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**2005 Social Sciences and Humanities  
Research Council of Canada Client  
Satisfaction Benchmarking Survey**

Final Report

Prepared for

Corporate Performance, Evaluation and Audit Division  
**Social Sciences and Humanities Research Council**  
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# ***EXECUTIVE SUMMARY***

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This report presents the results of a survey of SSHRC clients which informs this service improvement process. It deals with reactions to the following services:

- the Electronic Application Submission System;
- the Electronic Submission of Final Research Reports;
- the Web site;
- the SSHRC Helpdesk;
- the service offered by SSHRC staff.

All members of the following populations were invited to fill out a Web-based survey:

- researchers having presented a research proposal for grants starting in 2004;
- students having presented a fellowship proposal for fellowships starting in 2004;
- institution research administrators;
- student liaison officers.

Some 3,325 questionnaires were completed between April 11 and May 16, 2005, for a response rate of 51%. Questionnaire completion required 10 minutes on average.

## ***Satisfaction***

The Helpdesk and service offered by other SSHRC staff received relatively good satisfaction marks (77 and 79 points). The three electronic services rated significantly lower, with the on-line application system and the Web site receiving the lowest ratings. Among the five service areas, these electronic services were also those used by the largest numbers of clients.

Liaison officers provided the highest satisfaction scores, followed by students, then researchers and, finally, research administrators.

### ***Stated priorities for improvement***

Stated priorities for improvement varied considerably from one service area to the next.

- On-line application submission system: the clarity of instructions, the time required and the ease of use of the system;
- Report submission system: same priorities but with an emphasis on the amount of information requested;
- Web site: the ease of finding information;
- Helpdesk and the service rendered by other SSHRC staff members: time to reach staff and to obtain answers to queries.

### ***Modelled priorities for improvement***

Based on the joint analysis of the level of satisfaction and of the importance of each service feature in producing satisfaction, the following priorities for improvement were identified:

- On-line application submission system: the time required to complete the on-line application form;
- Report submission system: the relevance of the information requested in the report form;
- Web site: finding information on the site and the effectiveness of the search function at locating information;
- Helpdesk: the time to obtain an answer to questions and the way the issues are dealt with;
- service provided by other SSHRC staff members: the way issues are dealt with.

### ***Service expectations***

The following expectations were identified via this baseline survey:

- On-line application submission system: 39% would accept to invest 4 hours or more in the application system while the largest group (42%) would find 1 to 3 hours reasonable;
- Report submission system: 17% would accept to invest 4 hours or more in the application system while the largest group (48%) would find 1 to 3 hours reasonable;
- Telephone service: 67% would find a 24-hour turn-around to a telephone enquiry reasonable (30% expect it the same day);
- E-mail service: 76% think the same for e-mail enquiries (22% expect it the same day).

# Chapter 1

## INTRODUCTION

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The Social Sciences and Humanities Research Council of Canada (SSHRC) aims to develop a service improvement strategy. This strategy will be based, in part, on client input with regard to expectations and to the level of importance of various service features. It will be assessed, in due course, based on a baseline measure of client satisfaction with service. This report presents the results of a survey of SSHRC clients which informs this service improvement process.

### **Assignment**

This assignment included the collection of satisfaction data from clients and the analysis of the data. The first task comprised the following steps:

- refining the questionnaire prepared by SSHRC staff, in consultation with the project authority;
- conducting a pre-test to confirm the adequacy of the questionnaire;
- conducting an on-line client survey in which each member of the population is invited to take part;

- running marginal frequencies to ensure that the data are within expected ranges; verifying the distribution of continuous-type variables to identify outlier values and to determine their effects on further analyses;
- building a complete set of data edit statements; confirming the absence of data corruption and any other symptom which may suggest that the data integrity was jeopardized;
- constructing a complete and fully documented data set.

We then conducted the analysis based on the following key themes:

- identification of the value schemes used by clients in their dealings with SSHRC;
- description of the levels of client satisfaction, overall and according to the characteristics of service captured in the survey;
- identification of priorities for improvements based on client stated priorities and on priorities induced from the joint importance–satisfaction matrix.

### ***Structure of the report***

The study methodology is presented in Chapter 2. Conclusions regarding client values are presented in Chapter 3 whereas Chapter 4 focusses on client satisfaction. Chapter 5 deals with priorities for service improvement.

# Chapter 2

## METHODOLOGY

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This research is based on an on-line survey of clients. The following aspects of the methodology are discussed: questionnaire design, sampling strategy, data collection operations, data weighting, data processing, data analysis and limitations of the study.

### 2.1 *Questionnaire design*

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The questionnaire was initially developed by SSHRC personnel and revised by **Circum Network Inc.** The questionnaire was organized within the following sections:

- reactions to the Electronic Application Submission System;
- reactions to the Electronic Submission of Final Research Reports;
- reactions to the Web site;
- reactions to the SSHRC Helpdesk;
- reactions to the service offered by SSHRC staff.

Within each section, where feasible, questions dealt with:

- the frequency of use of the service;
- satisfaction with service components;
- priorities for improvement;
- service expectations.

This questionnaire was pretested with a small number of individuals and no changes were deemed necessary. The questionnaire is reproduced in Appendix B.

## 2.2 ***Sampling strategy***

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The client population comprised four groups:

- researchers having presented a research proposal for grants starting in 2004;
- students having presented a fellowship proposal for fellowships starting in 2004;
- institution research administrators;
- student liaison officers.

Researchers and students applied to the following programs:

- Standard Research Grants program (410);
- Major Collaborative Research Initiatives Program (412);
- Aid to Research Workshops and Conferences in Canada (646);
- Doctoral Fellowships Program (752);
- Postdoctoral Fellowships Program (756);
- Canada Graduate Scholarship - Master's (766);
- Research Development Initiatives (820);
- Community-University Research Alliances (CURA) (833);
- Image, Text, Sound & Technology (ITST) (849);
- Northern Research Development Program (851);
- Multiculturalism Issues in Canada (853);
- Homelessness and Diversity Issues in Canada (855).

Considering that this survey will act as the baseline against which future measurements are compared and considering the low marginal cost of an additional questionnaire completion using Web survey tools, it was decided to include the entire populations into the data collection process. Therefore, no sample was drawn.

