

# MaPS Standards – Customer Facing

## Calibration Guidance

Test and Learn (Debt) – V.1

May 2022



**Money &  
Pensions  
Service**

## **Guidance Overview**

As previously outlined, MaPS expects its delivery partners to be fully compliant with the MaPS Standards at organisational level which will be managed through a separate process of controls self-assessment and testing. For the purpose of customer facing monitoring, delivery partners should be working towards 80% compliance with the MaPS Standards and minimal detriment. We will be assessing the percentage of standards met as well as the overall outcome of the interaction e.g suitable, unsuitable, detriment.

Compliance is partly being assessed with the customer facing MaPS Standards through evidence provided in case files/recordings/transcripts and assessments. These are being completed using open and closed 'cases' (excluding CIA/triage only) covering all delivery channels.

As part of test and learn, a key focus is ensuring that there is a collaborative approach between MaPs and delivery partners to finding a suitable way to deliver high quality advice whilst meeting the customer facing MaPS Standards. Consistency and calibration of the delivery partner's internal assessments and MaPS' independent third-party supplier assessments of compliance with the customer facing MaPS Standards is a significant part of test and learn. Any emerging issues warranting discussion will be discussed collaboratively and our aim is to develop a process that focuses on continuous improvement and avoids the perception of 'fault finding'. This guidance will help to support this activity and define the different stages of the calibration process. MaPS is keen to listen to feedback during test and learn to develop a new approach that will ensure that all delivery partners are compliant with the MaPS Standards both operationally and customer facing.

## **Purpose and objective of this guidance**

The purpose of this guidance is to define:

1. The scope of calibration;
2. The calibration session;
3. Roles and responsibilities of those involved;
4. Calibration sampling process;
5. Calibration session process;
6. Qualitative analysis and reporting;
7. Tolerance;
8. Governance and monitoring;
9. Lessons Learned

## 1. Scope of calibration

The scope of this document is limited to calibration sessions being held between the Money and Pensions Service (MaPS), delivery partners and the independent third-party supplier; Recognising Excellence (RE).

## 2. The calibration session

Calibration in the context of this document is the process of reviewing and assessing a customer interaction for the purpose of achieving consistency and parity of scoring across quality assessors at all levels of the debt advice supply chain.

Calibration is about standardising the evaluation of how delivery partners are assessing the MaPS Standards. Everyone taking part in a calibration session does so to seek agreement and align how quality performance should be assessed and evaluated.

The calibration session should largely be a focussed discussion among quality assessors through which guidance notes and expectations of the MaPS standards are tested and aligned across the assessor population. Each participant should bring their unique perspective, experience, and skills to the discussion, the richness and diversity of inputs makes for an effective calibration.

During this period of test and learn, the calibration sessions will also be used to explore the development of the MaPS Standards guidance.

## 3. Roles and responsibilities

The following roles, responsibilities and resources are required for a calibration session to take place:

Role	Responsibilities
Calibration Lead – (MaPS Quality Manager)	The Calibration Lead chairs the meeting. They will request and select the sample, collate the delivery partner's and independent third - party supplier's assessment scores, identify variances and facilitate the session
Calibration support – (MaPS SPQS Executive)	The Calibration support will provide reports ahead of the session with an agenda, record calibration outputs, collate actions and minutes
Calibration Lead - (Independent third-party supplier)	The Independent third-party calibration lead to support discussions and ensure scoring is consistent

Calibration participants – Delivery Partner representatives	Delivery Partner representatives will provide feedback and act as SME's to support and feed-in to discussions.
Calibration participants – Independent Assessors <b>TBC</b>	Independent Assessors will take part in the calibration session and feed into the discussion
<b>Resource</b>	<b>Description</b>
Files / calls / transcripts	Those standards with variances that are being reviewed should be identified ahead of the session to be able to facilitate discussion
Calibration Schedule	The meetings will be arranged in advance with individual delivery partners and where relevant sent MS Teams details ahead of the calibration session
Selected assessments and feedback	All participants must review selected assessments using the most current guidance notes and have access to their feedback and these documents during the session

#### 4. Calibration sampling process

At this point of test and learn, the data of assessed cases will be reviewed by members of the MaPS Service Performance, Quality and Standards (SPQS) team. Each calibration lead will review their delivery partner's returns and the assessed cases submitted by the independent third-party supplier, the calibration lead will select a sample of cases for calibration based on the following criteria:

##### Example

Criteria	Sample size for calibration
Met	
Not Met (No Impact)	
Not Met (Unsuitable, impact, no financial loss or harm)	
Not Met (Unsuitable, financial loss or harm with detriment)	
Not Applicable	

Within the sample, MaPs will be selecting cases that may demonstrate the following:

- Variances between the delivery partner and independent third-party supplier assessment scores overall
- Variances between the delivery partner and independent third-party supplier on a particular case record across multiple standards
- Variances between the delivery partner and independent third-party supplier across multiple case records

- d. Areas where there is less variance but it is significant and needs further discussion i.e. detriment found by either the independent third-party supplier, the delivery partner or via calibration.

The calibration lead / support will send details of the case references and variances that will be reviewed at the calibration session to the delivery partner and the independent third - party supplier in advance of the session.

From time to time the calibration lead may choose to select a sample to test a particular area or theme.

## **5. Calibration Session Process**

Calibration sessions will be scheduled in advance. These will initially take place remotely via Microsoft Teams or face to face on site.

Prior to the calibration session taking place, the MaPS Calibration Lead / support will review the data submitted by the delivery partner and the independent third-party supplier and identify areas of variances for discussion.

The MaPS calibration lead will chair the meeting and discuss the agreed sample and ask the delivery partners / the independent third-party supplier to feed back on the case they assessed.

Where there are areas of variance, this will require a focussed discussion facilitated by the calibration lead with input from the Technical SME.

The Technical SME inputs and explains what the best practice scenario for the scoring of the case.

Any actions, changes, feedback are captured and recorded as lessons learned. Any actions that have highlighted an impact on the customer will be followed up via the MCR / QCR process.

## **6. Qualitative analysis and reporting**

Reporting of the individual scores, areas of variance and agreed final scoring should be circulated to participants following the calibration session using the calibration feedback template (to be provided by MaPS).

Information should be collated to identify trends in scoring of assessors, any training needs and identify areas of significant variance. For the purpose of this activity the following variance (tolerance) is acceptable.

## **7. Tolerance**

For the purposes of test and learn, MaPS will use a 5% tolerance when calibrating variances between the delivery partner and the independent third-party supplier overall assessment scores. However, depending on which standard is not met and the impact on the customer during test and learn, MaPS quality managers will also manage this with the delivery partner.

## **8. Governance and monitoring**

Minutes and action logs should be kept of calibration sessions, the discussion that takes place and any actions that follow. Actions may relate to either compliance with the standards through case reviews, or may relate to the controls that have been reported as being in place against a given standard. This allows delivery partners, and compliance to have a record of agreed interpretations of guidance notes, any changes, feedback and decision making that has taken place as a result of a calibration discussion.

## **9. Lesson Learned**

During test and learn, MaPS will be capturing a range of insight and data. This will include qualitative / quantitative feedback from the delivery partners and the independent third-party supplier, outputs from the calibration sessions and identifying themes and trends that will focus on the development of a future process. It will also include how compliance with the MaPS Standards is demonstrated through control self-assessment, testing and self-attestation of compliance.