



Location:

Chasséveld, Breda,
Noord-Brabant Province
X 113.322, Y 400.120 (national coordinates)
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(European coordinates)

5 Customer satisfaction

Are customers satisfied with Kadaster? This chapter contains the results of the 2008 customer satisfaction survey. The chapter also describes how Kadaster has addressed the points for improvement that were highlighted in the previous survey. The second part of the chapter addresses situations when customers feel the service was lacking: the handling of complaints and objections.

5.1 Customer satisfaction survey

5.1.1 Method used

Until 2007 Kadaster conducted a comprehensive customer satisfaction survey once every three years. At the end of 2007, Kadaster introduced a new method by which the customer evaluations are measured online every year. This increased frequency makes it possible to detect points for improvement faster and to translate these into actual improvements more quickly.

Kadaster coordinated the development of the Customer Satisfaction Monitor closely with the Users Council. In 2007 a qualitative pre-survey was launched in the form of internal and external group discussions. The discussions provided important input when the questionnaire was compiled for the quantitative survey.

A total of 1,292 business customers and 431 private individuals participated in the 2008 Customer Satisfaction Monitor. The response percentage was 18% (compared to 26% in 2007). The survey took place in the last quarter of 2008. The Royal Notarial Association (KNB) has expressed the desire to conduct a separate satisfaction survey together with Kadaster in 2009. This would delve deeper into the specific priorities and experiences of notaries. The experiences of the notaries have therefore not yet been included in the results of the 2008 Customer Satisfaction Monitor.

5.1.2 2008 scores compared to 2007 scores

Kadaster's aim is for the scores in its customer satisfaction survey to be at least equal to the scores in its previous survey. This objective was not achieved.

In 2008 the majority of customers were generally satisfied with Kadaster (94%), and many recommend Kadaster (85%). However, the average mark fell in comparison to 2007. This is mainly due to a decline in the group of enthusiastic customers; fewer customers give Kadaster a general mark of excellent or very good. The mark for the price-quality ratio has fallen, as both business customers and private individuals have become more critical. The rate increases in 2008 probably played a part in this more critical attitude. Approximately 19% consider the price-quality ratio to be mediocre or poor, while this figure was only 13% in 2007.

The following overview shows that the improvements Kadaster carried out in response to the points for improvement from the 2007 survey have not yet achieved their desired effect.

POINTS FOR IMPROVEMENT IN 2007

	2008 score compared to 2007 score*	
	Business	Private
Handling problems	--	+/-
Invoicing	+/-	+/-
Terzake magazine	+	N/A
Customer Contact Centre	+/-	+/-
Surveying	+/-	+/-

* ++ = improved +/- = remained the same, -- = deteriorated

5.1.3 Aspects with which customers are satisfied

Online services

Most customer contact with Kadaster occurs digitally. Kadaster's online services (My Kadaster, webshop, website, Web-ELAN) are therefore important processes in the eyes of the customer. Customer satisfaction is high with respect to Internet services, which has a positive effect on general satisfaction. For example, the majority of business customers (95%) are satisfied with My Kadaster. Customers are happy with the service section of My Kadaster, where they can personally change passwords and authorise users.

The Online product webshop has been set up for private customers, 93% of whom are satisfied with the service provided. More than half of private customers are in fact highly enthusiastic about the webshop: 55% gave it a mark of excellent or very good. Customers are particularly enthusiastic about the speed of product delivery through the webshop and the methods of payment offered.

Products

Customers are also positive about Kadaster's products. The majority give the products as a whole a positive mark (96% of business customers and 93% of private customers are satisfied). These are processes which many customers deal with and which have a strong impact on loyalty.

Surveyors and account managers

Surveyors and account managers also score well, as they did in 2007. Nine out of ten customers who deal with these employees are satisfied.

5.1.4 Points for improvement

Customers are most critical about services which involve personal contact. There is therefore room for improvement in these processes, usually with respect to speed.

Handling problems

One in five business customers indicated that he/she had experienced a problem in the past six months with Kadaster products and/or services (19%). It should be noted in this regard that experiencing a problem does not automatically result in the submission of an objection or a complaint; not everyone contacts Kadaster in response to the problem (74%). The impact of the handling of problems on customer loyalty is not usually substantial. Among those customers who did contact Kadaster, there was a great deal of dissatisfaction regarding the handling of problems (67%, compared to 50% in 2007). Speed of response and the reporting of progress remain the most important points of concern. In the eyes of the customers, Kadaster has not improved in these areas.

Customer Contact Centre

Customers have several ways of contacting Kadaster: by telephone, e-mail, post or over the counter. Less and less use is made of over-the-counter contact. With respect to the other contact methods, business clients consider it important to receive rapid assistance and satisfactory answers to their questions. As in 2007, customers were not satisfied in this regard in 2008 either. Therefore, improving the processes of the Customer Contact Centre remains a key focus area for Kadaster.

