

## Standards – Guidance and Examples

### Measurement and Reporting

<b>Standard</b>
<b>2.2 Member and Trustee Feedback</b>
<b>Rationale</b>
Constructive feedback provides a basis of evidence and data upon which to assess services and identify where beneficial changes can be made. The administrator can receive feedback and consider how it responds to that feedback.
<b>Outcomes</b>
Administrators receive feedback on their service to Trustees, Sponsoring Employers as well as members' perception of services. This feedback will identify where improvements could bring benefits and provide a baseline on how the services are evolving. Administrators use this constructive feedback to improve service levels.
<b>Measurement / Evidence</b>
<p><b>Member feedback</b></p> <p>The form this takes will vary between administrators and schemes, reflecting their particular circumstances. PASA expects the approach should follow the following principles:</p> <ul style="list-style-type: none"> <li>• The approach should be fair and equitable – both in terms of reaching all sections of the membership equally and in terms of the method. PASA accepts that paper, telephone, electronic and face-to-face approaches are all valid. The right approach will vary between administrators and schemes. No members should be excluded because they cannot access a particular media;</li> <li>• the survey results should be provided where there are a statistically meaningful number of responses, a broad spread of responders and, where appropriate, contains the members' narrative comments;</li> <li>• member based feedback should be single event focused, e.g. asking retiring members how they felt about the service they received during the process of retiring (because single event focused surveying data can be acted upon in a way that a general survey cannot).</li> </ul>

Examples of single events that might be surveyed on include:

- Retirements;
  - new entrants;
  - telephone calls;
  - visits to the website;
  - transfers in;
  - face-to-face meetings;
- surveys should be timely – being issued to members within a reasonable timescale after the event in question;
  - administrators should try to obtain a reasonable statistical sample of responses (PASA recognises that it may not be possible to achieve statistical validity in all cases). While ideally PASA would expect all members who have transacted in a reporting period to be invited to participate in providing feedback, it is accepted that this may be impractical or overly expensive. Guidance is that a minimum of 30% of members (randomly selected) who transact a specific activity should be undertaken over the course of a year (for larger schemes (defined as with a membership greater than 10,000 members of all types) this should be a minimum of 40% of members transacting);
  - the process should be repeatable and on-going. Administrators should be repeating the survey at reasonable intervals in order to monitor performance over time;
  - surveys should include some qualitative/narrative element (i.e. providing the member with an opportunity to add his or her own words);
  - the results should be acted upon, with evidence that action is taken to identify and respond to systemic failures;
  - results should be presented on an on-going basis to any client, board or independent oversight committee in accordance with the 'Client/board reporting' section of this standard.

This list is not definitive or exhaustive. It is for the administrator and sponsor or trustee board to decide what is appropriate to survey on reflecting the material activities of the administration team.

PASA believes that for third party administrators member surveys should be undertaken as a matter of course and the results used to inform changes to operating processes to improve outcomes. Whether the client wishes to have the results published to them for their scheme will be for agreement with each client and recorded within the scheme information and preferably reflected in the formal agreement with the client.

### Trustee Feedback

Obtaining Trustee feedback can be more challenging. Examples of how feedback may be obtained would include informal feedback at trustee meetings, a formal annual review undertaken using structured interviewing techniques, a formal review meeting with the trustees or a sub-committee thereof.

Additionally, providers may survey the trustees and where this is undertaken the results of these surveys should be formally recorded and reported. Examples of this may be formal on line or satisfaction surveys, annual meetings with the chair of trustees where the opportunity is given for feedback - in any event there should be action plans agreed around the feedback to improve outcomes.

### General Principles

PASA expects administrators to undertake member and trustee feedback activity across all their clients, irrespective of whether the results are reported to the trustees. PASA does not expect administration teams to demonstrate a minimum level of satisfaction amongst members. There are a number of reasons for this. First, each administration team has a different starting point and may just have inherited responsibility for a scheme where the members' perception of service might be influenced by the old administrator. Second, it is very difficult to objectively measure overall service satisfaction.

PASA believes that satisfaction surveying, when done well, is a tool that can be a driver of performance improvements – and that improvement over time is what matters. PASA also believes that the results of surveys are only useful if they are communicated appropriately and acted upon.

### Application to TPAs and Accreditation Approach

PASA expects TPAs with multiple clients to take a reasonable approach involving:

- client specific surveying and reporting for large clients ('client specific surveying' means surveying, and able to report on, satisfaction amongst the members of one client); and
- cross-client surveying and reporting for smaller clients (i.e. surveying members from a selection of clients and analysing/reporting/using the data at an aggregate level).

