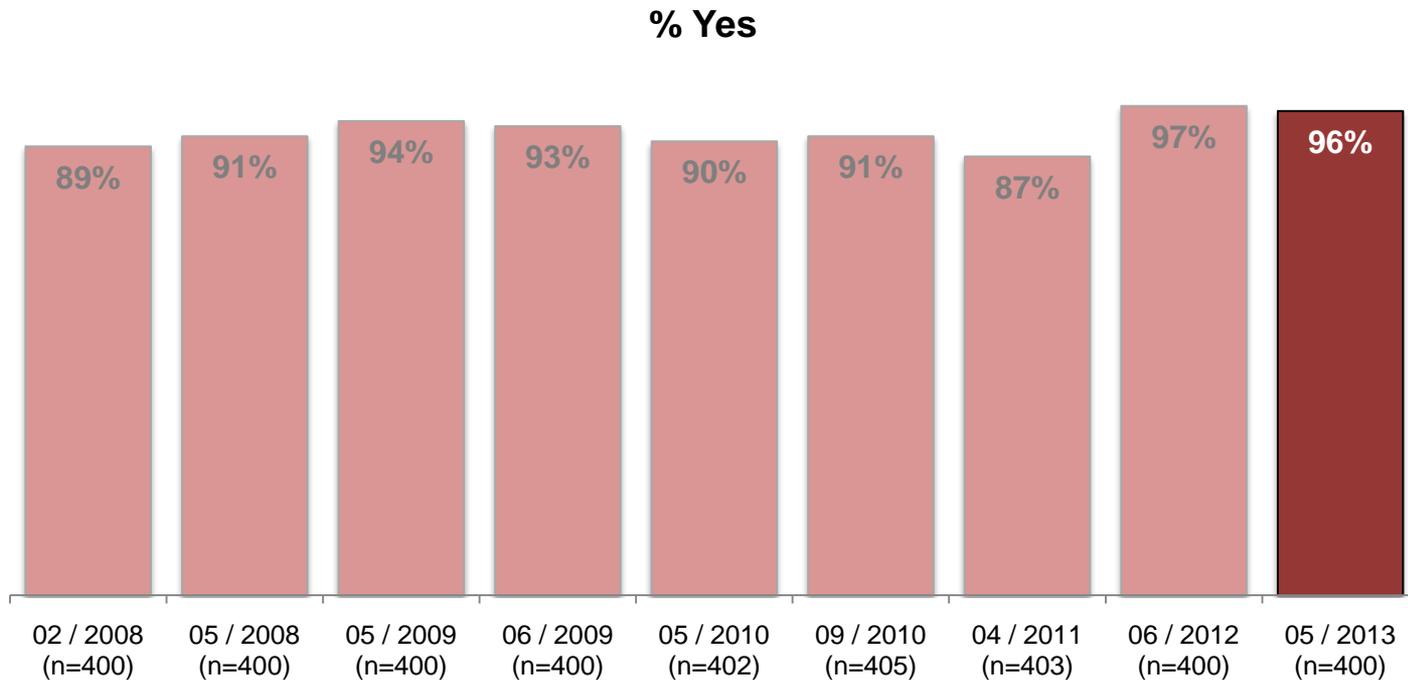
*"Lack of communication or understanding between me and the police."*

*"Playing 20 questions with me when I specifically mentioned what my call was for...All I needed was police assistance."*

*"The person did her job properly but after speaking to the person I didn't feel confident or safe."*

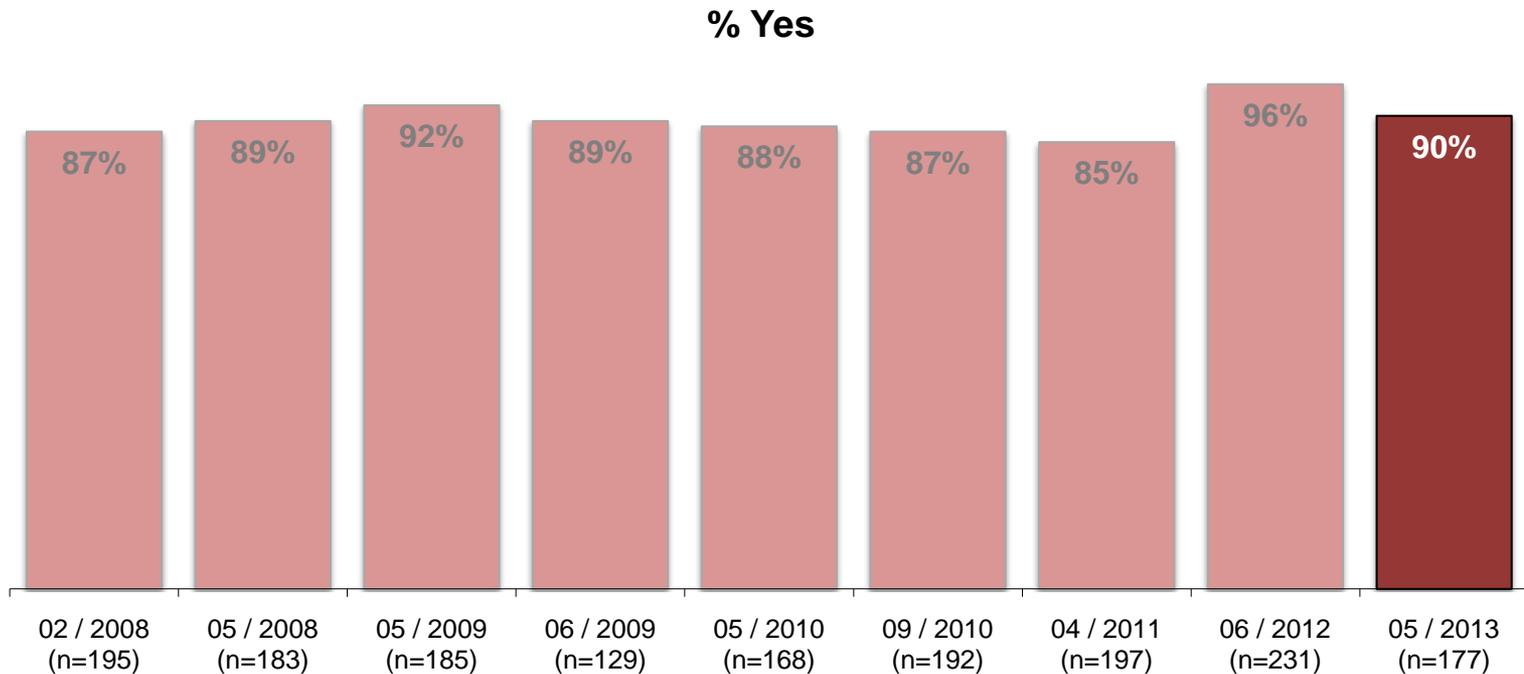


# FIRST CALL RESOLUTION Total



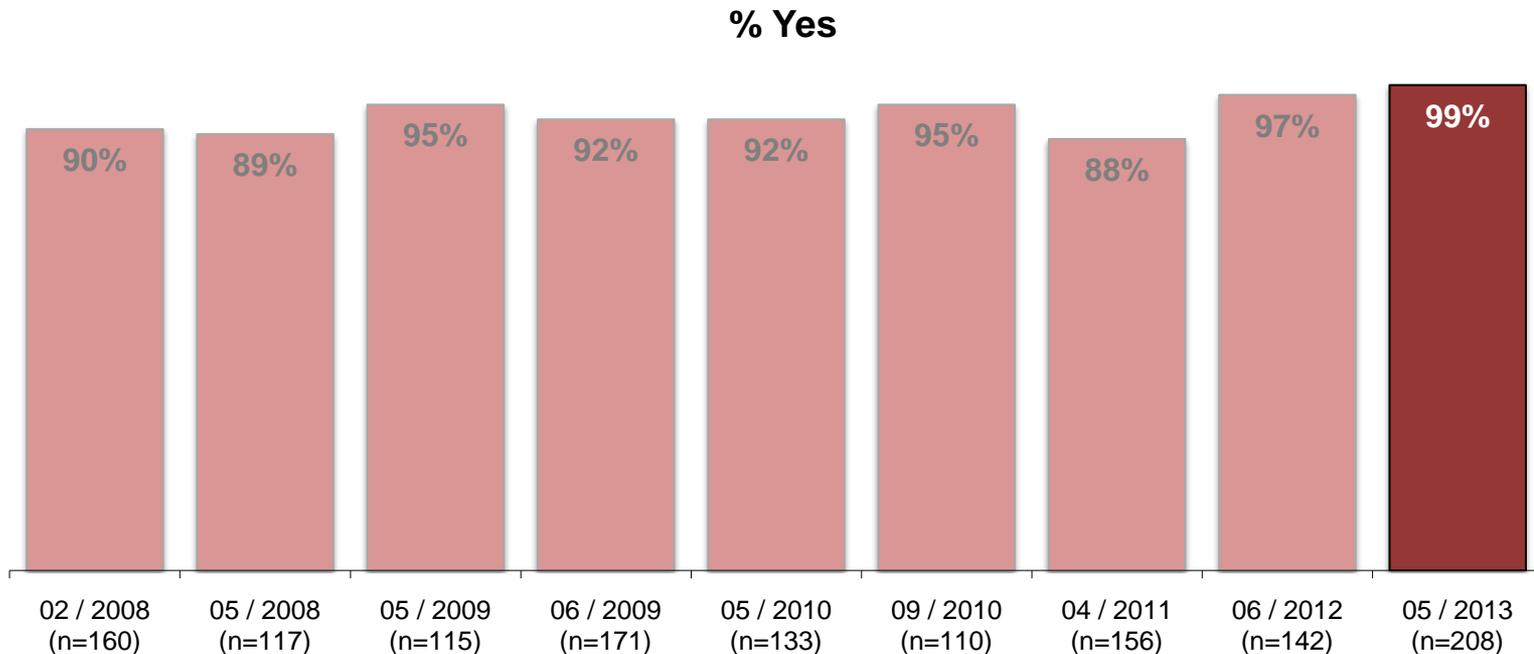
First call resolution remains very high – a testament to operational changes made in 2011 which have had a lasting impact.

