

# Passport Customer Satisfaction Research

Date: November 2011

Version 1.0

Not protectively marked

# Methodology

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- Research conducted by Jigsaw Research, an independent market research agency.
- Quantitative research was carried out from a random sample of recent passport customers, who were telephoned to request participation in the survey.
- Qualitative research (depth interviews and focus groups) was carried out across the country in the following locations: London, Belfast, Sheffield and Birmingham.

# Customer Satisfaction Programme; Passports

## Qualitative Research

Identifies real customer issues and informs next stage

**16 in-depth interviews**  
**12 focus groups**

**November 2010**

## Quantitative Research (wave 1)

Identifies key drivers of satisfaction. Used for business improvements

n=1001 sample

All customer groups

**December 2010**

## Quarterly Tracking (wave 2)

Monitors scores and moves on key drivers. Used for business improvements

n= 501 Core sample

n = 500 Boost sample

Wave 1

**March 2011**

## Quarterly Tracking (wave 3)

Monitors scores and moves on key drivers. Used for business improvements

n= 1000 Core sample

Wave 2

**August/September 2011**

# Key Insights

# Key Insights I

## Qualitative research

- Overall, most customers are very satisfied with the service they received. This is largely driven by delivery times, which are considerably quicker than customer expectations.
- These expectations are driven by past experiences with government services – as a result of which they expect the process to be slow and inconvenient. Many respondents are surprised with how quickly their application is processed.
- A small minority of customers find the application process complicated; this is partially due to our application form and associated guidance notes, for which there is scope for improvement.

# Key Insights I

## Quantitative research

- Customer satisfaction is consistently above 90%, indicating that IPS is managing to meet customer needs in the delivery of its services.
- Over 75% of customers score IPS an 8 out of 10 or more against all major customer satisfaction metrics, with the exception of value for money.
- Scores are even higher for our counter services, indicating that our staff are performing well, and that customers are generally happy with the way they are dealt with.
- Whilst scores have been declining this wave compared to earlier waves, most declines are not statistically significant. Scores for the last wave may have been affected by seasonal factors (i.e. performance was measured in peak period, where delivery times are slightly longer due to greater volumes.)

# Qualitative research



## Satisfaction scores driven by delivery times, which are excellent

- ✓ Customers are almost universally surprised, and delighted by the delivery times
- ✓ Against an expected delivery time of a minimum of 2 weeks (for non-counter applications), and an average of 4-6 weeks, many respondents received their passports less than a week after their application was completed.

*"I didn't even pack my suitcase as I didn't think I was going on holiday, but the passport came 3 or 4 days later. I was really surprised"* **Female 25-24 Check and Send**

*"It only took 7 days to arrive. I was shocked at how quickly it came, much quicker than I expected"* **Female 25-34, Post**

## Customer views influenced by low initial expectations

- × Customers initial expectations are based on a number of factors, including previous experience (mostly from a number of years ago) and also their expectations based on dealing with other government services.

*“They are going to put obstacles in your way, not because they mean to, but because they want to dot the I’s and cross the T’s”* **Male 35-44 Check and Send**

*“I thought it was going to be stressful, confusing and never ending – thought it was going to be page after page, and I wasn’t going to understand the form”* **Female 15-24, Fast track**

## There are significant issues with earlier parts of the journey for a minority

- × A small minority of customers find the application process complicated (filling in the form, providing correct supporting documents and counter signatories, photos).
- × This causes additional customer contact (calls, letters) due to requests for information, or errors in applications.
- × Some customers also experienced issues with the Check and Send service, receiving inconsistent advice.

*"I felt like crying, I'm an intelligent person, I couldn't understand why I couldn't get it right first time"* **Female 25-34, Counter (after having failed to complete Check and Send application)**

*"They (Post Office) rejected my photo as my ears were covered by my hair, but when I later saw my friends passport, her photo was the same and had been accepted!"* **Female 15-24 Check and Send**

# Specific customer journeys

# Routes through the Customer Journey; 1<sup>st</sup> Time Applicants

# 1<sup>st</sup> Time Applicant customer satisfaction overview

## Expectations

Some aware would be called to interview, others not. Those going through the citizenship process more likely to be aware and/or less likely to be surprised

Many were somewhat anxious about the interview; had no idea what to expect or how onerous the interview would be; those going through citizenship less concerned generally

## Experiences

Form harder to complete; more sections apply and some of the information/ supporting documents needed not readily available

Interview straightforward to arrange; able to make appointment on day/time that suited them

Many found interview straightforward and non-threatening; some were confused by the questions asked and slightly intimidated by it

## Pain points

For those with parents and grandparents living outside the UK getting the required information/documents could be difficult or impossible

**A more onerous process for adult 1<sup>st</sup> Time Applicants**

# 1st Time Applicant - simple

<b>CUSTOMER JOURNEY</b>	<b>1st TIME APPLICANT</b> STRAIGHTFORWARD			<b>TYPOLOGY</b> ORGANISED REASSURANCE SEEKER Not in any particular rush to get passport for a particular trip					
<b>CUSTOMER PROCESS</b>	Realise need passport for son, aged 2 years	Go to Post Office to collect form	Fill in form	Get photos taken by local photographer	Get photos countersigned by colleague at work	Go to Post Office to do Check and Send	Obtain second form to complete	Return to Post Office to do Check and Send	Receive passport
<b>TIME DURATION</b>	5 minutes	1 minute	30 minutes	10 minutes	5 mins	20 minutes	1 minute	20 mins	6 days
<b>EXPERIENCE</b> EXCELLENT POOR		<p>Forms in rack, so no queuing</p> <p>Staff at Post Office very helpful</p>	<p>Took a while but straightforward</p>	<p>Fine, although tricky getting 2 year old to sit still</p>	<p>No problem, easy access</p>	<p>Signature slightly out box, so refused</p>	<p>Forms on clear display</p>	<p>Helpful staff and form accepted</p>	<p>Arrived very quickly</p>
<b>CHANNEL TOUCHPOINTS &amp; BOTTLENECKS</b>		POST OFFICE  Goes to nearest post office and picks up form		FACE TO FACE  Travelled to a photographic studio who helped with guidance to make sure it was correct.	FACE-TO-FACE	POST OFFICE  Goes to nearest post office  	POST OFFICE	POST OFFICE  Goes to nearest post office	
<b>KEY IMPROVEMENTS RISKS &amp; OPPORTUNITIES</b>									

# Routes through the Customer Journey; Postal



# Postal Channel Overview

## REASONS TO USE THE POSTAL CHANNEL

### Cost

Do not want to pay for Check & Send; at £8 many feel it is too expensive and does not represent good value for money

Applying for a passport is expensive; the passport itself, the photos, the countersignature; Check & Send is an additional expense they can decide to forego

Some even use standard post to avoid cost of Registered

### Confidence

If passport is a renewal this is known to be more straightforward and so applicants feel more confident

If have completed an application relatively recently then feel more confident that can do it themselves without any problems

If can have form checked by someone they trust then, again, feel can do without Check & Send

### Awareness

Awareness of online channel is low and so post, with or without Check & Send, is the only option under consideration

**The cheapest option**

# Routes through the Customer Journey; Postal journey - straightforward

<b>CUSTOMER JOURNEY</b>	<b>POST STRAIGHTFORWARD</b>	<b>TYPOLGY:</b> CONFIDENT AND ORGANISED APPLICANTS, Passport has plenty of validity
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<b>CUSTOMER PROCESS</b>	Realise needs passport (for self or son/daughter)	Pick up form	Take photos	Fill in form	Get countersignature	Sent pictures, form etc to Passport Office	Receives Passport
<b>TIME DURATION</b>	5 minutes	← 30 minutes →		Less than 1 hour	Next day	10 mins	Less than 5 days
<b>EXPERIENCE</b> ↑ EXCELLENT ↓ POOR	Confident. Have plenty of time to sort child's application before it is needed.	Frustrated to wait in the queue. Why can't you pick it up from the counter?		Fairly straightforward for a renewal. Have done it before	Go to child's teacher, not a problem.	Very Straightforward Get receipt of delivery from Passport Office	Much quicker than expected. Overall a very smooth process.
<b>CHANNEL TOUCHPOINTS &amp; BOTTLENECKS</b>		POST OFFICE Goes to Google and taken to IPS website. Expects to be able to Download form online but can't find this.	POST OFFICE Easy to get photos done whilst in there to pick up the form				
<b>KEY IMPROVEMENTS RISKS &amp; OPPORTUNITIES</b>		Be able to download form					

# Postal Channel Issues

Reliance on the Guidance Notes

'Self service' application means applicant is dependant on Guidance Notes and notes on form itself for help in getting the form right; Guidance Notes currently difficult to use and so often rejected by applicants

Little awareness of the tracking service

There is more uncertainty for these applicants as have completed the form without support; the desirability of a tracking service was raised and there seemed little awareness that one was already in existence

Getting the application weighed

May have to queue in Post Office at busy times

Key issue is greater uncertainty than if use other channels

# Routes through the Customer Journey; Check & Send

# Check & Send Channel Overview

## MOTIVATIONS TO USE THE CHECK AND SEND CHANNEL

### Personality driven

Reassurance seekers – important to get it right

Looking for certainty

Lack confidence in own ability to get it right

### Practical benefits

Keen to prevent unnecessary delays – right first time

Includes secure postal of their documents

Prevents them having to trawl through the guidance notes

Believe it will be 'fast tracked' – more likely to feel it will take 2 weeks

### Awareness

Not everyone is aware of the service

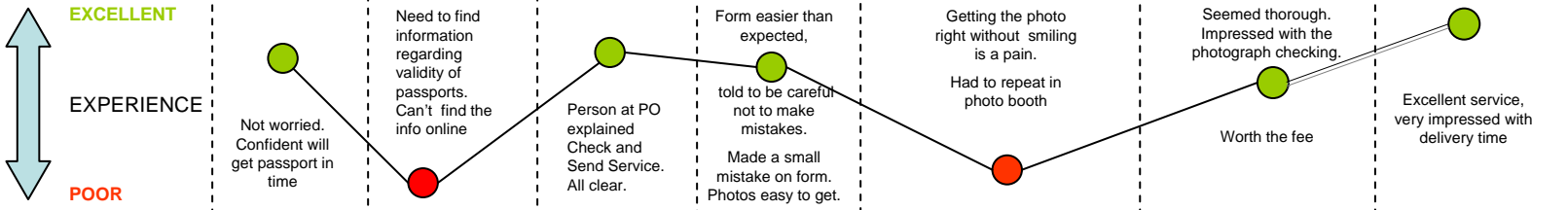
Those who are aware have typically either, found out about it when they go to pick up the form, used it before, been recommended by others

An easy choice for many – do not even consider doing it themselves as require that layer of reassurance. The need for **reassurance** is a key driver of choice.

