



CLIENT SURVEY FEEDBACK RESULTS  
AND NEW STRATEGY OVERVIEW



**GOVERNMENT ACTUARY'S DEPARTMENT**

THE ACTUARIAL CONSULTANCY – IN THE PUBLIC SECTOR – FOR THE PUBLIC SECTOR



GOVERNMENT **ACTUARY'S** DEPARTMENT

## OUR AIMS

### OUR AIMS

- > Become the highly-valued principal provider of actuarial advice to all parts of the UK government and other relevant UK public bodies on policy relating to pensions, social security and other actuarial matters
- > Grow our work of supplying actuarial advice in relation to UK public service pension schemes through a highly-valued service considered best-in-class for this type of work
- > Seek and deliver other selective actuarial opportunities in the fields of international insurance, social security and private sector pensions where we can offer a highly-valued service, consistent with UK government needs

## MESSAGE FROM THE GA

Dear Friend

In the summer of 2008, we conducted two surveys as part of our strategy review:



- > A SURVEY OF OUR CLIENTS
- > A SURVEY OF OUR EMPLOYEES

This booklet summarises the results of our client survey. From this you will see that in a lot of respects we are highly valued – but there are some areas for us to address to ensure that we meet our goals as shown on the inside front cover.

This booklet also includes an overview of our employee survey results and explains the key elements of our strategy for the next three years.

I hope you find the information of interest. If you have any queries, or if you would like further information, please let us know.

All of us in the Government Actuary's Department look forward to working with you over the coming years for the mutual benefit of all.

Best wishes

A handwritten signature in blue ink that reads "Trevor Llanwarne". The signature is fluid and cursive.

**TREVOR LLANWARNE**  
GOVERNMENT ACTUARY, DECEMBER 2008

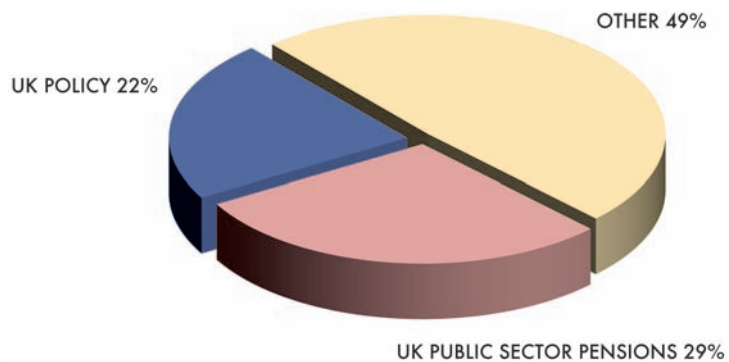


## RESPONSES TO OUR SURVEY

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98 people replied from organisations as shown in the pie chart below:

TABLE 1 **RESPONSES**



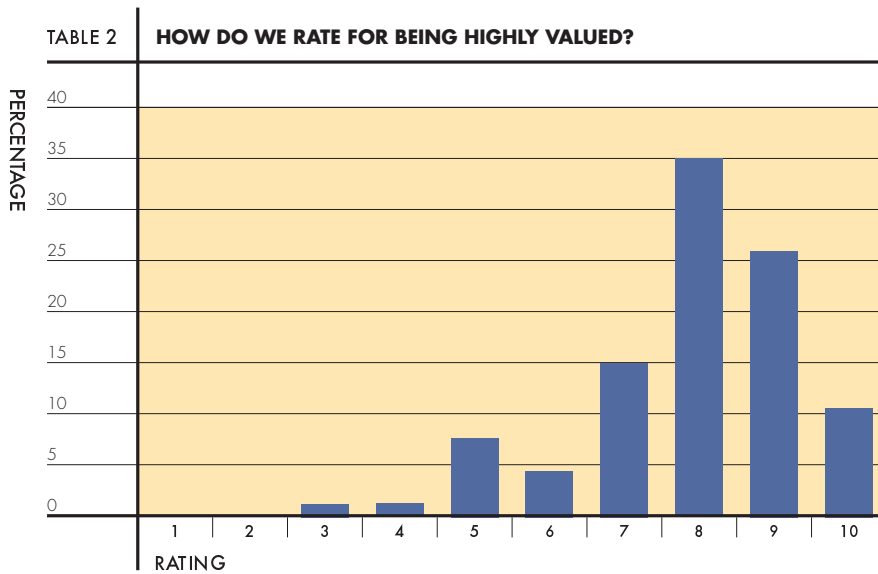
This is a high response rate which we are very gratified about.  
Our thanks to all of you who took the time to respond.

