



Purpose – For Information

The purpose of this report is to provide a summary of the Technical Standards and Safety Authority's (TSSA's) 2016/2017 customer values research results.

Background

While the [Memorandum of Understanding](#) with the Ministry of Government and Consumer Services (MGCS) requires TSSA to conduct a customer survey on a biennial basis, annual surveys have been conducted since 2006. TSSA has retained an independent research firm to conduct quantitative research, using methodologies and metrics developed with TSSA, among its customer base with an aim to providing the organization with research to help in the development of initiatives to build customer value. This has also ensured third-party independence, as required by MGCS, as well as confidentiality for respondents.

The research has three main objectives:

- to track key metrics and related attributes around customer perceptions of value;
- to explore drivers of value with a particular focus on developing actionable research; and
- to understand and quantify differences in perceived attributes of value across various customer groups, where applicable

The goal of the research is to strengthen customer relationships through establishing a deeper understanding of the value TSSA provides as an organization – from both a customer and TSSA perspective.

The survey evaluates customer perceptions of value of TSSA as an organization and of individual staff based on interactions. Two high level metrics have evolved that reflect these two perspectives: Performance Index and Quality of Service, which measure the organization and staff interactions respectively, based on identified attributes that have been determined by the third-party vendor to be drivers of value using quantitative and qualitative research.

Performance Index – Organizational Performance

In past strategic plans and balanced scorecards, TSSA used overall value as a key performance indicator with a target to increase the percentage of customers with the perception that TSSA provides high value. While enhanced value continues to be the desired outcome, perceptions of value change slowly and, as a result, the overarching value metric was determined to be limited in terms of setting targets. Consequently, the current strategic plan adopts a revised customer value metric based on an index of tracking questions within the customer value survey:

- TSSA is effective in maintaining public safety in Ontario
- TSSA helps my organization manage risk more effectively
- TSSA is very consistent in how it deals with me
- Overall, how satisfied are you with the services you receive from TSSA
- Thinking about all the different things that TSSA may do for you and others in Ontario, how would you rate the overall value of the organization

One of the key features of the Performance Index is that it is sensitive when there is a change at either end of the scale. Currently, the Performance Index is based on telephone interviews only, which tend to yield more positive results than on-line interviews (demographically, behaviourally and attitudinally). This is evident in the following comparison: in 2015, the Performance Index conducted by telephone only showed a score of 172 however the hybrid Performance Index using both telephone and on-line surveys resulted in a score of 153.



2017 Customer Values Research Survey Results

The Performance Index Score is determined by taking the combined average ratings of these dimensions and applying a formula. This includes weighting the averages to emphasize the negative and positive scores – see the following.

Mean	Adjusted mean
1	-3 (Bad)
2	-2
3	-1
4	0 (Neutral)
5	+1
6	+2
7	+3 (Good)



Quality of Service – Staff Performance

In 2013, a Quality of Service metric was developed to provide annual performance measurement of TSSA staff. To provide actionable information, the metric was designed to be more sensitive to year-over-year changes in the quality of services delivered by TSSA. It focuses on the interaction customers have with TSSA staff – from Inspectors and Engineering staff to Licensing, Registration and Certification personnel and Training and Certification personnel.

Each survey, customers are asked to rate the staff they deal with on six service-related dimensions:

1. Understanding your needs
2. Effectiveness at finding solutions
3. Helping you to improve safety
4. Being reasonable in their dealings with you
5. Responsiveness
6. Courteousness and professionalism

The Quality of Service net score is determined by using a formula that subtracts the aggregate of scores 1 to 4 from the aggregate of scores 6 to 7, resulting in a net score – as shown below. More weight is given to the lowest and highest ratings to magnify their effect and identify areas of improvement as well as progress.



These aggregates can be summarized into the following groups:

- the ‘negative’ customer (provides a rating of 1-4 (4 being the “neutral” rating on the survey));
- the ‘non-positive’ customer (provides a rating of 5); and
- the ‘positive’ customer (provides a rating of 6-7)

The net score is the difference between positive and negative ratings. The Quality of Service metric is based on the combined average of the six net scores. The net score can be read as a percentage.



