



# Executive Summary

## Broad Based Survey Results for NSSC Services

NSSC Customer Satisfaction Surveys  
June 2007

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# Introduction

## Background

- The NASA Shared Services Center (NSSC) began operations in March 2006 and gradually added services in fiscal year 2006 and fiscal year 2007
- Services that have transitioned from all ten NASA centers to the NSSC are in the areas of:
  - Financial Management
  - Human Resources
  - Procurement
- The NSSC is using annual surveys to measure performance on services that it began performing in fiscal year 2006 and the early part of fiscal year 2007
  - More frequent transactional surveys are also being used to collect customer feedback

## Objectives

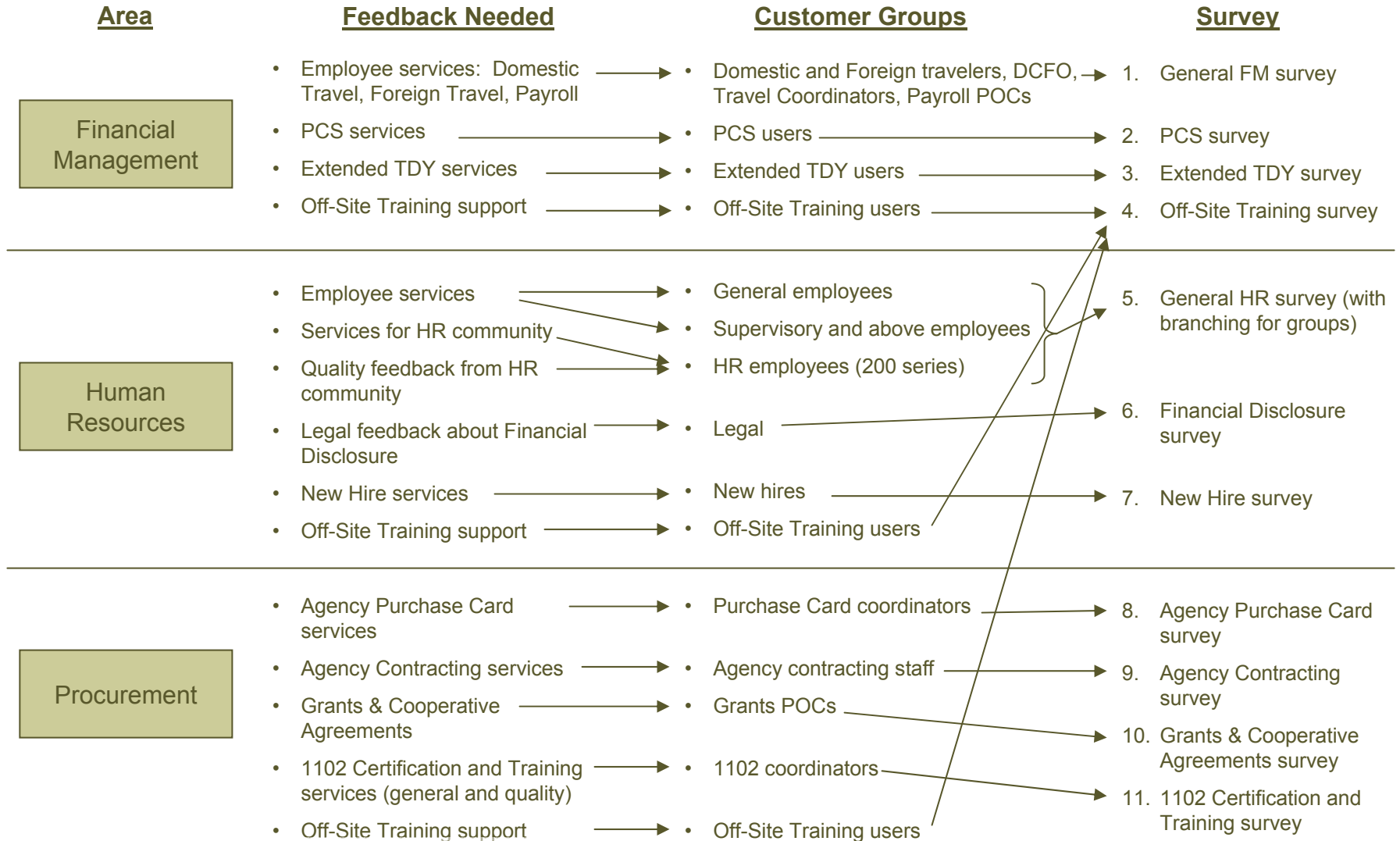
- To measure customer perceptions of NSSC service delivery
- To understand customer perceptions of the importance and usage patterns of services
- To compare against the baseline performance that was measured prior to the transition of services from the centers
- To continue ongoing measurement of customer satisfaction

## Introduction – About the Surveys

- The NSSC Broad Based Customer Satisfaction Surveys are customer assessments of the NSSC's current service quality for services that transitioned in fiscal year 2006 and the early part of fiscal year 2007
  - The surveys follow a similar format to the baselines that were conducted in late 2005 and late 2006 to enable comparison
- Separate surveys were deployed for eleven service areas and were developed using the survey map on the next page
  - Financial Management\*
  - Permanent Change of Station (PCS)\*
  - Extended Temporary Duty (TDY) Assistance\*
  - Off-Site Training
  - Human Resources\*
  - Financial Disclosure
  - New Hire In-Processing\*
  - Agency Purchase Card\*
  - Agency Contracting\*
  - Grants and Cooperative Agreements\*
  - 1102 Certification and Training Coordination\*

Services/service areas marked with an asterisk (\*) have baseline survey results that will be used in the reports to show how customer satisfaction had changed

