



Customer Service Commissioner  
NEW SOUTH WALES

# Quarterly Pulse Check Survey Q1 2017

## Summary Report

April 2017



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# 1. Executive Summary

Section Contents

1.1 Executive Summary

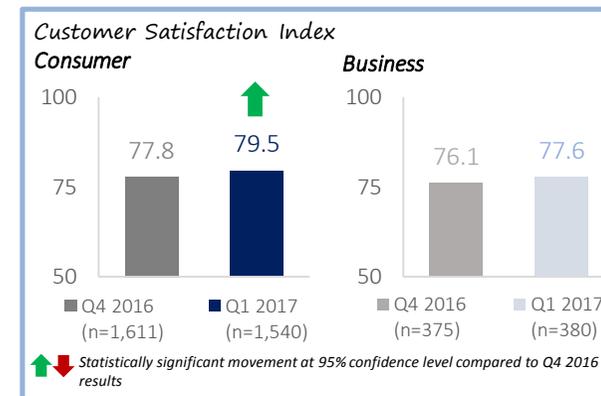


# 1.1 Executive Summary

## Customer Satisfaction and Effort

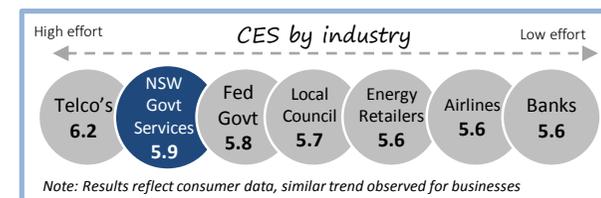
The Customer Satisfaction Index (CSI) has **increased for both consumers and businesses** in Q1 2017. This increase is statistically significant for consumers, but not businesses. The Index movements need to be viewed in the context of the time of year, meaning that longitudinal data may assist with identifying seasonal trends.

- Among consumers, the increase of CSI has been driven by significant improvement across all three baseline measures including expectations, satisfaction and comparison to ideal. The gap to expectation among consumers remains stable.
- The gap to expectation has widened among businesses as the level of expectation has increased by a greater extent than that of satisfaction.
- Customer Effort Score (CES) **remains stable for consumers but has increased for businesses**. This means that businesses perceive that they are required to put forward more personal effort when dealing with NSW Government services compared to Q4 2016 which could possibly be driven by higher level of expectation among businesses.
- From a CES benchmarking perspective, both consumers and businesses perceive that direct dealings with **banks, airlines and energy retailers require less effort** than direct dealings with Government (both Federal and NSW).



Baseline measures (avg. score out of 10):

|               | Consumer |         | Business |         |
|---------------|----------|---------|----------|---------|
|               | Q1 2017  | Q4 2016 | Q1 2017  | Q4 2016 |
| Satisfaction  | 7.6 ↑    | 7.4     | 7.4      | 7.2     |
| Expectation   | 7.9 ↑    | 7.8     | 8.1 ↑    | 7.6     |
| Ideal service | 7.3 ↑    | 7.1     | 7.4      | 7.1     |



## Insights on Drivers Satisfaction and Key Primary Opportunity Areas

- The performance of satisfaction drivers has **improved across the board for both consumers and businesses**. Consistent with Q4 2016, 'Employees' and 'Goals' related drivers continue to be rated higher than 'Process' and 'Values' related drivers.
- All attributes that are related to 'the efficiency and effectiveness of employees', 'access to information' and 'simplicity and efficiency of processes' have **increased significantly** in this quarter for consumers. For businesses, only **employee related attributes have increased** significantly in this quarter. Process related attributes such as 'I can get to the right person the first time' remain the lowest scoring attribute for both consumers and businesses, which is consistent to Q4 2016.

# 2. Background

## Section Contents

2.1 Background

2.2 Objectives and Key Outputs

2.3 Research Scope and Approach

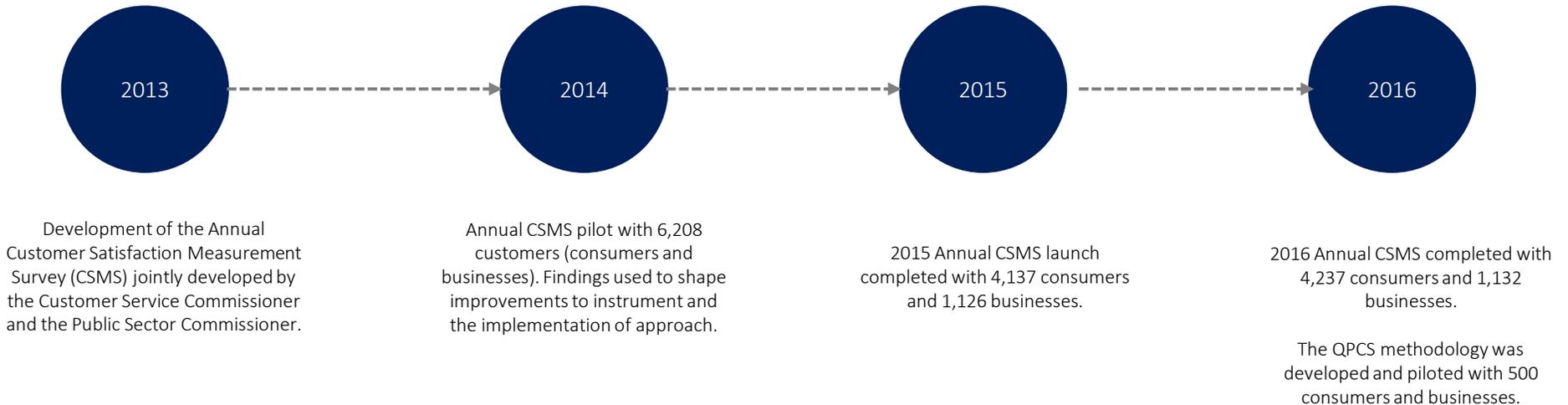
2.4 Linkage Between the Annual CSMS and QPCS

2.5 Focus Group Methodology

## 2.1 Background

Improving customer satisfaction with key government services is one of the Premier’s Priorities in the NSW State Plan.

The Quarterly Pulse Check Survey was developed in 2016 as part of the broader customer satisfaction program work, piloted in Q4 2016 and continued into 2017. In conjunction with the Annual Customer Satisfaction Measurement Survey (CSMS), outputs are used to measure progress against the Premier’s Priority 12 – ‘improve customer satisfaction with key government services every year, this term of government’.

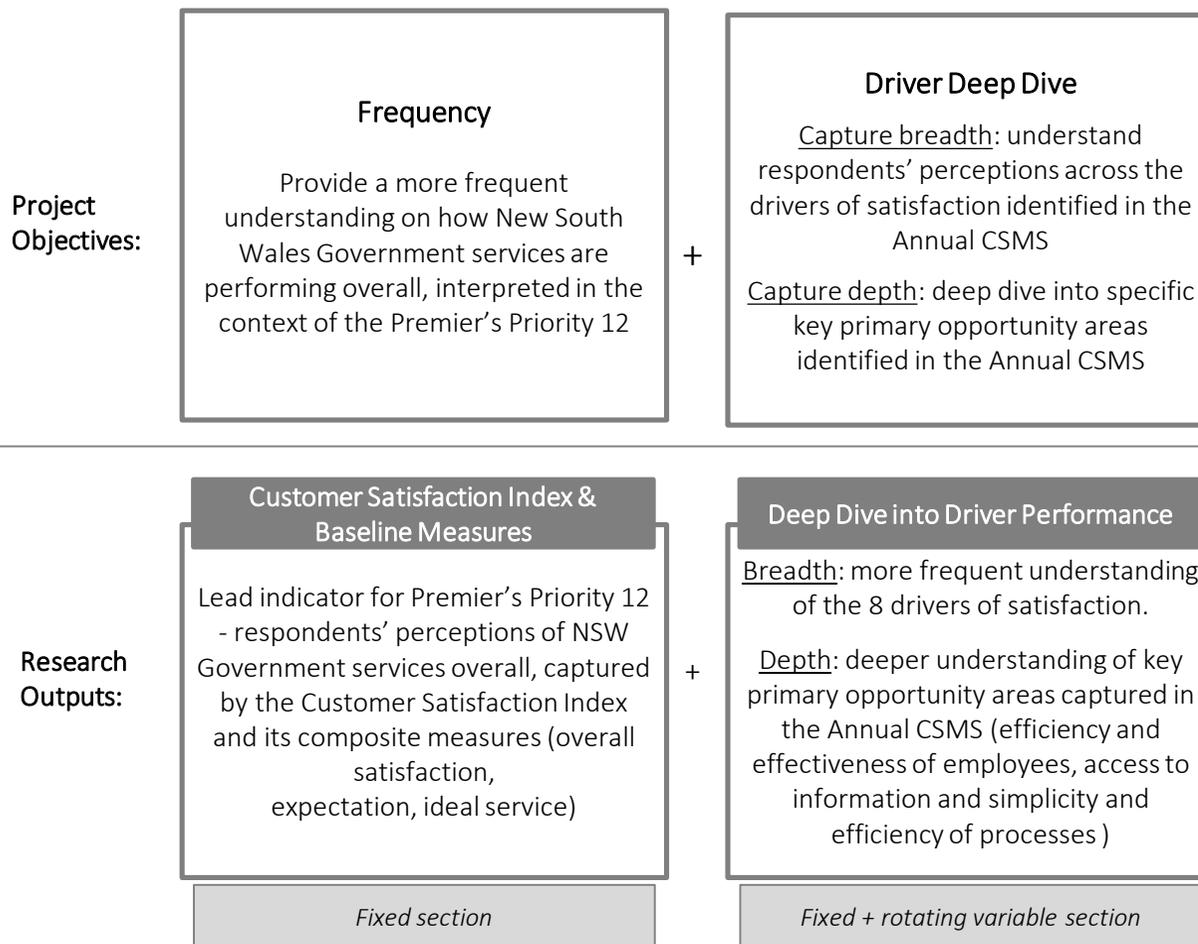


The results of the Annual CSMS and Quarterly Pulse Check Surveys are also used to complement existing Agency level research programmes and provide important information for Agencies to continue shaping and refining their strategies.