Summary of Findings

The methodology for the FY 2017 customer values research was quantitative in nature. Interviews were carried out both by telephone and on-line using a stratified sample randomly drawn from customer lists provided by TSSA (except for Performance Index which is based on telephone interviews only). In total, 1,726 interviews were completed (703 phone; 1023 on-line) across all program areas during the period of November 2016.

From a high-level point of view, there are a number of key findings to highlight:

- Agreement that TSSA is effective in maintaining public safety remains high at 75 percent;
- Over 60 percent of customers still agree that TSSA has the respect of people in industry;
- The percentage of customers who see TSSA as having high value remains at 49 percent, tied for the highest level with 2016;
- Satisfaction with services from TSSA has remained steady at 67 percent;
- Customer satisfaction remains essentially stable and strong across all staff groups;
- The rating of the value of the interaction with staff has increased significantly across almost all groups with the value rating of engineers rebounding most strongly;
- Only 22 percent of customers now believe that TSSA is inconsistent in their dealings with them, the strongest performance since 2011; and
- An emerging concern is that only 44 percent of customers believe they are receiving good value for the fees they pay, the lowest level since 2011

Appendix A provides the survey results for the series of standard corporate tracking attributes that are assessed on an annual basis. As in the past, and as required by MGCS, a summary of the results will be posted on tssa.org.

Analysis

Over the last few fiscal years (2013, 2014 and 2015), the Performance Index has been fairly static (172, 173 and 172). However, FY 2016 results showed a 7-point decrease from 172 in FY 2015 to 165 in FY 2016. There is no specific attribute that has significantly decreased, rather, it was a result of marginal decreases in three of the five questions: consistency; satisfaction; and value. FY 2017 results however show a significant turnaround with a 33-point increase from 165 in FY 2016 to 198 in FY 2017. This sizable increase for FY 2017 results is driven by an increase in the attributes of managing risk and consistency.

In addition, the FY 2017 results for the Quality of Service metric shows a 5% improvement from FY 2016. The five years of data collected for this metric is noted below.

Quality of Service	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Total Net Score	39	41	45	33	38

Since the inception of the Quality of Service Metric, over 30% of customers consistently rate TSSA staff on the positive end of the scale rather than the negative. Examining the results from FY 2013 to 2015, it appears that the FY 2016 and 2017 results may be more of a reflection of the sensitivity of the metric as opposed to a substantive change in the quality of services being delivered as there were no substantive changes to customer safety service processes.



Next Steps

The metrics have proven to be extremely sensitive and subject to considerable year-over-year variations and it is difficult to identify the root cause(s) of the year-over-year changes. To address this, TSSA conducted a competitive procurement process November 2016 through January 2017, to identify and select a customer research service supplier to review and assess:

- all customer research completed to-date;
- the design and application of existing customer service metrics;
- identify options to address any additional research requirements, such as real-time measurement with biennial surveys; and
- identify potential customer value and quality of service metrics moving forward

The objective is to ensure that customer value research and associated metrics moving forward provide more detailed insights to inform strategies for further enhancing the quality of TSSA's safety services. This action will also ensure that the customer value research and measurement is aligned with the new strategic plan. Vendor selection is expected to be completed in February/March 2017.

