

State Services Commission

**Independent Review of the
Earthquake Commission's
Customer Satisfaction Survey**

December 2013



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Iain Rennie
State Services Commissioner
State Services Commission
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9 December 2013

Dear Iain

I am pleased to enclose my report in connection with the Independent Review of the Earthquake Commission's handling of a customer satisfaction survey and associated information provided to the Minister responsible for the Earthquake Commission.

The review was completed in accordance with the Terms of Reference dated 13 November 2013.

I would be happy to answer any questions relating to the report as required.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Souella M Cumming', with a stylized flourish at the end.

Souella M Cumming
Partner

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Disclaimers

This report has been prepared in accordance with our Engagement Letter dated 18 November 2013. The services provided under our engagement letter ('Services') have not been undertaken in accordance with any auditing, review or assurance standards. The term "Audit / Review" used in this report does not relate to an Audit / Review as defined under professional assurance standards.

The information presented in this report is based on information provided by the Earthquake Commission (EQC). We have indicated within this report the sources of the information provided. Unless otherwise stated in this report, we have relied upon the truth, accuracy and completeness of any information provided or made available to us in connection with the Services without independently verifying it.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by EQC management and personnel consulted as part of the process.

Other than our responsibility to State Services Commission, neither KPMG nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party's sole responsibility.

Our report was prepared solely in accordance with the specific terms of reference set out in the engagement letter agreed dated 18 November 2013 between ourselves and State Services Commission and for no other purpose.

KPMG expressly disclaims any and all liability for any loss or damage of whatever kind to any person acting on information contained in this report, other than State Services Commission. Additionally, we reserve the right but not the obligation to update our report or to revise the information contained therein because of events and transactions occurring subsequent to the date of this report.

1 Executive Summary

1.1 Introduction

On Wednesday 6 November 2013, there was a report in the media that a customer was excluded from an Earthquake Commission (EQC) customer satisfaction survey. The report coincided with a question in the House regarding the Minister's confidence in EQC¹. In addition, the previous day the Auditor-General had issued its report, *Earthquake Commission: Managing the Canterbury Home Repair Programme*, which included statistical information regarding client satisfaction surveys undertaken by EQC.

The Minister responsible for the Earthquake Commission requested the State Services Commissioner under section 11(4) of the State Sector Act 1988 to review EQC's handling of the customer satisfaction survey and the associated advice provided by EQC to the Minister which informed his answers in the House.

The Minister also requested the Commissioner to review EQC's information protocols and processes to ensure they are suitable to enable the Minister to fulfil his full range of portfolio interests and responsibilities.

The State Services Commissioner appointed KPMG to conduct the Independent Review. The Terms of Reference for the review is included in Appendix A.

1.2 Review Objectives

The objectives of the Independent Review were to provide advice to the Minister responsible for EQC on:

- The reliability of EQC's client satisfaction surveying.
- Whether EQC knew at the time it provided information to the Minister in preparation for answering questions in the House regarding the Office of the Auditor-General (OAG) report and associated survey results if any EQC customers had been omitted from the relevant surveys.
- Whether EQC has suitable protocols and processes in place to ensure the reliability of information being provided to the Minister, to enable him to meet the full range of his portfolio interests and responsibilities.

1.3 High Level Timeline

Two key events coincided on 6 November 2013 (refer to the timeline of events in section 4 and Appendix C):

- Events related to the provision of information to the Minister in preparation of answering questions in the House.
- Events related to the media report that EQC had excluded a customer from its customer satisfaction survey.

The first indication of the scale of the "do not survey" flag issue and potential omissions came in an email addressed to the EQC Stakeholder Communications Manager and EQC Ministerial Services Manager at 12:35 p.m. This coincided with EQC sending the final response to the information sought by the Minister's Office in response to the oral question at 12:36 p.m. Subsequent to the response being sent, no further information was provided by EQC on the

¹ The question was: "Does he still believe that New Zealanders can have confidence in EQC?"

scale of the potential omissions until 4:14 p.m. when the Stakeholder Communications Manager called the Minister's Senior Press Secretary and Ministerial Advisor to advise of the content of EQC's media release, key messages, communication objectives, and the extent of media interest in relation to the "do not survey" flag issue.

1.4 Overall Assessment

Our overall assessment is that EQC did not mislead and there was no intention on the part of EQC to mislead the Minister in providing information in response to the oral question in the House on 6 November 2013. However, the Minister's Office should have been informed sooner than it was once EQC became aware of the scale of the "do not survey" flag issue and 31,000 potential omissions. EQC should also have kept the Minister's Office updated about the analysis and investigations it was undertaking during the course of the afternoon of 6 November 2013. In addition, the information provided to the Minister in response to the oral question could have been presented more clearly, including key messages and emerging issues.

We concluded that:

- When the OAG was undertaking its review of the EQC Canterbury Home Repair Programme (CHRP), there was sufficient provision and explanation to the OAG of EQC's customer satisfaction surveys and results.
- EQC's client satisfaction surveying processes and results are reliable:
 - CHRP survey. The OAG found that EQC's reported results were representative of the underlying data and there was no evidence that customers were missed from the survey population. We note that the OAG has made a number of improvement recommendations which have been communicated to EQC.
 - UMR survey. Subject to EQC completing its analysis of duplicate claims, a total of 18 claims were found to be omitted from the Claims Satisfaction: Claims Settled (UMR) survey out of a total survey population of approximately 123,000² closed claims during the period from 4 September 2010 (date the first Canterbury claim was opened) to 6 November 2013 (refer to detailed analysis on page 18). We note that UMR Research has confirmed that the number of closed claims omitted is not material to the results of the survey.
- While EQC was aware of the initial media report, it did not know at the time it provided information to the Minister in preparation for answering questions in the House the scale of the "do not survey" flag issue and 31,000 potential omissions.
- EQC has suitable protocols and processes in place to ensure the reliability of information being provided to the Minister. However, there are opportunities for improvement. These are formalising protocols between EQC's newly created Ministerial Services team and the Minister's Office, and establishing regular face-to-face meetings between the Minister and the Chairman of the EQC Board and, as appropriate, the Chief Executive Officer and executive management.

² This is based on closed claims with a "satisfaction survey" status of "not yet sent", "sent" and "do not survey". It excludes closed duplicate claims which have a status of "do not survey".

1.5 Key Findings and Recommendations

During the course of this review, three central themes were identified:

- Engagement with the Minister's Office.
- Communications planning and reporting.
- Knowledge of systems and processes within EQC.

Engagement with the Minister's Office

There was limited engagement between the Stakeholder Communications team at EQC and the Minister's Office in relation to the media report or the scale of potential omissions as a result of the "do not survey" flag issue as the information became known. In particular, we noted an expectation gap in relation to the Minister's "no surprises" policy at a day-to-day operational level. The relationship between the EQC Stakeholder Communications Manager and the Minister's Senior Press Secretary is critical in ensuring open communications between EQC and the Minister's Office. Opportunities exist to improve this relationship.

In addition, the latest weekly customer satisfaction rate of 91% quoted in the response to the oral question related to an earlier period and was not the latest result. The Minister's Office requested clarification of this statistic around 1:50 p.m. and EQC was not able to confirm that the correct statistic was in fact 86% (for the week of 21 to 26 October 2013) until 2:03 p.m. This necessitated an urgent memo to be run down to the House. The customer satisfaction rate of 91% actually related to the week of 12 to 17 August 2013.

