

<b>Committee(s)</b>	<b>Dated:</b>
IT Steering Group	29-01-2018
IT Sub-Committee	09-02-2018
<b>Subject:</b> Customer Satisfaction Measures	<b>Public</b>
<b>Report of:</b> Sean Green – IT Director Eugene O'Driscoll Service Director Agilisys	<b>For Information</b>

## Summary

City of London IT and Agilisys have traditionally engaged with customers in two ways to understand how well the service meets their needs, this has been short surveys after a service call and perception surveys with a sample of senior stakeholders. In this document we explain how the measurements are taken, provide a summary of findings, and display graphs showing the current values and trends and identify any key actions being taken to resolve any findings. In addition, this document discusses a new method of measuring customer satisfaction called Net Promoter Score(NPS) which will be introduced from the 1<sup>st</sup> April 2018. NPS is widely used across the public and private sector in particular the NHS and National Government departments. In the future it will be easier to benchmark the customer service results from the City of London IT service

*Recommendations:*

*Members to note this report*

## Main Report

### How the measures are taken?

1. The current measures are taken using two specific methods.
  - Customer Satisfaction Survey (CSAT)
  - User Perception Survey.

These are shown in detail in the following pages.

Outside of these two-regular measurement exercises the IT Service Delivery Manager constantly monitors for any escalations, complaints or positive feedback.

2. The IT Service Delivery Manager deals with escalations from users about their 2. engagement with IT, and these are normally resolved immediately. Where these are more serious they are processed under the complaints procedure (there were none in 2017) and where there is exceptional positive feedback this is included in the IT service report to the IT subcommittee.

### Customer Satisfaction Feedback Survey ('CSAT')

3. Users who contact the Service Desk for assistance are later asked in email about how well their request was dealt with. Users answer 5 questions and provide a score out of 7 for each. The average score is reported to the IS division. Where the users score below expectations, or provide comments that can be followed up, the Service Desk and Service Management team contact them to find out how we can improve service for all users.

**Table 1:** 5 questions and example scoring out of 7 – Actual scores are shown later

Score (out of 7)	Overall, were you satisfied with the way in which the problem was dealt with? (On a scale of 1 to 7, where 1 is 'Not at all' and 7 is 'Yes, completely')	How satisfied were you with the timescale in which your call was progressed or resolved? (On a scale of 1 to 7, where 1 is 'Not at all' and 7 is 'Yes, completely')	How satisfied were you with the communication relating to your call? (On a scale of 1 to 7, where 1 is 'Not at all' and 7 is 'Yes, completely')	How would you rate the customer service skills of the IS Service Desk Officer who dealt with your call? (On a scale of 1 to 7, where 1 is 'Not at all' and 7 is 'Yes, completely') Please choose N/A if you had no Service Desk interaction.	How satisfied were you with the technical skills of the support team who resolved your call? (On a scale of 1 to 7, where 1 is 'Not at all' and 7 is 'Yes, completely')	Total average
1	0	1	1	0	0	0.29%
2	2	0	0	0	0	0.29%
3	0	0	0	0	0	0.00%
4	1	1	0	0	0	0.29%
5	1	1	1	2	3	1.17%
6	5	6	9	6	3	4.26%
7	129	128	125	127	129	93.69%

## Survey

4. A sample of assigned users are met with quarterly and individually by the Agilisys Service Director and Service Delivery Manager to receive their *perception* scores and comments against a defined list of service areas. These are compared with *empirical* scores about the number of service desk contacts for that service area.
5. The comparison provides context and indicates where perception may not align with service delivery. Users are encouraged to represent wider areas of the business when appropriate. Comments and suggestions are reviewed with the IS division for consideration as CSIP (Continuous Service Improvement Plan) activities.

**Table 2:** Evaluation questions asked for each area and scoring method 1 to 4

Evaluating User Perception Of Service	Question: Please score the following on a scale of 1 to 4, where 1 = very unsatisfactory, 2= unsatisfactory, 3=satisfactory, 4= good. You may wish to consider overall performance of each of the areas, how well issues are dealt with, and how well the services meet your needs.
Email	Emailing using MS Outlook, Good, Blackberry and OWA is an essential tool at CoL. How well do you feel that email performs and meets your needs?
Desktop Performance	How well do you feel that your computer or laptop performs and meets your needs?
Telephony	How well do you feel that the desktop telephone service performs and meet your needs?
Service Desk	The Service Desk is the first point of call for most users. The team answers every telephone call or email and resolves the majority of incidents. It is responsible for routing other requests to 3rd parties and other resolvers, and managing your service requests to completion. How would you rate your experience of Service Desk?
Office (Word/Excel)	The Microsoft Office suite of applications including Word, Excel, Powerpoint and Access. Please score against your experience of using MSOffice.
Applications	How well do you feel that the Corporation's applications perform and meet your needs?
Field Engineering	The Field Engineering team carries out office moves, desktop repair and replacements, and all site visits. How would you rate your experience of the Field Engineering team?
Communications	How well do think that the IT service communicates with users?
Printing	How well do you feel that the Print Service performs and meets your needs?
Projects	This metric is about how well the project commissioning and delivery processes work. You may wish to consider speed of response, quality of proposals, value for money, communication, etc
Mobiles	How well do you feel that the mobile phone, Blackberry, and iPad services perform and meet your needs?