Surveying

Surveying is understood to mean boundary changes, dividing parcels and indicating and measuring new boundaries. The surveying process is a point for improvement. The speed of making an appointment and the speed of surveys are important aspects for business customers and they are the least positive about these aspects (22% and 19% dissatisfied, respectively). However, the speed of making an improvement has improved: 27% of customers were dissatisfied in 2007. Surveying is assessed as adequate by private customers, but there is also a relatively large group of customers who are dissatisfied (20%). This process therefore requires attention.

5.1.5 Improvements implemented in 2008 based on the 2007 Customer Satisfaction Survey

Handling problems

The measures taken to increase the speed at which problems are handled and to improve the reporting of progress were insufficient in 2008. Processing pending problem reports took longer than expected. This process is expected to be complete in early 2009, at which point the Customer Contact Centre will be able to use a new system to track the status of a problem and to inform the customer if solving the problem will take longer than agreed. Internal reports will be reduced to one central report. Kadaster will then gauge whether the customer is satisfied with the solution offered.

Invoicing

The 2007 Customer Satisfaction Survey indicated that the content of the analogue invoice could be improved. It was a conscious decision to reduce the content of the analogue invoice in order to encourage use of the digital invoice. The planned mailing campaign to highlight the advantages of the digital invoice did not take place in 2008. Instead, it will be carried out in 2009. When the occasion presented itself, however, the Customer Contact Centre apprised individual customers of the possibility of using a digital invoice. Customers also wanted an improvement in invoicing frequency, especially in the case of small invoice amounts. In 2009 Kadaster will investigate the possibility of varying the frequency of invoicing.

Terzake magazine

Kadaster's corporate magazine Terzake received mediocre scores from business respondents in the 2007 Customer Satisfaction Survey. Three quarters of them either did not read the magazine at all or merely skimmed through it. Terzake's content received mediocre scores. The customer satisfaction survey was conducted at the same time as a previously planned modernisation of Terzake (starting with the September 2007 edition). A survey of readers involving twenty in-depth interviews was conducted in 2008 to determine whether the redesigned magazine would satisfy the readers' needs. The responses were extremely positive with respect to both form and content. The editorial staff has since incorporated the remaining recommendations, such as the degree to which article headlines are recognisable to target groups.

Customer Contact Centre

A great deal was invested in improving the Customer Contact Centre in 2008. This investment has paid off to such an extent that Kadaster is the first public body to earn an ITO (Institute for Telecom Organisation) certificate for its customer service [see also 4.3].

At the same time, Kadaster has not lost sight of the points for improvement highlighted by the customer satisfaction survey. Measures were prepared in 2008 to teach employees how to handle e-mails and how to measure customer satisfaction by telephone. These measures will be implemented in early 2009. It will then also be possible to monitor automatically the e-mails which arrive through Outlook. This is currently only possible using messages that arrive from the Customer Contact Centre via the eServices system. An options menu and a call-back facility are two of the measures that are being taken to improve availability by telephone and to reduce waiting times. These measures will enable customers to contact the appropriate employee faster. Training in this regard – including the use of knowledge tests and mystery calls – was introduced for Customer Contact Centre employees in 2008.

Surveying

2008 was marked by the further development of the national planning office, with the aim being to improve the speed and efficiency of surveys. Surveying is understood to mean boundary changes, dividing parcels and indicating and measuring new boundaries. Work was done in 2008 to increase the capacity to carry out surveys. Kadaster has conducted recruitment campaigns and is offering survey training. In 2008 Kadaster concluded a successful pilot for one-man surveys and mobile working. The targeted application of modern tachymeters, GPS receivers combined with Kadaster's NETPOS system and electronic hand-held range finders allows our surveyors to work alone. A laptop with mobile technology enables surveyors to be less location-dependent. The jointly developed new working process is faster and more efficient and will be further implemented in 2009 [see also 3.2.4].

5.2 Handling complaints and objections

This section provides an overview of the number of complaints and objections in 2008 and the amount of time it took to resolve them.

Kadaster distinguishes between four types of complaints and objections:

- an 'objection' is directed against a formal decision taken by Kadaster, such as a notice of objection against a notification of the result of a survey or deed registration;
- a 'request for amendment' pertains to an alleged error made by Kadaster, as provided for in Article 112 of the Land Registry Act, such as a request made by a notary to amend an error observed in the cadastral register;
- a 'product complaint' pertains to Kadaster's products. Examples of this category include not understanding an announcement or complaints regarding an invoice;
- a 'conduct complaint' is directed against the conduct of (an employee of) Kadaster. An allegation that an employee made insulting remarks towards the complainant would be an example of this category.

