



NSW DEPARTMENT OF INDUSTRY

# Conducting customer surveys in-house

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# Context – the NSW Department of Industry

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*“...leads the state government's contribution to making NSW a prosperous state recognised as a place of opportunity - a place where people want to live, have good jobs and businesses choose to invest and grow.”*

We:

- invest in skills and education
- promote and encourage innovation, research and development
- work with employers to ensure we know what they need in terms of skills and support
- manage the sustainable use of and access to our natural resources.



### Our vision

NSW – A place where the skills of its people, management of its natural resources and the quality of its government services make it a globally attractive location to live, learn, work, invest and to produce goods and services.

### Our purpose

Lead the State government's contribution to making NSW a fertile place for business growth, in order to create jobs and opportunities for citizens.

### Our values

Integrity – Trust – Service – Accountability.

#### Strategic Priorities



Act to enable job creation and opportunities for economic growth



Transform the delivery of vocational education and training services



Create a positive business environment



Engage and collaborate, facilitating mutually beneficial relationships



Foster an innovative, commercially focused and collaborative department

#### Goals

Facilitate the creation of at least 150,000 new jobs by 2019, including 30,000 in regional NSW.

Maximise the return from investment in skills, focusing on efficiency of delivery and alignment to labour demand.

Support government decision-making for infrastructure, regulation and priorities with information about economic opportunities and challenges.

Reach out to industry, the community and other parts of government, to deepen understanding and strengthen collaboration.

Be a responsive and engaged department driven by a culture of innovation and collaboration.

#### Outcomes

- Economic growth through innovation that improves resilience and boosts productivity
- Incentives and support provided for new and expanding businesses to create jobs in NSW
- Increased industry capabilities to reach new markets and support regional development
- Diverse, reliable and sustainable energy sources are secured

- A diverse and skilled workforce, meeting immediate and future industry demands
- Improved efficiency of skills delivery, supporting global competitiveness
- Improved community access to quality vocational education and training, to support people in gaining the required skills to find jobs and advance their careers
- A VET sector capable of delivering domestic needs and exporting its services

- Economic growth by ensuring sustainable use of and access to natural resources
- Quality regulatory and operational frameworks including robust compliance and enforcement, delivering greater certainty for business, industry and the community
- Risks to community and industry confidence mitigated and managed
- Government decision-making that is evidence based, timely and targeted

- Productive partnerships with business, industry, research institutions and the community to accelerate opportunities and maximise benefits
- Strengthen collaboration across government to build effective partnerships that enhance business and community value
- Greater understanding of business, industry and community needs, to facilitate communication and collaboration, delivering improved outcomes
- Enhanced customer experience achieved through digital innovation and improved delivery of services

- Inspirational leadership championing change, diversity and inclusion
- Individuals are capable, engaged and accountable; empowered to collaborate, innovate and embrace change
- Business outcomes underpinned by employee information and insights, informing current and future workforce trends
- Improved strategic decision-making and business performance through insights and data analysis
- Everyone exemplifying professional standards and efficient use of resources

#### Measures

- Creation of 150,000 new jobs, including 30,000 in regional NSW
- Increased value of gross state product for key industry sectors

- Increase the proportion of people completing apprenticeships to 65%
- Increased enrolments in vocational education and training

- Increased business confidence

- Increased customer satisfaction

- Increased employee engagement

Guiding principles  
NSW Economic Development Framework



1. DEMONSTRATING LEADERSHIP



2. MAKE IT EASIER TO DO BUSINESS



3. COLLABORATE TO DRIVE INNOVATION AND COMPETITIVENESS



4. INVEST IN CRITICAL INFRASTRUCTURE



5. RAISE THE GLOBAL PROFILE OF NSW

Note: Plan is currently being reviewed.