## **2.3**     ***Data collection operations***

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Invitations to fill out the on-line questionnaire were initially sent out on April 11, 2005 to researchers and students, and on April 14, 2005 to research administrators and liaison officers. Reminders were issued to people not having completed the questionnaire on April 20 and 27. Responses were captured between April 11 and May 16, 2005.

E-mail addresses for 6,851 individuals were inserted into the survey data base. Of these, 340 bounced back as undeliverable. Based on 6,511 deliverable e-mails, 3,325 questionnaires were completed for a response rate of 51%. These completed questionnaires break down the following way according to respondent type: 2,063 students, 1,192 researchers, 45 research administrators and 25 student liaison officers. Completing the questionnaire took an average of 10 minutes.

## **2.4**     ***Data weighting***

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*Ex post facto* weights were computed to ensure that the data conformed to the relative distribution of the populations according to respondent type (the four populations) and according to the SSHRC program used. The impact of the ensuing weighting scheme was limited since the weight data varied between a minimum of 0.3 and a maximum of 1.6 with a standard deviation of 0.14. This indicates that the likelihood of responding to the questionnaire is fairly well distributed; this increases our confidence in the data.

## **2.5**     ***Data processing***

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Survey data were managed using VoxCo's StatXP software and SPSS. Data were edited to ensure conformity to the established response categories and to limit the distributions of unbound variables within reasonable values. Filtering logic instructions were developed to ensure that the reported data conform to the skip logic of the questionnaire. As a consequence, the reader can be confident that the data tables conform to the answers provided by respondents.

## **2.6**     ***Data analysis***

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Most data analysis was done using basic stubs-and-banners crosstabs developed in StatXP (see Appendix B). Percentage-based differences were tested on a percentage-versus-complement basis using two-tailed binomial distributions. Differences between means were tested using two-tailed t-tests. The analysis of satisfaction drivers was based on zero-order correlations.

Based on the full sample of 3,325 responses, the maximum sampling error is estimated at  $\pm 0.6$  percentage points in the worst, complete-sample case (for a proportion of 50%, at a confidence level of 95%, with design effect associated with weighting and correction for finite population) — a very comforting level of sample precision. Sampling errors are wider for sub-samples; Appendix B reports the sampling error for proportions of 50% within each of the groupings presented in the banners.

## **2.7 *Limitations of this research***

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The results of this research are based on a sample of 3,325 SSHRC clients to which is attached a response rate of 51%. While this is a very respectable response level for a client survey, it still leaves one-half of the client territory uncharted. If non-respondents share the attitudinal profile of respondents, this response level raises no inconvenience. However, it is not possible to assert the extent of correspondence between respondents and non-respondents. In the absence of evidence otherwise, we have assumed that no particular bias exists in the sample of respondents.

# Chapter 3

## CLIENT VALUES

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Clients possess fundamental values which allow them to pass judgment on the service they receive. It is important to develop an understanding of the value schemes used by clients in assessing service since, in a client-focussed approach, this will be one of the bases for determining priorities for improvement. This chapter describes the underlying levers of satisfaction — the elements of service which play the biggest role in shaping global client satisfaction.

### 3.1 *The theory*

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Each aspect of service has a bearing on the overall satisfaction with the service experience felt by the client. The extent of the tie between being satisfied with a particular aspect of service and the overall satisfaction one feels represents the leverage that one aspect of service exercises on the overall satisfaction. ***The stronger the leverage of an aspect of service, the more effect an improvement in the satisfaction regarding that aspect will have on the overall satisfaction ratings.*** This explains why we will use the term "importance" to characterise this feature in the rest of this report. Since, in its relationship with its clients, the ultimate goal of the

Council is to improve the global feeling of satisfaction with which clients are left, it is crucial to identify the aspects of service which affect overall satisfaction the most.

The importance of an aspect of service is measured by the simple (zero-order) correlation between the satisfaction ratings for that aspect and the overall satisfaction ratings. This measurement varies between 0, which indicates the absence of any leverage (and, hence, importance), and 1, which corresponds to a perfect leverage match.<sup>1</sup> The higher the number, the more impact an improvement in the satisfaction of the related aspect of service has on overall satisfaction and the more important it is considered.

Each of the five areas of service studied in this research must be looked at separately as satisfaction with service features was measured at that level.

<sup>1</sup> Theoretically, since the indicator is a correlation coefficient, the range of values could include negative values down to -1. However, item-specific and overall satisfaction ratings very rarely display negative relationships.

## **3.2 Electronic Application Submission System**

Exhibit 3.1 deals with the satisfaction drivers for the Electronic Application Submission System. Results are presented for the entire sample as well as for researchers, students and administrators separately; sample sizes were too small to separate out research administrators and student liaison officers.

In all cases, "**ease of use** of the SSHRC On-line system" was the key satisfaction driver with regard to the application submission system. For researchers and students, the second most important factor was the "time required to complete the on-line application form". In the case of administrators, it was head-to-head with the "speed at which information is displayed on the on-line application form".

**EXHIBIT 3.1**  
**Importance of each service feature of the Electronic Application Submission System**  
(correlation with the general satisfaction item for the area)

Items	All respondents	Researchers	Students	Administra- tors
The ease of use of the SSHRC On-line system	0.74 †	0.75 †	0.72 †	0.65
The time required to complete the on-line application form	0.69	0.70	0.64	0.53
The amount of information requested in the application form	0.63	0.65	0.57	0.57
The clarity of instructions of the application form	0.63	0.63	0.63	0.50
The availability of the SSHRC On-line system when you need it	0.60	0.59	0.57	0.47
The relevance of the information requested in the application form	0.58	0.58	0.54	0.53
The speed at which information is displayed on the on-line application form	0.58	0.55	0.55	0.66 †
The ease of finding the application form on the SSHRC Web site	0.55	0.55	0.52	0.53

Note: entries are zero-order correlation coefficients between the service feature and the overall satisfaction with the area.  
† marks the highest value for the group.

### 3.3 **Electronic Submission of Final Research Reports**

Exhibit 3.2 focusses on the Electronic Submission of Final Research Reports — these questions were not relevant to research administrators. Overall, the key satisfaction drivers were the **amount** and **relevance** of the information requested in the report form (although some other factors follow close behind). Note, however, that this conclusion applies well to researchers but that students' satisfaction was much more influenced by the "**availability** of the [...] system when you need it" which appears to indicate a specific issue for students in this regard.