# Routes through the Customer Journey; Check and Send - straightforward

<b>CUSTOMER JOURNEY</b>	<b>CHECK AND SEND STRAIGHTFORWARD</b>	<b>TYPOLGY:</b> ORGANISED REASSURANCE SEEKERS. Passport still has some validity. Renewed in good time.
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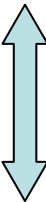
<b>CUSTOMER PROCESS</b>	Realise needs passport (for self or son/daughter)	Look for information	Pick up form	Fill in form	Get photos done	Go to Post Office to hand in completed form	Receives passport
<b>TIME DURATION</b>	5 minutes	1 hour	10 minutes	30mins	15 minutes		Less than a week



<b>CHANNEL TOUCHPOINTS &amp; BOTTLENECKS</b>		ONLINE Goes to Google and taken to IPS website. Tries travel agents websites	POST OFFICE Goes to nearest Post Office to pick up the form	Not confident to send directly to Passport Office because of small mistake on form		POST OFFICE Looks for countersignature even if not needed as renewals	
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<b>KEY IMPROVEMENTS RISKS &amp; OPPORTUNITIES</b>		Improve signposting of information on IPS website / Directgov					
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# Routes through the Customer Journey; Check and Send - complex

CUSTOMER JOURNEY	<b>CHECK AND SEND</b> COMPLEX									<b>TPOLOGY:</b> ORGANISED REASSURANCE SEEKERS Retired – keen to get it right. Old passport expired in 2007 but planning a holiday later in the year.
<b>CUSTOMER PROCESS</b>	Realised needed a new passport as old one expired in 2007	Picked up two application forms from the Post Office – took a spare in case of error	Looked up fees on Passport Office website	Read the instruction booklet to see what needed to complete on the form	Get photos done & completed the form. Touched the border with his signature so had to fill out a second form	Go to Post Office to hand in completed form.  Queried new photos as the old passport had a dark background so hard to tell if same person	Took photos to a friend to Counter Sign	Took form back to Post Office to use Check and Send  Accepted this time	Checked progress on line & received passport	
<b>TIME DURATION</b>	5 minutes	1/2 hr	15 minutes	15mins	1 and a half hours	2 hours to travel (1 week to find time to go into Sheffield)	3 days to find someone and get it done	2 days as needed to make a special trip	Arrived within 1-2 weeks (checked after 4 days)	
<b>EXPERIENCE</b> 	Not worried although likes to get things right	Had to queue at the Post Office for 15 minutes	Would have preferred to have fee on or with the form	All the information was there  But found it more complex to read/go through than expected	Pleased was a renewal as seemed far easier.. Forms not too bad to complete but a 'bid fiddly'	Had to travel to Sheffield as service not offered in the local Post Office  Confused as to why a problem as never had a query on old passport	Unsure why only certain professionals.  Are considered suitable for counter signature	Relieved to have sorted the photos/forms and have it sent off	Impressed with the service – quicker than expected and pleased to be able to check progress along the way	
<b>CHANNEL TOUCHPOINTS &amp; BOTTLENECKS</b>		POST OFFICE  Went to nearest Post Office to pick up form. Would have been easier if there were forms to pick up without queuing	ONLINE  Easy to find on the site but would have preferred not to have to look up			POST OFFICE  Has to travel to Sheffield as they do not offer this service locally	FACE-TO-FACE  Looks for countersignature takes a while to work out who can do this and ensure are available	POST OFFICE  Having to travel to Sheffield for a second time		
<b>KEY IMPROVEMENTS RISKS &amp; OPPORTUNITIES</b>			Hand out the fees with the form at the Post Office	Simplify the instruction booklet		Make it clearer in the instructions when a signature required				

# Check & Send customer satisfaction overview

## Expectations

That the member of staff in the Post Office will know what they are doing

That it **guarantees** there will not be problems further down the line

That it will make the service quicker – place them at the front of the queue

That their documents are secure

That they will probably have to queue

## Benefits

Peace of mind & opportunity to ask questions face-to-face

Staff at Post Office generally friendly and helpful – trusted to do a good job

Any mistakes are identified there and then and can be rectified. Grateful time has been saved further down line

Find out whether their photos and supporting documents are right

Typically works well – relatively easy to access and easy to use.

## Pain points

When staff in the Post Office give inconsistent advice or do not seem very confident.

Reduces trust in the process and question what they are paying for

Can be delays/queues. More of an issue if they have to go back.

Not knowing which Post Offices participate & may not be closest to you

Typically very happy with the service – although minority experience issues, most commonly due to lack of staff experience/training. *“It is very frustrating when you have paid for checking and they can not say if it is OK or not”*



# Check & Send Channel Issues

Staff at Post Offices do not always seem fully trained

Sometimes uncertain whether the application will be accepted or not (either ask a supervisor or say it is the customer's risk to send it in and see)  
On occasion actually give inconsistent advice (e.g. told something is missing so go away and sort out – next member of staff points out another issue e.g. with photos. One person told they were not allowed to wear glasses so had to have photos re-done, where her husband had been told it was fine a few days before)

There is not 100% awareness of the service

Some would like to use upon hearing about it but were not aware or found out 'by accident'

Can be slow

May have to queue in Post Office at busy times

Some confusion as to what is offered

Some believe it to be a fast track service, some feel they are given a tracking number so they can follow up on the progress of their passport

**Key issue is that on occasions staff are not fully up to speed**

# Routes through the Customer Journey; Online

# Online Channel Overview

## REASONS TO USE THE ONLINE CHANNEL

### Deliberate

Preference to apply/transact in general online

Type into Google to reach right website

Mix of Directgov and IPS

### Accidental

Others finding out how to apply in general

Type into Google to find out how to apply

Come across sites and then realise can apply online

Decide at that point to proceed online

### Common assumption

Many think cannot apply online

Passport such an important/official document that online = inappropriate

Concerns over online security underpin this perception

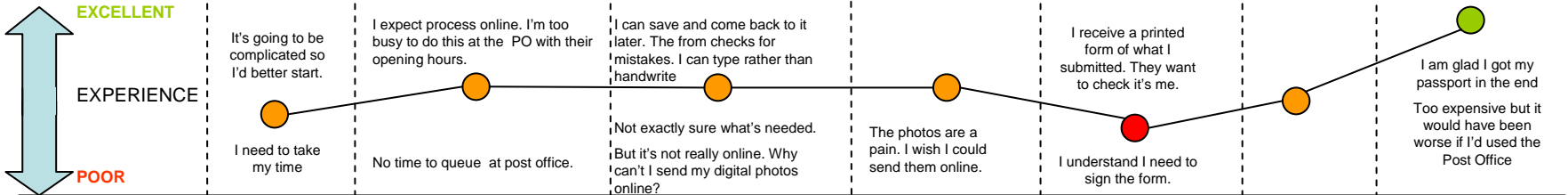
Need for signature & documents - people think online not an option

**Many assume that not possible to apply online and even those who do visit the Direct Gov or IPS channels can miss this information**

# Routes through the Customer Journey; Online - straightforward

CUSTOMER JOURNEY	<b>ONLINE</b> STRAIGHTFORWARD RENEWALS	<b>TYPOLGY:</b> PLANNERS I've got plenty of time (4-6 weeks)
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CUSTOMER PROCESS	Realise needs passport (for self or son/daughter)	Look for information	Fill in form	Documents Take photos Countersignature	Receive form	Signs and sends form	Receives passport
TIME	5 minutes	20 minutes	20 minutes – 1hour	1hour to 2 days – if info not at hand	4 days later	20 minutes	3-5 days
DURATION							




CHANNEL		ONLINE	ONLINE	FACE TO FACE	POST	FACE TO FACE	
TOUCHPOINTS & BOTTLENECKS		<p>Goes to Google and taken to IPS website.</p> <p>Expects to be able to Download form online but can't find this.</p> <p>Found online form easily on directgov site</p>					
KEY IMPROVEMENTS RISKS & OPPORTUNITIES		Be able to download form	<p>Good to have the process presented as a "recipe": You need xyz and then steps 1,2, 3 etc.</p> <p>Email notifications to see when passport is being dispatched</p>	Ensure counter-signature needs are clear so that renewals do not think they need to get one.			

