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## ***Citizenship and Immigration Canada Comment Card Pilot Project***

### Final Report

Prepared for

Client Service Initiative  
**Citizenship and Immigration Canada**  
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# ***EXECUTIVE SUMMARY***

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Citizenship and Immigration Canada (CIC) has embarked onto a large-scale service improvement process named "Client Service Initiative" which includes several components. This report presents the results of a pilot project aimed at offering clients comment cards for immediate feedback to port of entry and inland CICs on their service experience.

Between mid-February and mid-August 2001, 23 ports of entry and inland offices, mainly from Quebec and British Columbia, were involved in the project whereby comment cards were offered (first passively, then actively) to clients who could return them by mail. Canada Post was contracted to handle the logistics of the production and distribution of required materials and to keypunch the data.

## ***Conclusions regarding the comment card pilot project***

- A total of 317 comment cards were returned over a five-month period. This is an extremely low participation rate.
- Of the 25 possible issuance points (two offices were port of entry as well as inland offices), 19 had at least one completed card and 12 had at least 5 (one per month). Quebec offices represented 17% of the returns and BC, 79%. Four BC offices accounted for 212 cards or 67% of all returns (CIC Kingsgate, CIC Douglas, CIC Vancouver International Airport and CIC Prince George).
- As used, the comment card approach seriously underestimates client satisfaction. The average satisfaction measured in Quebec during the pilot project was one point lower (3.2 vs. 4.3) than the results obtained in a special experiment conducted in three offices of the Eastern Townships (CIC Sherbrooke, CIC Trois-Rivières and CIC Rock Island). In this experiment, all clients were approached over a two week period to

complete the comment card as a means to measure satisfaction — instead of only making cards available to clients as an on-going feedback mechanism.

### ***Conclusions regarding client satisfaction***

- The following conclusions must be construed as tentative because of the non random nature of the sample.
- Overall satisfaction was highest with service at
  - inland offices (4.1 on 1-to-5 scale),
  - followed by land ports of entry (3.7), and
  - air ports of entry (2.3).
- Speed of service is the main culprit for clients, particularly at air ports of entry
  - 4.2 for inland offices,
  - 3.5 for land ports of entry, and
  - 1.8 for air ports of entry.
  - At Vancouver International Airport, wait times were long enough for several clients to indicate that three or four-hour long delays translated into missed connecting flights — there is no indication of substantial confusion between Immigration and Custom services; the delays were most likely due to Immigration services.
  - Perceived low speed of service probably provoked a halo effect on the perception of other service components.
  - Service standards may help deal with this issue.
- Poor POE ratings (particularly at air ports of entry) were not due to outcomes which did not satisfy the clients: satisfaction with service was substantially lower among POE clients who were admitted into Canada than among inland office clients, even though only 4 out of 169 POE clients were denied admission.

### ***Conclusions regarding the causes of low participation***

- The comment cards were not given enough visual prominence.
- The return by mail was conducive to not completing the card.
- Supplies were difficult to obtain from the supplier.
- Project communications were difficult.
- The comment card design could be improved.

- There is a negative perception of the comment card system among some staff.
- Some clients had difficulty completing the card.

### ***Recommendations***

- Regarding the logistics of the system: revise the design of the comment card, improve stock management, empower offices, develop a project team.
- Regarding the collection of on-going information: ensure buy-in, clarify communications, improve the profile of the comment cards.
- Regarding the measurement of client satisfaction: implement systematic survey periods in addition to using an on-going approach, repeat measurement at regular intervals.
- Regarding the improvement of client satisfaction: emphasize speed of service particularly at ports of entry and especially at airports; the implementation of service standards may help.





# Chapter 1

## INTRODUCTION

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Citizenship and Immigration Canada (CIC) has embarked onto a large-scale service improvement process named "Client Service Initiative" which includes several components: a series of projects focussed on the rapid resolution of problems in the areas of access to CIC services, quality assurance and case management, and a pilot project on the centralization of the management of certain types of transactions. This report presents the results of a pilot project aimed at offering clients a means for immediate feedback to port of entry and inland CICs on their service experience.

### ***Pilot project***

The client comment card system involved making bilingual comment cards (see Appendix A) available to clients on custom-designed displays; comments cards could be mailed back by clients at no cost to them. Canada Post was contracted to produce the comment cards and their displays, to supply offices with stock, to gather the mailed cards and to keypunch the responses. Computer-readable data files were sent to **Circum Network Inc.** for analysis.

Twenty-three inland offices and ports of entry, mainly from Quebec and British Columbia, enrolled into the project which was field-initiated in March

2001 (see Exhibit 1.1 for a list of offices). Client feedback data used in this report were collected until the end of July 2001, for a total project duration of about five months.

### EXHIBIT 1.1 • Participating offices

|   | Port of entry |      | Inland office |
|---|---------------|------|---------------|
|   | Air           | Land |               |
| <b>Quebec</b>                               |               |      |               |
| CIC Lacolle                                 |               | ✘    |               |
| CIC Philipsburg                             |               | ✘    |               |
| CIC Armstrong                               |               | ✘    |               |
| CIC Montreal International Airport (Dorval) | ✘             |      |               |
| CIC Rock Island                             |               | ✘    |               |
| CIC Sept-Iles                               |               | ✘    | ✘             |
| CIC Quebec                                  |               |      | ✘             |
| CIC Sherbrooke                              |               |      | ✘             |
| CIC Trois Rivières                          |               |      | ✘             |
| CIC Hull                                    |               |      | ✘             |
| CIC Montreal Inland Services                |               |      | ✘             |
| CIC Montreal Citizenship Services           |               |      | ✘             |
| <b>British Columbia</b>                     |               |      |               |
| CIC Huntingdon                              |               | ✘    |               |
| CIC Kingsgate                               |               | ✘    |               |
| CIC Douglas                                 |               | ✘    |               |
| CIC Vancouver International Airport         | ✘             |      |               |
| CIC Osoyoos                                 |               | ✘    |               |
| CIC Victoria                                |               | ✘    | ✘             |
| CIC Vancouver Admissions                    |               |      | ✘             |
| CIC Prince George                           |               |      | ✘             |
| CIC Kelowna                                 |               |      | ✘             |
| <b>Other offices</b>                        |               |      |               |
| CIC Pearson International Airport           | ✘             |      |               |
| CIC Halifax International Airport           | ✘             |      |               |

### ***Assignment***

Originally, our assignment was:

- to verify the feasibility and usefulness (collection of information on the level of use and on its impact on offices; assessment of the tooling and procedures used in the pilot project) of a comment card-based client feedback mechanism based on the Common Measurement Tool promoted by Treasury Board Secretariat;
- to collect client perceptions of and opinions on the service on a systematic and on-going basis.

Because of the low participation rate, the second part of the assignment was not carried out on an on-going fashion but a summative analysis is contained in this report.

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

The study approach is presented in Chapter 2. Observations on the results of the pilot project are presented in Chapter 3, including results from a special study of client satisfaction using the comment card. Chapter 4 discusses the reasons underlying the results of the pilot project. Chapter 5 outlines our recommendations regarding the comment card system.



# *Chapter 2*

## ***APPROACH***

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This study is based on four sources of information: two instances of use of the comment cards and two qualitative assessments in the field.

### ***2.1 Instances of use of the comment cards***

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Comment cards were used in the context of the pilot project as well as for systematic client feedback in three offices in Quebec. Methodological considerations relative to each of these instances of use are summarized in Exhibit 2.1

**EXHIBIT 2.1 • Methodological considerations regarding  
the instances of use of the comment card**

| Assessment categories      | Pilot project  | Client survey in three Quebec offices   |
|----------------------------|--|---|
| Questionnaire design       | <ul style="list-style-type: none"> <li>Separate comment cards for inland offices and ports of entry, see appendix 1.</li> <li>The content of the comment card was prepared by CIC based, in part, on the 2000 survey on access to inland offices.</li> </ul> | <ul style="list-style-type: none"> <li>same</li> </ul>  |
| Geographical coverage      | <ul style="list-style-type: none"> <li>23 offices in Quebec and British Columbia plus Pearson airport and Halifax Airport (see Exhibit 1.1)</li> </ul>   | <ul style="list-style-type: none"> <li>Two inland offices: Sherbrooke and Trois-Rivières</li> <li>One port of entry: Rock Island</li> </ul>   |
| Sampling strategy          | <ul style="list-style-type: none"> <li>No sampling was done; the cards were available for any client to use from mid-February 2001 to mid-August 2001.</li> </ul>  | <ul style="list-style-type: none"> <li>All clients serviced between August 20 and August 31, 2001.</li> <li>This period included two labour strike days.</li> </ul>   |
| Data collection operations | <ul style="list-style-type: none"> <li>Small numbers of cards were returned. Chapters 3 and 4 describe and explain this situation.</li> </ul>  | <ul style="list-style-type: none"> <li>Most clients were approached and cooperated.</li> <li>Trois-Rivières: 13 clients approached, 13 cards completed.</li> <li>Sherbrooke: 63 clients approached, 56 cards completed, 7 language problems</li> <li>Rock Island: 498 clients approached, 118 cards completed.</li> </ul> |
| Data weighting             | <ul style="list-style-type: none"> <li>In the absence of traffic data, no weighting was applied.</li> </ul>  | <ul style="list-style-type: none"> <li>No weighting was applied; data were reported by office.</li> </ul>   |
| Data processing            | <ul style="list-style-type: none"> <li>SAS software</li> </ul>   | <ul style="list-style-type: none"> <li>SAS software</li> <li>In five cases, scale ratings were manually reversed since they obviously clashed with the comments offered.</li> </ul>   |
| Data analysis              | <ul style="list-style-type: none"> <li>Basic crosstabs</li> </ul>  | <ul style="list-style-type: none"> <li>Basic crosstabs</li> </ul>   |

**Limitations of this research.** The pilot project was implemented to assess the feasibility of implementing a comment card system for client feedback and to gauge the usefulness of the information for the organization. As such, it does not produce a statistically representative picture of the state

of client satisfaction (which it is not meant to measure) for the time and locations concerned. In the case of the client survey in three Quebec offices, care in implementation and high cooperation rates provide more confidence in the representativity of the data gathered. Still, the sample reflects a one point in time situation.

## 2.2 **Qualitative assessments**

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The pilot project was assessed on a qualitative basis through two consultations of offices involved.

First, an open-ended questionnaire (see Appendix B) was sent to participating offices in May 2001. Merely all offices replied in some way. The results of this consultation were weeded into Chapter 4 of this report.

Secondly, during the week of August 20, 2001, a **Circum Network Inc.** research analyst spent the better of one day on location at each of the following three sites: CIC-Lacolle, CIC Aéroport de Montréal and CIC Montréal Services intérieurs. The researcher surveyed most of the clients who visited the office and probed the views of CIC staff, based on the guides reproduced in Appendix C. Results from this enquiry are found in Chapter 4.





# Chapter 3

## **PILOT PROJECT RESULTS**

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### **3.1 *Comment card pilot project***

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There were 23 participating offices in the pilot project. As of end of July 2001, 317 comment cards had been returned and keypunched by Canada Post. We have no precise data on the number of cards which were handed out to or taken by clients. However, since some offices requested additional stock, we can conclude that the volume of cards returned is only a fraction of the number of cards placed with clients.

Exhibit 3.1 presents the number of completed cards received according to the issuing office. Of the 25 possible issuance points (two offices were port of entry as well as inland offices), 19 have at least one completed card and 12 have at least 5 (one per month). This is an extremely low participation rate. Quebec offices represent 17% of the returns and BC, 79%. In fact, four BC offices account for 212 cards or 67% of all returns.

