



2025 REPORT OF THE AUDITOR GENERAL OF CANADA
TO THE PARLIAMENT OF CANADA

Canada Revenue Agency Contact Centres



Office of the
Auditor General
of Canada

Bureau du
vérificateur général
du Canada

**INDEPENDENT
AUDITOR'S REPORT**

Performance audit reports

This report presents the results of a performance audit conducted by the Office of the Auditor General of Canada (OAG) under the authority of the Auditor General Act.

A performance audit is an independent, objective, and systematic assessment of how well government is managing its activities, responsibilities, and resources. Audit topics are selected on the basis of their significance. While the OAG may comment on policy implementation in a performance audit, it does not comment on the merits of a policy.

Performance audits are planned, performed, and reported in accordance with professional auditing standards and OAG policies. They are conducted by qualified auditors who

- establish audit objectives and criteria for the assessment of performance
- gather the evidence necessary to assess performance against the criteria
- report both positive and negative findings
- conclude against the established audit objectives
- make recommendations for improvement when there are significant differences between criteria and assessed performance

Performance audits contribute to a public service that is ethical and effective and a government that is accountable to Parliament and Canadians.

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At a Glance



Overall message

Overall, the Canada Revenue Agency did not provide timely and accurate information to callers contacting its 8 contact centres about individual taxes, benefits, and business taxes.

In the 2024–25 fiscal year, the agency’s service standard was to respond to 65% of the calls within 15 minutes or less. We found that just 18% of callers reached an agent within 15 minutes or less. For the month of June 2025, only 5% of the calls met the 15 minutes or less standard. In addition, callers choosing to speak with an agent waited on average about 31 minutes, almost twice as long as they had waited a year earlier. Only callers using the northern contact centre line received timely access to agents.

We placed 167 calls between February and May 2025 to contact centre agents to test the accuracy of their responses to general tax questions. Agent responses to business tax or general benefits questions were accurate just over 54% of the time, while responses to general individual-tax questions were accurate only 17% of the time.

We found that less than 9% of agents’ total performance evaluation score related to the accuracy of information they provided to callers. Such a small emphasis on accuracy does not prioritize quality service to callers seeking assistance.

We found that the Canada Revenue Agency did not provide callers with real-time updates on their queue position. This limited callers’ ability to accurately judge whether to wait, use the self-service options, or disconnect.

The contract for the contact centres’ telephony system, provided by Shared Services Canada, was awarded in 2015 for a minimum value of \$50 million over 10 years. We found that as of June 2025, the value of the contract with amendments had reached \$190 million.

Canadians are trusting the Canada Revenue Agency to provide answers to their tax and benefit questions that are accurate and complete. Errors in taxes and missed deadlines can be costly to taxpayers.

Key facts and findings



- The Taxpayer Bill of Rights states that callers have the right to complete, accurate, clear, and timely information.
- In the 2024–25 fiscal year, the Canada Revenue Agency received more than 32 million calls. Of those, just over 10 million calls reached an agent at the 8 contact centres.
- In our 2017 audit, the Canada Revenue Agency’s service standard was to have 80% of calls answered by an agent within 2 minutes. Starting in the 2019–20 fiscal year, the agency lowered the standard to 65% of calls answered within 15 minutes.
- The number of complaints relating to the service provided by the contact centres increased by 145% since 2021–22.

See [Recommendations and Responses](#) at the end of this report.

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Introduction

Background

Canada Revenue Agency contact centres

1. The Canada Revenue Agency relies on its contact centres to help Canadians with their questions about individual taxes, benefits, and business taxes. The contact centres play an important role in delivering front-line information to callers. In the 2024–25 fiscal year, the agency received more than 32 million calls to its 8 contact centres for individual taxes, benefits, and business taxes. These contact centres are located across Canada and provide services in both English and in French ([Exhibit 1](#)). To handle these enquiries, the agency relied on a workforce of about 4,500 agents as of March 31, 2025.
2. The Canada Revenue Agency's service standard aimed to have its agents answer calls related to individual taxes, benefits, and business taxes within 15 minutes or less, 65% of the time, if callers chose to speak to an agent.
3. Starting in November 2018, to manage the calls received, the agency relied on the Hosted Contact Centre Service telephony system, provided by IBM Canada, through Shared Services Canada. The telephony system handles calls made to the Canada Revenue Agency through its toll-free networks, offering automated services such as program-specific messaging and self-service options, along with the option to connect callers to an agent. This system is configured so that calls are received without busy signals and includes functions such as initial estimated wait times and a call-back option. The contract for the telephony system was signed by Shared Services Canada on October 25, 2015.
4. In 2017, the Office of the Auditor General of Canada issued the report *Call Centres—Canada Revenue Agency*. Our recommendations and the agency's responses can be found at the end of this report on [page 29](#).

Exhibit 1—The Canada Revenue Agency’s contact centres for individual taxes, benefits, and business taxes



Source: Based on information from the Canada Revenue Agency as of May 2024

[**Read the Exhibit 1 text description**](#)

Roles and responsibilities

5. **Canada Revenue Agency.** The Canada Revenue Agency is responsible for helping individuals and businesses meet their tax obligations and access benefits. The agency is responsible,

through its contact centres, for providing accurate responses to callers' questions and assisting them with their enquiries in a timely manner.

6. **Shared Services Canada.** Shared Services Canada is the procurement and technical authority for the Hosted Contact Centre Service telephony system and is the contact for Shared Services Canada, the Canada Revenue Agency, and Employment and Social Development Canada. Shared Services Canada also manages the contract with the vendor and ensures that the system meets all business and technical needs and recovers the cost through its recovery agreement with the agency.

Focus of the audit

7. This audit focused on whether the Canada Revenue Agency's contact centres provided callers with accurate information in a timely manner regarding individual taxes, benefits, and business taxes.

8. This audit is important because the contact centres provide callers with information to help them meet their tax obligations and receive the benefits that they are entitled to. The audit also provides an opportunity to identify operational inefficiencies that may affect callers' experiences.

9. More details about the audit objective, scope, approach, and criteria are in [About the Audit](#) at the end of this report.

Findings and Recommendations

Callers had challenges in reaching contact centre agents

Why this finding matters

10. This finding matters because many Canadians and Canadian businesses need assistance or guidance to help individuals and businesses meet their tax obligations and access benefits. Through its contact centres, the agency provides responses to callers' questions and assists them with their enquiries in a timely manner.

11. Speaking with an agent offers a service tailored to the caller's specific situation, including clarification and guidance on complex processes and issues. This personalized support cannot always be provided by self-service options, such as interactive voice response systems.

Context

12. Our 2017 audit of Canada Revenue Agency call centres found significant issues impacting the quality of service to callers. It highlighted several opportunities for improvement (see the 2017 recommendations in [Appendix 1](#)). At that time, the agency was preparing to deploy a new contact centre telephony system in 2018. The new system included functionalities such as a call-back option, self-service capabilities, estimated wait times displayed both on the agency's website and to callers, and the elimination of blocked calls or busy signals. Blocked calls were those that did not reach either an agent or the automated self-service system. Instead, callers were given either a busy signal or a message to go to the website or call back later.