## CLIENT SURVEY

## QUESTION 1 – OUR AIMS

We asked all contacts to rate us on a scale of 1 (very poor) versus 10 (excellent).  
The first question in our survey asked:

*How do we rate for being highly valued?*



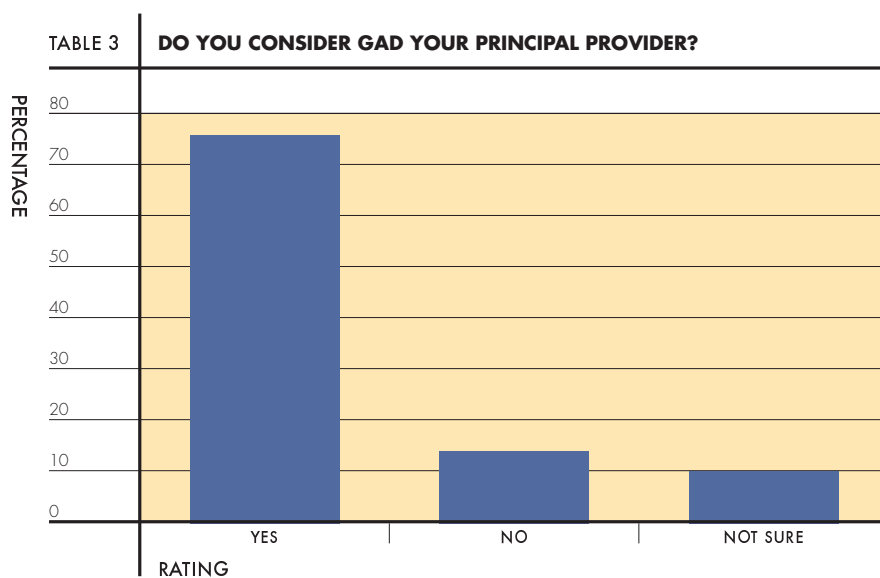
The average score was 7.5, with 37% rating us 9 or above.

This was a very pleasing result.

## QUESTION 1A – HOW WE ARE SEEN

Those clients for whom we provide policy advice to UK Government were asked:

*“Do you consider GAD as your principal provider of all actuarial advice on policy related to pensions/social security and other actuarial matters?”*



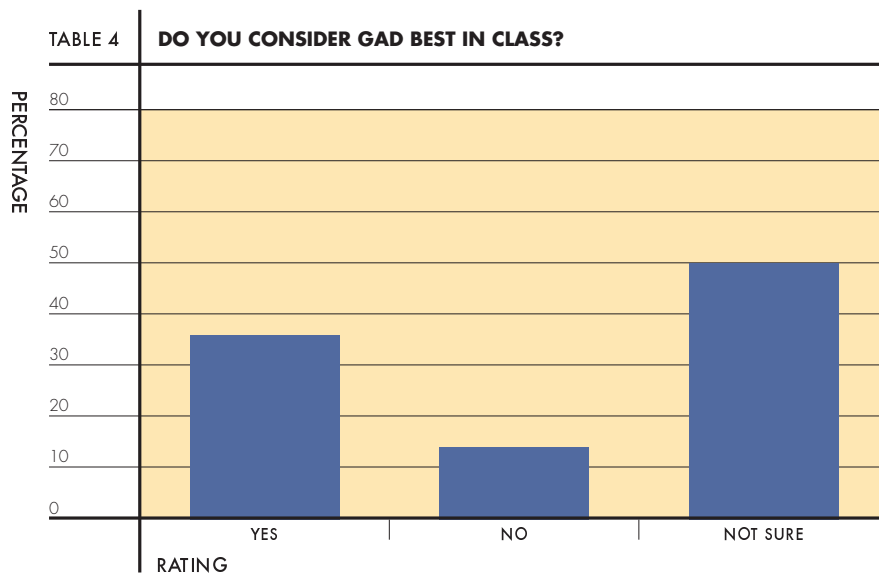
Overall, 76% said yes.