# Measuring satisfaction at the department - timeline

**2014**

- Inconsistent measurement across department

**2015**

- Framework/ methodology for CSAT established & endorsed  
- Piloted across 5 business areas

**2016**

- 2015 work reviewed & RFQ issued  
- Decision made to conduct work in-house  
- Surveys completed for 5 areas

# Drivers for bringing the work in-house



- RFQ responses
- Analysis of team resourcing



- 2015 post-implementation review
- Built throughout pilot process



- Existing detailed knowledge of business areas and dept.
- Retention of this knowledge



- Commercial in confidence



# So how did we do it?

Initial request or approach

Discovery & Planning

Build

Execution

Analysis & insights

Forward planning

# So how did we do it?

## Build

### Survey:

- Built in consultation with working group
- Configured and tested in SurveyMonkey



### Customer contact lists:

- Obtained from business area and reviewed for accuracy/suitability; cleansed by business area

### Survey campaign

- Preamble email(s) produced by business areas; signed off and loaded into MailChimp

# So how did we do it?

## Execution

### Survey

- Survey distributed to customers via email
- Business areas kept informed re: response rates and any associated issues/ contacts

### Survey campaign

- Reminder emails sent after 1 week, and 24 hours before closing



# So how did we do it?

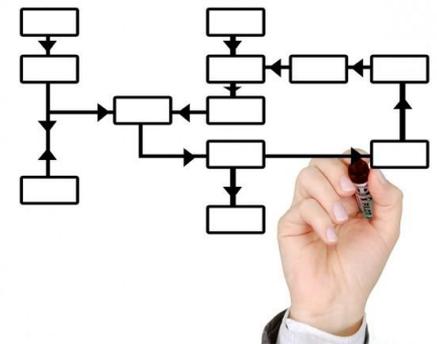
## Analysis & insights

- High-level analysis of metrics – two weeks post-survey
- Detailed analysis of responses, including verbatim, key themes and recommendations – 6 weeks post-survey



## Forward planning

- Sharing of detailed reports and analysis
- Facilitation of workshops to translate insights into action plans, to ensure continuous improvement



# Pros and Cons of in-house work



- Truly understanding business areas
- Ability to dictate own timelines
- Flexibility re: arising priorities
- Ability to slice & dice data any way you want
- Improved after-care process for business areas
- Significant cost savings
- Access to expertise when unforeseen issues arise
- Less external rigour re: milestones
- Resourcing of team limited to project only
- Potential for scope creep
- Potential to be seen as not objective

# When considering in-house delivery....

## Discovery Phase

- Who is measuring what across your department/ cluster/ agency?
- Are there any existing agreements/ contracts/ methods used?
- What customer data is available, and how easy is it to obtain an accurate list?
- What types of services do areas provide, and how and when is it most appropriate to survey? (e.g. post-interaction)

## Framework/ Methodology

- Does the mandate exist to carry out this work?
- Is the business area familiar with your methodology/ approach?



# When considering in-house delivery....

## Capability: in-house team

- Project Management skills
- Influencing and negotiating - fulfilling a consulting role to your own department
- Data analysis and dissemination
- Facilitation skills



## Resourcing

- In our case, 4 months work @ up to 80% capacity for two officers, to survey 5 business areas
- Delivery model: Do-it-yourself, versus getting business areas to do it with your support?



# 2016 Survey – Facts and Figures

- Online survey designed in conjunction with a working group in late 2016
- Distributed by email in late November to over 2500 recipients
- 484 responses = 19% response rate

The image shows a screenshot of an email survey invitation and a portion of the survey interface. The email header features the NSW Government logo and the text 'Department of Industry' and 'Customer Satisfaction Survey'. The body of the email is addressed to 'Dear Jessica,' and contains the following text: 'We would like to invite you to participate in a short 10 minute client satisfaction survey for the <Business Area> team within the NSW Department of Industry. There are no right or wrong answers to this survey. We are simply seeking to understand your experiences interacting with our... measure up to your expectation... The survey will remain open un... is completely voluntary. The information you provide wil... our team. For more details about how we... To begin the survey, please c... If you do not wish to participate... We thank you for your time and... <Business Area> Team NSW Department of Industry www.industry.nsw.gov.au'. The survey interface shows the NSW Government logo, a progress bar at 57%, and question 23: '\* 23. Thinking about all of your experiences with the NSW Department of Industry, how would you rate your overall satisfaction?' with a 5-point Likert scale (Very Dissatisfied, Dissatisfied, Neutral, Satisfied, Very satisfied). Question 24 asks for reasons for the rating, with a text input field and 'Prev' and 'Next' buttons.