There was also limited engagement between the Stakeholder Communications Manager and Ministerial Services Manager within EQC on the media response to the "do not survey flag" issue. As a result, there was limited involvement of the Ministerial Services team once the information sought to assist in the response to the oral question had been submitted to the Minister's Office at 12:36 p.m.

We have identified the following recommendations in relation to engagement by EQC with the Minister's Office:

- Review media protocols based on the lessons learned from the handling of the satisfaction survey issue. This should include reviewing internal relationships between the Stakeholder Communications and Ministerial Services teams within EQC to facilitate information sharing across both teams on a timely basis. Clear lines of accountability should also be established for communicating media or other emerging issues to the Minister's Office.
- Review the relationships between EQC Stakeholder Communications and the Minister's Office to ensure that there are clear and agreed communication channels and that these are operating effectively.
- Establish engagement protocols that clearly define expectations between the Minister's Office and EQC's newly created Ministerial Services team. These should include regular reporting and meetings to assist with open communications.
- Develop a template for responding to oral questions that includes sections for key messages, emerging issues, relevant information and background information. This will help to guide the compilation of information for the Minister in responding to oral questions.
- Establish regular face-to-face meetings between the Minister and the Chairman of the EQC Board and, as appropriate, with the Chief Executive Officer and executive management.

Communications Planning and Reporting

EQC's communications plan prepared for the release of the OAG report was focused on the format of the media release and who should attend a potential media conference. Some key messages were identified, but there was limited proactive analysis of potential media queries and how to respond to these. This was despite EQC's assessment that the report was likely to attract considerable negative attention from the media. We acknowledge that the OAG report did not specifically refer to any issues over the reliability of EQC's customer satisfaction surveys. However, homeowner well-being and satisfaction were a key part of the report and in our view a more comprehensive communications planning process should have considered key messages relating to the surveys. We also acknowledge that the OAG report was embargoed and that EQC had limited (two hours) notice of its official release; although it was aware that the report was due to be released in the first week of November 2013, and had had a substantially complete copy of the report since early October 2013.

We have identified the following key recommendation in relation to communications planning and reporting at EQC:

- Review communications planning protocols to ensure that they are proactive and based on a thorough risk-based analysis of potential media queries and upcoming events. This should include emerging risks and issues as well as guidelines for sensitive issues that should be communicated to the Minister's Office.

Knowledge of Systems and Processes within EQC

EQC's response to the media report related to the "do not survey" flag issue was impacted by a lack of understanding within EQC about how the code in the ClaimCenter system generates the "customer satisfaction" flags. In addition, there was a lack of awareness of the CHRP survey process and where to find information that contributed to the incorrect customer satisfaction rate being referred to in the information provided by EQC for the oral question, and the delay in providing the correct statistic.

We have identified the following key recommendations in relation to knowledge of systems and processes within EQC:

- Review operational procedures, based on a thorough understanding of how the ClaimCenter system works, to ensure that issues³ are processed, tracked and reported without impacting on the "satisfaction survey" status of the claim.
- Document the purpose and methodology of each customer satisfaction survey conducted by EQC and ensure that relevant EQC personnel in the Stakeholder Communications and Ministerial Services teams know where to access the latest survey results.

³ Issues include customer complaints, OIA requests and other customer queries.

2 Introduction

2.1 Background

On Wednesday 6 November 2013, there was a report in the media that a customer was excluded from an Earthquake Commission (EQC) customer satisfaction survey. The report coincided with a question in the House regarding the Minister's confidence in EQC⁴. In addition, the previous day the Auditor-General had issued its report, *Earthquake Commission: Managing the Canterbury Home Repair Programme*, which included statistical information regarding client satisfaction surveys undertaken by the EQC.

It was subsequently advised to the Minister by EQC that due to an automated "do not survey" flag in EQC's claims management system, over 31,000 claims may have been unintentionally excluded from the quarterly nationwide customer satisfaction survey, undertaken by UMR Research, that is one of the surveys quoted in the OAG report.

The Minister responsible for the Earthquake Commission requested the State Services Commissioner under section 11(4) of the State Sector Act 1988 to review EQC's handling of the customer satisfaction survey and the associated advice provided by EQC to the Minister which informed his answers in the House.

The Minister also requested the Commissioner to review EQC's information protocols and processes to ensure they are suitable to enable the Minister to fulfil his full range of portfolio interests and responsibilities.

The State Services Commissioner appointed KPMG to conduct the Independent Review.

2.2 Customer Satisfaction Surveys

The OAG report refers to a number of customer satisfaction surveys. Two of these surveys are within the scope of the Independent Review:

- The *Canterbury Home Repair Programme (CHRP)* customer satisfaction survey.
- The *Claims Satisfaction: Claims Settled* (UMR) customer satisfaction survey.

CHRP Customer Satisfaction Survey

The purpose of the CHRP survey is to assess the level of Canterbury customer satisfaction with the home repair process managed by the CHRP programme. It is undertaken once the repair has been completed. It measures overall satisfaction as well as satisfaction with the quality of repair, timeliness of the project, skill of the staff, and management of health and safety issues on site. A repair may relate to multiple claims.

The CHRP survey is a weekly telephone survey conducted by EQC staff in the Customer Experience and Customer Channels Twilight team. It was developed with the assistance of UMR Research and has been undertaken weekly since 22 July 2013, following a pilot conducted during February to April 2013.

The CHRP survey population is based on a data set provided by Fletcher Earthquake Recovery (EQR). The data set is extracted from Fletcher EQR's proprietary claims management system based on repairs that were completed during the previous week. On average 400 repairs are completed each week and a minimum of 100 repairs are surveyed.

⁴ The question was: "Does he still believe that New Zealanders can have confidence in EQC?"

UMR Customer Satisfaction Survey

The purpose of the UMR survey is to assess the level of customer satisfaction with EQC's claims handling process. It is undertaken once a claim is closed. It is a national survey that includes both Canterbury and non-Canterbury related claims covered by EQC. It measures claimants overall satisfaction with the claims experience, the claims process, inspection process, settlement time, and aspects of service delivery aligned to the Common Measurement Tool used by the State Services Commission.

The survey is undertaken by UMR Research and is a telephone-based survey of customers who have had their claim closed the previous month, including claims closed because they have been declined. This is a long-standing survey that has been undertaken by UMR Research since April 2009. However, the survey has not been conducted since March 2013 following system restrictions applied to the provision of data to external parties as a result of the privacy breaches at EQC. Following the introduction of Secure File Transfer Protocols (SFTP) for the provision of sensitive data to external parties, UMR Research has recently completed fieldwork for May 2013 claims data in November 2013.

The UMR survey population is drawn from EQC's claims management system (ClaimCenter) based on claims closed in the previous month. The data extract is provided to UMR Research by EQC. Prior to the Canterbury earthquakes, all closed claims were surveyed. However, post the Canterbury earthquakes, as the number of claims has increased, a sample of closed claims has been drawn for participation in the survey. This includes all landslip, flood and storm claims as well as any non-Canterbury claims and a random sample of Canterbury claims.

Fletcher EQR Survey

A third survey referred to in the OAG report was a one off survey commissioned by Fletcher EQR. This was also conducted by UMR Research based on a sample of 200 people. While this survey also looked at satisfaction of completed repairs under the CHRP programme, it is an independent survey and completely separate to the CHRP survey undertaken by EQC. This survey was not within the scope of the Independent Review.