# Introduction – About the Surveys: Survey Map



## Introduction – About the Surveys (Cont'd)

- In order to diminish “survey fatigue” among NSSC customers, several rules were applied to the sample populations
  - Anyone who received 2 or more baseline survey invitations in December 2006 was excluded
  - No one was sent more than 2 invitations to this round of surveys
  - Some domestic travel customers who recently received transactional surveys were excluded while still allowing for an adequate sample size
  - Center directors were excluded from survey lists since feedback was gathered through the executive interviews
- Most questions use a five-point response scale
- Inquisite, a web-based tool, was utilized to administer the surveys which were deployed from an NSSC server; a few responses were received via email and fax for respondents who had difficulty accessing the web site
- In most surveys, respondents were asked to identify their center, Mission Directorate or Mission Support area, grade level, and length of employment with NASA
- The surveys opened on May 17, 2007 and were closed at the end of business, May 31, 2007; reminders were sent on May 24th to those invitees who had not responded
- Separate invitations were sent for each of the eleven surveys
- At the close of the survey, 915 responses were obtained representing a 16% response rate across all surveys (response rates for each survey are shown on the next page)
  - The overall response rate across all surveys is somewhat low, but several of the surveys had favorable response rates

## Introduction – About the Surveys (Cont'd)

The following table shows the number of invitations sent and responses received for each of the surveys:

Survey #	Survey	Population	Number Invited	Final Responses after 5-31	Final Response Rate	Margin of Error at 90% Confidence Interval
1	General FM Survey	16954	1786	215	12%	5.6
2	PCS Survey	457	237	52	22%	10.8
3	Extended TDY Survey	11	11	3	27%	42.5
4	Off-Site Training Survey	5070	1240	234	19%	5.3
5	General HR Survey	15937	1909	281	15%	4.9
6	Financial Disclosure for Legal	15	15	6	40%	26.9
7	New Hire Survey	324	316	105	33%	6.6
8	Agency Purchase Card Survey	21	21	5	24%	32.9
9	Agency Contracting Survey	10	10	1	10%	82.2
10	Grants and Cooperative Agreements Survey	107	106	8	8%	28.1
11	1102 Certification and Training Survey	11	11	5	45%	28.5
			<b>5662</b>	<b>915</b>	<b>16%</b>	

Note: The following surveys have margins of error that are at or close to traditionally desired levels of statistical significance:

- General FM Survey
- Off-Site Training Survey
- General HR Survey
- New Hire Survey

Response rates for the other surveys are not large enough to meet traditionally desired levels of statistical significance. However, results provide directional guidance for the NSSC and should be used for that purpose. For small population surveys (< 20 in population), a 100% response rate would have been required to achieve a statistically significant sample.

## Introduction – About the Analysis

- The analysis includes presentation of the current satisfaction levels as well as comparison to the baseline performance, where applicable
- The Agency Contracting survey is not included in the analysis since there was only one response and insufficient data to analyze
- For purposes of this analysis, all unanswered and “NA” responses are excluded from the percentages and means. This provides a truer picture of the results than if these items were included
- Demographic differences in overall satisfaction were examined for center, mission directorate or mission support area, grade level, and length of tenure with NASA. Charts showing these differences are included in the report
- Personal references in the verbatim comments are omitted. Typographical errors and spelling errors are corrected in the comments



# Overall Findings

- Customer satisfaction appears to have improved for some services and declined for others, while staying fairly constant in many areas
  - Financial Management and PCS show improvement over the baseline
  - Human Resources and Financial Disclosure show a decline from the baseline
  - Satisfaction with New Hire In-Processing, Extended TDY, Agency Purchase Card Coordination, Grants/Cooperative Agreements, and 1102 Certification and Training Coordination is fairly consistent
- Overall satisfaction ratings for the services are mostly positive, with all but one of the mean values for overall satisfaction (Financial Disclosure) falling in the positive range of the rating scale (above 3)
- Benchmarking overall satisfaction scores against the survey provider's database of internal customer satisfaction surveys shows that six of the ten surveys\* fall below the median
  - The Financial Disclosure service received the lowest scores and is at the bottom of the benchmark panel
- The two most common areas for improvement are **accuracy** and **process efficiency**
  - Other aspects of service delivery with room for improvement are staff knowledge and capabilities, ease of contact/ensuring customers know who to contact, and communication
- NSSC personnel consistently receive high ratings for exhibiting positive customer service attitudes including courtesy, willingness to help, and showing an interest in solving problems

\* Agency Contracting is excluded since only one survey response was received

## Overall Findings (Cont'd)

- Specific questions about service quality were included in four surveys – General HR survey, New Hire In-Processing survey, Financial Disclosure survey, and 1102 Certification and Training Coordination survey
  - Feedback on the quality questions generally parallels the ratings given for other questions on the same surveys
  - The quality questions highlighted a few specific areas for improvement:
    - » Human Resources – efficiency of the financial disclosure process, completeness of new hire forms
    - » Financial Disclosure – efficiency of the process, readiness of forms for approval, inclusion of all required filers
    - » New Hire In-Processing – communication about the timing of services
    - » 1102 Certification and Training – effectiveness of the FAC-C certification process
- In most cases, customer ratings on the importance and performance of specific services are well-aligned
  - A few exceptions occurred for certain PCS and HR services, and the Financial Disclosure service due to the poor performance ratings
- In the majority of the surveys, customers indicate that accuracy should be the top objective for the service delivery organizations; the second most commonly suggested top objective is communication
- While there were some variations apparent in satisfaction levels across the demographic groups, there were no trends in this area across multiple surveys

*Findings, Conclusions, and Analysis Samples by Survey*

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# Financial Management

## Summary of Findings

- Overall satisfaction is positive with 72% of respondents giving favorable ratings. The percent favorable for overall satisfaction has improved over the baseline and is average compared to the other NSSC broad based surveys
- Customers gave the highest ratings (measured by mean) to:
  - Performance of Payroll service
  - Performance of Domestic Travel service
  - NSSC Financial Management personnel are consistently courteous
- Customers gave the lowest ratings (measured by mean) to:
  - I know who to call or where to go for my Financial Management-related questions or issues
  - The new NSSC Customer Service web site is effective
  - NSSC Financial Management personnel are easy to contact
- Customers generally view the Financial Management services as very important and the performance ratings for all three services are positive
- The highest ratings on customer satisfaction drivers deal with attitudes of personnel (courtesy, willingness to help, interest in solving problems); the lowest ratings deal with ease of contact and communication
- Customers believe the most important objective for Financial Management personnel should be “perform services accurately”

