



Wired: Evaluating Settlement Online (WESO) Toolkit

Quality Assessment Toolkit for
Hybrid Settlement Services in
Canada.



**National
Capital Region**

Wired: Evaluating
Settlement Online (WESO)

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WESO

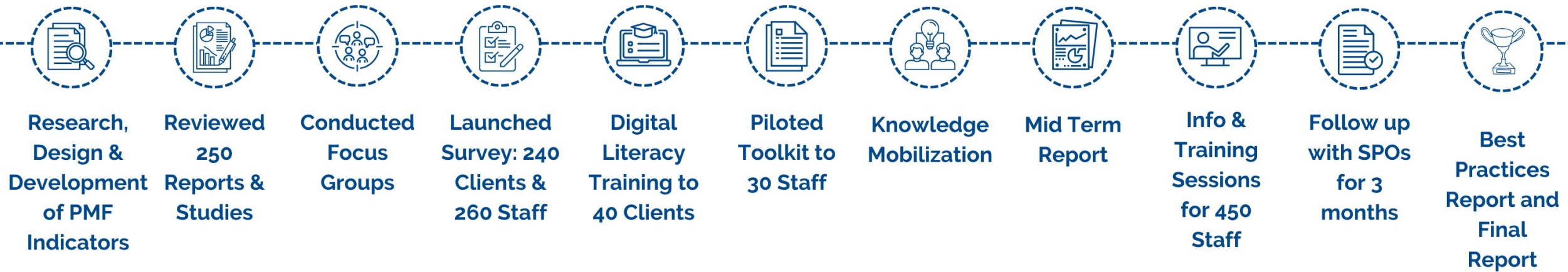
Wired: Evaluating Settlement Online (WESO) is a Settlement Delivery Improvement (SDI) research project hosted by the YMCA of the National Capital Region and funded by Immigration, Refugees, and Citizenship Canada (IRCC).

WESO aims to empower Settlement Provider Organizations (SPO) to thrive in their hybrid services delivery by equipping them with a toolkit that WESO has created for evaluating their Hybrid Settlement services and improve newcomer's overall settlement experience.

To create this toolkit, we have done extensive and systematic research, using both quantitative and qualitative methods and using surveys, focus groups and experiments to explore the dimensions and main drivers that affect newcomers' acceptance for using online resource.

Additionally, we created additional resources to support SPO transition to hybrid service model and developed a digital training handbook for clients to support newcomers

RESEARCH APPROACH



Stages of Model Development

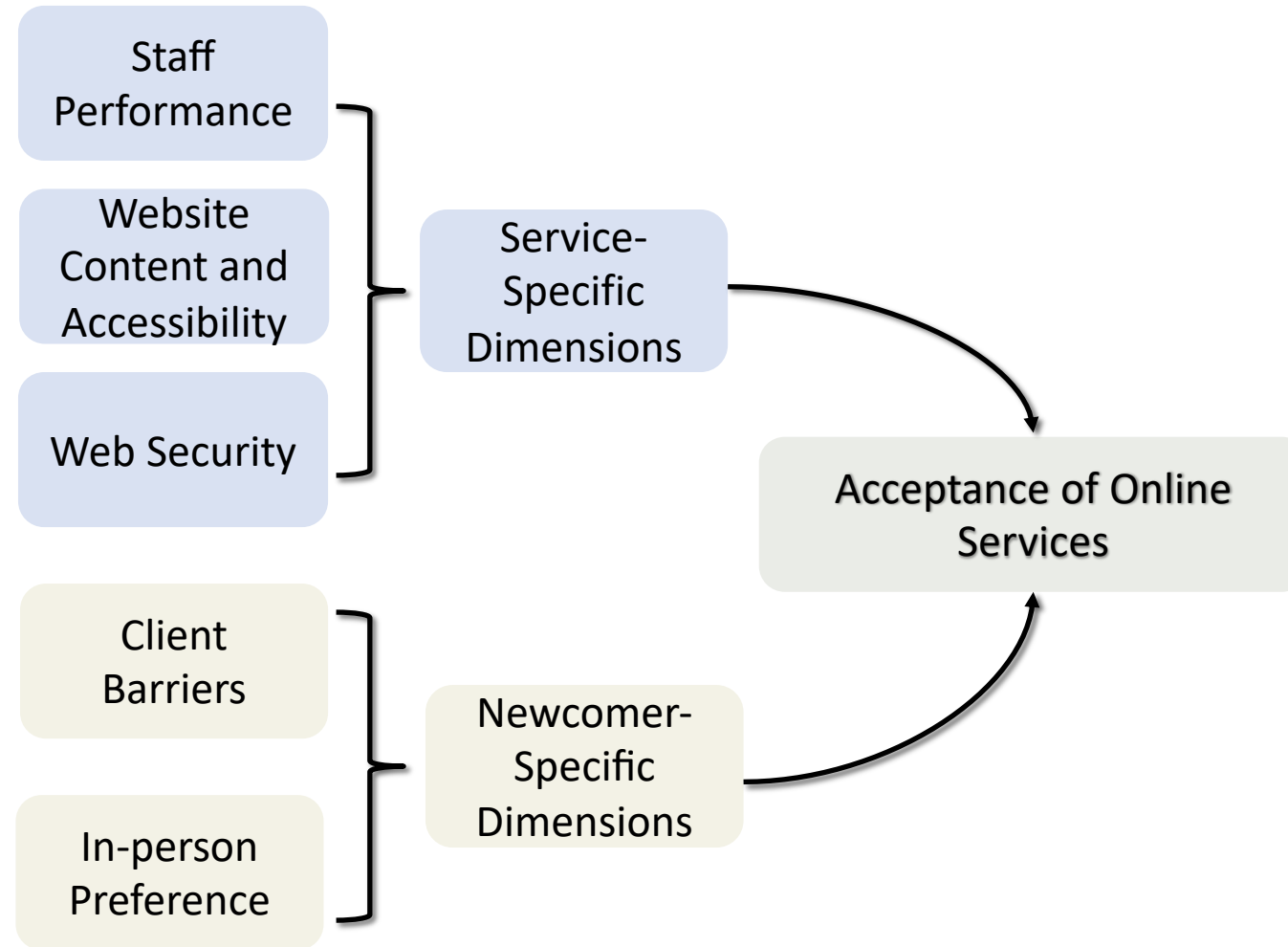
Client surveys were analyzed
by SPSS and AMOS