Customer Satisfaction Surveys Standard Practices

Customer satisfaction surveys should be undertaken on a systematic basis by organisations to determine the level of customer satisfaction achieved and identify improvements that can be made to the services provided. Customer satisfaction surveys need to be completed at an appropriate point in time so that the customer's overall experience can be assessed. This is normally at the end of the experience. In addition, the survey should be conducted within an appropriate timeframe, typically within one month of the experience.

Probability samples are recommended and sample sizes should be determined based on the desired margin of error and required result accuracy as well as confidence level. However, depending on the size of the population, all customers may be surveyed or a minimum sample size determined.

2.3 Crown Entity

EQC is a Crown Entity established under the Earthquake Commission Act 1993. EQC's statutory functions are set out in section 5 of the Act as follows:

- To administer the insurance against the natural disaster damage under the Act.
- To collect premiums payable for the insurance provided under the Act.

- To administer the Natural Disaster Fund (NDF) and, so far as reasonably practicable, protect its value, including the investment of money held in the Fund.
- To obtain reinsurance in respect of the whole or part of the insurance provided under the Act.
- To facilitate research and education about matters relevant to natural disaster damage, methods of reducing or preventing natural disaster damage, and the insurance provided under the Act.
- Such other functions as may be conferred on it by the Act (or any other Act) or Minister in accordance with the section 112 of the Crown Entities Act.

A Crown Entity is a legal entity in its own right, separate from the Crown with its own Board. However, it is also an instrument of the Crown and the Minister is responsible to Parliament for governing and overseeing the Crown’s interests in the Crown Entity. The Board is responsible for governing the entity’s operations and ensuring the entity’s actions are consistent with its statutory objectives and functions.

The Minister’s roles and responsibilities are to:

- Make sure an effective Board is in place to govern the Crown Entity.
- Participate in setting the direction of the Crown Entity.
- Monitor and review the performance and results of the Crown Entity.
- Manage risks on behalf of the Crown.

The roles and responsibilities between the Boards and Ministers involved in Crown Entity governance are different to the relationships between Ministers and government departments. However, the “no surprises” policy is a clear expectation of Ministers regardless of whether the organisation is a Crown Entity or a government department. This is achieved through a combination of formal and informal communications between the Minister’s Office and the Crown Entity. As a result, there needs to be clear and agreed understanding of roles and responsibilities as well as effective communication channels at both a governance and day-to-day operational level to avoid any expectation gap.

2.4 Key Stakeholders

The following key stakeholders are involved in daily interactions with the Minister’s Office. The vacant EQC Private Secretary role is currently partially filled through the secondment of the Ministerial Advisor (EQC) to the Minister’s Office for two days a week, together with support provided by the Canterbury Earthquake Recovery (CER) Private Secretary. The key relationships reflect the (external) relationships that would be expected to exist between EQC and the Minister’s Office if the EQC Private Secretary role was filled.

Key Stakeholder	Description	Key Relationships
Stakeholder Communications Manager (EQC)	<ul style="list-style-type: none"> • The Stakeholder Communications Manager is responsible for keeping the Minister’s Office informed of media queries and communications. 	<ul style="list-style-type: none"> • Senior Press Secretary (Minister’s Office)

Key Stakeholder	Description	Key Relationships
Ministerial Services Manager (EQC)	<ul style="list-style-type: none"> The Ministerial Services team was created as a result of a restructure of the Strategy, Policy & Legal team in August 2013. The Ministerial Services Manager is responsible for preparing draft responses to Parliament questions and preparing ministerial briefing papers as well as responding to Official Information Act (OIA) requests. 	<ul style="list-style-type: none"> EQC Private Secretary (Minister's Office) CER Private Secretary (Minister's Office)
Ministerial Advisor (EQC)	<ul style="list-style-type: none"> The Ministerial Advisor is to process briefings prepared by EQC and OIA responses, and any other duties required. The Ministerial Advisor is currently on secondment to the Minister's Office for two days a week to partially fill the vacant EQC Private Secretary role. 	<ul style="list-style-type: none"> EQC Private Secretary (Minister's Office) CER Private Secretary (Minister's Office)
Senior Press Secretary (Minister's Office)	<ul style="list-style-type: none"> The Senior Press Secretary is responsible for managing public relations on behalf of the Minister. 	<ul style="list-style-type: none"> Stakeholder Communications Manager (EQC)
Ministerial Advisor (Minister's Office)	<ul style="list-style-type: none"> The Ministerial Advisor is responsible for providing political advice on issues and events. The Ministerial Advisor will liaise with EQC senior management if there is a need to escalate issues. 	<ul style="list-style-type: none"> EQC Senior Management
EQC Private Secretary (Minister's Office)	<ul style="list-style-type: none"> The EQC Private Secretary is responsible for providing policy and strategic support on EQC related issues. This position is currently vacant. 	<ul style="list-style-type: none"> Ministerial Services Manager (EQC) Ministerial Advisor (EQC)
CER Private Secretary (Minister's Office)	<ul style="list-style-type: none"> The CER Private Secretary is responsible for providing policy and strategic support on CER related issues. The CER Private Secretary is currently providing support to partially fill the vacant EQC Private Secretary role. 	<ul style="list-style-type: none"> Ministerial Services Manager (EQC) Ministerial Advisor (EQC)

2.5 Operating Environment

Historically, EQC managed approximately 4,000 to 6,000 claims a year. The Canterbury earthquakes were unprecedented events in EQC's history. The Canterbury earthquakes gave rise to over 468,000 claims for damage made up of over 744,000 contents, dwelling and land exposures. Since September 2010, several other natural disaster events have occurred including EQC's second largest claim events (Cook Strait & Seddon) in July and August 2013.

All insurers, including EQC, have needed to gear up in response to the volume of claims resulting from the Canterbury earthquakes. EQC faced considerable challenges, including the volume of claims they have had to deal with, gearing up their team (they started the process with a team of 22), and dealing with complex legal and policy issues. EQC's systems and processes were not designed to deal with multiple events for the same property. In addition, EQC had no prior experience of managing the complexity of such a large scale home repair programme.

The number of written Parliament questions has increased from 26 in 2012 to 180 in 2013, and the number of briefing papers has increased from six to 96 over the same timeframe. The number of oral Parliament questions has increased from zero in 2010 and 2011 to one in 2012 and six in 2013. This illustrates that oral questions are a relatively unusual event for EQC. Given the current volume of questions, EQC should have robust procedures in place for responding to oral questions, especially given the short timeframes involved.

3 Review Objectives, Scope and Approach

The Terms of Reference for an Independent Review of EQC’s handling of a customer satisfaction survey and associated information provided to the Minister can be found in Appendix A. The Terms of Reference outline the objectives, scope and approach of KPMG’s work.

3.1 Objectives

The objectives of the Independent Review were to provide advice to the Minister responsible for EQC on:

- The reliability of EQC’s client satisfaction surveying.
- Whether EQC knew at the time it provided information to the Minister in preparation for answering questions in the House regarding the OAG report and associated survey results if any EQC customers had been omitted from the relevant surveys.
- Whether EQC has suitable protocols and processes in place to ensure the reliability of information being provided to the Minister, to enable him to meet the full range of his portfolio interests and responsibilities.

3.2 Scope and Approach

In providing advice to the Minister, KPMG assessed four areas of EQC’s performance, taking into consideration a number of key questions.