## 2.2 Objectives and Key Outputs

Project objectives of the Quarterly Pulse Check Survey (QPCS) across the key section outputs





## 2.3 Research Scope and Approach

- The QPCS Methodology is aligned to the Annual Customer Satisfaction Measurement Survey (CSMS) approach:
  - Captures feedback across 22 different NSW Government services (described in the customer’s language).
  - Feedback received from customers about each of the individual services is aggregated to provide a view of the performance of NSW Government services overall.
  - Each respondent provides feedback regarding 1 or 2 services (as a result, the total number of responses received across services is greater than the total number of customers who completed the survey).
- The survey was completed from 27<sup>th</sup> February 2017 to 6<sup>th</sup> March 2017 and results are therefore reflective of experiences with services over the six months prior, from August 2016 to February 2017. This is consistent with Q4 2016 QPCS which was also completed over six working days.
- The Q1 2017 QPCS was completed with:
  - N = 1,005 consumers, and
  - N = 262 businesses.
- As each respondent provides feedback regarding 1 or 2 services, the Q1 2017 QPCS number of responses:
  - N = 1,580 for consumers, and
  - N = 391 for businesses.
- All scores reported in this document are out of 10, with the exception of the Customer Satisfaction Index which is out of 100.

### In scope services:

|  |   |
|--|---|
| <p><b>Industry</b></p> <ul style="list-style-type: none"> <li>• Agriculture Advice and Funding Services</li> <li>• Business Advisory Services</li> <li>• Water Supply</li> <li>• TAFE Services</li> </ul>                  | <p><b>Justice</b></p> <ul style="list-style-type: none"> <li>• Police</li> <li>• State Emergency Services</li> <li>• Prisons</li> <li>• Courts</li> <li>• Fire Brigades</li> <li>• Art Galleries and Museums</li> </ul> |
| <p><b>Family &amp; Community Services</b></p> <ul style="list-style-type: none"> <li>• Public Housing</li> <li>• Disability Services</li> <li>• Child Protection</li> <li>• Services for Older People</li> </ul>           | <p><b>Transport</b></p> <ul style="list-style-type: none"> <li>• Public Transport</li> <li>• Car and Boat Registration</li> <li>• Major Roads</li> </ul>  |
| <p><b>Health</b></p> <ul style="list-style-type: none"> <li>• Public Hospitals and Ambulance Services</li> </ul>   | <p><b>Education</b></p> <ul style="list-style-type: none"> <li>• Public Schools</li> </ul>  |
| <p><b>Finance, Services &amp; Innovation</b></p> <ul style="list-style-type: none"> <li>• Consumer Affairs (Fair Trading)</li> </ul>   | <p><b>Planning &amp; Environment</b></p> <ul style="list-style-type: none"> <li>• Environment and Wildlife Protection</li> </ul>  |
| <p><b>Multiple clusters</b></p> <ul style="list-style-type: none"> <li>• Documentation Services (including certificates for births deaths and marriages; trade licenses and certificates; and drivers licenses)</li> </ul> |   |



## 2.4 Linkage Between the Annual CSMS and QPCS

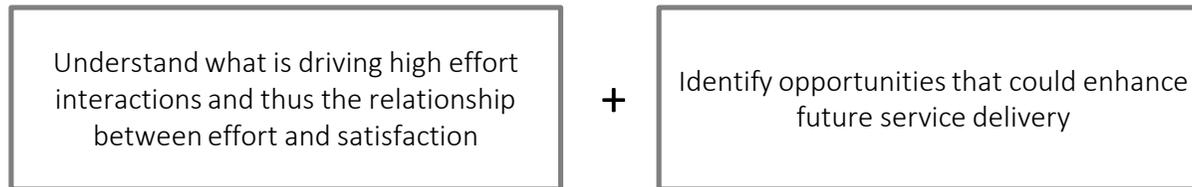
The table below provides an overview of the differences between the QPCS Q4 2016 and Q1 2017; the 2016 CSMS has been provided for context:

| Key Features  | 2016 Annual CSMS   | Q4 2016 QPCS  | Q1 2017 QPCS  |                   |                   |                   |                   |                    |                    |   |                   |                    |                   |                   |                   |                   |   |                   |                    |                   |                   |                   |                   |
|---|--|---|---|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|---|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|---|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|
| Qualifying Criteria and Measurement Period                                | <ul style="list-style-type: none"> <li>Direct dealings with NSW public services within last 12 months.</li> <li>2016 CSMS results are reflective of experiences with services between May 2015 and May 2016.</li> </ul>  | <ul style="list-style-type: none"> <li>Direct dealings with NSW public services within last 6 months.</li> <li>Q4 2016 QPCS results are reflective of experiences with services between April 2016 and October 2016.</li> </ul> | <ul style="list-style-type: none"> <li>Direct dealings with NSW public services within last 6 months.</li> <li>Q1 2017 QPCS results are reflective of experiences with services between August 2016 and February 2017.</li> </ul> |                   |                   |                   |                   |                    |                    |   |                   |                    |                   |                   |                   |                   |   |                   |                    |                   |                   |                   |                   |
| Customer Satisfaction Index   | <ul style="list-style-type: none"> <li>All measure expectations, satisfaction and comparison with ideal service</li> </ul>   | <ul style="list-style-type: none"> <li>All measure expectations, satisfaction and comparison with ideal service</li> </ul>  |   |                   |                   |                   |                   |                    |                    |   |                   |                    |                   |                   |                   |                   |   |                   |                    |                   |                   |                   |                   |
| Perceptions of Services & Satisfaction Drivers                            | <ul style="list-style-type: none"> <li>Measures perceptions of attributes</li> <li>Drivers of satisfaction are derived from measurement at an attribute level for all drivers</li> </ul>   | <ul style="list-style-type: none"> <li>Measures perceptions of satisfaction drivers (asked directly)</li> <li>Drivers of satisfaction as identified by the CSMS</li> </ul>  |   |                   |                   |                   |                   |                    |                    |   |                   |                    |                   |                   |                   |                   |   |                   |                    |                   |                   |                   |                   |
| Sample Size   | <ul style="list-style-type: none"> <li>Consumer n=4,237; Business n=1,132</li> </ul>   | <ul style="list-style-type: none"> <li>Consumer n=1,047; Business n=255</li> </ul>  | <ul style="list-style-type: none"> <li>Consumer n=1,005; Business n=262</li> </ul>  |                   |                   |                   |                   |                    |                    |   |                   |                    |                   |                   |                   |                   |   |                   |                    |                   |                   |                   |                   |
| Margin of Error for Customer Satisfaction Index (95% Confidence Interval) | <ul style="list-style-type: none"> <li>Consumer is <math>\pm 0.4</math></li> <li>Business is <math>\pm 0.8</math></li> </ul>   | <ul style="list-style-type: none"> <li>Consumer is <math>\pm 1.0</math></li> <li>Business is <math>\pm 2.3</math></li> </ul>  | <ul style="list-style-type: none"> <li>Consumer is <math>\pm 1.2</math></li> <li>Business is <math>\pm 2.8</math></li> </ul>  |                   |                   |                   |                   |                    |                    |   |                   |                    |                   |                   |                   |                   |   |                   |                    |                   |                   |                   |                   |
| Recency of Experience   | <table border="0"> <tr> <td><b>Consumers:</b></td> <td><b>Businesses:</b></td> </tr> <tr> <td>• 0-3 months: 57%</td> <td>• 0-3 months: 50%</td> </tr> <tr> <td>• 3-6 months: 22%</td> <td>• 3-6 months: 25%</td> </tr> <tr> <td>• 6-12 months: 21%</td> <td>• 6-12 months: 25%</td> </tr> </table> | <b>Consumers:</b>   | <b>Businesses:</b>  | • 0-3 months: 57% | • 0-3 months: 50% | • 3-6 months: 22% | • 3-6 months: 25% | • 6-12 months: 21% | • 6-12 months: 25% | <table border="0"> <tr> <td><b>Consumers:</b></td> <td><b>Businesses:</b></td> </tr> <tr> <td>• 0-3 months: 63%</td> <td>• 0-3 months: 66%</td> </tr> <tr> <td>• 3-6 months: 37%</td> <td>• 3-6 months: 34%</td> </tr> </table> | <b>Consumers:</b> | <b>Businesses:</b> | • 0-3 months: 63% | • 0-3 months: 66% | • 3-6 months: 37% | • 3-6 months: 34% | <table border="0"> <tr> <td><b>Consumers:</b></td> <td><b>Businesses:</b></td> </tr> <tr> <td>• 0-3 months: 65%</td> <td>• 0-3 months: 63%</td> </tr> <tr> <td>• 3-6 months: 35%</td> <td>• 3-6 months: 37%</td> </tr> </table> | <b>Consumers:</b> | <b>Businesses:</b> | • 0-3 months: 65% | • 0-3 months: 63% | • 3-6 months: 35% | • 3-6 months: 37% |
| <b>Consumers:</b>   | <b>Businesses:</b>   |   |   |                   |                   |                   |                   |                    |                    |   |                   |                    |                   |                   |                   |                   |   |                   |                    |                   |                   |                   |                   |
| • 0-3 months: 57%   | • 0-3 months: 50%  |   |   |                   |                   |                   |                   |                    |                    |   |                   |                    |                   |                   |                   |                   |   |                   |                    |                   |                   |                   |                   |
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| <b>Consumers:</b>   | <b>Businesses:</b>   |   |   |                   |                   |                   |                   |                    |                    |   |                   |                    |                   |                   |                   |                   |   |                   |                    |                   |                   |                   |                   |
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| <b>Consumers:</b>   | <b>Businesses:</b>   |   |   |                   |                   |                   |                   |                    |                    |   |                   |                    |                   |                   |                   |                   |   |                   |                    |                   |                   |                   |                   |
| • 0-3 months: 65%   | • 0-3 months: 63%  |   |   |                   |                   |                   |                   |                    |                    |   |                   |                    |                   |                   |                   |                   |   |                   |                    |                   |                   |                   |                   |
| • 3-6 months: 35%   | • 3-6 months: 37%  |   |   |                   |                   |                   |                   |                    |                    |   |                   |                    |                   |                   |                   |                   |   |                   |                    |                   |                   |                   |                   |

