

s 22



Background

The service delivery environment at DVA includes interaction with clients and the delivery of services through a range of channels including face-to-face, online, telephone, email, and in writing. DVA is currently transforming to improve the way services are provided to veterans and their families. Capturing data on client service experience is a critical measure of DVA's transformation efforts, and inform the ongoing business transformation priorities.

DVA has measured client service satisfaction in a variety of ways since 1995, and has conducted a number of satisfaction surveys on services and/or channels since then. Previous DVA Client Satisfaction Surveys (CSS) have been the only full tracking survey that captures service satisfaction data from a representative sample of all agency clients. DVA is seeking to continue this important tradition with a new survey in 2018.

Project Details, objectives and Milestones

The parties are to work in partnership to design a comprehensive client satisfaction research program that forms an integral part of achieving the Department's long term goals of transformation.

The survey will be presented in a format that will track client satisfaction over the 2014, 2016 and 2018 surveys, providing DVA with insight into the priority areas for service delivery improvement from the client perspective.

A telephone methodology [a 20 minute Computer Assisted Telephone Interview (CATI)] will be used for the survey fieldwork allowing drill-down capacity in to the client groups with particular profiles or concerns. The survey will be conducted by a team of highly experienced researchers who will ensure quality and consistency in the research approach and be able to meet additional requirements and tight timeframes if required.

Reporting will include, but not be limited to, topline report and briefing, executive summary, fact sheet, presentation deck and mini decks as agreed.

Proposed Sample Design

Table 1: Indicative CATI sample design

Demographics	CCF (contact with DVA Client Contact Facility) in last 12 months	Non-CCF (no recorded contact in last 12 months)	2018 Total
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	80	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	3,000

s 22



s 22



s 22



s 22



s 22



s 22



s 22



s 22



s 22



Department of Veterans' Affairs

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

s 22

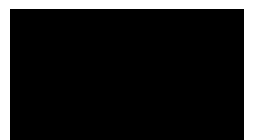


3 May 2018



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.

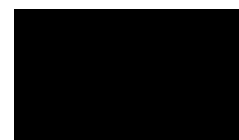
Based on our experience in conducting research with this client group and the Statement of Requirements, we propose to utilise a telephone methodology for the survey fieldwork. This methodology has worked extremely well ensuring results which are representative of DVA's client base whilst allowing significant '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.

s 22

s 22

Our understanding of the required services

Background

The Department of Veterans' Affairs' (DVA) mission is to support those who serve or have served in defence of Australia as well as to commemorate their service and sacrifice. DVA provides support, information and access to health care and other care services for the veteran community – including their dependants, Australian Defence Force personnel, and war widows/widowers – to promote self-sufficiency, wellbeing and quality of life.

DVA's service delivery environment includes a range of client 'touch points', including face-to-face channels (shopfront-type offices, outreach and contracted provision of services), online, telephone, email, and written communications.

The Australian Government is currently investing in a program of Veteran Centric Reform to improve the way DVA supports veterans and their families, helping the Department to know, support, connect and respect. The transformation aims to take the effort out of accessing DVA services and ultimately provide a streamlined and modern system which places clients at the centre.

Objectives of the survey

DVA Client Satisfaction Surveys (CSS) have been conducted for many years to measure – in a representative way – veterans' level of overall satisfaction with the service provided by DVA; to measure the performance of DVA against commitments made in the Department's Service Charter; and to identify opportunities for improvement in service delivery. s 22

■

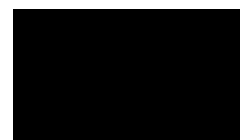
■

s 22



s 22

s 22



s 22

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		
	CCF (contact with DVA Client Contact Facility) in last 12 months	Non-CCF (no recorded contact in last 12 months)	2018 Total
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	3,000

* 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.