**Exploratory
Factor Analysis:**
to explore and
group items in the
questionnaire
into dimensions.

**Confirmatory
Factor Analysis:**
to confirm
dimension
groupings.

**Structural
Equation
Modelling:**
to test
interactions
between
dimensions.

WESO Hybrid Settlement Service Model: Drivers of the Intention to Use Hybrid Services



Quality Assessment Toolkit for Hybrid Settlement Services in Canada



TOOL 1:

Hybrid Service Quality (HYSQUAL) Client Questionnaire

TOOL 2:

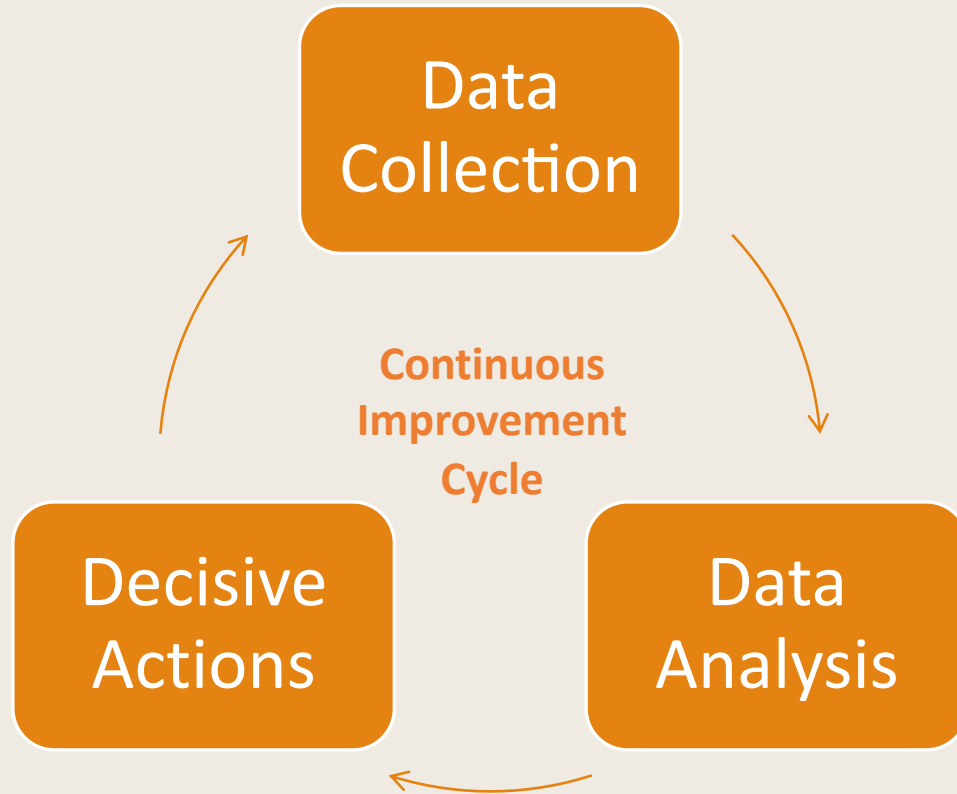
Ready-to-Use Excel Template for Data Analysis

TOOL 3:

Continuous Improvement Plan

Evaluation Plan

- 1 Collect data about the quality of your service:**
Using **Tool 1: Client Questionnaire (HYSQUAL)**, you can collect client feedback relevant to hybrid service quality.
- 2 Evaluate the quality of your services:**
Using **Tool 2: Excel Data Analysis**, you can analyze data generated from client questionnaire to aid in decision-making.
- 3 Improve the quality of your services:**
Using **Tool 3: Continuous Improvement Plan**, you can plan actions based on the data analysis results, assign roles, and timelines for implementing changes.