# FIRST CALL RESOLUTION - POLICE



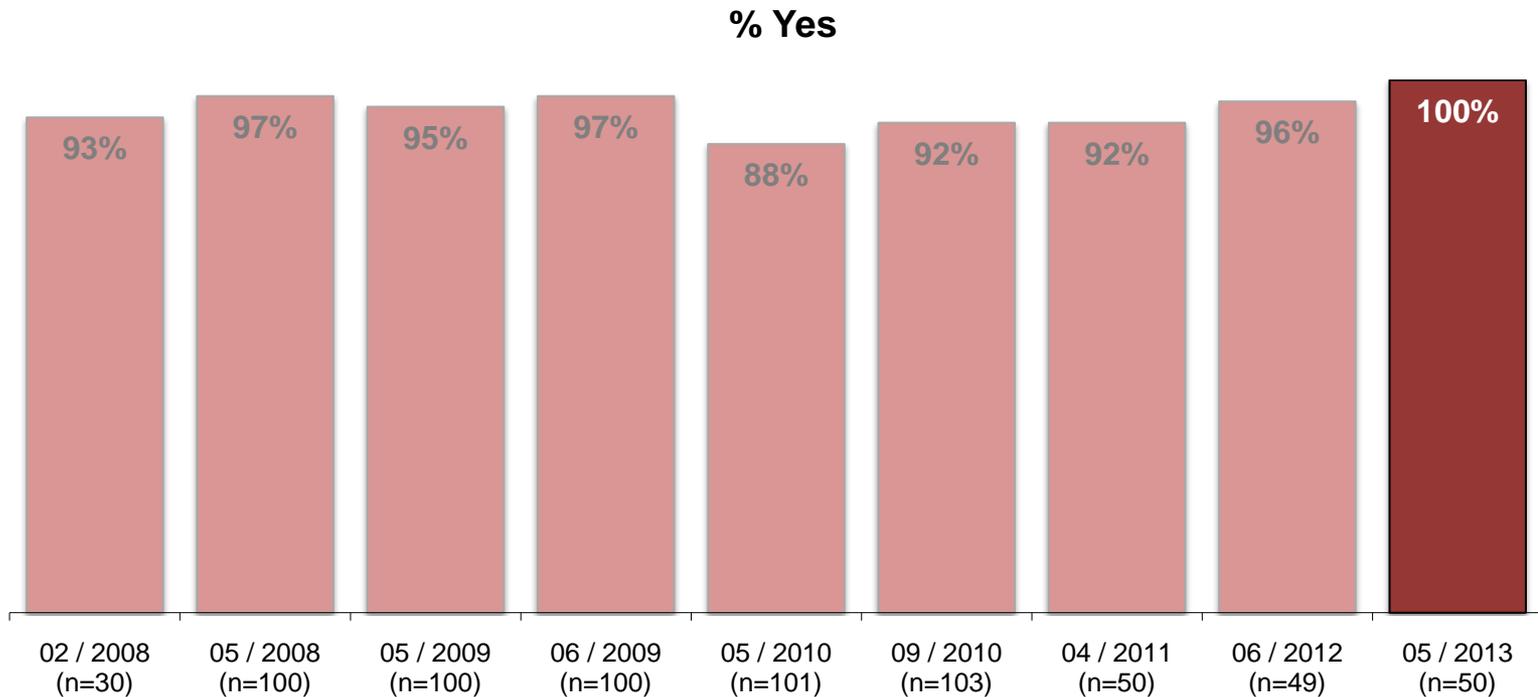
First call resolution related to ECOs' police dispatches is positive, yet has decreased 6% since last year after witnessing a significant improvement in 2012.

# FIRST CALL RESOLUTION - MEDICAL



First call resolution related to medical dispatches is solid, maintaining a notable increase in call resolution from 2011.

# FIRST CALL RESOLUTION – FIRE



First call resolution related to dispatches for fire services has improved 4% since 2012, now reaching a pinnacle of 100%.

# REASONS FOR NOT RESOLVING ISSUES ON FIRST CALL

Calgarians whose issue was not resolved on their first call to a 911 Emergency Communication Officer	(n=18)*
There was no follow up	22%
The police never came	17%
They didn't understand my needs	11%
I terminated the call	11%
The call centre employee did not ask for my address	6%
The operator was not an efficient speaker	6%
Other	11%

Very few callers had issues that were not resolved on the first call. Those who did were concerned about the lack of follow up, police not arriving on the scene, and a misunderstanding of needs.

*"Because I was uncertain with the officer if she was understanding and she had to call me back to verify the issue."*

*"She didn't understand what information I was telling her."*

*"Because the police never arrived."*

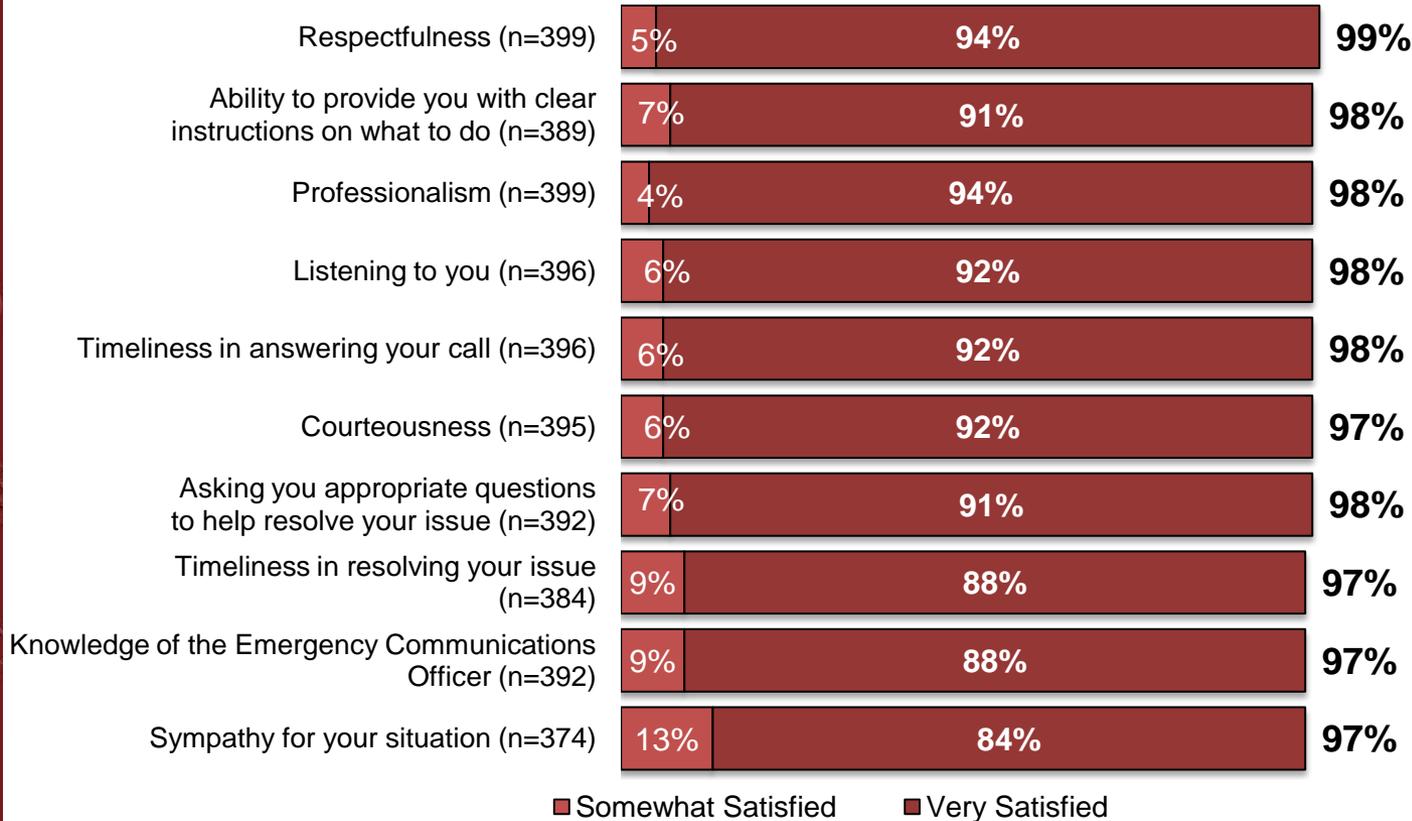
*"Because the police were the ones who solved the situation."*