### EXHIBIT 3.1 • Number of cards returned

|   | Ports of entry |            | Inland offices |
|---|----------------|------------|----------------|
|   | Air            | Land       |                |
| <b>Quebec → 54 cards</b>                    |                |            |                |
| CIC Lacolle                                 |                | 16         | n/a            |
| CIC Philipsburg                             |                | 0          | n/a            |
| CIC Armstrong                               |                | 0          | n/a            |
| CIC Montreal International Airport (Dorval) | 1              |            | n/a            |
| CIC Rock Island                             |                | 0          | n/a            |
| CIC Sept-Iles                               |                | 0          | 0              |
| CIC Quebec                                  |                | n/a        | 8              |
| CIC Sherbrooke                              |                | n/a        | 0              |
| CIC Trois Rivières                          |                | n/a        | 0              |
| CIC Hull                                    |                | n/a        | 1              |
| CIC Montreal Inland Services                |                | n/a        | 14             |
| CIC Montreal Citizenship Services           |                | n/a        | 3              |
| Other (unidentified) Quebec offices         |                | 9          | 2              |
| <b>British Columbia → 250 cards</b>         |                |            |                |
| CIC Huntingdon                              |                | 5          | n/a            |
| CIC Kingsgate                               |                | 54         | n/a            |
| CIC Douglas                                 |                | 41         | n/a            |
| CIC Vancouver International Airport         | 77             |            | n/a            |
| CIC Osoyoos                                 |                | 2          | n/a            |
| CIC Victoria                                |                | 2          | 0              |
| CIC Vancouver Admissions                    |                | n/a        | 10             |
| CIC Prince George                           |                | n/a        | 40             |
| CIC Kelowna                                 |                | n/a        | 3              |
| Other (unidentified) BC offices             |                | 6          | 10             |
| <b>Other offices → 14 cards</b>             |                |            |                |
| CIC Pearson International Airport           | 13             | 13         | n/a            |
| CIC Halifax International Airport           | 0              | 0          | n/a            |
| <b>TOTAL</b>                                | <b>91</b>      | <b>148</b> | <b>91</b>      |

The pilot project hoped to develop a means to provide individual offices with a monthly portrait of their clients' satisfaction. This disappointing result suggests that this may not be possible — **unless there is a very strong buy-in at the local level**. Chapter 4 will provide some explanation of this result.

Exhibits 3.2, 3.3 and 3.4 summarize the quantitative results obtained, by type of office, by region (for Quebec and British Columbia; Ontario has too few cases) and by location (for the four sites which have sufficient numbers of cards returned). It is important to remember that these data do not stem from a controlled, systematic and random sample of clients but rather from a self-selected group of individuals who were serviced mostly at four locations in Canada (CIC Kingsgate, CIC Douglas, CIC Vancouver International Airport and CIC Prince George; details on these four CICs are found in Exhibit 3.4).

**EXHIBIT 3.2 • Summary results by office type**

| Aspect of service        | Inland                   |             | POE         |             | POE |      |
|--------------------------|--------------------------|-------------|-------------|-------------|-----|------|
|                          | % satisfied <sup>1</sup> | average 1-5 | % satisfied | average 1-5 | Air | Land |
| Speed                    | 80%                      | 4.2         | 43%         | 2.9         | 1.8 | 3.5  |
| Competence               | 83%                      | 4.3         | 60%         | 3.6         | 3.2 | 3.9  |
| Courtesy                 | 86%                      | 4.4         | 65%         | 3.7         | 3.3 | 3.9  |
| Help <sup>2</sup>        | 81%                      | 4.2         | —           | —           | —   | —    |
| Fairness                 | 82%                      | 4.3         | 59%         | 3.6         | 3.2 | 3.8  |
| Efficiency               | 75%                      | 4.1         | 51%         | 3.1         | 2.2 | 3.8  |
| Information <sup>2</sup> | 79%                      | 4.1         | —           | —           | —   | —    |
| Overall                  | 77%                      | 4.1         | 50%         | 3.2         | 2.3 | 3.7  |
| # of cards               |                          | 91          |             | 226         | 91  | 135  |

<sup>1</sup> Sum of "satisfied" and "very satisfied".

<sup>2</sup> Asked only at inland offices because this dimension was identified as priority for improvement following the 2000 inland access to services survey.

The left side of Exhibit 3.2 presents the proportion of clients who rated the service as satisfying or very satisfying<sup>1</sup> as well the average rating between 1 (very dissatisfied) and 5 (very satisfied). Averages were preferred in the other areas of the table because they are a better measure when dealing with small sample sizes. The proportion of satisfied clients shown on the left side of the table can help the reader anchor the averages into percentages (which are easier to grasp for most people).

**EXHIBIT 3.3 • Summary results by region**

| Aspect of service | Quebec  |        |     | BC      |        |     |
|-------------------|---------|--------|-----|---------|--------|-----|
|                   | Overall | Inland | POE | Overall | Inland | POE |
| Speed             | 2.7     | 3.4    | 2.1 | 3.3     | 4.5    | 2.9 |
| Competence        | 3.2     | 3.6    | 2.8 | 3.9     | 4.6    | 3.7 |
| Courtesy          | 3.4     | 3.8    | 3.0 | 4.0     | 4.7    | 3.8 |
| Help              | 3.5     | 3.5    | —   | 4.5     | 4.5    | —   |
| Fairness          | 3.1     | 3.6    | 2.8 | 3.9     | 4.6    | 3.7 |
| Efficiency        | 2.9     | 3.4    | 2.5 | 3.5     | 4.4    | 3.2 |
| Information       | 3.4     | 3.4    | —   | 4.4     | 4.4    | —   |
| Overall           | 2.8     | 3.2    | 2.5 | 3.5     | 4.5    | 3.2 |
| # of cards        | 54      | 28     | 26  | 250     | 63     | 187 |

On a scale from 1 to 5, an average rating of 4 ("satisfied on the 5-point scale) represents "adequate" service. In Western culture, being "satisfied" does not require much commitment; being "very satisfied" does. Ratings higher than 4 creep into the territory of "good" service while ratings higher than 4.5 reach the "excellence" zone, especially for a public service organization. At the other end of the scale, ratings below 4 suggest that there are some problems with the service delivery while **ratings below 3 are indicators of serious concerns.**

<sup>1</sup> Note that the comment card did not label each point of the five-point scale. Only the extremes were named. The left side was labelled "very dissatisfied" and the right side, "very satisfied". Limited space led to that design decision even though it is preferable to name each point of such scales.

**EXHIBIT 3.4 • Summary results by location**

| Aspect of service | CIC Kingsgate | CIC Douglas | CIC VIA | CIC Prince George |
|-------------------|---------------|-------------|---------|-------------------|
| Speed             | 4.0           | 3.9         | 1.5     | 4.7               |
| Competence        | 4.2           | 4.2         | 3.1     | 4.9               |
| Courtesy          | 4.3           | 4.2         | 3.2     | 4.9               |
| Help              | —             | —           | —       | 4.8               |
| Fairness          | 4.2           | 4.1         | 3.1     | 4.8               |
| Efficiency        | 4.1           | 4.2         | 1.9     | 4.7               |
| Information       | —             | —           | —       | 4.7               |
| Overall           | 4.1           | 4.1         | 2.1     | 4.8               |
| # of cards        | 54            | 41          | 77      | 40                |

Note: only these offices had enough cards returned to obtain separate statistics.

Remembering that the sample was not randomly drawn and that statistical reliability cannot be assessed, this table leads to the **following conclusions** (also, office by office stated priorities for improvement and additional comments are reproduced in Appendix D):

- 1 Satisfaction with inland office service was higher than that with ports of entry.** There is almost a full point difference. The gap is apparent overall as well as in Quebec and BC separately.
- 2** The ratings for **inland** offices were in the area of "**good**" service, not stellar, but good. Clients were most critical of the efficiency of the service.
- 3 Satisfaction with land ports of entry is significantly higher than that with air ports of entry.** The difference between the two types of ports of entry is larger than the difference between inland offices and ports of entry in general.
- 4** The ratings for **air ports of entry** were **low**, especially regarding **speed of service**. The speed of service issue is mirrored in Quebec and BC. Noting that the data do not support sophisticated analysis, the pattern of satisfaction scores at ports of entry suggests that speed of service

was the core issue for clients; it affected their assessment of service efficiency, a neighbouring content, and it determined their overall satisfaction. Natural halo effects then affected the ratings on competence, courtesy and fairness. Thus, **the central issue was speed of service, a situation which is often effectively dealt with through service standards.**

- 5 Quebec offices received **lower** ratings than BC offices. The difference is apparent at inland offices as well as at ports of entry.
- 6 **Poor POE ratings were not due to results which did not satisfy the clients.** Exhibit 3.5 shows that, while POE client with negative results were indeed less satisfied than other clients, satisfaction with service was substantially lower among POE clients who were admitted into Canada than among inland office clients. Note that 169 clients were admitted while only 4 were denied admission.

**EXHIBIT 3.5 • POE ratings according to service result**

| Aspect of service | Inland | POE | POE       |                       |                     |       |           |
|-------------------|--------|-----|-----------|-----------------------|---------------------|-------|-----------|
|                   |        |     | Admission | Conditional admission | Denial of admission | Other | Not coded |
| Speed             | 4.2    | 2.9 | 3.0       | 3.2                   | 2.0                 | 2.8   | 1.9       |
| Competence        | 4.3    | 3.6 | 3.7       | 4.3                   | 2.0                 | 3.4   | 2.9       |
| Courtesy          | 4.4    | 3.7 | 3.8       | 4.3                   | 2.0                 | 3.0   | 3.2       |
| Fairness          | 4.3    | 3.6 | 3.8       | 3.8                   | 2.0                 | 3.0   | 2.9       |
| Efficiency        | 4.1    | 3.1 | 3.3       | 3.5                   | 2.0                 | 3.6   | 2.1       |
| Overall           | 4.1    | 3.2 | 3.3       | 3.5                   | 2.0                 | 3.4   | 2.3       |
| # of cards        | 91     | 213 | 169       | 13                    | 4                   | 5     | 35        |

- 7 Among the four ports of entry for which individual data are available (Exhibit 3.4), CIC Vancouver International Airport stands out. The ratings of **CIC VIA** are particularly **low** with regard to **speed** of service and, hence, service efficiency.

## **3.2 Eastern Townships client survey**

The participation rate in the surveys of clients implemented at CIC Sherbrooke, CIC Trois-Rivières and CIC Rock Island during the second half of August 2001 were quite high: almost all clients were approached to complete the comment card and almost all clients did complete it. This experience shows that a focussed, time-bound approach to client feedback can work — assuming solid buy-in at the local level.

Exhibit 3.6 contains the summary results for the three offices involved. It suggests the **following conclusions** (office by office stated priorities for improvement and additional comments are reproduced as is in Appendix E).

**EXHIBIT 3.6 • Eastern Townships summary results**

| Aspect of service | CIC Sherbrooke | CIC Trois-Rivières | CIC Rock Island |
|-------------------|----------------|--------------------|-----------------|
| Speed             | 4.5            | 4.5                | 4.0             |
| Competence        | 4.6            | 4.6                | 4.4             |
| Courtesy          | 4.6            | 4.8                | 4.5             |
| Help              | 4.6            | 4.4                | —               |
| Fairness          | 4.5            | 4.4                | 4.4             |
| Efficiency        | 4.5            | 4.5                | 4.4             |
| Information       | 4.5            | 4.3                | —               |
| Overall           | 4.4            | 4.3                | 4.3             |
| # of cards        | 61             | 13                 | 118             |

Note: entries are averages on a scale from 1 to 5 where 1 means "very dissatisfied" and 5, "very satisfied"

- 1 Speed gets lower ratings** than other aspects of service only at the port of entry.
  
- 2 Satisfaction** measured in this survey (which stands much closer to a scientific study than the self-selected, passive comment card model — with the caveat that it is not based on the disinterested involvement of a third party) is much higher than that measured in the comment card pilot project: the average overall satisfaction for the larger inland office

is 4.4 compared to a score of 3.2 in the pilot project for Quebec inland offices; the figures are respectively 4.3 and 1.6 in the case of the port of entry. ***This suggests that the pilot project passive approach seriously underestimates client satisfaction.***



# Chapter 4

## **REASONS FOR THE PROJECT RESULTS**

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Based on the responses offered by participating offices to the May 2001 enquiry and based on the on-site observations performed by **Circum Network Inc.** in late August 2001, three types of factors were identified to explain the underlying dynamics of the pilot project. They are: factors associated with the organization of the project (logistics), factors related to CIC staff and factors stemming from client reactions.

### **4.1 Organization of the project**

---

Several technical and logistical difficulties marked the unfolding of the pilot project.

#### **Visual prominence**

- 1** Visibility of the comment cards was a problem in the offices visited. Comment cards were in their display but they were placed in a low visual accessibility location.