13. Additionally, through the Government of Canada's website, the agency provides a wide range of tax information on individual taxes, benefits, and business taxes.

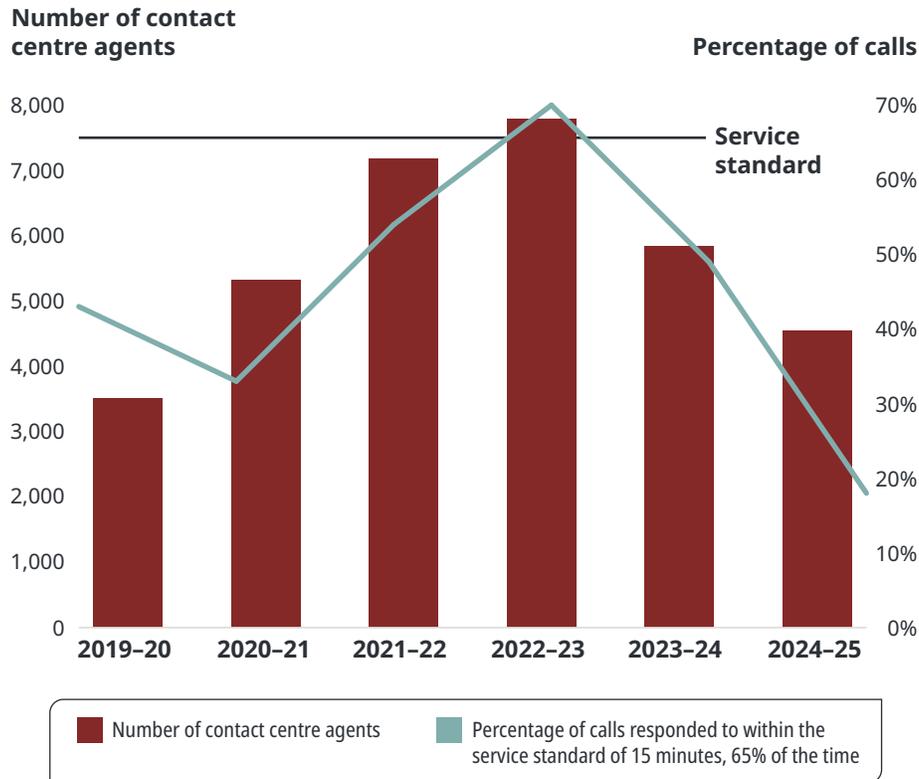
Only 18% of calls reached an agent within the service standard in 2024–25

Findings

14. In our 2017 audit of call centres, the Canada Revenue Agency's service standard was to have its agents answer calls within 2 minutes, 80% of the time. However, to achieve this standard, the agency blocked a high number of calls—calls were stopped before reaching an agent or the automated services. Starting in 2019–20, the agency adjusted the standard to answer calls within 15 minutes, 65% of the time.

15. We found that 49% of calls were answered within 15 minutes in 2023–24 and that the percentage dropped to 18% in 2024–25 ([Exhibit 2](#)). For the month of June 2025, the agency indicated that only 5% of the calls were answered within 15 minutes. Failing to meet service standards shows the gap between expected and actual service delivery. This shortfall limits callers' access to an agent and compromises the agency's ability to uphold its commitment stated in the Taxpayer Bill of Rights that callers have the right to complete, accurate, clear, and timely information. Since 2019–20, the agency has met its service standard only once—in the 2022–23 fiscal year ([Exhibit 2](#)).

Exhibit 2—The service-level results and the number of contact centre agents declined from 2022-23 to 2024-25



Source: Based on data from the Canada Revenue Agency

[Read the Exhibit 2 text description](#)

16. The number of agents available directly impacts the agency's ability to respond to callers requesting to talk to an agent and to meet its service standard. Between 2023-24 and 2024-25, the number of contact centre agents was reduced by 22% ([Exhibit 2](#)). This decrease continued in the beginning of the 2025-26 fiscal year: As of May 31, 2025, there were 3,530 agents compared with 4,547 on March 31, 2025 and with 5,837 on March 31, 2024. The difficulty reaching an agent was one of many reasons that led callers to abandon their calls before reaching an agent, which may have increased the number of repeated calls to the contact centres.

17. Between February and May 2025, the Office of the Auditor General of Canada made a total of 167 calls to the Canada Revenue Agency contact centre enquiry lines. Of these, 150 calls were made to the general enquiry lines and 17 calls were placed to the dedicated northern line. For the 150 general tax enquiry calls, we found that once connected to an agent, the average time spent

speaking with the agent was approximately 17 minutes. However, about 27% of that time was spent on hold—either while the agent searched for information or transferred the call to another agent ([Exhibit 3](#)). The time on hold reduced the availability of this agent to take another call. Since the agency responded to more than 10 million calls in 2024–25, less time on hold could improve service levels.

Exhibit 3—Breakdown of call times for the calls we made to the Canada Revenue Agency contact centres (in minutes)

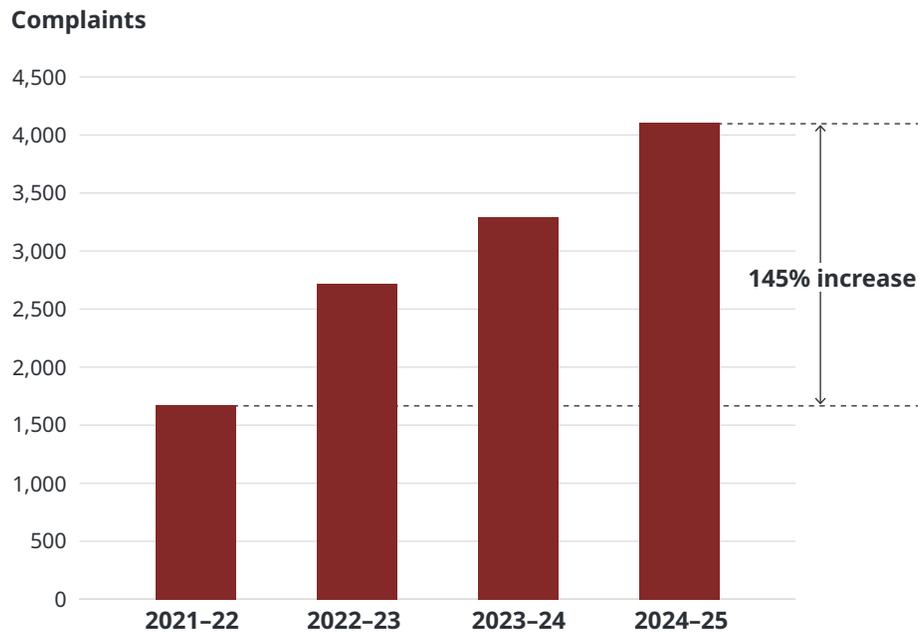
Area of enquiries	Average total duration	Average wait time before reaching an agent	Average time with an agent	Average time on hold after reaching an agent	Percentage of the time on hold after reaching an agent
All	50.0	32.6	17.3	4.6	27%
Individual taxes	52.0	36.0	16.0	3.0	19%
Benefits	58.0	39.0	19.0	6.0	32%
Business taxes	40.0	23.0	17.0	5.0	29%

18. We also found that in fall 2024, the agency reintroduced call deflection, which redirected calls to the self-service option (in the interactive voice response system) without giving the caller the option to speak to an agent. For the 2024–25 fiscal year, approximately 8.6 million calls were deflected. In the month of April 2025 alone, the number of deflected calls was more than 4 million. The deflected calls contributed to the agency not meeting its service standard to answer 65% of calls within 15 minutes and made it harder for callers to reach an agent.