# Financial Management Summary of Findings (Cont'd)

- Efforts to improve in the following areas would result in the greatest payoff for Financial Management customers
  - Ensuring customers know who to call or where to go for support
  - Building confidence among customers in NSSC Financial Management personnel's abilities
  - Having efficient processes to deliver services
- Key themes from verbatim comments
  - The most common areas suggested for improvement are:
    - » Improving communication about points-of-contact and available Financial Management services
    - » Simplifying and improving efficiency of processes
    - » Improving systems, making more responsive to individual needs
  - Comments about level of satisfaction focus on:
    - » Many positive experiences and some mixed and negative experiences
    - » Positive reaction to responsive staff and timeliness of the system
    - » Negative reaction to complexity and slowness of Financial Manager

# Financial Management Summary of Findings (Cont'd)

- Key themes from verbatim comments (cont'd)
  - Additional comments include the following ideas:
    - » A need for more communication and a more responsive staff
    - » Slow/inefficient/bureaucratic system and processes
    - » Impersonal system; desire to interact with a person
    - » The system and process is improving

# Financial Management Conclusions

- Overall, customers are generally satisfied with NSSC Financial Management services and several aspects of service have improved from the baseline
  - Areas of significant improvement include timeliness, accuracy, and efficiency, as well as overall performance for foreign and domestic travel services
- NSSC Financial Management personnel provide a high level of customer service
- There is confusion and room for improvement for ensuring customers know who to contact for support
- Customers desire more communication about Financial Management services and changes that impact customers

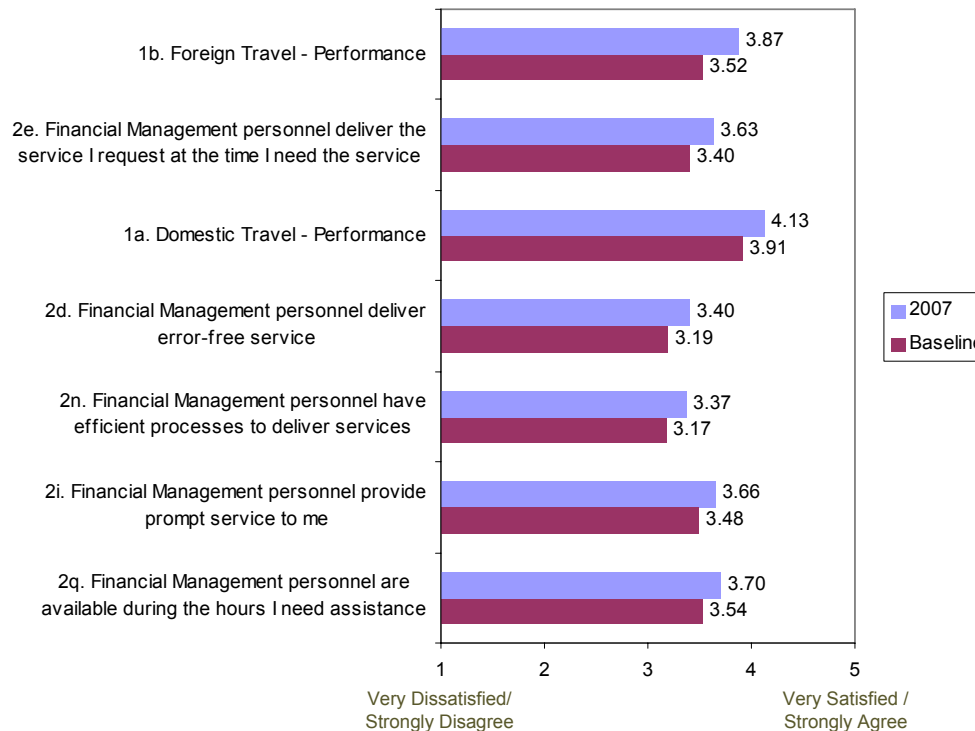
## Implications for the NSSC

- Develop and deploy communications about Financial Management services and points of contact
- Ensure policy/program changes that impact customers are communicated effectively
- Continue to provide a high level of customer service and ensure new staff are trained effectively
- Continue efforts to improve process efficiency

# Financial Management

## Significant Increases in Customer Satisfaction from the Baseline

The following questions show statistically significant improvements in customer satisfaction from the Baseline survey to the 2007 Broad Based survey. The questions are sorted in order of most improvement in mean scores. There were no questions in the Financial Management survey that had a statistically significant decline in customer satisfaction from the baseline.



These results are based on statistically testing the differences between the question means of the baseline and current survey results using a t-test at the 95% confidence interval. This test is an accurate way to observe any "real" improvement/decline in customer satisfaction.