For example, in one case, the display was located near the exit of the office — which would seem appropriate — but it was also right before the luggage pick-up. Clients were approached this way at the end of a long journey (flight, waiting line, Customs, waiting line, meeting with an Immigration officer, paperwork, etc.); when they would finally reach the area where they could fill out a comment card, they would often be stressed out, in a hurry, waited for and, above all, only one step away from the luggage and the exit. During the on-site observation period, not a single client picked up a comment card or even seemed to notice the display. When asked about it, clients said they did not even see it. Employees mentioned that clients rarely go towards the display unless they specifically need a form or information on service.

Several staff members voiced suggestions to better locate displays and to design posters to invite clients to give their opinion on the service.

### ***Return process***

- 2** Several sites did not benefit from easy access to a mailbox — which would be an incentive to clients to fill out the comment card on site and send it immediately. This may partly explain the gap between the number of cards distributed and the number returned. Although some employees suggested putting a drop-off box at each site, others worried that clients could get confused and use the comment card box to deliver regular CIC correspondence (e.g., application forms).

### ***Supplies***

- 3** Most employees consulted found the display stand designed by Canada Post to be inadequate. Only one out of three offices visited used the official display; some representatives from the other offices indicated that they found the display too dangerous. Instead of the project display, they used their own, or bought a small plastic display specifically for comment cards.
- 4** Supplies were hard to come by. Some offices which requested the wall-mounted display did not receive it. In one case, a request for more

comment cards was not acted upon. In both cases, several requests were made to Canada Post to act.

### ***Project communications***

- 5 Clients were rarely directly invited to fill out the comment card or handed them out directly. Some CIC staff were specifically told locally not to hand out comment cards to clients. Other offices were told differently, as the officers themselves distributed the comment cards to clients.

Half-way into the pilot project, the project manager asked participating offices to start distributing comment cards proactively; it appears to have been done in some locations but not in others.

- 6 Information on the pilot project implementation did not filter down easily. Within the three offices visited, information seemed contradictory: one office ended the testing in May and the other two kept it going.

### ***Comment card design***

- 7 The use of pictograms on the comment card was recommended to accommodate clients not fully acquainted with official languages.
- 8 Notwithstanding early consultations of field staff and managers, the design of the comment card was not appreciated by several employees. They criticized the content of the questions as well, pointing out that some questions may bring confusion. While some found the content acceptable, others considered it too difficult to understand for a newcomer.

## **4.2 *CIC staff***

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Staff reactions to the feedback system were lukewarm.

- 9** Some were in favour of the exercise while others doubted its usefulness ("waste of time and money"). Some added that they would have participated more fully if the project had been limited in time. They also seemed concerned with the exercise.
- 10** Reactions vary widely, from positive to neutral to negative, from people to people.
- 11** There is a perception that clients rate the service differently according to the outcome of the service encounter: if they were denied admission, they will rate the service more poorly than otherwise. Many staff were of the view that clients do not discriminate between the service itself and the outcome of the service. Data presented in the previous chapter counters this view.
- 12** When asked if they would be willing to distribute the comment card to their clients, most of the immigration officers responded positively. Only a few noted the lack of space on their desk, their lack of interest and the time issues that would be raised — since it would require more time to explain to each client the ins and outs of the survey. One office also questioned the neutrality of the effort if the officers were responsible for the distribution. It was felt that this could constitute a conflict of interest for them to be giving people the cards, because it would be like soliciting compliments.
- 13** Some staff believed that there is a hidden agenda to the whole exercise given that it asks clients to specify the port of entry as well as the specific date and time of the visit. According to these people, this information makes it very easy to identify which officer the client dealt with. Some employees saw the comment card as a means of collecting information about specific employee performance. A director also suggested to put the employee's ID on the card for that same purpose.
- 14** In one office, immigration officers had little knowledge of the entire comment card pilot project because clients are greeted by security agents who distribute the forms and brochures before clients meet an immigration officer.

### 4.3 *Client reactions*

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Clients dealing with CIC present specific characteristics that need to be taken in consideration. Besides the fact that several clients do not have English or French as their mother tongue, the idea of formally giving their opinion on service does not come naturally to many.

When asked why they think few clients responded, the most common client answer was that clients did not see the comment card. For most, it was the first time they had seen it.

**15** In most cases, approaching the clients was easy and clients agreed to complete the card. A few clients refused because of lack of time.

**16** Misunderstanding due to language barriers was an issue. It was difficult to communicate with clients who spoke little French or English. Although they agreed to fill out the card, it is doubtful that they had full understanding of the exercise.

**17** Few clients found the design of the card appealing. Most said the card design should be more visual and colourful.

**18** All clients stated that a more personalized, handing-out approach would be much more effective. It was, in fact, their preferred method of distribution. According to clients, access to an on-site drop-off box would facilitate the process.



# Chapter 5

## RECOMMENDATIONS

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Through the various modules of this assessment study, observations were made concerning the implementation of the pilot project and its potential as a tool to gauge client satisfaction. Ensuing recommendations were grouped under four headings: organizational aspects of the project, comment cards as a means of providing on-going client feedback, comment cards as a means of measuring client satisfaction, improving client satisfaction.

### 5.1 *Logistics of the project*

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- 1 *Revise the design of the comment card.*** A clearer design with better separation of the English and French text and appropriate use of colours would help. The questions not related to satisfaction should come last and be restricted in number and space. All satisfaction scale points should be labelled; the box numbering need not be as prominent as it is. The time of day field should be taken out.
- 2 *Improve stock management.*** The system should ensure that offices have adequate stock of comment cards and proper displays. A redesign of the displays may be required.

- 3 Empower offices.** There are advantages to using Canada Post as a relay in the comment card system. Clients can leave an office with a card and complete it at their leisure — data indicate they probably don't, however. The technical burden of keypunching rests with an outside party which also ensures that no filtering of the comments takes place. However, the Canada Post connection has also caused problems particularly due to the apparent lack of responsiveness of the supplier to repeated requests for service. In view of the pilot experience, offices should set up drop-off boxes and should be asked to carry out the data entry, as representatives from the three Eastern Townships offices did. With simple informatics tools, they could also receive the basic data they need to assess the results.
- 4 Develop a project team.** On-going client feedback and periodic client satisfaction measurement would benefit from the creation of a centralized team (such as the CSI team). Its responsibilities would include the logistics of the data collections as well as the reporting on results.

## 5.2 **Collecting on-going client feedback**

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- 5 Ensure buy-in.** Staff buy-in is essential to the success of such a project. It will exist only insofar as management makes a commitment to the comment card system as a management tool and as a means toward continuous improvement. Management must be clear about project objectives; in particular, it must establish that the data will not be used for performance appraisal or for performance monitoring but rather to feed into local improvement plans.
- 6 Clarify communications.** Improve communication channels. Ensure that messages are consistent. A project Web site with a list of frequently asked questions (FAQ) may be a way to develop uniformity in communications.
- 7 Improve the profile of the comment cards.** As implemented, the pilot project showed that insufficient data were produced to inform



management on client feelings about service on an on-going fashion. The most productive of all offices totals 77 cards over 5 months or 15 cards per month. Short of initiating the proactive handing out of the cards with a request for feedback, the profile of the comment card system should be improved through visuals, better placement and, possibly, feedback of the results to clients in the form of postings of the previous period ratings.

### 5.3 **Measuring client satisfaction**

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**8 Implement systematic survey periods.** The on-going, passive approach used in the pilot project does not generate enough data and does not produce representative enough data to be used to gauge client satisfaction reliably. Special, condensed survey periods should be created during which an office representative is tasked with approaching all clients (or a random sample of clients if traffic is heavy) with a request to complete the comment card on site. The Eastern Township project has shown that, with management buy-in and staff accountability, better results can be produced this way, at low cost without alienating staff.

**9 Repeat satisfaction measurement at regular intervals.** Measurement of client satisfaction gains value when it is done regularly, so that comparisons can be made from time to time and so that the effect of improvement to services can be assessed. Such comparisons are more reliable when they are based on systematic surveys (described above) rather than on a passive comment card system. The simple model recommended here offers an easy way to develop regular measurement.

### 5.4 **Improving client satisfaction**

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**10 Emphasize speed of service.** Speed of service, particularly at ports of entry and especially at airports, was the main culprit in clients'

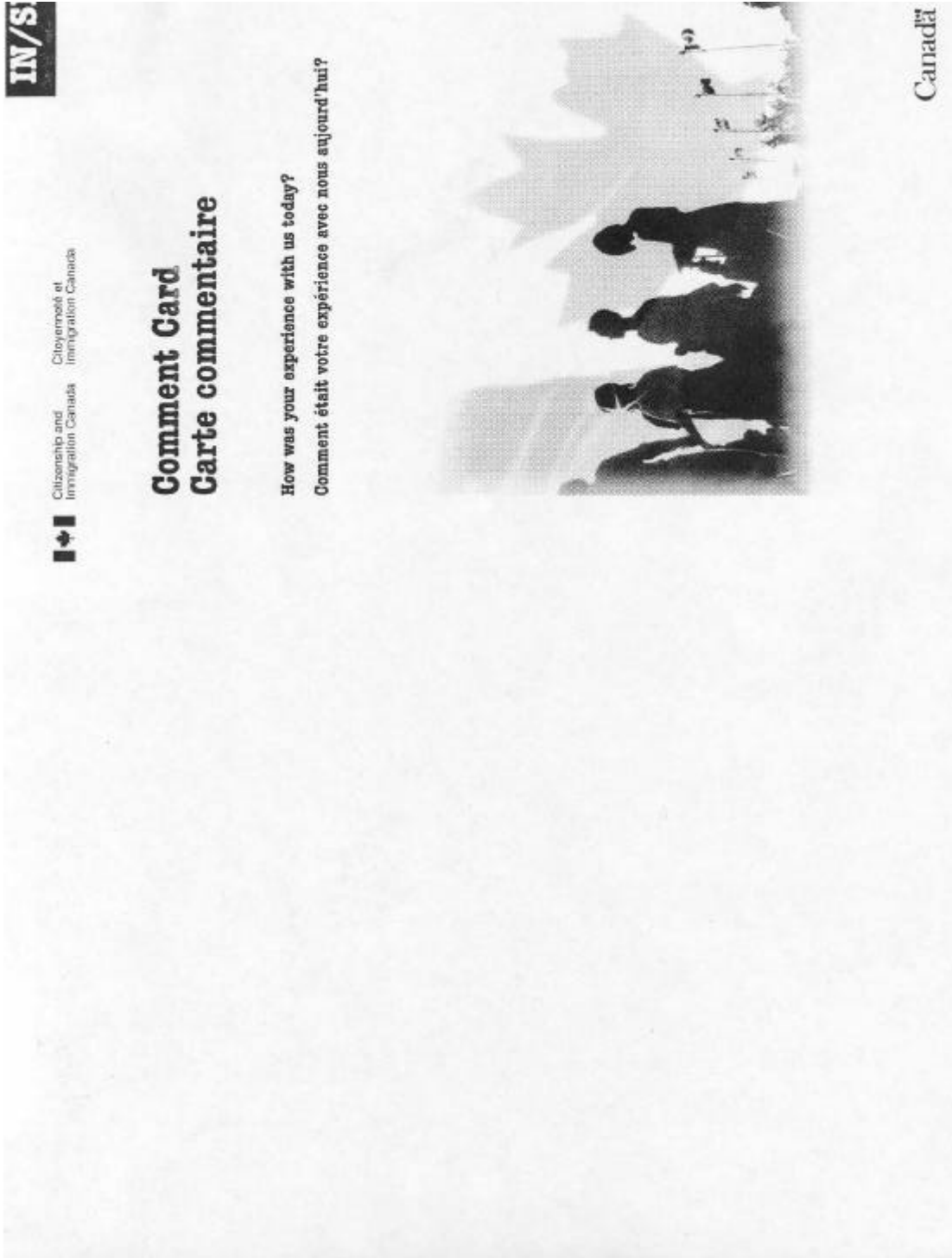
assessment of service. Based on the limited data available here, this should be a focal point of service improvement. National service standards could be an effective tool toward that end.

