



## UNITED KINGDOM

USING THE DIRECT EXPERIENCE OF CUSTOMERS TO IMPROVE THE QUALITY OF PES SERVICE DELIVERY

# Claimant Service and Experience Survey

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The 'Claimant Service and Experience Survey' aims to capture the views and experiences of Department for Work and Pensions (DWP) claimants who have had contact with JobCentre Plus or The Pension Service, two specific 'arms' of DWP, in the previous six months. The survey is carried out on a quarterly basis using telephone interviews. It is tailored to each individual's customer service journey. Results are presented using a scorecard, which highlights good performance and identifies areas of improvement to be taken forward.

Approximately 3 800 people are interviewed by telephone (or surveyed by postal questionnaire, if requested) every quarter.

The 2014/15 'Claimant Service and Experience Survey' found that 82% of customers who had contacted the DWP were very or fairly satisfied with the service they had received.

The DWP has found that measuring satisfaction alone is not enough to drive improvements. Instead, it is important to understand the drivers of satisfaction (e.g. what makes a good service?) and try to measure these as effectively as possible.

Name of the PES	JobCentre Plus
When was the practice implemented?	2005 – ongoing
Which organisation was involved in its implementation?	JobCentre Plus is part of the Department for Work and Pensions (Ministry of Labour) Fieldwork is outsourced to a research company
Which groups were targeted by the practice?	JobCentre Plus staff DWP staff, specifically the DWP's Business Transformation Group
What were the practice's main objectives?	The aim of the 'Claimant Service and Experience Survey' is to capture the views and experiences of the DWP customers who have had contact with the PES in the previous six months. The survey identifies which elements of the service customers view most favourably and which areas need improvement. The survey is designed to assess the extent to which customers are satisfied based on the DWP's customer charter and its commitment to its customers.
What activities were carried out?	The 'Claimant Service and Experience Survey' is carried out on a quarterly basis using, on average, 15-minute telephone interviews. The questions are adapted to the individual's experience and 'customer journey'. This means the path they have taken from initial contact to last contact, for example gaining employment. The survey results are presented using a scorecard that looks at: overall customer satisfaction; satisfaction with different JobCentre Plus services; benefit processing; avoidable contact (contact, which could have otherwise been avoided, by customers due to a negative experience with services); customer journey; and underlying variables of the four customer journey metrics. The following underlying metrics are considered to be the drivers of satisfaction: <ul style="list-style-type: none"> <li>▶ <b>Ease of access:</b> customers can contact the DWP in ways that are simple and easy to understand</li> <li>▶ <b>Getting it right:</b> the DWP wants customers to have confidence in their decisions</li> <li>▶ <b>Keeping you informed:</b> the DWP will deal with customers as quickly as possible, and explain what to expect</li> <li>▶ <b>Right treatment:</b> the DWP will listen and treat customers fairly and with respect</li> </ul> The scorecard presents the survey results for PES at the regional level and in terms of different service lines.
What resources and other relevant organisational aspects were involved?	The survey is conducted in conjunction with a research organisation. The survey team, within the DWP's Business Transformation Group, is responsible for customer and employer satisfaction surveys. They sit within the same part of the business as the teams responsible for web analytics and measuring satisfaction for online services. The team is composed of analysts, including social researchers.

Source(s) of funding	National budget
What were the outputs of the practice: people reached and products?	<p><b>Products:</b></p> <p>Internally, the survey results are published on the DWP intranet on a quarterly basis. The findings are presented in dashboards and scorecards, with some narrative text.</p> <p>Externally, the survey results are published on an annual basis in one report. The report includes a comprehensive narrative to explain the report findings. The 2013 DWP Claimant Service and Experience Survey report is available at <a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/364302/rrep884-research-report-dwp-claimant-survey-2013.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/364302/rrep884-research-report-dwp-claimant-survey-2013.pdf</a></p>
What outcomes have been identified?	<p>The 2013 'Claimant Service and Experience Survey' found that 81 % of customers who had contacted the DWP were satisfied with the service they received. Fewer than one in five were dissatisfied (17 %), nearly half were fairly satisfied (48 %) and a third were very satisfied. 26 % of respondents said that larger improvements are necessary.</p> <p>The overall satisfaction score for 2014/2015 is 82 %, though due to changes in the sample make-up, this is not directly comparable to 2013.</p> <p>The 2013 survey helped to develop a new Customer Charter (re-launched in 2014) which explains that the DWP will provide customers with the right information when they contact them; what customers can expect from DWP; and what the customers' responsibilities are. The 2013 survey's findings also helped to produce the 'public opinion of the DWP service levels' indicator – one of the DWP's business plan transparency measures. Lastly, it helped the DWP to understand how customer service can be improved and to develop action plans for areas that need improvement (e.g. re-designing customer communications).</p>
What are the lessons learnt and success factors?	<p>The DWP has found that measuring satisfaction alone is not enough to drive improvements. Instead, it is important to understand the drivers of satisfaction (e.g. what makes a good service?) and try to measure these as effectively as possible.</p> <p>In addition, target-driven processes are not always productive as they can lead to the wrong types of behaviours from PES staff – for example, working to solely meet targets.</p> <p>The DWP has successfully worked across teams to explore customer satisfaction, in particular, by utilising in-house analytical support. The DWP has also worked on the concept of quality and it is now a shared concept across the PES.</p>



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