Area Assessed	Key Questions
Engagement between EQC and the OAG The engagement between EQC and the OAG on the customer satisfaction information that was reported in the Auditor-General’s report <i>Earthquake Commission: Managing the Canterbury Home Repair Programme</i>	<ul style="list-style-type: none">• What was the process for the provision and explanation to the OAG of EQC’s customer satisfaction surveys and results?
Reliability of customer satisfaction surveys The reliability of results from the <i>Canterbury Home Repair Programme and Claims Satisfaction: Claims Settled</i> customer satisfaction surveys.	<ul style="list-style-type: none">• Is it common or acceptable practice to exclude some customers from surveys of this type?• How many were omitted?• What were the reasons for the omission?• Did the omission materially affect the survey results?

Area Assessed	Key Questions
<p>Information provided to the Minister in response to oral question</p> <p>Whether EQC knew at the time it provided information to the Minister in preparation for answering questions in the House regarding the OAG report and the associated survey results whether any EQC customers had been omitted from these surveys.</p>	<ul style="list-style-type: none"> • What information was available to the Minister to respond to questions in the House, when was that information provided, and was that information fit for purpose? • Did the EQC know at the time the information was provided to the Minister that EQC customers had been omitted from the surveys? • When did EQC know about the omission and who within EQC knew of the omission?
<p>Processes and protocols to ensure reliability of information</p> <p>Whether EQC has suitable protocols and processes in place to ensure the reliability of information being provided to the Minister, to enable him to meet the full range of his portfolio interests and responsibilities.</p>	<ul style="list-style-type: none"> • What protocols and processes does EQC have in place to ensure the information it provides to support the Minister's full range of portfolio interests is timely, reliable and accurate, and are these adequate? • Are there any improvements EQC could make to its processes and protocols to ensure the reliability of information to the Minister, claimants, and the public?

This was achieved through:

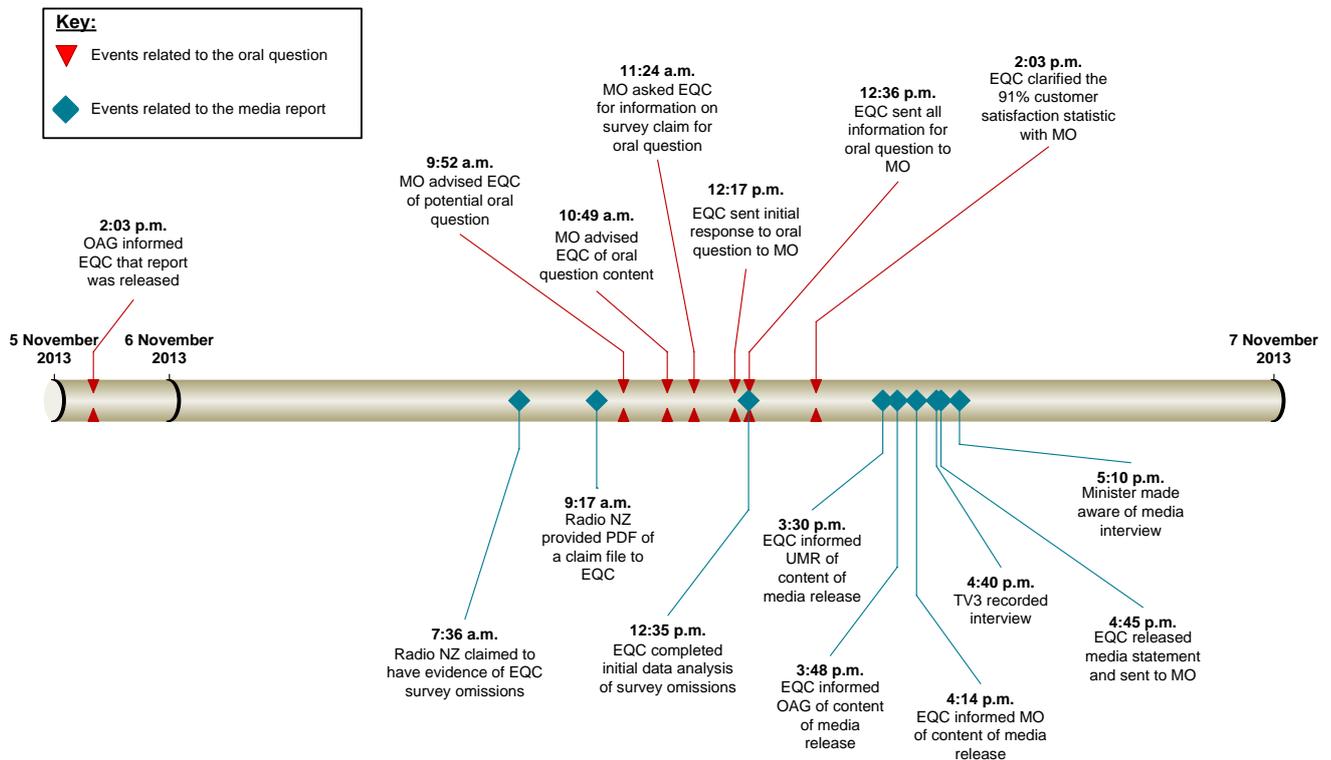
- Reviewing relevant documentation and data analysis provided by EQC.
- Undertaking interviews with relevant personnel at EQC, the OAG, UMR Research and the Minister's Office. Refer to Appendix B details of interviews conducted for the review.
- Developing a detailed timeline of events. This can be found in Appendix C.
- Performing limited scope testing of the results of the data analysis provided by EQC.
- Analysing our findings against the scope of the Terms of Reference.

4 High Level Timeline

A summary of the timeline of events is shown below. We have differentiated between the two key events which coincided on 6 November 2013 as follows:

- Events related to the provision of information to the Minister in preparation of answering questions in the House.
- Events related to the media report that EQC had excluded a customer from its customer satisfaction survey.

A detailed timeline of events is included in Appendix C.



The timeline of events highlights that the first indication of the scale of the “do not survey” flag issue and potential omissions came in an email addressed to the EQC Stakeholder Communications Manager and EQC Ministerial Services Manager at 12:35 p.m. This coincided with sending the final response to the information sought by the Minister’s Office in response to the oral question at 12:36 p.m. Subsequent to the response being sent, no further information was provided on the scale of the potential omissions until 4:14 p.m. when the Stakeholder Communications Manager called the Minister’s Senior Press Secretary and Ministerial Advisor to advise of the content of EQC’s media release, key messages, communication objectives, and the extent of media interest in relation to the “do not survey” flag issue. Further analysis of the timeline is included in section 6.3 of this report.

5 Overall Assessment

Our overall assessment is that EQC did not mislead and there was no intention on the part of EQC to mislead the Minister in providing information in response to the oral question in the House on 6 November 2013. However, the Minister's Office should have been informed sooner than it was once EQC became aware of the scale of the "do not survey" flag issue and 31,000 potential omissions. EQC should also have kept the Minister's Office updated about the analysis and investigations it was undertaking during the course of the afternoon of 6 November 2013. In addition, the information provided to the Minister in response to the oral question could have been presented more clearly, including key messages and emerging issues.