GAD has traditionally not provided actuarial advice in some areas, such as investment, but we are planning to expand our offerings as part of our strategy for the future.

## CLIENT SURVEY

Those clients for whom work relates mainly to the UK's public sector pension schemes were asked:

*"Do you consider GAD best in class?"*



Overall, 36% said yes.

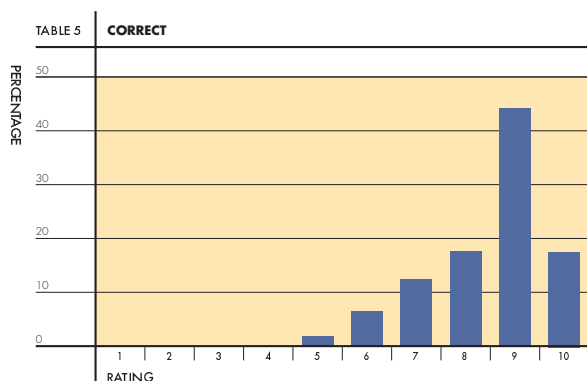
It is our aspiration to convert the 'Not Sure' returns to clear endorsements and our intention to explore the background to the 'No' returns so that we can learn from these.

## QUESTION 2 - COMMITMENT TO SERVICE

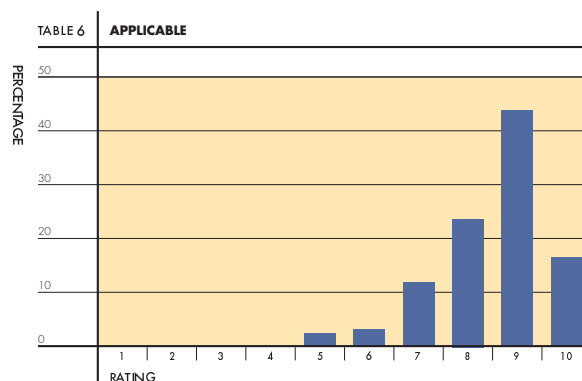
We asked you to comment on six aspects of the service we deliver:

- > correct
- > applicable
- > clear
- > on time
- > value for money
- > properly discussed at regular status briefings

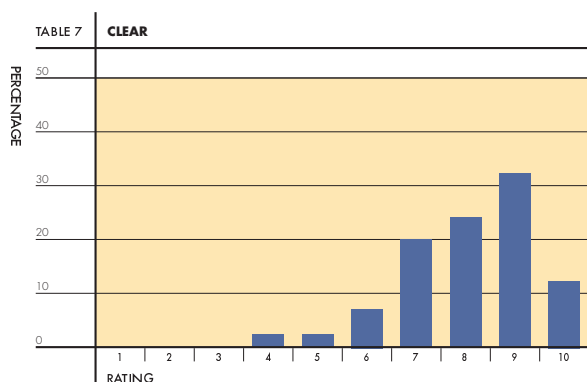
A score of 10 means that you thought we are excellent, while a score of 1 means very poor.



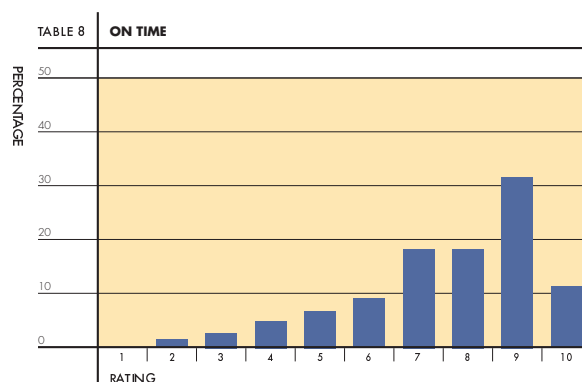
The average score was 8.5,  
and 62% gave a 9 or above.