\*Multiple responses, will total > 100%.

\*\*Caution: very small sample size.

# SATISFACTION WITH ECOs

## Service Elements

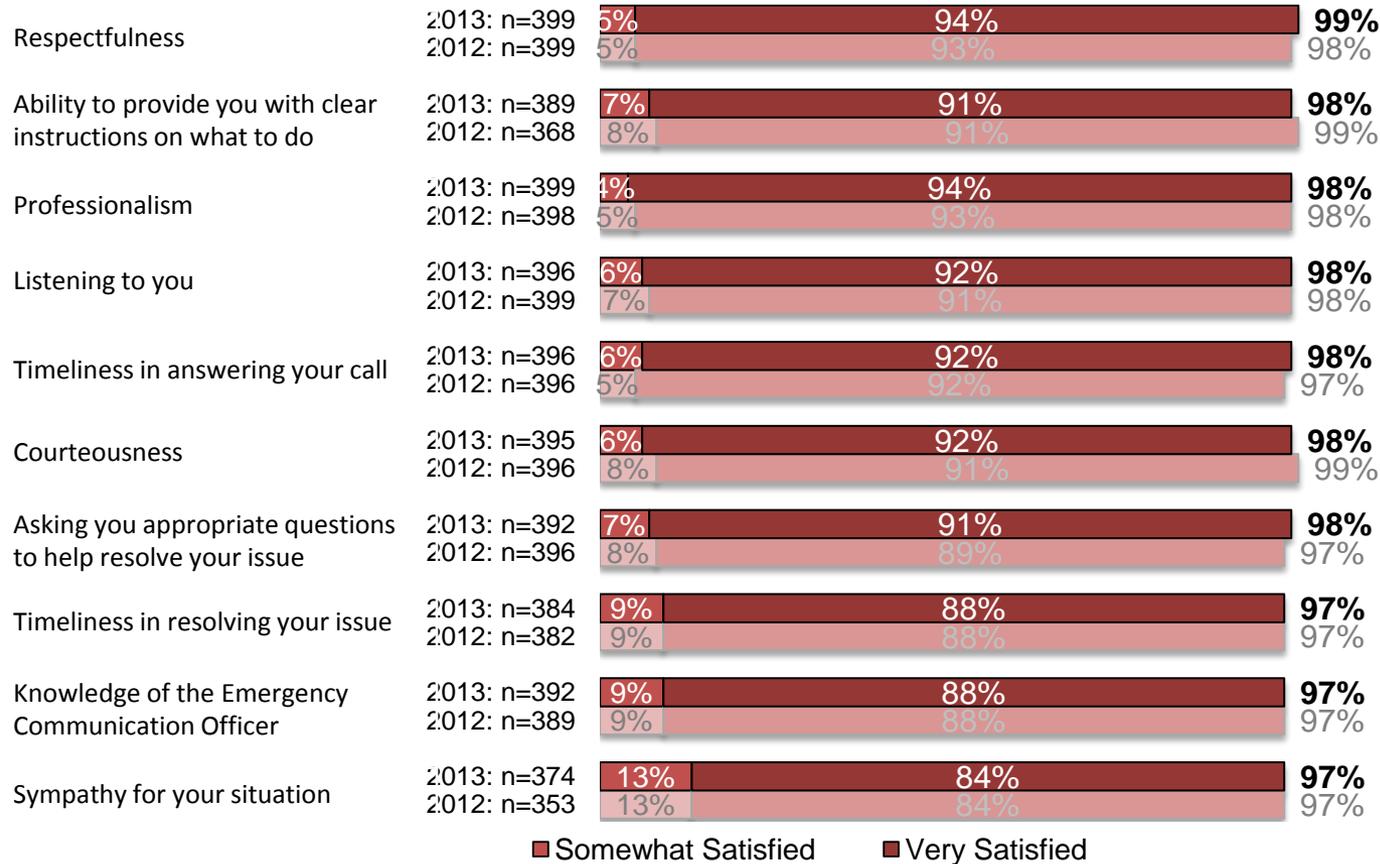


\*Each evaluation was re-based to exclude 'don't know' responses.

Satisfaction with all elements of ECOs' services is extremely high. The intensity of satisfaction is also strong across all service attributes, yet relatively lower for showing sympathy for callers' situation.

# SATISFACTION WITH ECOs

## Service Elements

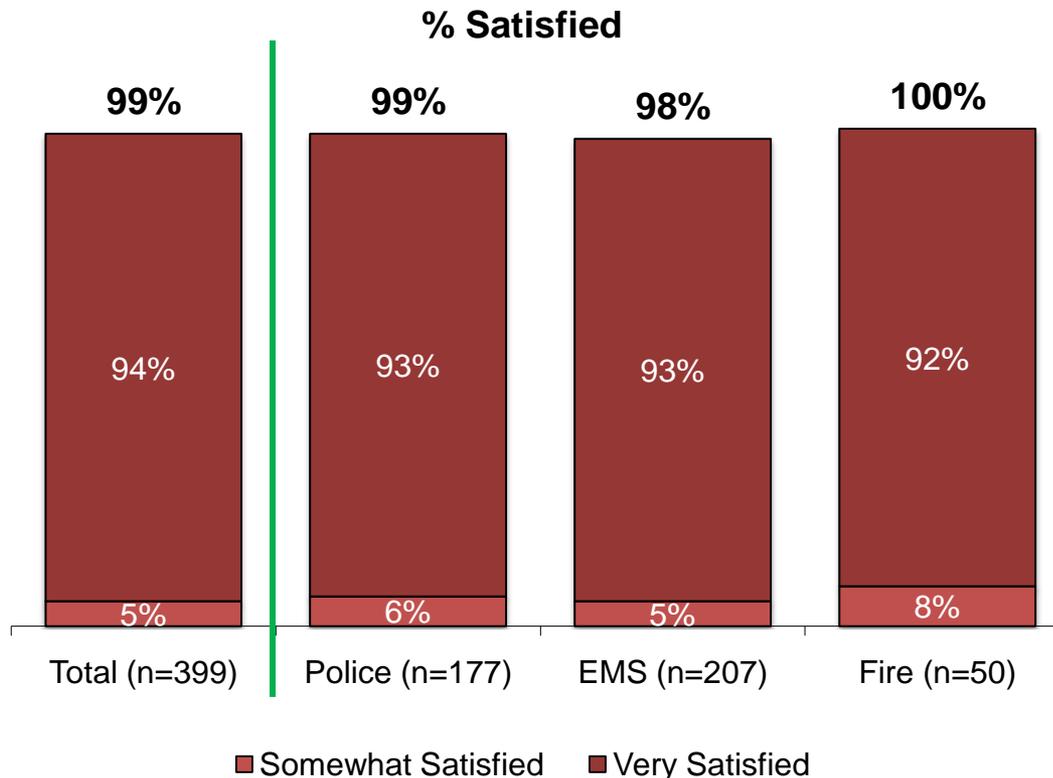


\*Each evaluation was re-based to exclude 'don't know' responses.

Satisfaction with all elements of ECO's service delivery attributes have remained stable since 2012.