# PCS

## Summary of Findings

- Overall satisfaction is positive and has improved from the baseline with 71% of respondents giving favorable ratings. The percent favorable for overall satisfaction is average compared to the other NSSC baseline surveys
- Customers gave the highest ratings (measured by mean) to:
  - PCS personnel are consistently courteous
  - Performance on Voucher Payment Services
  - PCS personnel are always willing to help me
- Customers gave the lowest ratings (measured by mean) to:
  - Performance on Property Management Services
  - Performance on Home Marketing Assistance
  - PCS personnel deliver error-free service
- The top three PCS services in terms of importance (Home Sale Services, Voucher Payment Services, Move Management Services) also received the highest performance ratings. However, other services that are considered important are not as well-rated in terms of performance (Property Management Services, Home Marketing Assistance)
- The highest ratings on customer satisfaction drivers deal with attitudes of personnel (courtesy, willingness to help, interest in solving problems); the lowest ratings deal with accuracy, efficiency, and knowing who to contact for support

# PCS

## Summary of Findings (Cont'd)

- The majority of respondents believe that the new NSSC customer service web site is effective
- Customers believe the most important objective for PCS personnel should be “perform services accurately”
- Efforts to improve in the following areas would result in the greatest payoff for PCS customers
  - Performance of Destination Area Services
  - Performance of Property Management Services
  - Ensuring customers know who to call or where to go for support
- Key themes from verbatim comments
  - The most common areas suggested for improvement are:
    - » Improving availability of information and making it less impersonal and inconsistent
    - » Improving responsiveness of customer service
    - » Simplifying and improving an inefficient and time-consuming process

# PCS

## Summary of Findings (Cont'd)

- Key themes from verbatim comments (cont'd)
  - Comments about level of satisfaction focus on:
    - » Several positive experiences and some mixed and negative experiences
    - » Positive response to courteous customer service
    - » Negative reaction to unresponsive support
  - Additional comments include the following ideas:
    - » Inefficient and lengthy processes
    - » Positive customer service experiences

# PCS

## Conclusions

- Overall, the PCS service is working well today and has shown improvement in several areas over the baseline
  - There was a significant increase in overall customer satisfaction
  - Certain services have shown significant improvement – Additional Services, Destination Area Services, Move Management Services
  - Aspects of service delivery have also improved – timeliness, availability of support, willingness to help and follow-through
- Customer service attitudes are positive, but there is still room for improvement in responsiveness to customer needs
- There is need for review and improvement of Property Management Services and Home Marketing Assistance
  - These were among the lowest satisfaction scores and the performance ratings are not well-aligned with the relative importance customers place on these services
- Customers see room for improvement with accuracy and process efficiency

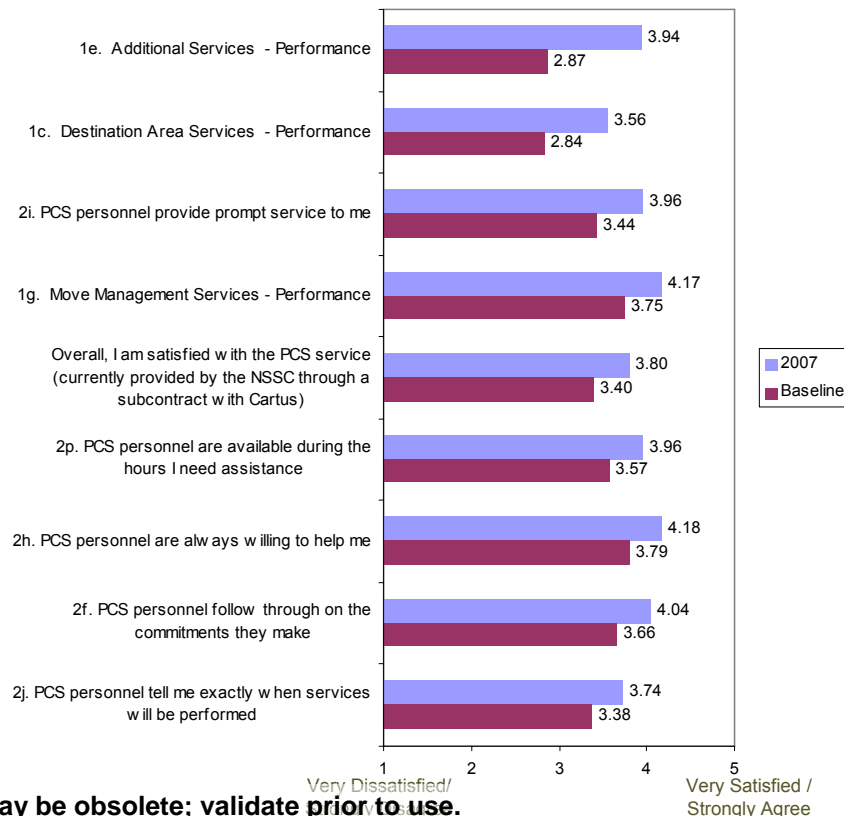
### Implications for the NSSC

- Investigate opportunities to improve Property Management Services and Home Marketing Assistance
- Continue emphasizing positive customer services attitudes and develop training to improve the responsiveness of staff
- Identify potential changes to improve accuracy and process efficiency
- Continue providing a high level of service for those areas that are working well today

# PCS

## Significant Increases in Customer Satisfaction from the Baseline

The following questions show statistically significant improvements in customer satisfaction from the Baseline survey to the 2007 Broad Based survey. The questions are sorted in order of most improvement in mean scores. There were no questions in the PCS survey that had a statistically significant decline in customer satisfaction from the baseline.



These results are based on statistically testing the differences between the question means of the baseline and current survey results using a t-test at the 95% confidence interval. This test is an accurate way to observe any "real" improvement/decline in customer satisfaction.

## Extended TDY Summary of Findings

- Overall satisfaction is mixed with 67% of respondents giving favorable ratings and 33% expressing strong dissatisfaction. The percent favorable for overall satisfaction is average compared to the other NSSC broad based surveys
- Customers gave the highest ratings (measured by mean) to:
  - Extended TDY personnel provide prompt service to me
  - Extended TDY personnel provide personalized attention
  - Extended TDY personnel are easy to contact
- Customers gave the lowest ratings (measured by mean) to:
  - Performance on Explanation and Processing of Advances
  - Performance on Explanation of Secondary Travel Process and Explanation of Lodging and Per Diem Allowances
  - Extended TDY personnel have the knowledge needed to deliver services
  - Extended TDY personnel deliver error-free service
- Customers view the Extended TDY services as very important, but performance ratings are low, with mean scores at or below 3.00 (neutral)
  - Employee Assistance Training and Personal Assistance are used the most, considered most important, and rated most highly in terms of performance