19. We also found that complaints relating to the service provided by the contact centre agents increased by 145% between 2021–22 and 2024–25 ([Exhibit 4](#)). At the same time, the agency reported that on average, 77% of callers were satisfied with their call experience. However, we found that this satisfaction rate was based on surveys of less than 2% of answered calls and did not consider the experience of callers who did not reach an agent.

20. Our recommendation for this area of examination is in [paragraph 26](#).

Exhibit 4—The number of complaints relating to the service provided by the contact centres rose by 145% from 2021–22 to 2024–25



Source: Based on data from the Canada Revenue Agency

[Read the Exhibit 4 text description](#)

The wait time to reach an agent doubled in 1 year

Findings

21. We found that, on average, when choosing to speak with an agent, callers experienced delays. In 2024–25, it took on average 31 minutes to reach an agent—twice the time it took in 2023–24. We also found from our analysis of the Canada Revenue Agency recorded calls that in 2024–25, about 12% of callers waited more than 60 minutes to reach an agent, while at the same time 8.6 million calls were deflected, not giving the caller the option to speak to an agent ([Exhibit 5](#)).

22. While the number of calls received increased by 30% between 2023–24 and 2024–25, the number of calls handled by agents declined by 17% in the same period. This increase in the number of calls could be explained by factors such as recent population growth and the changes to taxation and benefit measures. In addition, answered calls were also longer: from approximately 10 minutes in 2019–20 to 16 minutes in 2024–25.

Exhibit 5—Overall contact centre program results for 2023–24 and 2024–25

	Total calls received (in thousands)	Total calls abandoned ¹ (in thousands)	Total calls accepted (in thousands)	Calls answered by an agent (in thousands)	Calls accepted in the automated services (in thousands)	Service-level result ² (percentages)	Average accept time ³	Average handle time ⁴	Calls deflected ⁵ (in thousands)	Calls blocked ⁶ (in thousands)
2023–24 Individual tax enquiries	16,355	3,529	12,826	8,546	4,280	50%	15 min 18 s	16 min 19 s	1,251	10
2024–25 Individual tax enquiries	23,051	5,550	17,501	7,157	10,344	16%	33 min 15 s	16 min 38 s	7,355	30
2023–24 Benefit enquiries	3,500	660	2,840	1,679	1,161	50%	15 min 56 s	17 min 42 s	5	2
2024–25 Benefit enquiries	4,034	808	3,226	1,086	2,140	14%	35 min 42 s	17 min 48 s	901	14
2023–24 Business tax enquiries	3,921	965	2,956	2,260	696	44%	14 min 14 s	14 min 24 s	128	4
2024–25 Business tax enquiries	4,357	1,221	3,136	2,136	1,000	28%	20 min 50 s	13 min 55 s	375	4
2023–24 Automated services	1,066	58	1,009	Not applicable	1 002	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
2024–25 Automated services	773	42	732	Not applicable	732	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
2023–24 Total	24,843	5,212	19,631	12,492	7,139	49%	15 min 11 s	16 min 09 s	1,384	16
2024–25 Total	32,216	7,620	24,595	10,379	14,216	18%	31 min 02 s	16 min 12 s	8,630	48
2023–24 Percentage of total calls received	Not applicable	21%	79%	50%	29%	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
2024–25 Percentage of total calls received	Not applicable	24%	76%	32%	44%	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

1 Abandoned calls are calls that were disconnected either before accessing the automated service or before speaking to an agent.

2 Service-level result is the percentage of calls answered within 15 minutes.

3 Average accept time is the amount of time it took to reach an agent.

4 Average handle time is the time spent with an agent including any hold time and after-call work.

5 Deflected calls are calls that were directed to the automated services and did not provide the option to speak to an agent.

6 Blocked calls are calls that were stopped from reaching an agent or the automated services.

Source: Based on information from the Canada Revenue Agency database

23. For account-specific enquiries—when an agent is required to access a specific account—an authentication process is needed with the caller to protect personal information and mitigate risks of fraud or of cybercrime. The authentication process can be done in 1 of 2 ways:

- by confirming personal information, which may include questions on previously reported tax details
- by using a multi-factor authentication that sends a code to the caller’s phone number on file

When the authentication is unsuccessful, the agent can respond only to general questions.

24. We reviewed a representative sample of recorded calls for individual taxes and benefits and found that the authentication process for account-specific questions that did not use multi-factor authentication took on average 5 minutes (ranging from 1 to over 30 minutes). In comparison, multi-factor authentication on average took 2 minutes (ranging from 1 to 8 minutes). For example, in 1 call recording, after 9 minutes, the agent remarked that the personal information authentication was “taking too long” for a 90-year-old caller who was having difficulty finding and recalling the correct answers. Overall, for the calls that required an authentication process, we found that the multi-factor authentication code reduced the average length of authentication by half. This efficiency meant that an agent was able to answer more calls.

25. We also found from the same representative sample of recorded calls that 45% of the account-specific questions related to MyAccount issues. MyAccount is an online portal that allows users to view and self-manage their tax and benefit information. The high volume of calls to the Canada Revenue Agency’s contact centres to support access to the MyAccount self-serve portal created inefficiencies and reduced the availability of agents to answer other types of calls.

Recommendation

26. To increase access to agents and improve its service level, the Canada Revenue Agency should

- review the process, procedures, and tools that agents use to gather information during calls to respond more efficiently
- align staffing levels with call volumes to reduce wait times
- separate and triage system-related enquires for MyAccount from other tax and benefits enquiries

The Canada Revenue Agency’s response. Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

Northern contact centre lines provided timely access to agents

Findings

27. Between February and May 2025, the Office of the Auditor General of Canada made a total of 17 calls to the Canada Revenue Agency contact centre enquiry lines using area code 867. We found that these calls were able to reach an agent within the service standard—calls answered within 15 minutes, 65% of the time. These calls went to the dedicated individual line (a unique phone number for both individual tax and benefits enquiries) and to the business lines serving the Yukon, the Northwest Territories, and Nunavut. Calls using a northern area code were prioritized in the queue by the system and routed to the next available agent. This prioritization was put in place to provide year-round support to callers from the territories regarding individual taxes, benefits, and business taxes.