**EXHIBIT 3.2**  
**Importance of with each service feature of the Electronic Submission of Final Research Reports**  
(correlation with the general satisfaction item for the area)

Items	All respondents	Researchers	Students	Administrators
The amount of information requested in the report form	0.77 †	0.83 †	0.63	—
The relevance of the information requested in the report form	0.77 †	0.80	0.69	—
The time required to complete the on-line report form	0.74	0.79	0.65	—
The ease of use of the SSHRC Final Research Report submission system	0.73	0.73	0.71	—
The clarity of instructions of the report form	0.72	0.70	0.75	—
The speed at which information is displayed on the on-line report form	0.68	0.66	0.75	—
The availability of the SSHRC Final Research Report submission system when you need it	0.67	0.60	0.83 †	—
The ease of finding the report form on the SSHRC Web site	0.61	0.58	0.66	—

Note: entries are zero-order correlation coefficients between the service feature and the overall satisfaction with the area.  
† marks the highest value for the group.

### 3.4 **Web site**

Exhibit 3.3 documents satisfaction drivers for the SSHRC Web site. The ability to **find information** on the site is the primary driver overall as well as for researchers and students — student satisfaction is equally affected by the **comprehensiveness** of the content which is also clearly important to researchers. Administrators' key satisfaction driver with regard to the SSHRC Web site is different, though: it is the **accuracy** of the content that impacts administrators' satisfaction the most.

**EXHIBIT 3.3**  
**Importance of each service feature of the SSHRC Web site**  
(correlation with the general satisfaction item for the area)

Items	All respondents	Researchers	Students	Administra- tors
Finding information on the site	0.65 †	0.67 †	0.64 †	0.69
The comprehensiveness of the content	0.64	0.64	0.64 †	0.64
The relevance of the content to you	0.63	0.66	0.60	0.70
The accuracy of the content	0.62	0.62	0.61	0.73 †
The effectiveness of the search function at locating information	0.61	0.63	0.60	0.35
The speed of the search function	0.56	0.60	0.53	0.38
How up-to-date the content is	0.55	0.60	0.52	0.57
How the visual design enhances the content	0.55	0.59	0.52	0.67
The speed at which information is displayed	0.55	0.59	0.51	0.61
The availability of the Web site when you need it	0.54	0.56	0.50	0.66
How easy/difficult it was to find the Web site	0.46	0.51	0.42	0.48

Note: entries are zero-order correlation coefficients between the service feature and the overall satisfaction with the area.  
† marks the highest value for the group.

### 3.5 **SSHRC Helpdesk**

Exhibit 3.4 reproduces the data relative to satisfaction drivers with regard to Helpdesk service. Researchers and students are satisfied mostly because of the "way the **issues** [they] raised were dealt with"; several other aspects of service do come close behind, however, amongst which knowledge of the staff, time to get an answer and fairness of the treatment. Administrators are satisfied firstly by the "**fairness** of the treatment [they] were given compared to colleagues".

**EXHIBIT 3.4**  
**Importance of each service feature of the SSHRC Helpdesk**  
(correlation with the general satisfaction item for the area)

Items	All respondents	Researchers	Students	Administra- tors
The way the issues you raised were dealt with	0.83 †	0.81 †	0.84 †	0.82
The knowledge of staff	0.79	0.77	0.80	0.76
The time it took to obtain an answer to your questions	0.78	0.76	0.80	0.79
The fairness of the treatment you were given compared to your colleagues	0.78	0.77	0.78	0.87 †
The professional attitude of staff	0.77	0.74	0.80	0.75
The information or advice you received	0.77	0.76	0.77	0.78
The courtesy of staff	0.74	0.73	0.76	0.69
The time it took to reach SSHRC Helpdesk staff	0.72	0.70	0.74	0.73

Note: entries are zero-order correlation coefficients between the service feature and the overall satisfaction with the area.  
† marks the highest value for the group.

## 3.6 *SSHRC staff*

Finally, Exhibit 3.5 groups results related to satisfaction drivers for SSHRC staff. Patterns are the same as for satisfaction drivers of Helpdesk: researchers and students emphasize the way the issues they brought up were dealt with while administrators are more influenced by the perceived fairness of the treatment they received.

**EXHIBIT 3.5**  
**Importance of each service feature of the SSHRC Staff**  
(correlation with the general satisfaction item for the area)

Items	All respondents	Researchers	Students	Administra- tors
The way the issues you raised were dealt with	0.88 †	0.90 †	0.86 †	0.86
The information or advice you received	0.86	0.87	0.86 †	0.78
The fairness of the treatment you were given compared to your colleagues	0.86	0.87	0.83	0.90 †
The knowledge of staff	0.83	0.81	0.84	0.85
The professional attitude of staff	0.82	0.79	0.85	0.81
The courtesy of staff	0.79	0.77	0.83	0.74
The time it took to obtain an answer to your questions	0.77	0.76	0.78	0.78
The time it took to reach SSHRC staff	0.69	0.65	0.73	0.71

Note: entries are zero-order correlation coefficients between the service feature and the overall satisfaction with the area.  
† marks the highest value for the group.

## 3.7 **Summary**

Exhibit 3.6 summarises the key satisfaction drivers for each of the five circumstances of service analysed in this study. Let's re-iterate that researchers and students often display similar satisfaction dynamics while the satisfaction of administrators often appears to be driven by different mechanisms. This may be important in setting up a service improvement program.

**EXHIBIT 3.6**  
**Summary table of key satisfaction drivers**

Items	All respondents as a group	Researchers	Students	Administrators
Electronic Application Submission System	Ease of use	Ease of use	Ease of use	Speed
Electronic Submission of Final Research Reports	Amount and relevance of info	Amount of information	Availability when needed	—
Web site	Finding info	Finding info	Finding info, comprehensiveness	Accuracy
SSHRC Helpdesk	Dealing with issues	Dealing with issues	Dealing with issues	Fairness
SSHRC staff	Dealing with issues	Dealing with issues	Dealing with issues, info received	Fairness

# Chapter 4

## CLIENT SATISFACTION

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Most of this client survey focussed on client satisfaction. Satisfaction was investigated in relation to each of the five service areas.

