

Standards – Guidance and Examples¹

Measurement and Reporting

Standard

2.2 Member and Governing Body Feedback

Feedback from members and governing bodies* should be sought at regular intervals to and used to support the development of the quality of service provision.

Rationale

Constructive feedback provides a basis of evidence and data upon which to assess services and identify where beneficial changes can be made. The administrator should receive feedback and consider how it responds to that feedback.

General Principles

PASA expects administrators to undertake member and Principal feedback activity across all their arrangements, irrespective of whether the results are reported to the governing bodies of these arrangements. 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 an arrangement where the members' perception of service might be influenced by the previous administrator. Second, it is difficult to objectively measure overall administration service satisfaction.

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

¹ Governing Bodies should include, as appropriate, Trustees, Trustee Boards, Governance Committees and Boards and others charged with the oversight of the administration service delivery

Outcomes

Administrators receive feedback on their service to their Governing Body as well as members. This feedback will identify where improvements could bring benefits and provides a baseline on how the services are evolved. Administrators use this constructive feedback to improve service quality.

Measures/Evidence

Member feedback

The form this takes will vary between administrators and arrangements, reflecting their particular circumstances. PASA expects the approach should follow the principles below:

- The approach should be fair and equitable – both in terms of reaching all sections of the membership equally and the method used. PASA accepts that paper, telephone, electronic and face-to-face approaches are all valid. The survey results should be reported where there are a statistically meaningful number of responses, a broad spread of responders and, where appropriate, contains the members' narrative comments;
- 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). 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. It is accepted that this might be in bulk rather than individual communications to improve efficiency and reporting
- Administrators should try to obtain a reasonable statistical sample of responses (PASA recognises 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 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 to monitor performance over time;
- Surveys should include some qualitative/narrative element (i.e. providing the member with an opportunity to add comments in their own words);
- The results should be acted upon and action evidenced to demonstrate that systemic issues have been identified and responded to, as well as individual errors rectified;
- Results should be presented on an on-going basis to the Principal in accordance with the PASA Standard on Reporting.

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

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

Governing Body Feedback

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

Additionally, administrators may survey 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 chairs of governing bodies where the opportunity is given for feedback - in any event there should be action plans agreed around the feedback to improve outcomes.

Application to TPAs and Accreditation Approach

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

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

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

The approach should survey all arrangement and the reporting made available to each arrangement. Where the Principal 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 governing boards view their service and should seek feedback at that level

Accreditation Approach

The accreditation team will:

- Look for evidence feedback has been sought;
- Randomly select arrangements and ask for evidence of satisfaction surveying amongst the members of those arrangements;
- Look for evidence the results are reported to governing bodies;
- Look for evidence 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 feedback has been sought;
- Ask for evidence of satisfaction surveying activity;
- Look for evidence the results are reported to the Trustee Board;
- Look for evidence the results are acted upon.

Application to Master Trusts and Accreditation Approach

PASA expects Master Trusts administration team, or their appointee(s), to survey across the membership in accordance with the Standard.

Accreditation Approach

The accreditation team will:

- Look for evidence feedback has been sought (where necessary across different policy types and membership categories)
- Ask for evidence of satisfaction surveying activity;
- Look for evidence the results are reported to the Governing Board;
- Look for evidence the results are acted upon.

Application to Annuity Providers and Accreditation Approach

PASA expects the Annuity Provider's administration team, or their appointee(s), to survey across the policyholders in accordance with the Standard.

Accreditation Approach

The accreditation team will:

- Look for evidence feedback has been sought, (where necessary across different policy types and membership categories)
- Ask for evidence of satisfaction surveying activity;
- Look for evidence the results are reported to the Governing Board;
- Look for evidence the results are acted upon.

Timelines

PASA expects administrators to comply with the standard fully (i.e. surveying systematically on a single-activity basis).

Examples

Examples of member satisfaction surveys which PASA view as best practice 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).