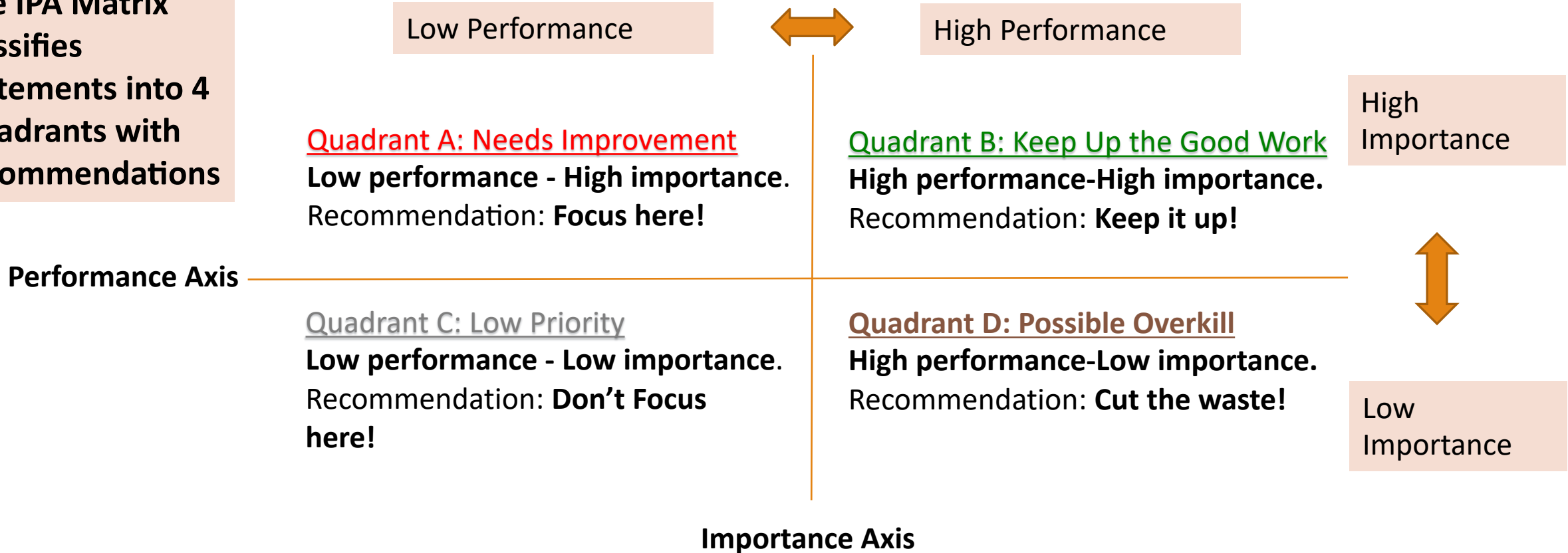
A Visual Representation for the Hybrid Service Quality (HYSQUAL) Client Questionnaire

| Statements | Agreement (Your opinion regarding service delivery in Canada) | | | | | |
|--|---|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| | Strongly Agree | Agree | Neither agree nor disagree | Disagree | Strongly Disagree | Don't know |
| Settlement service staff are polite and patient when delivering services to me. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Settlement service staff give me their full attention when delivering services. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Settlement service staff provide service during hours that are convenient to me. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Settlement service staff are dependable and supportive when delivering services to me. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

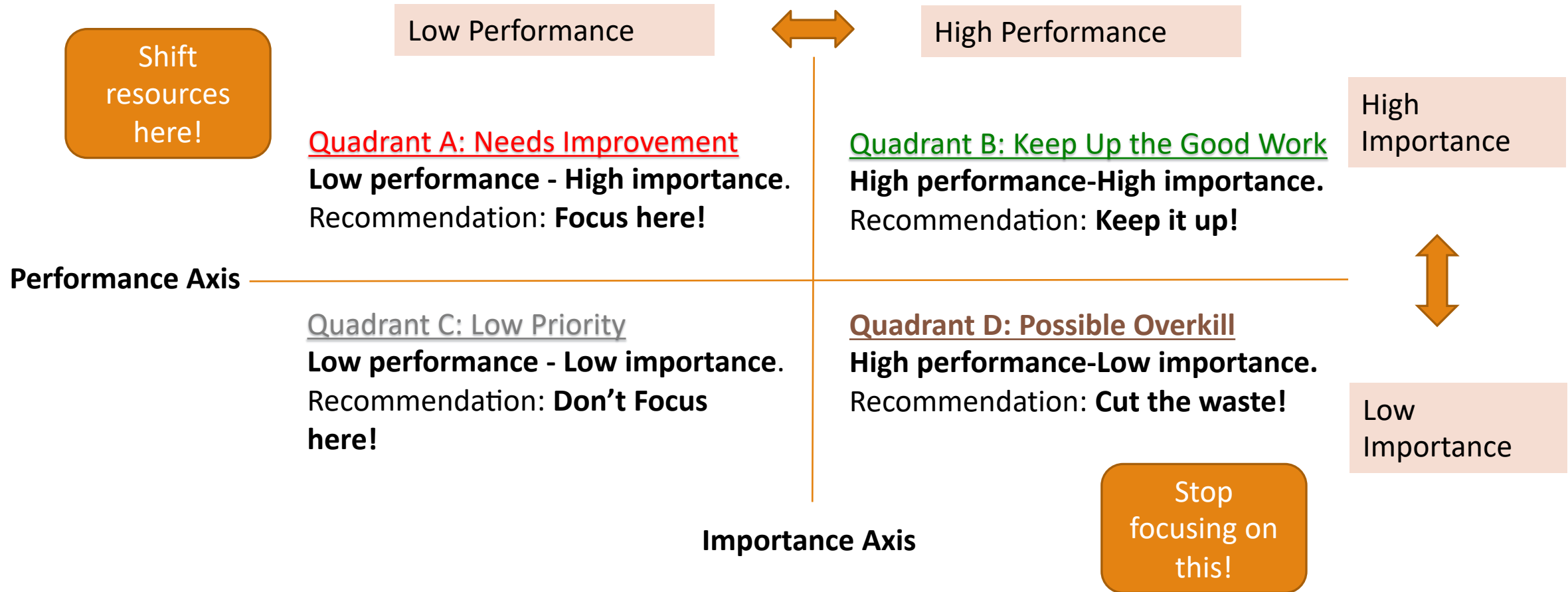
| Statements | Importance (Your opinion regarding service delivery in Canada) | | | | |
|--|--|--------------------------|--------------------------|--------------------------|--------------------------|
| | Extremely Important | Very Important | Moderately Important | Slightly Important | Not at all Important |
| Settlement service staff are polite and patient when delivering services to me. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Settlement service staff give me their full attention when delivering services. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Settlement service staff provide service during hours that are convenient to me. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Settlement service staff are dependable and supportive when delivering services to me. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Outcomes of the Importance Performance Analysis

The IPA Matrix classifies statements into 4 Quadrants with recommendations



What does the Importance Performance Analysis mean?