# ***APPENDIX A***

## ***Comment card***

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**POE/PE**

 Citizenship and Immigration Canada  
Citoyenneté et Immigration Canada

**Comment Card  
Carte commentaire**

**How was your experience with us today?  
Comment était votre expérience avec nous aujourd'hui?**



**Canada**

**Port of entry / Point d'entrée** \_\_\_\_\_

**Date and time of your visit / Date et heure de votre visite** \_\_\_\_\_

**How did you travel to Canada? / Quel moyen de transport avez-vous utilisé pour venir au Canada?**

By plane/L'avion  By bus/L'autobus

By car/L'automobile  By train/Le train

Other (please specify)/Autre (veuillez préciser) : \_\_\_\_\_

**In what capacity were you seeking admission to Canada? / A quelle titre demandiez-vous l'admission au Canada?**

Visitor/Visiteur

Student/Étudiant

Temporary worker under the North American Free Trade Agreement / Travailleur temporaire en vertu de l'Accord de libre-échange nord-américain

Other temporary worker/Autre travailleur temporaire

Refugee claimant/Requérant du statut de réfugié

Permanent resident of Canada/Résident permanent du Canada

Canadian citizen/Citoyen canadien

Other (please specify)/Autre (veuillez préciser) : \_\_\_\_\_

**Were you informed of the reasons for your referral to immigration services? / Avez-vous été informé des raisons pour lesquelles vous avez été dirigé vers les services d'immigration?**

No/Non

Yes (Please check as many boxes as apply to your situation) / Oui (Veuillez cocher toutes les cases correspondant à votre situation)

To verify my identity/Pour vérifier mon identité

To verify my status in Canada/Pour vérifier mon statut au Canada

To determine if I am legally admissible/Pour vérifier si je suis légalement admissible

To clarify the purpose of my trip/Pour clarifier le but de mon voyage

To be issued a permit or a document/Pour l'émission d'un permis ou d'un document

For criminal rehabilitation/Pour une réhabilitation criminelle

Other (please specify)/Autre (veuillez préciser) : \_\_\_\_\_

**What was the outcome of your referral to immigration services? / Quel a été le résultat de votre visite dans les bureaux d'immigration?**

Admission to Canada/Admission au Canada

Conditional admission to Canada/Admission conditionnelle au Canada

Authorization to leave Canada/Autorisation de quitter le Canada

Denial of admission to Canada/Admission refusée au Canada

Other (please specify)/Autre (veuillez préciser) : \_\_\_\_\_

**How satisfied were you with our services? / Quel est votre degré de satisfaction à l'égard de nos services?**

Very dissatisfied / Très insatisfait ← → Très satisfait / Very satisfied

|   |                            |                            |                            |                            |                            |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Speed of service / Rapidité du service              | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| Staff competence / Compétence du personnel          | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| Staff courtesy / Courtoisie du personnel            | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| Fair treatment / Équité du traitement               | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| Efficiency of services / Efficacité de nos services | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| Overall satisfaction / Le service en général        | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |

**Please indicate what should be our priorities for service improvement. / Veuillez nous indiquer quelles devraient être nos priorités afin d'améliorer nos services.**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Other comments please/Autres commentaires S.V.P.**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Your feedback is very important to us. Please drop this card in a mailbox. / Vos commentaires sont très importants pour nous. Veuillez déposer ce carton dans une boîte aux lettres. **Merci.**



# ***APPENDIX B***

## ***May 2001 Enquiry***

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May 2001

Hello,

Our comment cards will soon have been tested for three months in the ports of entry and inland offices of British Columbia and Quebec and, for a short period, in the Pearson and Halifax international airports (not included in the table). I would like to take this opportunity to briefly summarize the situation and invite you to help improve this product.

As of May 4, 2001, we had received a total of 150 questionnaires for the two regions where the testing was being done. Here are the participation results:

[...]

Although clients are not obliged to provide this feedback, the number of cards returned seems particularly low to us, and we are asking for your help to make this project a success in order to provide CIC with effective feedback tools.

Please take the time to fill in this questionnaire to the best of your knowledge. Your answers will help us make judicious choices as we move ahead with this pilot project.

#### **Clients**

1. Do clients seem to wonder about:
  - a) what the comment cards are for?
  - b) what the questions mean?
  - c) how to use the questionnaire?
2. What comments are heard most often?

#### **Employees**

3. Do employees react positively or negatively to this tool?
4. What comments are heard most often?
5. Do employees have questions about the purpose of the tool and how to use it? If so, would you like technical support to understand this better?

6. When asked, do employees explain to clients how to answer and return the questionnaire?

**Comment cards**

7. Do you have any comments regarding:
  - a) the content or the questions?
  - b) the design or colour?
8. Do you find the cards:
  - a) appealing enough from the client's point of view?
  - b) easy to understand and use?

**Procedures**

9. Do you believe it is effective to put the display and the questionnaires at the office's exit door?
10. Do you have any comments about the display stand that was delivered to you?
11. For those of you who decided to use the wall-mounted display, did it meet your expectations?
12. Has your office taken the initiative to put questionnaires on the counters and interview booths in the waiting room or in a spot that is clearly visible to clients? If you haven't, do you believe that this would be more effective?
13. Would it be helpful to promote the comment cards with posters explaining their usefulness?
14. Have you any suggestions regarding other ways to promote their use?
15. Would it be useful to put a box in your offices where clients could leave their questionnaires after they have filled them out?

Thank you for taking the time to answer.

Please return this questionnaire to André Cardinal and Imrat Vanier of the Client Service Initiative (CSI) by May 31, 2001 at the latest.

Your office:

Your name:

Your telephone number:

# ***APPENDIX C***

## ***On-site assessment***

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### **Guide relatif aux clients**

Remettre le carton au client

- Est-ce la première fois que vous voyez ce carton commentaires?
- Quelle première impression vous fait-il?
- Au cours des derniers mois, ce carton était disponible ici. Très peu de gens l'ont complété. Pourquoi, pensez-vous?
- Comment pourrait-on améliorer ce carton pour faire en sorte que les clients du ministère le complètent? Quelles autres améliorations pourrait-on faire pour que les clients du ministère le complètent (p.ex., la méthode de distribution, des explications de la part du personnel, le remettre sur place, etc.)?
- Si ce carton était disponible sur un présentoir sur un comptoir, seriez-vous porté(e) à en prendre un et à le compléter?
- Si ce carton vous avait été donné de main à main par un employé du ministère, seriez-vous porté(e) à le compléter?
- Qu'est-ce qui ferait en sorte de vous amener à l'utiliser pour exprimer votre opinion sur le service du ministère?

### **Guide relatif aux employés**

- Depuis quand votre point de service a-t-il des cartons commentaires disponibles?
- Y a-t-il eu des problèmes d'approvisionnement ou de livraison?
- Est-ce que votre point de service a simplement laissé les cartons et leur présentoir à la disponibilité des clients ou avez-vous donné les cartons aux clients de main à main? (Si le second : est-ce que le carton était donné avec une consigne ou explication particulière?) (Attention : distinguez ce qui était la règle et ce qui était l'exception.)
- Comment les membres du personnel voient-ils le projet pilote de cartons commentaires? Sont-ils favorables ou non? Considèrent-ils qu'il s'agit d'un exercice futile ou non?
- Très peu de clients ont retourné un carton complété au cours des derniers mois. D'après vous, pourquoi les clients sont-ils peu enclins à

ce type de rétroaction? Existe-t-il un problème d'alphabétisation? Les clients pourraient-ils avoir peur de remettre en question l'autorité du représentant ministériel?

- Avez-vous des suggestions pour améliorer les cartons commentaires ou tout autre élément du système mis en place pour le projet pilote de sorte à accroître le nombre de réponses obtenues des clients?



# ***APPENDIX D***

## ***Pilot project comments***

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Client comments were transcribed as they were received. Some of them deal with Customs service. However, the vast majority illustrate Immigration service. There is no indication that clients suffered from substantial confusion.



## **CIC Lacolle**

### ***Please indicate what should be our priorities for service improvement.***

- GOOD TREATMENT WITH VISITOR, AND DON'T WAST TIME OF VISITORS.
- I DON'T IF IT WAS THE GOVERNMENT DECISION TO BECOME THE WORSE BORDER IN THE WORLD AND CROSS OR NOT BUT YOU HAVE SUCCEEDED IN DOING SO. WHAT IS ALWAYS A GREAT TRIP & A GREAT COUNTRY NOW ALWAYS STARTS WITH TREPIDATION AND DELAYS.
- EXPLAIN / INFORM US WHY WE WHERE REFEREED TO IMMIGRATION. GIVE US 'SOME' ESTIMATE OF THE AMOUNT OF TIME IT IS GOING TO TAKE.
- SPEED !! WE CAME TO VISIT FOR A DAY TO INSPECT A PROPERTY IN MONTREAL. IT TOOK OVER AN HOUR TO DECIDE WHAT TO DO.
- DO NOT USE 23 YEAR OLD MISDEMEANOR CHARGE DWI, DRIVING WHILE INTOXICATED TO NOT LET ME STAY IN CANADA
- SPEED OF SERVICE. IF SOMEBODY TRAVEL IN A GROUP, YOU MUST INTERVIEW THE GROUP.
- BE FASTER IN YOUR SERVICE. WE ARE VISITING YOUR COUNTRY AND WE LOOSE 2 HOURS IN THIS OFFICE. ALL OF US HAVE OUR DOCUMENTS AS YOU REQUIRE AND IT MAKES US VERY UPSET TO WAIT SO LONG
- EVERYTHING WAS SMOOTH AND I WAS VERY PLEASED
- YOU MUST HAVE ENOUGH WOMEN TO SPEED UP THE PROCESS. PEOPLE WERE WAITING OVER AN HOUR TO BE SERVED
- I WOULD LIKE TO COMMENT THAT IMMIGRATION OFFICER [...] WAS VERY PROFESSIONAL
- BABY CARE ROOM, PRAYROOM
- LESS WAITING TIME WAITING IN THE LOBBY FEELS LIKE TORTURE IT WOULD BE BEST IF OFFICERS INFORM THE CLAIMANT ON A HOURLY BASIS ABOUT THE PROCESS
- CE N'EST PAS PARCE QU'ON EST IMMIGRANTS QUE L'ON DOIT ETRE TRAITE DE LA SORTE. LE PERSONNEL DE CE POINT D'ENTRÉE, SURTOUT CE JOUR LA AVAIT L'AIR DE DESTESTER TOUS LES IMMIGRANTS IL N'Y A AUCUNE COMPREHENSION DE LEUR PART. C'EST DOMMAGE ...SUITE
- SPEED IT UP. GET EMPLOYEES THAT HAVE BETTER ATTITUDES

### ***Other comments please***

- WHEN A VISITOR HAVE VISA IS OK, PLEASE DON'T STOPPED LONG TIME.
- I COME TO MONTREAL EVERY 2 TO 3 MONTHS AND FOR 12 YEARS WAS NON STOP ONCE AT THE BORDER. FOR THE PAST 2 YEARS I

- HAVE BEEN STOP EVERY TIME.I AM NOT A CRIMINAL AND HAVE NO RECORD AND HAVE NEVER BEEN REFUSED ADMISSION.
- WE WERE DETAINED FOR CLOSE TO 2 AND A HALF HOURS WITH NO EXPLANATION OF WHY OR HOW LONG THE PROCESS WAS GOING TO TAKE.
  - YOU WERE VERY SLOW , CUMBERSOM AND BUREAUCRATIC. THE WORLD MOVES MUCH FASTER TODAY AND YOU HAVEN'T KEEP UP. NEED FOR CONSISTENCY- CAME IN WITHOUT PROBLEM. THIS TIME YOU CAN'T MAKE A DECISION.
  - WAS A GREEN PARTY DELEGATE. POLITICAL INCORRECTNESS
  - IT IS VERY DISGUSTING STANDING FOR A LONG TIME IN THIS OFFICE FOR NO REASON. I DON'T WANT TO STAY IN CANADA FOR SOMETHING OTHER THAN VISITING
  - EVERYBODY WAS VERY POLITE. THANK YOU!
  - QUE CE GENRE DE PERSONNE AIT L'ESPRIT AUSSI FERME.
  - PLEASE TRAIN YOUR PEOPLE

### ***CIC Aéroport de Montréal***

***Please indicate what should be our priorities for service improvement.***

- CANADIAN

***Other comments please***

- NOT EVERY VISITOR WHO ENTERS CANADA COMES TO STAY ILLEGALLY YOUR COUNTRY IS NOT THAT GREAT ANYWAY TRY TO HAVE REGARD FOR OTHER CITIZEN& IMMIGRANT RIGHTS.