# What we delivered....

## Summary

### SURVEY DESIGN

This survey was designed by the Corporate Strategy branch in conjunction with a working group across the XXXX Division. This group consisted of Directors and subject matter experts.

### RESPONSE RATE

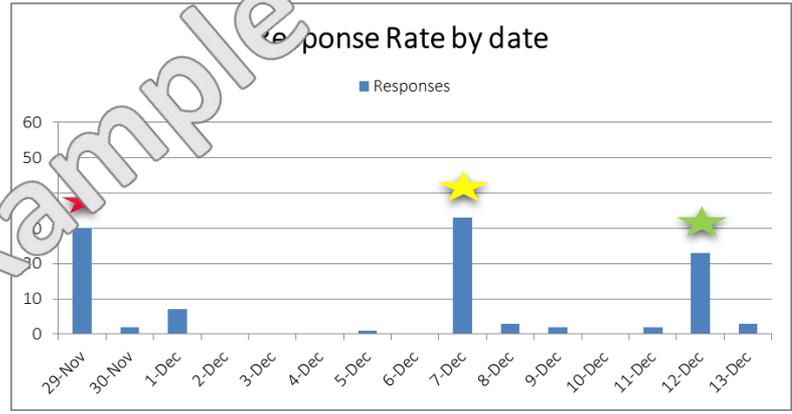
The response rate for Example Business Area was X% amounting to a total of X responses.  
A 10-15% response rate is considered the general benchmark for external online surveys.

### PARTICIPANTS

This survey was sent to 1000 recipients.

### KEY LEARNINGS AND RECOMMENDATIONS

- A second reminder email should be sent within 24 hours of survey closure to ensure the highest possible response rate.



★ Survey opened   ★ 1<sup>st</sup> reminder sent   ★ 2<sup>nd</sup> reminder sent

# What we delivered....

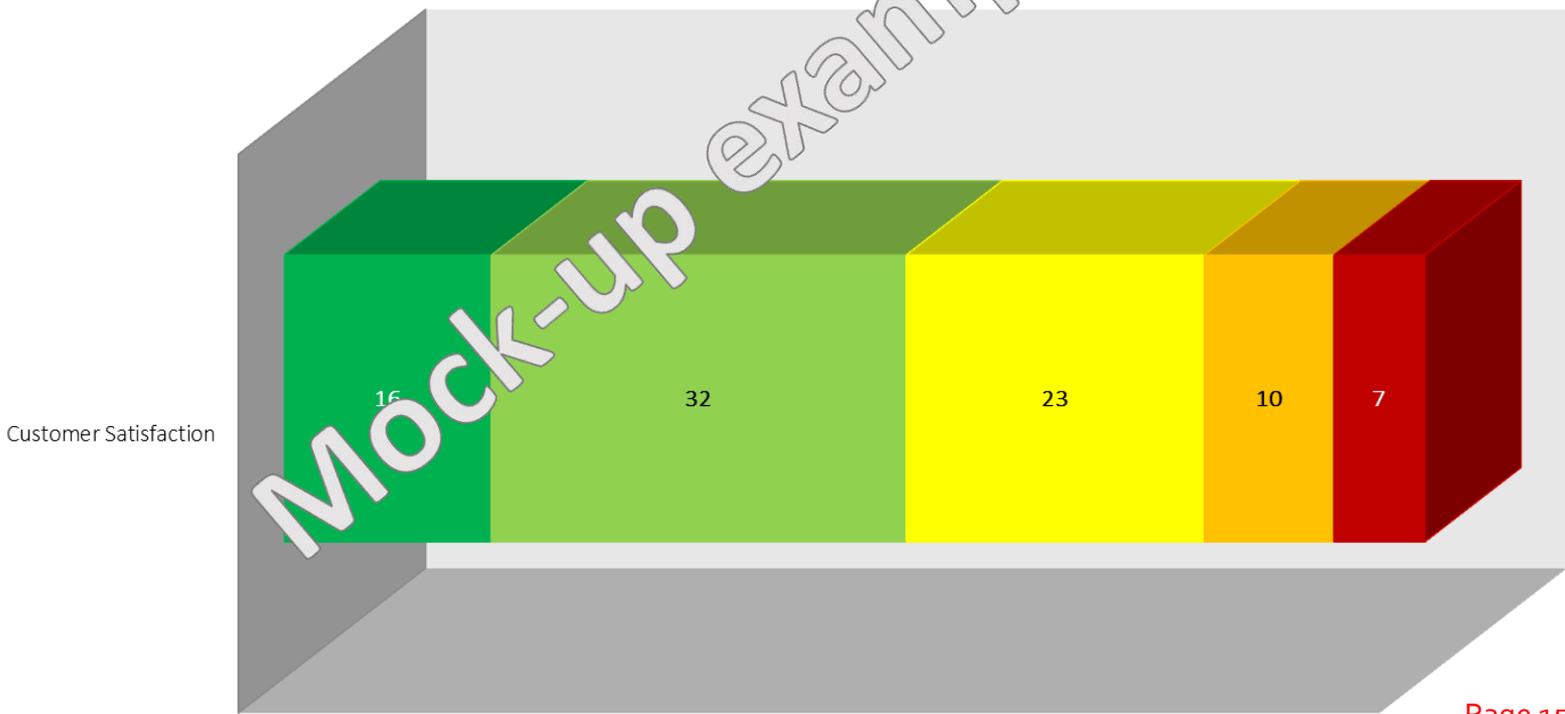
## 65% of respondents are satisfied with Example Business Area