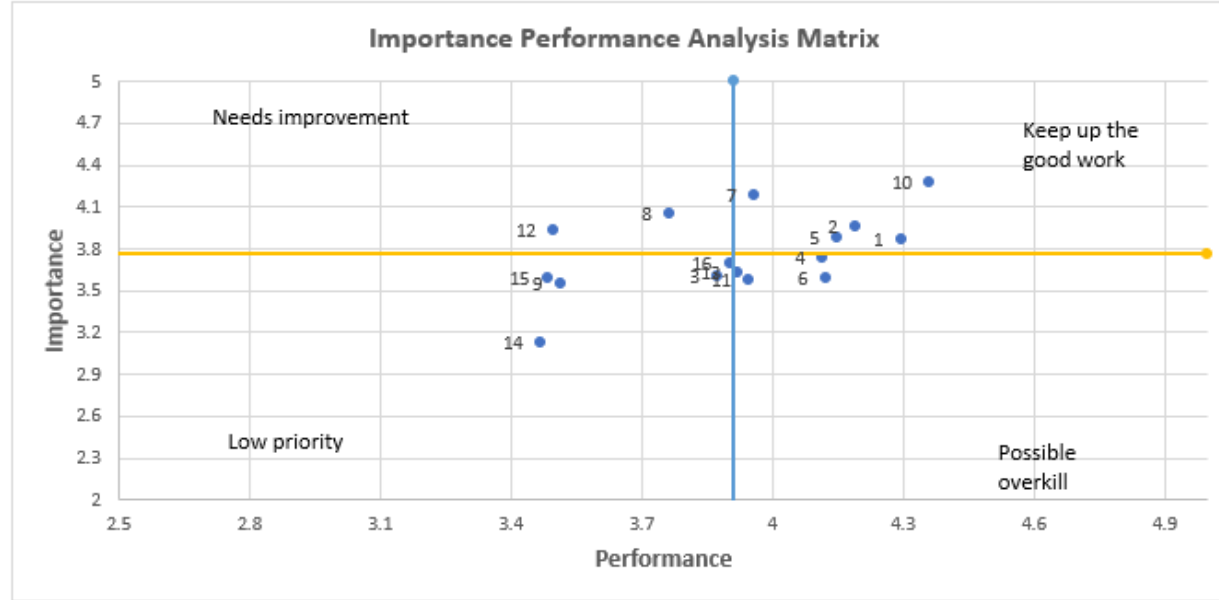


IPA Analysis Dashboard

- Home
- Copy and Paste Here
- Numerical Data
- IPA Analysis
- IPA Analysis - Pivot
- Service Quality Dimensions
- Newcomer Specific Dimensions
- Client Satisfaction
- Service Format
- Summary for All Statements

TOTAL NUMBER OF SERVICES

- 5 On the right track that should be low priority
- 5 that need improvement
- 2 that you need to focus less on
- 4



| Data | Statement | Performance | Importance | Performance Level | Importance level | Quadrant |
|------|---|-------------|-------------|-------------------|------------------|-----------------------|
| 1 | Settlement service staff are polite and patient when delivering services to me. | 4.295522388 | 3.868656716 | High performance | High importance | keep up the good work |
| 2 | Settlement service staff give me their full attention when delivering services. - | 4.191044776 | 3.958208955 | High performance | High importance | keep up the good work |
| 3 | Settlement service staff provide service during hours that are convenient to | 3.874626866 | 3.6 | Low performance | Low importance | Low priority |
| 4 | Settlement service staff are dependable and supportive when delivering | 4.11641791 | 3.740298507 | High performance | Low importance | Possible over kill |
| 5 | Settlement service staff provide explanations and answer all of my questions | 4.149253731 | 3.874626866 | High performance | High importance | keep up the good work |
| 6 | Settlement service staff can help me establish social and networking | 4.12238806 | 3.585074627 | High performance | Low importance | Possible over kill |
| 7 | Settlement service staff can provide services to me in a timely manner. - | 3.958208955 | 4.182089552 | High performance | High importance | keep up the good work |
| 8 | Settlement service staff can provide accurate information to me when | 3.764179104 | 4.056716418 | Low performance | High importance | Needs improvement |
| 9 | Settlement service staff can easily deliver services to me using digital tools | 3.513432836 | 3.552238806 | Low performance | Low importance | Low priority |
| 10 | Settlement service staff can protect the privacy of my personal information | 4.36119403 | 4.27761194 | High performance | High importance | keep up the good work |
| 11 | Settlement service website provide clear information about how to access | 3.946268657 | 3.582089552 | High performance | Low importance | Possible over kill |
| 12 | Settlement services websites are easy to explore and use. - Agree or Disagree | 3.498507463 | 3.937313433 | Low performance | High importance | Needs improvement |
| 13 | Settlement service websites are well-organized and provide enough | 3.92238806 | 3.629850746 | High performance | Low importance | Possible over kill |
| 14 | Providing my personal information online to receive settlement services is | 3.468656716 | 3.128358209 | Low performance | Low importance | Low priority |
| 15 | I am comfortable providing my UCI/PR number or other personal information | 3.48358209 | 3.585074627 | Low performance | Low importance | Low priority |