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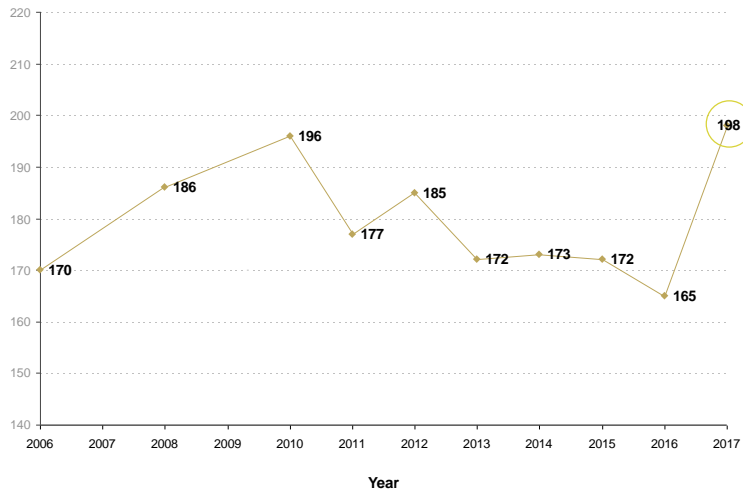


Appendix A

Summary Survey Results for FY 2017

This sizeable increase for the FY 2017 results is driven by the attributes of managing risk and being consistent. The Performance Index is based on telephone interviews only, which tend to yield more positive results than on-line interviews.

Performance Index



Performance Index Scores, TSSA Customer Values Survey



Performance Index Telephone Data Only

2017

<u>Weight</u>	<u>Safety</u>	<u>Risk</u>	<u>Consistency</u>	<u>Sat</u>	<u>Value</u>
-5	2%	7%	9%	6%	4%
-3	1%	3%	9%	3%	4%
-1	4%	3%	7%	4%	5%
0	7%	19%	22%	16%	16%
1	17%	17%	8%	18%	20%
3	27%	21%	12%	26%	25%
5	43%	30%	33%	27%	27%
	100%	100%	100%	100%	100%

2016

<u>Weight</u>	<u>Safety</u>	<u>Risk</u>	<u>Consistency</u>	<u>Sat</u>	<u>Value</u>
-5	3%	6%	15%	8%	4%
-3	2%	5%	8%	3%	4%
-1	3%	4%	11%	6%	5%
0	11%	19%	18%	16%	16%
1	15%	20%	6%	17%	20%
3	33%	24%	13%	27%	25%
5	35%	22%	29%	23%	27%
	100%	100%	100%	100%	100%

2015

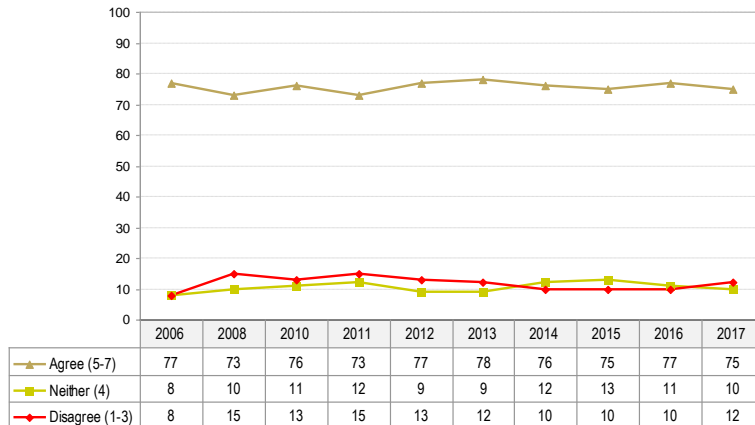
<u>Weight</u>	<u>Safety</u>	<u>Risk</u>	<u>Consistency</u>	<u>Sat</u>	<u>Value</u>
-5	4%	5%	11%	4%	5%
-3	2%	4%	9%	3%	4%
-1	1%	4%	11%	5%	4%
0	13%	24%	20%	19%	19%
1	16%	18%	9%	20%	22%
3	26%	22%	12%	25%	23%
5	38%	23%	29%	22%	22%
	100%	100%	100%	100%	100%