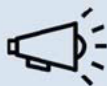
- ◆ The note-taker will update the questionnaire 'live' during the workshop, such that at the end of the workshop a revised draft is available for circulation and final comment, and then approval by the project team that the questionnaire is ready for CATI programming.

s 22

s 22

s 22

Phase 2: Data Collection



Communications
strategy



CATI
data collection

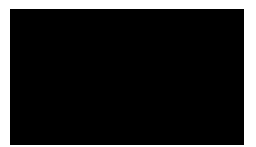
In Phase 2 we will be preparing for the data collection and undertaking the fieldwork. During this phase there will be logistical preparation for the data collection. The representative methodology will be a **CATI** survey of n=3,000 clients.

s 22

s 22



s 22





Australian Government
Department of Veterans' Affairs

RECEIVED
DEPUTY SECRETARY /
CHIEF OPERATING OFFICER
Dept of Veterans' Affairs

12 JUL 2016

CCS No: 2016/2102

ACTION BRIEF FOR SECRETARY

Brief to be provided through COO to Secretary

CLIENT SATISFACTION SURVEY 2016

Critical Date: Nil

Purpose/Reason: To advise you of a suggested approach for conducting the next Client Satisfaction Survey.

Key Issues:

- Since 2006, DVA has undertaken a comprehensive client satisfaction survey every four years. The last survey was undertaken in July/August 2014 and the results were released to the public in early 2015.
- The 2014 survey was conducted by Orima Research. It involved a combination of core Computer Assisted Telephone Interviewing (CATI) and a supplementary on-line self-completion survey. A total of 2820 clients were surveyed under the CATI process and 253 clients were surveyed on-line.
- The CATI survey results were weighted by age, gender and state residence to increase the accuracy and validity of the survey results. However, since the core sample of younger veterans in the age group of 18-45 was low (4 per cent) it was decided to increase the number interviewed to around 375 clients in this age group (12 per cent).

s 22

- As you will recall, in September 2015, some younger clients conducted a public survey to highlight their issues with DVA and condemn what they saw as the low number of respondents in the 18-45 age group identified in our client survey. Minister Robert at the time noted in briefings that DVA's next client survey should comprise an increased sample of this age group.
- You indicated recently that you would like to conduct a survey every year if possible. Your initial views were that the survey should continue to be representative of DVA's entire client base with a larger sample of young veterans incorporated into the process.

Intersection with Veterans Centric Reform Program

- The next client survey will run in parallel with the client engagement strategy under the Veterans Centric Reform Program (VCR) and the development of a 2nd Pass Business Case. An important part of this work will involve co-design of new services with key clients and their representative organisations.
- As the uptake in stakeholder engagement is expected to accelerate over the next six months there will be potential for crossover with a new survey. Risks associated with over consultation, engagement and survey fatigue from both a client and internal stakeholder perspective can be managed but will need to be considered given that VCR client engagement and co-design will be undertaken concurrently.

As part of VCR and design of future client feedback mechanisms, consideration will be given to obtaining feedback as soon as possible after the point of engagement with the Department. In the case of a compensation claim for example, obtaining insights from the client at the point of the Department's decision.

s 22

Discussions with Orima

- We have been in discussion with ORIMA, who delivered the 2014 survey. An initial proposal from Orima is attached. Orima proposes to build upon some of the themes that emerged in 2014. This includes
 - Boost the sample of clients aged less than 45 years;
 - Develop a quantitative questionnaire;
 - Take a more streamlined approach to internal consultation and questionnaire development; and
 - Provide an option for qualitative research to provide more meaningful results at the end of the activity.
- Given the importance of monitoring the level of veteran's satisfaction with the services and service delivery experience, the proposed survey methodology will remain largely consistent with the 2014 survey methodology.
- The notable differences in the survey design lies in broadening the topics covered in the questionnaire and changing the sample design strategy to account for the need for a more robust analysis of the contemporary veteran cohort.

Projected costs

- s 22 [REDACTED] s 22 [REDACTED]. The cost of the survey would vary subject to any expansion or change of scope.
- s 22 [REDACTED]

Way forward

- It is proposed that the client survey be discussed by EMB on 13 July.