# Routes through the Customer Journey; Online - complex

CUSTOMER JOURNEY

**ONLINE**  
COMPLEX (1<sup>ST</sup> TIME CHILD PASSPORT)

**TYPOLGY:** ORGANISED CUSTOMERS WITH FAMILIES.  
Passport still has some validity. Renewed in good time.

CUSTOMER PROCESS	Realise needs passport (for newly born daughter)	Look for information	Fill in form	Get photos done	Filled in the form online	Received form through the post	Got countersignature	Took form and documents to Post Office	Receive letter from IPS saying wrong birth certificate sent	Call IPS to clarify, and send full birth certificate	Receive passport
TIME DURATION	5 minutes	Few minutes	5 minutes	1 day	10 minutes	3-4 days later	Approx 1 week to arrange to see friend				2 weeks
EXPERIENCE	Seen passport forms before, know how to do it, not worried	Found out that you could fill in the form online. Didn't know you could do that before.	Started to fill it in, but realised I didn't have time. Knew I could come back to it later	Friend said that you could format the photos online. Sent photos to a website that put them in the correct format. Very easy.	Already had photos. Very straightforward to fill in. Did not realise that I would need to get something back through the post.	Form came through quickly. Confused about what needed to be done about secure return delivery of my documents. Information unclear	Took child to friends' house to get countersignature. Took time to arrange suitable day.	Didn't spend long in Post Office. It was fine. Sent form by special delivery to make sure. Didn't bother with Check and Send	Receive letter from IPS saying I had sent wrong version of Birth Certificate. I guess it is my fault, but they should be clearer.	Person on call very helpful. I was given clear information of what to send.	Took 2 weeks. Very good, expected a 3-4 week wait.
CHANNEL		ONLINE	ONLINE	ONLINE	ONLINE	ONLINE	FACE TO FACE	POST	POST	POST	PHONE
TOUCHPOINTS & BOTTLENECKS		Googles child passport, Directgov one of the first links				Information unclear, customer thinks that the extra £3 for secure return delivery should be included in the total fee as standard.			 		Received a call from delivery company to arrange delivery. V good.
KEY IMPROVEMENTS RISKS & OPPORTUNITIES				Advise people to get photos checked online with qualified suppliers					Clear information about which part of the birth certificate is required.		

# Online customer satisfaction overview

## Expectations

Being able to do it from own home, in own time – convenience

Flexible, can stop and start, save it and go back to it

Can easily correct errors

Design & functionality of form facilitates correct completion

## Benefits

When comparing online vs. paper online described as 'easier'

Online form positively praised for clarity, ease & helping applicant

Described as clear in terms of what to do & proceed step by step

Functionality of forms helps ensure complete correct sections

Avoid having to go to post office, queues & pitfalls of inferior paper form

## Pain points

Still make some mistakes e.g. applying for 'longer' passport

Not clear to all that will be sent the form for signature/documents

Could be more clear up front about what will need to complete form

Not sure how long it would take for form to come back

Although relatively minor issues were raised those that had compared online form vs. paper claimed the online form was much clearer & easier to complete correctly.

# Online Channel Issues

Awareness is low

Many unaware that online application is possible. Paper form from PO is default option; embedded in British psyche. Many simply do not consider online at all; does not occur to them

Online option dismissed as impractical/unsuitable

Upon prompting, often dismissed as impractical due to the signature, photos, original documents,

Online process could be clearer

Confusion around what will be needed to complete the form. Some unaware that form would be sent to them for signature, etc . Lack of clarity over how long would take for form to arrive with them

Some security concerns

Identity theft raised as a concern by some; often paper form seen as more secure by these customers

Low awareness is key issue, as those who do complete online have good experience

# Routes through the Customer Journey; Counters



# Counters Channel Overview

## REASONS TO USE THE COUNTERS CHANNEL

### Necessity

Realise they have left it too late or lost their passport.

Actively seek out a solution to their problem rather than accepting status quo i.e. paper forms

May have booked a holiday already

Time spans ranged from requirement to get their passport in a few days to a few weeks

### Mix of Affluent and Less Organised

Not necessarily linked to affluence

More closely associated with degree of planning/organisation

However, more affluent are likely to be more relaxed about the cost – accept higher fees in circumstances

Cost tends to be a source of contention for the less affluent – only use if absolutely essential & more likely to 'risk' using other channels

### Rarely Active Choice

More closely linked to lifestyle and circumstance

Although variation in degree of risk willing to accept

Some are opting for certainty even though they would probably receive their passport on time using other channels

**More likely to feel stressed going into the process – speed and smooth running of the process is essential**

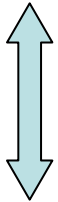
# Customer satisfaction driven by delivery speed – the end part of the journey

**CUSTOMER JOURNEY**

**COUNTERS COMPLEX**

**TYPOLGY: LAST MINUTE CUSTOMER, Passport has run out of validity**

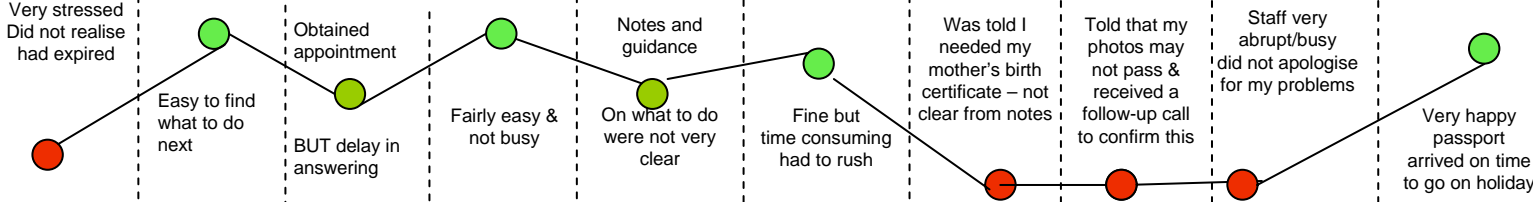
<b>CUSTOMER PROCESS</b>	Last minute awareness that needed a passport – holiday booked	Went online and looked up passports on Google. Ended up on Direct Gov site	Obtained the helpline no. & phoned to book appt.	Got an application form from Post Office	Filled in the application form at home	Obtained photos and counter signature	Went to appointment	Went to second appointment	Went to Passport Office with new photos	Received passport
<b>TIME DURATION</b>	5 minutes	10 minutes	20 minutes	5 minutes	15 minutes	Half a day	15 minutes (plus 1 hrs travel)	10 minutes (plus 1 hrs travel)	5 minutes (plus 1 hrs travel)	2 days
<b>EXPERIENCE</b>	Very stressed Did not realise had expired	Easy to find what to do next	Obtained appointment BUT delay in answering	Fairly easy & not busy	Notes and guidance On what to do were not very clear	Fine but time consuming had to rush	Was told I needed my mother's birth certificate – not clear from notes	Told that my photos may not pass & received a follow-up call to confirm this	Staff very abrupt/busy did not apologise for my problems	Very happy passport arrived on time to go on holiday
<b>CHANNEL</b>		ONLINE	PHONE	POST OFFICE			COUNTER	COUNTER	COUNTER	
<b>TOUCHPOINTS &amp; BOTTLENECKS</b>		Goes to Google and taken to IPS website.	Delays on phone – would have been easier to do online	Not busy on this occasion but could be queues			Relatively quick but missing documents so had to return	should have been told on first appointment if prob. with photos	Relatively quick but is the third visit	
<b>KEY IMPROVEMENTS RISKS &amp; OPPORTUNITIES</b>			Be able to book appt. online	Be able to download form online	Make guidance notes easier		Ensure clear on booking appt. what required	Ensure any problems with form pointed out before		



**EXCELLENT**

**EXPERIENCE**

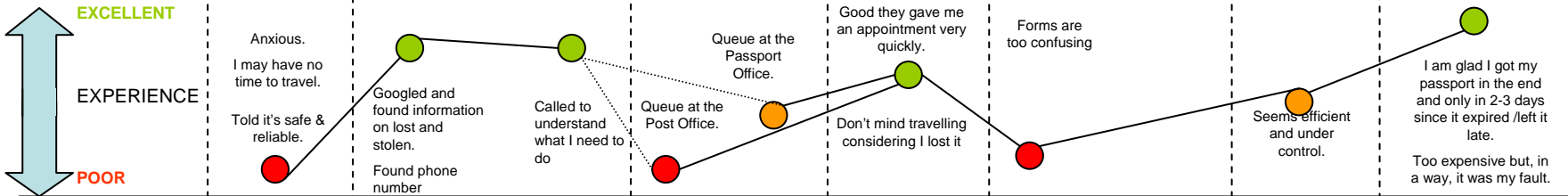
**POOR**



# Counters journey - Complex

CUSTOMER JOURNEY	<b>COUNTERS LOST PASSPORT</b>	TYPOLOGY: CARELESS- LOST PASSSPORT.
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CUSTOMER PROCESS	Realise passport is lost (for self or son/daughter)	Look for information	Pick up forms (Lost form and application form)	Book appointment	Fill in form Documents Take photos Countersignature	Visit Counter	Picks up / Receives passport
TIME DURATION	5 minutes	20 minutes	c. 15 minutes queue  Up to 1 hour to get to PO.	10 minutes  Same day	2 hours	About 1hour  Next day or after	Same day  2/4 days



CHANNEL		ONLINE	TELEPHONE	POST OFFICE	PASSPORT OFFICE	TELEPHONE	FACE-TO-FACE
TOUCHPOINTS & BOTTLENECKS		Goes to Google and taken to IPS website.	No clarity of lost and stolen process causing customer to call to learn about specifics of lost and stolen process.	Goes to nearest office and picks up form	Office of choice not always available at peak times	Looks for counter-signature even if not needed as renewals	Calls to clarify questions.
KEY IMPROVEMENTS RISKS & OPPORTUNITIES		Be able to download form straight from web site.	Clearer process and comms for lost/stolen to avoid calling Avoid form filling and use phone only		Online self-booking may derive savings	Ensure counter-signature comms are clear so that renewals do not think they need to get one.	Need clearer forms to save on unnecessary calls

# Counters customer satisfaction overview

## Expectations

Some uncertainty as to what to expect/how it will work

Will get a greater degree of 'hand holding' through the process

Will be able to book up an appointment quickly and easily

Will get their passport sorted out in one visit

May involve long queues, waiting around

## Benefits

Service clearly explained on website or if call up – reassures customer

Being able to do it there and then/quickly – grateful service exists

Getting an appointment quickly and efficiently

Staff on telephone helpful and friendly

Do not have to queue for too long at the Passport Office & well organised

Staff at Passport Office generally seen to be friendly, knowledgeable and efficient

## Pain points

Cost of service – can resent having to pay so much more (less affluent)

Still have to visit a Post Office to get a form and 'run about' to sort out documents/authorisation if required

Some did not get an appointment in choice of office as quickly as would like

Some had to travel for 2hrs to get to their Passport Office - reasonably accepting provided only one visit.

