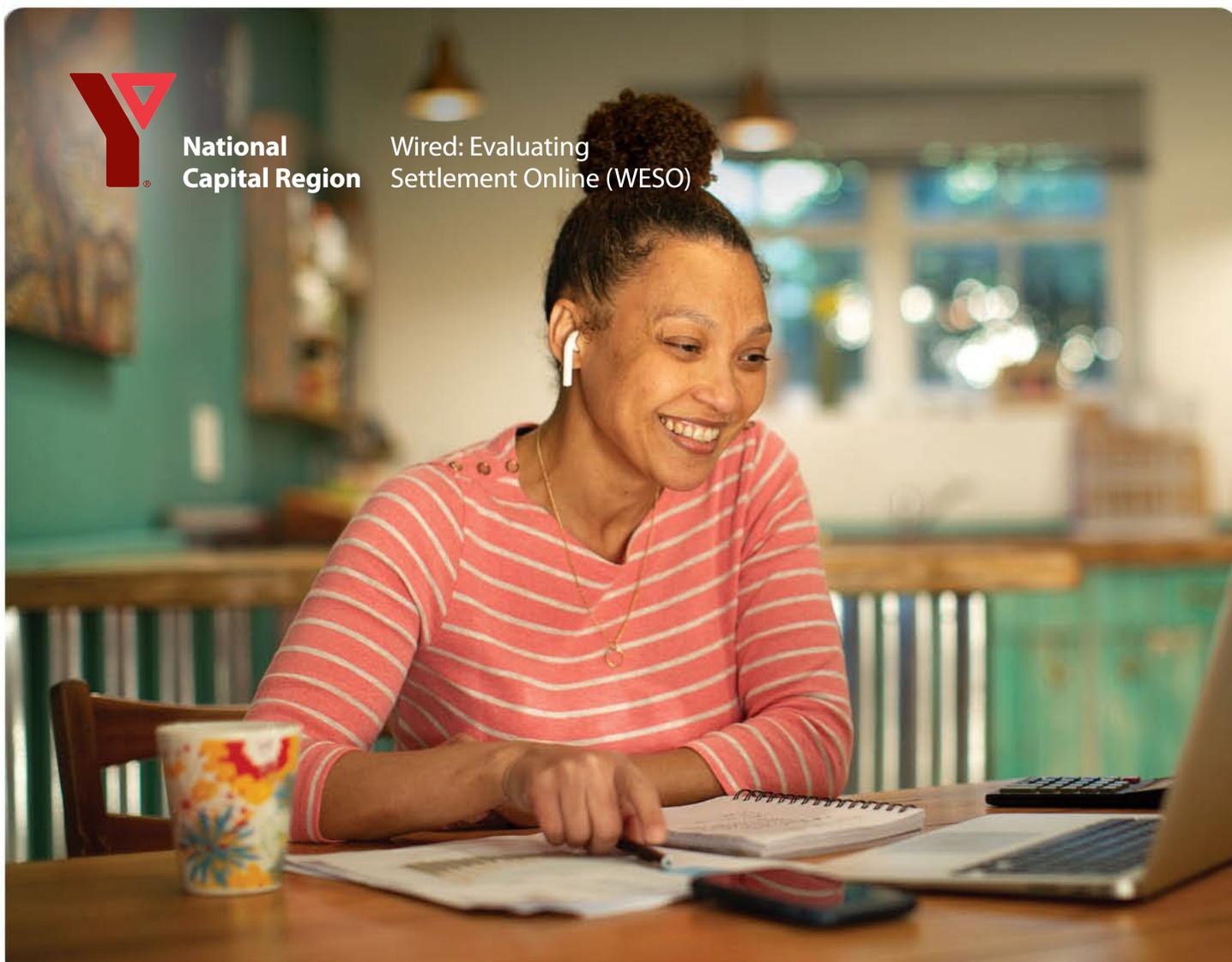




National
Capital Region

Wired: Evaluating
Settlement Online (WESO)



Quality Assessment Toolkit for Hybrid Settlement Services in Canada: **Appendix IV**

Promising Practices to Deliver High Quality Hybrid Services

Wired: Evaluating Settlement Online (WESO)

Funded by:

Financé par :



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

ymcaottawa.ca

Quality Assessment Toolkit for Hybrid Settlement Services in Canada by YMCA of the National Capital Region is licensed under a [Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-nc-sa/4.0/).

YMCA of the National Capital Region permits the use of this material under specific conditions: This material can be copied and redistributed, in any medium and format, if appropriate attribution is provided. Please credit YMCA of the National Capital Region, provide a link to the license, and indicate if changes were made. No part of this work can be used for commercial purposes. If you adapt or build upon the material, you may not distribute the modified material for commercial purposes.