### ***CIC Québec***

***Please indicate what should be our priorities for service improvement.***

- DONNEZ DES SOLUTIONS AUX PROBLEMES DES IMMIGRANTS. J'AI RECU BEAUCOUP DES RESPONSES MAIS APRES QUELQUES JOURS J'AI SUS DES CHOSES QUE A IMM NON PAS DIT.
- UNE MEILLEUR INFORMATION DES ETAPES A FRANCHIR NE PAS CREER UN CLIMAT DE CRAINTE ET D'ANGOISSE DE SURPRISE.
- PLUS DE FLEXIBILITE SURE LES HORAIRES. C'EST A DIRE AVOIR UN PREPOSE DE 8-17 HRS
- TÉLÉPHONE & TÉLÉCOPIEUR & ADRESSE DANS L'ANNUAIRE TÉLÉPHONIQUE DE QUÉBEC.

- D'AVOIR UN EMPLOYÉ EN PERMANENCE DU LUNDI AUY VENDREDI DE 10H À 16:30 POUR RÉPONDRE À LA CLIENTÈLE.
- UNE PRESENCE D'AGENTS D'ACCUEIL. LES SOUCIS D'ECONOMIC DE SERVICE DU A L'APPROVISSEMENT GENERAL DES CANADA , MUISENT A LA REP

***Other comments please***

- TROUVER UNE ENDROIT PLUS AU CENTRE DE LA VILLE. COMME IMMIGRATION QUEBEC, C'EST FACILE A TROUVER ET IL Y A LA PLACE OU SE PARLER. PLUS LONGUE LES HEURES D'ATTENTION. PAS JUSTE 2 HEURES
- J'ESTIME QUE LES FRANCAIS DEVRAIT AVOIR UN TRAITEMENT PARTICULIER,CE SONT EUX QUI ONT PEUPLE LE QUEBEC, CE SONT NOS ANCETRES.
- AVANT, IL N'Y AVAIT PAS MOYEN DE RENCONTRER UN PREPOSE SAUF PAR TELEPHONE. LES CLIENTS AIMENT METRE UN VISAGE AU SERVICE A LA CLIENTELE, PAS JUSTE UNE VOIX

***CIC Hull***

***Please indicate what should be our priorities for service improvement.***

- LES INFORMATIONS OBTENUES SONT JUSTES ET CLAIRES.

***Other comments please***

- EN GENERAL,D'UN BUREAU A L'AUTRE LES INFOS NE SONT PAS TOUJOURS COHERENTES SELON LES AGENTS. UN PEU D'HUMANITE SERAIT LA BIENVENUE.

***CIC Montréal Services intérieurs***

***Please indicate what should be our priorities for service improvement.***

- TOUT VOTRE PERSONNEL EST DESOLE.
- SOME QUESTIONS NREQUIRE FACE TO FACE EXPLANATIONS AND THIS IS NOT AVAILABLE.
- [nom]. J'AI ENVOYER MA DEMAND 3 FOI ET ON RETOURNER POUR LA PAIEMENT ET J'AI DEMANDER DE REMBURSEMENT POUR 5 MOIS. J'AI ENVOYER DES FAX A [...] MAIS JE N'AI PAS DE REPONSE
- TO BE ABLE TO FIND OUT REAL SITUATION OF REFUGEE CLAIMENTS IN THEIR COUNTRY OF ORIGIN.

- TRAVAILLE PLUS FORTE POUR RENDE UN MIELLER SERVICE.
- LE SYSTEME DE TELEPHONE EST PAS BON.
- ANSWER THE PHONE.
- METTRE DES AGENTS D'ACCEUIL A DE RECEPTION ET PAS DES AGENTS QUI DONNENT SEULEMENT DES FORMULAIRES.
- SPEED OF SERVICE AND FAIR TREATMENT. EFFICIENCY OF SERVICES.

***Other comments please***

- NE DITE PAS LA VERITE AU TELEPHONE.
- S.V.P REGLER MON PROBLEME PAR CE QUE C'EST LONT POUR PLUS D'INFORMATIF. APPELE MOI [...] OU [...]
- I FOUND OFFICERS COURTEOUS, BUT SMILE ON THE FACE OF DISBELIEF.
- LE PERSONEL QUE TRAVAILLE OU TELEPHONE ILS SONT INCOMPETENTE.
- NOT ENOUGH HUMAN BEINGS ON THE PHONE.
- I WANT TO TAKE MY OATH OF CITIZENSHIP ON JULY 1, BUT MY CITIZENSHIP TEST FINISHED BUT I'M NOT RECEIVING "NOTICE TO APPEAR TO TAKE THE OATH OF CITIZENSHIP", I'M VERY DISSATISFIED.

***CIC Services de la citoyenneté***

***Please indicate what should be our priorities for service improvement.***

- A COPY OF THE BILINGUAL NATIONAL ANTHEM SHOULD BE PROVIDED SO WE CAN JOIN IN SMOOTHLY

***Other comments please***

- I NOTICED THAT THE PROVINCE OF NUNAVUT WAS NOT DISPLAYED IN THE CEREMONY ROOM

***Other Quebec*** (some cards came back without proper identification of the office; they were lumped in this category.)

***Please indicate what should be our priorities for service improvement.***

- GARDER LE MEME SERVICES.
- KNOW THE RULES ALTHOUGH I AM A CANADIAN CITIZEN & MY WORK TAKES ME AROUND THE WORLD & THE LADY AT THE COUNTER MADE IT AS DIFFICULT AS POSSIBLE TO LURING MY PERSONAL GOODS BACK FROM THE US AND TRIED TO GET OTHER PEOPLE TO SUPPORT

- OFFICER BADGE [...] WAS RUDE, SHORT, UNPROFESSIONAL AND DID NOT MAKE ANY SENSE OF HIS BEHAVIOR.
- TELLING ME WHY I WAS ASKED TO PULL IN UNDER CANOPY - TO CHECK LENGTH OF ABSENCE
- INFORMING PEOPLE AS TO REASON FOR BEING DETAINED AND TELLING THEM APPROXIMATELY HOW LONG IT SHOULD TAKE IS ESSENTIAL
- THERE IS NO REASON TO SEARCH A US GOVERNMENT EMPLOYEE AND TO MAKE US STAND AT ZERO DEGREES CELSIUS OUTSIDE AND HOLD US FOR TWO HOURS
- STOP REPEATEDLY DETAINING PEOPLE FOR NO REASON
- EVERYTHING YOU DO SHOULD ENCOURAGE VISITORS TO COME FROM THE UNITED STATES - NOT DISCOURAGE THEM.

**Other comments please**

- MERCI BIEN A M. [...] ET MME [...].
- LES TOUS AGENT D'IMMIGRATION ILS TRES COMPETENT.
- THANKS FULLY THEY DID NOT- SHE WAS RUDE & SHE DID 'NOT' KNOW HER JOB. AS A CANADIAN BORN & RAISED HERE, I WAS TREATED WITH DISRESPECT.
- CUSTOMS & IMMIGRATION FOUGHT TO ATTEMPT TO STOP CONTRABAND IN STANSTEAD AREA (QC)'S HILLS, RATHER THAN HARRASS US & CANADA CITIZEN AT THE BORDER, WITH BUREAUCRATIC NON SENSE!
- I REALIZE THEY HAVE A SERIOUS JOB BUT IN VISIT #2 - I WAS RELAXED & CASUALLY JOKING (IS IT TIME FOR TEA?) & VERY LITTLE COMFORTABLE RESPONSE WAS MADE. OTHER WISE KEEP UP A GREAT JOB
- LACK OF INFORMATION DECREASES COOPERATION AND INCREASES FRUSTRATION
- WE DEMAND AN EXPLANATION. MY PHONE # IS [...]. MY ADDRESS IS: [...]
- BADGE NO [...] - OFFICER WAS AN EXCELLENT REPRESENTATIVE OF CANADA (VERY FRIENDLY AND PROFESSIONAL). DESERVES TO BE CONGRATULATED FOR EXCELLENT SERVICES
- MY COMPANION AND I HAVE BEEN STOPPED INTERROGATED AND HAD OUR VEHICLE SEARCHED FOR NO REASON TOO MANY TIMES. I WOULD LIKE AN EXPLANATION.
- BE POLITE & REASONABLE - EXPLAIN WHY A PERSON IS BEING STOPPED. I WILL NEVER RETURN TO QUEBEC PROVINCE. WHY WOULD I GO ON VACATION TO A PLACE WHERE I AM TREATED SO RUDELY. I'LL SPEND MY MONEY ELSEWHERE.

### ***CIC Huntingdon***

***Please indicate what should be our priorities for service improvement.***

- KINDER, LESS NAZI LIKE STAFF. LESS AGGRESSIVE. MORE HUMAN
- NONE - I AM COMPLETELY SATISFIED
- IT WAS PRESUMED BY THE BORDER GUARD THAT WE WERE COMING INTO CANADA TO CONDUCT BUSINESS FOR WAGES WHEN WE PLAINKY STATED WE WERE COMING IN TO VISIT FRIENDS AND DO NO SERVICES FOR HIRE. A VERY UNDESIRABLE WELCOME TO CANADA.

***Other comments please***

- THE BORDER GUARD WAS THE PROBLEM NOT THE IMMIGRATION OFFICERS

### ***CIC Kingsgate***

***Please indicate what should be our priorities for service improvement.***

- BE COURTES AND NOT TREAT EVERYONE LIKE A BAD GUY, AND DON'T TREAT TRUCK DRIVERS LIKE 2YR OLDS.
- NO SUGGESTONS
- LOOKS GOOD TO ME.
- GET THE REST OF THE P.O.E. TO OPERATE AS POLITELY.
- WENT FINE FOR ME.
- FASTER SERVICE
- ALL SERVICES RENDERED HAVE BEEN EXCELLENT AND HAS BEEN A PLEASURE TO COME TO CANADA
- YOU ALREADY DOING A FINE JOB
- IF THIS OFFICE WAS MORE DEPENDENT OF KINGSGATE BORDER SO THEY WOULDN'T HAVE TO CALL FOR QUESTIONS & VISITOR'S VISAS TO BETTER INFORM. I WAS VERY TERRIFIED FOR THE MOST PART
- NONE
- SERVICE WAS EXCELLENT
- FOR THE MOST PART WE FIND BORDER AGENTS VERY POLITE. WE ALSO TRY TO BE THE SAME
- ENDERVER TO MAINTAIN THE HIGH STANDARD OF SERVICE PROVISION I EXPERIENCE. WELL DONE
- JOB TRAINING FOR NEW EMPLOYEES....MORE STAFF FOR VEHICULE INSPECTIONS.
- VERY KIND,ALWAYS READY TO HELP
- BIGGER OFFICE SPACE



- IMPLEMENT THE PROCEDURE / PROCTOCAL / INFORMATION SUCH AS INSPECTOR [...] ROLD MODELS.

**Other comments please**

- VERY FRIENDLY SERVICE
- STAFF IS EASY TO WORK WITH.
- BEEN THROUGH IMMIGRATION MANY TIMES AT VARIOUS BORDERS, SOMETIMES THERE WERE/ARE INCONSISTANCIES WITH WHAT DOCUMENTS ARE NEEDED,GET CONFUSING.MAYBE DIFFERENT INTERPRETATIONS ON REGULATIONS OF ENTRY BYSTAFF.
- NOT AT THIS PORT! I WAS "ALMOST" CALLED A LIAR BECAUSE I DON'T DRINK,SMOKE,DO DRUGS CARRY WEAPONS OR HAVE OFFENSIVE MATERIAL. MY TRUCK WAS RANSAKED JUST FOR G.P.(GENERAL PRINCIPAL) TO DEMONSTRATE TO ME THEY HAD THE AUTHORITY! SO WHAT?
- OTHERWISE EXCELLENT. VERY COURTEOUS AND INFORMATIVE.
- BORDER OFFICIALS HAVE BEEN GREAT TO WORK WITH ON PROCESSING PERMITS
- QUICK AND COURTEOUS SERVICE, VERY PLEASED!
- THE DIEFFERENCE BETWEEN THE US AND CANADA BORDER IS LIKE NIGHT AND DAY I REALLY APPRECIATE THE PROFESSIONALISM OF THE CANADIAN IMMIGRATION
- THE AMERICANS ARE VERY MEAN, EVEN TO ANOTHER AMERICAN
- [...] DID AN EXCELLENT JOB, AND WAS VERY PLEASANT
- VERY PLEASED
- PERSONNEL WERE COURTEOUS AND A CREDIT TO YOUR COUNTRY
- WE TRANSPORT THRU CANADA TO ALASKA AND APPRECIATE VERY MUCH THE COURTEOUS TRATMENT WE RECEIVE!
- ALWAYS NICE TO COME NORTH FOR A VISIT
- GOOD
- YOUR SERVICE IS MILES AHEAD COMPARED WITH THE OTHER SIDE OF THE BORDER
- WE ENJOYED OUS STAY
- CLEAN COUNTRIE,ATMOSPHERE OF WELLNESS
- FRIENDLY PEOPLE
- INSPECTOR [...] WAS EXTREMELY HELPFUL AND A TREMENDOUS SOURCE OF BENEFICIAL INFORMATION THAT MADE MY STAY INITIALLY AND FOR THE DURATION, IN CANADA WONDERFUL FOR MYSELF AND MY 2 CHILDREN (AND 1 WIFE,LATER)
- I WAS SURPRISED THAT I NEEDED ANOTHER STAMP INTO MY PASSPORT BECAUSE I DID NOT NEED A STAMP WHEN I REENTERED INTO CANADA AT WINDSOR (ONTARIO) ABOUT 1 WEEK BEFORE.