Having to go back more than once because something is missing. One respondent had to go back twice as photo issues not spotted on first visit

Generally seen to be a good, if somewhat expensive service. More likely to be annoyed by anything that causes a delay to the service.

# Counters Channel Issues

Can appear expensive

While some accept that it is their fault and therefore they have to pay, others can feel they are getting too heavily penalised for needing the passport so quickly

Some limitations on appointments

If in a panic, any delays in being able to book appointments can cause additional stress. May have to attend another office.  
Would be good to see availability of appointments on line

Need to help the customer get it right first time

Could be clearer when booking appointment exactly what need to bring and when authorisation is required (e.g. do not need for renewals, may need to sign back of photograph, which bits of the birth certificate to bring)

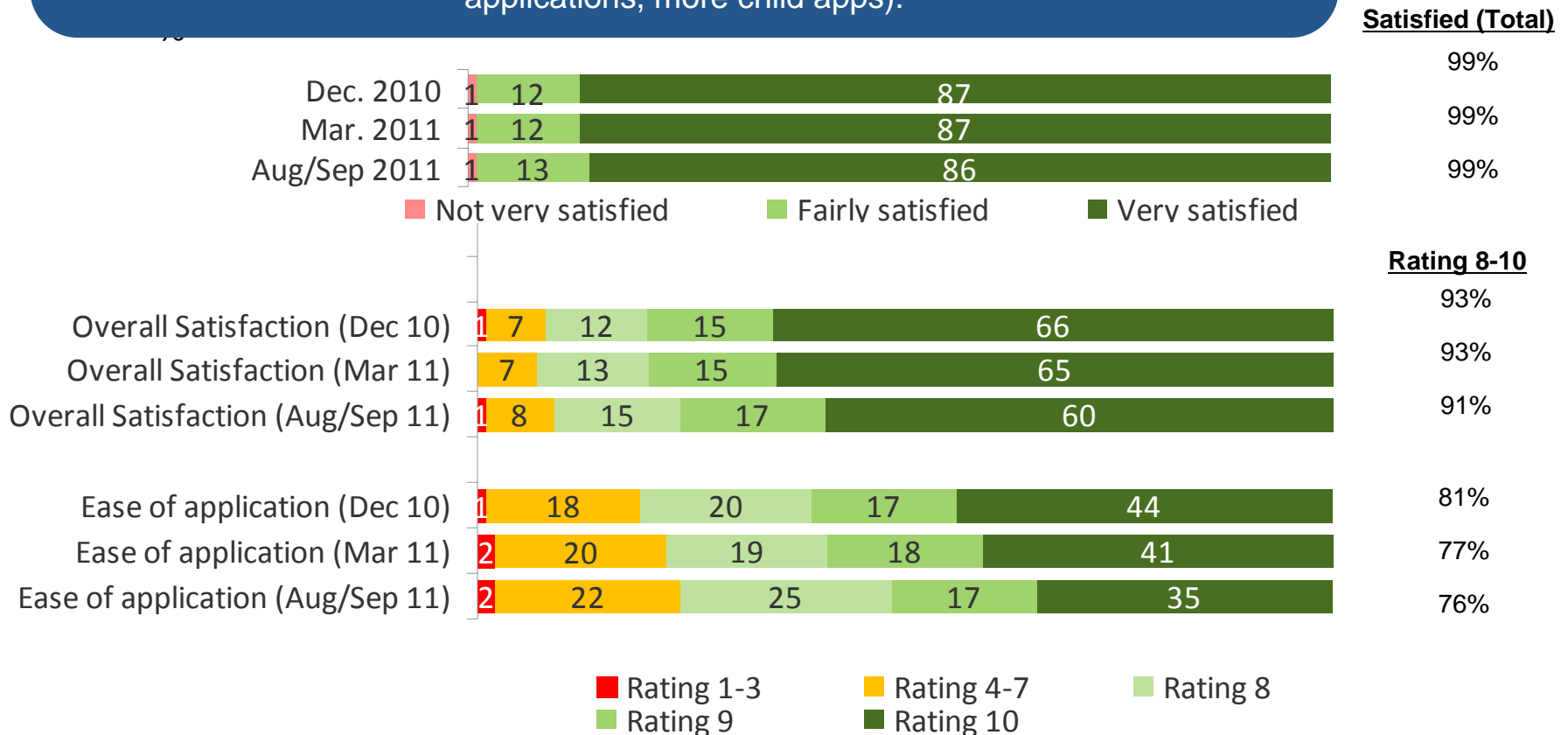
Up-front element could be easier

Having to go to the Post Office to get an application form adds another layer to the experience. Being aware they do not need to get a renewal form authorised

## Main findings – Quantitative research

# Overall Measures Summary; Total Sample

Whilst there is a decline in satisfaction, this is not statistically significant. Ease of application is also in decline, potentially driven by seasonal factors (i.e. peak period applications, more child apps).



Q1a Summing up, how satisfied are you overall with the service you have received from the Identity & Passport Service?  
 Q1b Overall taking everything into account how satisfied are you with the service you received from the IPS on a scale of 1 to 10 where 1 means completely dissatisfied and 10 means completely satisfied? Q2a/Q1c Thinking about the whole process of getting a passport, can you tell me how straightforward the process was on a scale of 1 to 10 where 1 means really difficult with a lot of hassle and 10 means completely easy with no hassle?  
 Base = Total sample (Dec 10 n=1001; Mar 2011: n=501; Aug/Sep 11: n=1000)

# Overall Measures Summary; Total Sample

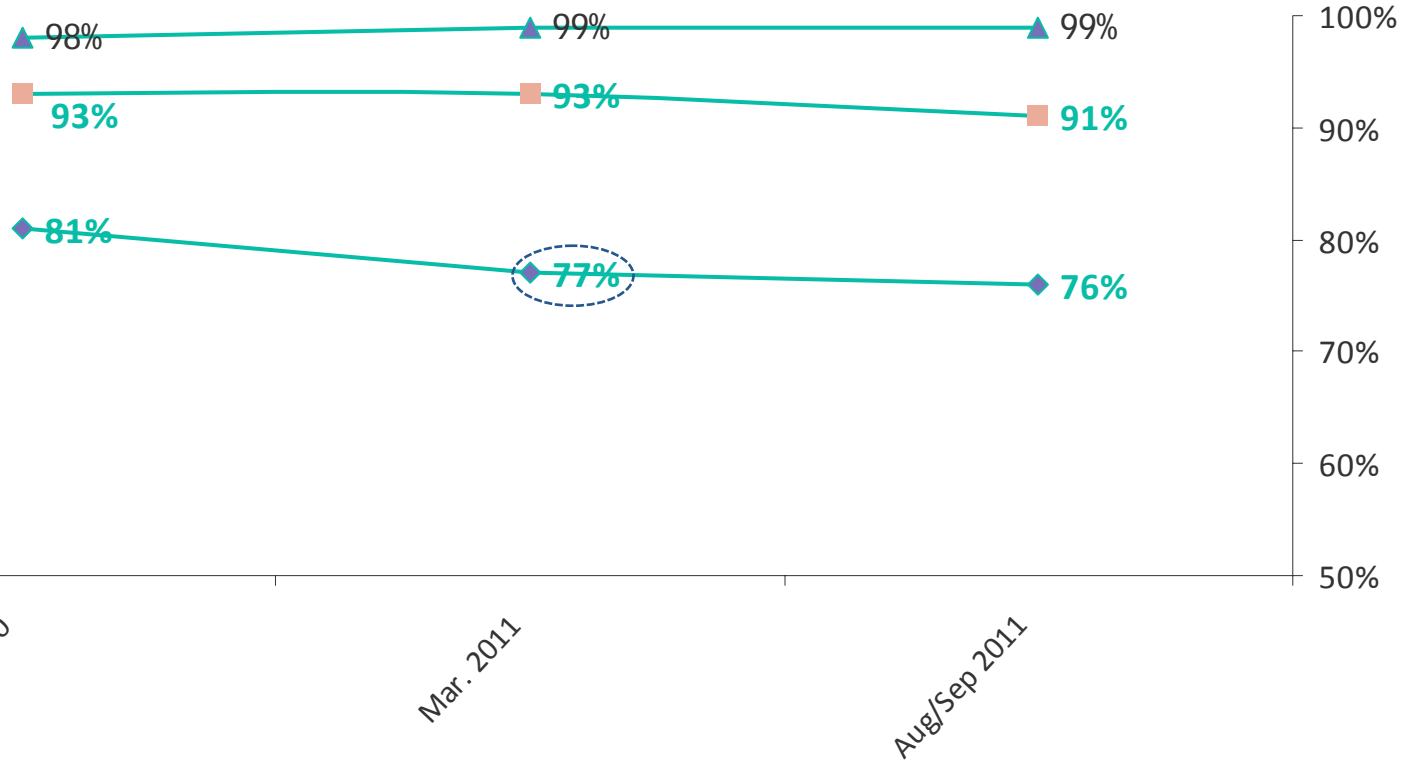
There is opportunity to simplify the process for customers, but overall satisfaction levels remain very high. There are no statistically significant differences in levels of satisfaction across the three waves.