The average score was 8.2,  
and 59% gave a 9 or above.

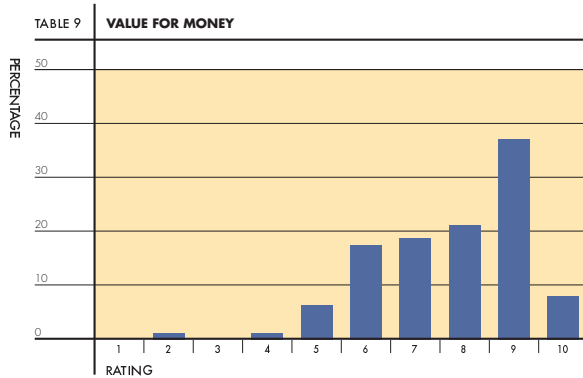


The average score was 8.1, and  
44% gave a 9 or above.

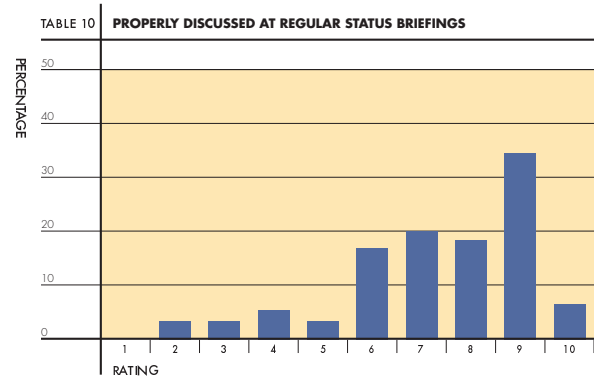


The average score was 7.7,  
and 42% gave a 9 or above.

## CLIENT SURVEY



The average score was 7.6,  
and 35% gave a 9 or above.



The average score was 7.2,  
and 31% gave a 9 or above.

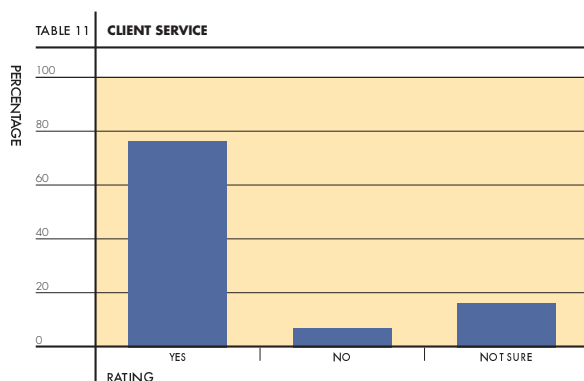
As can be seen above, we think we scored reasonably well on all our aims, although Timeliness, Value for Money and Briefings require improvement: these form one of our main points of focus within the new strategy review.

In order to cope with the pressures of an increasing volume of work and their impact on delivery, we have been actively recruiting in the marketplace, resulting in a significant increase in our actuarial staff. At 31 March 2008 our total complement was 96. It is now 110. The effect of this has already been noticed within the department, and we are sure that the benefits of the increase in our capacity will be felt by all of our clients very soon, particularly in terms of timeliness and our ability to provide briefings.

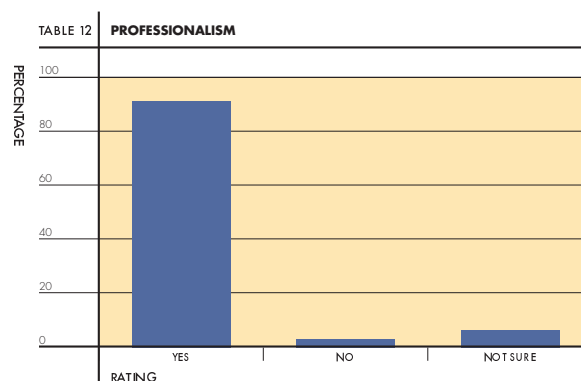
## QUESTION 3 – OUR VALUES

We asked you to indicate whether or not you felt that GAD lived up to the following six values which we are striving to achieve:

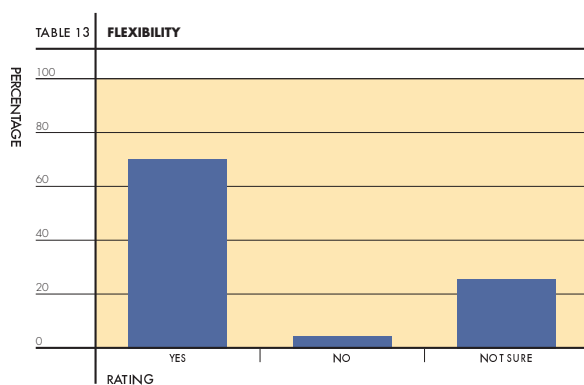
- > making client service our priority
- > professionalism (including impartiality, integrity, honesty and objectivity, as well as actuarial)
- > being flexible; sharing as individuals and as an organisation
- > being forward looking and proactive
- > having a strong public sector ethos
- > treating people fairly and with respect



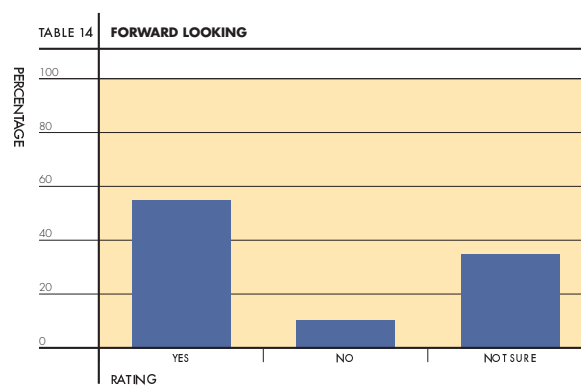
78% of our respondents thought that client service was a priority for GAD.



91% of our respondents thought that GAD exhibits professionalism.

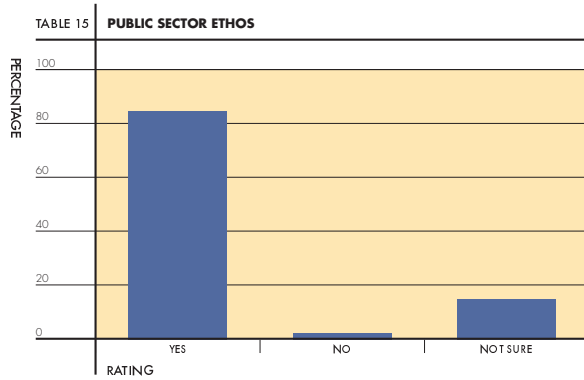


70% of our respondents thought we were flexible.

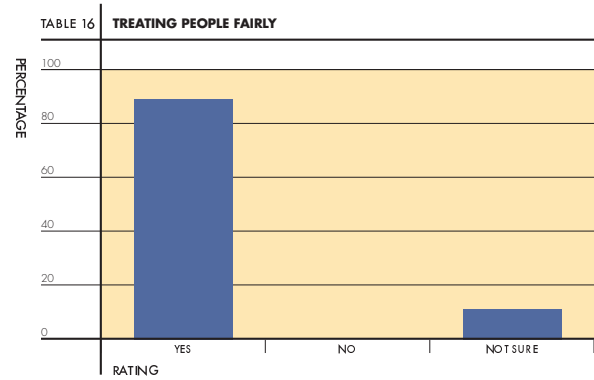


Only 55% think we are forward looking or proactive.

## CLIENT SURVEY



85% of our respondents thought we have a strong public sector ethos.