# SATISFACTION WITH ECOs

## Respectfulness

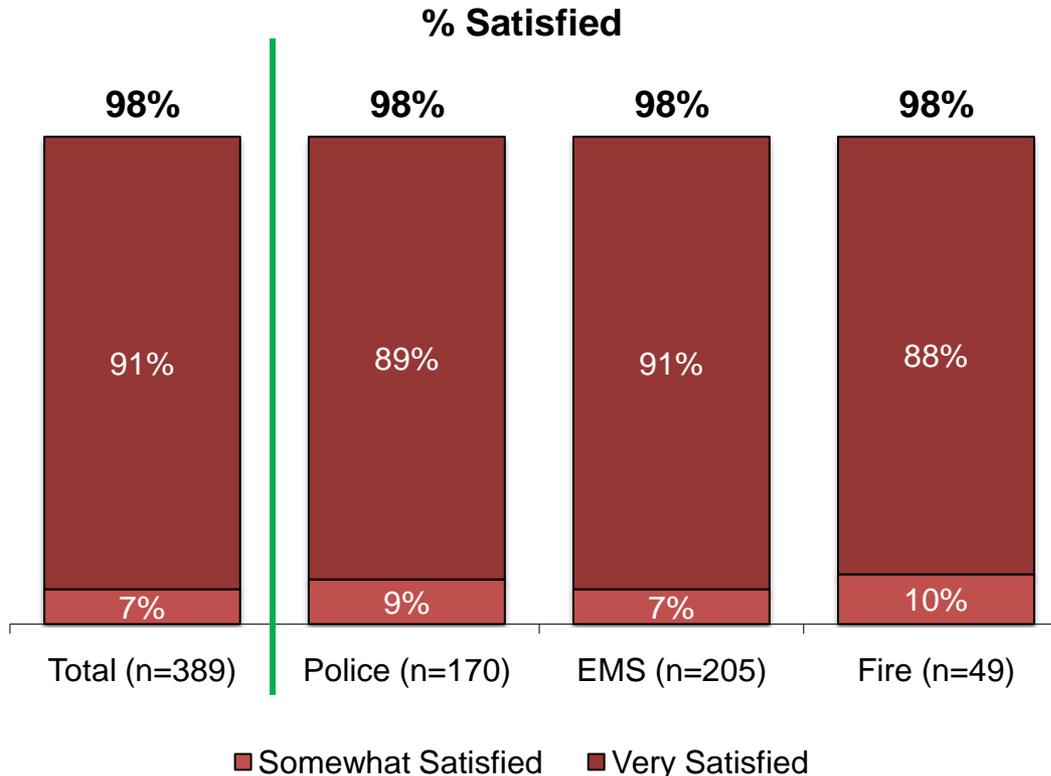


Almost all 911 callers are very satisfied with the respectfulness shown by ECOs.

\*Each evaluation was re-based to exclude 'don't know' responses.

# SATISFACTION WITH ECOs

## Ability to Provide Clear Instructions

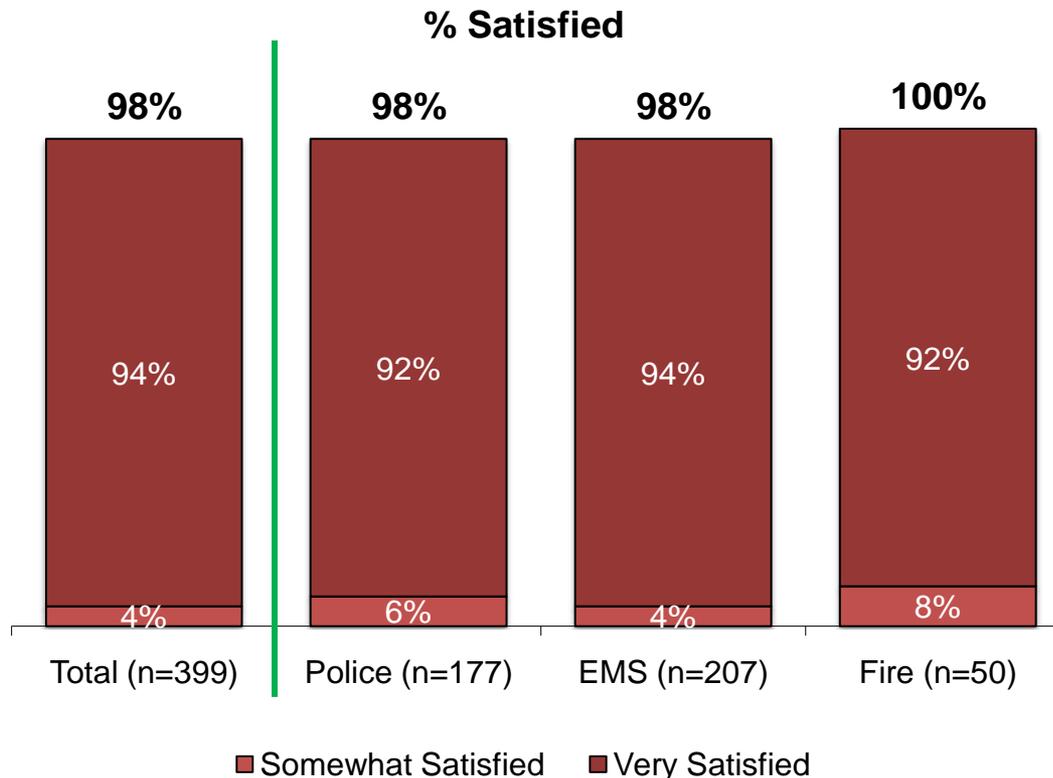


The ability to provide clear instructions is mentioned as one of the most important reasons for being satisfied with ECOs. Satisfaction with this service attribute is widespread.

\*Each evaluation was re-based to exclude 'don't know' responses.

# SATISFACTION WITH ECOs

## Professionalism

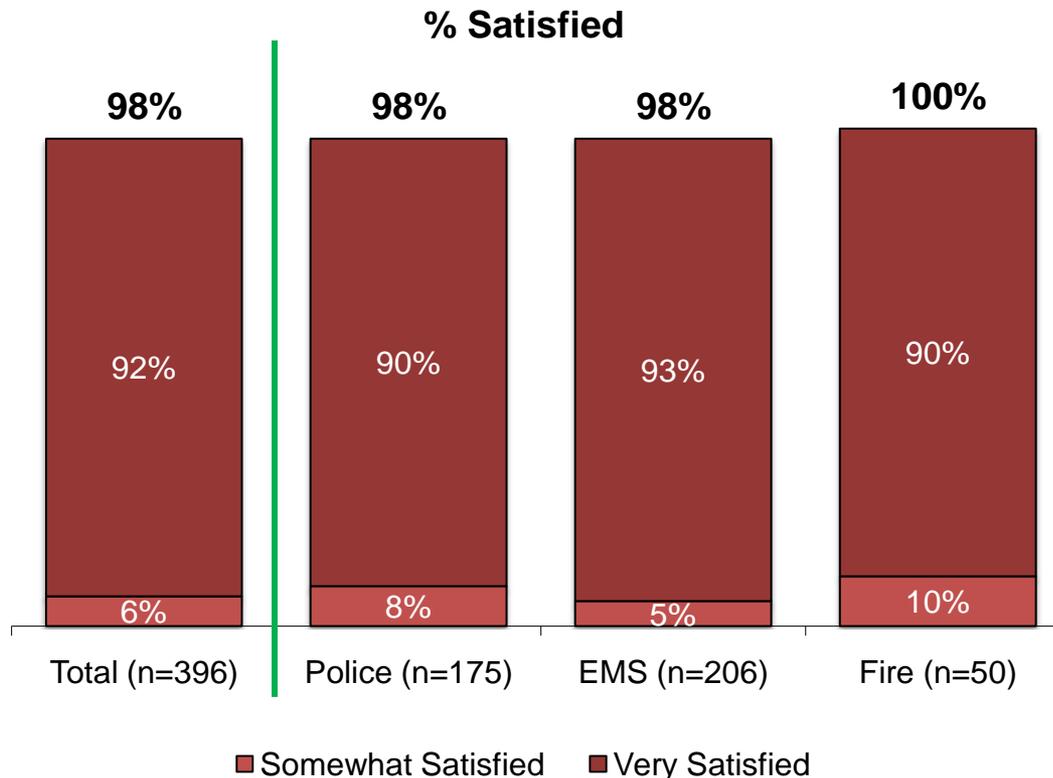


911 callers show great appreciation for the professionalism of ECOs, regardless of the dispatch area.