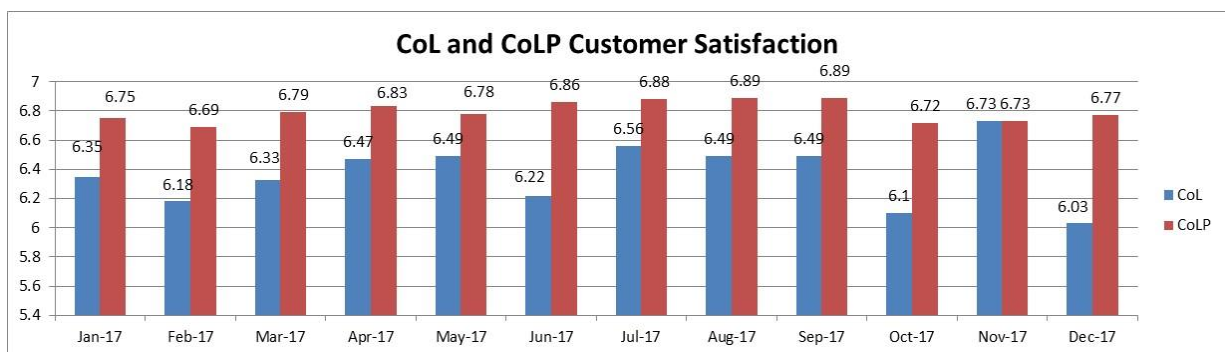
**Table 3:** Measurements established and taken across 4 ranges (Columns 1-4)

	Metric	Measurement	1	2	3	4
Office	Volume of calls reported Weekly	Slow performance or licensing issues	>100	100-30	30-5	<5
Telephony	Volume of calls reported Weekly	Voicemail or telephony issues	>30	30-15	15-5	<5
IaaS	Volume of calls reported Weekly	Storage, Compute or Backup issues, as well as routing issues	>50	50-30	30-5	<5
Apps Support (in-house)	Volume of calls reported Weekly	Application specific issues	150	150-60	60-10	<10
Field Engineering	Volume of calls reported Weekly	General Issues/Peripherals	>120	120-80	80-50	<50
Mobile Service	Volume of calls reported Weekly	iPad, iPhone or Blackberry issues	>30	30-15	15-5	<5
Project services	Number of SPs delivered Monthly	Solution proposal delivery	<1	1-2	3-5	>5
Service Desk	Abandon call rate Weekly	Abandoned Call rate	>10%	10%-5%	5%-2%	<2%
Printing	Volume of calls reported Weekly	Device issues	>60	60-20	20-10	<10
Desktop Hardware	Volume of calls reported Weekly	Device issues	>50	50-30	30-10	<10
Communications	umber of formal communication Monthly	Communications	<5	5-15	15-24	>25
Innovation and strategic engagement	Number of Agilisys engagements Monthly	Innovations and strategy	<2	2-6	6-10	>10

## Current Position and Scores 2017

The trend for 2016 shows some higher satisfaction scores during the Summer period and earlier part of the year with the general consistency of a score above 6.

**Table 4: 2017, City of London (CoL) and City of London Police (CoLP)**  
Customer Satisfaction scores are shown here



## Summary of findings for Customer Satisfaction

6. This chart shows the monthly customer satisfaction score base on the first question of the survey asking for an 'Overall' rating. Normally the survey samples 10% of users who engage with the Service Desk, we survey 100% of users who engage with the Service Desk and therefore we get a much higher, more accurate return.

The target being 5.7 or above, out of 7.

7. In the last calendar year (2017), all City of London satisfaction scores have exceeded the target.
8. In the last calendar year (2017), all City of London Police satisfaction scores have exceeded the target and have, over several months, showed an exceptional level of satisfaction reaching a peak of 6.89 out of 7 which is more than 98%.