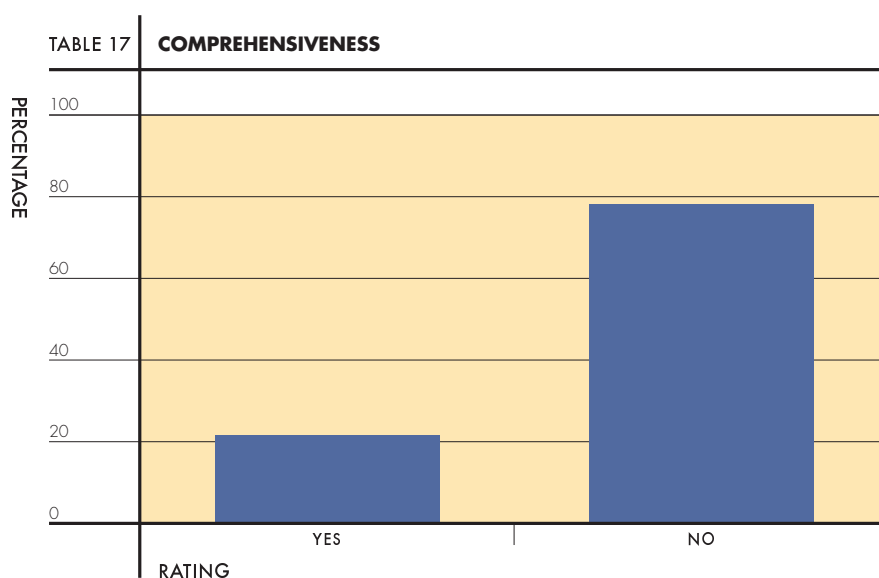
89% of our respondents thought that we treat people fairly.

Overall, the replies we received to this section of the survey are very encouraging in showing our strengths (e.g. our professionalism) and highlighting areas for further improvement – in particular, we need to have some focus on how best to facilitate the advancement of forward thinking.

We have had requests for occasional newsletters, and a new one will be released shortly for those involved in public sector pensions. If there are any topics which you would welcome being covered, please let us know now, or contact your regular adviser at GAD.

## QUESTION 4 – COMPREHENSIVENESS

Here we asked whether or not you felt that there were any extra services which we could or should be supplying you which are not presently supplied.



Only a small number thought we should be doing more for them. But those who wanted us to do more mentioned the following:

*"I see considerable merit in GAD acting more in an almost 'research' capacity about long-term futures."*

*"We are looking for a proactive adviser to help with liability management. As the incumbent, GAD is well positioned to help."*

*"Could GAD provide a better service on financial risk?"*

*"Cross-comparison tables to allow trustees to benchmark more effectively the performance of both assets & liabilities."*

*"This may be outside your remit, but it would be good for you to extend your work on demographic change to help government understand likely future population trends, migration patterns etc."*

In the short term to medium term, recruitment is being targeted so that GAD can develop its capabilities in connection with a number of these aspects. We have recruited a further demographic expert this autumn and are in the process of hiring a senior individual to lead our services on investment and risk. The possibility of establishing resources to advise on the remaining items will be kept under review.

## EMPLOYEE SURVEY

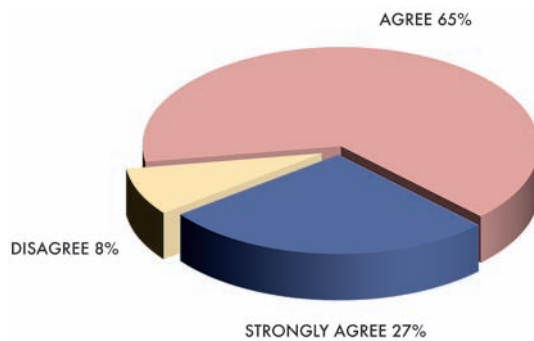
## EMPLOYEE SURVEY

In addition to getting feedback from you we also canvassed our staff in a separate survey. Here are some of the results.

**Pride in GAD**

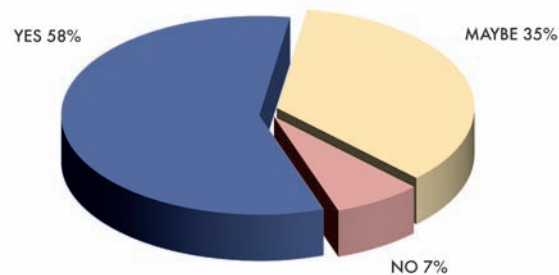
The following pie chart shows what percentage of GAD employees are proud to work at GAD.