Performance Index Questions/Results

Effectiveness in Maintaining Public Safety

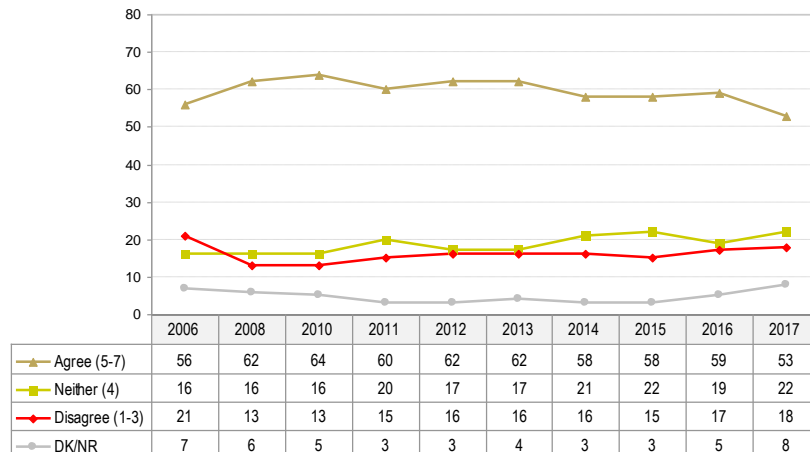
Q. Agree/disagree: TSSA is effective in maintaining public safety in Ontario



BASE: All respondents, n=1,726; percentages; 2016 TSSA Customer Values Survey

Managing Risk

Q. Agree/disagree: TSSA helps my organization manage risk more effectively

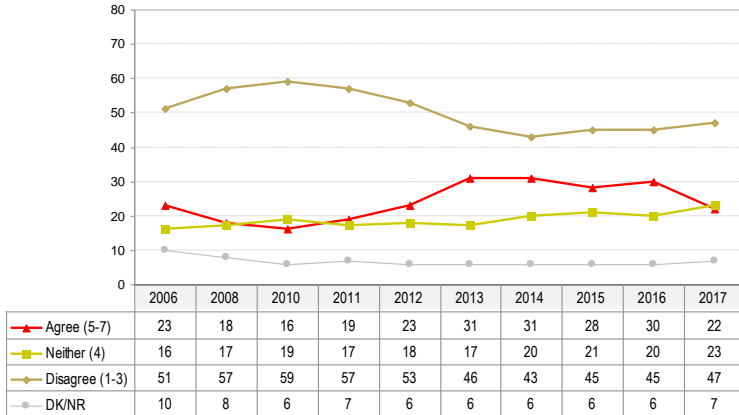


BASE: All respondents, n=1,726; percentages; 2016 TSSA Customer Values Survey



Consistency

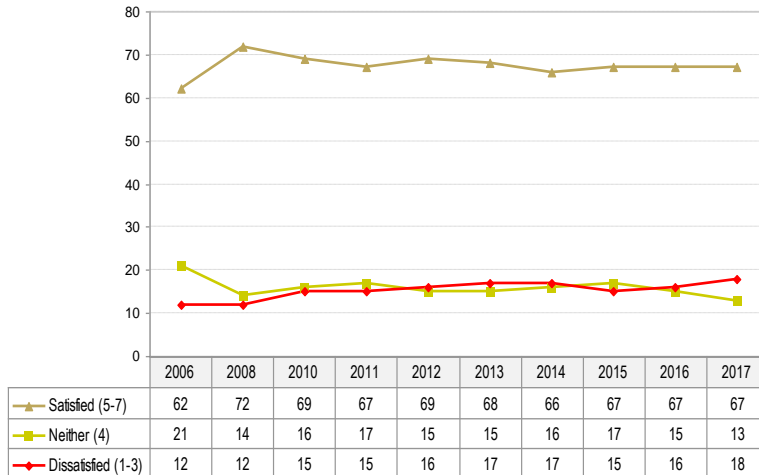
Q. Agree/disagree: TSSA is not very consistent in how it deals with me