Satisfaction scores were calculated as weighted averages based on the 5-point scales offered during the survey; they are such that the score would be 100 if all respondents had indicated being "very satisfied" and 0 if all were "very dissatisfied". Generally speaking and based on this consultant's experience, a score below 70 is worrisome and a score above 85 is excellent.

### 4.1 **Electronic Application Submission System**

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Exhibit 4.1 presents the satisfaction scores calculated for each aspect of service related to the Electronic Application Submission System. The overall rating of the System is 70, which is a low passing mark. Researchers and research administrators were critical of the System (63 and 57 points, respectively) while students and liaison officers were more positive (75 and 76 points).

The most positive aspect of the System was that it is easy to find it (74 points) and it is available when needed. The aspect of the System most criticized was the time required to complete the application form (60 points; 50 among researchers).

**EXHIBIT 4.1**  
**Satisfaction associated with each service feature of the Electronic Application Submission System**

Items	All respondents	Resear- chers	Students	Research administra- tors	Liaison officers
The ease of finding the application form on the SSHRC Web site	74 †	71*†	77*	61*	84*†
The availability of the SSHRC On-line system when you need it	73	66*	79*†	65*	70
The speed at which information is displayed on the on-line application form	71	64*	76*	64	77*
The relevance of the information requested in the application form	70	63*	74*	68	81*
<b>Overall satisfaction with the SSHRC On-line system</b>	<b>70</b>	<b>63*</b>	<b>75*</b>	<b>57*</b>	<b>76*</b>
The ease of use of the SSHRC On-line system	69	63*	73*	60*	75
The clarity of instructions of the application form	68	64*	71*	60	70
The amount of information requested in the application form	67	60*	72*	70 †	80*
The time required to complete the on-line application form	60	50*	68*	60	68
n	2,423	896	1,467	37	23

Note: entries are weighted averages where "very dissatisfied" was attributed a value of 0, "dissatisfied", 25, "neutral", 50, "satisfied", 75 and "very satisfied", 100.

\* indicates that differences are statistically significant (at least at a confidence level of 95%) between the cell and the cells to its left and right.

† marks the highest value for the group.

## 4.2 *Electronic Submission of Final Research Reports*

Only 14% of researchers responding to the questionnaire indicated having used the electronic submission of final research reports. Among them, satisfaction was lukewarm with a global score of 71.

The most positive aspect of the submission system was its ease of use (72 points). The least satisfactory aspect of the research report submission system was the perceived relevance of the information required in the form (68 points). Note that all characteristics of this service receive essentially similar satisfaction scores (ranging from 68 to 72 points); this suggests that the lukewarm reaction to the system does not have a single, easy to identify cause.

**EXHIBIT 4.2**  
**Satisfaction associated with each service feature of the Electronic Submission of Final Research Reports**

Items	Researchers
The ease of use of the SSHRC Final Research Report submission system	72
<b>Overall satisfaction with the SSHRC Final Research Report Submission system</b>	<b>71</b>
The clarity of instructions of the report form	70
The availability of the SSHRC Final Research Report submission system when you need it	70
The amount of information requested in the report form	70
The time required to complete the on-line report form	70
The speed at which information is displayed on the on-line report form	69
The ease of finding the report form on the SSHRC Web site	69
The relevance of the information requested in the report form	68
n	162

Note: entries are weighted averages where "very dissatisfied" was attributed a value of 0, "dissatisfied", 25, "neutral", 50, "satisfied", 75 and "very satisfied", 100.

Note: Some 78 students filled out this section whereas the report submission system is reserved for researchers; they were excluded from the results.

### 4.3 Web site

The SSHRC Web site also received a lukewarm overall satisfaction score of 71 points. Again, researchers and research administrators were more critical of it (68 points each) than students and liaison officers (73 and 79 points).

The most positive feature of the SSHRC Web site was that it is easy to locate (82 points) and that it is available when needed (77 points). However, SSHRC clients were critical of the effectiveness of the Web site's search function (58 points) and of the ease of finding information on the site (61 points).

**EXHIBIT 4.3**  
**Satisfaction associated with each service feature of the SSHRC Web site**

Items	All respondents	Resear- chers	Students	Research administra- tors	Liaison officers
How easy/difficult it was to find the Web site	82 †	80*†	83*†	85 †	91*†
The availability of the Web site when you need it	77	72*	81*	74	87*
The accuracy of the content	74	72*	75*	72	80*
The speed at which information is displayed	74	70*	76*	70	85*
<b>Overall satisfaction with the SSHRC Web site</b>	<b>71</b>	<b>68*</b>	<b>73*</b>	<b>68</b>	<b>79*</b>
The relevance of the content to you	69	67*	70*	70	79*
The comprehensiveness of the content	68	66*	69*	67	73
The speed of the search function	68	64*	70*	66	75
How the visual design enhances the content	68	66*	69*	71	77*
How up-to-date the content is	64	62*	65*	65	74*
Finding information on the site	61	59*	63*	55	72*
The effectiveness of the search function at locating information	58	55*	61*	52	60
n	2,929	1,052	1,811	41	25

Note: entries are weighted averages where "very dissatisfied" was attributed a value of 0, "dissatisfied", 25, "neutral", 50, "satisfied", 75 and "very satisfied", 100.

\* indicates that differences are statistically significant (at least at a confidence level of 95%) between the cell and the cells to its left and right.

† marks the highest value for the group.

## 4.4 **SSHRC Helpdesk**

SSHRC Helpdesk service received a relatively positive score of 79 points (except from research administrators who gave it 71 points). As found in most human-based services, the most satisfying aspects of this service

were related to staff themselves: courtesy, attitude and knowledge came at the top of the satisfaction list. And as usual again in such services, delays in service trailed the satisfaction scores (time to reach a person, 70 points; time to obtain an answer, 74 points).