% rating 8-10\*

SATISFACTION\*  
(Very/Fairly)

SATISFACTION

EASE



 = significant difference



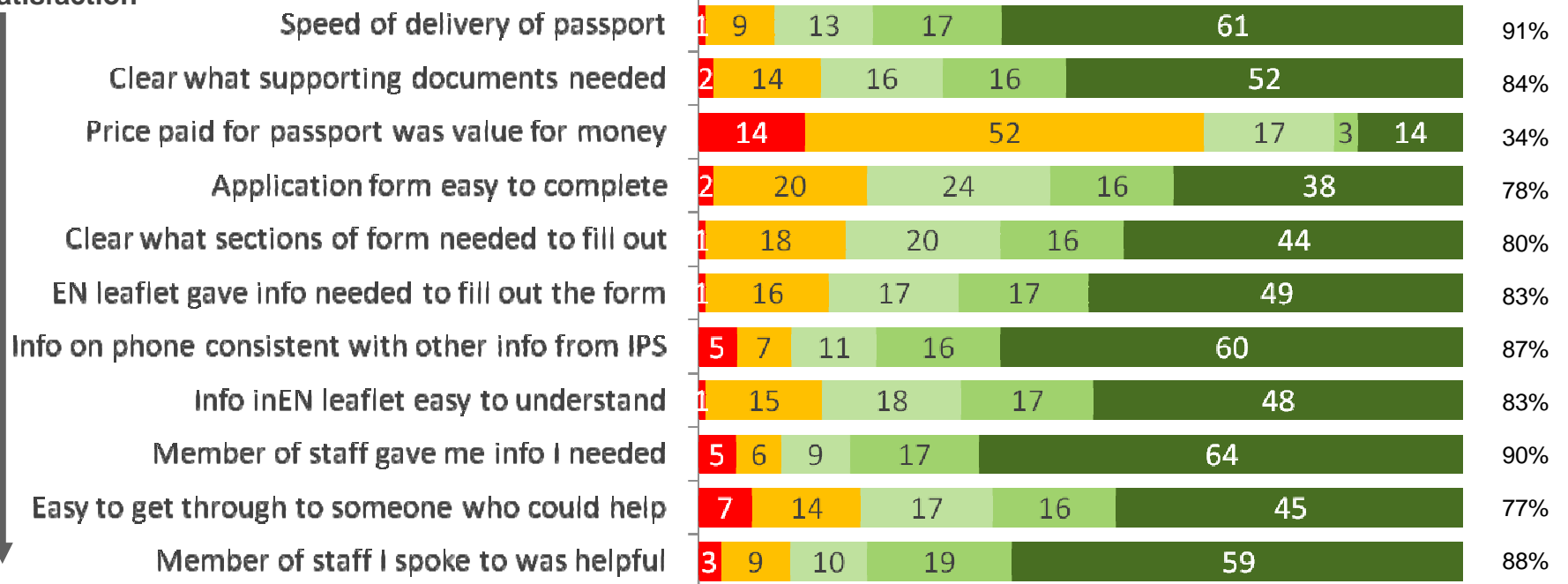
# Customer Satisfaction – key performance measures (Aug/Sep 2011)

Over ¾ of IPS customers give IPS an 8 out of 10 for all metrics, except for value for money. Customers are particularly impressed with speed of delivery, and helpfulness of staff.

Ranked in order of attribute IMPORTANCE to satisfaction

%

Rating 8-10

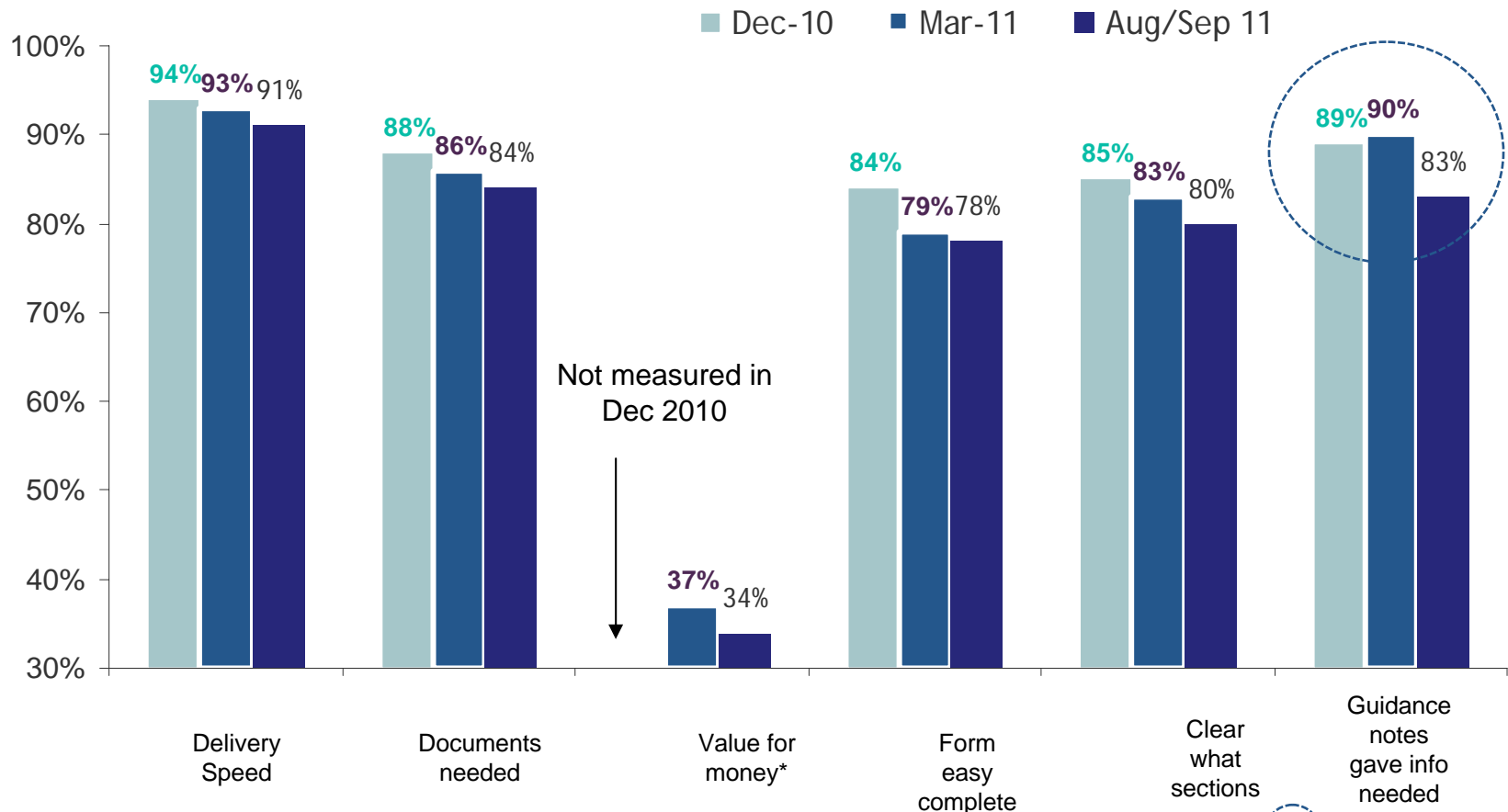


■ Rating 1-3 ■ Rating 4-7 ■ Rating 8 ■ Rating 9 ■ Rating 10

# Comparison of key performance measures between waves

% 8-10

Whilst measures have declined slightly, most of these declines are not statistically significant. Seasonal factors may be impacting on performance this wave, as those recruited for the Aug/Sep survey made their applications during peak demand.