## 2.5 Focus Group Methodology

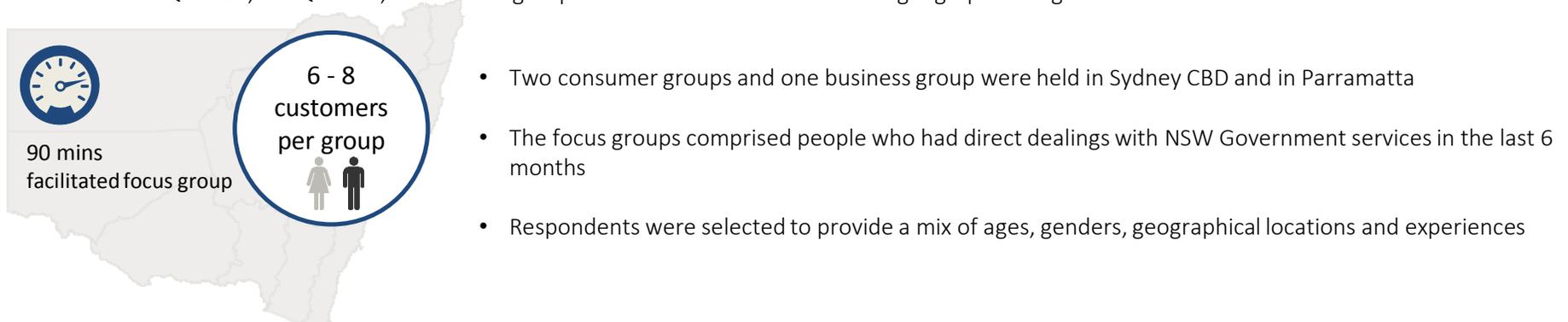
The online survey is focused on reaching the primary research objectives by capturing feedback on satisfaction and information on the drivers of satisfaction on a more regular basis. Qualitative research allows for the results of the online survey to be further understood and to provide additional context around the insights.

### Qualitative Research Objectives



### QPCS Q1 2017 Focus Groups

Consistent with Q4 2016, for Q1 2017, three focus groups were held across two different geographical regions:



Findings and quotes from the qualitative research have been integrated throughout the report to support and supplement analysis.

Findings are indicated using this symbol: 

Quotes are indicated using this symbol: “  ”

Detailed findings can be found in Appendix B.

# 3. Considerations for QPCS Interpretation

Section Contents

3.1 Key Considerations for Interpreting QPCS Insights

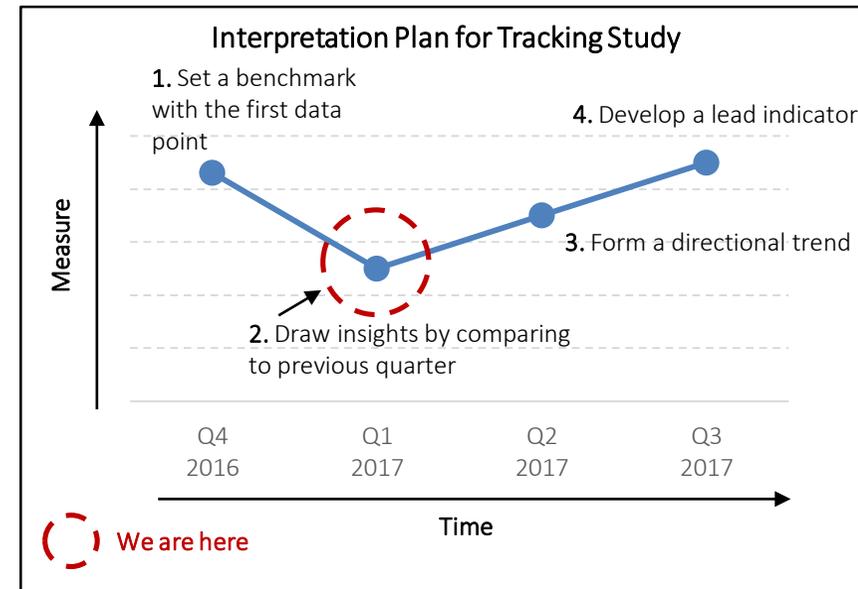
## 3.1 Key Considerations for Interpreting QPCS Insights

### General Considerations:

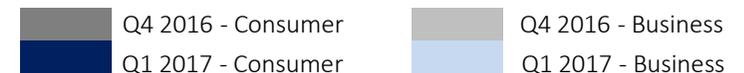
- The QPCS results do not replace the Annual CSMS results, but rather provide a directional indication of the shift in the results.
- Although the QPCS sample characteristics are closely representative of the NSW population, different customers have been surveyed and as such the results are directional indicators of shifts in the Annual CSMS results only.
- The margin of error (MoE) for the QPCS needs to be considered when interpreting the results (*see slide 10 for further detail on MoE differences*).

### Considerations for interpreting the QPCS data points:

- The QPCS results need to be interpreted in the context of the time of the year and in light of events in order to normalise seasonal trends in the data. Therefore, overall caution should be taken when interpreting the QPCS findings until a minimum of a full year of results has been collected, so that any seasonal impacts can be examined and adjusted accordingly.
- In the following slides, the results of Q1 2017 QPCS have been compared to the results of Q4 2016 QPCS. Significance testing is based on the comparison to Q4 2016 results at 95% confidence level, which was the recommended and endorsed approach for trend analysis as part of the QPCS Methodology Report.
- The Annual CSMS results have been provided as additional context for the QPCS data point and should not be used as a comparison to QPCS results.
- A longitudinal dataset will need to be built over time in order to identify 'real' trends in the QPCS results and to strengthen the reliability and validity of any conclusions drawn.



### Key used throughout the report:



# 4. Customer Satisfaction Measures

## Section Contents

4.1 Customer Satisfaction Index

4.2 Top Line Performance

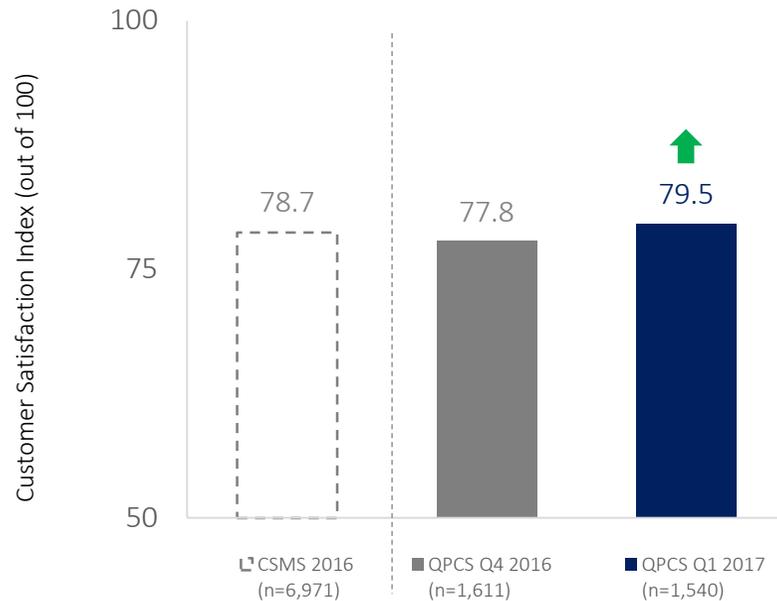
4.3 Customer Effort Score and Impacts on Customer Satisfaction



## 4.1 Customer Satisfaction Index

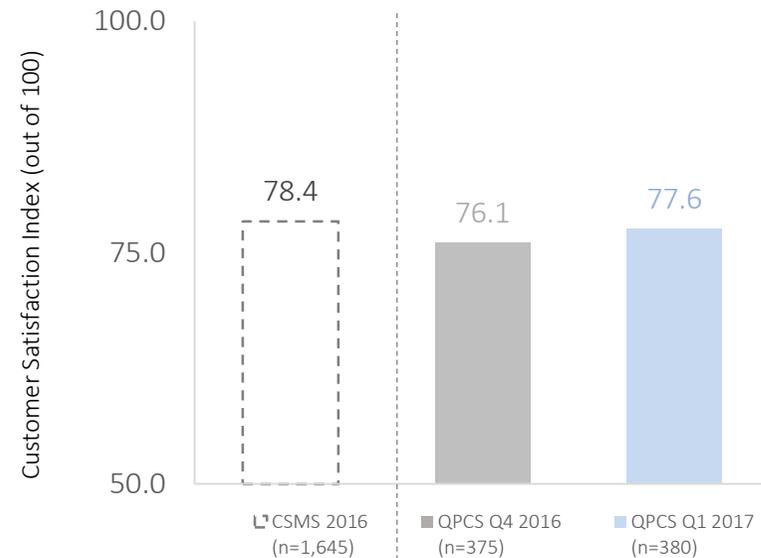
### Consumer – Customer Satisfaction Index

The Customer Satisfaction Index (CSI) as measured by the QPCS in Q1 2017 is 79.5 for consumers.



### Business – Customer Satisfaction Index

The Customer Satisfaction Index (CSI) as measured by the QPCS in Q1 2017 is 77.6 for businesses.