Responses to enquiries had low rates of accuracy and completeness

Why this finding matters

28. This finding matters because under the Taxpayer Bill of Rights, taxpayers have the right to complete, accurate, clear, and timely information. Enhancing the accuracy of responses to callers is essential—not only to resolve callers' issues efficiently but also to build trust and confidence in the tax system. When responses are incorrect or incomplete, they can cause confusion and frustration, leading to repeated calls.

Context

29. In our 2017 audit of Canada Revenue Agency call centres, we tested only the accuracy of responses provided by agents, and we identified issues with responses to non-account-specific or general tax questions. The audit also found that the agency's own quality evaluations did not assess the accuracy of information provided to callers. At that time, the telephony system could not record calls to assess the quality of agents' responses. As the result, we were not able to listen to call recordings to evaluate the accuracy of account-specific responses.

30. Since 2019, the agency has reported accuracy and call quality rates of over 87%. To evaluate the accuracy and quality of an agent's responses, the agency employs quality evaluators who

listen to and assess recordings of selected calls and provide written feedback to agents and their supervisors. These evaluations are aggregated, and their supervisors rely on those to provide feedback to agents. This process aims to support agents' learning, coaching, and development and should provide targeted feedback on all aspects of call handling. For this audit, we were able to evaluate responses to non-account-specific and account-specific questions by listening to call recordings.

Responses to our general individual-tax questions were accurate only 17% of the time

Findings

31. Through our testing of non-account-specific or general questions, we found that in the area of individual taxes, only 17% of the answers provided were accurate ([Exhibit 6](#)), and the non-account-specific calls represent around 20% of all the calls answered by agents.

Exhibit 6—Responses to non-account-specific calls we made to the Canada Revenue Agency contact centres had low rates of accuracy and completeness

Areas of enquiry	Accuracy of response	Completeness of response
Individual taxes	17%	17%
Benefits	56%	33%
Business taxes	54%	31%

32. During the audit period, a total of 167 calls were placed by auditors of the Office of the Auditor General of Canada between February and May 2025—covering the 3 enquiry areas: individual taxes, benefits, and business taxes. During those calls, we asked a maximum of 5 questions to review the accuracy and completeness of non-account-specific or general information.

33. We also selected a representative sample of recorded calls from the agency's database to assess the accuracy and completeness of agent responses. The sample included a diverse range of enquiries, some of which were account-specific, while others were general in nature, and about 45% of the questions related to MyAccount issues (see [paragraph 25](#)).

34. We found that often the accuracy and completeness of responses were lower when non-account-specific questions were asked ([Exhibit 7](#)). For example, an account-specific enquiry could relate to an error code when accessing MyAccount, checking the status of a caller's application for the Canada Child Benefit, or requesting copies of documentation. Non-account-specific enquiries could relate to eligibility criteria, general tax matters, or obtaining contact information for other areas of the agency. While the 167 calls placed by auditors of the Office of the Auditor General of Canada were 100% tax-related and non-account-specific, the agency database of recorded calls showed that around 20% of the total calls answered were for non-account-specific enquiries.

Exhibit 7—Accuracy results of a representative sample of agency call recordings

Areas of enquiry	Non-account-specific: Accuracy	Non-account-specific: Completeness	Account-specific: Accuracy	Account-specific: Completeness
Individual taxes	50%	38%	93%	86%
Benefits	89%	89%	98%	90%
Business taxes	80%	80%	71%	61%

35. We also evaluated the accuracy of responses provided by the agency's chatbot, Charlie, and other publicly available artificial intelligence tools using 6 tax-related questions (2 from each area of enquiry). Charlie is the Canada Revenue Agency's virtual chatbot, available on its website to provide automated assistance with frequently asked questions about taxes and benefits. While it helps reduce pressure on call centres, Charlie is limited to general information and cannot address account-specific enquiries. This digital service is not under the Hosted Contact Centre Service telephony system.

36. Charlie's responses tended to be brief, offering limited context and minimal additional information. We found that Charlie provided accurate answers in only 2 out of the 6 questions we asked it, while the other public web-based conversational artificial intelligence tools answered 5 out of 6 questions accurately.

37. Our recommendation for this area of examination is in [paragraph 43](#).

The agency's quality and performance evaluations focused more on agents' adherence to schedule than on the accuracy and completeness of responses

Findings

38. We found that the Canada Revenue Agency significantly increased its quality evaluation efforts: It reviewed almost 20,000 calls in 2023–24, which increased to more than 132,000 calls in 2024–25. We reviewed a representative sample of quality evaluations of recorded calls and found that evaluations overlooked gaps in the accuracy and completeness of agents' responses ([Exhibit 8](#)).

Exhibit 8—Review of a representative sample of the agency's quality evaluations of recorded calls

Areas of enquiry	Percentage of calls rated accurate and complete by the agency's quality evaluation	Percentage of calls rated accurate after our review of the agency's quality evaluations	Percentage of calls rated complete after our review of the agency's quality evaluations
Individual taxes	87%	84%	74%
Benefits	80%	80%	60%
Business taxes	100%	90%	50%

39. We also found that the accuracy and completeness of responses provided by agents played a relatively minor role in their performance evaluations. Overall, agents were evaluated in 3 broad categories (productivity, quality of service, and behaviour) with subcategories ([Exhibit 9](#)).

Exhibit 9—Performance evaluation of an agent who answered calls

Area of the agent's evaluation	Weight in agent's total evaluation
Total for productivity	45%
Average call handle time	22.50%
Adherence to schedule	22.50%
Total for quality of service	45%
Authentication	11.25%
Completeness and accuracy of response	9.00%
Action and process	6.75%
Policy and procedure	6.75%
Communication	11.25%
Total for behaviour	10%
Agent behaviour	10.00%

Source: Based on information provided by the Canada Revenue Agency

40. We found that only 9% of the total performance evaluation score of an agent was based on accuracy and completeness, whereas 45% was tied to schedule adherence and call handling time. Schedule adherence meant that an agent was assessed on how closely they followed their preset schedule, including

- logging in to their computer no earlier than 5 minutes at the beginning of their shift
- logging out no later than 10 minutes at the end of their day
- notifying their supervisor if calls delayed breaks or lunch by 15 minutes or more
- continuing to take calls until 1 minute before their scheduled break

By not prioritizing accuracy and completeness in quality and performance evaluations, the agency placed greater emphasis on meeting resource management targets than providing complete, accurate, and clear information to Canadians.

41. We also found that limited time was dedicated to improving accuracy and completeness through quality evaluation feedback and coaching. In 2024–25, the agency reported over 130,000 hours spent on quality evaluations which resulted in only 2,200 hours of coaching, feedback or training—under 30 minutes per agent annually.