**EXHIBIT 4.4**  
**Satisfaction associated with each service feature of the SSHRC Helpdesk**

Items	All respondents	Resear- chers	Students	Research administra- tors	Liaison officers
The courtesy of staff	86 †	87 †	85 †	81 †	87 †
The professional attitude of staff	85	86*	84	74*	85
The knowledge of staff	81	82	81	72*	75
The information or advice you received	80	79	80	71*	79
The fairness of the treatment you were given compared to your colleagues	80	80	81	74	80
<b>Overall satisfaction with the SSHRC Helpdesk</b>	<b>79</b>	<b>79</b>	<b>80</b>	<b>71*</b>	<b>79</b>
The way the issues you raised were dealt with	79	79	79	72	81
The time it took to obtain an answer to your questions	74	73	76*	58*	67
The time it took to reach SSHRC Helpdesk staff	70	68*	73*	57*	62
n	1,395	561	793	28	13

Note: entries are weighted averages where "very dissatisfied" was attributed a value of 0, "dissatisfied", 25, "neutral", 50, "satisfied", 75 and "very satisfied", 100.

\* indicates that differences are statistically significant (at least at a confidence level of 95%) between the cell and the cells to its left and right.

† marks the highest value for the group.

## 4.5 **SSHRC staff**

The patterns of satisfaction with services offered by SSHRC staff other than the Helpdesk were similar although the scores were slightly lower than for the Helpdesk (77 points vs. 79 for the Helpdesk). The most satisfying aspects of service were staff-related (courtesy, attitude, knowledge) and the least satisfying were delay-related (time to contact, time to obtain an answer).

**EXHIBIT 4.5**  
**Satisfaction associated with each service feature of the SSHRC Staff**

Items	All respondents	Resear- chers	Students	Research administra- tors	Liaison officers
The courtesy of staff	83 †	84 †	83 †	81 †	93* †
The professional attitude of staff	83 †	83	83 †	81 †	93* †
The knowledge of staff	79	78	80	76	89*
The fairness of the treatment you were given compared to your colleagues	79	76*	81*	78	88*
<b>Overall satisfaction with the service provided by SSHRC staff</b>	<b>77</b>	<b>76</b>	<b>78</b>	<b>73</b>	<b>89*</b>
The information or advice you received	77	76	77	72	88*
The way the issues you raised were dealt with	75	74	77	72	87*
The time it took to obtain an answer to your questions	72	72	72	62*	80*
The time it took to reach SSHRC staff	71	71	72	65	78
n	1,207	512	634	37	24

Note: entries are weighted averages where "very dissatisfied" was attributed a value of 0, "dissatisfied", 25, "neutral", 50, "satisfied", 75 and "very satisfied", 100.

\* indicates that differences are statistically significant (at least at a confidence level of 95%) between the cell and the cells to its left and right.

† marks the highest value for the group.

## 4.6 Summary

Exhibit 4.6 summarizes the overall satisfaction scores for each service area. The Helpdesk and service offered by other SSHRC staff received relatively good marks (77 and 79 points) while the three electronic services rated significantly lower, with the on-line application system and the Web site receiving the lowest ratings — note that, among the five service areas, these electronic services were also those used by the largest numbers of clients.

Liaison officers provided the highest satisfaction scores, followed by students, then researchers and, finally, research administrators.

**EXHIBIT 4.6**  
**Summary of overall satisfaction scores for each service**

Overall satisfaction with the...	% of clients using the service	All respon- dents	Resear- chers	Students	Research administra- tors	Liaison officers
SSHRC Helpdesk	42%	79	79	80	71*	79
Service provided by SSHRC staff	36%	77	76	78	73	89*
SSHRC Research Report Submission system	7%	72	71	75	—	—
SSHRC Web site	88%	71	68*	73*	68	79*
SSHRC On-line system	73%	70	63*	75*	57*	76*

Note: entries are weighted averages where "very dissatisfied" was attributed a value of 0, "dissatisfied", 25, "neutral", 50, "satisfied", 75 and "very satisfied", 100.

\* indicates that differences are statistically significant (at least at a confidence level of 95%) between the cell and the cells to its left and right.

† marks the highest value for the group.



# Chapter 5

## **PRIORITIES FOR IMPROVEMENT**

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Priorities for improvement can be determined in two ways: by asking clients what their priorities are and by searching for aspects of service which are important to clients and which do not satisfy them entirely.

### **5.1 Stated priorities**

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The first approach to determining improvement priorities for SSHRC is to ask clients directly what it should work on. Exhibit 5.1 summarizes these results.

The proportion of respondents selecting no priority for improvement (the "don't know / no response" category) is indicative of the level of satisfaction with service. Highly satisfying service typically generates 50% to 60% of such selections. In this study, assistance from the Helpdesk or other SSHRC staff produced about 40% of no-priority responses while electronic services got between 10% and 24%.

Stated priorities for improvement varied considerably from one service area to the next. The priorities associated with the on-line application submission system pointed to the clarity of instructions, the time required and the ease of use of the system. Priorities for the report submission system were similar but without an emphasis on the clarity of instructions. The ease of finding information was the main stated priority for the Web site. Delays in reaching staff and in obtaining answers to queries were the key stated priorities for the Helpdesk and the service rendered by other SSHRC staff members.

**EXHIBIT 5.1**  
**Priorities for improvement**  
(% selecting each)

Items	On-line system	Report submission	Web site	Helpdesk	SSHRC staff
% of clients using the service	73%	14%	88%	42%	36%
Don't know / no response	10%	24%	18%	40%	39%
The clarity of instructions of the form	15%	—	—	—	—
The time required to complete the form	13%	10%	—	—	—
The ease of use of the system	12%	11%	—	—	—
The ease of finding the form/info on the Web site	12%	12%	29%	—	—
The amount of information requested	9%	10%	—	—	—
The currentness of the content	—	—	13%	—	—
The comprehensiveness of the content	—	—	11%	—	—
The time it takes to reach staff	—	—	—	22%	18%
The time it takes to obtain an answer	—	—	—	16%	13%

Note: only items selected by at least 10% of the relevant respondents are identified.

**5.2 Modelled priorities**

While clients articulate priorities on the basis of their service experience, it is also possible to extract such priorities from the other answers provided. By cross-referencing overall service satisfaction with the importance of each

aspect of service (see chapter 3 for the concept of importance), four types of service components emerge.