↑ ↓ Statistically significant movement at 95% confidence level compared to Q4 2016 results



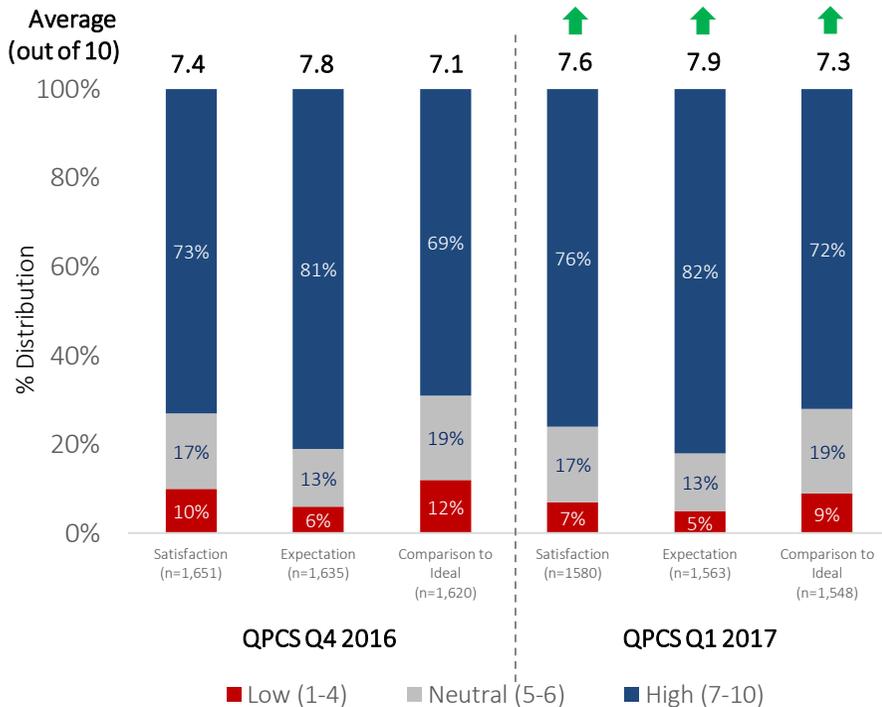
The Customer Satisfaction Index increased for both consumers and businesses in Q1 2017 compared to Q4 in 2016. This increase is statistically significant for consumers, but not businesses. The Index movements need to be viewed in the context of the time of year and more longitudinal data would assist with identifying seasonal trends.



## 4.2 Top Line Performance – Satisfaction, Expectation and Comparison to Ideal

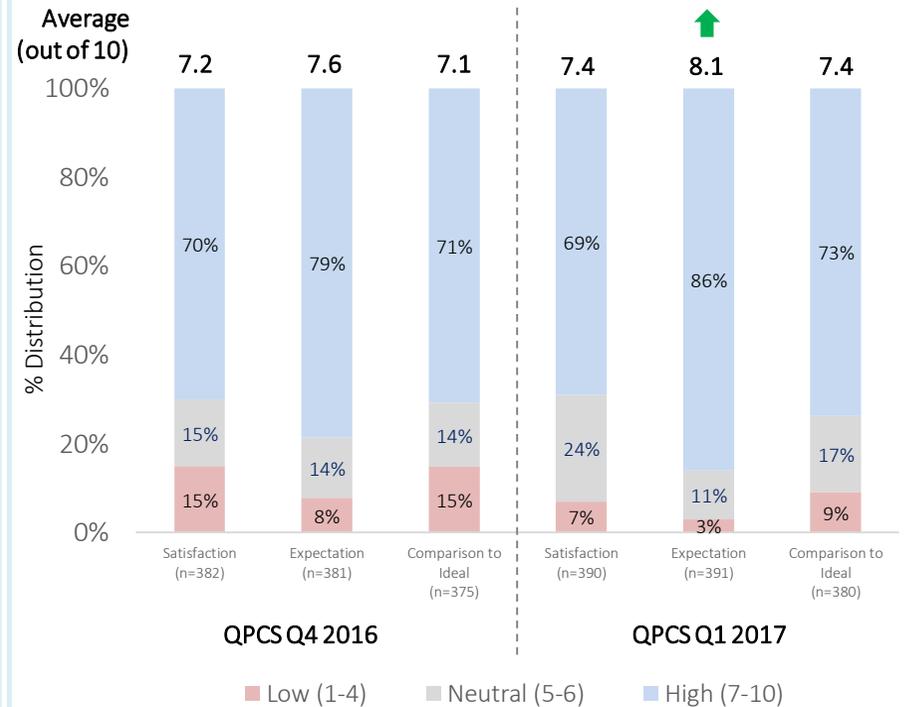
### Consumer - Baseline Measures

Average satisfaction as measured by the QPCS in Q1 2017 for consumers is 7.6, which is below average expectation of 7.9. When compared to an 'ideal' service, consumers rated NSW Government services on average 7.3 out of 10.



### Business - Baseline Measures

Average satisfaction as measured by the QPCS in Q1 2017 for businesses is 7.4, which is below average expectation of 8.1. When compared to an 'ideal' service, businesses rated NSW Government services on average 7.4 out of 10.



↑ ↓ Statistically significant movement at 95% confidence level compared to Q4 2016 results



Business expectations have increased because a handful of NSW Government Services have improved. Services that have not made any improvements look worse in comparison.

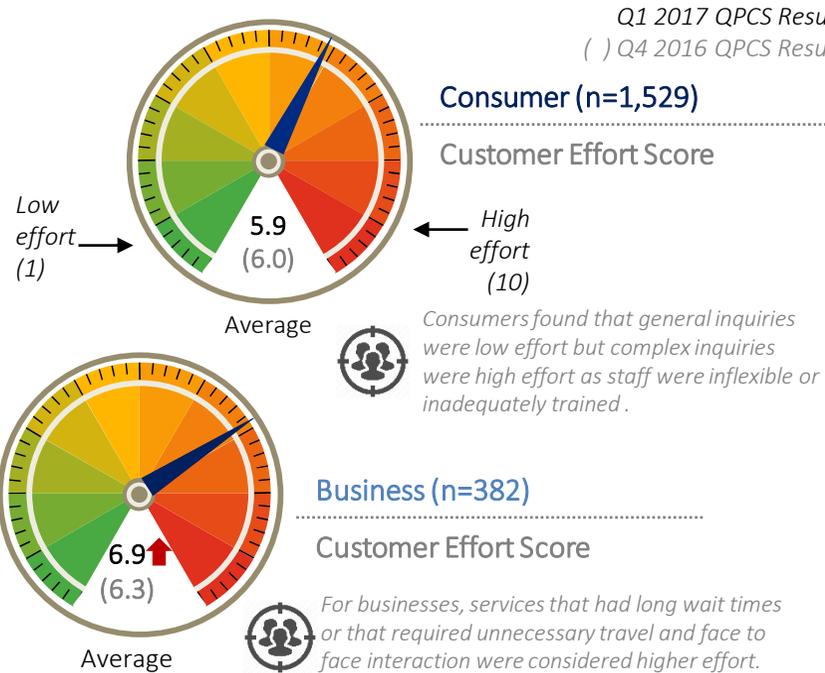


The CSI increase in Q1 2017 for consumers was driven by significant improvements across satisfaction and comparison to ideal despite an increase in expectations. Expectation of businesses has significantly increased in Q1 2017, widening the gap to expectation, while both satisfaction and comparison to ideal remain relatively stable.

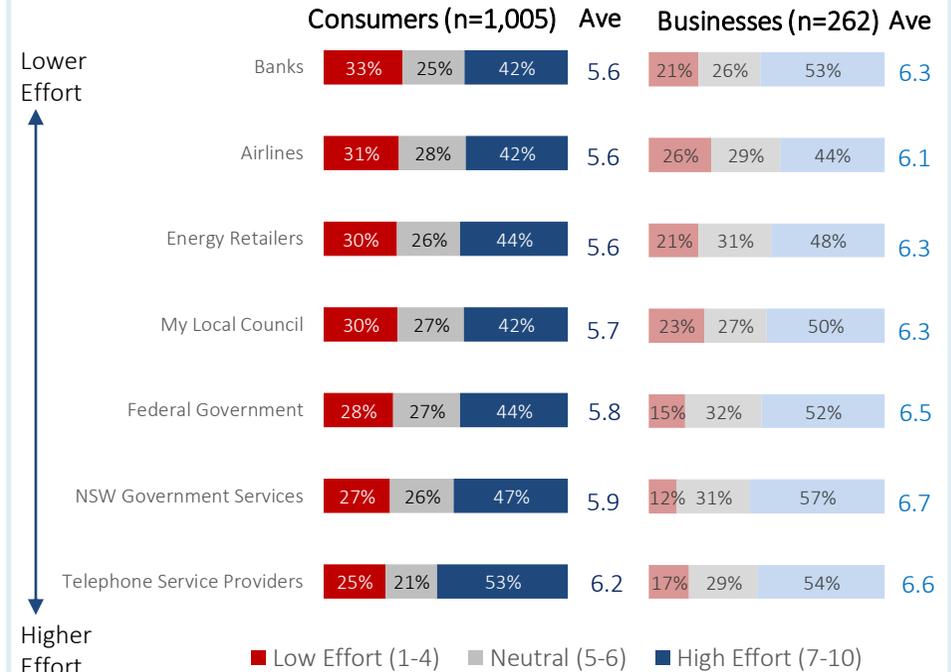


# 4.3 Customer Effort Score and Impacts on Customer Satisfaction

## Average Customer Effort Score



## Customer Effort Score Benchmark



↓ ↑ Statistically significant movement at 95% confidence level compared to Q4 2016 results

CES benchmark is a new question added to the Q1 2017 QPCS. This question was asked at a Whole of Government level and not the aggregation of service results.



The customer effort score (CES) remains relatively stable for consumers. For businesses, the CES has increased from 6.3 in Q4 2016 to 6.9 in Q1 2017, with businesses identifying more effort is required to be put forward when dealing with NSW Government services overall compared to Q1 2016. From a benchmarking perspective, both consumers and businesses perceive that they require less effort to deal with banks, airlines and energy retailers than Government (both Federal and NSW) in general.