Service Quality Dimensions Dashboard

Home

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Numerical Data

IPA Analysis

Service Quality Dimensions

Newcomer Specific Dimensions

Client Satisfaction

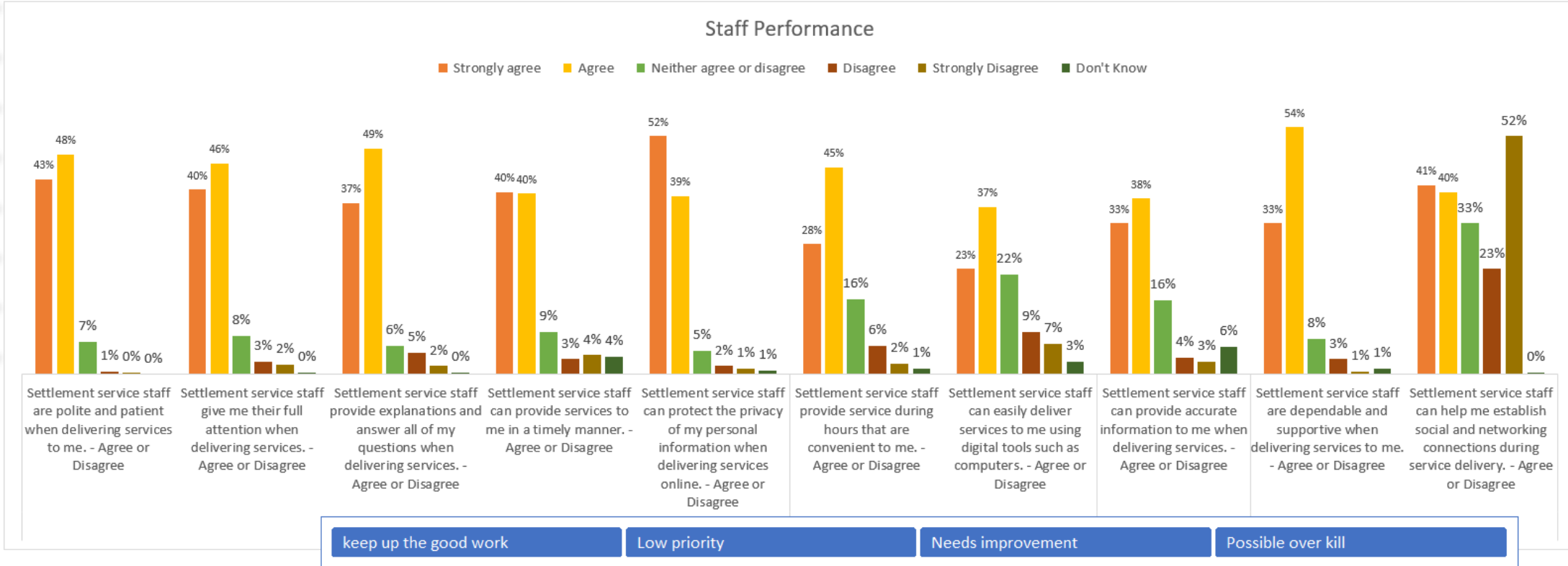
Service Format

Summary for All Statements

Please remember to refresh this page by going on the Data tab, Queries & Connections Pane and clicking on Refresh All.

Staff Performance

Strongly agree Agree Neither agree or disagree Disagree Strongly Disagree Don't Know



keep up the good work

Low priority

Needs improvement

Possible over kill

Staff Performance Dashboard



| Description | IPA Rating | Self Rating | Examples of Actions and Evidence to Support Self Rating | Areas for Improvement Identified and Planned Actions | Target Action Date | Other information |
|--|-----------------------|---------------------|--|---|--------------------|---|
| Settlement service staff are polite and patient when delivering services to me. - Agree or Disagree | Needs Improvement | Compliant | <p>Actions: Conducted training sessions for settlement service staff on effective communication, customer service, and cultural sensitivity.</p> <p>Evidence: Positive feedback from clients in surveys or feedback forms, specifically highlighting the polite and patient behavior of settlement service staff.</p> | <p>Area for Improvement: Timely Resolution of Complaints</p> <p>Planned Action: Review and streamline the complaint resolution process to ensure that client complaints related to staff behavior or service delivery are addressed promptly and effectively. This may involve establishing clear escalation pathways, implementing tracking systems, and providing staff with the necessary tools and resources to resolve issues efficiently.</p> | 25/07/2023 | <p>Staff Recognition and Incentives: Implement a performance-based incentive system that rewards staff members who receive positive feedback from clients regarding their politeness and patience.</p> |
| Settlement service staff give me their full attention when delivering services. - Agree or Disagree | Keep Up the Good Work | Exceeding | <p>Actions: Implementation of dedicated staff training programs: The organization has developed comprehensive training programs to equip settlement service staff with effective communication and active listening skills. These programs emphasize the importance of giving clients their full attention during service delivery.</p> <p>Evidence: Positive client feedback: Provide examples of client testimonials, feedback surveys, or reviews that specifically highlight how settlement service staff consistently give their full attention during interactions. Include specific quotes or comments from clients expressing their satisfaction with the staff's attentiveness.</p> | N/A | N/A | |
| Settlement service staff provide service during hours that are convenient to me. - Agree or Disagree | Low Priority | Partially Compliant | <p>Actions: Extended operating hours: The organization has made efforts to extend the operating hours of its settlement services to accommodate a broader range of clients. For instance, they may have adjusted their opening and closing times to be more inclusive of individuals who have work or other commitments during regular business hours.</p> <p>Evidence: Service logs or appointment records: Provide</p> | | | |