We concluded that:

- When the OAG was undertaking its review of EQC's CHRP Programme, there was sufficient provision and explanation to the OAG of EQC's customer satisfaction surveys and results. This included clarification of the customer satisfaction surveys by EQC during two opportunities provided by the OAG to provide feedback on the draft report before it was finalised.
- EQC's client satisfaction surveying processes and results are reliable:
 - CHRP survey. The OAG reviewed the CHRP survey's systems, controls and methodology. The OAG found that EQC's reported results were representative of the underlying data and there was no evidence that customers were missed from the survey population. We note that the OAG has made a number of improvement recommendations which have been communicated to EQC.
 - UMR survey. Subject to EQC completing its analysis of duplicate claims, a total of 18 claims were found to be omitted from the UMR survey out of a total survey population of approximately 123,000⁵ closed claims during the period from 4 September 2010 (date the first Canterbury claim was opened) to 6 November 2013. We note that UMR Research has confirmed that the number of closed claims omitted is not material to the results of the survey. To date, of 31,311 duplicate claims, 27,140 (86.7%) have been validated to confirm that the primary claim has been included in the survey population (for claims closed up to 31 May 2013), or not yet sent (for claims closed after 31 May 2013). Claims for June 2013 have not yet been surveyed following the privacy breaches at EQC when the external distribution of customer information was halted while processes were reviewed.
- While EQC was aware of the initial media report, it did not know at the time it provided information to the Minister in preparation for answering questions in the House the scale of the "do not survey" flag issue and 31,000 potential omissions. The first indication came in an email addressed to the EQC Stakeholder Communications Manager and EQC Ministerial Services Manager at 12:35 p.m. This coincided with sending the final response to the information sought by the Minister's Office in response to the oral question. Subsequent to the response being sent, no further information was provided by EQC on the scale of the potential omissions until 4:14 p.m. when the Stakeholder Communications Manager called the Minister's Senior Press Secretary and Ministerial Advisor to advise of the content of EQC's media release, key messages, communication objectives, and the extent of media interest in relation to the "do not survey" flag issue. In addition, the latest customer satisfaction rate of 91% quoted in the response related to an earlier period and was not the

⁵ This is based on closed claims with a "satisfaction survey" status of "not yet sent", "sent" and "do not survey". It excludes closed duplicate claims which have a status of "do not survey".

latest result. EQC could also have done more to alert the Minister's Office to the emerging issue in its response to the oral question.

- EQC has suitable protocols and processes in place to ensure the reliability of information being provided to the Minister, to enable him to meet the full range of his portfolio interests and responsibilities. However, there are opportunities for improvement. These are formalising protocols between EQC's newly created Ministerial Services team and the Minister's Office, and establishing regular face-to-face meetings between the Minister and the Chairman of the EQC Board and, as appropriate, the Chief Executive Officer and executive management.

6 Detailed Findings and Recommendations

6.1 Engagement between EQC and OAG

Our overall assessment is that when the OAG was undertaking its review of EQC's CHRP Programme, there was sufficient provision and explanation to the OAG of EQC's customer satisfaction surveys and results.

The process for the provision and explanation to the OAG of EQC's customer and satisfaction surveys and results was as follows:

- The OAG conducted on site fieldwork at EQC during November and December 2012. At that time, the CHRP survey did not exist and therefore the UMR survey process and results were reviewed by the OAG.
- Post on site fieldwork, the OAG shared a first draft of their report with EQC in June 2013 and formally requested feedback. EQC provided feedback on the customer satisfaction information in the report and brought to the OAG's attention the results of the CHRP survey for inclusion in the report.
- The OAG sought information on the CHRP survey process and results which was provided by EQC on a timely basis.
- The OAG shared a second draft of the report with EQC for comment, and EQC provided further clarification of the customer satisfaction surveys.
- Both EQC and the OAG view the respective level of engagement of the other organisation during the course of the review as positive and appropriate, given the nature of the OAG's review.

6.2 Reliability of Customer Satisfaction Surveys

Subject to EQC completing its analysis of duplicate claims, our overall assessment is that the results from the *Canterbury Home Repair Programme (CHRP)* and *Claims Satisfaction: Claims Settled (UMR)* customer satisfaction surveys are reliable.

6.2.1 CHRP Survey

Following the media report that customers had been omitted from EQC customer satisfaction surveys, the OAG subsequently reviewed the CHRP survey's systems, controls and methodology. The OAG found that EQC's reported results were representative of the underlying data and there was no evidence that customers were missed from the survey population. We note that the OAG has made a number of improvement recommendations which have been communicated to EQC.

The CHRP survey is performed by EQC's Customer Experience and Customer Channels Twilight team. While this team is independent of Fletcher EQR, who project manage the CHRP programme, EQC personnel are responsible for completing the survey and this may create a perception of a lack of independence in collating survey results.

Recommendation – Independent CHRP Survey

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| 1 | Consider using an independent third party to conduct the CHRP survey to address public perception that the survey results are not reliable. |
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6.2.2 UMR Survey

The 31,000 potential omissions referred to in EQC's media release about the "do not survey" flag issue on 6 November related specifically to the UMR survey conducted by UMR Research on behalf of EQC, and not the CHRP survey. Further investigation by EQC into the survey process and results identified 18 customers that have been omitted from the survey out of a total survey population of approximately 123,000 closed claims during the period from 4 September 2010 (date the first Canterbury claim was opened) to 6 November 2013. The results of the data analysis performed by EQC are shown in the table below.

Description	Total
Total claims with "do not survey" flag in ClaimCenter system (from 4 September 2010 to 6 November 2013)	55,362
Less: Open claims with issues (not yet eligible for survey)	(23,983)
Less: Duplicate claims (not eligible for survey)	(31,311)
Closed claims with Issues	68
Less: Closed claims with issues (already included in a UMR extract)	(50)
Total claims omitted	18

The reason for the 18 claims omitted is due to the way in which the "satisfaction survey" field in the ClaimCenter system operates. This field is automatically populated and cannot be directly edited by EQC personnel. The ClaimCenter system will populate one of three options into the "satisfaction survey" field as follows:

- “Not yet sent”. This is the default option for this field.
- “Sent”. The ClaimCenter system will automatically change the status of the “satisfaction survey” field to “sent” when a claim is included in the monthly survey extract sent to UMR Research.
- “Do not survey”. The ClaimCenter system will automatically change the status to “do not survey” if the claim is identified as a ‘Duplicate’ claim, including claims that are closed, or an issue⁶ is raised on the claim (such as a complaint or the customer has lodged an OIA request).

Open Claims with Issues

In line with customer satisfaction surveys standard practices, surveys are only completed when a claim is closed. Therefore, 23,983 open claims have been legitimately excluded from the survey.

Duplicate Claims

Duplicate claims relate to claims lodged for the same event and the same property. Post the Canterbury earthquake, there were a number of duplicate claims lodged, for example, separately by a husband and wife for the same property. In addition, the ClaimCenter system requires addresses to be entered manually rather than populated from an address database. This has resulted in some claims being recorded twice.

EQC is conducting further analysis of the duplicate claims identified to confirm that the related primary claim has in fact been surveyed. To date, of 31,311 duplicate claims, 27,140 (86.7%) have been validated to confirm that the primary claim has been included in the survey population (for claims closed up to 31 May 2013), or “not yet sent” (for claims closed after 31 May 2013). Claims for June 2013 have not yet been surveyed as surveying was temporarily suspended following the privacy breach in March 2013. Subject to completion of the analysis of duplicate claims, 31,311 duplicate claims have been legitimately excluded from the survey.