## ***CIC Douglas***

***Please indicate what should be our priorities for service improvement.***

- MORE STAFF
- ON SIGHT BATHROOMS. SNACK MACHINES
- EASTER SERVICE AND NICE STAFF.
- NO WASH ROOMS
- CANADA CUSTOM'S WAS VERY DIFFICULT TO UNDERSTAND. HE GAVE NO REASON TO HAVE US STOP AT CUSTOM. I HAVE BEEN TO CANADA MANY TIMES & NEVER TREATED THIS WAY CUSTOMS WAS VERY NICE.
- DON'T REALLY KNOW. KEEP BORDER SAFE.
- ADDITIONAL STAFF, MOTIVATION OF OFFICERS
- [...] WAS VERY HELPFUL AND POLITE. THANK YOU FOR MAKING THIS EASIER FOR THE LEADS & AL
- SATSFIED
- NOTHING THAT I COULD THINK OF. THE STAFF WAS VERY COURTEOUS
- LARGER SIGNS OUTSIDE BUILDING
- MORE BOOTHS OPEN
- DON'T ASK ABOUT PRIOR LIFE - IT'S NONE OF YOUR BUSINESS
- SHOULD TREAT EVERYBODY THE SAME. I FELT DISCRIMINATED BY OFFICER WHO'S VERY RUDE MU KIDS GOT SCARED THEY DON'T WANT TO CROSS THE BORDER ANYMORE
- PERHAPS PROVIDE MORE CONFIDENTIALITY A LITTLE EARLIER IN PROCESS.
- # OF STAFFS AT THE WINDOWS I HAVE SEEN 7-8 PERSONS IN THE OFFICE BUT NO ONE AT THE WINDOWS, NOT UNTIL 10 MINUTES
- EMPLOYEES AT UNITED STATES/CANADA BORDER NEED TO BE MORE FRIENDLY

### ***Other comments please***

- VERY POLITE SERVICE.
- THANK YOU VERY MUCH !!!
- MRS [...] WAS THE GREATEST
- AMERICAN CITIZEN GOING HOME TO ALASKA HAD TO BE STOPPED AND WAITED FOR 1 HOUR. WE WERE TREATED LIKE THEY DIDN'T WANT US IN.
- IMMIGRATIONS STAFF WAS VERY FRIENDLY !! BORDER PATROL WAS PRETTY BAD, THIS GUY HAD A BAD ATTITUDE.
- OFFICER WHO PROCESSED MY CASE WAS EITHER BORED OR I'M AN UNPLEASANT DISPOSITION.
- THANK YOU, [...] IS AN OUTSTANDING LADY
- VERY NICE SERVICE. THANKS

- THE OFFICERS TOOK THAT "EXTRA STEP" TO HELP ME. I AM VERY IMPRESSED. THIS WAS MY FIRST VISIT TO CANADA.
- COURTEOUS OFFICERS
- OTHERWISE SHE WAS DECENT
- SHOULD EXPLAIN WHY THEY STOPPED HOW THEY GOT SUSPICIOUS ON US WAS WITH WIFE AND CHILDREN OUTSIDE IN THE COLD AFTER STOPPED FOR NO REASON ABOUT 1 HOUR
- RESTROOMS SHOULD BE AVAILABLE CONSIDERING THE LONG WAIT.
- AT LEAST TO HAVE 1 OFFICIAL PERSON AT THE WINDOW TO SERVE CUSTOMER. IF FURTHER INVESTIGATION NEEDED, IT CAN BE HANDLED BY OTHER SUPPORTED PERSONS.
- OUR VISIT TO B.C. WAS NICE THE CANADIANS WE ENCOUNTERED WERE VERY FRIENDLY THE EXCEPTION OF THE EMPLOYEE AT THE BORDER.

### ***CIC Vancouver International Airport***

***Please indicate what should be our priorities for service improvement.***

- TAKE TIME TO EXPLAIN PURPOSE OF ACTION. FACE TO FACE INTERACTION.
- WAS I PICKED ON JUST FOR APPEARANCE.
- MAYBE NOTE THAT DOING SO IS A BENEFIT TO TRAVELLERS. (BELOW) (CI DESSOUS)
- SPEED OF SERVICE: CUSTOMS OFFICE NEEDS MORE STAFFS . IMMIGRATION OFFICE IS VERY GOOD
- IMPROVE THE SPEED !! MY FAMILY (INCLUDING 1 BABY AND 1 INFANT) SPENT 4-5 HOURS FOR THE PROCESS AFTER 16 HOURS FLYING TIME + 2 HOURS CHECK-IN TIME + 2 HOURS PREPARATION TIME. IT'S TOO UNREASONABLE
- SPEED OF SERVICE
- WHEN THE LINE OF PEOPLE WAITING IS GETTING LONG, I WOULD FEEL BETTER IF YOU (THE STAFF AT THE COUNTER) DON'T LEAVE ONE AFTER ANOTHER EVEN IF IT IS TIME FOR LUNCH
- MORE STAFF -- THE LINE IS TOO LONG
- MORE STAFF -- THE LINE IS TOO LONG
- MORE STAFF -- THE LINE IS TOO LONG
- PLEASE OPEN MORE COUNTERS
- TO MAKE A LOCAL PHONE CALL IS NOT CONVENIENT. IF I MISS MY FLIGHT, CAN'T INFORM MY PEOPLE THE TIME I GET TO DESTINATION BECAUSE I WILL MISS MY FLIGHT 99% LIKELY
- ADD THE MEMBERS OF THE SERVICE STAFF TO INCREASE THE EFFICIENCY

- MORE STAFF PLEASE. THE LINE IS TOO LONG. EXPLAIN REASON FOR REFERRAL
- WE WAITED TO LATER. WE CAN'T REACH IN TIME
- MORE STAFF. THE LINE IS TOO LONG
- MAKE A HIGH EFFICIENCY AND DELAY THE NEXT PLANE
- WAIT-WAIT-WAIT. I'VE WAITED 2 HOURS AND MISSED THE AIRLINE, BUT DON'T KNOW HOW LONG I WILL WAIT
- SPEED UP
- PROMPT YOUR SPEED OF SERVICE AND SET THE MONEY EXCHANGE
- I AM A NEW IMMIGRANT. IT HAS TAKEN ME 3 HOURS TO MEET THE IMMIGRATION OFFICER
- WE KEEP WAITING FOR THREE HOURS. WE CAN'T BOARD THE NEXT AIRLINE ON TIME. WE DON'T KNOW WHEN WE WILL ARRIVE AT OUR DESTINATION. AFTER MORE THAN 10 HRS, WE HAVE TO WAIT FOR ANOTHER LONG TIME
- MORE STAFF - THE LINE IS TOO LONG
- THE SPEED OF SERVICE AND SOMETHING ABOUT CONNECTING FLIGHTS. NEW IMMIGRATION
- MORE STAFF FROM 12 - 4 P.M WEEKDAYS
- THERE IS NO MANAGEMENT OF GENERAL LINES - LINES SO LONG THAT IMPOSSIBLE TO SEE HOW MANY OFFICERS EACH LINE HAS. NEED SOMEONE TO CHECK WHEN SO MANY PASSAGERS ARRIVE AT SAME TIME AND SOMEONE TO HELP PASSENGERS TO THE OFFICERS WINDOWS TO KEEP FLOW MOVING
- SPEED UP THE PROCESS
- FASTER AND MORE EFFICIENCE
- MORE EFFICIENCE
- MORE THAN 100 CANDIDATES ARE WAITING (HUNGRY AND SLEEPY), BUT THERE IS ONLY ONE OFFICER TO HANDLE THE CASES. OTHER 3 SEATS ALWAYS VACANT. WHY? 3:30 P.M
- CHECK IDENTIFICATION MORE QUICKLY
- SPEED UP WAITING TIME. INCREASE THE NUMBER OF IMMIGRATION OFFICERS TO FACILITATE THE PROCESS
- THERE SHOULD BE MORE PEOPLE AVAILABLE AND THEY SHOULD SHOW MORE CONCERN AND CARE ABOUT PEOPLE
- THE GIRL AT IMMIGRATION COUNTER 8 AT THE 1ST PASS, THE GIRL IS RUDE AND BASED ON THE FACTS PRESENTED HAS NO EXCUSE OF REFFEREING TO FURTHER IMMIGRATION SCREENING. 2ND PASS WAS OK EXCEPT SPEED IS A PROBLEM.
- THERE SHOULD BE A BETTER & MORE EFFICIENT MANNER OF CONDUCTING INTERVIEWS OR ADD MORE IMMIGRATION OFFICERS
- PLEASE IMPROVE THE SPEED FOR NEW IMMIGRANTS. (WE ARRIVED IN VANCOUVER AT 12:30 PM BUT TILL 15:30 I WAS STILL WAITING)
- PLEASE IMPROVE THE SPEED OF YOUR SERVICE (WE ARRIVED AT 12:05 PM) NOW 3:30PM

- 4 OFFICERS FOR ABOUT 200 IMMIGRANTS, WHICH TOOK ME 3 HOURS TO WAIT
- THIS WAS NOT THE FIRST TIME THAT I HAD TO GO TO IMMIGRATION SERVICES WITHOUT ANY REASONS GIVEN TO ME. IF SOMEONE WOULD TELL ME WHY I HAVE TO LINE UP AGAIN I WOULD REALLY APPRECIATE IT
- TRAIN CUSTOMS PERSONNEL AT PASSPORT CHECK POINT SO THEY ASK THE RIGHT QUESTIONS - BETTER JUDGEMENT
- AS IT TOOK ME 5 HRS TO PASS THROUGH IMMIGRATION, I WOULD APPRECIATE IF TAKES A COUPLE OF HRS
- SHORTEN THE WAITING TIME, I WAITED FOR 3 HRS
- MOVE AND MOVE QUICKLY!
- I THINK YOU SHOULD BE MORE QUICK
- MORE OFFICERS!!
- ADD PEOPLE. IMPROVE EFFICIENCY.
- EFFICIENCY OF SERVICES IS PRIORITY. WE ARE WAITING FOR THE PROCEDURE MORE THAN FOUR HOURS
- MORE STAFF TO BE ABLE TO FACILITATE THE TRAVELLERS AND IMMIGRANTS EFFECTIVE WITHOUT TAKING MUCH TO WAIT TO BE INTERVIEWED / ATTENDED
- I FOUND HAVING A 900 # TO CALL TO BE USEFULL-MORE SERVICES OF THIS KIND WOULD BE GOOD
- TO NOT BE RUDE, EXPLAIN THE RULES & LET ME BE AWARE THEM MAKE THE ADJUSTMENTS TO ASK THE SAME QUESTIONS OVER AND OVER
- THE FIRST TIME I ARRIVED ON MAY 28TH ONE LADY TOLD ME THAT I NEEDED TO HAVE A STUDENT VISA ALSO THAT MY OTHER PARTNERS ON THE FIELD TRIP HAD THE VISA AND THIS WAS NOT TRUE YOU SHOULD TELL HER TO TELL THE TRUTH AND BE KIND WITH OTHER PEOPLE.
- SPEED UP THE LINE, DON'T HAVE EVERY IMMIGRATION OFFICER TAKE LUNCH AT THE SAME TIME.
- MORE STAFF & POSSIBLY SOME POLITE OR FRIENDLY WORKERS.
- I WAS IMPRESSED BY THE SPEED AND CONSIDERATION GIVEN.
- NEED IMPROVE SPEED/EFFICIENCY OF THE IMMIGRATION PROCESS. THERE SHOULD BE AN EXPRESS LINE FOR THE ROUTINE MATTERS, SUCH AS STUDENT AUTHORIZATION AND A SEPARATE LINE FOR PEOPLE WHO REQUIRE INTERPRETERS. STAFF SHOULD BE SYMPATHETIC TO THE DIFFICULTIES CREAT
- PLEASE MOVE THE LINE. 3 HOURS !! I WAS A RANDOM SELECTION.
- BETTER TRAINED CUSTOMS AGENTS. MORE AGENTS.
- PLEASE DO SOMETHING IN THE COMPUTER FOR OUR STATUS. IT'S UNFAIR FOR ME & MY HUSBAND TO STAND IN LINE TWICE EVERYTIME JUST BECAUSE WE WERE LANDED IMMIGRANT BEFORE & VOLUNTARILY SURRENDERED (IMM 1000)

- DO NOT UNNECESSARILY WASTE PEOPLES TIME.