Regulation Impact: No

Recommendation(s): That you note that the 2016 survey will be discussed at EMB.

s 22 [REDACTED]

Mark Harrigan
A/g FAS VCR Taskforce
Ph: s 22 [REDACTED]
12 July 2016

Contact: Alex Gerrick, AS
Business Reform and Defence
Relations Branch
Ph: s 22 [REDACTED]

Comments:	COO Decision if required: NOTED / PLEASE DISCUSS <i>COO cleared electronically.</i> Liz Cosson / / To be provided to Secretary (Y/N) For Info / Discussion / Action	Secretary Decision if required: NOTED / PLEASE DISCUSS s 22 [REDACTED] Simon Lewis 12/17/16
-----------	---	---

ATTACHMENTS

A - ORIMA PROPOSAL



23 June 2016

Melbourne
Level 6, 479 St Kilda Road
Melbourne VIC 3004
PO Box 7543
Melbourne VIC 3004
Australia
T 03 9526 9000
F 03 9820 0766

Alex Gerrick
Assistant Secretary
Business Reform & Defence Relations Branch
Department of Veterans' Affairs

Canberra
Ground Floor,
2 Brindabella Circuit
Brindabella Business Park
Canberra Airport ACT 2609
GPO Box 2093
Canberra ACT 2601
Australia
T 02 6109 6300

Dear Alex,

Re: Revised 2016 DVA Client Experience Survey

Thank you for giving us the opportunity to provide you with our input and ideas in relation to undertaking the next cycle of the DVA client satisfaction survey.

The following document outlines our proposed approach to undertaking the quantitative and qualitative research components of the project, an indicative timeline for the undertaking the various tasks and the cost for the project.

We look forward to supporting you and your team to conduct this important research project. In doing so, we will draw on the practical lessons learned through our experience in conducting research with this client group over the years. We have also conducted numerous client surveys for other APS agencies and will gladly share the insights gained from those projects to benefit this client experience research.

More information about our proposed approach and costings are contained in Attachment A.

Please do not hesitate to call me if you wish to discuss any aspect of our proposed methodology and costing. I look forward to the opportunity of working with you on this project.

Yours sincerely,

s 22

A large black rectangular redaction box covers the signature area. The text "s 22" is visible in the top left corner of the redacted area.

Sydney
Level 9, 132 Arthur Street
North Sydney NSW 2060
PO Box 1439
North Sydney NSW 2059
Australia
T 02 9929 6000

E info@orima.com
www.orima.com

Attachment A

This project at-a-glance

The proposed 2016 Client Research project is based on a mixed methodology, using a large scale quantitative survey as the backbone to the research project with the option of using qualitative research techniques to further explore issues that arise out of the survey and/or to test reactions to possible initiatives to address areas of concern.

At its core, the research project aims to monitor client experiences and overall impressions of DVA. The quantitative survey sample design and questionnaire will enable key measures to be compared against the comprehensive survey of clients conducted in 2014.

Whilst the 2016 survey will allow for historical comparisons, the survey will also continue to evolve and be adaptable to DVA's changing service delivery environment and decision-making needs. To support this adaptable survey model, we propose to take a 'long view' by developing a questionnaire bank that will act as a blueprint in shaping what we monitor on a regular basis, determining issues that we need to keep an eye on but on a less frequent basis, and allowing scope in each survey cycle to measure one-off issues of importance at that point in time – i.e. core questions, seasonal questions and topical questions.

In addition to taking a fresh look at what we monitor and how it can help with decision-making, the survey will also cater for the need to undertake 'deep dive' analysis of specific DVA cohorts (e.g. younger clients). This functionality starts at the sample design phase and carries through to the analysis and reporting stages of the project. This means that the sample size can be boosted for specific cohorts of interest to allow for more vigorous analysis of issues affecting a particular client cohort. Our team will ensure that despite boosting the sample for a specific cohort, the results that are intended to report on DVA's client base as a whole will not be skewed by any over-sampling. We will do this by correcting skews in the data-set using conventional re-weighting techniques to ensure that the final data-set represents the underlying DVA client population profile.