BASE: All respondents, n=1,726; percentages; 2016 TSSA Customer Values Survey

Overall Satisfaction with Services from TSSA

Q. Overall, how satisfied are you with the services you receive from TSSA?

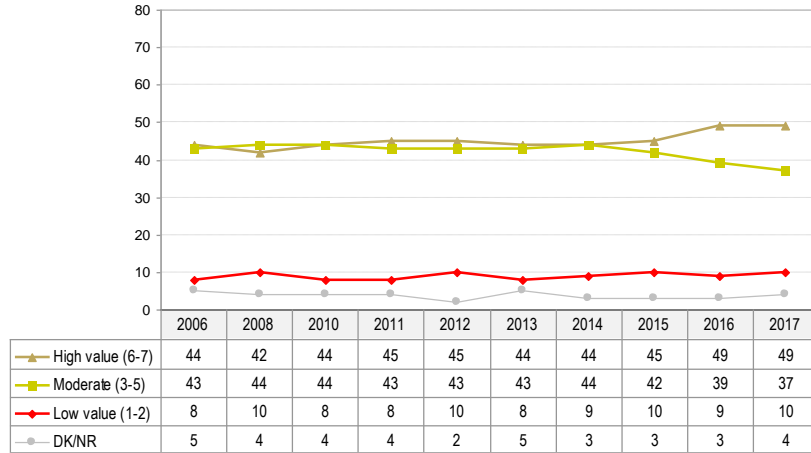


BASE: All respondents, n=1,726; percentages; 2016 TSSA Customer Values Survey



Overall Value of TSSA

Q. Thinking about all the different things that TSSA may do for you and others in the province of Ontario, how would you rate the overall value of the organization?