42. We found that quality evaluation results that were available to an agent and supervisor lacked clear and detailed information and therefore offered limited actionable feedback—results only included website links or a brief coaching note. Without clear and constructive feedback, these evaluations could not drive enhancements in quality services to Canadians. For example, in 1 of our reviews, the quality evaluator marked a call as accurate even though only 1 of the agent’s responses was assessed, and the other responses provided during that call were incorrect. When specific coaching or feedback was noted in the quality evaluations, we were not able to confirm whether any action was taken. In addition, we found that no action was taken to rectify the misinformation given to a caller after an inaccuracy had been identified in the quality evaluation.

Recommendation

43. To improve response accuracy and completeness, the Canada Revenue Agency should

- place greater emphasis on the completeness and accuracy of responses in the performance evaluation of agents answering calls
- improve its quality evaluation results to clearly highlight areas requiring improvement and guide the training and coaching for agents
- review and determine the optimal number of quality evaluations that will support improvement in agent response

The Canada Revenue Agency’s response. Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

There were weaknesses in the telephony system design, contract management, and related payment controls

Why this finding matters

44. This finding matters because the Canada Revenue Agency is in the process of replacing its contact centre telephony system, which is the system used to manage the interactions between callers and agents. The agency can build on its experiences of using the current Hosted Contact Centre Service telephony system to ensure that the new system addresses the past challenges that the agency faced and enhances service to Canadians while delivering the best value for money.

Context

45. In 2015, Shared Services Canada signed a contract with IBM (the vendor) to roll out the Hosted Contact Centre Service telephony system contact centre solution across Government of Canada contact centres. Since then, the system has been used by the agency and 2 other departments. Following our 2017 audit of call centres, the agency, in collaboration with Shared Services Canada, transitioned to this new contact centre system to modernize its operations. This telephony system included new functionalities; for example, it directs calls to agents with relevant knowledge (skills-based routing), it queues calls on a national level, it has an integrated voice response system, and it provides estimated wait times. It also has quality management and workforce management functionalities. The current telephony system will reach its end of life and will no longer be supported after October 2027. For this reason, the agency, in collaboration with Shared Services Canada, launched a request for proposal process to procure a new contact centre telephony platform for implementation by 2027. As of 30 June 2025, a new vendor has been identified.

The value of the telephony service contract has reached \$190 million from its minimum work guarantee of \$50 million

Findings

46. We found that the original contract for the Hosted Contact Centre Service telephony system, awarded in October 2015, was for a total value of \$50 million over 10 years, for the agency and 2 other departments. The original contract had a minimum work guarantee of \$50 million, meaning that should Shared Services Canada end

the contract, it still needed to pay a minimum guarantee. As of June 2025, the value of the contract with amendments had reached \$190 million, and it is projected that the overall contact value will rise to \$214 million through 2027.

47. The increases in contract value were mostly due to 18 contract amendments. Eight of these amendments took place before March 2020, the start of the COVID-19 pandemic. Four contract amendments took place before the agency began using the telephony system in November 2018. In April 2017, one of those amendments significantly increased the price of some features, such as integrated voice response and call recordings, and the fees for data storage. Also, in June 2018, another amendment increased the number of agency staff that could access the system concurrently. In January 2019, another amendment only incorporated a change in the total value of the contract to \$104 million. At the end of the 2024–25 fiscal year, the amount spent for the use of the telephony system (Hosted Contact Centre Service) since 2018–19 was more than \$96 million. The agency has paid \$28.2 million, which is around 30% of the usage fees.

48. We found cases of telephony system outages that impacted callers and agents. We found no evidence that Shared Services Canada considered whether any service credits or performance penalties available through the contract might apply.

49. During the COVID-19 pandemic, there was a surge in call volumes. We found that the agency had to engage 2 additional external service providers at an additional cost of more than \$5.8 million.

Recommendation

50. Shared Services Canada, in collaboration with the Canada Revenue Agency, should strengthen its contract management and conduct a full review of the Hosted Contact Centre Service contract and its life cycle to identify lessons learned.

Shared Services Canada's response. Agreed.

The Canada Revenue Agency's response. Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

The contact centre telephony system lacked key features

Findings

51. We found that a feature of the Hosted Contact Centre Service telephony system, which the Canada Revenue Agency started using in November 2018, was not fully adopted. As a result, there have been some operational benefits and automation efficiencies that were expected but were not realized.

52. The workforce management module of the telephony system was not fully adopted by the agency. This had significant implications for the management of contact centre operations as an agent's schedule is preset into the system. For example, if an agent's schedule shifts by 15 minutes or more—because of changes in break times, unscheduled meetings, or training—the adjustments must be submitted manually. Agents must email their supervisor, who then forwards the approved changes to the team responsible for call traffic control.

53. We found that, from January 2024 to March 2025, these schedule changes led to more than 180,000 emails (relating to 1 or more agents) sent to the traffic control team, who input manual adjustments to the preset schedules. Due to the importance that schedule adherence has in an agent's performance evaluation ([Exhibit 9](#)), the approach taken by the agency had significant impacts on efficiency.

54. We also found through the 167 calls placed by auditors of the Office of the Auditor General of Canada between February and May 2025 that the callers were not provided with real-time updates on their queue position. Callers were provided with only an initial estimate of wait time at the start of a call and real-time updates were not provided. This limited the caller's ability to manage expectations or decide whether to wait, use the interactive voice response self-service system, or disconnect. During our test calls, we compared the estimated wait time displayed on the agency's website and the time given by the interactive voice response system against the actual time to reach an agent. We found that actual wait time was often underestimated ([Exhibit 10](#)).

Exhibit 10—Inconsistencies between the time provided on the Canada Revenue Agency’s website, the contact centre message, and the actual waiting time

Areas of enquiry	Percentage of time we had to wait longer than the estimated time stated on the agency’s website	Percentage of time we had to wait longer than the estimated time stated by the interactive voice response system
Individual taxes	53%	7%
Benefits	51%	21%
Business taxes	73%	15%

Recommendation

55. Shared Services Canada, in collaboration with the Canada Revenue Agency, should ensure that the current and future contact centre telephony systems align with operational requirements and that all functionalities can be fully deployed.

Shared Services Canada’s response. Agreed.

The Canada Revenue Agency’s response. Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

Vendor invoices received little scrutiny

Findings

56. We found limited validation of vendor invoices by both Shared Services Canada and the Canada Revenue Agency. Both relied on the invoices provided by the vendor without validating the usage—the number of agents using the system or the available number of telephone lines. Monthly invoices were sent from the vendor to Shared Services Canada, which then divided the costs between the agency and the 2 other departments using the telephony system. When we asked, neither Shared Services Canada nor the Canada Revenue Agency could confirm whether the invoiced levels of activity, which were the basis for the charges invoiced to the agency, were accurate.

57. We found that there was no process documented or followed to ensure that amounts invoiced to Shared Services Canada were accurate and reflected the services received. We found little evidence that invoice details were appropriately reviewed and approved by Shared Services Canada or the Canada Revenue Agency prior to issuing payment.