As with all research, the act of conducting a study not only helps to answer questions but inevitably reveals additional gaps in knowledge and understanding and thus the emergence of further questions. We propose to support DVA in addressing these emerging questions by using qualitative research approaches to gain a deeper understanding of issues that may arise out of the quantitative study. This feature is an option in our proposal and can be activated on an as-needed-basis.

The Proposed 2016 Client Survey

The following section provides some additional detail about the proposed 2016 survey approach.

The **2016 Client Survey** will:

1. Establish a 'blue print' for planning future surveys and build a coherent long term strategy for monitoring client experiences.
2. Continue to measure client satisfaction with service delivery and seek to identify key drivers of satisfaction – building on the core baseline measures established in the comprehensive 2014 Client Service Survey.
3. Seek to broaden the scope of the research to gather intelligence on clients' overall experience when engaging with the Department.

This is particularly important when considering the growing diversity and complexity of the client base – e.g. varied needs and expectations of long-standing clients and more contemporary clients.

The initial stages of the 2016 research will involve a review of the 2014 Client Service Survey questionnaire and the conduct of an **issue identification exercise** to establish a 'blue print' of the breadth of issues (beyond conventional service delivery KPIs) that should be gathered through the 2016 survey and future surveys.

The issues identification exercise will lead to:

- ◆ A clear set of issues that need to be investigated through the Client Survey (now and into the foreseeable future). These may include but are not limited to the following:
 - Nature of contact with DVA – lifestage of relationship with DVA (i.e. new, maturing, long established); contact experience in the last 12 months; what about (benefit/service type); typical method of contact; frequency of contact on the same issue;
 - Experience with key DVA services/benefits (regardless of level of contact) in terms of the extent to which needs have been met (and possibly measuring performance against commitments made in the Department's Service Charter);
 - Gauging the end-to-end client experience for clients with varying levels of history with DVA (e.g. experience of new clients (under 3 years) – with transition support, induction, claims experience);
 - Gauging clients' current level of maturity in using online services in general (e.g. banking, shopping, bill-paying etc.) – to assist in the effective management of the Department's own online channels and ensure alignment with the directions of the Digital Transformation Agenda;
 - Identifying effective levers to encourage clients to adopt greater use of online information and transaction methods, and gauging levels of willingness to transition to these methods of interaction; and
 - Monitoring satisfaction with service delivery channels.

Internal Stakeholder Input

As part of this initial scoping exercise, there is benefit in inviting input from key DVA stakeholders. The types of questions that are worth exploring include:

- Gauging the awareness, usage and reference (citations) of the 2014 survey findings in their business decisions to date.
- Identifying the specific information from the 2014 survey that they found most useful.
- Inviting them to identify one or two key client-related insights that would be helpful to them immediately and in the next 12 months.

This can be done simply through a short online feedback form that is sent to relevant teams within the Department.

- ◆ a better understanding of how each piece of client insight can be used in a policy, programme and service delivery context – correspondingly, who within DVA would benefit most from the information gathered.
- ◆ the establishment of a practical and long term plan to show what specific known issues will be measured/captured and how frequently the information will be made available for internal stakeholders' use in decision-making.

The outcome of the issues identification task will be:

- i. a **master question bank** (the 'blue print') grouping the questions into broader themes and categories which show the intervals in which the questions will be asked, and sorted by:
 - a. *core questions* which are critical to DVA and need to be carefully monitored in each research cycle;
 - b. *seasonal questions* which are important but are much less dynamic and therefore should be monitored at regular intervals but not in every research cycle; and,
 - c. *topical questions* are those typically one-off issues that arise from time to time.
 - ii. **Final questionnaire for the 2016 survey** consisting of the core questions (estimated to take up around 50% of the survey, seasonal questions (30%) and topical (20%).
4. (Optionally) As with all research, the act of conducting a study not only helps to answer questions but inevitably reveals additional gaps in knowledge and understanding and thus the emergence of further questions. We propose to support DVA in addressing these emerging questions by using qualitative research approaches to gain a deeper understanding of issues that may arise out of the quantitative study.