# 5. Insights on Satisfaction Drivers

## Section Contents

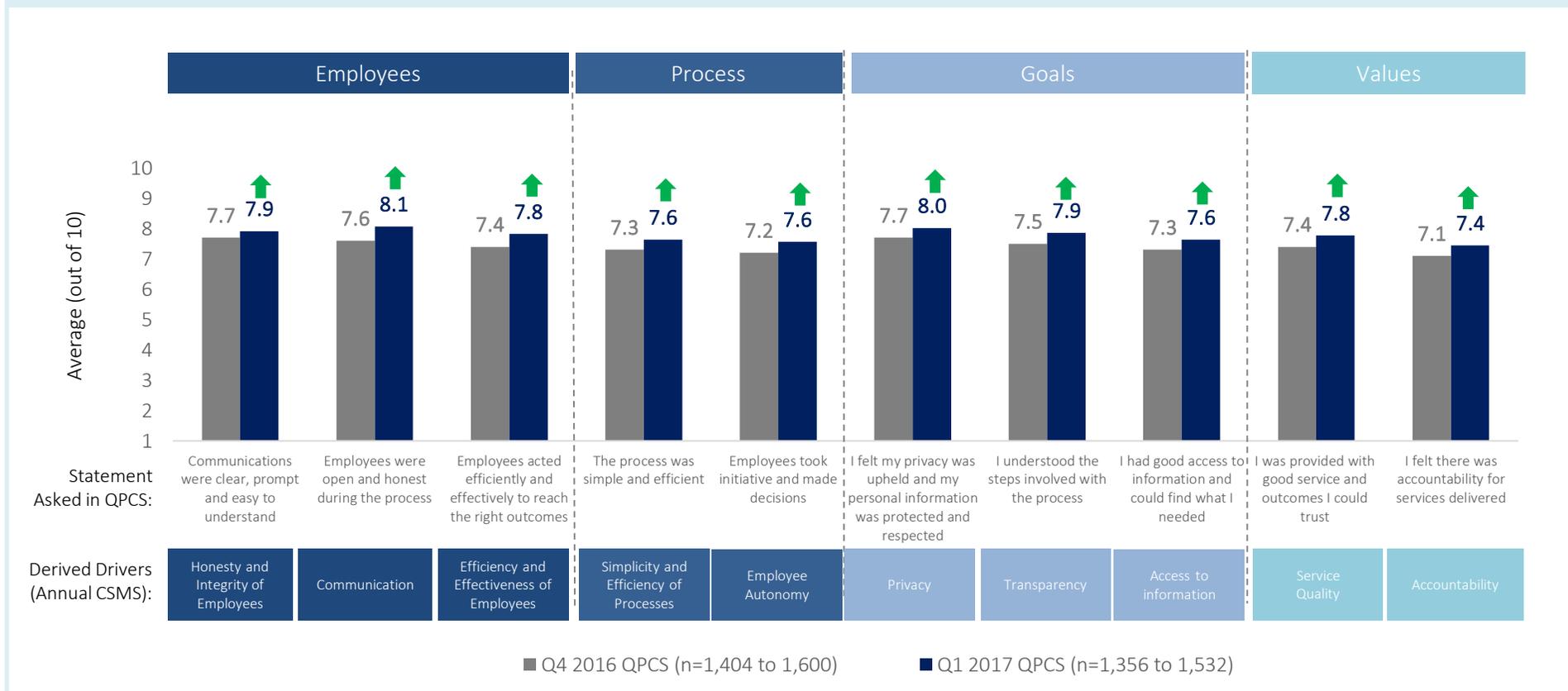
5.1 Performance of Satisfaction Drivers - Consumers

5.2 Performance of Satisfaction Drivers - Businesses



## 5.1 Performance of Satisfaction Drivers - Consumers

### Drivers of Satisfaction



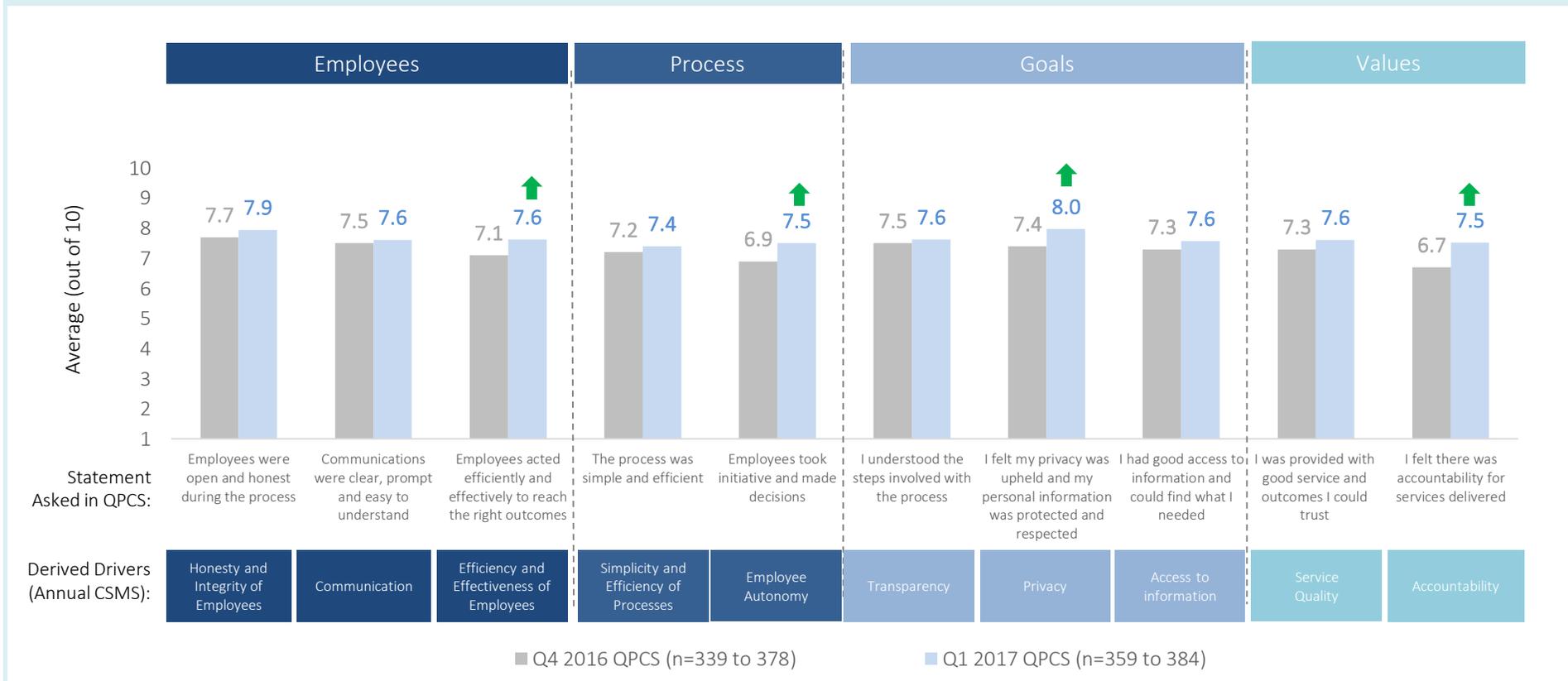
↑ ↓ Statistically significant movement at 95% confidence level compared to Q4 2016 results



Among consumers, the performance of satisfaction drivers have improved significantly across the board compared to Q4 2016, with the biggest increase coming from the driver - 'Employees were open and honest during the process' (i.e. +0.5 vs. Q4). Consistent to Q4 2016, 'Employees' and 'Goals' related drivers have been rated higher than 'Process' and 'Values' related drivers.

## 5.2 Performance of Satisfaction Drivers - Businesses

### Drivers of Satisfaction



↑ ↓ Statistically significant movement at 95% confidence level compared to Q4 2016 results



Drivers on 'Efficiency and Effectiveness of Employees', 'Employee Autonomy', 'Privacy' and 'Accountability' have improved significantly in Q1 2017 among businesses. The highest rated driver has changed from 'Honesty and Integrity' to 'Privacy'.

# 6. Insights on Key Primary Opportunity Areas

## Section Contents

6.1 Introduction to Key Primary Opportunity Areas

6.2 Performance of Key Primary Opportunity Areas - Consumers

6.3 Contributors to Driving Satisfaction and Areas for Improvement - Consumers

6.4 Performance of Key Primary Opportunity Areas - Businesses

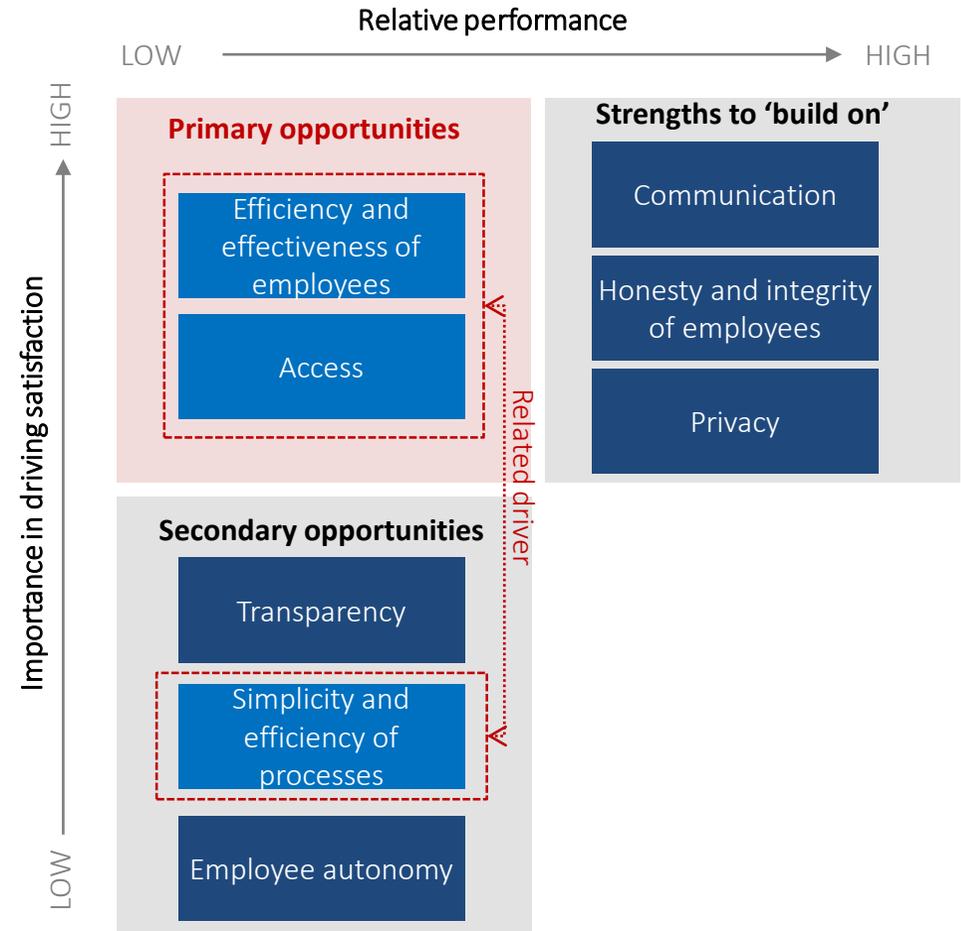
6.5 Contributors to Driving Satisfaction and Areas for Improvement - Businesses

## 6.1 Introduction to Key Primary Opportunity Areas

Key Primary Opportunity Areas were identified based on 2016 Annual CSMS data. These were derived based on analysis of the importance of drivers in determining satisfaction and their performance. Key Primary Opportunity Areas have been tested further in the QPCS with new attributes included to inform inclusions in the next Annual CSMS.