Recommendation

58. Given the unique nature of invoicing under this multi-entity contract, Shared Services Canada and the Canada Revenue Agency should ensure that they have a well-defined process in place to ensure accountability and compliance with the Financial Administration Act. This process should, at a minimum, include the procedures to be followed and the responsibilities of each entity when certifying the receipt of goods and services and authorizing the payment of invoices.

Shared Services Canada's response. Agreed.

The Canada Revenue Agency's response. Agreed.

See [Recommendations and Responses](#) at the end of this report for detailed responses.

Conclusion

59. We concluded that the Canada Revenue Agency's contact centres did not provide callers with accurate information in a timely manner in regard to individual taxes, benefits, and business taxes.

About the Audit

This independent assurance report was prepared by the Office of the Auditor General of Canada on Canada Revenue Agency contact centres. Our responsibility was to provide objective information, advice, and assurance to assist Parliament in its scrutiny of the government's management of resources and programs and to conclude on whether the agency's contact centres complied in all significant respects with the applicable criteria.

All work in this audit was performed to a reasonable level of assurance in accordance with the Canadian Standard on Assurance Engagements (CSAE) 3001—Direct Engagements, set out by the Chartered Professional Accountants of Canada (CPA Canada) in the CPA Canada Handbook—Assurance.

The Office of the Auditor General of Canada applies the Canadian Standard on Quality Management 1—Quality Management for Firms That Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements. This standard requires our office to design, implement, and operate a system of quality management, including policies or procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

In conducting the audit work, we complied with the independence and other ethical requirements of the relevant rules of professional conduct applicable to the practice of public accounting in Canada, which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour.

In accordance with our regular audit process, we obtained the following from entity management:

- confirmation of management's responsibility for the subject under audit
- acknowledgement of the suitability of the criteria used in the audit
- confirmation that all known information that has been requested, or that could affect the findings or audit conclusion, has been provided
- confirmation that the audit report is factually accurate

Audit objective

The objective of this audit was to determine whether the Canada Revenue Agency's contact centres provided callers with accurate information in a timely manner.

Scope and approach

This audit assessed whether the Canada Revenue Agency, through its contact centres for individual taxes, benefits, and business taxes, using a system provided through contracting with Shared Services Canada, provided prompt and accurate responses to callers' questions.

The key elements we examined were

- accuracy of information communicated to callers by the agency's contact centres
- measurement and achievement of service standards
- contribution of telephony tools to effective service delivery at the call centres

The audit approach included document reviews, data analytics, samplings, and interviews.

The approach also included the following audit samples:

- a sample of 167 calls that we made to the agency's contact centres, including 17 calls on the northern contact centre line at area code 867, on enquiry lines for individual taxes, benefits, and business taxes
- a representative sample of 153 recorded calls, 51 in each area—individual taxes, benefits, and business taxes
- a representative sample of quality evaluations, 51 in total, covering individual taxes, benefits, and business taxes areas

We did not examine Canada Revenue Agency debt management call centres or enquiries related to other categories, such as international tax and non-resident taxes, charities or savings, and registered plan administrators.

Criteria

We used the following criteria to conclude against our audit objective:

Criteria	Sources
The Canada Revenue Agency has a quality assessment tool in place to ensure that callers receive accurate information.	<ul style="list-style-type: none"> • Income Tax Act • Taxpayer Bill of Rights, Canada Revenue Agency
The Canada Revenue Agency provides tools (training, systems, reference material, or other) to its agents to respond to calls received.	<ul style="list-style-type: none"> • Income Tax Act • Taxpayer Bill of Rights, Canada Revenue Agency
The Canada Revenue Agency provides accurate information or responses to callers.	<ul style="list-style-type: none"> • Income Tax Act • Taxpayer Bill of Rights, Canada Revenue Agency
The Canada Revenue Agency has established standards that were based on the contact centres' objective—to provide timely information.	<ul style="list-style-type: none"> • Income Tax Act • Taxpayer Bill of Rights, Canada Revenue Agency • Canada Revenue Agency Act

Criteria	Sources
The Canada Revenue Agency measures, monitors, and takes actions to meet the contact centre standards	<ul style="list-style-type: none"> • Income Tax Act • Taxpayer Bill of Rights, Canada Revenue Agency • Canada Revenue Agency Act
The Canada Revenue Agency contact centre budget or funding permits the agency to have the tools and resources needed to meet the service standard.	<ul style="list-style-type: none"> • Financial Administration Act • Contracting Policy, Treasury Board • Directive on the Management of Procurement, Treasury Board • Procurement procedures, Canada Revenue Agency • Canada Revenue Agency Act
The Canada Revenue Agency contact centre telephony platform provided through Shared Services Canada permits the agency to handle the call volume received and meet its mandate.	<ul style="list-style-type: none"> • Financial Administration Act • Contracting Policy, Treasury Board • Directive on the Management of Procurement, Treasury Board • Procurement procedures, Canada Revenue Agency • Canada Revenue Agency Act

Period covered by the audit

The audit covered the period from April 1, 2019, to June 30, 2025. This is the period to which the audit conclusion applies. However, to gain a more complete understanding of the subject matter of the audit, we also examined certain matters that preceded the start date of this period.

Date of the report

We obtained sufficient and appropriate audit evidence on which to base our conclusion on October 10, 2025, in Ottawa, Canada.

Audit team

This audit was completed by a multidisciplinary team from across the Office of the Auditor General of Canada led by Mathieu Lequain, Principal. The principal has overall responsibility for audit quality, including conducting the audit in accordance with professional standards, applicable legal and regulatory requirements, and the office's policies and system of quality management.

Recommendations and Responses

Responses appear as they were received by the Office of the Auditor General of Canada.

In the following table, the paragraph number preceding the recommendation indicates the location of the recommendation in the report.

Recommendation	Response
<p>26. To increase access to agents and improve its service level, the Canada Revenue Agency should</p> <ul style="list-style-type: none"> • review the process, procedures, and tools that agents use to gather information during calls to respond more efficiently • align staffing levels with call volumes to reduce wait times • separate and triage system-related enquires for MyAccount from other tax and benefits enquiries 	<p>The Canada Revenue Agency’s response. Agreed. The Canada Revenue Agency recognizes that the employees answering the phones need better tools to allow them to do their work more easily.</p> <p>As part of its preparation to transition to a new contact centre engagement platform in Fall 2026, the Canada Revenue Agency has begun a review to identify process efficiencies and the additional use of technology that will allow better alignment of resources and the reduction of wait times. This includes launching more modern and effective tools, including the use of artificial intelligence to support callers needing support, and employees during and after calls.</p> <p>As the number of MyAccount users grows there will be a sustained need for users requiring digital support. The Canada Revenue Agency will promote and continue to improve our digital services to empower clients to resolve concerns on their own schedule, without the need to call. For example, by the end of October 2025, existing CRA account users will be able to re-register for a new login if they are locked out of their account or have forgotten their login information, allowing them to regain access without needing to call, thereby reducing system related enquiries. We will prioritize those that need agent assistance with their MyAccount so that they can then access services on their own schedule.</p> <p>The Canada Revenue Agency recognizes the importance of providing support for all types of questions, including both general tax questions and those about MyAccount. To support general tax questions, as of November 2025 the GenAI chatbot beta on Canada.ca will be able to answer more questions, as the number of topics is increased. To ensure access to the CRA portals, calls related to MyAccount lockouts or error codes will be prioritized, allowing those individuals to get back into their accounts quickly so they can self-serve. This will allow other callers better access to contact centre agents for other, more complex questions.</p>