If reproducing or adapting the content in the handbook, YMCA of the National Capital Region must be credited as the author with the following citation:

Khattab, F., Zaher, N., Hasan, A., & Uppal, H. (2023). *Hybrid Service Quality Assessment Toolkit for Settlement Services in Canada*. Ottawa, ON. Wired: Evaluating Settlement Online: YMCA of the National Capital Region.



Promising Practices to Deliver High-Quality Hybrid Services

Background

The promising practices guide offers some tips and examples related to increasing client acceptance of online services and improving service quality. The guide has five tables related to each of the five dimensions to deliver high-quality hybrid services and drive client intention to use online services, including :

1. Client Acceptance of Online Services
2. Client Barriers to Access Online Services
3. Staff Performance
4. Website Content and Accessibility, and
5. Web Security

Brief highlights of the WESO hybrid service model are provided in the introduction of each table.



Dimension 1: Client Acceptance of Online Services

Definition

This dimension relates to the client’s comfort level using online services, the perceived quality of online services compared to in-person, and the client’s perception of remote service benefits. This dimension is affected by the barriers faced in accessing online services, personal preference, and staff performance.

WESO Research Findings

Staff performance and website content and accessibility have a major positive influence on the client’s acceptance of online services, while client barriers have a minor negative influence on this dimension.

Promising Practices	Action Needed	Examples
Improve the reliability of online services.	Ask yourself if there is a recurring problem that occurs during online service.	Talk to your team and identify with them the current problems you face when you offer online services. Also, suggest ways to address them.
Advertise your services.	Buy Ads online that elevate your web presence.	Use Google Ads and Maps to raise awareness about services for newcomers in your area.
Give the right first impression!	Make it apparent that you offer virtual services. Give it a try and Google your organization, what is the first thing you see?	Optimise your SEO by highlighting the services that have the highest demand. Remember to mention that you offer virtual services.



Dimension 2: Client Barriers to Access Online Services

Definition

The ability to participate in online services depends on the digital inclusion of clients. Understanding what barriers clients face and the scale of these barriers can help SPOs plan efforts to remove these barriers.

WESO Research Findings

Based on the responses from 240 clients, WESO finds that client barriers have a minor influence on accepting online services, which means a small portion of clients surveyed faced those barriers.

Promising Practices	Action Needed	Examples
Provide training for clients to access online services.	Provide digital literacy training for eligible newcomer clients.	WESO has created a digital literacy curriculum handbook: WESO Digital Skills Training: Client Handbook . Appendix II provides Links for Online Digital Literacy Resources.
Provide help for newcomer clients to access affordable internet.	Collaborate with IRCC to establish procedures with clear criteria for eligible newcomers to apply for subsidized internet.	Inform clients how to apply for the Rogers Connected for Success , which offers high-speed, low-cost internet to low-income individuals. Appendix II provides resources for Devices and Connectivity Programs across Canada.
Lend devices to clients who do not have full access to devices.	Develop a procedure to lend devices to clients. The procedure should include criteria for eligibility based on their financial situation and the category of settlement service the client needs to access.	WESO has developed a list of resources for organizations that help families in need get free devices. Appendix II provides resources for Devices and Connectivity Programs across Canada.



Promising Practices	Action Needed	Examples
<p>Provide translation services in multiple languages on the website</p>	<p>Appropriate translation services for websites will help improve service quality and promote acceptance of online services. Ideally, a webpage should be set up to translate into the client’s mother tongue.</p>	<p>There are many free tools available online such as Google Translate that can provide complete translations to websites in many languages.</p>
<p>Whenever possible, Serve Clients in their First Language!</p>	<p>Take the time to match staff and clients that share the same first language.</p>	<p>The WESO staff survey shows that 78.7% of frontline workers surveyed have a mother tongue other than English or French.</p>



Dimension 3: Staff Performance

Definition

The performance of staff depends on their courtesy, empathy, knowledge, and ability to deliver services online safely and securely.

WESO Research Findings

Staff performance during online service delivery can boost the reliability of online services and, hence, client acceptance.

Promising Practices	Actions and Examples
For managers: Assess the technology requirements for every job.	Make a list of all software, applications, and systems used on the job such as Zoom, Microsoft Teams, Microsoft Office, Human Resource Information System, and the Customer Relationship Management system. If available, share detailed user guides in the form of PDF's or video links that staff can access via a shared folder. You can usually request user guides when you purchase a software. For example: The Zoom user guide: ZR User-Guide.pdf (brandfolder.io)
For staff: Assess your technology knowledge gap.	Review the technology list completed by your manager and assess your knowledge gap. Most technology skills needed for the job are common and are becoming essential in most workplaces. Check videos and read guides on how to improve the technical skills relevant to your job.
Write a list of all the challenges and problems faced when delivering hybrid services.	Try to find solutions with your managers, co-workers, and on your own.



