



Policy and Procedure

CONSUMER AND STAKEHOLDER FEEDBACK

1. POLICY

MASP believes that feedback from our customers and stakeholders is a critical element in moving towards our goal of continuous quality improvement. Feedback assists MASP make appropriate changes in its operations to provide a better client service.

It is MASP's policy to encourage the development of a wide and comprehensive range of feedback and participation options to ensure that optimum client and other stakeholder feedback is obtained.

It is MASP policy that, as a minimum, **all case managed clients** whose files are being closed after a completed episode of service will be surveyed to obtain feedback about their impressions of the service received from MASP.

2. SCOPE OF POLICY

The MASP Consumer and Stakeholder Input Strategy seeks to target:

- Consumers/clients
- Carers
- MASP volunteers
- External collaborative partners
- External agencies
- The Northern Mallee community
- MASP staff (to complement other input means, which are currently being developed for them).

The current and past initiatives of MASP to obtain consumer/stakeholder participation and feedback have varied in intensity from program to program, but include (in addition to the involvement and participation of consumers in developing their individual case plan objectives across all programs)

- Periodic Meetings of Residential Tenants
- "Exit from program" questionnaires
- Carer focus groups
- Staff focus groups facilitated by external consultants.
- Volunteer feedback....particularly via Kokoda Program

It is MASP's intention to continue **to build on these current initiatives** in a strategy that highlights the critical importance of the feedback and continuous improvement processes at all levels of the organisation.

Involvement of Consumers in Decision Making

Note that the issue of involvement of consumers in actual **decision making** is a related and complementary issue. At the time of the current revision of this instruction MASP is to form a working group to look at the issue of involvement of clients in MASP decision making and on general policy setting which impacts on our clients. Such involvement is of course **in addition** to the input into decision making in relation to a client's own Action plan.

3. FORMS AND TOOLS USED

Note CM Form No 11 is the only **mandatory** feedback instrument and allows for feedback at mid-term and end term.

- Brief Exit Questionnaire for MASP Consumers. CM Form11
- Exit Interview Questionnaire Pro Forma CM Form 14
- Exit Feedback Information Flyer CM Form 13
- Current Client Feedback Questionnaire (long version) CM Form 15
- Information Sheet : "Tell us what you think about our Service"

A number of feedback instruments are currently in development and include:

- MASP Clients Feedback or Comments Form CM Form 16
- Minute Template for Residential Unit Monthly Meeting and other Consumer Groups
- External Agency Feedback Questionnaire

4. RESPONSIBILITY

4.1 Planning and Development

The responsibility for ensuring adequate measures and opportunities for the measurement of client and other stakeholder satisfaction with the services and programs rests with the **MASP Management Team**. This group will:

- Develop MASP policy and procedure and put recommendations for action to the management team.
- Recommend appropriate forms/questionnaires and other methods for input.
- Monitor the development of consumer/carer input strategies in program areas.
- Develop a simple action plan for the MASP management team each year for their endorsement as required activity in all program areas.

4.2 Implementation

Responsibility for implementation of the feedback measures adopted by MASP rests with Program Managers. They will ensure that agreed measures are implemented commencing January 2014 and that raw data and any consolidated reports is transferred to the Continuous improvement coordinator (CIC).

4.3 Collation and Feedback

Responsibility for collation of responses and feedback to the management team rests with the CIC who will report quarterly to the Management Team.

4. PROCEDURES AND DISCUSSION: TOWARDS AN OPTIMUM MASP FEEDBACK STRATEGY

MASPs feedback strategy is currently under review with the formation of working parties to develop the way forward. Currently there are a number of specific requirements according to the program or service stream involved.

- **Tailoring** feedback according to Program : Variable use of Existing Strategies required Because of the shortcomings of adopting a “one size fits all” model, the MASP Management Team has prescribed a range of measures to be taken up by each program or service area. These measures are to be implemented flexibly, taking into account the specific needs and circumstances of its client groups. This agreement is set down in this Instruction as **Appendix 4**.

Despite this “variable” strategy there is only one **mandated collection instrument** to be used at end program for all services.