### Customer Satisfaction (CSAT)

Overall customer satisfaction is at **X out of 5**, with **X%** of respondents satisfied or very satisfied with Example Business Area.

This is an decrease of **X out of 5** on the 2015 results. **X%** of respondents were satisfied or very satisfied with Example Business Area in 2015.

Very satisfied   Satisfied   Neutral   Dissatisfied   Very dissatisfied



# What we delivered....

## 65% of respondents are satisfied with Example Business Area

### Customer Effort (CES)

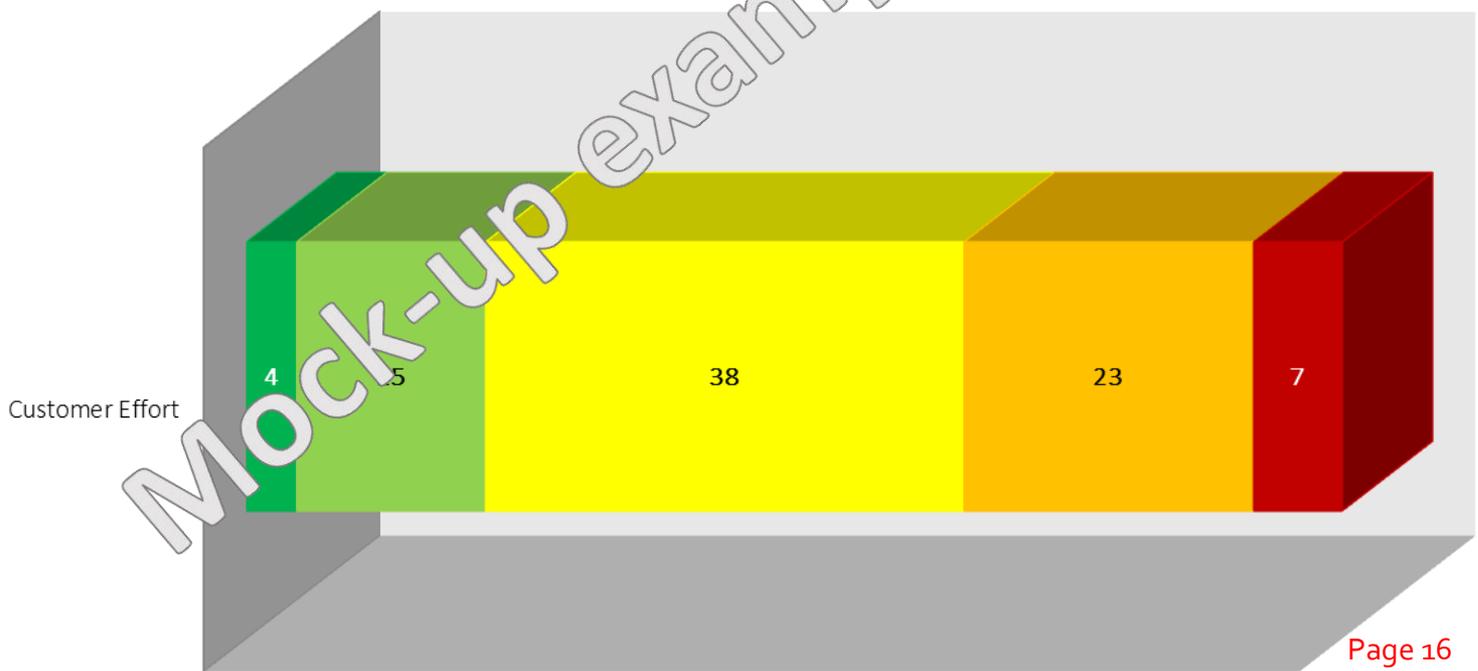
X% of respondents feel that a low or very low level of effort is required from them when interacting with Example Business Area.