## Extended TDY Summary of Findings (Cont'd)

- The highest ratings on customer satisfaction drivers deal with prompt service, personalized attention, and ease of contact; the lowest ratings deal with staff knowledge and accuracy of service
- Feelings are fairly neutral about the effectiveness of the new NSSC customer service web site
- Customers believe the most important objective for Extended TDY personnel should be “communicate information and services and methods of contact”
- Efforts to improve in the following areas would result in the greatest payoff for Extended TDY customers
  - Improving performance on Explanation of Lodging and Per Diem Allowances
  - Improving performance on Explanation of Secondary Travel Process
  - Delivering requested services at the time customers need the service
- Key themes from verbatim comments
  - An area suggested for improvement is:
    - » Improving customer service responsiveness to personal needs
  - Additional comments include the following idea:
    - » Negative response to inconsistent, vague and arbitrary rules and regulations

# Extended TDY Conclusions

- The small response to this survey makes it difficult to draw conclusions, however, the following themes are apparent:
  - Customers have mixed reviews of the Extended TDY service today and there are several areas in need of improvement
  - Most of the specific Extended TDY services received relatively low performance ratings and one area (Explanation and Processing of Advances) showed a significant decline in performance from the baseline
  - Positive aspects of service delivery are promptness, personalized attention, and ease of contact
  - There may be room for improvement with staff knowledge and accuracy

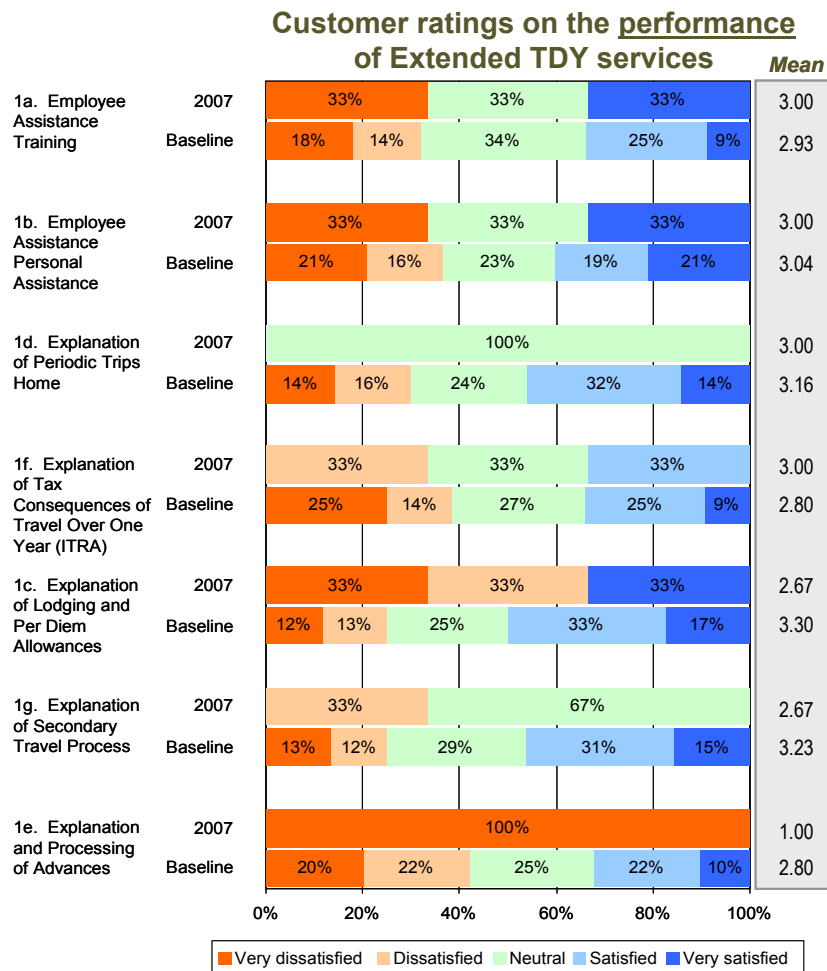
## Implications for the NSSC

- Review the specific Extended TDY services to identify opportunities for improvement
- Seek ways to gather additional customer feedback to improve the NSSC's understanding of what is working well and what is not working well
- Investigate how staff knowledge and accuracy of the services can be improved



# Evaluation of Extended TDY Services

The Extended TDY services are viewed as quite important by customers, but the performance ratings are relatively low. Employee Assistance Training and Personal Assistance are used the most, considered most important, and rated most highly in terms of performance.



# Off-Site Training

## Summary of Findings

- Overall satisfaction is positive with 71% of respondents giving favorable ratings. The percent favorable for overall satisfaction is average compared to the other NSSC broad based surveys
- Customers gave the highest ratings (measured by mean) to:
  - The NSSC Contact Center personnel are consistently courteous
  - My registration was processed accurately
  - The NSSC Contact Center personnel are always willing to help me
- Customers gave the lowest ratings (measured by mean) to:
  - I know who to call or where to go for my SATERN-related questions or issues
  - The NSSC claim for reimbursement processing personnel are easy to contact
  - I know who to call for my Off-Site Training reimbursement-related questions or problems
- Customers generally view the Off-Site Training services as somewhat or very important and the performance ratings are largely positive
- The highest ratings on customer satisfaction drivers deal with accuracy and timeliness; the lowest ratings deal with ease of contact and user-friendliness of the SATERN system
- Those customers who have used the NSSC Contact Center for SATERN support provide high satisfaction ratings, with the highest scores given for courtesy and willingness to help