Dimension 4: Website Content and Accessibility

Definition

Website Content and Accessibility includes the design and appearance, organization, information content, ease of navigation, and communication/accessibility of the organization’s website. An organization that provides a hybrid service delivery model should have a high-quality, informative website, where clients can register for events, book appointments, and get information about services in a clear manner.

WESO Research Findings

A well-designed website influences acceptance of online services and user independence. User independence in turn boosts staff performance as staff have more time to focus on client interaction and less time to spend on administrative work.

Promising Practices	Actions and Examples
Assess your web content completeness	Check your website and make sure all information is available to access services. Check the list WESO has created below to assess the completeness of your website.
Assess your website’s ease of navigation.	Make sure your website is user-friendly and easy to navigate. The YMCA website is a good example of easy navigation. Employment & Immigrant Services YMCA of the National Capital Region (ymcaottawa.ca)
Assess troubleshooting options.	Clients should be able to provide feedback and report errors on the page or system failures. There should be a clear process for clients to report system failures and errors. Check the IRCC website for a good example of this. Immigration, Refugees and Citizenship Canada - Canada.ca.



Checklist for Important Program Information on Your Webpage

This tool provides a checklist you may use to evaluate the completeness of the information on your website. Complete information is essential to access services and reduce client confusion. Check the box if the statement reflects your program webpage.

The Program Webpage Contains	
Complete information about the settlement program and client eligibility.	<input type="radio"/>
Information about how to access the service online and/or in-person.	<input type="radio"/>
Client information and documents needed to access the service, such as a photo ID, SIN, or UCI.	<input type="radio"/>
Contact information to reach out to the program by phone and email.	<input type="radio"/>
Address and working hours for the in-person facilities.	<input type="radio"/>
Walk-ins accepted or appointment needed.	<input type="radio"/>
Names of the employees affiliated to the program along with their organizational emails.	<input type="radio"/>



Dimension 5: Web Security

Definition

Clients are usually asked to share sensitive information such as their SIN, UCI, and date of birth to access settlement services. The role of the organization in this matter is twofold. First, all precautions should be taken to protect the privacy of clients. Second, the client must know that it is safe to share this data and be certain that their privacy is protected.

WESO Research Findings

Client perceptions of the security of their transactions influence their evaluations of staff performance.

Promising Practices

Actions and Examples

Carry out mandatory cybersecurity training.

Newcomers provide sensitive information in order to access and receive settlement services. All settlement staff should take mandatory cybersecurity training. Here is a free resource for cybersecurity training provided by the government of Canada. [Learning Hub - Canadian Centre for Cyber Security](#)

Set the right client expectation.

The program webpage should inform clients about what identification documents or information, such as a SIN or UCI, are required to access certain programs. Thus, they are not surprised during appointments that they have to share this information.

For example, it could say something like, “To access employment services, you have to show a photo ID and provide your Social Insurance Number. This information is required by the program funder to verify your identity and validate your eligibility for the free service. The Social Insurance Number demonstrates whether you are legally able to work in Canada. Your information is kept secure and confidential on protected devices, and only authorized personnel have access to this information.”



Promising Practices	Actions and Examples
<p>Take the time to explain.</p>	<p>Staff should take the time to introduce themselves, provide their organization’s contact information, and inform the client why certain information is collected and how it is used and protected. This is especially important when clients share private information.</p>
<p>Explain to the client how private information is protected.</p>	<p>Adding a webpage to settlement service websites that includes both written and video illustrations of how to protect one’s information online, as well as how the SPO is taking every step to ensure that clients’ information is safe and secure. In addition, SPO websites should mention how to report incidences when the client feels their information is compromised during service delivery. This information can be available as a link on every page the customer visits. It could read something like, “To know more about privacy protection, click here”.</p>
<p>Let clients read and agree to a privacy policy.</p>	<p>When clients need to fill out an online registration form and are required to add their SIN or UCI number, direct them to read and agree to a privacy policy that tells them why and how information is protected.</p> <p>The Personal Information Protection and Electronic Documents Act (PIPEDA) is a great resource to become familiar with the legal aspects of collecting information.</p>
<p>Protect sensitive information sent by email.</p>	<p>In case the client needs to send their sensitive information via email, it is recommended that you use protected documents with passwords.</p>
<p>Give options.</p>	<p>In case a client shares sensitive information during an online consultation, give clients options if they would like to share their UCI number during the video call, in a protected document sent through their official organization email, or by phone. Organization emails tend to increase trust as clients know that a certain staff member is affiliated with the organization.</p>





Wired: Evaluating Settlement Online (WESO)

weso@ymacaottawa.ca

Funded by:

Financé par :



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

ymcaottawa.ca