Closed Claims with Issues

If an issue is raised on a closed claim, the ClaimCenter system will automatically change the “satisfaction survey” status to “do not survey”. If the claim is re-opened as a result of the issue and closed again once resolved, the ClaimCenter system will automatically revert back to the previous status of the “satisfaction survey” field. This could be “sent” if the claim had previously been included in a monthly survey extract to UMR Research, or “not yet sent” if it has not.

However, if the claim is not re-opened and an issue is opened and subsequently closed, the ClaimCenter system does not revert the “satisfaction survey” field to its previous status, and the claim will continue to have a “do not survey” status. This is because it is the act of closing the claim in the ClaimCenter system that triggers the “satisfaction survey” field to revert to its previous value. Of the 68 closed claims with issues, 50 were found to have been previously included in a monthly survey extract to UMR Research while 18 had not. Since the “satisfaction survey” status of these claims will not revert back to “not yet sent” they have been omitted from the UMR survey. We note that UMR Research has confirmed that the number of closed claims omitted is not material to the results of the survey.

EQC’s response to the media report was impacted by a lack of understanding within EQC about how the code in the ClaimCenter systems generates the “customer satisfaction” flags. It is also apparent that operational procedures related to the processing, tracking and reporting of issues have changed over time. For example, it was noted that OIA

⁶ Issues include customer complaints, OIA requests and other customer queries

requests were not processed as issues until 16 August 2013 and therefore had not been excluded from the survey due to the impact of the privacy breach in March 2013. However, if issues are created for OIA requests on closed claims, there is the potential for such claims to be omitted in the future if that claim had been closed in the current month before the UMR extract takes place.

Recommendation – Operational Procedures for Issues Management

- 2 Review operational procedures, based on a thorough understanding of how the ClaimCenter system works, to ensure that issues are processed, tracked and reported without impacting on the “satisfaction survey” status of the claim.

6.3 Information Provided to the Minister in Response to Oral Question

Our overall assessment is EQC did not mislead and that there was no intention on the part of EQC to mislead the Minister in providing information in response to the oral question in the House on 6 November 2013. However, the Minister's Office should have been informed sooner than it was once EQC became aware of the scale of the "do not survey" flag issue and 31,000 potential omissions. EQC should also have kept the Minister's Office updated about the analysis and investigations it was undertaking during the course of the afternoon of 6 November 2013. In addition, the information provided to the Minister in response to the oral question could have been presented more clearly, including key messages and emerging issues.

Available Information on Omissions

The timeline of events related to the media report on 6 November 2013 highlights the following:

- The initial media report from Radio New Zealand was based on a screen shot of a single claim record from EQC's ClaimCenter system. This was not known to EQC until a PDF copy was received at 9:17 a.m.
- The response to the oral question included a short paragraph in regard to the satisfaction survey issue. This stated that the survey in question was the quarterly 'UMR' survey and not the CHRP customer satisfaction survey. It also provided information on how the "do not survey" flag is raised.
- The first indication of the scale of the "do not survey" flag issue and potential omissions came in an email addressed to the EQC Stakeholder Communications Manager and Ministerial Services Manager at 12:35 p.m. This email included the results of the initial data analysis performed by an EQC IT Business Analyst showing that approximately 31,000 closed claims had a status of "do not survey" in the ClaimCenter system. This coincided with sending the final response to the information sought by the Minister's Office in response to the oral question to the Minister's Office at 12:36 p.m.
- Subsequent to the response being sent, no further information was provided on the scale of the potential omissions until 4:14 p.m. when the Stakeholder Communications Manager called the Minister's Senior Press Secretary and Ministerial Advisor to advise of the content of EQC's media release, key messages, communication objectives, and the extent of media interest in relation to the "do not survey" flag issue.

Information on the scale of the "do not survey" flag issue and potential omissions was known at senior management levels within EQC early in the afternoon of 6 November 2013, including the Chief Executive Officer. The Chairman was briefed by the Chief Executive Officer later in the afternoon of 6 November 2013.

We have identified the following factors that contributed to the lack of timely communication with the Minister's Office:

- Inadequate coordination of the investigation into the media report within EQC. Several EQC personnel were involved in investigating the "do not survey" flag issue. However, there was no designated person or group with responsibility to co-ordinate the investigation and manage communications both internal and external. There was also limited engagement between the Stakeholder Communications Manager and Ministerial Services Manager within EQC on the media response to the "do not survey" flag issue. As a result,

there was limited involvement of the Ministerial Services team at EQC once the information sought to assist in the response to the oral question had been submitted to the Minister's Office at 12:36 p.m.

- Limited engagement between the Stakeholder Communications team at EQC and the Minister's Office. Per EQC's draft media protocols, where a media query is deemed to be sensitive, the Minister's Office should be informed. This did not occur and there was no engagement with the Minister's Office by the Stakeholder Communications team until 4:14 p.m. when the Minister's Senior Press Secretary and Ministerial Advisor were informed of the pending media release. In particular, we noted an expectation gap in relation to the Minister's "no surprises" policy at a day-to-day operational level. The relationship between the EQC Stakeholder Communications Manager and the Minister's Senior Press Secretary is critical in ensuring open communications between EQC and the Minister's Office. Opportunities exist to improve this relationship.

Recommendations – Stakeholder Communications

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| 3 | Review media protocols based on the lessons learned from the handling of the satisfaction survey issue. This should include reviewing internal relationships between the Stakeholder Communications and Ministerial Services teams within EQC to facilitate information sharing across both teams on a timely basis (refer also to recommendation 9). Clear lines of accountability should also be established for communicating media or other emerging issues to the Minister's Office. Media protocols should also be discussed and agreed with the Minister's Office to ensure that there are no expectation gaps. Ensure that media protocols are communicated to all relevant EQC personnel. |
| 4 | Review the relationships between EQC Stakeholder Communications and the Minister's Office to ensure that there are clear and agreed communication channels and that these are operating effectively. |

Response to Oral Question

As noted above, the scale of the "do not survey" flag issue and potential omissions was only just becoming known at the time the final response to the oral question was submitted at 12:36 p.m. While the response included a short paragraph in regard to the satisfaction survey claim, EQC could have done more to alert the Minister's Office to the emerging issue in its response to the oral question. Instead, it was at the request of the Minister's Office that additional information was included in the response.

The information provided by EQC was set out on page 4 (out of 5) and there was no indication of the priority with which this issue was being dealt with by EQC. This was because the scale of the "do not survey" flag issue was not fully understood at the time. Further investigation was underway but had not been concluded.

The information provided on the "do not survey" flag issue followed a paragraph about the "EQC customer satisfaction survey" highlighted in the OAG report. This is confusing to an independent reader of the response, as it is not clear that the two paragraphs are actually referring to two different surveys (the CHRP survey in the first paragraph and the UMR survey in the second paragraph). The majority of the information provided in the response was focused on EQC's response to the OAG report recommendations as well as high level information on EQC's activities since 2010 that the Minister's Office had requested from EQC to assist in preparing the response.

The timeline of events related to the provision of information in response to the oral question highlights that the initial response to the oral question (which was received by EQC at 10:49

a.m.) was not provided until after the deadline of 12 p.m. In addition, the latest weekly customer satisfaction rate of 91% quoted in the response related to an earlier period and was not the latest result. The Minister's Office requested clarification of this statistic around 1:50 p.m. and EQC was not able to confirm that the correct statistic was in fact 86% (for the week of 21 to 26 October) until 2:03 p.m. This necessitated an urgent memo to be run down to the House. The customer satisfaction rate of 91% actually related to the week of 12 to 17 August 2013.