The Key Primary Opportunity Areas reveal:

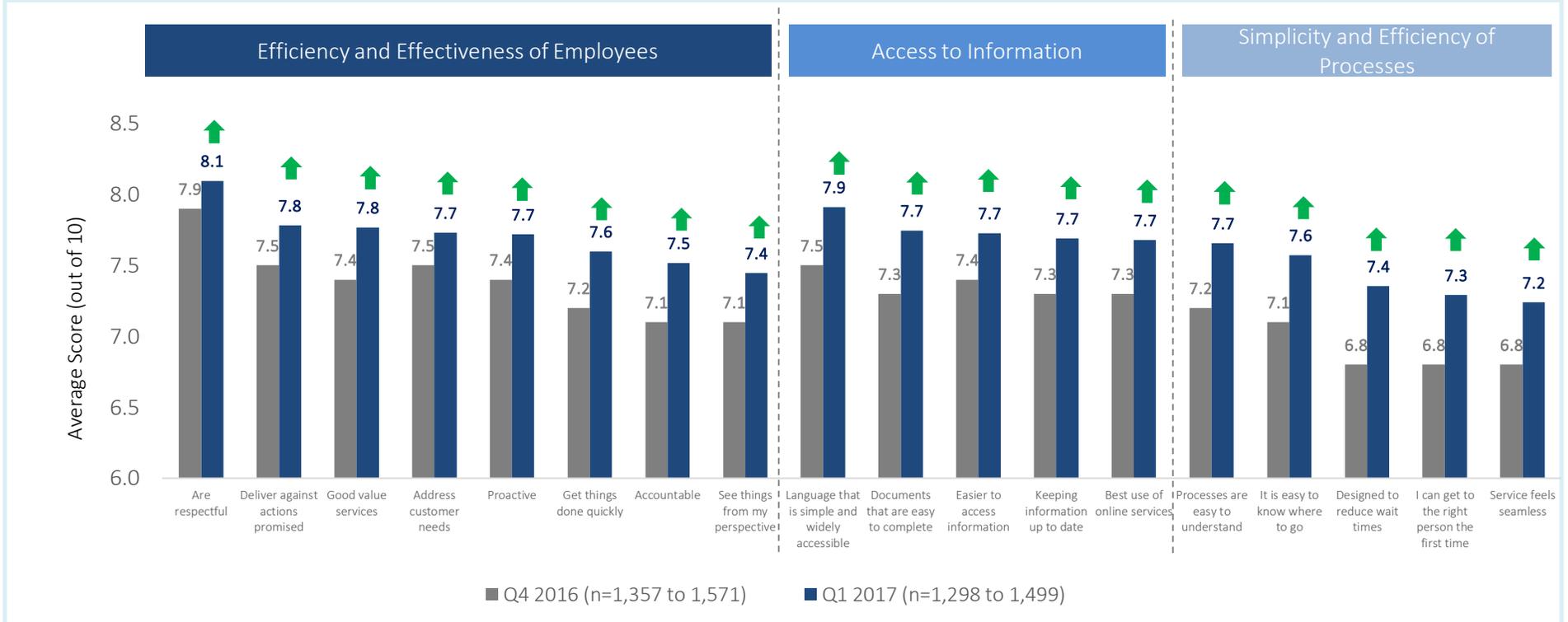
- **Efficiency and effectiveness of employees** and **access to information and online services** are primary opportunity drivers for increasing satisfaction as they are of high importance in driving customer satisfaction and their perceived performance is lower
- **Simplicity and efficiency of processes** is a related opportunity for improvement as the perceived performance today is lower and satisfaction with this driver is strongly related to efficiency and effectiveness of employees, and access





## 6.2 Performance of Key Primary Opportunity Areas - Consumers

### Consumer - Key Primary Opportunity Areas



↑ ↓ Statistically significant movement at 95% confidence level compared to Q4 2016 results



All attributes relating to the drivers that are key primary opportunities have increased significantly in this quarter for consumers. Some of the process related attributes remain the lowest scoring such as 'I can get to the right person the first time' and 'service feels seamless', which is consistent with Q4 2016.



## 6.3 Contributors to Driving Satisfaction and Areas for Improvement - Consumers

### Contributors to Satisfaction

Statement – “Employees acted efficiently and effectively to reach the right outcomes (e.g. Didn’t waste time and got it right the first time)”



Statement – “I had good access to information and could find what I needed”



Statement – “The process was simple and efficient (i.e. no unnecessary steps or repetition)”



### Improvement Areas

#### Lowest rating attribute- “Service feels seamless”

“ They need to stop changing staff so complaints and concerns don’t fall through the cracks which they do  
- Consumer ”

#### 2<sup>nd</sup> lowest Rating Attribute – “I can get to the right person the first time”

“ Contact is now with who ever answers the phone, you spend 10 minutes explaining what you want and are sent on to someone else, explain, and get sent on. Sometimes you end up back where you started. / Have designated sections for the handling of some aspects of the department.  
- Consumer ”

#### 3<sup>rd</sup> lowest rating attribute – “Processes are designed to reduce wait times”

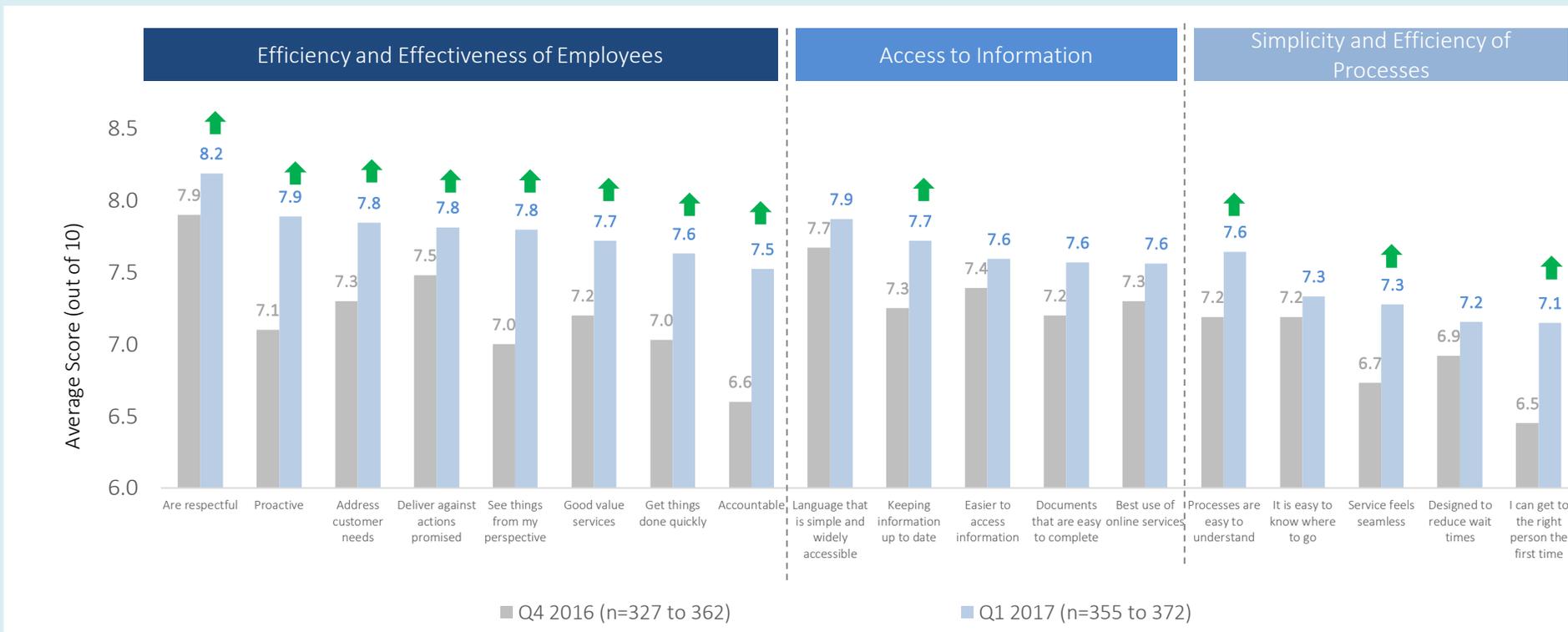
“ Passing me from 1 person to the next was not designed to reduce wait times for the customer.  
- Consumer ”

“ Transparent information about waiting time.  
- Consumer ”

These insights are used to provide greater richness to interpreting the quantitative data.

## 6.4 Performance of Key Primary Opportunity Areas - Businesses

### Business - Key Primary Opportunity Areas



Statistically significant movement at 95% confidence level compared to Q4 2016 results



For businesses, all employee related attributes have increased significantly in this quarter. The attribute 'keeping information up to date', 'processes are easy to understand', 'service feels seamless' and 'I can get to the right person the first time' have also increased significantly. Similar to consumers, process related attributes remain lower rated overall. 'I can get to the right person the first time' remains the lowest scoring attribute for businesses, which is consistent to Q4 2016.



