

Department of Veterans' Affairs

**Proposal to conduct the 2018 DVA Client
Satisfaction Survey (CSS)**

s 22

3 May 2018



TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
CAPABILITY	5
Ability to meet Statement of Requirements	5
Our understanding of the required services	6
Proposed methodology	7
Proposed timetable	18
Proposed project team	19
PRICE	21
OUR REFEREES	23
Experience providing similar services	23
Quality assurance plan	30
CAPACITY	31
APPENDIX A: CVS OF CORE PERSONNEL.....	33
APPENDIX B: ADMINISTRATION DETAILS	42



S 22

Summary of our proposed approach

Our approach extends beyond meeting the Statement of Requirements – ORIMA Research intends to work in **close partnership** with DVA to design a comprehensive and tailored client satisfaction research program which forms an integral part of achieving the longer-term goals of the Department's strategic plan and transformation efforts.

In particular, our approach will provide real insight into the experiences and needs of DVA's clients. Our proposed analysis approach and suite of reporting products will provide the Department with a clear sense of the priority areas for service delivery improvement. The findings will also be presented in a user-friendly format that will track client satisfaction over the 2014, 2016 and 2018 surveys.

Based on our experience in conducting research with this client group and the Statement of Requirements, we propose to utilise a telephone methodology for the survey fieldwork. This methodology has worked extremely well ensuring results which are representative of DVA's client base whilst allowing significant 'drill-down' capacity in to client groups with particular profiles or concerns (for example, the under 45 veteran cohort has historically recorded significantly lower levels of satisfaction with DVA). We propose:

- ◆ a 20-minute Computer Assisted Telephone Interview (**CATI**) survey for **n=3,000** veterans, with a sample designed to ensure **representative** coverage of key client cohorts;

- The random sampling methodology (stratified by gender, age, and state at a minimum) will be designed to collect statistically robust survey.
- Compared to self-completion methodologies, telephone surveys will help minimise non-response bias (response rates for CATI surveys are generally higher than self-completion surveys), reduce respondent burden, and minimise environmental impact (noting that paper-based surveys typically achieve lower response rates). It also enables interviews to be translated if required (in 2016, a handful of interviews were conducted in Cantonese and Vietnamese).
- ◆ a final major report which forms includes **time-series tracking** of the 2014, 2016 and 2018 results, sophisticated **key drivers analysis** to provide DVA with greater insight into those aspects of service delivery which are driving client satisfaction for specific 'touch points'. Importantly, the analysis will also identify mutually exclusive **client segments** that differ in terms of behaviours and attitudes, allowing DVA to get an in-depth understanding of clients' needs, wants, barriers and enablers in relation to their experience transitioning from the defence force (as applicable), seeking assistance from support services, and interacting with DVA.
- ◆ The major report will be supplemented by:
 - an Executive Summary, summarising the major findings and suitable for public release;
 - A Fact Sheet in infographic style describing the key findings, suitable for public release;
 - A Fact Sheet summarising the client segmentation, suitable for public release if required;
 - A master presentation deck suitable for the in-person presentations;
 - The raw data; and
 - The de-identified verbatim comments.
 - As in 2016, we will remain flexible with our reporting suite and can tailor or add reporting deliverables to suit changing needs.

Another key feature of our proposed approach includes a significant focus on **effective questionnaire design**.

- ◆ We have provided for an optional, but strongly recommended, qualitative component to guide the development of the 2018 questionnaire, through consultation with DVA clients and members of Ex-Service Organisations as appropriate. We feel that the questionnaire is due for a solid refresh in order to ensure it is capturing the feedback **clients wish to provide about DVA**.
 - Putting clients at the centre of this questionnaire development process will yield significant benefits for DVA through a stronger and up-to-date understanding of client needs, wants and pain points, whilst reflecting the true intent of the transformation efforts. It will also ensure the questionnaire is meaningful (language, terminology, etc) to clients and hence will strengthen the validity of the instrument.
- ◆ As a core service, we aim to assist DVA co-design the questionnaire, ensuring it meets DVA's needs whilst maintaining comparability to key historical data for tracking purposes. Significant work was undertaken with the DVA project team in 2016 to identify the 'core' (asked every survey), 'topical' (asked on an 'as needs' basis) and 'seasonal' (asked every second survey) questions going forward. This means that the 2018 instrument will start on a very strong footing as we will bring this context to the questionnaire development process, though we anticipate that the survey will change in a range of ways (including through asking questions that will help to segment the client population).



- Our co-design will take the form of 2 primary rounds of questionnaire design: firstly with the project team, and then via a 2.5 hour workshop with key internal stakeholders.

We have also provided multiple options for **deeper dive research** to be conducted after the main analysis has been conducted, and areas of interest identified.

- ◆ Where it is determined that quantitative estimates are required to support exploration of the interest area (e.g. incidence statistics, proportions of clients who hold particular views, etc), we can provide online and telephone surveys to meet this need.
- ◆ Where a deeper understanding is required of what is driving or influencing certain results, or if there is a requirement to seek the views of clients in relation to something DVA has under development (a communications product, for example) we can provide qualitative research in the form of in-depth interviews and focus groups to obtain a rich and nuanced exploration of the topic. Groups or interviews of DVA frontline staff can also be conducted if required.

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Sample design

In Phase 1 we will work closely with the DVA project team to finalise the CATI sample design in light of the research objectives and likely questionnaire content, to ensure that there is scope in the sample for us to 'drill down' into the findings for specific cohorts within the client base to undertake more tailored and sensitive analysis

Table 1 below provides an indicative CATI sample, designed to provide representative coverage of the client base with a total of **n=3,000** interviews being conducted. This example provides a level of statistical precision for survey estimates of around +/- 2 percentage points at the 95% confidence level, and robust estimates at a cohort level.