Information and perspectives that have shaped the development of MASP policy and procedure to date are included as other Appendices to this instruction

- **Benefits**
See Appendix 1 for a detailed discussion of the benefits to the organisation, clients and the community in general, of consumer participation. This appendix identifies the benefits in relation to homelessness services but the comments apply equally to any client service such as disability services and children youth and family services.
- **Continuous Improvement**
In developing the list of preferred measures and ways of obtaining stakeholder feedback, MASP has considered the range of opportunities currently existing (and used) as well as the development of new ones.
See Appendix 2 for a listing of existing methods of obtaining feedback and suggestions for new ones.
- **Best Practice Ideas**
See **Appendix 3** for a listing of good feedback strategies and Processes
- **Driving philosophy**
The philosophy that should drive introduction of these measures is a focus on what **feedback can be done/obtained (as opposed to a focus on what can't be done - the barriers to participation)**.

It is appreciated that each program area has specific difficulties in obtaining participation and input from its consumer groups related to their general characteristics (eg lower communication skills, young age, crisis orientation, etc.). For this reason it was decided not to set down one hard and fast model but instead develop minimum feedback strategies appropriate to each service.

Individual program areas will develop an optimum model of participation and input in the spirit of **optimising quality input**. The currently agreed strategies (**Appendix 4**) should be seen as a starting point and revised as appropriate. New ideas for participation should be always be tested and sought from staff, clients and/or the CIC. It goes without saying that, where measures which are working are already in place, they should be retained, tailored, adapted and enhanced to complement the new requirements.

5. SUMMARY

Positive feedback is always good to get but negative or critical feedback has the potential to provide valuable insights on where or how client service can be improved. It also presents an opportunity to address a client complaint or concern, and turn their experience into a positive one.

Getting feedback from clients and other stakeholders may also help our services develop a uniqueness that differs from that of our competitors. Taking the time to analyse and action client suggestions may lead to positive word-of-mouth, increased referrals and improving our overall reputation and community goodwill.

The CIC will coordinate the collation of and dissemination of feedback through the agency. This will include regular reports to the management team on a quarterly basis and reports to the CEO for reporting to the Board (as a standing agenda item).

It is the responsibility of both management team members and Board personnel to analyse the feedback obtained and to determine how such feedback will ultimately shape the services we deliver.

Approved by the Management Team 16 04 2016

AMENDMENT SCHEDULE

16/4/16

Title changed to remove reference to "Decision making"

The revision was undertaken on the understanding that MASP would appoint working groups to look again at our feedback strategy and most importantly look at options for involvement of clients in Decision making which would be issued as a separate policy. Existing decisions about the type of feedback strategies required on each separate MASP service were not varied

This revision takes most of the discussion about benefits of feedback and existing means out of the body of the instruction and places it in Appendices.

APPENDIX 1: BENEFITS OF CONSUMER PARTICIPATION AND FEEDBACK

The Consumer Participation Resource Kit developed by the *Home Ground Services and Rural Housing Network Ltd* sets out the following reasons to encourage participation.

BENEFITS FOR THE ORGANISATION

There are many general benefits that may result from involving consumers in your organisation:

- Consumers who feel they have a say are more likely to be positive about proposals. People are far more likely to be part of a long-term solution if they have some ownership of the early ideas.
- Consumer's ideas and feedback can draw attention to glitches, problems and solutions. Consumers can be a source of fresh ideas.
- Involved consumers are more likely to invest in and commit to supporting agency's efforts. Understanding of department functions helps build stronger advocates in the consumer pool. Some consumers may have the capacity to help in kind or provide other resources.
- Consumers may develop a better understanding of the connection between funding and services and be less likely to express resentment and suspicion of how resources are applied.
- Involvement on one project or program builds understanding, trust and confidence, which may be important on other occasions.

According to consumers of Victorian homelessness services, the best reasons for organisations to include them is because they know what the problems are and often have ideas about how to solve them:

"It is important for an organisation to get the participation (views) of the people using the service because they are the experts."

BENEFITS FOR CONSUMERS

The primary purpose of consumer participation is to achieve better and more sustainable outcomes for consumers. In the health field, consumer participation has been linked with improvement in the quality of health care and improved health outcomes. This occurs through a range of linked processes.

○ **Improved service system**

Increasing consumer participation tends to result in organisational and systemic improvements:

- Higher quality and more responsive services, tailored to clients and their needs;
- Services that are more 'user friendly' or 'consumer-friendly';
- A service system that is more sensitised to the consumer's right to be there, to be heard and to hear how decisions that affect them are made.

Consumer participation associates abstract 'clients' with real people.