\*Each evaluation was re-based to exclude 'don't know' responses.

# SATISFACTION WITH ECOs

## Listening to You

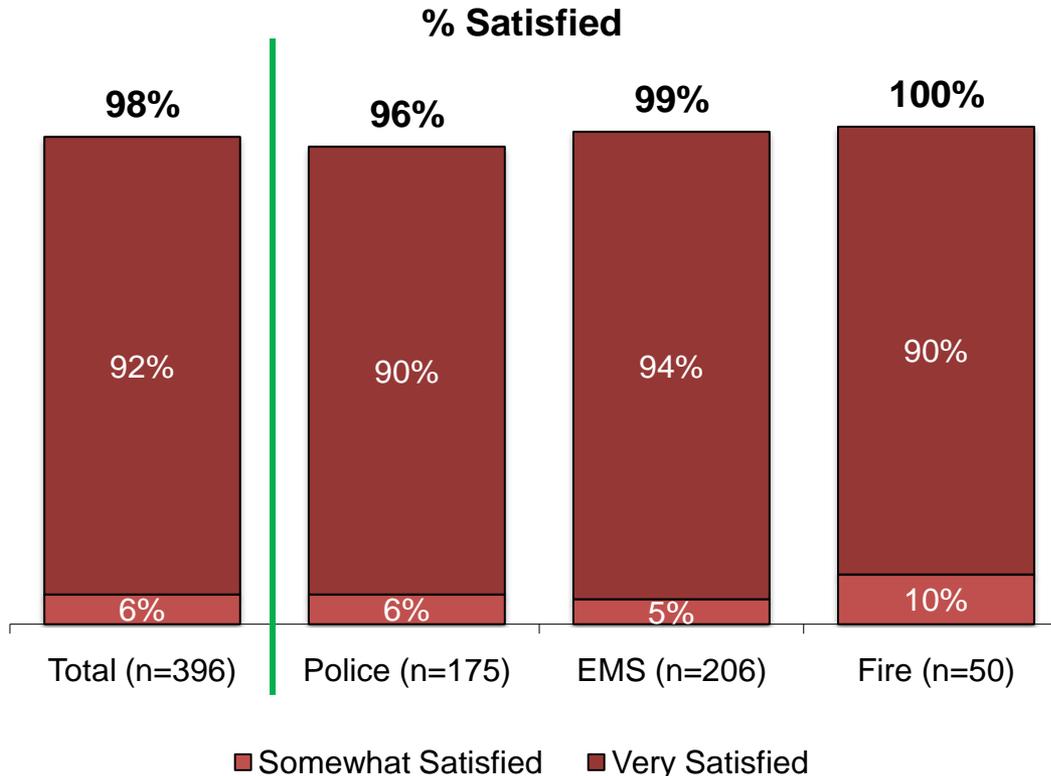


Satisfaction is outstanding for ECOs listening to 911 callers' needs.

\*Each evaluation was re-based to exclude 'don't know' responses.

# SATISFACTION WITH ECOs

## Timeliness in Answering Your Call

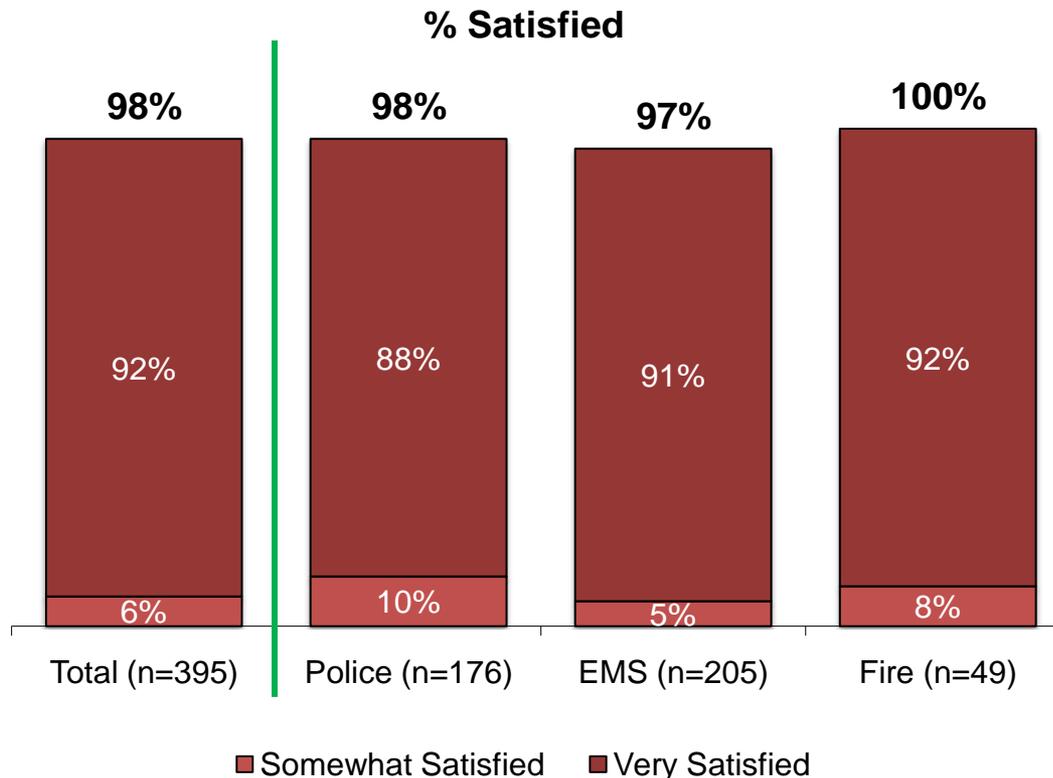


Satisfaction with the timeliness of answering calls is exceptional.

\*Each evaluation was re-based to exclude 'don't know' responses.

# SATISFACTION WITH ECOs

## Courteousness

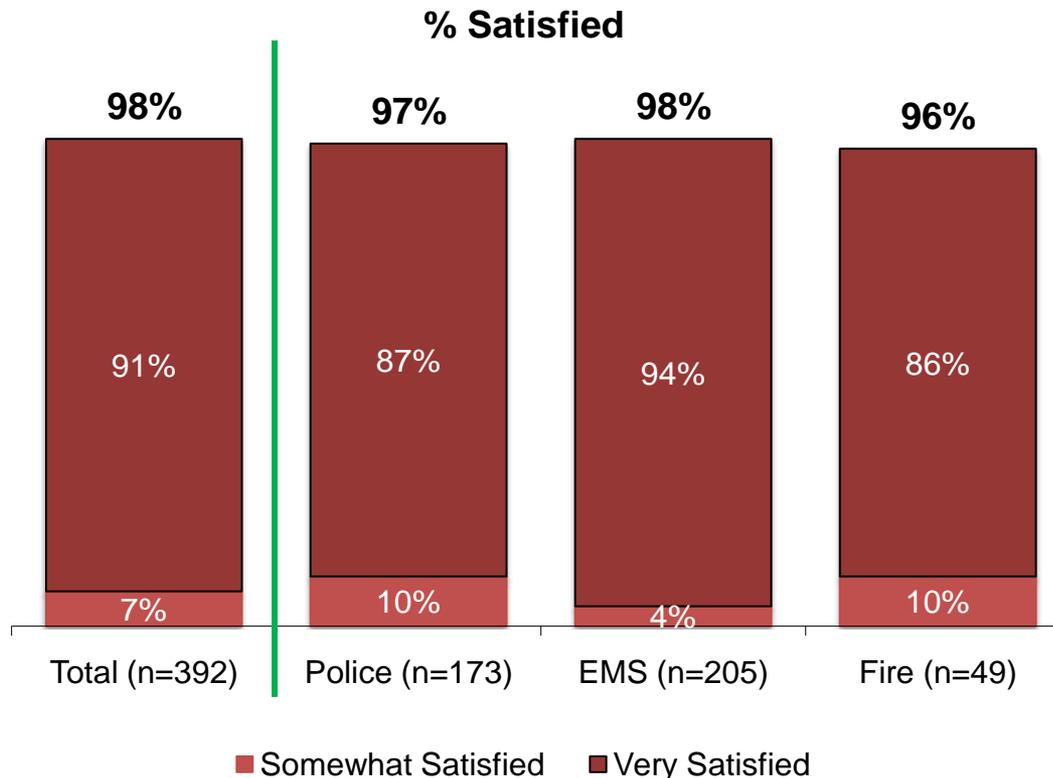


Clearly, almost all 911 callers feel they are being treated in an extremely courteous manner by ECOs.

\*Each evaluation was re-based to exclude 'don't know' responses.