For this purpose, a 'large' client means a scheme with more than 10,000 members.

The approach should survey all clients and the reporting made available to each client. Where the client has directed not to receive such reports this should be formally recorded and preferably reflected in the formal agreements or service specification.

TPAs should also be concerned with how trustee boards view their service and should seek feedback at that level

### *Accreditation Approach*

The accreditation team will:

- Look for evidence that feedback has been sought;
- randomly select clients and ask for evidence of satisfaction surveying amongst the members of those clients;
- look for evidence that the results are reported to clients;
- look for evidence that the results are acted upon.

### **Application to In-House Teams and Accreditation Approach**

PASA expects in-house teams to survey across the membership in accordance with the standard.

### *Accreditation Approach*

The accreditation team will:

- Look for evidence that feedback has been sought;
- ask for evidence of satisfaction surveying activity;
- look for evidence that the results are reported to the Board;
- look for evidence that the results are acted upon.

### **Timelines**

#### ***From 1<sup>st</sup> April 2014***

PASA expects applicants for accreditation to be able to demonstrate:

- That they have surveyed members in some manner on an equitable basis in the prior 12 months;\*
- that they have reported the results as outlined above, unless the client has specifically opted out of member feedback reporting in writing;
- that they have acted on the resulting data;

*\* To be clear, administrators will not have to demonstrate that they have met the standard in full at outset. Specifically, a generic survey rather than single-activity focused surveys would be sufficient for early adopters.*

#### ***From 1<sup>st</sup> April 2015***

- PASA expects administrators to comply with the standard fully (i.e., surveying systematically on a single-activity basis) by 1<sup>st</sup> April 2015

at the latest;

- early applicants would therefore have a lower threshold (reflecting historic practices) but with an expectation that they would be fully compliant before reaccreditation;
- the 1 year interim period enables administrators that apply early to become accredited and gives other administrators time to bring current practices up to the full standard.

### Examples

*Examples of member satisfaction surveys that PASA like are set out on the following pages. Administrators are welcome to adopt these if they wish.*

*Here is a transcript of an automated telephone survey – callers to the administration team are asked to stay on the line to answer a few quick questions.*

Our top tips are designed to get you started.

'Accreditation ready' boxes show things you must do once the standards are fully implemented to become accredited.

PASA will not tell you what questions to ask or how to ask them – we want you to decide what is right for you and your scheme / clients within a good framework. So please don't feel that you have to use the questions set out here. Also, the survey doesn't have to be conducted over the telephone. It could just as easily be sent to the member in printed form or conducted via an on-line survey tool.

**Accreditation ready:**

The PASA standard directs those seeking accreditation to conduct 'single activity' focused satisfaction surveying. This is a great example – it asks members that have called in what they thought of the service they received on the telephone specifically.

**Accreditation ready:**

Timeliness – the fact that members are asked these questions straight after the phone call means the experience is fresh in their minds.

**Accreditation ready:**

Ask open ended questions that give you qualitative information.

*Thank you for staying on the line to answer a few short questions.*

1. *Please rate the service you received on the telephone today on a scale where 1 is extremely satisfied and 5 is dissatisfied. Say the number that reflects your view after the tone....*
2. *Please rate the administrator that you spoke to on the phone today for helpfulness on a scale where 1 is extremely helpful and 5 is unhelpful. Say the number that reflects your view after the tone...*
3. *Please rate the administrator that you spoke to on the phone today for their knowledge where 1 is extremely knowledgeable and 5 reflects a lack of knowledge. Say the number that reflects your view after the tone...*
4. *Thinking about the reason you called in today, did we answer your question or satisfy all your requirements on the telephone?*
5. *If you would like to comment either on the service you received on the telephone today or more generally on other aspects of our service then please do so by leaving a message after the tone.*

*Thank you for your feedback. Your answers will be used to improve member service in the future.*

**Top tip:**

Think about putting your key 'how are we doing?' question first - a member's overall opinion could be influenced by the other questions that follow.

**We like:**

Keeping it snappy! Keep the survey short and you will keep members on your side. If you do want to ask more questions, make sure that you let the member know how long it is likely to take them.

**We like:**

Because the survey is automated the caller doesn't have to tell the administrator what he/she thought of the experience (giving direct feedback to a real person can put people off).