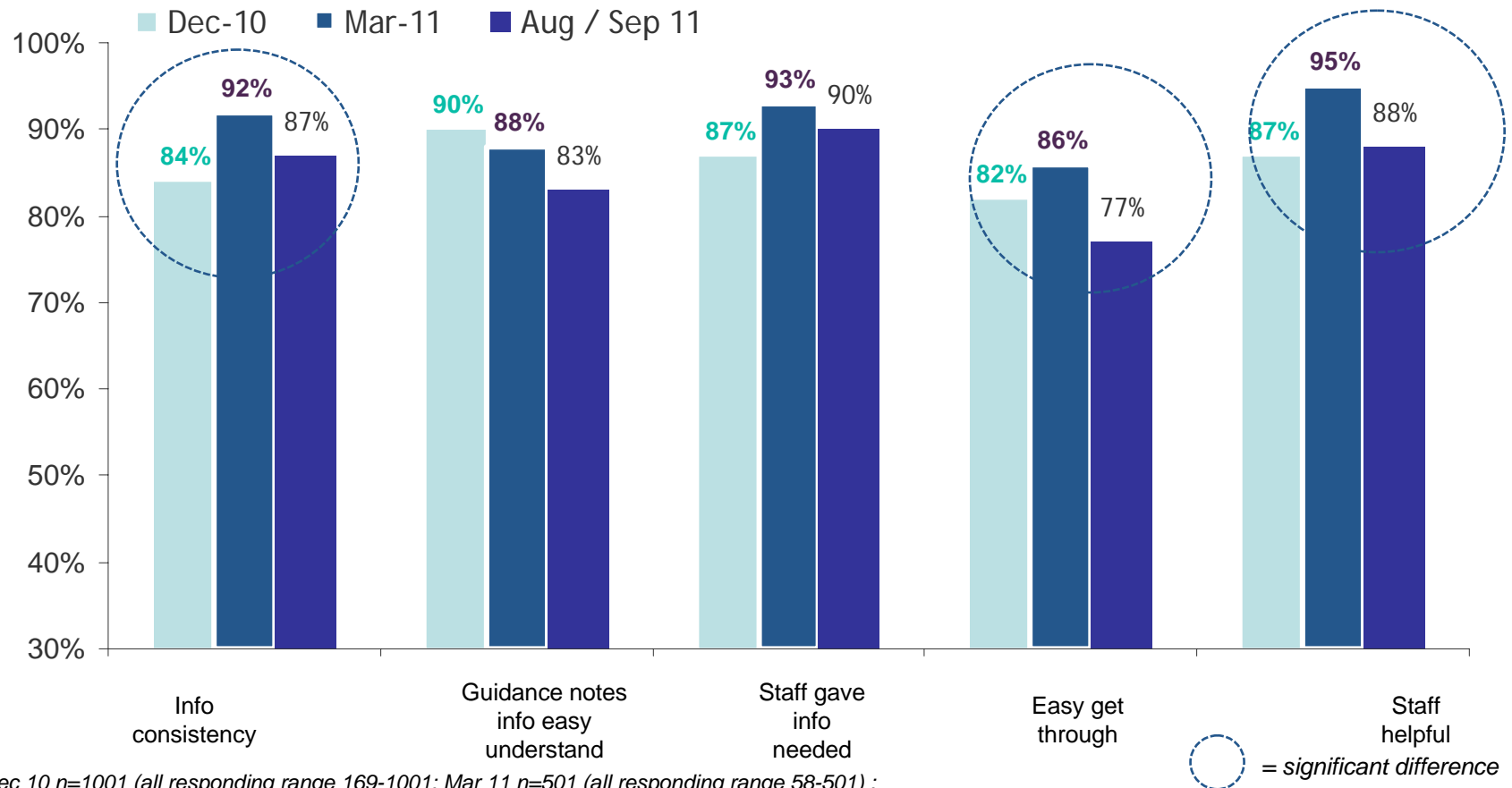
Base = Dec 10 n=1001 (all responding range 169-1001; Mar 11 n=501 (all responding range 58-501); Aug/Sep 11 n=1000 (all responding range 216 -1000) \*Not asked in Dec 2010

= significant difference 42

# Comparison of key performance measures between waves

Declines in 'easy to get through' and 'staff being helpful' may be driven by seasonal factors i.e. customers are finding it more difficult as staff are busier during peak demand.

% 8-10



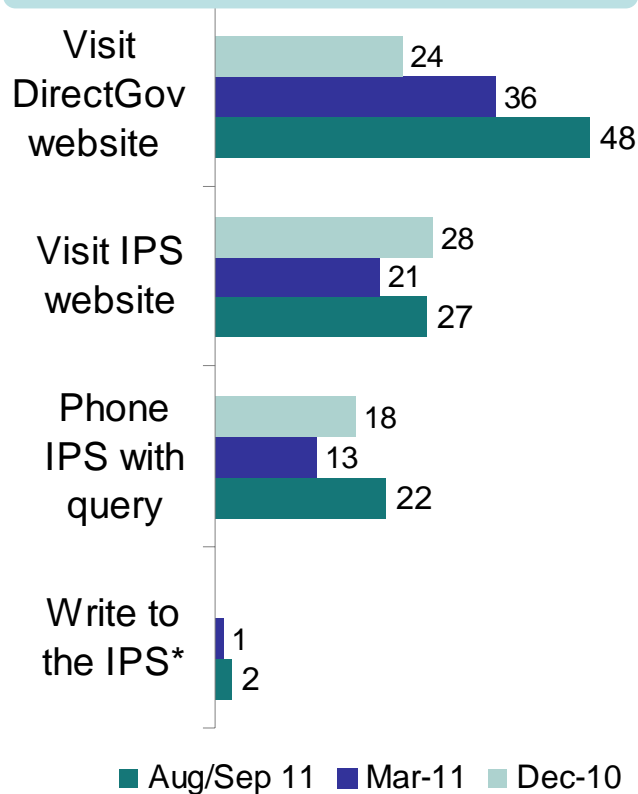
Base = Dec 10 n=1001 (all responding range 169-1001; Mar 11 n=501 (all responding range 58-501); Aug/Sep 11 n=1000 (all responding range 216 -1000) \*Not asked in Dec 2010

# CONTACT WITH IPS

# Contact with IPS

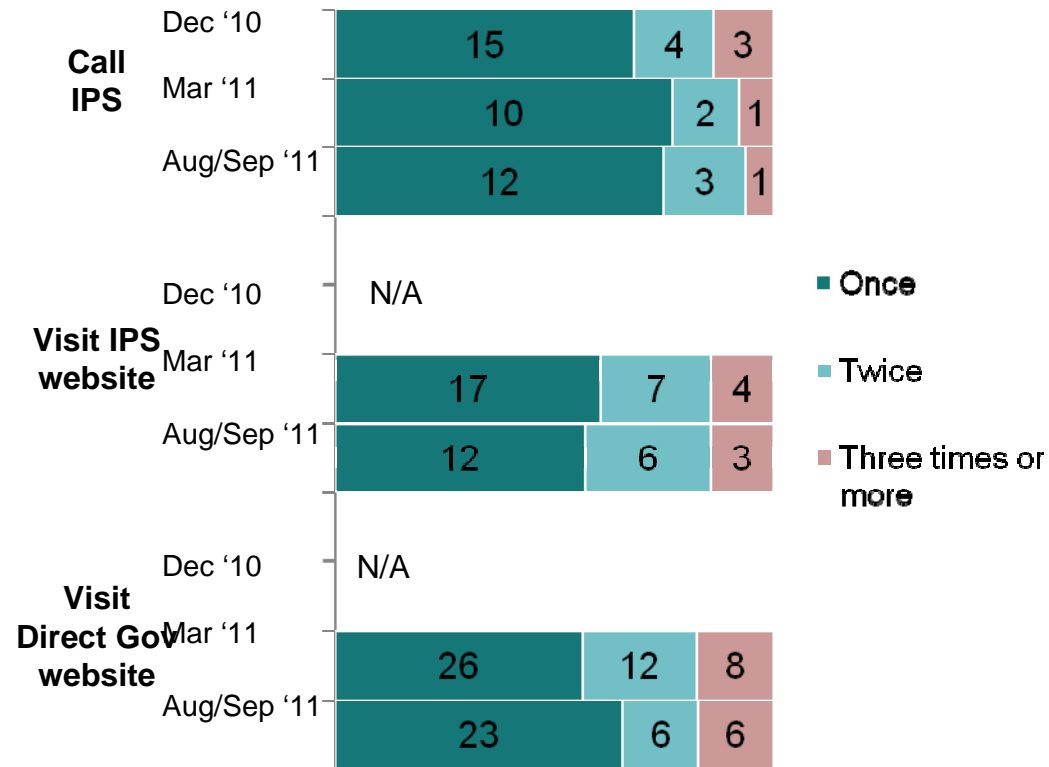
Applicants are more likely to go online when seeking help when applying for a passport; phoning IPS is relatively uncommon. Growth in calls in the latest wave is potentially driven by seasonal factors – during peak period customers are more likely to have a pressing need for the passport to travel abroad

## Customer Generated (Q14/Q2a)



%

## How many times did you... (Q8)



Q14 (DEC 2010) Did you do any of the following at any stage in your application process? \*Not asked in Dec 2010. Q2a (MAR + AUG 2011) Did you do any of the following at any point while applying for a passport? Q8/Q7 How many times did you call the IPS/visit the IPS website/visit the Direct Gov website?