# 7. Channel Usage and Preference

## Section Contents

7.1 Channel Usage

7.2 Channel Preference



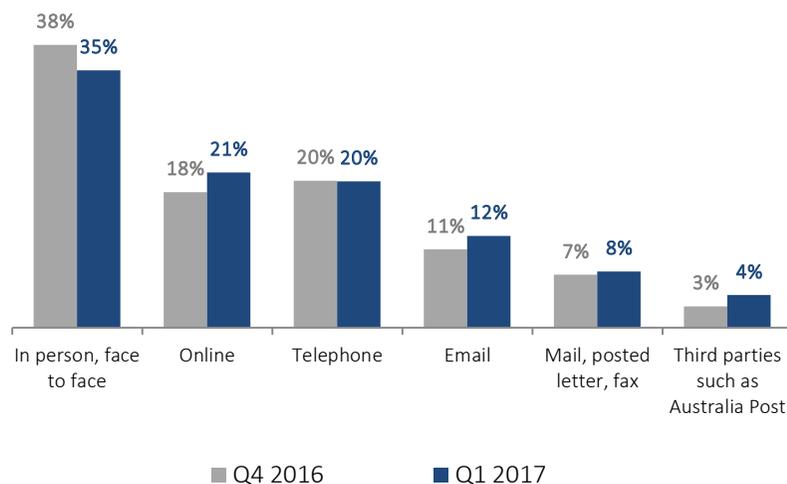
## 7.1 Channel Usage

### Contact Methods Used

#### Consumer



Qualitative research suggests that online channels are good for simple tasks, while grey areas and complex issues are often handled better by telephone or in person.

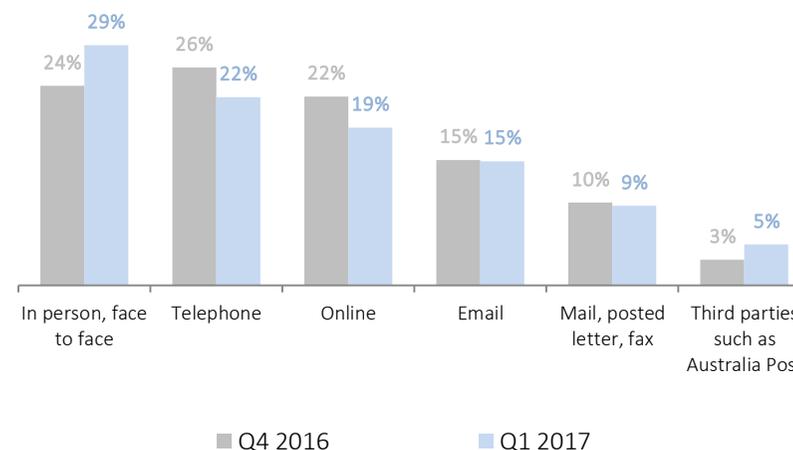


Consumer n=1,580

#### Business



Small businesses require flexibility such as after hours contacts. Businesses would like more websites to have the "instant chat" functionality.



Business n=391



For consumers, channel usage remains reasonably stable over the quarter. Face-to-face is still the most commonly used channel, followed by online and telephone. Online usage has overtaken telephone over the last quarter for consumers. For businesses, face-to-face became the most commonly used channel, overtaking telephone.

\*Channel usage has been rebased on total number of responses for comparison to channel preference.

Source: Office of Customer Service Commissioner, Quarterly Pulse Check Survey Q1 2017

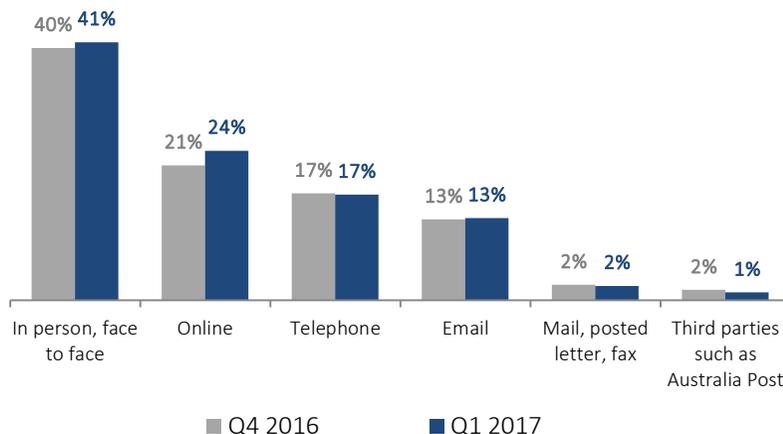


## 7.2 Channel Preference

### Contact Methods Preference

#### Consumer

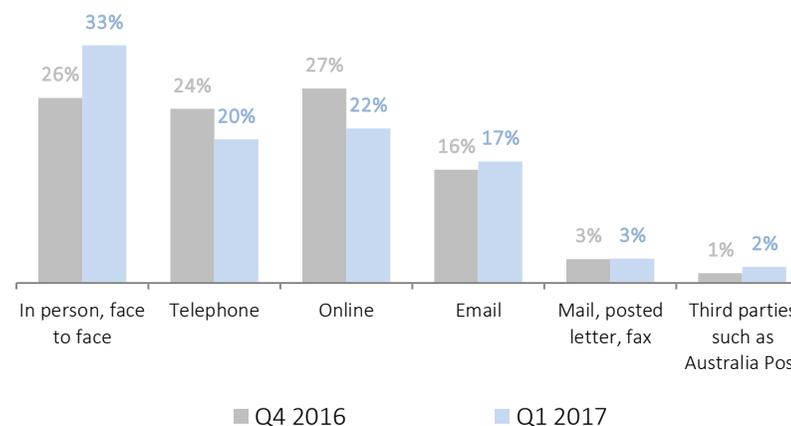
% used preferred method\*



Consumer n=1,580

#### Business

% used preferred method\*



Business n=391



For consumers, face-to-face is the most preferred channel, followed by online and telephone. Only two thirds of consumers who prefer telephone and online interactions used these channels to deal with NSW Government services. For businesses, telephone, online and email methods have proportional usage and preference. Face-to-face has become the most preferred channel in Q1 2017.

\* Proportion of those who have used their preferred channel.

Source: Office of Customer Service Commissioner, Quarterly Pulse Check Survey Q1 2017

# Appendix

## Section Contents

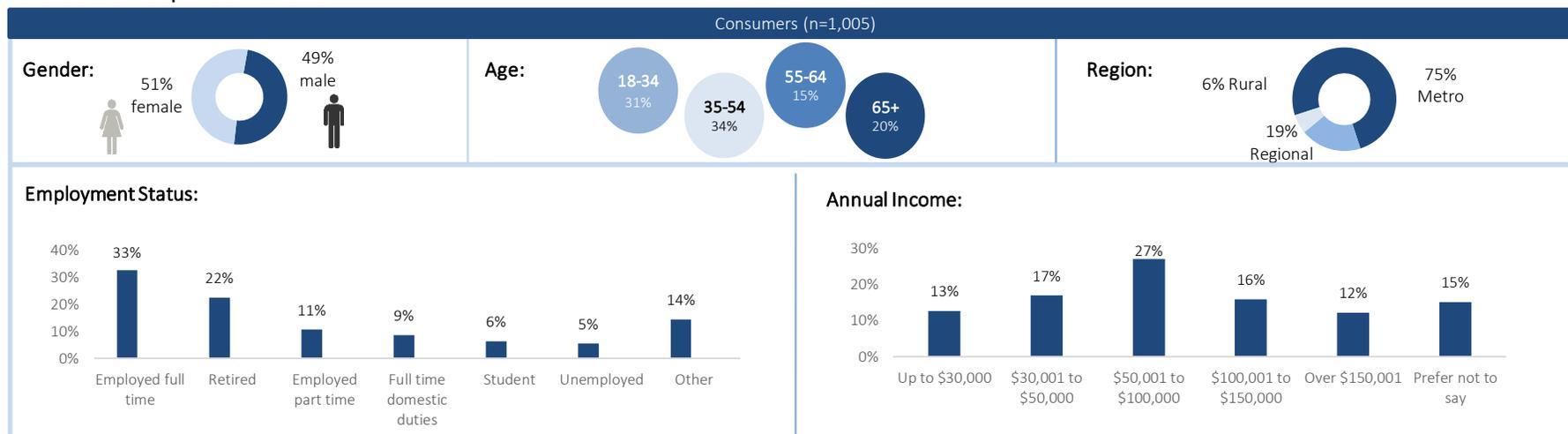
Appendix A – Demographic Profile of Respondents