Recommendation	Response
<p>43. To improve response accuracy and completeness, the Canada Revenue Agency should</p> <ul style="list-style-type: none"> • place greater emphasis on the completeness and accuracy of responses in the performance evaluation of agents answering calls • improve its quality evaluation results to clearly highlight areas requiring improvement and guide the training and coaching for agents • review and determine the optimal number of quality evaluations that will support improvement in agent response 	<p>The Canada Revenue Agency's response. Agreed. In 2024-25, the Canada Revenue Agency reviewed over 130K calls/year, which is not sustainable given budgetary constraints. After a review of the costs and benefits, in July 2025, the Canada Revenue Agency reduced the number of quality assessments completed for each agent from eight per month to five per month.</p> <p>Given the findings of the OAG, by September 2026 the Canada Revenue Agency will complete the review of the overall evaluation framework to ensure more focus on completeness and accuracy versus other evaluation criteria and will amend the quality process to improve the feedback provided, resulting in better training and coaching for employees. In the Fall of 2025, the Canada Revenue Agency will also implement robotic process automation in our quality review procedures to improve the efficiency of the feedback process.</p>

Recommendation	Response
<p>50. Shared Services Canada, in collaboration with the Canada Revenue Agency, should strengthen its contract management and conduct a full review of the Hosted Contact Centre Service contract and its life cycle to identify lessons learned.</p>	<p>Shared Services Canada’s response. Agreed. In close collaboration with Canada Revenue Agency, Shared Services Canada awarded a contract in July 2025 for a Contact Centre as a Service (CCaaS) to replace HCCS via a formal procurement process. Lessons learned from HCCS were applied during the procurement process for the new solution. Shared Services Canada and the Canada Revenue Agency are strengthening contract management practices via a Contract Operations and Partnership Structure which will clearly define roles, responsibilities and processes to ensure sound stewardship. This agreement is currently being refined and is expected to be signed by January 2026. Furthermore, since the award of the HCCS contract, SSC developed a Procurement File Management Guide for contract and procurement officers to ensure that contract and procurement related records are stored appropriately in the corporate information management system. The first version of this guide was approved in June 2018, and an updated version was issued in September 2025.</p> <p>The Canada Revenue Agency’s response. Agreed. Shared Services Canada awarded a contract in July 2025 for a Contact Centre as a Service (CCaaS) to replace HCCS via a formal procurement process.</p> <p>The Canada Revenue Agency will support Shared Services Canada in strengthening contract management practices through a Contract Operations and Partnership Structure which clearly defines roles, responsibilities, and processes for the administration of the new Contact Centre as a Service (CCaaS) contract. This structure will be finalized and signed by January 2026.</p>

Recommendation	Response
<p>55. Shared Services Canada, in collaboration with the Canada Revenue Agency, should ensure that the current and future contact centre telephony systems align with operational requirements and that all functionalities can be fully deployed.</p>	<p>Shared Services Canada’s response. Agreed. Shared Services Canada will continue to support Canada Revenue Agency with the current HCCS platform and ensure that all operational requirements are met through the platform’s embedded technology. For future telephony needs, Canada Revenue Agency was fully engaged to define the requirements and evaluate the new Contact Centre as a Service (CCaaS) solution. A contract for this solution was signed in July 2025. Additionally, as the Technical Authority for the new contact, Canada Revenue Agency has the autonomy to deploy and test all features of the new solution as needed to meet their needs and operational requirements. This will be reinforced by a new Contract Operations and Partnership Structure, which is currently in development and is expected to be signed by January 2026.</p> <p>The Canada Revenue Agency’s response. Agreed. The Canada Revenue Agency was fully engaged to define the requirements and evaluate the new Contact Centre as a Service (CCaaS) solution. A contract for this supply arrangement was signed in July 2025.</p> <p>Additionally, as the Technical Authority for the new contact, Canada Revenue Agency has the autonomy to deploy and test all features of the new solution as needed to meet operational requirements.</p> <p>This will be reinforced by a new Contract Operations and Partnership Structure with SSC, which is currently in development and is expected to be signed by January 2026.</p> <p>The Canada Revenue Agency will continue to seek support from Shared Services Canada with the current HCCS platform.</p>

Recommendation	Response
<p>58. Given the unique nature of invoicing under this multi-entity contract, Shared Services Canada and the Canada Revenue Agency should ensure that they have a well-defined process in place to ensure accountability and compliance with the Financial Administration Act. This process should, at a minimum, include the procedures to be followed and the responsibilities of each entity when certifying the receipt of goods and services and authorizing the payment of invoices.</p>	<p>Shared Services Canada's response. Agreed. Shared Services Canada and the Canada Revenue Agency are strengthening contract management practices via a Contract Operations and Partnership Structure which clearly defines roles, responsibilities and processes for the administration of the new Contact Centre as a Service Contract (CCaaS) contract. This structure will be finalized and signed by January 2026. The new contract will provide Canada Revenue Agency with detailed billing information, reducing the complexity of invoicing and increasing clarity on certifying the receipt of goods and services and authorizing payments.</p> <p>The Canada Revenue Agency's response. Agreed. The Canada Revenue Agency will support Shared Services Canada in strengthening contract management practices through a Contract Operations and Partnership Structure which clearly defines roles, responsibilities, and processes for the administration of the new Contact Centre as a Service (CCaaS) contract. This structure will be finalized and signed by January 2026.</p> <p>The new contract will provide Canada Revenue Agency with detailed billing information, reducing the complexity of invoicing and increasing clarity on certifying the receipt of goods and services and authorizing payments. This increased clarity will support stronger adherence to the Financial Administration Act.</p>

Appendix 1—Previous Recommendations and Responses from the 2017 Report of the Auditor General of Canada on Call Centres