- Low satisfaction and high importance components are **top priorities** for improvement since they represent significant drivers of overall satisfaction and fall below the average satisfaction level. In the case of the service areas analysed here, there are several such top priorities
  - for the On-line system:
    - the time required to complete the on-line application form (A6);
  - for the Report Submission system:
    - the relevance of the information requested in the report form (R4);
  - for the Web site:
    - finding information on the site (W3);
    - the effectiveness of the search function at locating information (W4);
  - for the Helpdesk:
    - the time it took to obtain an answer to your questions (H6);
    - the way the issues you raised were dealt with (H8);
  - for service provided by other SSHRC staff members:
    - the way the issues you raised were dealt with (S8).
- High satisfaction and high importance components are **key strengths** since good organizational performance meet client demands — they must be protected. Two components of service were identified:
  - the ease of use of the SSHRC Final Research Report submission system (R2);
  - the accuracy of the Web site content (W8).
- Low satisfaction and low importance components are **low priorities** in terms of service improvement. While clients are not excited about the Council's performance in their regard, they don't associate a high degree of importance to these aspects of service. They are:
  - the time it took to reach SSHRC Helpdesk staff (H5);
  - the time it took to reach SSHRC staff (S5);
  - the time it took to obtain an answer to your questions (S6).
- High satisfaction and low importance components can be conceived as **disinvestment opportunities**. These are aspects of service where the

organization "over-delivers". The interpretation of this type of service components is trickier than in other cases. Indeed, some of these components may belong to the basic aspects of service or they may be of low importance to many clients but otherwise constitute government policy (e.g., availability of service in the official language of choice). The "disinvestment opportunities" identified for SSHRC are:

- the ease of finding the application form on the SSHRC Web site (A1);
- how easy/difficult it was to find the Web site (W1);
- the courtesy of staff (H2).

These service features are probably part of basic aspects of service which should not be tinkered with. Hence, this study identified no actionable disinvestment priorities.

## 5.3 Expectations

SSHRC clients were asked to identify how long the preparation of the on-line application took them (Exhibit 5.2). One-quarter (25%) of applicants stated that it took more than 10 hours and almost two-thirds (64%) that it took more than 4 hours. Some 43% of clients considered the time required to complete the on-line application too long.

Pooling the experiences of those who found them reasonable with the expectations of those who found their experience unacceptable, Exhibit 5.2 indicates that 39% would accept to invest 4 hours or more in the application system while the largest group (42%) would find 1 to 3 hours reasonable.

**EXHIBIT 5.2**  
**Experience and expectations regarding the On-line system**

	Time to complete the application				
	Actual, overall <sup>1</sup>	Actual, among non-critics <sup>2</sup>	Reasonable among critics <sup>3</sup>	Perceived reasonable <sup>4</sup>	
Less than 1 hour	3%	6%	21%	12%	
1 to 3 hours	28%	42%	42%	42%	
4 to 10 hours	39%	35%	23%	30%	
More than 10 hours	25%	15%	1%	9%	
Don't know / no response	4%	2%	14%	7%	
<i>% indicating that it was too long</i>	43%				
	n	2,363	1,257	973	2,230

<sup>1</sup> "Thinking of the last application you have prepared using the SSHRC On-line system, approximately how much on-line time did it take you to complete the entire application, including the curriculum vitae and attachments?"

<sup>2</sup> Non-critics are those who consider the actual time to complete reasonable.

<sup>3</sup> Critics were asked "In your view, what would be a reasonable amount of on-line time required to complete the entire application?"

<sup>4</sup> Weighted aggregate of the previous two columns.

SSHRC clients were asked to identify how long the on-line submission of a research report took them (Exhibit 5.3). Almost one-third stated that it took more than 4 hours to do so. Some 23% of clients considered the time required to complete the on-line application too long.

Pooling the experiences of those who found them reasonable with the expectations of those who found their experience unacceptable, Exhibit 5.3 indicates that 17% would accept to invest 4 hours or more in the application system while the largest group (48%) would find 1 to 3 hours reasonable.

**EXHIBIT 5.3**  
**Experience and expectations regarding the**  
**Research Report submission system**

	Time to complete the application			
	Actual, overall <sup>1</sup>	Actual, among non-critics <sup>2</sup>	Reasonable among critics <sup>3</sup>	Perceived reasonable <sup>4</sup>
Less than 1 hour	19%	30%	31%	30%
1 to 3 hours	39%	51%	40%	48%
4 to 10 hours	21%	16%	16%	16%
More than 10 hours	9%	1%	2%	1%
Don't know / no response	13%	1%	12%	4%
<i>% indicating that it was too long</i>	23%			
n	231	139	55	194

<sup>1</sup> "Thinking of the last report you have submitted using the SSHRC Final Research Report submission system, approximately how much on-line time did it take you to complete the entire submission process, including the insertion of publication information?"

<sup>2</sup> Non-critics are those who consider the actual time to complete reasonable.

<sup>3</sup> Critics were asked "In your view, what would be a reasonable amount of on-line time required to complete the entire submission process?"

<sup>4</sup> Weighted aggregate of the previous two columns.

Of those who have made a telephone enquiry to the Helpdesk, almost two-thirds (64%) indicated that they received a response within 24 hours; the equivalent figures are 55% for telephone service by other SSHRC staff, 54% for Helpdesk e-mail service and 46% for e-mail service by other SSHRC staff. Between one-fifth and one-quarter of clients found the service too slow. Two-thirds (67%) would find a 24-hour turn-around to a telephone

enquiry reasonable (30% expect it the same day) while three-quarters (76%) think the same for e-mail enquiries (22% expect it the same day).

**EXHIBIT 5.4**  
**Experience and expectations regarding the Helpdesk and other staff**

	Time to get a response to an enquiry					
	By telephone			By e-mail		
	Actual, Helpdesk <sup>1</sup>	Actual, other staff <sup>2</sup>	Expected	Actual, Helpdesk <sup>1</sup>	Actual, other staff <sup>2</sup>	Expected
Same day	27%	21%	30%	14%	12%	22%
Within 24 hours	27%	23%	49%	33%	30%	56%
Within 48 hours	15%	17%	17%	21%	21%	18%
It took more than 48 hours	5%	8%	—	6%	11%	—
Within 72 hours	—	—	1%	—	—	2%
I never did get a response	2%	2%	—	2%	4%	—
I never made an enquiry	15%	20%	—	13%	9%	—
Don't know / no response	9%	9%	2%	11%	13%	1%
% indicating that it was too long	25%	25%	—	22%	21%	—
n	1,395	1,207	3,320	1,395	1,207	3,320

<sup>1</sup> "Last time you contacted the SSHRC Helpdesk (by telephone | by e-mail), how long did it take to get a response to your enquiry?"

