

## IRCC DETAILED ACTION PLAN

to the recommendations of the Audit of Federal Government Call Centers of the Spring 2019 Reports of the Auditor General of Canada

Report Ref. No.	OAG Recommendation	Departmental Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	Indicator of Achievement  (For Committee Use Only)
Report 1	<p>Employment and Social Development Canada and Immigration, Refugees and Citizenship Canada should review how they manage incoming calls to improve access to agents. The departments should consider practices such as allowing callers to decide if they prefer to wait, use self-service options, or have the call centre call them back later.</p>	<p>Immigration, Refugees and Citizenship Canada's response. Agreed. Immigration, Refugees and Citizenship Canada continues to work toward improving support to clients and has already taken important steps to achieve this goal. Steps include hiring more agents for the Client Support Centre and putting a process in place to support clients who do not speak English or French and who contact the Client Support Centre using an interpreter. The Department recognizes that many clients now prefer to use self-serve options or to contact the Department via email. As such, the Department is committed to pursuing a multi-channel support strategy to give clients the support they need in the channel of their choice. The Department has taken steps to improve its website and case status tools so clients can self-serve more easily. The Department has also taken steps to offer personalized client support through email and other dedicated avenues for support.</p> <p>In 2018, the Department adopted a three-year strategy to further improve the accessibility and timeliness of the Department's client support. As part of the strategy, the Department sought funding in Budget 2019 and received \$43 million over the next two years to provide the Client Support Centre with the resources required to meet client needs. The strategy includes further improvements to the Client Support Centre. Specific improvements include reviewing training and work processes to ensure that clients receive support in a respectful and efficient manner; offering clients the choice of asking the Client</p>	<ul style="list-style-type: none"> <li>Callers currently have the option to self-serve or request to speak to an agent. Moving forward, callers who ask to speak to an agent and who reach the wait queue will have the choice to wait to speak to an agent, or to receive a call back from an agent. The call back will occur at the same time the client's call would have been answered if they had waited in the queue.</li> <li>A greater proportion of clients who wish to speak with an agent, will have the opportunity to do so (call answer rate from 25% to 50%).</li> <li>Clients will receive timely responses to their enquiries –specifically when sending enquiries by email, which IRCC will respond to within three business days.</li> </ul>	March 31 <sup>st</sup> , 2021	<p>Through Budget 2019, IRCC received an investment of \$42.9M which will be used to support the implementation of the client support strategy.</p> <p>Specifically, by <b>March 31<sup>st</sup> 2021</b>, IRCC will:</p> <ul style="list-style-type: none"> <li>Hire more staff at the CSC;</li> <li>Expand the hours of operation at the CSC (<b>December 31<sup>st</sup>, 2020</b>);</li> <li>Broaden the authorities of CSC agents so they can resolve more enquiries during their first interaction with a client, which will help to reduce repeat calls, and;</li> <li>Reduce the average time taken by the CSC to respond to email enquiries from clients to within three business days from the current five business days, which will incentivize clients with non-urgent questions to contact the CSC by email.</li> </ul> <p>A new functionality was introduced in April 2019, to allow economic permanent resident clients who reach the wait queue to have the option of requesting that an agent call the client back, in lieu of waiting on the line. This service was expanded to family class sponsorships in May as well. The Department will expand this service to other lines of business. (<b>December 31<sup>st</sup>, 2019</b>)</p>	Harpreet S. Kochhar, Assistant Deputy Minister, Operations Sector 613-437-9166	

		Support Centre to call them back rather than waiting on hold to speak with an agent; resolving some of the issues that lead clients to seek support; ensuring that the Department's programs and services are designed with the client in mind; and setting the foundation for transformation by improving the Department's technology and tools.					
	<p>Employment and Social Development Canada; Immigration, Refugees and Citizenship Canada; and Veterans Affairs Canada should</p> <ul style="list-style-type: none"> <li>• set call centre service standards that are relevant to clients and consider client feedback as per the Treasury Board of Canada Secretariat Guideline on Service Standards, and</li> <li>• publish call centre service standards and performance results in a transparent and consistent manner and verify the results to confirm accuracy.</li> </ul>	<p>Agreed. Immigration, Refugees and Citizenship Canada has published service standards for many of its programs and services, and the Department is committed to continuous improvement in this area. The Department is currently undertaking a comprehensive review of its service standards to ensure that they are meaningful to clients and achievable by the Department. In addition, the Department plans to establish service standards in 2019 for client support services. These service standards will be set in consultation with clients and in consideration of resource capacity.</p>	<ul style="list-style-type: none"> <li>• Clients will have clear information on wait times (including response times) as well as service options available to them to help them decide how they wish to receive support.</li> </ul>	<p>March 31, 2020</p>	<p>By <b>March 31, 2020</b>, IRCC will:</p> <ul style="list-style-type: none"> <li>• Consult clients on wait time preferences for telephone and email support for example through targeted client satisfaction surveys.</li> <li>• Publish information on its website regarding wait times for CSC support services in order to provide information to help clients decide how they wish to receive support.</li> <li>• Establish service standards for key client support services (including call center services).</li> </ul>	<p>Harpreet S. Kochhar, Assistant Deputy Minister, Operations Sector 613-437-9166</p>	