○ **Empowerment**

Most importantly for people using housing and homelessness services, consumers with 'voice' (the capacity to express their dissatisfaction) both within and outside an organisation have an alternative to withdrawing from or exiting that organisation. This is important to people who

have to rely on publicly funded services because they may have very limited chances to exit; there may be no other services available. In such circumstances 'voice' provides the only mechanism for seeking change in policies, practices or outputs of organisations.

- **Skills, confidence and psychological wellbeing**

Involvement and participation connects people. It provides support, learning, networking and friendships among peers, providers and with policy and decision makers.

Involvement changes status from consumer to participant. Consumers are listened to and invited to present their point of view. Consumers may gain skills and confidence in a wide range of areas, such as how to run group meetings effectively, how to share information and how to gain allies for a cause or issue. Learning from these experiences can transfer to consumers' broader lives and relationships. Job opportunities may become possible.

As a result of all these factors, consumer participation can improve psychological conditions, diminish substance abuse and contribute to housing stability.

"Involvement boosts the esteem of isolated and unemployed persons who face discrimination and stigma on a daily basis. Personally, my involvement acknowledged my value and improved my outlook. It provided hope, which strengthened me."

BENEFITS FOR THE WIDER COMMUNITY

Citizen participation has been found to help build 'stronger local democrac(ies)' through the development of human and social capital, which in turn, lays a platform for collaborative local action for the common good (Cuthill & Fien:64) These emerging forms of governance involve business and community in decision making. The active citizen is a vocal citizen: people who express their views and participate in democratic decision-making.

Consumer participation in publicly funded organisations provides opportunities for participation in democratic decision-making. This can build the capacity of people receiving housing and homelessness services to engage as active citizens in other arenas. It is also a chance to strengthen citizens' voices in these new forms of governance.

MASP believes these benefits completely justify the investment of time resources and organisation energy in making it happen.

Client feedback is a term that describes the process of obtaining a client's opinion about a service.

Client feedback is so important because it provides managers with insight that we can use to improve our services and/or overall client experience.

1. It can help improve service

Listening to clients is the only way to guarantee you provide a service in a way that is appropriate to them. Listening to clients will help us provide services that not only meet their needs but also exceed their expectations.

2. It offers the best way to measure client satisfaction

Measuring client satisfaction helps us determine whether our service meets or surpasses client expectations. Client feedback surveys help us measure client satisfaction. By using rating-based questions when we measure client satisfaction helps us track and monitor how happy (or unhappy) our clients are over time.

3. It provides actionable insight to create a better client experience

Improving the client experience is the primary reason we bother to gather client feedback. Offering a positive experience that meets client need is the best way we can stand out from other similar agencies offering similar services.

To create a positive client experience, we need to ask them what they want and use this insight to create a consistent, personalized experience. If we can create an experience that is better than our competitors, our clients will remain loyal and ignore tempting competitive offers.

4. It can help improve client retention

Client feedback offers a direct line of communication with our clients so we can determine if they are not happy with the service we are delivering before we lose their business. By requesting client feedback surveys regularly, we can ensure that we keep the finger on the pulse. If a client becomes frustrated or perceives a competitive offer to be better, they will start exploring their options and may cancel their contract or stop doing business with us. By listening to our unhappy clients, we can use the feedback to ensure all clients have a better experience and continue wanting to do business with us.

5. It delivers tangible data that can be used to make better business decisions

The best business decisions are based off hard data, not hunches. Client feedback is the holy grail of tangible data. We can gather real insight into how our clients really feel about the service we deliver.

APPENDIX 2: EXISTING FEEDBACK STRATEGIES AND POSSIBLE NEW OPTIMAL MEANS OF FEEDBACK

In developing the list of preferred measures and ways of obtaining stakeholder feedback, MASP has considered the range of opportunities currently **existing** (and used) as well as the development of **new ones**.

CURRENT AGENCY WIDE INPUT MEASURES

- The utilisation of feedback sheets in the reception area with a “post box” in situ. This is for any consumer comment but especially for consumers at the initial interview/intake stage.
- Suggestions sheets are available. “Posters” welcoming input are displayed. Pamphlets about consumer input will be available. Boxes will be situated in each “waiting” area at MASP. The box is cleared periodically by the CIC.
- A process to ensure that when closing a case in any program area, that a service evaluation form (with SAE) goes out to clients, carers and other significant players re their impressions of MASP services. This will occur for **all** MASP case managed consumers.
- In the past this mail out has been complemented by a (minimum) 10% phone sample of clients to be undertaken by the **program manager** using a simple questionnaire pro forma. In programs with very small client turnover the program manager might decide to increase the sample size up to 100% if required.
- Procedures will be developed with each program area to capture addresses of clients whose files are being closed. The MASP file officer will be involved in this task.