<sup>2</sup> "Last time you contacted the SSHRC staff (other than Helpdesk staff) (by telephone | by e-mail), how long did it take to get a response to your enquiry?"

# ***APPENDIX A*** ***Questionnaire***

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## Client Satisfaction, 2005

Français

### INTRO

#### Introduction

Your feedback will be used to set service standards and to plan service improvement. It is therefore very important that you take about 15 minutes to fill out this questionnaire.

Your participation is entirely voluntary and service to you from SSHRC will not be affected if you decline to participate. Your answers will remain **confidential**. The study is conducted by an independent research firm, Circum Network Inc., which will report only aggregate responses, not attributable individual answers. If someone else in your research team has been in contact with SSHRC and would be in better position to provide feedback, please ask them to fill out the questionnaire; in any event, only one copy of your on-line questionnaire can be filled out.

Thank you in advance for your co-operation.

#### Q1A

RESPTYPE.EQ.1

#### Electronic Application Submission

In the past year, how often have you used the SSHRC On-line system, for example to help applicants prepare and submit application forms to SSHRC?

- Never
- Once or twice
- 3 to 5 times
- 6 to 10 times
- More than 10 times
- Don't know / no response

#### Q1B

RESPTYPE.EQ.2

#### Electronic Application Submission

In the past year, how many application forms have you completed using the SSHRC On-line system?

- None
- 1
- 2 to 3

- More than 3
- Don't know / no response

How satisfied are you with each of the following aspects of the SSHRC On-line system?

	Very dissa-tisfied	Dissa-tisfied	Neutral	Satisfied	Very satisfied	Don't know/ not applicable
<b>Q1A.EQ.2-8.OR.Q1B.EQ.2-8</b> <b>Q2_01</b> The ease of finding the application form on the SSHRC Web site	<input type="radio"/>					
<b>Q1A.EQ.2-8.OR.Q1B.EQ.2-8</b> <b>Q2_02</b> The ease of use of the SSHRC On-line system	<input type="radio"/>					
<b>Q1A.EQ.2-8.OR.Q1B.EQ.2-8</b> <b>Q2_03</b> The amount of information requested in the application form	<input type="radio"/>					
<b>Q1A.EQ.2-8.OR.Q1B.EQ.2-8</b> <b>Q2_04</b> The relevance of the information requested in the application form	<input type="radio"/>					
<b>Q1A.EQ.2-8.OR.Q1B.EQ.2-8</b> <b>Q2_05</b> The clarity of instructions of the application form	<input type="radio"/>					
<b>Q1A.EQ.2-8.OR.Q1B.EQ.2-8</b> <b>Q2_06</b> The time required to complete the on-line application form	<input type="radio"/>					
<b>Q1A.EQ.2-8.OR.Q1B.EQ.2-8</b> <b>Q2_07</b> The speed at which information is displayed on the on-line application form	<input type="radio"/>					
<b>Q1A.EQ.2-8.OR.Q1B.EQ.2-8</b> <b>Q2_08</b> The availability of the SSHRC On-line system when you need it	<input type="radio"/>					
<b>Q1A.EQ.2-8.OR.Q1B.EQ.2-8</b> <b>Q2_09</b> Your overall satisfaction with the SSHRC On-line system	<input type="radio"/>					

### Q3

**Q1A.EQ.2-8.OR.Q1B.EQ.2-8**

If SSHRC could improve only one aspect of its on-line application process, which one should it be?

- The ease of finding the application form on the Web site
- The ease of use of the system
- The amount of information requested
- The relevance of the information requested
- The clarity of instructions on the application form
- The time required to complete the form
- The speed at which information is displayed
- The availability of the system when needed
- Other (please, specify)
- Don't know / no response

#### Q4

Q1B.EQ.2-8

Thinking of the last application you have prepared using the SSHRC On-line system, approximately how much on-line time did it take you to complete the entire application, including the curriculum vitae and attachments?

- Less than 1 hour
- 1 to 3 hours
- 4 to 10 hours
- More than 10 hours
- Don't know / no response

#### Q5

Q1B.EQ.2-8

Do you consider this to be...

- a reasonable amount of time
- too little time
- too much time
- Don't know / no response

#### Q6

Q5.EQ.3

Based on your experience, what would be a reasonable amount of on-line time required to complete the entire application?

- hours
- Don't know / no response

#### Q7



**Q7.EQ.2-4**

**Q8\_08** The availability of the SSHRC Final Research Report submission system when you need it

- 

**Q7.EQ.2-4**

**Q8\_09** Your overall satisfaction with the SSHRC Final Research Report submission system

- 

**Q9**

**Q7.EQ.2-4**

**If SSHRC could improve only one aspect of its on-line report submission process, which one should it be?**

- The ease of finding the report form on the Web site
- The ease of use of the system
- The amount of information requested
- The relevance of the information requested
- The clarity of instructions
- The time required to complete the report form
- The speed at which information is displayed
- The availability of the system when needed
- Other (please, specify)
- Don't know / no response

**Q10**

**Q7.EQ.2-4**

**Thinking of the last report you have submitted using the SSHRC Final Research Report submission system, approximately how much on-line time did it take you to complete the entire submission process, including the insertion of publication information?**

- Less than 1 hour
- 1 to 3 hours
- 4 to 10 hours
- More than 10 hours
- Don't know / no response

**Q11**

**Q7.EQ.2-4**

**Do you consider this to be...**

- a reasonable amount of time



**locating information**

**Q13.EQ.2-5**

**Q14\_05** The speed of the search function

**Q13.EQ.2-5**

**Q14\_06** How up-to-date the content is

**Q13.EQ.2-5**

**Q14\_07** The relevance of the content to you

**Q13.EQ.2-5**

**Q14\_08** The accuracy of the content

**Q13.EQ.2-5**

**Q14\_09** The comprehensiveness of the content

**Q13.EQ.2-5**

**Q14\_10** The speed at which information is displayed

**Q13.EQ.2-5**

**Q14\_11** The availability of the Web site when you need it

**Q13.EQ.2-5**

**Q14\_12** Your overall satisfaction with the SSHRC Web site

**Q15**

**Q13.EQ.2-5**

**If SSHRC could improve only one aspect of its Web site, which one should it be?**

- Ways to find the SSHRC Web site
- The visual design
- The ease of finding information
- The effectiveness of the search function
- The speed of the search function
- The currentness of the content
- The relevance of the content
- The accuracy of the content
- The comprehensiveness of the content
- The speed at which information is displayed
- The availability of the system when needed
- Other (please, specify)
- Don't know / no response