# SATISFACTION WITH ECOs

## Asking Appropriate Questions

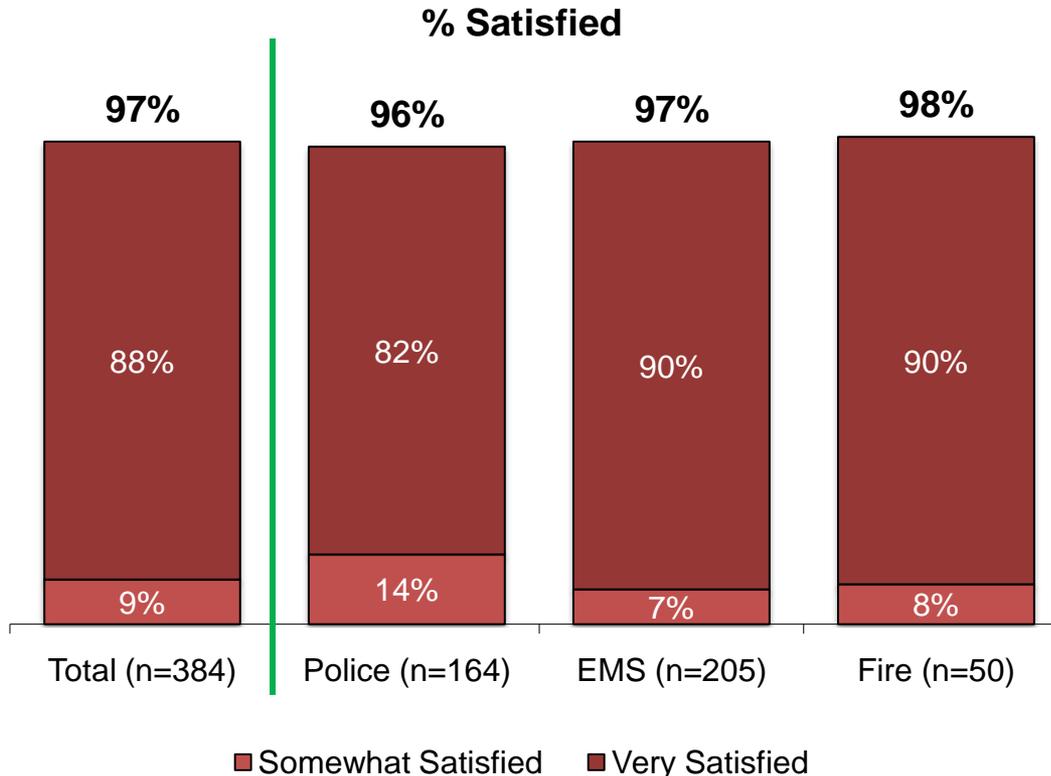


911 callers are highly satisfied that ECOs are asking appropriate questions.

\*Each evaluation was re-based to exclude 'don't know' responses.

# SATISFACTION WITH ECOs

## Timeliness in Resolving Your Issue

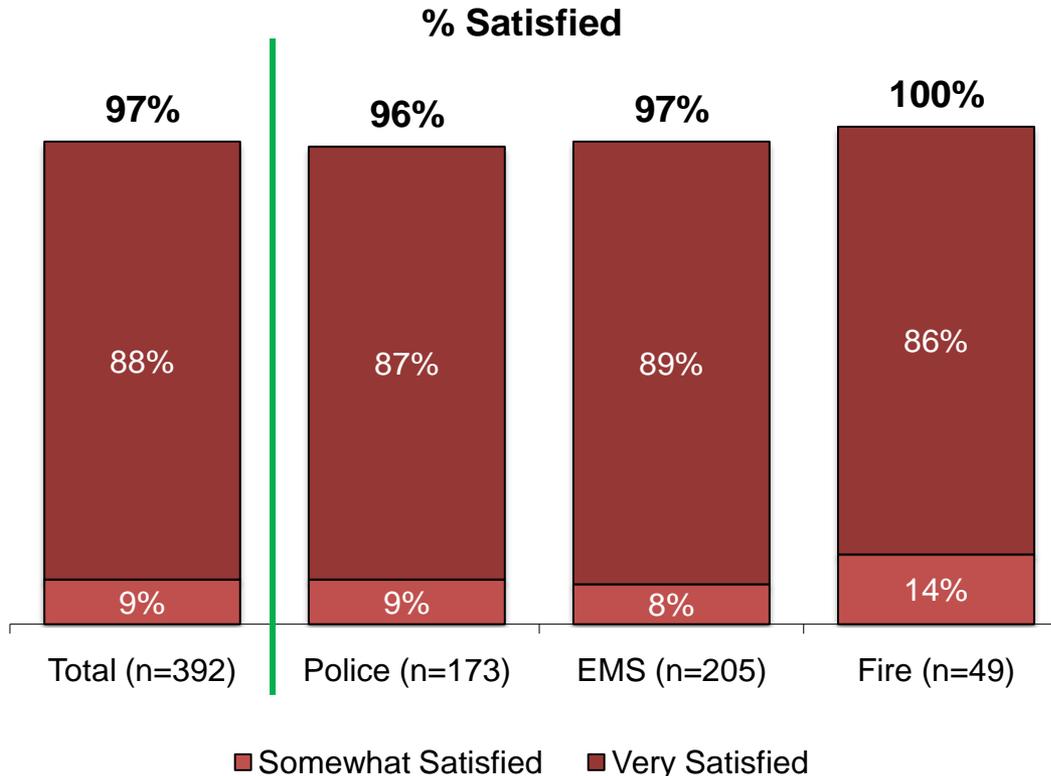


911 callers' satisfaction with ECOs resolving issues in a timely manner is extensive across all dispatch areas, yet shows a relatively lower intensity of satisfaction with police dispatches.

\*Each evaluation was re-based to exclude 'don't know' responses.

# SATISFACTION WITH ECOs

## Knowledge of the ECO

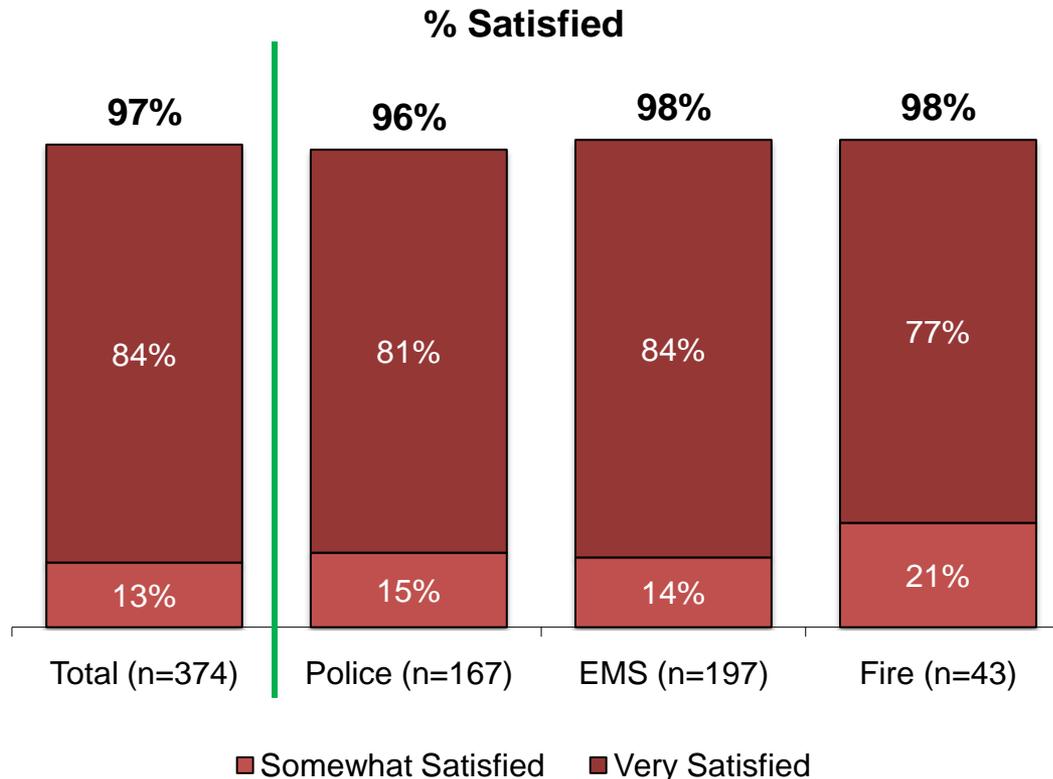


911 callers firmly feel that ECOs are knowledgeable service providers, providing very high satisfaction scores across all dispatch areas.