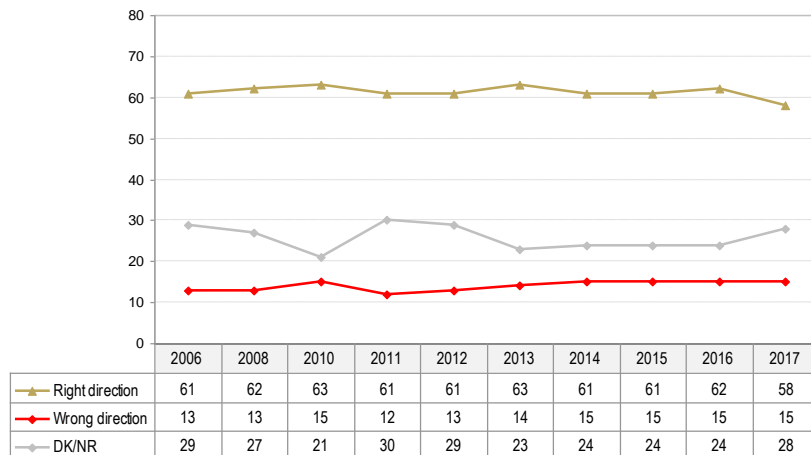


BASE: All respondents, n=1,726; percentages; 2016 TSSA Customer Values Survey

Other Corporate Attribute Questions/Results

Overall Direction of TSSA

Q. Overall, would you say that TSSA is moving in the right or wrong direction?

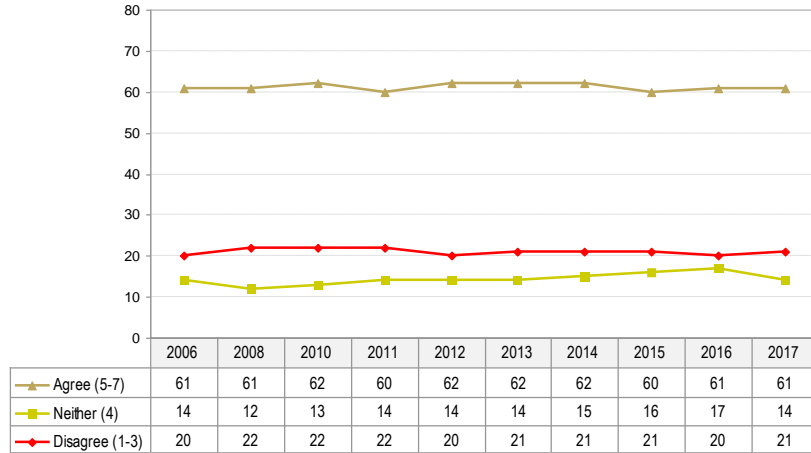


BASE: All respondents, n=1,726; percentages; 2016 TSSA Customer Values Survey



Respect of People in Industry

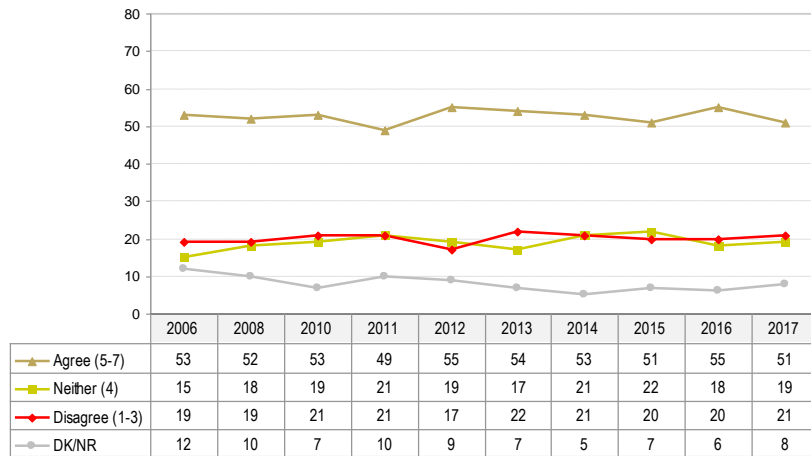
Q. Agree/disagree: TSSA has the respect of people in my industry



BASE: All respondents, n=1,726; percentages; 2016 TSSA Customer Values Survey

Level Playing Field

Q. Agree/disagree: TSSA is effective at creating a level playing field



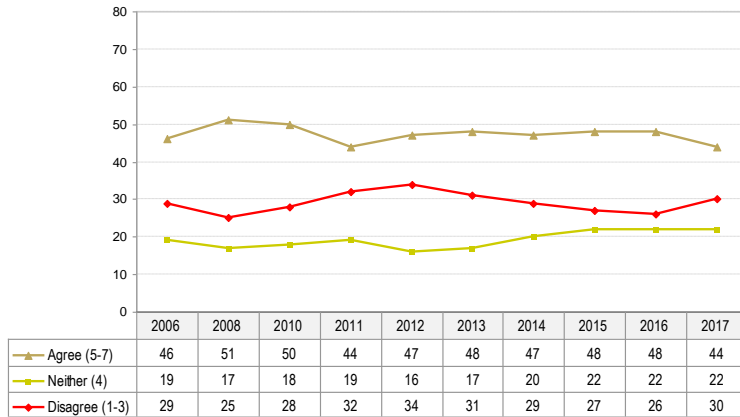
BASE: All respondents, n=1,726; percentages; 2016 TSSA Customer Values Survey