Tool 1: Client Questionnaire

Service-Specific Dimensions

| Staff Performance | 5 Scale = Agreement | 5 Scale = Importance |
|--|--|---|
| Settlement service staff are polite and patient when delivering services to me. | <input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither Agree nor Disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree <input type="checkbox"/> Irrelevant to me | <input type="checkbox"/> Extremely important <input type="checkbox"/> Very important <input type="checkbox"/> Moderately important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all Important <input type="checkbox"/> Not sure |
| Settlement service staff give me their full attention when delivering services. | <input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither Agree nor Disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree <input type="checkbox"/> Irrelevant to me | <input type="checkbox"/> Extremely important <input type="checkbox"/> Very important <input type="checkbox"/> Moderately important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all Important <input type="checkbox"/> Not sure |
| Settlement service staff provide service during hours that are convenient to me. | <input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither Agree nor Disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree <input type="checkbox"/> Irrelevant to me | <input type="checkbox"/> Extremely important <input type="checkbox"/> Very important <input type="checkbox"/> Moderately important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all Important <input type="checkbox"/> Not sure |
| Settlement service staff are dependable and supportive when delivering services to me. | <input type="checkbox"/> Strongly agree <input type="checkbox"/> Agree <input type="checkbox"/> Neither Agree nor Disagree <input type="checkbox"/> Disagree <input type="checkbox"/> Strongly Disagree <input type="checkbox"/> Irrelevant to me | <input type="checkbox"/> Extremely important <input type="checkbox"/> Very important <input type="checkbox"/> Moderately important <input type="checkbox"/> Slightly important <input type="checkbox"/> Not at all Important <input type="checkbox"/> Not sure |

Tool 2: Ready to Use Excel Template

National Capital Region
West/Evaluating Settlement Online (WESO)

Home

Copy and Paste Here

Numerical Data

IPA Analysis

IPA Analysis - Pivot

Service Quality Dimensions

Newcomer Specific Dimensions

Client Satisfaction

Service Format

Summary for All Statements

IPA Analysis Dashboard

TOTAL NUMBER OF SERVICES

5 On the right track that should be low priority

5 that need improvement

2 that you need to focus less on

4

Tool 3: Continuous Improvement Plan

[Home](#)
[Rating Scale](#)
[Staff Performance](#)
[Web Security](#)
[Website Content and Accessibility](#)
[Summary](#)

| Staff Performance Dashboard | | National Capital Region West/Evaluating Settlement Online (WESO) | | | | | |
|--|-----------------------|---|--|--|--------------------|-------------------------|--|
| Description | IPA Rating | Self Rating | Examples of Actions and Evidence to Support Self Rating | Planned Action | Person responsible | Planned completion date | Outcomes This includes the results, |
| Settlement service staff are polite and patient when delivering services to me. - Agree or Disagree | Keep Up the Good Work | Compliant | All the staff are courteous and treat clients fairly. | N/A | N/A | N/A | N/A |
| Settlement service staff give me their full attention when delivering services. - Agree or Disagree | Keep Up the Good Work | Exceeding | Staff are trained to be present and mindful with clients. It is the main criteria for hiring. | N/A | N/A | N/A | N/A |
| Settlement service staff provide service during hours that are convenient to me. - Agree or Disagree | Low Priority | Partially Comp | We had several complaints from clients that the group sessions are at times that are not convenient to them. | N/A | N/A | N/A | N/A |
| Settlement service staff are dependable and supportive when delivering services to me. - Agree or Disagree | Possible Over Kill | Exceeding | Staff are provided with training on how to show respect and support to all clients | The IPA rating shows that this aspect is not important to clients. Empathy and support are not on the client's top list. | Program Directo | 20/05/2023 | |
| Settlement service staff provide explanations and answer all of my questions when delivering services. - Agree or Disagree | Keep Up the Good Work | Exceeding | Staff give every client enough time for consultaton. | N/A | N/A | N/A | N/A |



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

Digital Skills Training: Client Handbook

Wired: Evaluating Settlement Online (WESO)

Funded by: Immigration, Refugees
and Citizenship Canada

Financé par : Immigration, Réfugiés
et Citoyenneté Canada

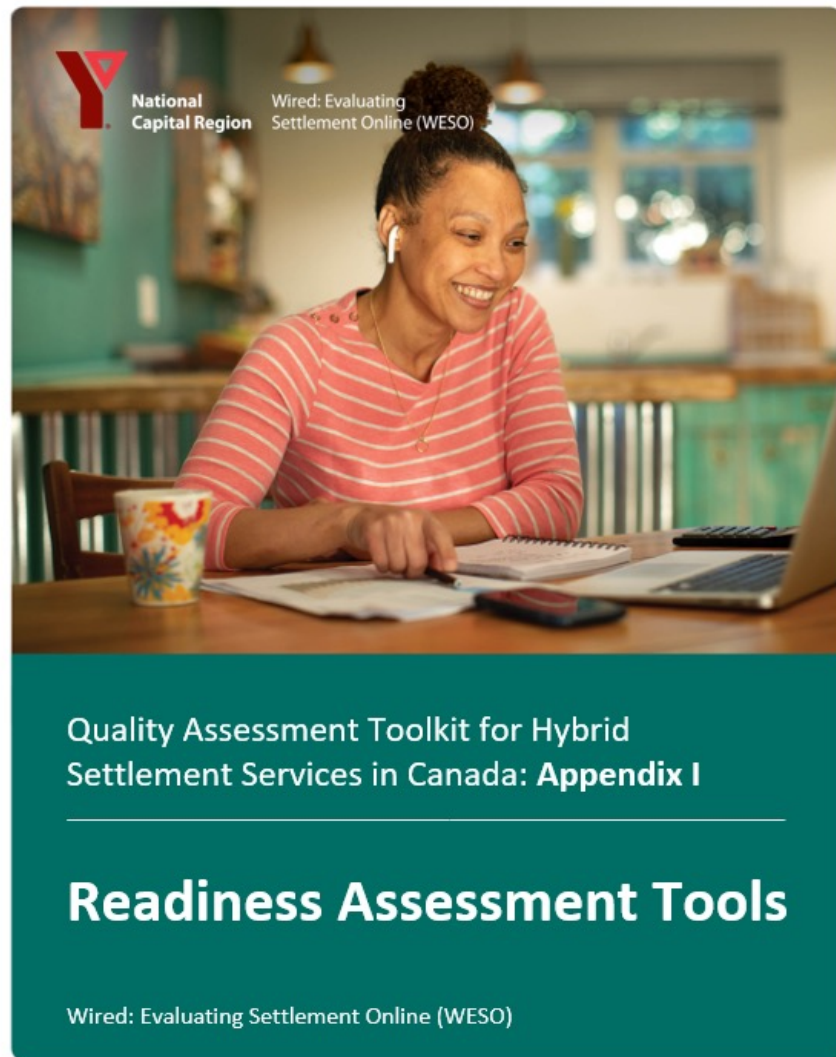
   [ymcaottawa.ca](https://www.ymcaottawa.ca)