## 2017 City of London (CoL) and City of London Police (CoLP)

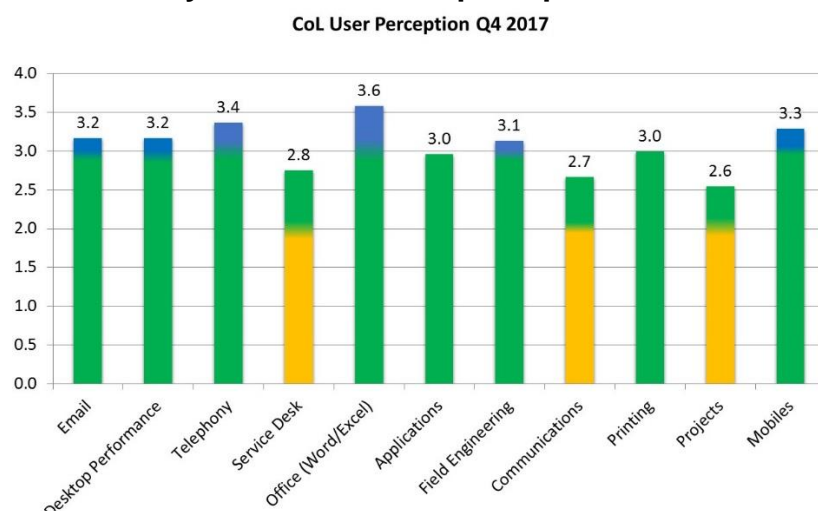
### User Perception of Service table 5 and 6

9. These scores show an average rating based on all surveyed customer's responses.

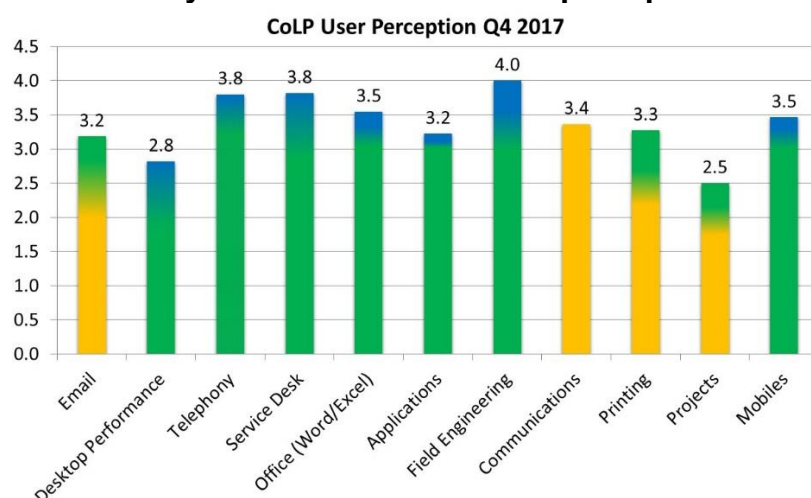
The perception surveys (See tables 5 and 6 below) are valuable opportunities for the business to provide context to the engagements with Service Desk, and help to draw out issues and opportunities for improvement. Performance issues for Outlook and email in 2016 were under-reported by the City of

London to the Service Desk, but were brought to light in the responses to the perception survey where business teams had been consulted by their user perception survey representative. The IT service drew up an action plan under the Problem Management processes which was implemented, and the subsequent perception surveys confirmed that this improved the service being provided.

**Table 5: City of London User perception of Service**



**Table 6: City of London Police User perception of Service**



The colour coding is as follows: Red/Very Unsatisfactory - 1, Yellow/Unsatisfactory - 2, Green/Satisfactory - 3, Blue/Good - 4.

## Introducing the Net Promoter Score

10. The Net Promoter score (NPS) will be introduced from April 2018 as one of the key measure of customer satisfaction alongside some of the existing methodology and measures.
11. NPS is a measure of customer satisfaction widely used across the UK the Public Sector for example it is universally applied for all NHS visits in England and many National Government departments.
12. NPS is an indicator of customer's willingness to recommend an organisation to others, usually colleagues or friends. It is a measure of advocacy

13. The links below provide some further details.
14. <http://www.netpromotersystem.com/about/companies-using-nps.aspx>
15. <http://www.nhsemployers.org/blog/2014/08/welcoming-nhs-englands-decision-on-the-net-promoter-score>
16. Customer Satisfaction is calculated by Net Promoter Score by asking customers a key question: for example, "On a scale of 0 to 10, how likely is it that you would recommend the IT Service to a colleague or friend?" Respondents are grouped as follows according to the Net Promoter Index (NPI):
- Promoters (score 9-10) are loyal enthusiasts who will act as advocates and refer others.
  - Passives (score 7-8) are satisfied but unenthusiastic customers.
  - Detractors (score 0-6) are unhappy customers who can damage the reputation of IT
- Subtracting the percentage of Detractors from the percentage of Promoters yields the Net Promoter Score, which can range from a low of -100 (if every customer is a Detractor) to a high of 100 (if every customer is a Promoter).

17. An example calculation is detailed below:

**Example:** If we received 100 responses to our survey:

- 10 responses were in the 0-6 range (Detractors)
- 20 responses were in the 7-8 range (Passives)
- 70 responses were in the 9-10 range (Promoters)
- When you calculate the percentages for each group, we get 10%, 20% and 70% respectively.
- To finish off, we subtract 10% (Detractors) from 70% (Promoters), which equals 60%. Since a Net Promoter Score is always shown as just an integer and not a percentage, our NPS is simply 60.
- As this is a method use across many private and public-sector organisations we can also look at benchmarking comparisons for IT Services

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