Base = Total sample (Dec 10 n=1001; Mar 2011: n=501; Aug/Sep 11: n=1000)

# THE PASSPORT OFFICE

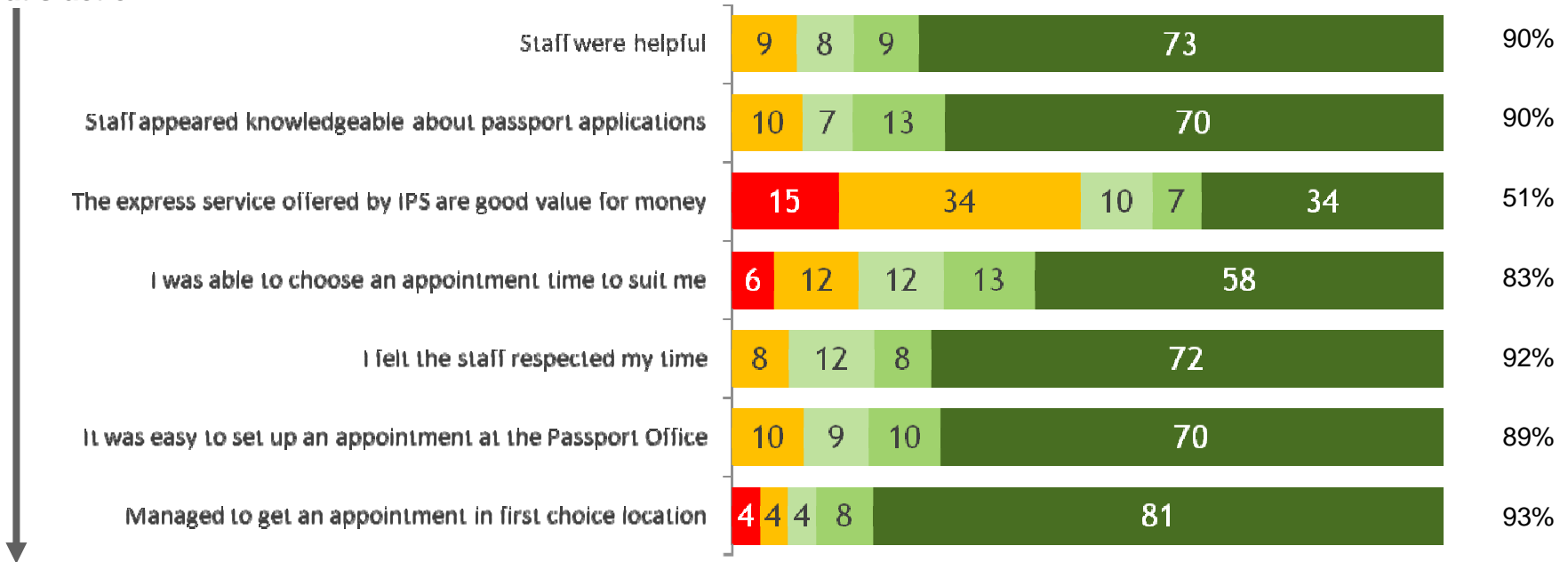
# The Passport Office – Aug/Sep 2011

Customers are very satisfied with the Counters service, although expressed some doubts about its value for money

Ranked in order of attribute **IMPORTANCE** to satisfaction

%

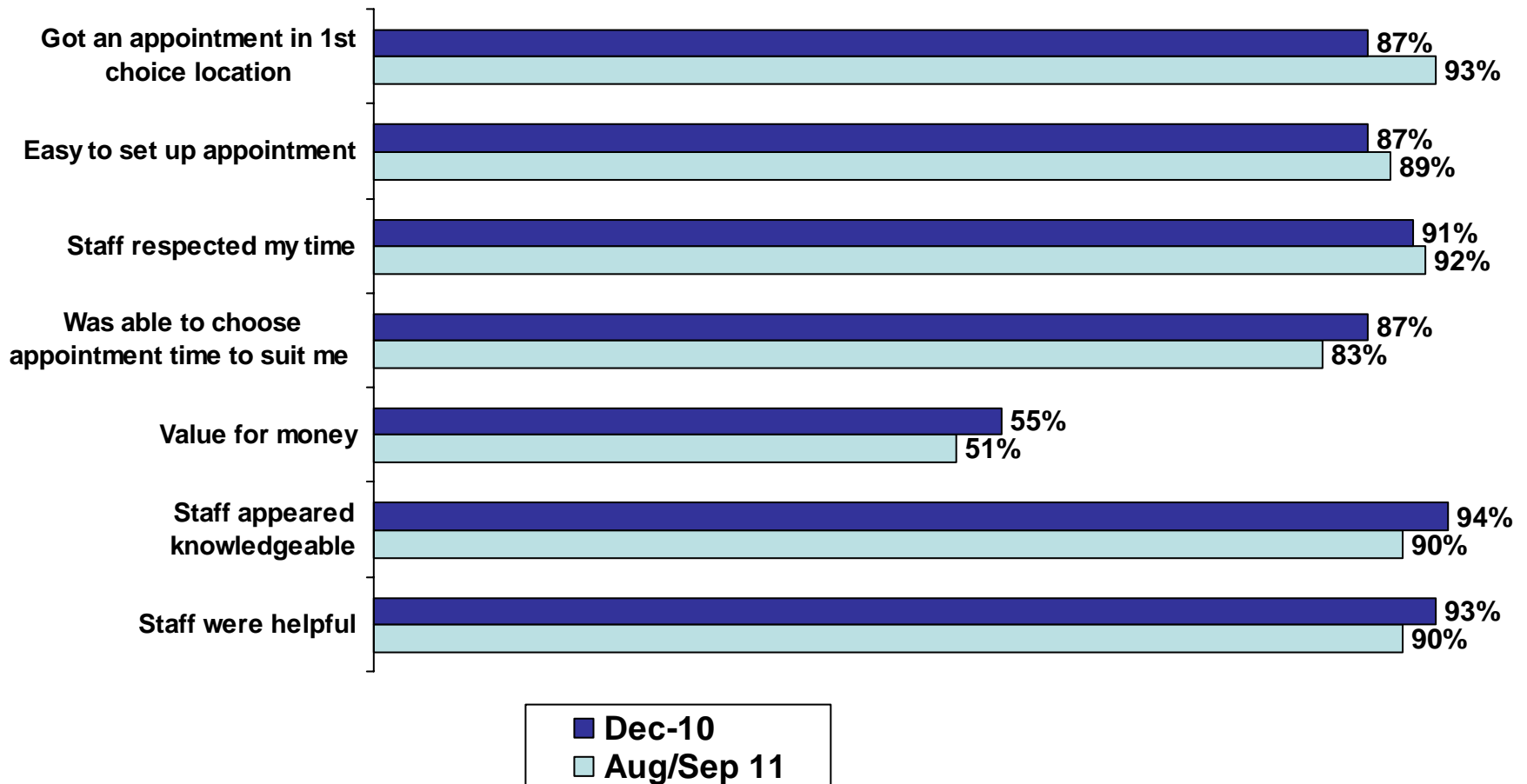
Rating 8-10



■ Rating 1-3 ■ Rating 4-7 ■ Rating 8 ■ Rating 9 ■ Rating 10

# The passport office – Scores by wave

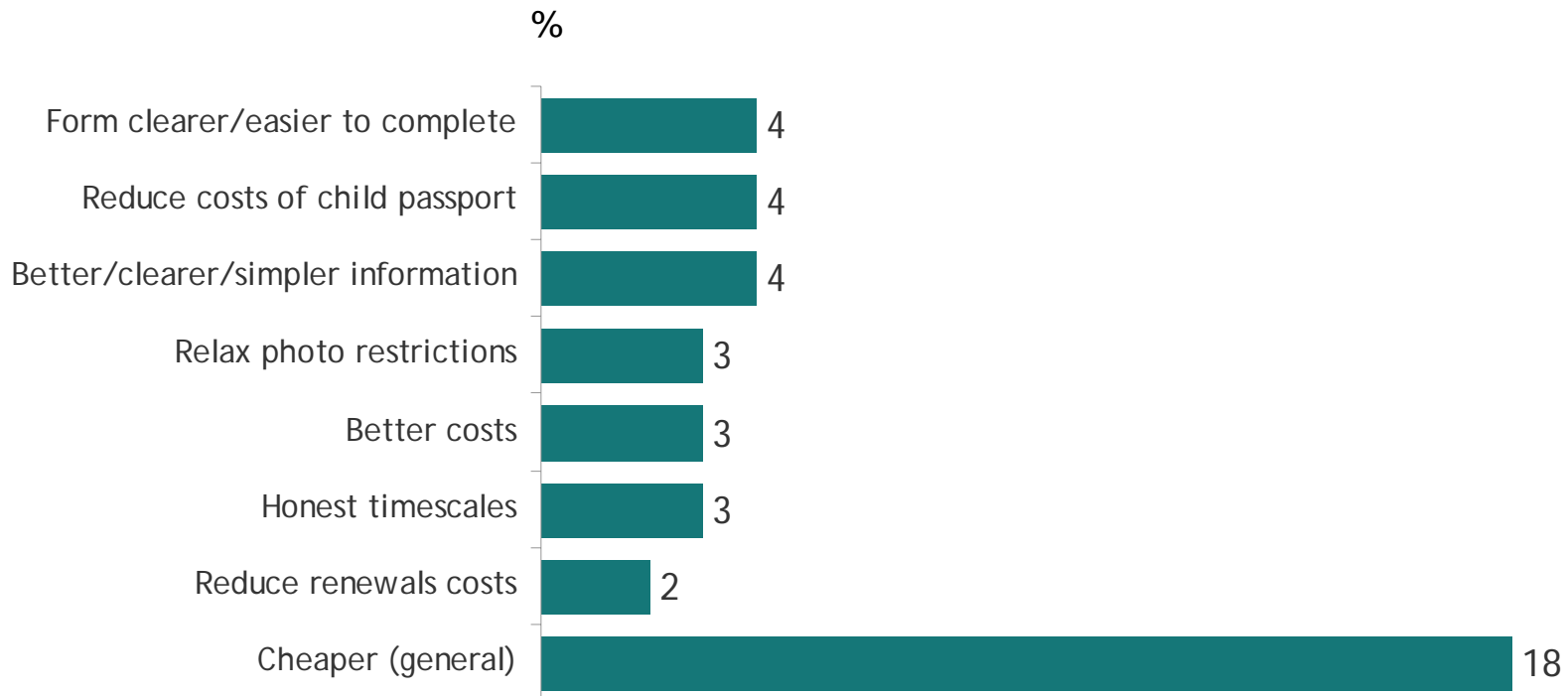
Although there are some differences between waves, none of the changes are statistically significant. The difficulties that some customers had in getting appointments during peak were not reflected in a decline in overall scores for the relevant metric (albeit from a small sample).