- ◆ Compared to other data collection approaches, a CATI methodology will provide not only representative coverage (including minimising non-response bias), but it is also the most universally accessible given the diverse nature of DVA's client base.

We have based our indicative CATI sample design on the design used in 2016, stratifying by age, gender, and State/ Territory. Our sample design also distinguishes between those clients who have contacted DVA through the Client Contact Facility, and those with no recorded contact in the last 12 months – in 2016 and 2014, this was important given that there were multiple sources of data for the DVA project team to collate to form a representative client sample frame (from which to select the survey respondents).

- ◆ However, we are happy to tailor the sample design to suit DVA's analysis requirements and sample list accessibility.
- ◆ The final sample design will allow DVA to 'drill down' further into the results to identify nuances in client experiences and therefore tailor action strategies accordingly.
- ◆ The final sample design will form the parameters for the contact list the DVA project team will need to provide. We will provide detailed guidelines for the project team on the sample list specifications, including list randomisation, data fields to include, and number of records required (given response rate estimates and required number of interviews).

Table 1: Indicative CATI sample design

Demographics	2019		2018 Total
	CCF (contact with DVA Client Contact Facility) in last 12 months	Non-CCF (no recorded contact in last 12 months)	
Gender			
Male	1,350	250	1,600
Female	1,100	300	1,400
Total	2,450	550	3,000
Age			
18-34	225	50	275
35-44	225	50	275
45-54	170	60	230
55-64	275	80	355
65-74	700	140	840
75-84	330	70	400
85+	525	100	625
Total	2,450	550	3,000
State			
NSW	725	160	885
VIC	455	110	565
QLD	710	140	850
SA	190	45	235
WA	235	55	290
Tas	65	40	105
NT	15		15
ACT	55		55
Total	2,450		550

* Groups shown in blue are sampled proportional to the population breakdown. Groups in green are oversampled to ensure sufficient data is collected for analysis. The group in red is undersampled. Weighting will be applied to the aggregate estimates such that the results are representative of the underlying population.

Questionnaire co-design

As an optional, but strongly recommended, component, we propose to conduct qualitative research to help develop the questionnaire for 2018 through further consultation with DVA clients and members of Ex-Service Organisations as appropriate. We feel that the questionnaire is due for a solid refresh in order to ensure it is capturing the feedback clients wish to provide about DVA.

- ◆ Putting clients at the centre of this questionnaire development process will yield significant benefits for DVA through a stronger and up-to-date understanding of client needs, wants and pain points, whilst reflecting the true intent of the transformation efforts. It will also ensure the questionnaire is meaningful (language, terminology, etc) to clients and hence will strengthen the validity of the instrument.
- ◆ The DVA project team will be invited to attend these focus groups.
- ◆ The outcome of this component will be a series of findings and recommendations for consideration to aid in the further development of the questionnaire.

As a core service, we will hold a questionnaire development meeting with the DVA project team to develop the first draft of the questionnaire.

- ◆ ORIMA will bring a template questionnaire to the development meeting, based on the 2016 instrument, and on the information obtained at the inception meeting, and incorporating the findings from the qualitative research (if undertaken). ORIMA will work closely with the project team adapt and refine this version of the questionnaire at the meeting, ensuring that key variables are maintained for tracking purposes.
- ◆ As noted above, significant work was undertaken with the DVA project team in 2016 to identify the 'core' (asked every survey), 'topical' (asked on an 'as needs' basis) and 'seasonal' (asked every second survey) questions going forward. This information will be brought to the questionnaire development discussion for consideration by the team for the 2018 survey.
- ◆ We propose to include a range of attitudinal, behavioural and demographic questions to facilitate value-added analysis of the survey results and to allow for the targeting of follow-up strategies where appropriate. The attitudinal questions will be designed to facilitate segmentation of respondents based on their underlying attitudes and confidence in DVA service delivery and to combine this with the demographic profile of respondents to provide a robust picture of key variations in priorities between cohorts within the client population.

We expect that the core survey questions will cover clients' dealings with DVA's various touchpoints, as well as overall satisfaction with the service provided by DVA.

- ◆ Filter and drill-down questions will be used to ensure that respondents are only asked questions relevant to their experiences (minimising the burden on individual respondents), and that as much information as possible is obtained about their experiences and expectations.

To maximise the likely response rate and enable delivery of the survey within the given budget, our approach involves targeting a survey length of around 20 minutes, which equates to around 75 questions. For ease of response, most questions will be close-ended, however, there will also be scope for a few free-text questions. Average completion time will be tested during the pilot testing phase.

We will ensure regular telephone and email contact with the DVA project team to effectively and efficiently finalise the draft Word version of the questionnaire, based on the outcomes of the development meeting. As the questionnaire nears its final draft, we will work closely with the project team to carefully review the questionnaire in terms of the following aspects:

- ◆ wording, terminology, clarity and understanding of questions;
- ◆ appropriateness of response scales and variety of options;
- ◆ questionnaire flow and skips;
- ◆ facilitating effective analysis; and
- ◆ length (average completion time).

We will then seek the project team's assistance to conduct a 2.5 hour workshop with key internal stakeholders, to further refine the draft by ensuring that key issues are included, and that all parties are 'on the same page' in relation to questionnaire intent, structure and broad analysis plan. We will rely in the project team to provide the venue and invite relevant attendees. A senior ORIMA consultant will run the workshop, assisted by a note-taker.

- ◆ The note-taker will update the questionnaire 'live' during the workshop, such that at the end of the workshop a revised draft is available for circulation and final comment, and then approval by the project team that the questionnaire is ready for CATI programming.



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