## Q16

Q13.EQ.2-5

**Why do you usually access the SSHRC Web site?** (Please select as many as apply.)

- For information on programs
- For information about new programs
- For information on rules/policies/regulations of SSHRC grants
- For information on how to use SSHRC funds
- For general information
- For program statistics
- To apply for a grant/fellowship
- To submit a Final Research Report
- To submit payment activation and other forms
- For updates on Council meetings
- Other (please, specify)

- None of the above
- Don't know / no response

## Q18

### SSHRC Helpdesk

**Now, let's turn to the SSHRC helpdesk which is the first line of support accessible at (613)995-4273 or at [webgrant@sshrc.ca](mailto:webgrant@sshrc.ca). In the past year, how often have you used the assistance of SSHRC's Helpdesk ?**

- Never
- Once or twice
- 3 to 5 times
- 6 to 10 times
- More than 10 times
- Don't know / no response

How satisfied are you with each of the following aspects of the SSHRC Web site?

	Very dissa- tisfied	Dissa- tisfied	Neutral	Satisfied	Very satisfied	Don't know/ not applicable
<b>Q18.EQ.2-5</b> <b>Q19_01</b> The information or advice you received	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Q18.EQ.2-5</b> <b>Q19_02</b> The courtesy of staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Q18.EQ.2-5</b> <b>Q19_03</b> The professional attitude of staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Q18.EQ.2-5</b> <b>Q19_04</b> The knowledge of staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Q18.EQ.2-5</b> <b>Q19_05</b> The time it took to reach SSHRC Helpdesk staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Q18.EQ.2-5</b> <b>Q19_06</b> The time it took to obtain an answer to your questions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Q18.EQ.2-5</b> <b>Q19_07</b> The fairness of the treatment you were given compared to your colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Q18.EQ.2-5</b> <b>Q19_08</b> The way the issues you raised were dealt with	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Q18.EQ.2-5</b> <b>Q19_09</b> Your overall satisfaction with the SSHRC Helpdesk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q20**

**Q18.EQ.2-5**

If SSHRC could improve only one aspect of its Helpdesk, which one should it be?

- The information or advice supplied
- The courtesy of staff
- The professional attitude of staff
- The knowledge of staff
- The time it takes to reach SHHRC Helpdesk staff
- The time it takes to obtain an answer to questions

- The fairness of the treatment
- The way the issues raised are dealt with
- Other (please, specify)
- Don't know / no response

## Q21

Q18.EQ.2-5

Last time you contacted the SSHRC Helpdesk by telephone, how long did it take to get a response to your enquiry?

- Same day
- Within 24 hours
- Within 48 hours
- It took more than 48 hours
- I never did get a response
- Not applicable — I never made a telephone enquiry
- Don't know / no response

## Q22

Q21.EQ.1-4

Do you consider this to be...

- a reasonable amount of time
- too little time
- too much time
- Don't know / no response

## Q23

Q18.EQ.2-5

Last time you contacted the SSHRC Helpdesk by e-mail, how long did it take to get a response to your enquiry?

- Same day
- Within 24 hours
- Within 48 hours
- It took more than 48 hours
- I never did get a response
- Not applicable — I never made an e-mail enquiry
- Don't know / no response



**Q25.EQ.2-5**

**Q26\_06** The time it took to obtain an answer to your questions

- 

**Q25.EQ.2-5**

**Q26\_07** The fairness of the treatment you were given compared to your colleagues

- 

**Q25.EQ.2-5**

**Q26\_08** The way the issues you raised were dealt with

- 

**Q25.EQ.2-5**

**Q26\_09** Your overall satisfaction with the service provided by SSHRC staff

- 

**Q27**

**Q25.EQ.2-5**

**If SSHRC could improve only one aspect of the service provided by its staff, which one should it be?**

- The information or advice received
- The courtesy of staff
- The professional attitude of staff
- The knowledge of staff
- The time it takes to reach SSHRC staff
- The time it takes to obtain an answer to questions
- The fairness of the treatment
- The way the issues raised are dealt with
- Other (please, specify)
- Don't know / no response

**Q28**

**Q25.EQ.2-5**

**Last time you contacted the SSHRC staff (other than Helpdesk staff) by telephone, how long did it take to get a response to your enquiry?**

- Same day
- Within 24 hours
- Within 48 hours
- It took more than 48 hours
- I never did get a response

- Not applicable — I never made a telephone enquiry
- Don't know / no response

### Q29

Q28.EQ.1-4

**Do you consider this to be...**

- a reasonable amount of time
- too little time
- too much time
- Don't know / no response

### Q30

Q25.EQ.2-5

**Last time you contacted the SSHRC staff (other than Helpdesk staff) by e-mail, how long did it take to get a response to your enquiry?**

- Same day
- Within 24 hours
- Within 48 hours
- It took more than 48 hours
- I never did get a response
- Not applicable — I never made an e-mail enquiry
- Don't know / no response

### Q31

Q30.EQ.1-4

**Do you consider this to be...**

- a reasonable amount of time
- too little time
- too much time
- Don't know / no response

### Q32

**In your view, what would be a reasonable amount of time to get a response to a telephone enquiry?**

- Same day
- Within 24 hours
- Within 48 hours

- Within 72 hours
- Within 1 week
- Don't know / no response

### Q33

**In your view, what would be a reasonable amount of time to get a response to an e-mail enquiry?**

- Same day
- Within 24 hours
- Within 48 hours
- Within 72 hours
- Within 1 week
- Don't know / no response

### Q34

**If you would like to leave us other comments on any aspect of SSHRC services, whether or not they are covered in this questionnaire, please use the space below.**

### QTHANKS

**Thank you for completing this important questionnaire.  
Your responses have been recorded.  
You may now close this browser window.**

Progression in the questionnaire



# ***APPENDIX B***

Detailed tables available upon request

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