Digital Skills Training: Client Handbook

Internet Basics: Hello World!


Email Basics: Did You Get My Email?

Video Conferencing: You're On Mute!



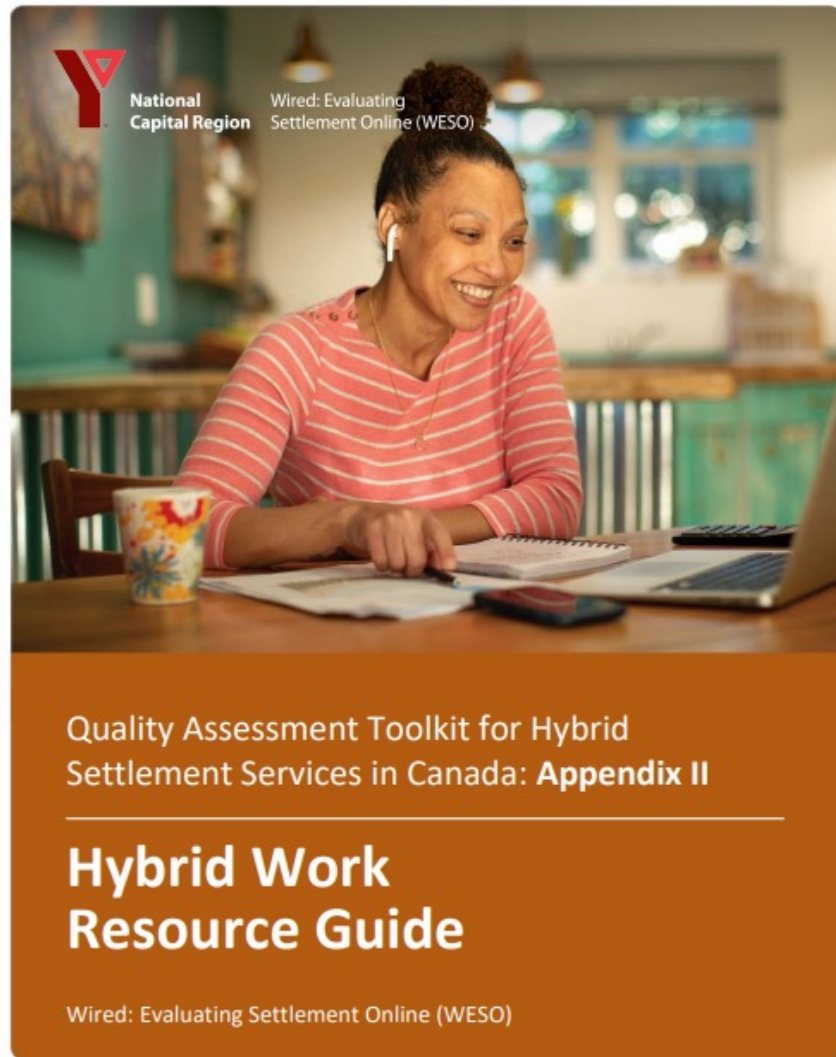
Funded by
Immigration, Refugees and Citizenship Canada

Financé par
Immigration, Réfugiés et Citoyenneté Canada

   [ymcaottawa.ca](https://www.ymcaottawa.ca)