## Off-Site Training Summary of Findings (Cont'd)

- Those customers who have sought reimbursement for training expenditures gave high ratings for accuracy and courtesy and lower ratings for ease of contact and knowing where to go for support
- Efforts to improve in the following areas would result in the greatest payoff for Off-Site Training customers
  - Ensuring customers know who to call for SATERN support
  - Improving user-friendliness of SATERN
  - Improving the efficiency of the Off-Site Training process
- Key themes from verbatim comments
  - The most common areas suggested for improvement are:
    - » Improving communication about points-of contact and available system information and directions
    - » Improving efficiency of approval and reimbursement processes
    - » Concern over user-friendliness of SATERN and the inability of users to edit and save work
  - Comments about level of satisfaction focus on:
    - » Several positive and negative experiences and some mixed experiences
    - » Positive response to staff competence and customer service
    - » Negative response to time-consuming and redundant registration process and system issues

## Off-Site Training Summary of Findings (Cont'd)

- Key themes from verbatim comments (cont'd)
  - Additional comments include the following ideas:
    - » Lengthy and cumbersome process
    - » A need for the ability to edit and save work on system
    - » Access to updated information and directions on the website

# Off-Site Training Conclusions

- The Off-Site Training process works fairly well today
- Customers are pleased with customer service attitudes of NSSC staff and accuracy of the registration process
- There is some confusion among customers about who to call for different types of support related to off-site training
- There are opportunities to improve the user-friendliness of the SATERN system
- Process efficiency and duration can be improved

## Implications for the NSSC

- Develop a plan for communicating points of contact to customers for different types of support related to off-site training
- Examine the current process to determine how efficiency can be improved and how the overall process can be shortened
- Use customer comments to investigate potential improvements to the SATERN system
- Continue to convey positive customer service attitudes and recognize NSSC staff for good work in this area

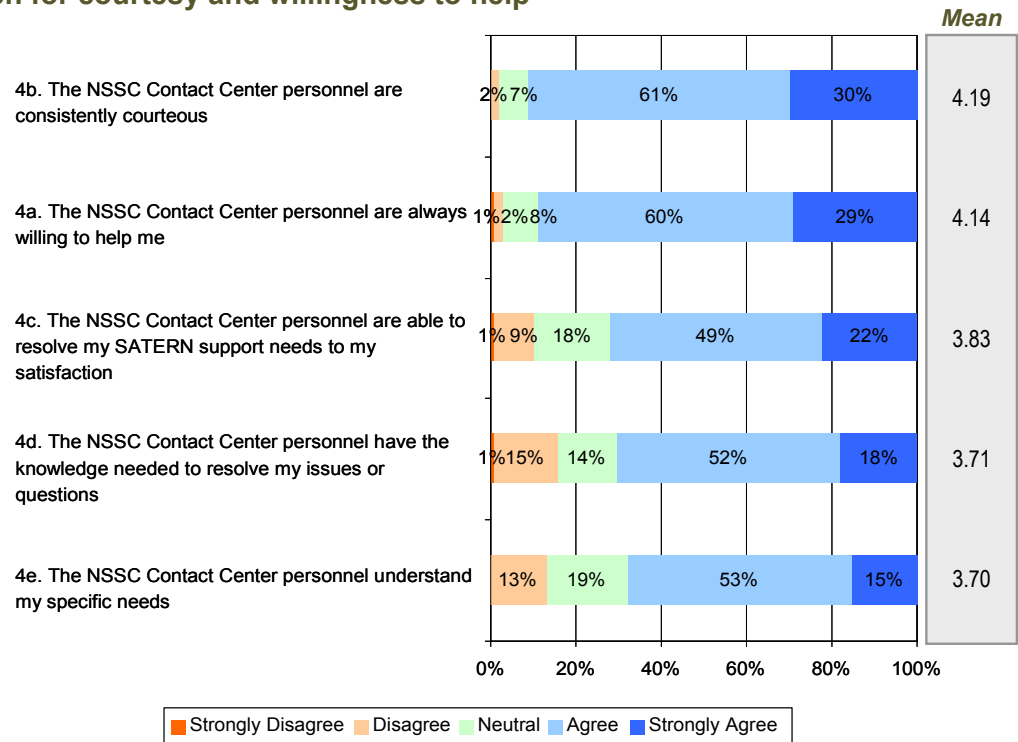
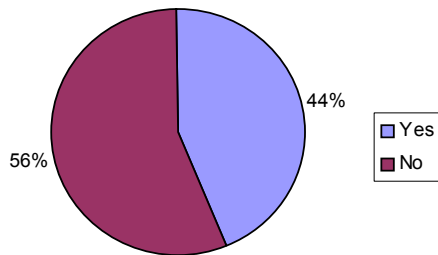
# Off-Site Training

## Satisfaction with SATERN Support from the NSSC Contact Center

Please rate your level of agreement with the following statements  
(Questions are listed in descending order, by mean)

Those customers who have used the NSSC Contact Center for SATERN support provide high satisfaction ratings, with the highest scores given for courtesy and willingness to help

3. Have you contacted the NSSC Contact Center for support with the SATERN system?



# Human Resources

## Summary of Findings

- Overall satisfaction is slightly positive with 49% of respondents giving favorable ratings and 40% giving a neutral rating. The percent favorable for overall satisfaction has declined from the baseline and is **low** compared to the other NSSC baseline surveys
- Customers gave the highest ratings (measured by mean) to:
  - Employee Notices notification content meets the requirements
  - NSSC Human Resources Personnel are consistently courteous
  - Performance on Development of Informational Materials and Recruitment Materials
- Customers gave the lowest ratings (measured by mean) to:
  - The financial disclosure process is efficient
  - Employee forms are complete (New Hire In-Processing)
  - Performance on Financial Disclosure Administration
- Two of the services that respondents consider to be relatively important (Award Processing and Financial Disclosure Administration) received the lowest performance ratings among HR services
  - Other top services in terms of importance (Development of Informational Materials and Recruitment Materials and Preparation and Distribution of Employee Notices) received the highest performance ratings among HR services