TABLE 18 I AM PROUD TO WORK AT GAD

**Recommend a friend?**

The following pie chart shows what percentage of GAD employees who would recommend working at GAD to a friend.

TABLE 19 WOULD YOU RECOMMEND A FRIEND?



Both of these are very high relative to comparative surveys of consultants. Naturally we aim to be higher still in three years' time.

**GAD's Values**

We asked our employees to tell us whether they thought that GAD achieved its values, and we were surprised that our employees and clients both thought that GAD embodied the same values, with almost exactly the same percentages as shown in Tables 11 – 16.

**Training**

The survey enabled us to identify where our training needs are. As a result we will gain some benefit with focused training on communications, people management, risk management and project management.

## OUR FUTURE STRATEGY

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#### Overview

Currently most of our clients are happy or very happy with the service they receive from GAD. Our employees are generally positive and our finances are in good shape this year after two challenging years.

In three years' time we are aiming for further improvement in the views/responses of clients and employees through:

- > a people and training strategy designed to give all our employees a fulfilling career with a wide range of skills
- > a client strategy to continually improve and extend service and deliver a great 'brand' with an emphasis on sustainability and public sector ethos.

#### Our people strategy

We are undertaking a wholesale overhaul of our HR procedures:

- > a full career plan
- > a competency framework
- > job descriptions
- > balanced scorecard appraisals
- > change to performance pay
- > new career training programme.

We are increasing our numbers relative to the work we do in order to provide a better service without impacting fee rates. We expect to be 115 by 31 March 2009 and then grow slowly thereafter.

#### Client strategy

Our focus is on improvement in our levels of service and in the range of services we provide. This will be measured in future in relation to:

- > being the highly valued principal provider on policy advice (target 85% acceptance in 2011) and best in class for our public sector pension schemes (target 60% acceptance in 2011)
- > improving our ratings on all components of service – particularly timeliness, value for money and regular briefings

In addition:

- > we will offer workshops and secondments
- > expect to hear from us as we expand into new areas for the future, for example, on investment, risk, long-term care, demography.

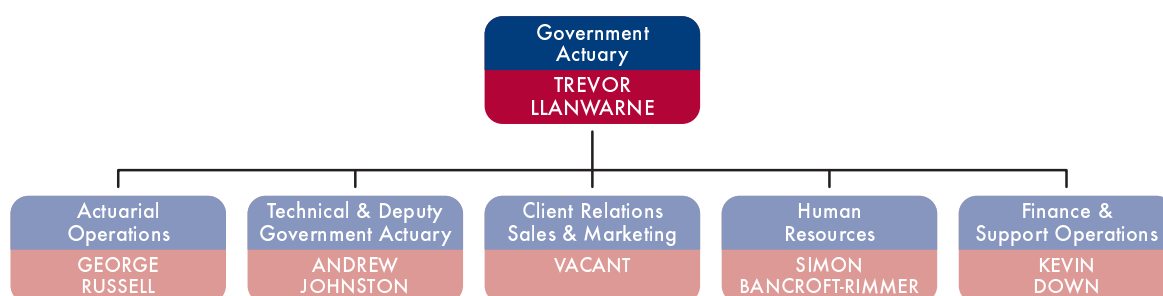
#### Finally...

We would like to everyone to think of the Government Actuary's Department as **The Actuarial Consultancy – in the public sector – for the public sector.**

## CLEAR ACCOUNTABILITY

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Set out below is a chart showing the new organization and accountabilities to deliver this strategy.





## OUR SERVICES

### OUR SERVICES

#### **Policy advice**

- > Pensions
- > Demography
- > Social Security
- > Investment
- > Healthcare
- > Long-term care

#### **Public Sector Pension Schemes includes:**

- > NHS
- > Teachers
- > Police/Fire
- > Local Government
- > Armed Forces
- > MPs
- > Coal Pensions
- > UK Atomic Energy
- > Staff Transfers

#### **Insurance**

- > Regulatory Support
- > Life and General

#### **International**

- > Pensions
- > Social Security
- > Insurance

