

Integrating customer satisfaction measurement as a key indicator of performance management

FRENCH PES MEASURES CUSTOMER SATISFACTION AS PART OF THE TRIPARTITE AGREEMENT AND STRATEGIC ROADMAP WITH THE FRENCH GOVERNMENT AND NATIONAL SOCIAL PARTNERS

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The practice aims to integrate customer satisfaction measurement within the results-based management at all levels of the French PES. This will contribute towards measuring the efficiency of French PES services within the framework of the strategic roadmap and tripartite agreement between the PES, the Ministry of Labour, Employment, Vocational Training and Social Dialogue and social partners for 2015-18 (i.e. UNEDIC).

The practice has triggered a review of specific activities and responsibilities at each level of the PES, including those relating to customer satisfaction. Consequently, customer satisfaction is a new type of performance indicator that has helped the PES to move forward.

However, a lesson learnt is that customer satisfaction measurements need to be supported by the PES as a whole organisation, and managerial backing is crucial to ensure staff buy-in.

Name of the PES

Pôle Emploi

When was the practice implemented?

2012 – on-going

The first results were gathered mid-2013 and the unique performance indicators dashboard was implemented in January 2014.

Which organisation was involved in its implementation?

Pôle Emploi, the Ministry of Labour, Employment, Vocational Training and Social Dialogue and UNEDIC

Which groups were targeted by the practice?

Directly targeted:

- ▶ All staff levels at French PES, mainly used at PES senior or local office managers
- ▶ Members of the Tripartite Monitoring Committee (representatives from French PES; the General Directorate for Employment and Vocational Training and the Research Department (DARES) within the Ministry of Employment; and UNEDIC)

Indirectly:

- ▶ jobseekers who use PES services; and
- ▶ employers who use PES services.

What were the practice's main objectives?

The practice aims to integrate customer satisfaction measurements within a results-based management at all levels of the PES. Measuring the efficiency of French PES includes customer satisfaction with the services received from French PES.

What activities were carried out?

French PES has developed a short list of performance indicators, which includes strategic indicators looking at transitions into employment; provision of services for jobseekers; unemployment benefits; provision of services for employers; use of digital services; and efficiency. These have been developed with partners as part of the tripartite agreement.

French PES monitors the evolution of these indicators through the Performance Indicators Dashboard. The indicators are grouped by target group (job-seekers, employers, PES staff, or funding body) to which they are linked. The monitoring results are presented monthly, and also compared with the results of the previous month in order to measure the trend and the accumulated results over the year. Finally, each indicator is compared to the target which it is expected to achieve. The dashboard uses a visual scale to highlight when an indicator is near to meeting the expected targets, or if on the contrary they are far off target.

In addition, the dashboard gathers further information on other indicators as background evidence. The aim is to facilitate the analysis of the performance indicators' results.

All this information is collected at all levels of PES. In this way, data can be filtered for analysing the results of the indicators of a local PES office. Moreover, the system is accessible to all PES staff in management positions.

	<p>The list of performance indicators includes four customer satisfaction indicators that are measured using different data collection methods, including a local survey scheme that has been implemented since mid-2013. These indicators are:</p> <ul style="list-style-type: none"> ▶ the satisfaction level of jobseekers regarding their support by French PES; ▶ the satisfaction level of jobseekers regarding information about unemployment benefits; ▶ the satisfaction level of employers regarding the processing by French PES of their last recruitment drive; ▶ the satisfaction level of jobseekers and employers regarding digital services. <p>Through the survey scheme, the satisfaction of jobseekers and employers with the services delivered in local PES offices is measured at key stages of their relationship with French PES:</p> <ul style="list-style-type: none"> ▶ for jobseekers, at the point of registration with French PES, unemployment benefit payments and subsequent support; ▶ for employers, at the end of a recruitment campaign when the posted vacancy is being withdrawn. <p>Local surveys comprise five different questionnaires (four for jobseekers and one for employers). They each assess a key stage in the customer service (e.g. registration, guidance, unemployment benefit payment) and are carried out each month among all jobseekers and employers who have experienced a relevant stage within that month. Around 500 000 questionnaires are sent out electronically every month. The results of these surveys are reported on a quarterly basis, down to the local-office level. The survey has become an operational management tool that has supported continuous improvement of French PES's services. PES local-office managers have access to the survey results and can use them to improve their services. They can also compare themselves with other offices (while taking into account the different labour market conditions). National guidelines are provided to assist PES local-office managers on how to interpret the results.</p>
What resources and other relevant organisational aspects were involved?	<p>UNEDIC and French PES supervise the Joint Regional Bodies that monitor the implementation of unemployment benefit rules. French PES manages the unemployment benefits scheme – collecting contributions and paying benefits – on behalf of UNEDIC. The Ministry of Labour, Employment, Vocational Training and Social Dialogue and UNEDIC are represented on French PES's board, as well as within the tripartite agreement monitoring committee. The partners agreed the strategic indicators with French PES, however they are not involved in the implementation of the strategic indicators. There is no relationship in practice between UNEDIC and local offices.</p>
What were the source(s) of funding?	<p>National budget</p>
What were the outputs of the practice: people reached and products?	<p>Products:</p> <ul style="list-style-type: none"> ▶ Quarterly reports on satisfaction assessments are produced – over 1 000 reports are completed online each month (ranging from local, infra-regional (<i>Departement level</i>) and regional, and head offices). They allow comparison of the results with those from the previous quarter. They also indicate average satisfaction levels at the regional level and compare performance between local offices in the same region. ▶ Guidelines on how to analyse the results of the customer satisfaction surveys – these are designed to support local office staff in making best use of local satisfaction surveys. They are available online and accessible to every staff member.
What outcomes have been identified?	<p>Developing a results-based management system, which includes an orientation towards customer satisfaction, implies a significant change in PES management and steering practices. Local managers are strongly empowered and are able to monitor performance against their customer satisfaction indicators, the trends and the results, so that they can take action to improve service delivery where necessary.</p> <p>The results from customer satisfaction assessments help to:</p> <ul style="list-style-type: none"> ▶ provide regular information to local teams about the impacts of their actions and quality of services delivered; ▶ take into consideration different ways of designing targeted services; ▶ assess the guidelines regarding a range of services and multichannel options for customers; ▶ create a sense of accountability towards funding sources and the general public. <p>According to an internal evaluation of French PES, the improvements made to service delivery (as a consequence of incorporating the customer satisfaction measurement results), has led to an increase in customer satisfaction: from 52 % in 2009 to 69 % in 2015.</p>

What are the lessons learnt
and success factors?

The practice of measuring customer satisfaction has triggered a review of specific activities and responsibilities at each level of the PES.

This focus on customer satisfaction – based on newly agreed indicators – has helped to move the PES forward in terms of making key changes and prioritising those changes within French PES. At the strategic level, they have contributed to an overall reflective process, whereby the results against the indicators are discussed and feedback is given at senior management meetings. At the operational level, every local office is aware of its results and can compare their performance with other similar local offices with the view to making continuous improvements.

However, managerial backing is crucial to ensure buy-in to making use of the customer satisfaction results. It can take time to get staff engaged, requiring a lot of awareness-raising in a way that is meaningful for all staff.



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