



Improving PES by measuring customer satisfaction and implementing manager bonuses

USING CUSTOMER SATISFACTION SURVEYS TO IMPROVE SERVICE DELIVERY

Publication date: March 2016
Updated: December 2019

THE NETHERLANDS

The initiative aims to measure customer satisfaction (CS) with PES services to improve PES performance. Online questionnaires are available to both job seekers and employers and the results are used to improve existing services and develop new ones.

PES managers are encouraged to use the CS surveys to improve their performance via a system of comparing local PES performance and rewarding PES managers for positive customer feedback on their services.

Name of the PES

UWV – Uitvoeringsorgaan Werknemers Verzekeringen (Employee Insurance Schemes Implementing Body)

When was the practice implemented?

1998-ongoing.

Which organisation was involved in its implementation?

PES at the national, district and local levels.
A private research company conducts the customer satisfaction survey and creates a report based on the feedback.

Which groups were targeted by the practice?

PES staff at the national, district, and local levels.

What were the practice's main objectives?

The aim of the initiative is to improve PES services by listening to the opinions of its customers. It also aims to encourage PES office managers to improve the services they deliver by offering bonuses as a reward for positive customer feedback.

What activities were carried out?

Customer satisfaction is collected via an online survey. This survey is run three times a year with the aim of collecting the views and experiences of PES customers (job seekers and employers) involved with PES services in recent months. Approximately 12 000 jobseekers and 1 700 employers were surveyed in the first quarter of 2015.

The questionnaire involves 20-25 questions. Some vary according to the type of PES services on offer and whether they are targeted at job seekers or employers. The questions focus mainly on the accessibility of the services and whether they fit customer needs.

The *Client Expertise* unit conducts further analysis of the survey results and is used to:

- ▶ Improve and define PES services. The information collected helps PES to modify their current services and to implement new ones.
- ▶ Assess the performance of local PES offices based on the results obtained. PES office managers are rewarded with specific bonuses if they fulfil their management contract. There are 12 objectives in total, one of which is linked to customer satisfaction. The bonus consists of an additional 5 % payment on top of the salary at the end of the year.
- ▶ Establish a performance ranking of local PES offices. In this way, local PES office managers can compare their position with other offices.

What resources and other relevant organisational aspects were involved?

The design of the survey and the sampling are provided in-house by the Client Expertise unit, in the Customer and Services division of UWV (PES national level).
Data gathering and initial analysis of the results are conducted by an external research company.

What were the source(s) of funding?

National.

What were the outputs of the practice: people reached and products?

Products:

Three types of end product are developed:

- ▶ A report produced by PES at the national level using the data collected by the external research company.
- ▶ A web report is published and made accessible to all PES staff (at national, district and local level).
- ▶ PES offices are ranked on the basis of the results obtained. PES offices can compare themselves to one another using the rankings.

What outcomes have been identified?

The main objective is to inform PES decision-making on how to improve PES services and PES internal structure. Customer satisfaction indicators (6 in total) are part of a total of 26 indicators used by central PES to initiate changes to services and to PES internal structure and function. Appropriate measures are decided at the national level and then implemented at district and local levels.

To encourage PES staff to focus on customer needs and satisfaction, PES decided to introduce a reward system for managers. Bonuses are awarded to PES managers when their local PES office receives positive feedback from customers. The effect has been to encourage PES managers to prioritise customer satisfaction.

In 2018 the Dutch PES is using 16 performers indicators in the external contract with the ministry (3 to measure customer satisfaction). 13 performers indicators in the internal contracts with management (3 new ones to measures customer satisfaction). The rest (27) are now just listed for benchmarking purposes.

What are the lessons learnt and success factors?

The following lessons learnt and success factors can be highlighted from the implementation of the initiative over several years:

- ▶ Preliminary interviews and surveys are needed to identify appropriate questions. The trial period continued for a year to fine-tune the survey.
- ▶ Although the surveys were conducted by an external research company, PES (Customers and Services division) analysed the results internally. PES needs qualified staff both in quantitative and qualitative data analysis to best understand these results. Without this, customer input received could be biased or wrongly interpreted.
- ▶ Involvement of PES senior management is crucial to establishing a coherent approach. PES senior management must evaluate the results and translate them into practical measures. In addition, measures linked to the survey results, such as the PES manager bonuses, increase the coherence of the entire system.
- ▶ Customer satisfaction was just one section of the performance indicators used. The Dutch PES used around 40 performance indicators to evaluate PES services and activities. However, such a large number of performance indicators can reduce the relative impact of customer satisfaction indicators as a whole. PES needs to identify the appropriate number of indicators to be used to prioritise the role that CS can play in improving PES services overall.



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