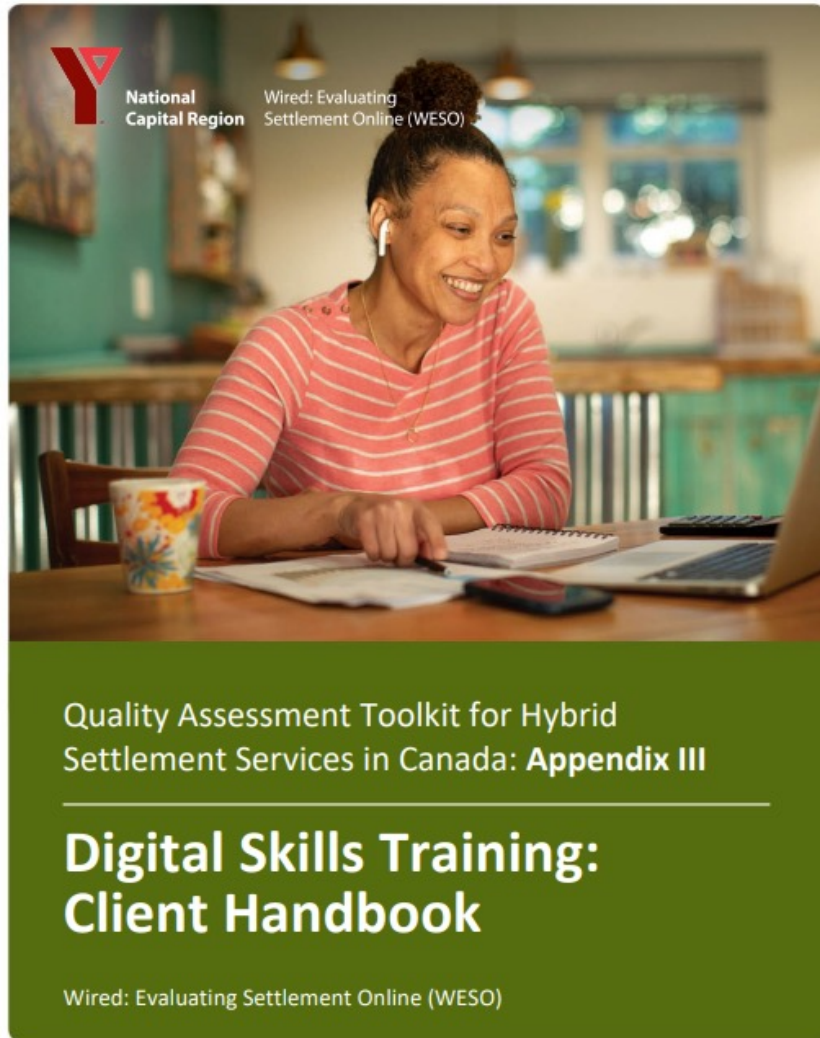
Appendix I: Readiness Assessment Tools

- Assessing Client Readiness For Hybrid Services
- Assessing Organizational Readiness For Hybrid Services



Appendix II: Hybrid Work Resources Guide

- Online Digital Literacy Resources
- Devices And Connectivity Programs
- Online Directory
- Resources In Your Community
- Resources For Survey Data Collection
- Tips And Resources For Effective Hybrid Work
- Tools For Hybrid Work



Appendix III: Digital Skills Training: Client Handbook

- The Digital Skills Training: Client Handbook is a comprehensive guide that offers step-by-step instructions for Internet Basics, Email Basics, and Video Conferencing.
- The guidebook is easy to navigate and includes screenshots to assist those with limited English proficiency.



Appendix III: Promising Practices to Deliver High Quality Hybrid Services

- Covers the five dimensions that drive client intention to use hybrid services.
- Includes a brief overview of the WESO hybrid service model and provides promising practices and tips for hybrid service delivery.

Core Module

Introduction to WESO Quality Assessment Framework and Tools

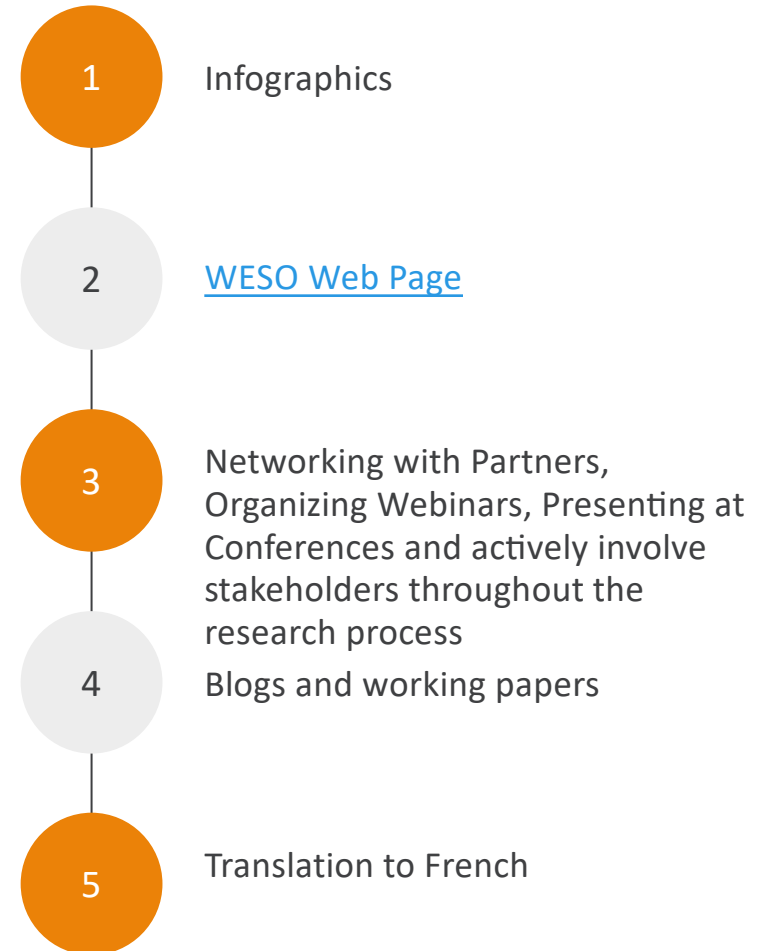
Optional Modules

Questionnaire Design (Data Collection)

Data Collection (Data Collection)

Questionnaire Data Analysis with Excel (Data Analysis)

Knowledge Mobilization



Academic Research and Settlement Sector

Practices Gap:

- Academic studies may not always address the immediate, practical needs of service providers.
- Fostering collaborations where researchers actively engage with practitioners, ensuring research outcomes are relevant, accessible, and applicable to real-world scenarios.
- More efforts in translating academic knowledge into actionable strategies for the benefit of the settlement sector.