The complementary phone follow-up measure will allow more in-depth discussion on the experience of consumers as MASP clients.

OPTIONAL INPUT MEASURES

The following measures for Consumer input are possible strategies for each Program/Service in addition to that now mandated (Appendix 3) They could be introduced/formalised (or continued) whenever practicable by each program area.

- The formation of standing consumer input groups in each of the program areas. Groups of a minimum of 6 (maximum 10) consumers would be appropriate and could meet quarterly over a meal.. Program staff should ensure adequate information is available to allow potential participants to make a decision about participation. They should also identify needs for training or information given to prepare consumers for this input opportunity.
- The formation of consumer “panels”/meetings at each fixed group residential locality as per (1) above. Where groups currently exist, there would be no need to duplicate. But consumers at these meetings should be aware that there is a distinct feedback session separate to the daily operational aspects of existing meetings. Where necessary, the groups could be cross-facilitated to optimise the possibility of feedback, i.e. a member of the Homelessness team facilitating a disability meeting, a member of the PFS Team facilitating a Homelessness support meeting and so on.

In both of the cases above, training could be provided to representatives prior to formal commencement of the group in meeting processes and the role of representatives. Meetings should

have a formal agenda and minutes must be taken (a standard, broad meeting agenda and set of input questions will be developed).

Literacy issues are a big barrier to questionnaire completion.

- Regular (minimum half-yearly with lunch) carer/house parent feedback forums.
Where carers or “house parents” are in regular supervisory contact with program staff, this may inhibit carer input. If this is seen to be a potential problem, consideration should be given to cross intra agency facilitation (eg SAAP facilitating OOHC and so on). In these cases the cross staff input would be just for the session of input. Program staff would take responsibility for organisation of meetings, ensuring carers are aware of the purpose of meetings etc. Carers will also be advised that they can always give feedback directly to the DEO or EO if they feel they cannot give it to program staff. Of course, they also have the option of using the staff feedback boxes, which are being introduced throughout the agency.
- Implementation of a questionnaire to obtain external agency feedback about MASP’s services.

Initially the questionnaire will be self-administered by the staff at the external agency. In the longer term, MASP could engage an external consultant to administer it or form a focus group facilitated by an external consultant.

The postal questionnaire could be accompanied by a letter from the President of the Board seeking input. Responses are to be returned addressed to the President.

CIC to develop questionnaire in consultation with the management team and board input.

EXISTING MEANS OF INPUT INCLUDE:

Staff input

- Team case reviews
- Staff meetings
- All staff meetings
- Client complaints records
- Supervision
- Performance appraisal

Consumer

- Case manager/consumer action plan review
- Consumer user groups (in some residential facilities).

Carers

- Carer supervision sessions
- Carer focus groups

External agencies

(Incidentally at) MOU signatories meetings

(Incidentally at) Partnership Program Management meetings

NEW MEANS OF INPUT WILL INCLUDE:

In developing new ways and means of obtaining feedback. MASP will consider the following opportunities:

Staff

- Informal Staff suggestions
- Focus groups led by independent consultants
- Staff grievances procedures
- Annual climate survey

Clients

- Group meetings: face-to-face input
- Telephone surveys
- Focus groups
- Self-administered questionnaires
- Personal interviews with structured questionnaires
- Suggestion boxes at MASP facilities
- Exit questionnaires or interviews
- Post approval phone questionnaires or interviews
- Mid-program questionnaires or interviews
- Critical Incident reports

Carers

- Focus groups run by external consultants
- Annual questionnaires

External Stakeholders

- Variety of strategies

NOTE: Staff input is not covered further in this instruction. It is covered elsewhere in ADMIN P&P 21: Personnel Manual

It is recognised that the best approach to optimising input participation and feedback is one that contains a variety of strategies across the range of stakeholder groups. MASP is aware that each strategy has both strengths and weaknesses. For instance:

- posted questionnaires approaches have low response rates and are oriented towards the more literate clients;
- comments boxes at organisation's sites tend to be one way and are provided before a customer has had much chance of using the service, often at a crisis point in their lives;
- Focus groups require significant investments of time and resources;
- Consumer advisory groups tend to limit the numbers participating, etc.