\*Each evaluation was re-based to exclude 'don't know' responses.

# SATISFACTION WITH ECOs

## Sympathy with your situation



Satisfaction with ECOs showing sympathy for callers' situations is very high. The intensity of satisfaction (albeit very strong) is somewhat lower relative to other service attributes measured.

\*Each evaluation was re-based to exclude 'don't know' responses.

# MOST IMPORTANT ATTRIBUTES OF ECOs

Calgarians who have interacted with a 911 Emergency Communication Officer	n=400*
Being calm/keeping the caller calm/reassuring	22%
Be fast/efficient	18%
Knowledgeable/informative	16%
Give concise/direct instructions	15%
Clear communication/speak properly	14%
Good listener/pays attention to details	11%
Be friendly/compassionate	11%
Professionalism/remain composed	8%
Control the situation/conversation	6%
Ask the right questions	5%
Patience	4%
Quick thinking/make quick decisions	3%
Be respectful/be polite	2%
Have a good understanding of the city streets/intersections/landmarks	1%
Other	4%
I don't know/refusal	7%

Being calm and keeping the caller calm is the most important attribute of an ECO, according to recent 911 callers. Efficiency, knowledge, giving direct instructions and the clarity of communication are also highly important attributes of an ECO.

\*Multiple responses will total > 100%.

# MOST IMPORTANT ATTRIBUTES OF ECOs

## Selected Verbatim Comments

*"Being able to give you the right information , keep you calm until they arrive, and be able to take you through step-by-step."*

*"Being clear, easy to understand, respectful, and having good knowledge of the city and location of what people might be trying to describe."*

*"Calmness, professionalism and knowledge about the appropriate action to take for the emergency that is being called in for."*



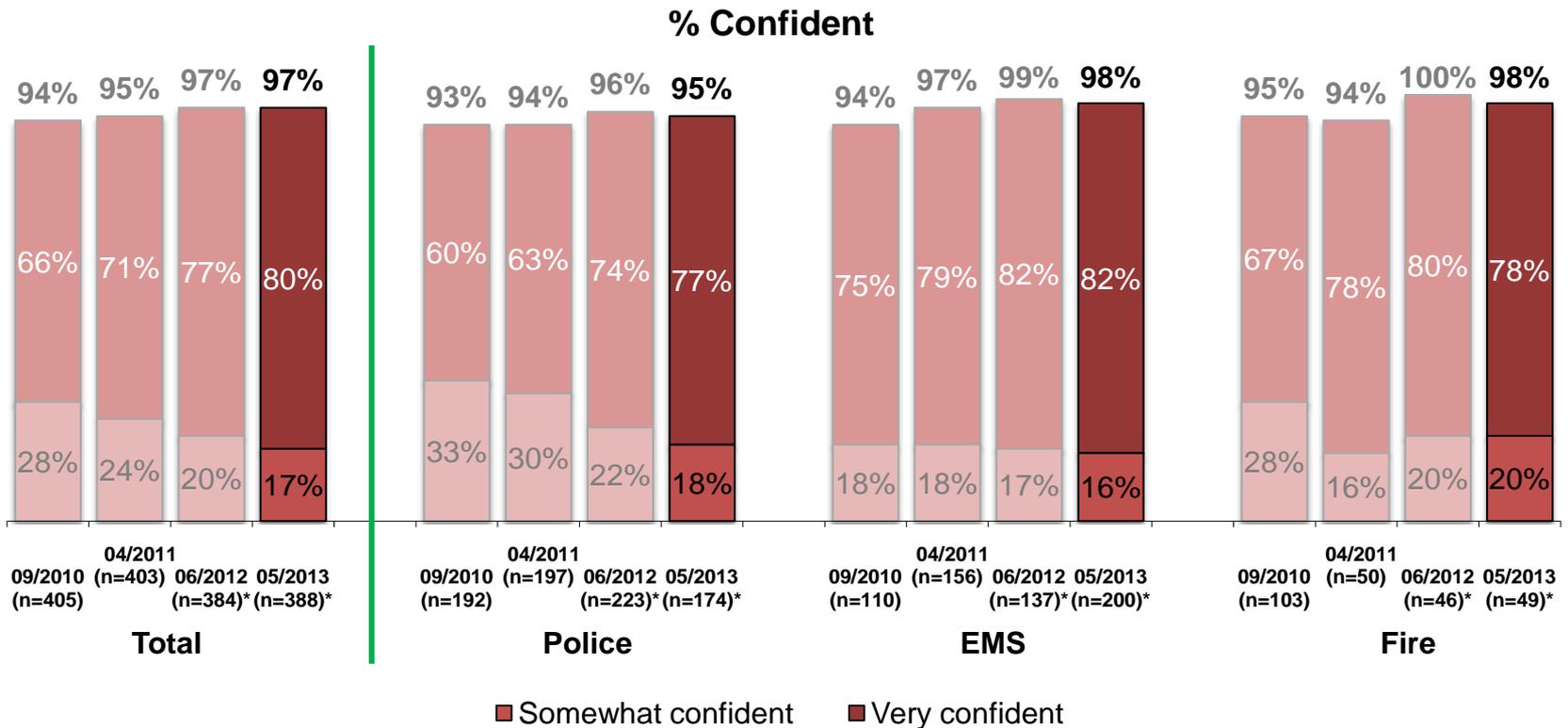
*"Efficiency and being able to transfer my emergency to the appropriate people."*

*"The ability to listen and give out good instructions and reassure people that help is on the way."*

*"When they stay calm, it helps you stay calm."*

*"Good listening, compassion and knowledge on how to resolve the issue."*

# CONFIDENCE IN 911 SERVICES



Caller confidence is extremely high with respect to Public Safety Communications being able to deliver the services needed to make Calgary a safe place to live. Overall, the intensity of those who are very confident positively continues to grow.

\*Results have been re-based to exclude don't know responses.

# SUGGESTED IMPROVEMENTS TO 911 SERVICES

Calgarians who have interacted with a 911 Emergency Communication officer	n=400*
Faster response/do not put emergency calls on hold/pick up instantly	6%
The requested services should arrive faster	3%
More sympathetic/understanding employees	2%
Ask for more information about the situation	2%
Provide follow-ups for calls made to the Calgary 911 Emergency Centre	1%
Hire more employees for the Calgary 911 Emergency Centre	1%
Provide more relevant information to the police/EMS/fire personnel	1%
Provide more detailed instructions	1%
Better training for Alberta 911 Emergency Call Centre employees	1%
Ask fewer questions/let the person calling speak/listen	<1%
EMS should always bring you to the hospital of your choice	<1%
Better training regarding the city/know city locations better	<1%
Other	6%
Nothing/the service does not need to be improved	76%

Most 911 callers are so satisfied with their experience that they do not have any suggestions for improvement. Enhancing timeliness emerges as the most common piece of advice, followed by suggestions to show more sympathy and to ask more questions.

\*Multiple responses will total > 100.

# SUGGESTED IMPROVEMENTS

## Verbatim Examples

*"Being able to relate to the person who's calling and getting the information."*

*"I think for starters not putting someone on hold and being able to get through in a much more timely fashion would improve the system."*

*"Calmness, professionalism and knowledge about the appropriate action to take for the emergency that is being called in for."*

*"People that speak more languages."*

*"I would like to have a follow up on emergencies that I report that are relevant in terms of a scale of importance."*

*"I don't think they need to improve on anything."*

*"I expected the emergency officer to stay on the phone until the emergency staff arrived."*