# Human Resources

## Summary of Findings (Cont'd)

- Mean scores for most of the quality questions about specific services are positive, with the exception of employee forms being complete for New Hire In-Processing, and the Financial Disclosure process being efficient
  - The Information Materials and Recruitment Materials service and Employee Notices service received the highest quality scores, while Financial Disclosure Administration received the lowest
- The highest ratings on customer satisfaction drivers deal with attitudes of personnel (courtesy, willingness to help) and availability of staff; the lowest ratings deal with accuracy and communication
- Customers believe the most important objective for Human Resources personnel should be “perform services accurately”
- Efforts to improve in the following areas would result in the greatest payoff for Human Resources customers
  - Improving the efficiency of the Financial Disclosure process
  - Ensuring customers know who to call or where to go for support
  - Improving overall performance on Financial Disclosure
- Key themes from verbatim comments
  - The most common areas suggested for improvement are:
    - » Communicating points-of-contact and updated information, service availability, procedures and policies
    - » Better responsiveness of staff to requests and to personal needs and situations
    - » More streamlined, efficient process



# Human Resources

## Summary of Findings (Cont'd)

- Key themes from verbatim comments (cont'd)
  - Comments about level of satisfaction focus on:
    - » Many positive experiences and many negative responses; unaware of the NSSC and its HR services
    - » Expected improvement as organization develops; meanwhile, positive reaction to customer service
    - » Negative reaction to inefficient and impersonal system and services provided by NSSC
  - Additional comments include the following ideas:
    - » Customer service concerns about contacting the right person
    - » HR process has become impersonal and inefficient
    - » Concern about the relevance and length of survey

# Human Resources Conclusions

- Satisfaction with HR services is somewhat mixed and appears to be lower than in other NSSC functional areas
- A comparison to the baseline results shows that the NSSC service has improved the timeliness of providing HR services
- Customer satisfaction for certain services (Financial Disclosure Administration, HR Information Assistance, and Award Processing) has dropped significantly since the baseline while customer satisfaction on Drug Testing Administration has improved
- There is room for improvement in ease of contact, ensuring customers know where to go for support, and staff knowledge
- The NSSC staff exhibit positive customer service attitudes when dealing with customers
- There is room for improvement in process efficiency

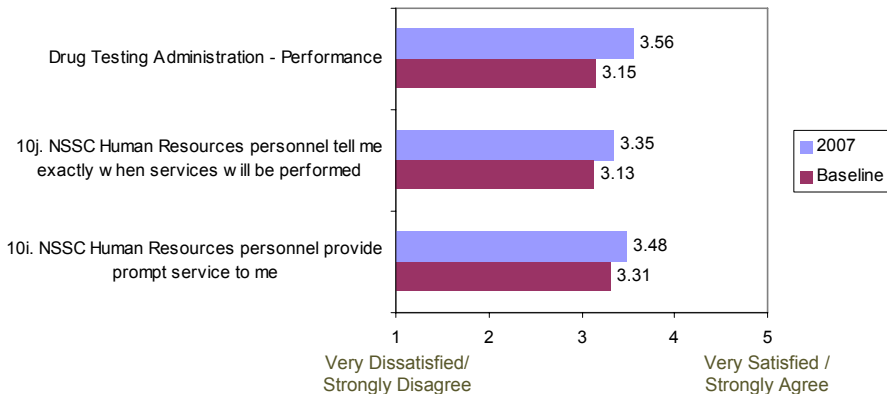
## Implications for the NSSC

- Determine which aspects of the services where satisfaction has declined are not working properly and take action to improve the performance of these services
- Communicate procedures for seeking support and contact information clearly to customers
- Investigate opportunities to improve the efficiency of processes
- Continue practicing excellent customer service skills and recognize positive attitudes of NSSC staff

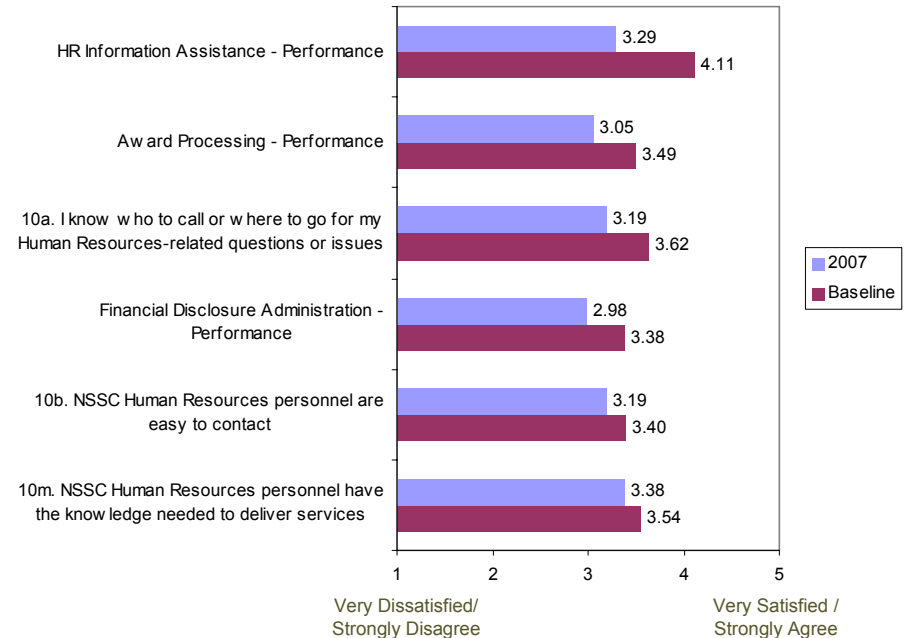
# Human Resources – Significant Increases and Decreases in Customer Satisfaction from the Baseline

The following questions show statistically significant improvements and declines in customer satisfaction from the Baseline survey to the 2007 Broad Based survey. The questions are sorted in order of most improvement or decline in mean scores.

## Areas of Improvement



## Areas of Decline



These results are based on statistically testing the differences between the question means of the baseline and current survey results using a t-test at the 95% confidence interval. This test is an accurate way to observe any "real" improvement/decline in customer satisfaction.