**Other comments please**

- WE FORGOT TO GIVE INFO. REGARDING PERSONAL BELONGINGS BEING SHIPPED OVER AT A LATER DATE. ALSO DID NOT REALIZE THAT WE COULD HAVE CLAIMED "UNCLAIMED" PORTIONS OF GOODS SO THAT WE COULD AVOID DUTY COSTS.
- IMPROVR SPEED PLEASE. IT'S A TERRIBLE 1ST DAY EXPERIENCE IN CANADA. QUERIES IN 3RD WORLD COUNTRY TAKES MUCH LESS TIME. BELIEVE IT OR NOT.
- TOO TOUGH TO BE EXAMINED
- YOUR ELECTRONIC BOARD INSIDE THE COUNTER SHOWED INCORRECT TIME (IT SHOWS 11:00 WHE THE TRUE TIME IS 12:00)
- PLEASE HAVE THIS FORM IN OTHER LANGUAGE
- HAVE THIS FORM IN OTHER LANGUAGE
- WE WAIT SO LONG THAT WE CAN'T CATCH THE PLANE ON TIME. WAITED 3 HOURS
- WE HAVE BEEN HERE OVER 3 HOURS
- NEW IMMIGRATION
- I HAVE WAITED FOR 2 HOURS AND I WILL MISS MY FLIGHT. I'M A NEW IMMIGRANT. TOO SLOW
- WE SPENT 3 HOURS (TOO MUCH TIME) WAITING FOR ADMISSION THAT WE MISSED OUR AIRLINE. WE CAN'T FIND THE WAY TO CONTACT OUR FRIEND
- WE NEED TO SETTLE DOWN AS SOON AS POSSIBLE
- WE ARE NEW IMMIGRANTS AND KEEP WAITING FOR 3 HOURS. IT'S A PITY, IT'S OUR FIRST IMPRESSION OF CANADA. WE ALL LOOK LIKE REFUGEES
- WAITED AT CUSTOMS CHECKPOINT FOR TOO LONG (MORE THAN ONE AND A HALF HOURS) - FOR REPORTING GOODS TO FOLLOW
- WE LANDED IN VANCOUVER TWO HOURS AGO. IT IS PRESENTLY 3:15, BUT WE STILL HAVE NOT SEEN THE IMMIGRATION OFFICER. OUR FLIGHT TO TORONTO IS 3:30.
- VERY COMFORTABLE PLEASANT PLACE, STAFF VERY HELPFUL AND FRIENDLY. MAKES ONE PROUD TO BE A CANADIAN. THANK YOU. MY GRANDFATHER USED TO SAY NEW IMMIGRATION IN HIS DAY WERE TREATED LIKE CATTLE)
- WAITED 1 HOUR IN GENERAL LINE AND 1 HOUR IN VIS APPLICATION LINE.
- LE JEUNE HOMME QUI NOUS A SERVI ETAIT COURTOIS ET TRES POLI. IL NOUS A MEME FELICITE POUR NOTRE ADOPTION. J'IGNORE SON NOM. MAIS IL DEVRAIT SERVIR D'EXMPLE.
- DON'T BE SO SCARY WHEN PEOPLE COME TO WORK IN YOUR COUNTRY

- AS A TOURIST, I MUST SAY THIS IS NOT A PLEASANT EXPERIENCE AND IS THE 1ST TIME I'VE ENCOUNTERED THIS IN MY VAST TRAVELLING EXPERIENCE. I'M SURE CANADA CAN DO BETTER THAN THIS.
- THE 1ST THING YOU'LL SEE IN ENTERING THE CENTER IS A COUNTER. I WAITED IN LINE HERE ONLY TO BE TOLD I SHOULD GO TO THE FAR END OF THE OFFICE. I WAITED 4 HOURS TO GET INTERVIEWED
- NO RACIAL DISCRIMINATION!!! ALL CHINESE HAD TO WAIT IN LONG QUE WHILE OTHERS IN OTHER SHOTER QUE
- I AM A PERMANENT RESIDENT OF CANADA FOR EIGHT (8) YEARS AND DURING MY FIRST SIX (6) YEARS OF TRAVELLING IN AND OUT OF CANADA, I NEVER HAD ANY PROBLEMS. WHY NOW?
- I WAS SENT TO IMMIGRATIONS OFFICE FOR NO APPARENT REASON. GOT THE IMPRESSION CUSTOMS OFFICER WAS POORLY TRAINED.
- THANK YOU
- WORK HARD AND WORK SMART!
- HOPING FOR YOUR IMMEDIATE ACTION TO BE ABLE TO MAINTAIN CANADA'S REPUTATION OF CUSTOMER SERVICE. GOD BLESS!
- THANK YOU FOR WHAT HAS OVERALL BEEN A RELATIVELY PAINLESS PROCESS. THE WEB SITE HAS BEEN VERY USEFULL.
- IT WOULD BE HELPFUL IF EVERYBODY HAD & FOLLOWED THE SAME GUIDELINES.I WENT THRU CUSTOMS 3 TIMES IN 1 DAY& THE LAST TIME WAS WHEN I ENCOUNTRD DIFFICULTY.
- THE CASE WAS [...] THEN ON JULY 17 2001 A VERY KIND LADY ATTENDED ME BUT THE SERVICE WAS VERY SLOW.
- PROVIDE A SAFE PLACE TO KEEP ARRIVING LUGGAGE, I'M ALWAYS AFRAID THAT IT WILL BE STOLEN BY THE TIME I GET OUT OF IMMIGRATION.
- WAITING IN LINE FOR 1 1/2 HOURS WAS DISGUSTING! THERE WERE NOT MANY PEOPLE, YOU NEED MORE WORKERS.
- THE AGENTS GAVE MY 72 YEAR OLD MOTHER-IN-LAW FROM MEXICO A FLAG & A PIN. IT WAS A WONDERFUL WELCOME FOR HER.
- BY A LENGTHY WAIT AND MAKE EVERY EFFORT TO PROCESS PEOPLE QUICKLY. I SPENT 1 1/2 HRS IN A LINE FOR A MATTER THAT TOOK ABOUT 1 MIN. WHEN I FINALLY GOT TO THE FRONT. THIS IS UNACCEPTABLE, I TRAVELLED ALL OVER THE WORLD & NEVER ENCOUNTERED THIS DEGREE OF INEF
- I WILL AVOID ANY RETURN TO VANCOUVER, TORONTO & CALGARY, I WILL CONTINUE TO VISIT.
- CURRENT AGENTS APPEAR TO BE OVERWORKED. AGENT CLAIMED SHE DID NOT HAVE ACCESS TO MY PASSPORT DATA WHEN MY PASSPORT NUMBER WAS PRESENTED.
- PLEASE HELP WE SPEND ALL OUR VACATION & MONEY IN CANADA AT LEAST TWICE A YEAR, WE WISH YOU COULD HELP.
- AS A RESULT OF YOUR SERVICES, I COULD NOT MAKE IT BACK TO WORK IN THE STATES ON TIME.

### **CIC Osoyoos**

***Please indicate what should be our priorities for service improvement.***

- the last thing would be to have more than 1 employe on shift ata a time. They should get down to business,there seeme'd to be to much other distractions that kept us waiting
- perhaps you should get a hell of a lot more staff on duty,and they should work way faster

### **CIC Victoria**

***Please indicate what should be our priorities for service improvement.***

- TREATING PEOPLE AS INNOCENT & DESERVING OF RESPECT UNLESS PROVEN OTHERWISE.

#### ***Other comments please***

- THIS EXPERIENCE WAS A REFRESHING CHANGE FROM THE GESTAPO STYLE OF CUSTOMS.

### **CIC Vancouver Admissions**

***Please indicate what should be our priorities for service improvement.***

- NE PAS LAISSER LES GENS DEHORS EN LIGNE DANS LA FATIGUE, LE STRESS, LE FROID ET AUTRE.
- PHONE LINE IS VERY BAD SERVICE NO ONE TO HELP WITH MY QUESTIONS.
- NO ENGLISH. NOT HELP ME FOR FONE CALL. VERY BAD
- NO KITS HERE? I WAS TOLD BY INDIAN EMBASSY TO GET KIT HERE.
- I AM VERY SATISFIED AT THE LEVEL OF SERVICE
- YOUR STAFF THAT I DEALT WITH WERE ALL EXCEPTIONAL, FRIENDLY AND HELPFUL.

#### ***Other comments please***

- WE WERW VERY IMPRESSED HOW YOUR STAFF WERW FRIENDLY AND PERSONABLE- WE FELT VERY GOOD WHEN WE LEFT.



- POUR LES PERSONNES QUIVIENNENT POUR LE REFUGEE CLAIM, MERITENT UN ACCEUIL PSYCHOLOGIQUEMENT RELAXANT.
- THE WOMAN WHO INTERVIEW US WAS VERY KNOWLEDGEABLE AND RESPECTFUL. HER NAME IS JANE HIDALGO
- [...] IS AN EXCEPTIONAL AND VERY KNOWLEDGEABLE OFFICER. WELL SUITED FOR THE POSITION AND VERY EFFICIENT.
- EVEN THE PERSON I SPOKE TO ON THE PHONE WAS GREAT, SO HELPFUL & POLITE. THIS IS A CREDIT TO YOUR ORGANIZATION.

### ***CIC Prince George***

#### ***Please indicate what should be our priorities for service improvement.***

- HAVE ADDRESS AND PHONE # IN PHONE BOOK
- NO APPLICATION FOR INDIA WHY NOT
- OK
- TO THOSE NON-IMMIGRANT WHO NEEDS MORE ASSISTANCE
- I LIKE THE SERVICES BUT DON'T LIKE TO PAY DOUBLE FOR THE FEES 2X75
- BETTER AND CLEARER INFORMATION KITS FOR IMMIGRATION AND FASTER ANSWER
- THE PURPOSE OF MY VISIT TO GIVE THE IMMIGRATION AN IDEA ABOUT WHAT HAPPINING TO THE GOVERNMENT REFUGEES IN PRINCE GEORGE AND HOW IN U.S. SUPPORT THE BUSINESS PEOPLE BY FREE LABOUR AND SLAVY LABOUR FROM NEW COMER AND REFUGEES.
- WHY DOES IT TAKE 8-10 MONTHS BECOME A CITIZEN.
- ASSISTING IN COMPLETING PAPERWORK
- WHY ISINT YOUR PHONE NUMBER IN THE PHONE BOOK.
- I FELT I WAS DELT WITH FARLEY AND ALL ASPECT WERE. DELT WITH FULLY
- MORE LOCAL AUTONOMY, OFFICERS IN PRINCE GEORGE B.C. APPEAR VERY WELL INFORMED AND COMPETENT
- SPECIAL KIT FOR INDIA FAMILY CLASS SHOULD BE AT LOCAL CIC
- EMPLOY MORE PEOPLE FOR PHONE SERVICE
- VERY GOOD SERVICE
- OFFICE PHONE NUMBER SHOULD BE IN THE PHONE BOOK
- RECEIVED CONFLICTING INFO AT POE.
- NOT MUCH ROOM FOR IMPROVEMENT
- NO COMMENTS.
- KEEP APPOINTMENTS.