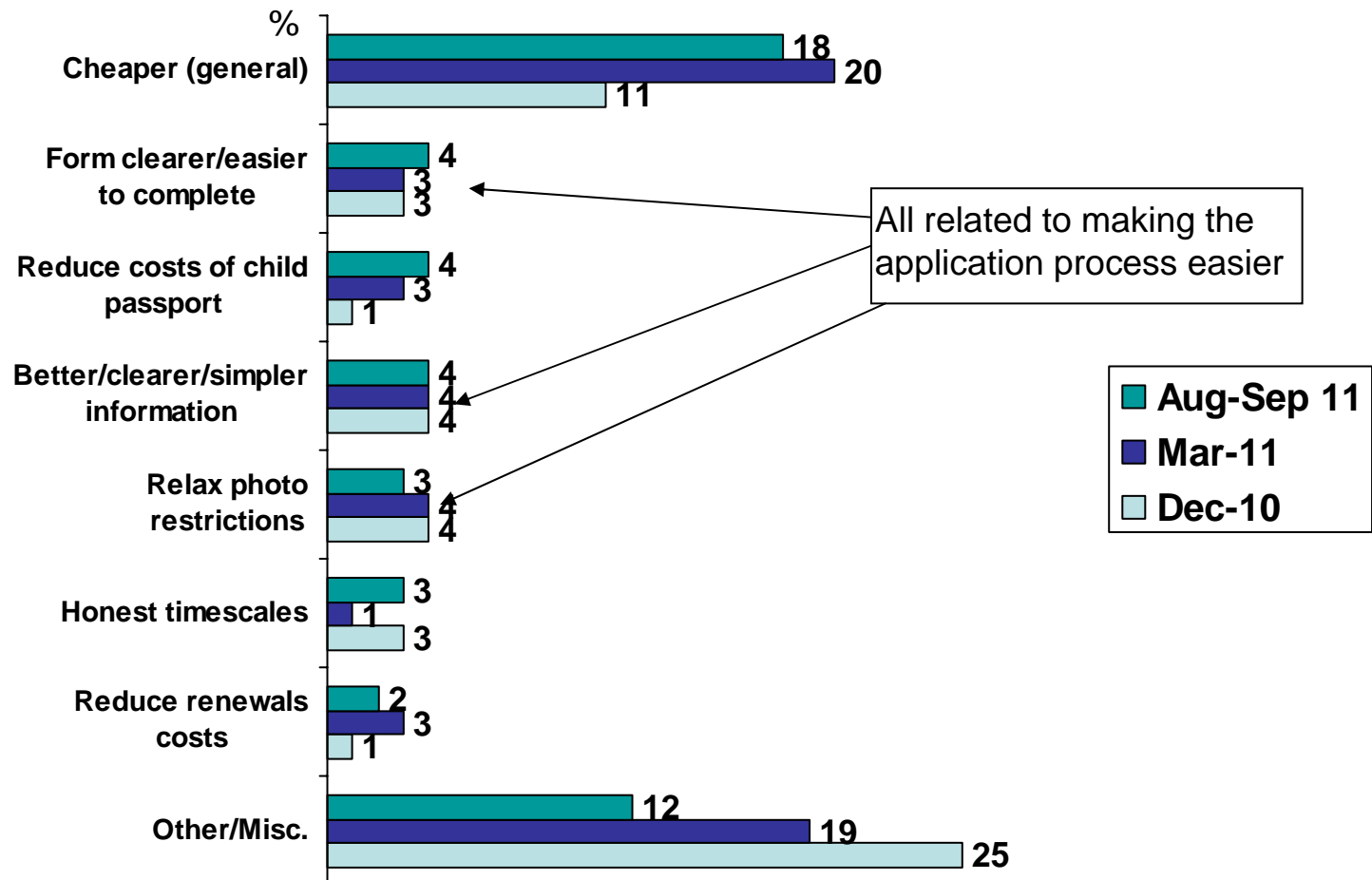
## Suggested improvements from customers (not prompted) – Aug/Sep 2011

Vast majority are satisfied and therefore can think of no improvements for IPS to make. There are a small proportion of customers who do proactively suggest that the application process could be improved. Unsurprisingly cost also emerges as an issue.



# Suggested improvements from customers (not prompted) - – Scores by wave

Vast majority are satisfied and therefore can think of no improvements for IPS to make. There are a small proportion of customers who do proactively suggest that the application process could be improved. Unsurprisingly cost also emerges as an issue.



Q15 And what 3 improvements would you most like to see the IPS implement in the coming weeks and months?  
 Base: Total Sample (AUG/SEP 11: 1000, Mar 11 = 501, Dec 11 = 1001)

# Key headlines

## Key headlines - 1

- IPS satisfaction scores are very high, reflecting the focus to which the organisation places on customer service. IPS has consistently achieved its customer service KPI score of 90% - in the latest wave, 91% of customers rated the service they received from IPS at 8 out of 10 or more.
- Satisfaction scores are largely driven by speed of delivery, which exceeds expectations.
- Whilst some metrics have declined in the latest survey, this may have been driven by seasonal factors, as respondents surveyed in this wave have been through the service during periods of peak demand, where delivery times are slightly longer.

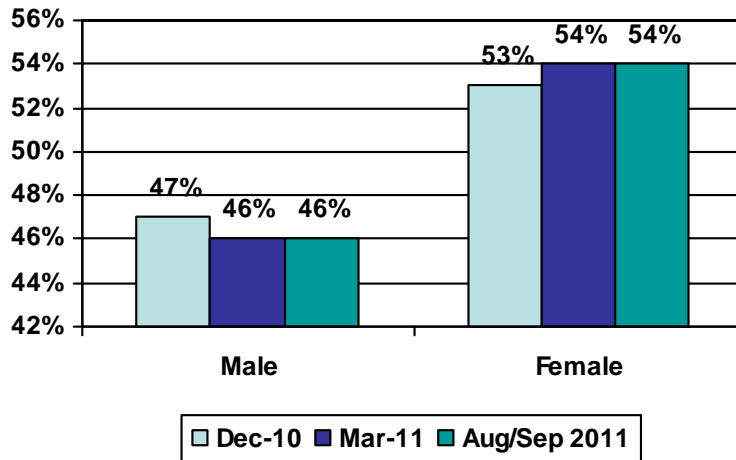
## Key headlines - 2

- Whilst service levels are at a high standard, the results indicate that there is room to improve the application process to make it more straightforward for customers.
- The forthcoming redeveloped online channel for passport applications should drive improvements in the ease of the application process. This will be monitored by the ongoing programme to monitor customer satisfaction.
- Customers currently view the passport as expensive; the proportion mentioning this cost as an area where IPS could improve has increased in the last two waves despite price remaining constant since September 2009. This is likely to be a reflection of the more difficult economic circumstances currently facing customers.

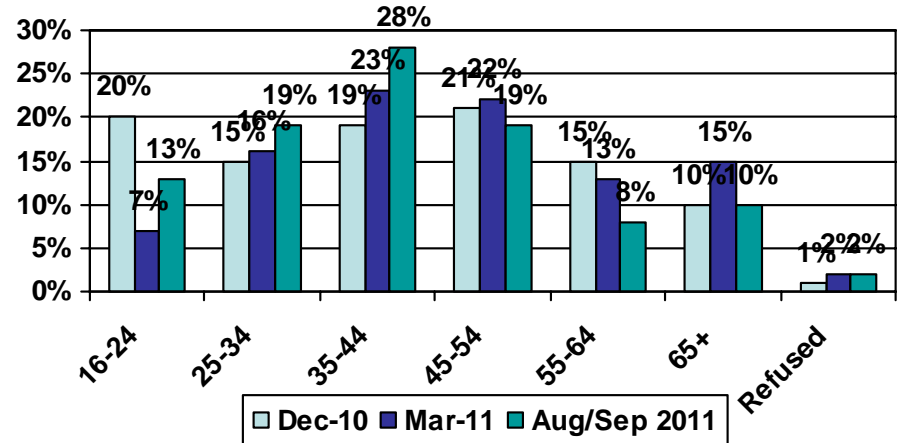
# ANNEX: DEMOGRAPHICS FOR QUANT SURVEYS

# Demographics from quantitative surveys

## Gender

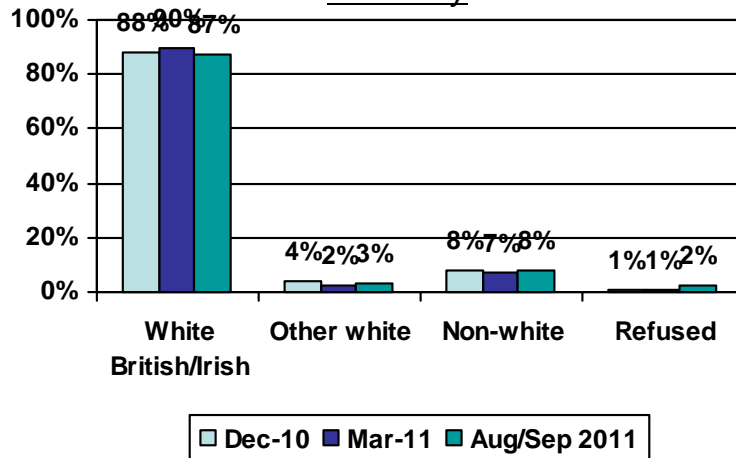


## Age\*



\*Please note results for Dec 2010 based on applicant age, from Mar 2011 age data based on respondent age.

## Ethnicity



## Disability