Respondents to the quantitative survey will be asked if they are willing to participate in follow-up qualitative research. This means that such research can be undertaken in a targeted way. We will be able to recruit respondents not only on the basis of their demographic profiles but also on their attitudinal dispositions to specific issues. In doing so, the insights that can be drawn from the research will be more clear. Furthermore, incorporating the option of the follow-up qualitative research to the main survey contract means that we can respond swiftly to issues that arise and launch the in-depth exploration within a matter of weeks from the data being reported.

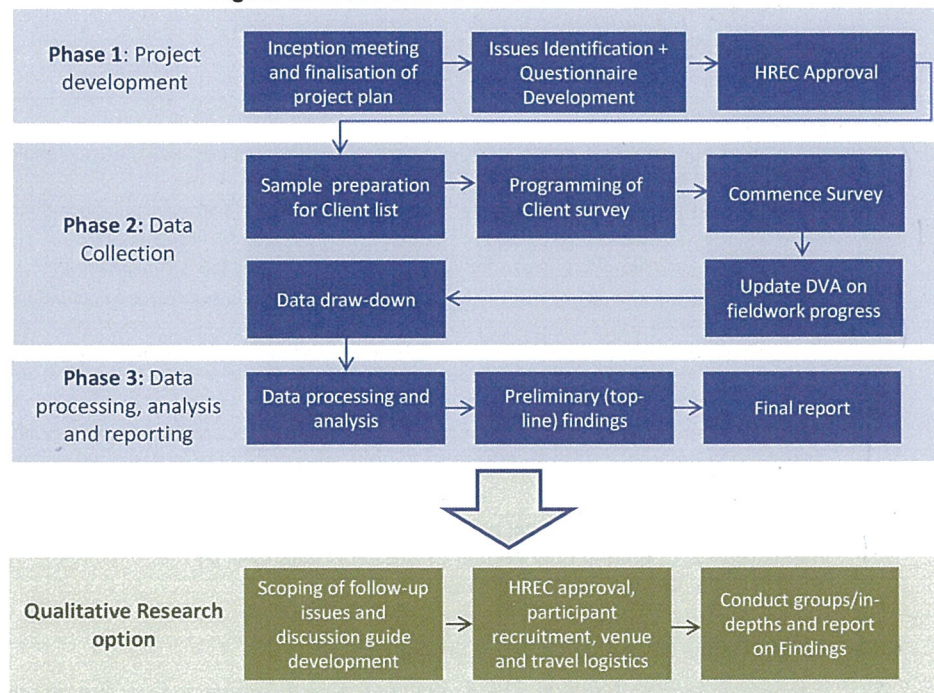
Survey Design

Given the importance of monitoring the level of client satisfaction with the services and service delivery experience, the proposed survey methodology will remain largely consistent with the 2014 survey methodology.

The notable differences in the survey design lies in broadening the topics covered in the questionnaire and changing the sample design strategy to account for the need for a more robust analysis of the contemporary veteran cohort.

The diagram below provides a snapshot of the various tasks involved in conducting this project.

Figure 1: Research Phases and associated tasks



s 22

The following is a high level description of our rationale for maintaining the CATI approach, some risk elements associated with the project, and our proposed approach to addressing these risks.

Table 1: Considerations related to the methodology

Approach/Risks	Benefits/Mitigation
Computer Assisted Telephone Interviews (CATI)	<p>Remains the most cost-effective way to reach the broad spectrum of clients. The 2014 survey generated a <i>raw response rate</i> of 43% (number of interviews divided by number of sample records used) and an <i>adjusted response rate</i> of 88% (number of completed interviews divided by the number of completed interviews plus refusals and terminations).</p> <p>As a supplementary approach to the CATI survey, we hosted a link to a parallel online survey on the MyAccount homepage. The survey generated only 253 responses after almost 5 weeks, compared to the 2800+ completed surveys within the same period via CATI.</p> <p>An online survey typically generates a much lower response rate than a CATI survey. The effectiveness of an online survey can be improved if there is access to individual email addresses to enable personalised invitations.</p>
Benefit of taking a broader client experiences approach	Traditionally, the Client Service Survey has focused mostly on service delivery KPIs. Creating an annual survey that is more flexible in its brief will allow DVA to capture deeper insights into client experiences whilst still monitoring key service delivery KPIs.
Client telephone contacts	The 2014 Client Service Survey contact list was provided by DVA. We observed that there were several databases which had to be combined and concurred in order to provide the appropriate sample frame for the project. This was quite a time-consuming task from DVA's perspective and required further QA work by ORIMA to remove any duplications in the listings and check for completeness of the contact details. This is a task that should be commenced early in the project development phase for the next survey.
Client email contacts	We were not able to gain access to a high quality list of email addresses for clients. On that basis, the survey that was hosted on the MyAccount homepage consisted of an open-link URL addresses for members to self-select.
HREC time allowance	Given the long intervals between HREC committee meetings, clearance for the 2014 Client Service Survey had to be obtained via out-of-session arrangements.