#### ***Other comments please***

- ITS USELESS TO PHONE VANCOUVER NO HELP

- VERY FRIENDLY STAFF AND EFFICIENCY.
- KITS SHOULD BE IN OTHER LANGUAGES BESIDES ENGLISH & FRENCH. HOW ABOUT SPANISH.
- THE HELP WAS PROVIDED WAS GREATLY APPRECIATED !!
- YOUR CALL CENTRE DOES NOT PROVIDE GOOD INFORMATION.
- VERY HELPFUL WITH WHAT STEPS TO TAKE, REVIEWED APPLICATION & ASSISTED
- THE OFFICERS IN THIS OFFICE (PRINCE GEORGE) IMPRESSED US IN THEIR COURTESY, KNOWLEDGE AND HELP. THEY ARE VERY GOOD PEOPLE AND REPRESENTATIVES.
- VERY HELPFUL AT LOCAL OFFICE
- VERY NICE OFFICE. VERY HELPFUL STAFF
- VERY NICE STAFF AT PRINCE GEORGE. VERY HELPFUL.
- ALTHOUGH THEY COULD BE TOUGH SOMETIMES, THEY ARE ALWAYS HELPFUL AS MUCH AS THEY CAN PROVIDE. SERVICE WAS VERY PERSONAL. THANK YOU.
- VERY COMPETENT PERSONNEL
- DON'T AVOID PROBLEM CASES.

### **CIC Kelowna**

#### ***Please indicate what should be our priorities for service improvement.***

- THAT CALL CENTRE STAFF ARE FULLY AWARE OF ALL THE RULES AND REGULATIONS
- PLEASE TRAIN YOUR STAFF THE DON'T REALLY KNOW WHAT IS IN THE KITS THEY HAVE TO MAKE YOU RETURN FOR ANY REASON TO THE OFFICE BECAUSE THE DO NOT KNOW WHAT TO DO

#### ***Other comments please***

- STAFF ARE VERY HELPFUL AND PLEASANT
- I BEEN LOTS OF TIMES AT THAT SAME OFFICE AND SOMETIMES IT IS NOT OPEN AND HAS AWFUL SERVICE
- I RECEIVED A REALLY GOOD SERVICE.

**Other BC** (some cards came back without proper identification of the office; they were lumped in this category.)

#### ***Please indicate what should be our priorities for service improvement.***

- I WAS HELPED VERY MUCH BY COMMISSIONER [...]. HE IS VERY NICE AND HELPFUL HE KNOWS LOTS ABOUT CANADA.

- TO BE KNOWLEGIBLE AND BE ABLE TO READ A COMPUTER AT THE PASSPORT OFFICE CORRECTLY.
- THE ATTENDANTS SHOULD BE HONEST AND BEHAVE WITH US KINDLY, NOT RUDE! THEY ARE ACTINGVERY RUDE. THEY DON'T WANT TO SOLVE OUR DIFFICULTIES.THEY ARE ACTING UN-ETHICALLY. THEY NEED TRAINING.I HAVE BEEN WAITING FOR BEING LANDED FOR THE LAST 16 MONTHS.
- VANCOUVER WEST END. [...] IS MY MP. I WISH TO SAY TO THE MINISTER OF I'M LIVID AT MY GOVERNMENT AT SUCH A DECISION TO TREAT A FINE FAMILY WITH TALENTS TO ADD TO THE COMMUNITY, SPEAK ENGLISH, LAW ABIDING COMPARED TO THE TRASH YOU ALLOW TO SETTLE
- THE COUNTER STAFF VERY HELPFUL.
- PLEASE SPEED UP YOUR COMPUTERS
- YOUNG MAN AT IMM WAS QUITE RUDE AND MADE SEVERAL COMMENTS THAT I FOUND QUITE INNAPPROPRIATE.
- FACILITATE THE SERVICE
- UNFORTUNATELY MY BAGS GOT SEARCHED BECAUSE I LEFT THEM ON THE CONVEYOR BELT WHILE DEALING WITH THE IMMIGRATION STAFF. I DIDN'T KNOW THAT I SHOULD HAVE TAKEN THEM WITH ME TO THE IMMIGRATION DESK. THERE SHOULD BE A BETTER INFORMATION BY THE CUSTOMS OFFICERS

***Other comments please***

- I LOST \$31.000 US. CAN YOU MAKE PROCESSING TIME SHORTER? AND LESS RESTRICTIONS PLEASE? AND WHY IT TAKES TOO LONG IN B.C. AND VERY SHORT IN QUEBEC? IT'S NOT FAIR.
- HERE. WHAT ARE YOU THINKING ABOUT!!
- J'AI TROUVE LA PERSONNE DE MS [...] UN ACCUEIL HUMAIN, CHALEUREUX ET TRES EFFICALE. MERCI.
- FAIR PROFESSIONAL PEOPLE, NO PUBLIC WASHROOMS
- THE STAFF AT NIAGARA FALLS PORT OF ENTRY SHOULD TAKE PUBLIC RELATION SKILLS FROM THE STAFF AT EASTPORT . EASTPORT ARE VERY NICE.
- THE PEOPLE WHO SEARCH MY BAGS DAMAGED MY SPONGE BAG AND WEREN'T VERY FRIENDLY.

### ***CIC Pearson International Airport***

***Please indicate what should be our priorities for service improvement.***

- HAVE MORE PEOPLE. HAD TO STAND IN LINE FOR ALMOST HALF AN HOUR. THERE WERE AT LEAST 20 PEOPLE IN LINE AND ONLY FOUR OFFICERS
- WHAT WAS THE ISSUE? WOULD SOME SPECIFIC DOCUMENTATION CLARIFY THE ISSUE FOR NEXT TIME?
- PERFECT
- MORE INFORMATION ON WHY I WAS STOPPED
- SERVICE ALL WITH COURTESY. WITH 6-10 TRIPS TO CANADA THIS WAS THE FIRST TIME I WAS ABLE TALK FREELY. I WAS TREATED LIKE A PERSON, NOT A DOG.
- I WAS TOLD TO GO AND SIT DOWN FOR 1 1/2-2 HOURS, THEN OFFICER [...] STATES I'M NOT HERE TO VISITOR. I HAVE A COMPUTER WITH ME DOES NOT MEAN I'M WORKING. DVD PLAYS GREAT MOVIES. I FEEL I WAS TREATED LIKE A DOG. YOU COULD NOT TALK AND WAS NOT TOLD 1 1/2-2 HR
- INFORM TRAVELER.

***Other comments please***

- I COME TO CANADA AT LEAST 2 - 3 TIMES A YEAR. THE TORONTO IMMIGRATION OFFICERS ARE SOMETIMES REAL RUDE ESPECIALLY TO US RESIDENTS
- IMMIGRATION OFFICER ARE REALLY KINDENESS AND WILLING TO HELP CUSTOMER
- RUDE COMMENT MADE IN REGARD TO DO I KNOW HOW MUCH IT COST TO STAY IN TORONTO
- THE LADY WAS HELPFUL BEYOND EXPECTATIONS THE COUNTRY & FRIENDLNESS A CREDIT TO CANADA.
- OFFICER [...] WAS VERY HELPFUL IN CLEANING UP OPEN ISSUES NOT CLOSED OR COMMENT ON EACH TIME I WAS SENT TO IMMIGRATION. SO I CAN SAY WHAT A GREAT JOB. YOU NEED MORE OFFICERS LIKE BOTH [...] AND [...].
- WHAT THE PROBLEM WAS. OFFICER MIKE WAS VERY RUDE AND NOT COURTIOS. I WOULD LIKE A REVIEW OF THIS MATTER. [...] A FREEZE [...].
- OFFICER [...] WAS VERY HELP COURTESY AND MOST OF ALL TOOK THE TIME TO CLEAN UP THE MESS OTHERS DID NOT. WHAT A GREAT JOB. HE SHALL TRAIN OTHERS.

### ***Other Ontario***

***Please indicate what should be our priorities for service improvement.***

- CANNOT COMMENT SINCE THE VISIT WAS SPECIFIC RE:C 11

***Other comments please***

- KEEP UP THE GOOD WORK



# ***APPENDIX E***

## ***Eastern Townships***

### ***comments***

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## ***CIC Sherbrooke***

### ***Please indicate what should be our priorities for service improvement.***

- Excellence du service et personnel.
- Tout est parfait.
- Efficacité et rapidité.
- I don't have any particular comments, everything has been done very well.
- Getting the same answer from various officers would be quite nice. We got a different one from just about everyone we dealt with.
- Moi je n'ai pas commentaire parce que tout est correcte. Je suis très satisfait.
- Je suis content de service de cet bureau et maintenant je n'ai pas opinion pour faire commentaire.
- Aucun.
- Ajouter du personnel pour satisfaire et servir beaucoup de gens à la fois.
- Keep it up please.
- Décentraliser les services relatifs au demande de renouvellement de permis de séjour et d'autres. Les délais de traitement sont très long donc il faut essayer d'améliorer ces services. (Ces demandes s
- Tout est parfait.
- Les 4 dernières questions ne s'appliquent pas. J'ai eu un excellent service. Alors....?
- La utilización de audio y sonido informativo, en las pg web. Hacer mas accesibles, los caminos para bolidar las calificaciones escolares con respecto a la formacion en Canada.
- N/A
- Un peu plus de maléabilité.
- Le service est bon.
- Il faudrait peut être une meilleure relation avec l'Ambassade du Canada en France.
- Tout est beau.
- C'est très bonne sauf que le temps est seulement 2hrs 10am à 12am, très court.
- Accélérer les cas de demandes outre-mer.
- Plus de personnel à la réception.
- Il prend trop de temps pour les procédures de demande de résidence.
- Avoir de l'information par téléphone.
- Attacher une importance soutenue aux cas d'exception
- For what I had to do, service was excellent, quick, etc.



### ***Other comments please***

- Néant.
- T.bien dans l'ensemble.
- Maybe to extend a bit working hours.
- Keep up the good work.
- J'ai un commentaire pour horaire. La horaire n'est pas assez heures de service. Merci beaucoup.
- Nous avons toujours eu un très bon service de la part de Mme Lavallée.
- Néant
- Demander d'ouvrir la porte l'après-midi.
- Attitude positive de l'agente.
- Cette méthode de parrainage est bonne mais il faut que le dossier soit faite pendant six mois au plus tard.
- Le problème venait surtout de l'Ambassade du Canada en France où les délais ont été très longs pour obtenir le permis de séjour. Merci à vous.
- Very happy, [...] is very good at her job.
- Sans commentaire.
- Les demandes résidents permanents délai très long d'attente dans le traitement des dossiers.
- Rien à signaler.
- Merci pour la grande courtoisie des agentes (certaines plus que d'autre).

### ***CIC Trois-Rivières***

#### ***Please indicate what should be our priorities for service improvement.***

- J'ai été servi avec rapidité et courtoisie. On m'a bien expliqué la situation, car on m'a accordé moins de temps que je demandais.
- permettre aux étudiants étrangers d'avoir un minimum de 10 heures par mois de travail.
- je pense que vous devriez faire des entrevues avec les jeunes étrangers pour connaître leur besoin.

### ***Other comments please***

- Félicitations pour vos services et personnels.
- Juste de continuer sur cette voie
- très satisfait du service offert. Merci.
- service rapide et courtois.
- La note 3 n'a rien à voir avec le service ou l'information à notre centre local d'immigration. C'est le système de fonctionnement du télécentre qui nous paraît très défectueux. Comme quoi le contact hu

### ***CIC Rock Island***

#### ***Please indicate what should be our priorities for service improvement.***

- More explanations
- obtaining my CAQ to arrive here was difficult due to disorganisation of the office. It should be made easier to apply ie online
- S'assurer que les documents d'information soient enoyés dans les deux langues (non uniquement anglais)
- be more personal with people you see more than once, every week!!!
- Close your office!!! USA rule!!
- None! You rock!!

#### ***Other comments please***

- Refus de compléter
- Please ask if been arrested Please state for anything at all
- Everything was much less stressful than expected. Thank you!!!
- Client refuse de compléter sondage
- we were the only one to be stopped
- the young man looking over my car could have keep his comments to himself about my belongings
- thank you
- Client refuse de compléter le sondage
- accuracy
- better parcking for trailers
- keep up the good work!!!
- Very helpful & kind a pleasure to deal with immigration
- Very helpful & knowledgeable concerning the change in our student visa
- have address listed on QAC application
- was ok
- let people know reasons fo detashment
- clarify reason for referral