Appendix B – Focus Group Findings

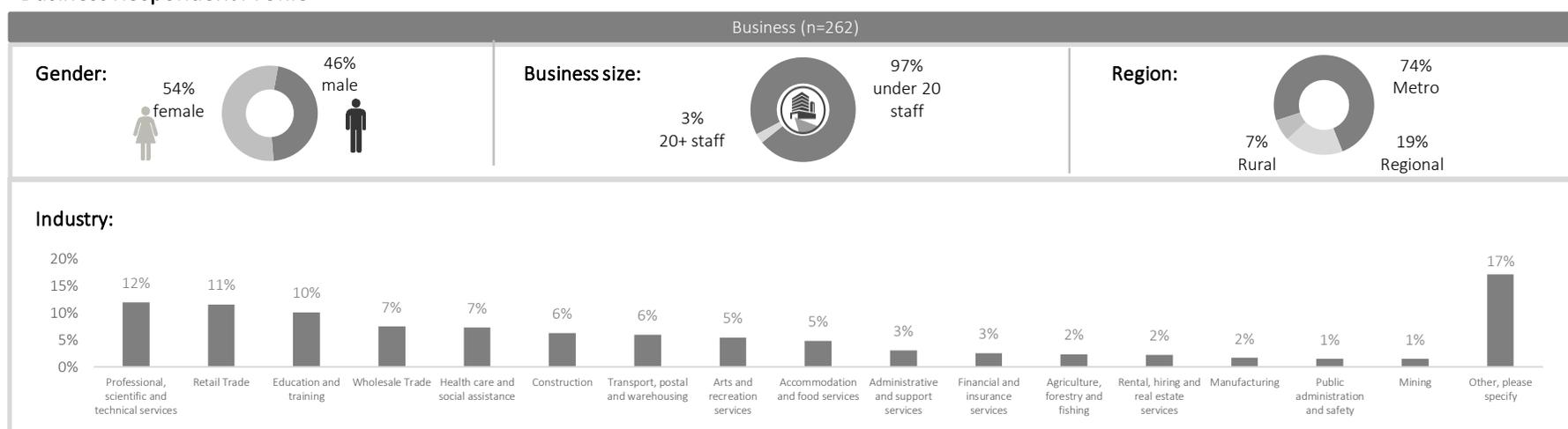


# Appendix A – Demographic Profile of Respondents

## Consumer Respondent Profile



## Business Respondent Profile





## Appendix B – Focus Group Findings - Consumer (1/2)

| Understanding Effort (Focus Group 1) | What did we want to find out?   | What are the findings?  |
|--------------------------------------|---|---|
|                                      | What differentiates a low effort from a high effort dealing?                | <ul style="list-style-type: none"> <li>The amount of personal interaction was identified as a key factor which differentiated high and low effort dealings. Dealings where forms and paperwork were used instead of human interaction were perceived as more complex processes.</li> <li>Face to face contact was preferred, while phone calls to a real person were also acceptable.</li> <li>Getting to speak with the right person was difficult, but once the right person was found there was little extra effort required.</li> <li>Accessibility was another differentiating factor. There has been a trend towards centralizing government services to one location. This increases the effort required to physically access these services, particularly for less mobile customers, and also increases waiting periods.</li> </ul> |
|                                      | Is there a particular type of dealing that requires higher effort?          | <ul style="list-style-type: none"> <li>Common and everyday matters were generally handled well, and required low effort. E.g. car registration services.</li> <li>More complicated issues tended to be handled poorly by NSW Government services and required high effort. The processes are inflexible, meaning employees are restricted in how they can help customers.</li> <li>Private sector industries like airlines are also inflexible, but this is expected by customers. However the expectation is that government services should accommodate for all individuals and treat them with respect.</li> </ul>   |
|                                      | What are the gaps in the process and are there any quick-win opportunities? | <ul style="list-style-type: none"> <li>Enhancing personal interactions like consultations in branches and extended hours for call centers would improve experiences.</li> <li>The current services sometimes require customers to be well-educated and persistent in order to complete the paperwork. However many people that actually require NSW Government services often do not fit this profile, and so other channels such as scheduled interviews might be more suitable.</li> <li>Generally customers would like a range of different channels to be available for all services, with options to speak to someone in person, over the phone, or interact online. This would allow individuals to pick the type of dealing which suits them best.</li> </ul>  |
|                                      | To understand how NSW Government services compare to the private sector     | <ul style="list-style-type: none"> <li>Regarding private sector dealings, customers felt that they were treated more respectfully, with a higher level of person to person interaction. This was because private services have a monetary incentive to optimize customers' experiences.</li> <li>Private sector services have better facilities, while the perception is that government services try to minimize expenses rather than reduce customer effort required to access the service.</li> </ul>  |



## Appendix B – Focus Group Findings - Consumer (2/2)

|   | What did we want to find out?  | What are the findings?  |
|---|--|---|
| <p>Understanding Effort<br/>(Focus Group 2)</p> | <p>What differentiates a low effort from a high effort dealing?</p>                | <ul style="list-style-type: none"> <li>• The amount of personal interaction was identified as a key factor which differentiated high and low effort dealings.</li> <li>• Face to face contact was preferred, while phone calls to a real person were also acceptable.</li> <li>• Dealings with services such as immigration that do not allow for personal interaction were perceived as requiring more effort. Dealings where forms and paperwork were used instead of human interaction were perceived as more complex processes.</li> <li>• Reaching the right person for the right help is a key differentiation between low effort and high effort dealing as identified by the respondents. Most respondents agree that a high effort dealings involved being diverted to various staff bodies before reaching the right person that had the specialized knowledge to provide help.</li> <li>• Accessibility was another differentiating factor. There has been a trend towards centralizing government services into a smaller number of separate branches. This trend increases the effort required to physically access these services, particularly for less mobile customers, and also increases wait times.</li> <li>• Respondents believe that a low effort dealing is one that resolves issues efficiently, has good customer service from the government body and provides a good online platform for issue resolution.</li> </ul> |
|   | <p>Is there a particular type of dealing that requires higher effort?</p>          | <ul style="list-style-type: none"> <li>• Dealings regarding common and everyday matters were generally handled well, and required low effort. For example, car registration services.</li> <li>• However more complicated issues tended to be handled poorly by NSW services and required high effort.</li> <li>• Services which did not have clear online platforms and required in-person dealings require high effort as respondents found these kinds of processes to be inefficient and slow.</li> <li>• NSW Government processes are inflexible, meaning employees are restricted in how they can help customers.</li> <li>• Private sector industries like airlines are also inflexible, but this is expected by customers. However the expectation is that government services should accommodate for all individuals and treat them with respect.</li> </ul>   |
|   | <p>What are the gaps in the process and are there any quick-win opportunities?</p> | <ul style="list-style-type: none"> <li>• Enhancing personal interactions like consultations in branches and extended hours for call centers would improve customers' experiences</li> <li>• The current services sometimes require customers to be well-educated and persistent in order to complete the paperwork. However the people that actually require NSW Government services often do not fit this profile, and so other channels such as scheduled interviews might be more suitable.</li> <li>• Generally customers would like a range of different channels to be available for all services, with options to speak to someone in person, over the phone, or interact online. This would allow individuals to pick the type of dealing which suits them best.</li> <li>• Allow individuals to have one account for all government services such as Centrelink and Medicare so they can use the one account to update or make changes to their personal details.</li> </ul>   |
|   | <p>To understand how NSW Government services compare to the private sector</p>     | <ul style="list-style-type: none"> <li>• Regarding private sector dealings, customers felt that they were treated more respectfully, with a higher level of person to person interaction than in their interactions with NSW Government services. This was because private services have a monetary incentive to optimize customers' experiences. Call waiting times for private sectors are significantly shorter than that of government services.</li> <li>• Private sector services have better facilities, while the perception is that government services try to minimize expenses rather than reduce customer effort required to access the service.</li> </ul>   |



## Appendix B – Focus Group Findings - Business (1/2)

| Business Expectations | What did we want to find out?                                   | What are the findings?   |
|-----------------------|---|--|
|                       | What is driving expectations for businesses?                    | <ul style="list-style-type: none"><li>• Generally, expectations are formed by past experiences.</li><li>• Businesses often had low expectations when interacting with any NSW Government Service for the first time.</li><li>• Businesses tend to have higher expectations for easy inquiries and services which they interact on a daily or weekly basis.</li></ul>   |
|                       | What government initiatives are influencing these expectations? | <ul style="list-style-type: none"><li>• The initiative to group agencies under one roof for certain services at first had little impact on expectations at first. However as more people interacted with them, public opinion on these services have now improved with positive feedback.</li><li>• Certain services have being perceived to be focused on revenue rather than on service, leading to low customer satisfaction.</li><li>• Focus group findings suggest that certain services are not being made aware to consumers, leading to low expectations simply due to their lack of knowledge of the existence of the service. However, these less known services have gained high satisfaction from consumers who have interacted with them.</li></ul> |
|                       | What can be done to improve satisfaction to meet expectations?  | <ul style="list-style-type: none"><li>• Improve call centre service. Businesses were very satisfied when employees were knowledgeable, proactive and delivered on promises such as a call back.</li><li>• Improve co-ordination between service employees. Businesses expressed frustration with having to explain their situation multiple times to different employees within the same agency. Issuing reference numbers or allowing customers to call back the same employee they previously spoke to would improve satisfaction.</li></ul>   |



## Appendix B – Focus Group Findings - Business (2/2)

| Understanding Effort | What did we want to find out?   | What are the findings?   |
|----------------------|---|--|
|                      | What differentiates a low effort from a high effort dealing?                | <ul style="list-style-type: none"> <li>• Respondents found that low effort dealings are those that are efficient, not time consuming, and can be completed online</li> <li>• A low effort dealing with a service involves good guidance and assistance from customer service staff from the government service, quick and easy access to telephone help, and well trained staff with expertise in specific fields</li> <li>• Respondents found that high effort dealings are those that involve ambiguously designed online platforms, difficulties in reaching the right person for the right help and long waiting periods</li> </ul>  |
|                      | Is there a particular type of dealing that requires higher effort?          | <ul style="list-style-type: none"> <li>• Services where it was difficult for respondents to reach the right person for help were considered high effort</li> <li>• Services that has a website with an enormous amount of legal information which may be confusing for individuals to read and understand.</li> <li>• Calls to certain services were also considered a difficult dealing due to the lack of knowledge of call center staff as well as the waiting time required to get to the staff for assistance</li> <li>• Dealings were also considered high effort if help was inconsistent. That is, if respondents were able to get help one time and not the other.</li> </ul> |
|                      | What are the gaps in the process and are there any quick-win opportunities? | <ul style="list-style-type: none"> <li>• Give citizens clear indication of the various options available for help, such as, calling, email, online, in-person since some individuals are not aware of all the options and often go through a high effort dealing due to lack of knowledge</li> <li>• Design better websites so that things can be completed online, saving time and effort</li> <li>• Cross train staff bodies so that individuals can reach specialized help at greater efficiency and ease</li> </ul>  |
|                      | To understand how NSW Government services compare to the private sector     | <ul style="list-style-type: none"> <li>• Respondents believe that private sector staff show more compassion and care for the issues they are dealing with at hand</li> <li>• It is easier to reach the right person for specialized help especially through phone calls</li> <li>• Staff in private sector companies are better cross-trained with a variety of specialized knowledge</li> </ul>   |



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