Topic	Recommendation	Response
<p>Access and timeliness</p>	<p>2.32 The Canada Revenue Agency should</p> <ul style="list-style-type: none"> • review how it manages its incoming calls to improve access by considering practices such as increasing their maximum wait times to speak with an agent; and • consider giving callers information on call wait times to access an agent so they can decide if they prefer to wait, use self-service options such as the website, or call back later. (2.19–2.31) 	<p>The Agency’s response. Agreed. The Canada Revenue Agency’s aging call centre technology does not allow it to automatically route incoming calls to the next available agent across its national network, nor is it capable of providing callers with the estimated wait time to be served by an agent. As a result, the Agency manages the number of callers who can access its phone queues at each site. By limiting the number of callers who join the queue, the Agency can maintain reasonable wait times for those in the queue. (The current service standard is two minutes or less, 80 percent of the time.) As a result, when call volumes are high, it often takes callers several tries to get into the queue to speak with an agent.</p> <p>In summer 2017, the Canada Revenue Agency signed a commitment to transition its call centres to a new telephony platform as part of the Government of Canada’s Contact Centre Transformation Initiative. The migration is expected to begin in early 2018, with the bulk of the transition being completed by the end of 2018. This new technology will allow the Agency to inform callers of estimated wait times to speak with an agent. Being able to predict wait times will allow the Agency to adjust its current approach of managing incoming calls so as to allow more callers to access the agent queues.</p> <p>In the interim, throughout the 2017–18 fiscal year, the Canada Revenue Agency will examine how it manages wait times in an effort to reduce the number of attempts that callers need to make to reach a call centre agent. In doing so, the Agency will consult with Canadians on acceptable wait times and update its service standards by the end of the 2017–18 fiscal year.</p> <p>Additionally, the Agency will continue to enhance the self-service options available in its Interactive Voice Response system so as to offer callers more self-service options where possible instead of waiting to speak with an agent.</p>

Topic	Recommendation	Response
Accuracy	2.66 The Canada Revenue Agency should ensure that its quality assurance practices generate more effective results in order to improve accuracy, identify opportunities for continuous improvement, and identify and monitor training needs. (2.39-2.65)	<p>The Agency's response. Agreed. The Canada Revenue Agency is committed to ensuring that its quality assurance practices are effective and result in improved accuracy, and has developed a three-pronged improvement plan.</p> <p>First, in the fourth quarter of the 2017-18 fiscal year, the Agency will launch a new approach to training and evaluating agents to better assess agent readiness across the national network.</p> <p>Second, technology will be improved. The current call centre technology is outdated and does not offer industry-leading quality assurance features. The new telephony platform will offer the Agency modern call monitoring tools. These features will be implemented in call centres in the 2018-19 fiscal year, and will strengthen quality and accuracy assessments. Until the new technology is in place, the Agency will continue to examine quality issues that are raised to correct them through the training programs.</p> <p>Finally, as part of this migration, the Agency will establish a new national quality monitoring team in spring 2018 to supplement existing local quality practices. This will ensure consistency across the national network, leverage quality improvement features available with the new technology, facilitate continuous improvement, and identify training needs, all of which will benefit Canadians when they interact with the Agency.</p>

Topic	Recommendation	Response
<p>Reporting</p>	<p>2.83 The Canada Revenue Agency should assess and improve its performance indicators and its reporting on the accessibility, accuracy, and timeliness of its call centre services. (2.74–2.82)</p>	<p>The Agency’s response. Agreed. The Canada Revenue Agency has expanded the information provided in its annual Departmental Results Report, beginning with the report for the 2016–17 fiscal year, to provide Canadians with more information about the performance of its call centres. This document is public and available to all Canadians.</p> <p>The current call centre technology does not allow for sophisticated, comprehensive, or standardized reporting across the Agency’s national call centre network. The migration to a new telephony platform will offer the Agency enhanced measurement and reporting tools, which will contribute to improved and consistent reporting and performance measures.</p> <p>The migration will also provide an opportunity for the Agency to review the performance indicators it uses to measure its call centre services. The Agency will complete its review and update its performance indicators by the end of the 2017–18 fiscal year.</p>

Appendix 2—Text Descriptions of Exhibits

Here are the text descriptions of the exhibits.

Exhibit 1—The Canada Revenue Agency’s contact centres for individual taxes, benefits, and business taxes—Text description

- This map shows Canada Revenue Agency’s 8 contact centres for individual taxes, benefits, and business taxes. Only the Montréal centre offers all 3 services. The other centres offer 1 or 2 of the services.

In alphabetical order, the contact centres are

- Calgary, Alberta: This is a contact centre for enquiries about individual taxes and benefits.
- Edmonton, Alberta: This is a contact centre for enquiries about business taxes.
- Hamilton, Ontario: This is a contact centre for enquiries about individual taxes and benefits.
- Montréal, Quebec: This is a contact centre for enquiries about individual taxes, benefits, and business taxes.
- Saint John, New Brunswick: This is a contact centre for enquiries about business taxes.
- St. John’s, Newfoundland and Labrador: This is a contact centre for enquiries about individual taxes and benefits.
- Surrey, British Columbia: This is a contact centre for enquiries about individual taxes and benefits.
- Toronto, Ontario: This is a contact centre for enquiries about business taxes.

Source: Based on information from the Canada Revenue Agency as of May 2024

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Exhibit 2—The service-level results and the number of contact centre agents declined from 2022–23 to 2024–25—Text description

This chart compares the number of contact centre agents with service levels over 6 fiscal years from April 1, 2019, to March 31, 2025. The only year in which the call centres achieved the service standard of responding to calls within 15 minutes, 65% of the time, was in the 2022–23 fiscal year, from April 1, 2022, to March 31, 2023. For the next 2 fiscal years, the number of contact centre agents declined and the service levels declined.

In the 2019–20 fiscal year, there were 3,517 contact centre agents, and 43% of the calls were responded to within the service standard of 15 minutes, 65% of the time.

In the 2020–21 fiscal year, there were 5,323 contact centre agents, and 33% of the calls were responded to within the service standard of 15 minutes, 65% of the time.

In the 2021–22 fiscal year, there were 7,186 contact centre agents, and 54% of the calls were responded to within the service standard of 15 minutes, 65% of the time.

In the 2022–23 fiscal year, there were 7,782 contact centre agents, and 70% of the calls were responded to within the service standard of 15 minutes, 65% of the time.

In the 2023–24 fiscal year, there were 5,837 contact centre agents, and 49% of the calls were responded to within the service standard of 15 minutes, 65% of the time.

In the 2024–25 fiscal year, there were 4,547 contact centre agents, and 18% of the calls were responded to within the service standard of 15 minutes, 65% of the time.

Source: Based on data from the Canada Revenue Agency

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Exhibit 4—The number of complaints relating to the service provided by the contact centres rose by 145% from 2021–22 to 2024–25—Text description

This chart compares the number of complaints over 4 fiscal years from April 1, 2021, to March 31, 2025. Over this period of time, the number of complaints about the service provided by contact centres rose by 145%.

In the 2021–22 fiscal year, the number of complaints was 1,673.

In the 2022–23 fiscal year, the number of complaints was 2,721.

In the 2023–24 fiscal year, the number of complaints was 3,290.

In the 2024–25 fiscal year, the number of complaints was 4,104.

Source: Based on data from the Canada Revenue Agency

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