



FOSTERING CUSTOMER ORIENTATION AND INVOLVEMENT BY MEASURING CUSTOMER SATISFACTION

# The Client Monitoring System (CMS)

Publication date: October 2015  
Updated: December 2019

## AUSTRIA

Customer perspective is key for successful service development and high-quality service provision. Systematic assessment of customer feedback is also helpful to identify areas in which changes are necessary and to foster the customer orientation of all employees. In this regard, the Austrian PES (AMS) has developed a Client Monitoring System (CMS) along the entire service and contact chain, linking it to the performance management system. Specifically, customer satisfaction is an integral part of the Balanced Scorecard and demonstrates the importance of customer orientation. Customer satisfaction with the various services is now an integral part of local office benchmarking.

Name of the PES	AMS – Arbeitsmarktservice Österreich
When was the practice implemented?	2000 – ongoing.
What were the practice's main objectives?	To further develop services and service quality by taking customer perspective into account.
What activities were carried out?	AMS regularly and comprehensively surveys all customer groups using different instruments. With the Client Monitoring System (CMS), AMS follows a measurement approach focusing on the quality of services provided at local offices. The interviews are conducted as Computer Aided Telephone Interviews (CATI). About 20 000 interviews a year are undertaken with jobseekers and about 10 000 interviews with employers. Data on the satisfaction of job seekers and employers is collected on a monthly basis, taking into account the entire service and contact chain. Results are accumulated and segmented for all levels of Austrian PES and for all types of customers. The most important indicators are part of the performance management tool (Balanced Scorecard – BSC). AMS also commissions special evaluations of these data. Regional units can add further themes to the CMS survey to focus e.g. on special customers, services or on aspects in need of improvement. Furthermore, at the regional level, there are additional surveys (e.g. interviews directly following customer contacts, service quality surveys, etc.) in order to promote customer orientation and to contribute towards the further development of customer services. For ALMP-measures, participant feedback is collected systematically and extensively. In addition, customers are directly involved in the development of services (e.g. via focus groups or accompanied customer journeys). The CMS is being developed on an ongoing basis, e.g. by adjusting questions. CMS results are presented in the committees, and if required by the regional organisations, they are linked with workshops involving external experts. The results of the CMS survey for both customer groups are channelled into the BSC. Many improvements (measures/projects) focusing on optimising customer satisfaction are distributed and documented.

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What outcomes have been identified?

- ▶ Measurable increases in customer satisfaction
- ▶ Improvement of services and service quality

What are the lessons learnt and success factors?

The CMS follows a holistic approach: customer orientation is anchored in a defined and standardised 'customer service process' with the three sub-processes:

1. systematic collection of customer feedback;
2. systematic involvement of customers;
3. systematic reaction to customer complaints and suggestions.

The systematic collection of customer feedback results in a clear customer orientation if the data is transparent, comprehensible, sufficiently segmented and adequately visualised. Customer feedback results are visualised in a special dashboard for the whole PES staff, detailed data are available for selected PES experts. There are systematic reactions to deviations (negative trends or weak results) if customer satisfaction becomes an important part of performance management, and if customer orientation is an integral part of the organisation's mission and employees' education and training.

Austrian PES only counts top values (1 and 2 on a 6-level satisfaction scale), thus clearly signalling that mediocre results are not acceptable. The survey itself should not be too long and different instruments/ approaches (e.g. on-line with CATI) should not be mixed. Rather, it appears advisable to have a short survey with some core questions and the possibility to flexibly add questions and to collect the information using the same survey method. In parallel, it is possible to use complementary approaches (like face-to-face interviews directly after service provision) to supplement the survey data.



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