*"Texting or some sort of social media to contact 911."*

*"Improve the timing for the ambulance to show up."*

*"Make sure the police show up to the event."*



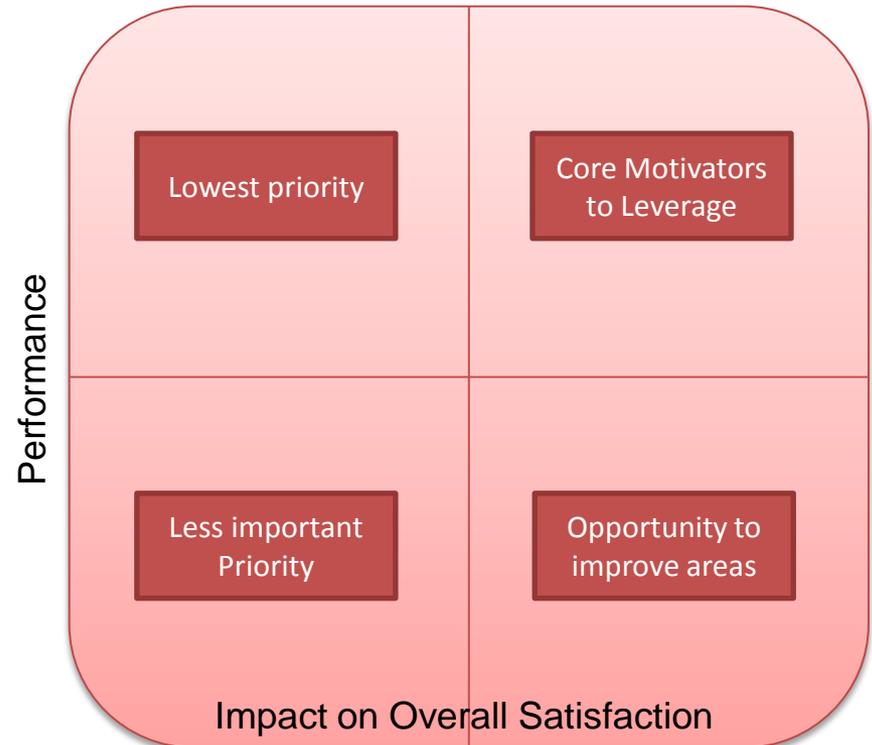
# QUADRANT ANALYSIS

## Methodology:

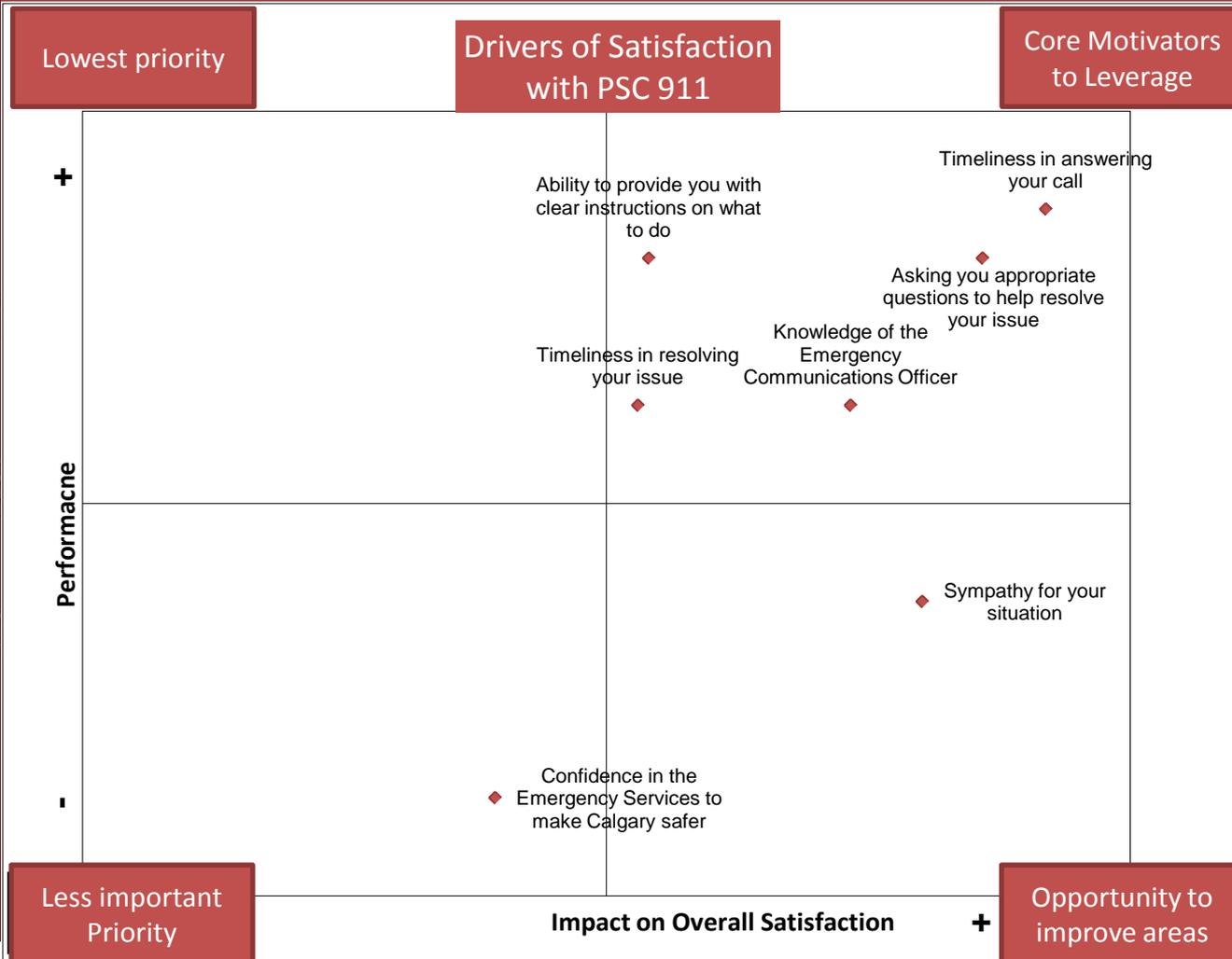
- We analyzed satisfaction with different elements of the ECO and the confidence callers had in the PSC against “overall” satisfaction scores to create an index which determines the relative impact each “element” has on overall satisfaction.
- The results from the regression analysis highlight which variables have a greater impact on overall satisfaction and provides insight on which variables could be prioritized to maintain and improve overall satisfaction.
- Results are plotted in a ‘quadrant’ chart to identify priorities. The most significant variables are plotted on the right side of the chart as they have the most influence on overall satisfaction. Variables that are statistically insignificant have been omitted.

## Purpose:

- Have the survey results explain more than ‘satisfaction’ scores
- Identify key strengths and opportunities for improvement



# QUADRANT ANALYSIS



Timeliness in answering the call, asking appropriate questions, and the knowledge of the ECOs is significantly contributing to positive satisfaction scores. Providing clear instructions and timeliness in solving the issue are also significant elements contributing to satisfaction. These areas should be maintained to continue to receive strong satisfaction.

An area of improvement that will contribute to overall satisfaction is expressing sympathy with the caller's situation. Improving confidence in Calgary's 911 Emergency Centre is a less important priority.



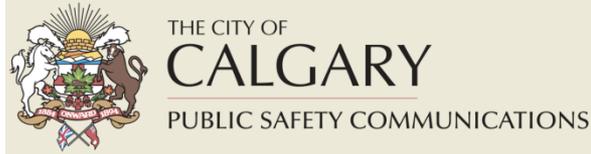
# DEMOGRAPHICS

Calgarians surveyed who have recently interacted with a 911 Emergency Communication Officer		n=400*
<b>AGE</b>		
18-30 years		28%
31-50 years		40%
51-69 years		22%
70 years or older		7%
Preferred not to answer		3%
<b>REGION</b>		
NW		15%
NE		19%
SE		24%
SW		21%
Other (Outside City limits)		14%
Prefer not to answer		7%
<b>GENDER</b>		
Male		51%
Female		49%

# TRACKING 911 RESEARCH RESULTS

## Historical Methodological Profile

SURVEYING DATES	TOTAL INTERVIEWS		CPS		EMS		CFD	
	n=	m/e	n=	m/e	n=	m/e	n=	m/e
<b>2013:</b> May 22-26	400	4.9%	177	7.4%	208	6.8%	50	13.9%
<b>2012:</b> June 14-23	400	4.9%	231	6.4%	142	8.2%	49	13.9%
<b>2011:</b> April 18-27	403	4.9%	197	7.0%	156	7.9%	50	13.9%
<b>2010:</b> Sept. 29-Oct. 7	405	4.9%	192	7.1%	110	9.3%	103	9.7%
<b>2010:</b> May 3-7	402	4.9%	168	7.5%	133	8.5%	101	9.7%
<b>2009:</b> June 23-26	400	4.9%	129	8.6%	171	7.5%	100	9.8%
<b>2009:</b> May 6-8	400	4.9%	185	7.2%	115	9.1%	100	9.8%
<b>2008:</b> May 20-30	400	4.9%	183	7.2%	117	9.1%	100	9.8%
<b>2008:</b> Feb 19-25	400	4.9%	195	7.0%	160	7.8%	30	17.9%



**911 Satisfaction Survey**  
Report  
June 2013

**Detached Appendices:**  
Cross-tabulation data tables  
Data file  
Questionnaire

**Erin Roulston**  
Associate Vice President, Leger  
[eroulston@leger360.com](mailto:eroulston@leger360.com)