Because of the shortcomings of adopting a "one size fits all" model, MASP will be prescribing a range of measures to be taken up by each program area. These measures are to be implemented flexibly, taking into account the specific needs and circumstances of its client groups.

APPENDIX 3: FEATURES OF GOOD FEEDBACK MEASURES

Desired features

MASP acknowledges the influence of the *Final Report of the Measurement of Client Satisfaction in the Supported Accommodation Assistance Program (SAAP), June 2003* on the development of MASP's policies and procedures.

In particular, MASP endorses and seeks to implement action consistent with the conclusions of that report in relation to client input/satisfaction "measures". That:

- Measures should be flexible, meaningful, and resourced.

The development and implementation of client satisfaction measures (in SAAP) should be done in a way that is consultative, flexible and meaningful at the agency level, fully resourced and **not overly burdensome** on services or clients.

- Care should be taken in attributing a direct relationship between client satisfaction and service quality.

Measuring client satisfaction is not equivalent to measuring overall service quality. Client satisfaction may best be thought of as one distinct dimension of service quality and may best be measured as part of an integrated approach to assessment of service quality.

- Measures seen in context of quality improvement framework.

The development of client satisfaction measures (in SAAP) should be undertaken in the context of a broader quality improvement framework which includes measures of unmet demand, client outcomes, evaluation of other programs which impact (on SAAP) clients, and support for continuous quality improvements in (SAAP) agencies.

- Care should be taken in using client satisfaction measures.

The purpose and intended use of client satisfaction data must be clarified and considered to ensure that only necessary information is collected, that there is no duplication and that further development of client satisfaction measurements builds on already existing practices.

- Client satisfaction should not be used in a way that threatens clients, staff or agencies. Client satisfaction data collection processes should be empowering and should ensure anonymity and privacy.

- Agencies should consider the internal implications of client satisfaction data and information. Individual agencies should have processes in place to investigate and follow-up consistently negative client reports. For example, and as clients suggested, the results of client satisfaction data collection, along with an agency's proposed or implemented action to address any issues raised, could be outlined in the agency's annual report.

- Networks of agencies or agencies within a particular region or neighborhood could explore opportunities for discussing with each other trends in client satisfaction information and for sharing ideas for continuing to improve services and responsiveness to the views and need of clients.

Questionnaire Content

The content of questioning to be included on formal questionnaires to cover:

- what clients liked about MASP services;
- what clients did not like about MASP services;
- problems experienced with the service;
- the extent clients' expectations and needs were met;
- Changes in MASP policy procedure processes that clients consider necessary.

This is consistent with the recommendation of the final report on the measurement of client satisfaction in SAAP programs.

Questionnaire design should take into account the needs of clients with literacy issues. There is scope for pictorial versions.

APPENDIX 3: Requirements for CONSUMER FEEDBACK AT MASP 2013/ 2014

Notes: This is the minimum agency requirement: Individual Programs can introduce other feedback options in addition.

Current **Case Closure** forms still need to be completed.

Various feedback instruments will be progressively developed and made available on GEMBA

It is preferable (but not mandatory) to discuss survey/ instrument design with the CIC prior to introduction

All “official” survey instruments must be developed as “controlled” documents

PROGRAM	NUMBERS OF CLIENTS FUNDED	RECOMMENDED STRATEGY : WHEN	HOW MANY FOR FEEDBACK	BY WHOM	FREQUENCY	COMMENT
PLACEMENT AND FAMILY SERVICES						
Home based Care	19 clients at any one time	Face to face, Interview at any time during care. Focus on whether information was being given on process of care and transition Where possible interview parents of client	10-15 clients or parents pa	Team leaders (TLs) cross program	Annual during school holidays	There are variable times of care duration. From one night to one year Focus on longer duration clients. Develop Template Feedback Instrument (MJ) and make variation as needed (PMs)
ICMS	6 at any time	Interview as above	3-4	aa	aa	Develop Feedback Instrument aa
Leaving Care	51 throughput 15-18 at any one time	Interview as above	5 -7 pa	aa	Annually	Develop Feedback Instrument aa
Adolescent Support	8	Catch them up in other services but focus on mail out written questionnaire to parents,	8	TL to ensure questionair	Annually	Develop feedback instrument. Catch them in