2017 Customer Values Research Survey Results

Value for Fees Paid

Q. Agree/disagree: TSSA provides good value for the fees we pay



BASE: All respondents, n=1,726; percentages; 2016 TSSA Customer Values Survey

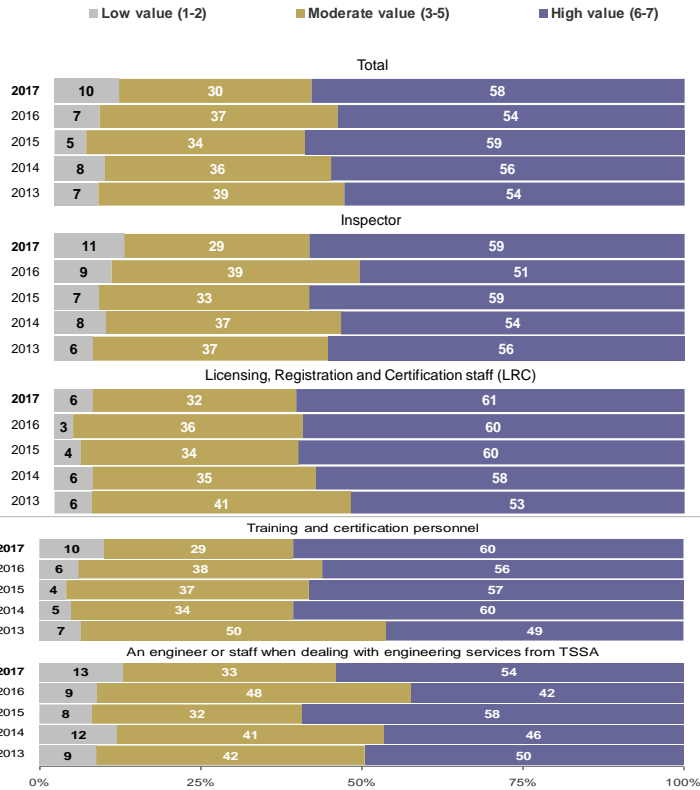
Quality of Service

H	TOTAL					Inspectors					Licensing, Registration & Certification (LRC)					Training and Certification (T&C)					Engineers				
	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017	2013	2014	2015	2016	2017
Courteousness and professionalism	57	62	61	53	56	57	62	58	55	53	59	59	64	53	64	53	64	59	47	58	53	54	60	42	54
Being reasonable in their dealings with you	42	46	48	38	40	41	43	45	35	41	45	45	53	46	47	44	56	52	38	42	32	32	33	16	33
Helping you to improve safety	37	34	39	25	38	40	38	40	31	43	31	26	35	14	36	42	38	40	24	40	30	27	38	14	30
Responsiveness	39	39	44	32	39	41	39	46	32	39	37	38	46	40	46	40	45	40	29	42	27	28	28	12	28
Understanding your needs	33	35	41	26	31	33	36	37	22	32	33	33	47	35	36	34	41	41	26	33	23	26	32	7	24
Effectiveness at finding solutions	29	31	34	22	26	28	29	29	20	28	29	28	40	27	30	29	43	35	29	24	21	21	28	4	18
Average net score	39	41	45	33	38	40	41	43	33	39	39	38	48	36	43	41	48	45	32	40	31	31	37	16	31



Value of Interaction with TSSA Staff

Q. How would you rate the overall value of this interaction?



BASE: Deals with TSSA staff, percentages; TSSA Customer Values Survey



Appendix B

FY 2016

Summary of Findings

Aligned with strategic plan objectives, TSSA has continued to explore initiatives and options to further improve the strong foundation of customer perceptions of value. The results of the 2016 survey demonstrate that the corporate attributes remain consistent on a year-over-year basis. For example:

- nearly 90% of customers’ perception of the value of TSSA’s services was rated as moderate to high (consistent with previous years’ findings);
- customers perception of value for fees remain stable; and
- over three quarters of TSSA customers agree that TSSA is effective at maintaining public safety in Ontario.

Appendix A provides the survey results for the series of standard corporate tracking attributes that are assessed on an annual basis. As in the past, and as required by MGCS, a summary of the results will be posted on tssa.org.

Analysis

Over the last few years (2013, 2014 and 2015), the Performance Index has been fairly static (172, 173 and 172). While the 2016 results of 165 show a decline from the previous years’ ratings, there is no specific attribute that has significantly decreased. Rather, it is a result of marginal decreases in three of the five questions: consistency; satisfaction; and value.

The 2016 results for the Quality of Service metric showed a 12% decline from last year’s ratings. The four years of data collected for this metric is noted below.

Quality of Service	2013	2014	2015	2016
Total Net Score	39	41	45	33

Since the inception of the Quality of Service Metric, over 30% of customers consistently rate TSSA staff on the positive end of the scale rather than the negative. Examining the results from 2013 onward, it appears that the 2016 results are an anomaly and may be more of a reflection of the sensitivity of the metric as opposed to a substantive change in the quality of services being delivered. This is likely the case as there were no substantive changes to customer safety service processes.