We have identified the following factors that contributed to the limited quality of the response to the oral question provided to the Minister:

- **Resourcing.** A key member of the Ministerial Services team was on secondment to the Minister's Office on the day in question. This contributed to a workload issue for the Ministerial Services Manager who both prepared and reviewed the response to the oral question (refer to section 6.4 for further commentary about a dedicated EQC Private Secretary).
- **Lack of review of the response to the oral question.** Per EQC's documented procedures for Parliament questions, the response should have been reviewed by the GENERAL MANAGER (GM) Strategy, Policy & Legal and signed out by the Chief Executive Officer. Due to the timeliness of the information provided for the response, there was no independent review of the response before it was submitted to the Minister's Office.
- **Lack of awareness of the CHRP survey process.** At the time the response was being prepared, there was limited awareness of the CHRP survey process amongst the EQC personnel involved in preparing the response or where to obtain the latest information. This contributed to the confusion over the latest customer satisfaction survey result.
- **Communications plan for the release of the OAG report.** The EQC communications plan was focused on the format of the media release and who should attend a potential media conference. Some key messages were identified, but there was limited proactive analysis of potential media queries and how to respond to these. This was despite EQC's assessment that the report was likely to attract considerable negative attention from the media. We acknowledge that the OAG report did not specifically refer to any issues over the reliability of EQC's customer satisfaction surveys. However, homeowner well-being and satisfaction were a key part of the report and in our view a more comprehensive communications planning process should have considered key messages relating to the surveys. We also acknowledge that the OAG report was embargoed and that EQC had limited (two hours) notice of its official release; although it was aware that the report was due to be released in the first week of November 2013, and had had a substantially complete copy of the report since early October 2013.

Recommendations – Response to Oral Questions

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| 5 | Develop a template for responding to oral questions that includes sections for key messages, risks, emerging issues, relevant information and background information. This will help to guide the compilation of information for the Minister in responding to oral questions. |
| 6 | Ensure that there is an independent review of the response to an oral question before it is submitted to the Minister's Office. |

Recommendation – EQC Customer Satisfaction Surveys

- 7 Document the purpose and methodology of each customer satisfaction survey conducted by EQC and ensure that relevant EQC personnel in the Stakeholder Communications and Ministerial Services teams know where to access the latest survey results.

Recommendation – Communications Planning and Reporting

- 8 Review communications planning protocols to ensure that they are proactive and based on a thorough risk-based analysis of potential media queries and upcoming events. This should be done proactively based on the Stakeholder Communications team risk register and external information / events reported, or due to be reported, in the media. The results of this analysis should be shared with the Ministerial Services team so that they are aware of any sensitive queries that may arise. This should include emerging risks and issues as well as guidelines for sensitive issues that should be communicated to the Minister's Office.

6.4 Information Protocols and Processes

Our overall assessment is that EQC has suitable protocols and processes in place to ensure the reliability of information being provided to the Minister, to enable him to meet the full range of his portfolio interests and responsibilities. However, there are opportunities for improvement.

The following protocols and processes exist:

- Following a recent restructure of the Strategy, Policy & Legal team in August 2013, a new Ministerial Services team was created with responsibility for responding to Parliament questions as well as preparing ministerial briefing papers and responses. The restructure may have contributed to some of the issues experienced on 6 November 2013 with people new in role. However, going forward, this should give greater assurance over the reliability of information provided to the Minister.
- A daily 15 minute briefing is chaired by the Chief Executive Officer on potential media queries and upcoming events. This is attended by the Stakeholder Communications Manager and Ministerial Services Manager.
- A formal monthly progress update is provided to the Minister by the Chairman of the Board. This includes a letter summarising progress and a performance dashboard.
- Procedures for Parliament questions, both oral and written, are formally documented (refer to recommendations in section 6.3).
- Draft media protocols exist, which include informing the Minister's Office of sensitive issues as they become known (refer to recommendations in section 6.3).

In addition to the recommendations included in section 6.3, the following opportunities to improve the reliability of information provided to the Minister were identified:

- Engagement between the Minister's Office and EQC's Ministerial Services team. With the creation of the new Ministerial Services team, there is an opportunity to develop a more proactive relationship with the Minister's Office, particularly in response to Parliament questions but also in keeping the Minister's Office informed of emerging issues.
- Communication between the Minister and the EQC Board. While a formal monthly progress update is provided to the Minister by the Chairman of the EQC Board, a regular face-to-face meeting is not held. A regular face-to-face meeting would encourage more open communications between the Minister and EQC.
- EQC Private Secretary. The Minister is looking for a dedicated Private Secretary to be seconded from EQC. A candidate has recently been identified by EQC and we understand an appointment is imminent, subject to obtaining necessary security clearances.

Recommendation – Engagement between the Minister's Office and Ministerial Services

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| 9 | Establish engagement protocols that clearly define expectations between the Minister's Office and EQC's newly created Ministerial Services team. These should include regular reporting and meetings to assist with open communications. |
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Recommendation – Communication between the Minister and the EQC Board

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| 10 | Establish regular face-to-face meetings between the Minister and the Chairman of the EQC Board and, as appropriate, with the Chief Executive Officer and executive management. |
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Appendices

Appendix A Terms of Reference

Terms of Reference for a Review of the Earthquake Commission's handling of a customer satisfaction survey and associated information provided to the Minister.

13 November 2013

Objective of the review

- 1 The objective of this review is to provide advice to the Minister responsible for the Earthquake Commission (EQC) on:
 - 1.1 the reliability of the EQC's client satisfaction surveying;
 - 1.2 whether EQC knew at the time it provided information to the Minister in preparation for answering questions in the House regarding the OAG report and the associated survey results if any EQC customers had been omitted from the relevant surveys;
 - 1.3 whether EQC has suitable protocols and processes in place to ensure the reliability of information being provided to the Minister, to enable him to meet the full range of his portfolio interests and responsibilities.

Background

- 2 On Wednesday 6 November 2013, there was a report in the media that a customer was excluded from a customer satisfaction survey. The media query coincided with a question in the House regarding the Minister's confidence in EQC following the release of the Auditor-General's report *Earthquake Commission: Managing the Canterbury Home Repair Programme*, which included statistical information regarding client satisfaction surveys undertaken by the EQC.
- 3 It was subsequently confirmed to the Minister that due to an automated "do not survey" flag in EQC's claim management system, over 31,000 claims were excluded from the quarterly nationwide customer satisfaction survey, undertaken by UMR Research, that is one of the surveys quoted in the OAG report.
- 4 The Minister has requested the State Services Commissioner under section 11(4) of the State Sector Act 1988 to review EQC's handling of the customer satisfaction survey and the associated advice provided to the Minister which informed his answers in the House.
- 5 The Minister also requested the Commissioner to review EQC's information protocols and processes to ensure they are suitable to enable the Minister to fulfil his full range of portfolio interests and responsibilities.

Scope of review

- 6 The reviewer will provide a written report on:
 - 6.1 the engagement between EQC and OAG on the customer satisfaction information that was reported in the Auditor-General's report *Earthquake Commission: Managing the Canterbury Home Repair Programme*
 - 6.2 the reliability of results from the *Canterbury Household Repairs Programme and Claims Satisfaction: Claims Settled* customer satisfaction surveys
 - 6.3 whether EQC knew at the time it provided information provided to the Minister in preparation for answering questions in the House regarding the OAG report and the

associated survey results whether any EQC customers had been omitted from these surveys

6.4 whether EQC has suitable protocols and processes in place to ensure the reliability of information being provided to the Minister, to enable him to meet the full range of his portfolio interests and responsibilities.