Total	2008	Well-founded	2007	Well-founded	2006	Well-founded	2005	Well-founded
Objection	3,548	50%	4,128	55%	3,370	49%	2,311	37%
Request for amendment	19,021	74%	19,049	77%	21,334	74%	19,690	71%
Product complaint	5,359	73%	4,871	74%	6,255	66%	7,963	57%
Conduct complaint	51	49%	48	42%	55	60%	87	33%
Type of objection	2008	Well-founded	2007	Well-founded	2006	Well-founded	2005	Well-founded
Boundaries and surface area	680	22%	720	28%	673	23%	590	24%
Error in deed registration	2,709	59%	3,318	63%	2,323	58%	1,417	45%
Other	159	20%	90	35%	374	31%	304	22%
Total	3,548	50%	4,128	55%	3,370	49%	2,311	37%

Type of request for amendment	2008	Well-founded	2007	Well-founded	2006	Well-founded	2005	Well-founded
Cadastral map	638	55%	580	69%	751	63%	799	56%
Error in deed registration	12,582	77%	12,939	79%	14,469	74%	13,496	70%
Error in mortgage registration	5,248	73%	5,275	75%	5,915	75%	5,181	75%
Error in report on findings	553	29%	255	34%	199	33%	214	30%
Total	19,021	74%	19,049	77%	21,334	74%	19,690	71%

Type of product complaint	2008	Well-founded	2007	Well-founded	2006	Well-founded	2005	Well-founded
Invoice	4,372	74%	3,599	76%	3,887	72%	3,497	65%
Error in delivery	669	65%	1,020	69%	1,764	54%	3,910	50%
Boundary changes	99	31%	77	43%	111	23%	140	24%
Error in deed sent by e-mail	114	92%	68	93%	493	77%	416	69%
Other	105	67%	107	62%				
Total	5,359	73%	4,871	74%	6,255	66%	7,963	57%

The table above shows the number of complaints and objections by type. The largest numbers (i.e. errors in deed and mortgage registration) are explained in the table below.

	2008	2007	2006	2005
Deed workload	452,800	488,100	497,700	478,200
Number of corrections in deed registration	9,666	10,264	10,707	9,447
(% of total workload)	(2.1%)	(2.1%)	(2.2%)	(2.0%)

	2008	2007	2006	2005
Mortgage document workload	546,400	632,500	748,800	770,900
Number of corrections in mortgage registration	3,847	3,970	4,436	3,885
(% of total workload)	(0.7%)	(0.6%)	(0.6%)	(0.5%)

The total number of complaints and objections in 2008 remained almost the same as in 2007. However, the workload in terms of deeds and mortgage documents fell by 7% and 14% respectively. Proportionally, the number of complaints and objections rose in 2008. Subject- and object-related errors were the main causes of both the complaints and the objections.

Subject-related errors are automatically corrected because of the link to the Municipal Personal Records Database (GBA). If the link conditions are not satisfied, the central team ensures that the link is nevertheless established, which automatically corrects these errors. In the current process, it is not possible to delay sending notifications to the parties concerned until these recovery actions are performed. In 2009 a study will be conducted into other notification options whereby the data of the parties concerned will be linked to the GBA and the input errors will be corrected.

The address is the main source of complaints as regards objected-related errors. As part of preparing for the Key Register for Addresses & Buildings (BAG), a project will start in 2009 to compare address records kept by Kadaster with those kept by municipalities and to update Kadaster's records according to the information held by the municipalities. The aim is to reduce the number of incorrect addresses.

It is expected that the numbers of other complaints and objections regarding the registers will decrease in 2009 as a result of partially automated deed processing and the structural feedback of errors to employees.

Scores according to the standards in the Quality Charter

HANDLING PERIOD FOR COMPLAINTS AND OBJECTIONS

Requirement according to the Quality Charter	Quality standard	Objective for 2008	Realisation in 2008	Realisation in 2007
Handling of complaints and objections (as a rule)	5 working days	According to standard	72% within the standard	72% within the standard
Complaints about references to the Public Registers	Following working day	According to standard	77% within the standard	79% within the standard
Extensive research needed	6 weeks	According to standard	79% within the standard	77% within the standard
Conduct complaints	6 weeks	According to standard	82% within the standard	75% within the standard

A central Objections and Complaints Team was set up in 2008. The team immediately addressed a number of points for improvement identified in 2007, including improving the internal coordination between the central team and colleagues at branch offices.

The handling period gradually improved over the course of 2008. Thanks to an effort to eliminate the backlog in the first quarter, the average handling standard for 2008 was 77%. The handling standard improved over the course of the year to 86% within the standard in the last quarter. This improvement was the result of close coordination between the central team and the regional offices. In addition, more customers began to use the option of reporting complaints online via the Kadaster website. This allows complaints and objections to be sent directly to the central team, which reduces the handling period. A total of 827 reports were received in 2007; this figure rose to 3,524 reports in 2008.

In mid-2008, Kadaster began providing structural feedback on complaints and objections to the Kadaster employees who were the cause so that these individuals were personally confronted with the consequences of their mistakes. This feedback occurs via the management so that the results also become a structural component of performance interviews. This has greatly improved the internal focus on the complaints and objections process..