s 22

Approach/Risks	Benefits/Mitigation
Boosting sample for younger vets	<p>The total sample of clients surveyed via CATI in 2014 was n=2,800. The sample size of clients under the age of 45 years was n=351 (see table below).</p> <p>We propose to boost the representation of the younger cohort (under 45s) to n=550 to allow for deeper exploration of their results. Apart from this adjustment, the proposed sample design will remain largely in line with the 2014 survey sample design to enable accurate comparative analysis.</p> <p>The overall results on satisfaction with DVA will be <u>normalized</u> to ensure the estimates are reflective of the underlying DVA population age profile.</p>

Table 2 outlines the sample design adopted in the 2014 client survey. In order to maintain the comparability of key measures in future years, we propose to adopt a similar sample design.

We are mindful of the fact that there may be client segments for which DVA may wish to undertake more vigorous analysis and therefore require benefit from a larger sample in that segment. Our proposed sample design provides scope to boost the sample for specific cohorts (e.g. survey a larger number of younger clients) to enable more robust estimates to be derived for that cohort. We will ensure that even if particular segments are boosted, the overall estimates are adjusted (i.e. re-weighted) to minimise the risk of skewing the findings – such that DVA can confidently report that DVA clients hold a certain position on an issue within reasonable margins of error.

Table 2: Profile of CATI respondents in 2014 compared to the proposed 2016 sample design

	2014			2016 Total	
Demographics	CCF (contact with DVA Client Contact Facility) in last 12 months	Non-CCF (no recorded contact in last 12 months)	2014 Total		
	Gender				
	Male	1,075	200	1,275	Similar ratio
	Female	1,276	251	1,527	Similar ratio
	Total	2,351	451	2,802	
	Age				
	18-34	141	35	176	Boost +100
	35-44	140	35	175	Boost +100
	45-54	170	40	210	Similar ratio
	55-64	377	70	447	Similar ratio
65-74	575	100	675	Similar ratio	
75-84	396	74	470	Similar ratio	
85+	552	97	649	Similar ratio	
Total	2,351	451	2,802		
State					
NSW	720	131	851	Similar ratio	
VIC	490	90	580	Similar ratio	
QLD	590	110	700	Similar ratio	
SA	200	35	235	Similar ratio	
WA	220	45	265	Similar ratio	
Tas	50	39	89	Similar ratio	
NT	40	-	40	Similar ratio	
ACT	41	1	42	Similar ratio	
Total	2,351	451	2,802	3,000	

NB. The sample profile will be updated in close consultation with the Department to ensure that it provides the most up-to-date representation of the client base.

s 22

s 22

Client Survey

s 22

Client CATI survey: includes programming, formal pilot testing (n=100), interviewer briefing, response rate monitoring and conduct of n=2,800 via a 15 minute telephone interview

Boost sample of under 45 veterans (n=200)

s 22

s 22

s 22

s 22



s 22



s 22



1

1

Indicative Sample Design

Table 1: Indicative CATI sample design

Demographics	2018		
	CCF (contact with DVA Client Contact Facility) in last 12 months	Non-CCF (no recorded contact in last 12 months)	2018 Total
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	3,000

Sample Design

The indicative sample design is the design used in 2016, stratifying by age, gender, and Stage/Territory. The 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.