7 In providing the above advice, the following questions should be considered:

7.1 What was the process for the provision and explanation to the OAG of EQC's customer satisfaction surveys and results?

7.2 What information was available to the Minister to respond to questions in the House, when was that information provided, and was that information fit for purpose?

7.3 Did the EQC omit customers from its customer satisfaction surveys and, if yes:

7.3.1. is it common or acceptable practice to exclude some customers from surveys of this type?

7.3.2. how many were omitted?

7.3.3. what was the reason for the omission?

7.3.4. did the omission materially affect the survey results?

7.3.5. did the EQC know at the time the information was provided to the Minister that EQC customers had been omitted from the surveys?

7.3.6. when did EQC know about the omission and who within EQC knew of the omission?

7.3.7. what protocols and processes does EQC have in place to ensure the information it provides to support the Minister's full range of portfolio interests is timely, reliable and accurate, and are these adequate?

7.3.8. are there any improvements EQC could make to its processes and protocols to ensure the reliability of information to the Minister, claimants, and the public?

Deliverables

8 The deliverable will be a report to the State Services Commissioner recording the reviewer's findings and the reasons for them, including, but not limited to, any recommendations associated with the customer satisfaction survey and improvements to EQC's processes.

9 Any other matters that arise during the course of the review should be brought to the Commissioner's attention separately.

Timeframe

10 The reviewer will present his or her report to the State Services Commissioner by 6 December 2013.

Appendix B Interviews Conducted for the Review

The table below outlines the coverage of staff interviewed during the review process. Interviews are categorised by organisation, business area and the number of staff interviewed.

Organisation	Business Area	Number of Staff Interviewed
EQC	Executive Leadership Team	2
	Board	1
	Customer Services	2
	Information Systems & Transformation	1
	Strategy, Policy & Legal	2
	Stakeholder Engagement & Reputation	1
	Risk & Assurance	1
Minister's Office	-	4
UMR	-	1
OAG	-	4

Appendix C Detailed Timeline

Date	Time	Event
5 November 2013	2:03 p.m.	EQC informed of OAG report release.
5 November 2013	5:00 p.m.	Radio New Zealand interview with Chief Executive Officer scheduled for the next morning to discuss the OAG report.
6 November 2013	7:36 a.m.	Radio New Zealand claimed to have evidence of EQC survey omissions.
6 November 2013	7:38 a.m.	The Stakeholder Communications Manager called Radio New Zealand to request the document referred to in the report.
6 November 2013	7:39 a.m.	Radio New Zealand interview conducted with Chief Executive Officer. During the interview, he was asked about the survey omissions and stated it was the first he had heard about it.
6 November 2013	8:45 a.m.	Meeting held between Chief Executive Officer, Stakeholder Communications Manager, Principal Media Advisor and Principal Stakeholder & Engagement Advisor to discuss the "do not survey" flag issue.
6 November 2013	9:17 a.m.	EQC received a PDF of claim file from Radio New Zealand.
6 November 2013	9:52 a.m.	The Minister's Office emailed the Ministerial Services Manager and GM Strategy, Policy & Legal to advise potential oral question.
6 November 2013	9:53 a.m.	The Stakeholder Communications Manager forwarded the PDF claim file from Radio New Zealand to the Chief Executive Officer.
6 November 2013	10:35 a.m.	The Minister's Office emailed the Ministerial Services Manager to confirm oral question.
6 November 2013	10:49 a.m.	The Minister's Office emailed the Ministerial Services Manager to advise of the oral question content and information to be provided by EQC by 12 p.m. to assist in drafting a response.
6 November 2013	10:54 a.m.	The Minister's Office emailed the Ministerial Services Manager and Stakeholders Communications Manager to request the communications plan for the OAG report.
6 November 2013	10:55 a.m.	The Ministerial Services Manager sent the oral question and information request to the GM Strategy, Policy & Legal, Principal Media Advisor, Manager Risk & Assurance and the Manager of the Office of the Chief Executive.
6 November 2013	11:24 a.m.	The Minister's Office emailed the Ministerial Services Manager to request information on the satisfaction survey issue by 12:30 p.m. for responding to the oral question.
6 November 2013	11:29 a.m.	The Minister's Office emailed the Ministerial Services Manager to request additional information on the satisfaction survey issue for responding to the oral question.
6 November 2013	11:30 a.m. – 12:12 p.m.	The Minister's Office asked EQC to include further information in response to the 91% customer satisfaction rate and provide commentary of customers' expectations.
6 November 2013	12:17 p.m.	The Ministerial Services Manager sent an initial response to oral question to the Minister's Office.

Date	Time	Event
6 November 2013	12:35 p.m.	The Stakeholder Communications Manager and Ministerial Services Manager received an email from the IT Business Analyst outlining the number of claims affected by the “do not survey” flag.
6 November 2013	12:36 p.m.	The Ministerial Services Manager sent all information for the oral question to the Minister’s Office.
6 November 2013	12:40 p.m.	UMR called the Stakeholder Communications Manager to discuss the survey. UMR was asked to consider whether the “do not survey” flag issue affects the validity of the survey results.
6 November 2013	1:45 – 3:13 p.m.	The Stakeholder Engagement & Reputation team and the Chief Executive Officer held discussions on how to respond to the media.
6 November 2013	1:50 p.m.	The Minister’s Office requested EQC confirm the date of the 91% CHRP satisfaction rate.
6 November 2013	2:00 p.m.	Question time in the House commenced.
6 November 2013	2:03 p.m.	EQC advised the Minister’s Office that the 91% result was from three weeks ago and that, as at the previous week, the overall customer satisfaction rate for CHRP related repairs was 86%.
6 November 2013	2:03 – 2:20 p.m.	Urgent memo ran down to the House with the correct information.
6 November 2013	3:22 p.m.	The Stakeholder Communications Manager circulated the first draft media response for comment.
6 November 2013	3:30 p.m.	The Chief Executive Officer spoke to UMR about potential media response. The Stakeholder Communications Manager sent UMR a memorandum confirming the details of the media response.
6 November 2013	3:48 p.m.	The Manager Risk & Assurance emailed the OAG asking to arrange a phone briefing on an issue with the UMR survey.
6 November 2013	4:14 p.m.	The Manager Risk & Assurance received email from the OAG confirming conversation and providing a copy of their media statement.
6 November 2013	4:14 p.m.	The Stakeholder Communications Manager called the Minister’s Senior Press Secretary and Ministerial Advisor to advise of the content of EQC’s media release, key messages, communication objectives, and the extent of media interest.
6 November 2013	4:40 p.m.	TV3 arrived for interview.
6 November 2013	4:45 p.m.	The Stakeholder Communications Manager emailed the media release to the Minister’s Senior Press Secretary and Ministerial Advisor.
6 November 2013	4:45 – 4:50 p.m.	The Stakeholder Communications team sent the media release to the Press, Radio Live and published on EQC’s web site.
6 November 2013	5:10 p.m.	The Minister was made aware of the media interview by the Ministerial Advisor (on secondment at the Minister’s Office).

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