		young person and significant others		es sent		other program feedback strategies
Kokoda Youth Mentoring		Have sufficient Evaluations in place of mentor and mentee		na	na	Not included in schedule at this stage
Finding Solutions	17 families is Annual target	Target youth and their parents. Interview youth and Parent. Mid program	3 youth 3 parents	TLs across program	Twice per year	Parent interviews preferably parents of the youth who is interviewed
Youth Support Service	34	Face to face by TL who has not worked with them.	5	TL	Twice per year	
Residential Care	5	Face to face during stay Face to Face at Exit	2 2	TL speaking to parent TL speaking to client TL cross program		Client : Focus on questions of Private space, security of belongings, safety, security, food and general approach of workers
Child First	360	Standardised (optional) written Questionnaire at Closure to be mailed out with other closure documentation	360	Case worker at exit		Need to develop CF questionnaire instrument (MJ, SK, GR) Look into Postpaid envelopes (MJ)
Family Services	24 per annum	Face to face interview with family member Fall back is phone interview with standard questionnaire instrument	3	TL across programs	Late program or end program	Need to develop instrument
Youth Justice	10	Face to face	2	Staff member who has not worked with them		

DISABILITY						
ISP	14-20 pa 10 clients at any one time	Focus Group	2 groups per year	COO or PM	Annually	Structured Focus group questionnaire to be developed
Social Group (3 groups)	24 pa	Clients : Focus Group only Parents Questionnaire	Once for each group	COO or PM	Part of every program group at end	Structured Focus group questionnaire to be developed Parents questionnaire to be developed
Just Redgum	11	Focus Group using standard structured questions	Focus Group	COO	Twice a year	Need to develop instrument Payments available
HACC Day Centre	14	Focus Group using standard structured questions	Focus Group Face to face	COO	A after monthly client meeting	Need to develop instrument Need to write into Staff meeting schedule
HOMELESSNESS						
Youth and Adult Support	410	Exit Questionnaire as is current practice Face to Face Face to face interviews with sample of above	All case closures to be given questionnai re 10 face to face interviews with payment available	CM PM	End program 5 mid program 5 End program	To be handed in at conclusion of interview or put in feedback box at reception Current exit feedback instrument to be reviewed

Family Reconciliation	40 (funded target)	Phone Interview or Face to Face for both client and their parents	4	PM	End program	Need to devise questions for both
ACHA/ICMIT	14-20	Exit questionnaires feedback forms	All closures	CM	End program	
		Face to Face interviews	2 for each program stream	PM	As needed	
ERF	Many	Brief optional Written questionnaire focusing on information giving, respect, listened to etc. . Asked to be placed in Client feedback box	All clients when completing application forms	CM/reception	At initial contact	Perhaps difficult to get unbiased feedback from those who have been refused
Vulnerable groups	About 9	Face to face	2	PM	At or near end of Program	Structured interview questionnaire needed
Tenancy	19 or 20 vacancies	New written Questionnaire while in residence	10	TO	During program	Currently not much is being done Need to look at existing instruments (see peak body) Tenancy Manager
	13 tenants average	As Above at end of tenancy	10	TO	End program	
OTHER STAKEHOLDERS						
Residential In home Carers	12-13	Written questionnaire "from" CEO		COO to organise	Annually	Currently have face-to-face input built into program. Carers may feel more comfortable with an external face
		Face to face interviews with sample of 4		COO	Annually	
Mentors		Currently sufficient feedback thro KYMP	NA			
Volunteers	4 or 5	New general questionnaire	All	CIC	Annually	

		Morgan Vineleaf, Just Redgum, HACC				
Salaried Staff (inc casuals)		<p>No new measures to be introduced at this time</p> <p>Staff to be advised of existing means:</p> <p>Currently these are</p> <ul style="list-style-type: none"> • Health of Agency • Exit Interviews • Opportunity for formal feedback through “ feedback boxes” • Staff Meetings • In House training evaluations • External Training evaluations 	As current	Senior Management to drive process	As current	
External Stakeholders	Many	Board Chair to convene meeting of key agencies(executive staff) for feedback	Representative sample	COO /board Chair or nominee	Annually/ biannually	GK to put up written proposal to CEO/Board Need to devise appropriate targeted/focused agenda