This is an increase of X% on the 2015 results, where X% of customers felt that a low or very low effort was required.

The CES is X out of 5, an increase of X out of 5 on the 2015 results.

*(A lower score is better for Customer Effort)*

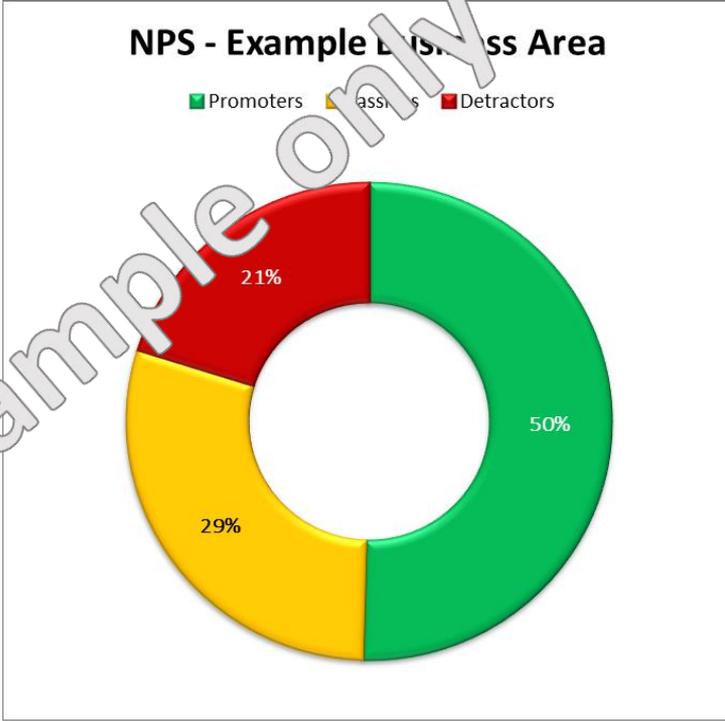
Very low effort   Low effort   Neither low nor high   High effort   Very high effort



# What we delivered....

## 50% of customers will recommend the department's services

Overall NPS	30
10 - Highly likely	35
9	25
8	20
7	15
6	6
5	6
4	4
3	4
2	2
1 - Not at all likely	2



The NPS® for Example Business Area is 30.

# What we delivered....

## Three key themes were identified

Based on the verbatim feedback and resulting discussions, three key themes can be identified. In the following pages we have grouped and presented each set of actions.



Improve process and offerings



Increase awareness: communication



Increase awareness: online services



Mock-up example only



# What has been done as a result

- Workshops held with business areas to turn insights into improvement actions
- Resulting plans outline proposed improvements
  - build awareness of programs and services
  - increase collaboration and engagement
  - provide assistance in navigating process
- Resources developed to share knowledge
  - Survey Dos and Don'ts
  - Question bank