# Financial Disclosure Summary of Findings

- Overall satisfaction is quite negative with 83% of respondents giving unfavorable ratings. The percent favorable for overall satisfaction is the lowest compared to the other NSSC broad based surveys
- Customers gave the highest ratings (measured by mean) to:
  - Financial Disclosure personnel are consistently courteous
  - Financial Disclosure personnel are always willing to help me
  - When I have a problem, Financial Disclosure personnel show sincere interest in solving it
- Customers gave the lowest ratings (measured by mean) to:
  - The Financial Disclosure process is efficient
  - I feel confident with Financial Disclosure personnel's ability to support my position
  - Overall performance of the Financial Disclosure Administration service
- Customers view the Financial Disclosure Administration and Maintenance of EPTS services as very important but the performance ratings for the services are quite low
  - Performance ratings from the legal community for Financial Disclosure Administration are lower than the performance ratings for the same service on the General HR survey
  - The mean performance score for this service from the General HR survey is 2.98 versus 1.50, and is the lowest performance rating among the HR services

# Financial Disclosure

## Summary of Findings (Cont'd)

- Ratings on questions about the quality of the service were low, with all means in the negative part of the response scale
  - The lowest scores were given for process efficiency and the highest scores were given for inclusion of all required filers in the process
- The highest ratings on customer satisfaction drivers deal with attitudes of personnel (courtesy, willingness to help, interest in solving problems); the lowest ratings deal with confidence in the NSSC personnel's abilities and timeliness of the service
- Efforts to improve in the following areas would result in the greatest payoff for Financial Disclosure customers
  - Improving the knowledge of Financial Disclosure personnel
  - Improving overall performance of the service
  - Building confidence among customers in NSSC personnel's abilities
- Key themes from verbatim comments
  - The most common areas suggested for improvement are:
    - » Improving staff competence and knowledge
    - » Performing internal system checks and revisions

# Financial Disclosure

## Summary of Findings (Cont'd)

- Key themes from verbatim comments (cont'd)
  - Comments about level of satisfaction focus on:
    - » Mostly negative experiences and few positive experiences
    - » Negative response to inefficiency of process and system errors
  - Additional comments include the following ideas:
    - » Staff competence is questionable, though customer service is courteous
    - » The process is inefficient and cumbersome
    - » The system is complex and flawed

# Financial Disclosure Conclusions

- The Financial Disclosure Administration service is not functioning well today
  - The legal community is not satisfied with the service and satisfaction has decreased for the customer populations surveyed in the General HR survey
- Staff knowledge and competence need improvement
- There is concern about the process being inefficient and cumbersome
- Customers recognize positive customer service attitudes of NSSC personnel including courtesy and willingness to help

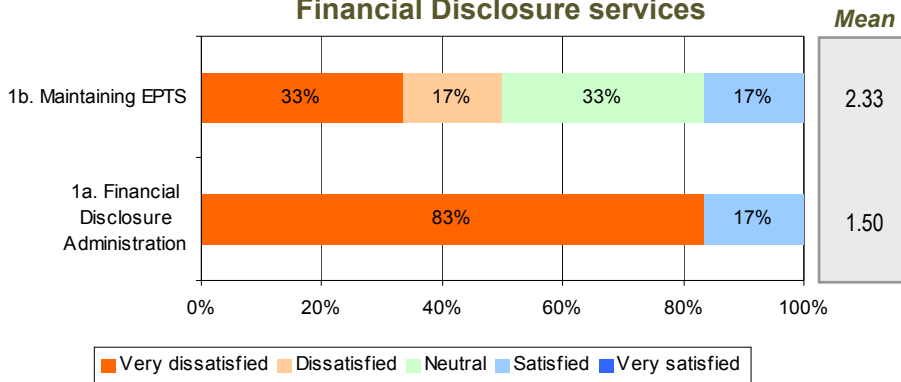
## Implications for the NSSC

- Examine the Financial Disclosure Administration service in detail to determine appropriate improvement actions
- Identify knowledge deficiencies and train or hire staff to address gaps in knowledge
- Examine process steps to eliminate inefficiency where possible
- Communicate with customer groups, including the legal community, about the changes being made to improve service
- Monitor progress on improvements and use additional methods to seek customer feedback over the next year

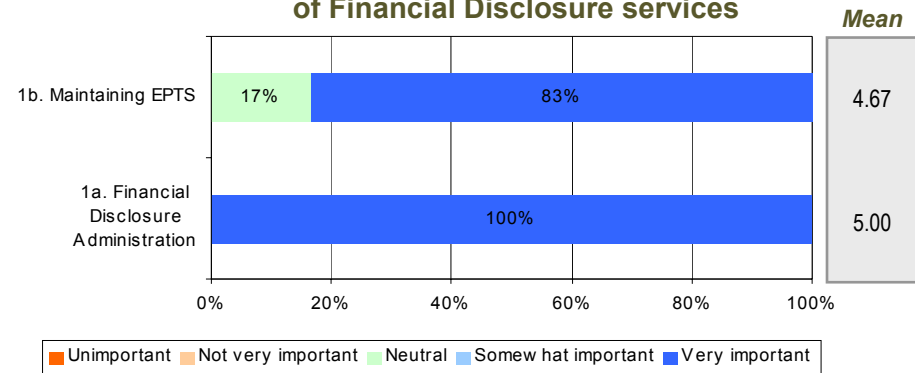
## Evaluation of Financial Disclosure Services

Customers view the Financial Disclosure Administration and Maintenance of EPTS services as very important but the performance ratings for the services are quite low. Performance ratings from the legal community for Financial Disclosure Administration are lower than the performance ratings for the same service from the General HR survey. The mean performance score for this service from the General HR survey is 2.98 and is the lowest among the HR services.

Customer ratings on the performance of Financial Disclosure services



Customer ratings on the importance of Financial Disclosure services



The baseline surveys did not contain a separate survey for Financial Disclosure, however, it was measured as part of the General HR survey. The mean score from the baseline for Financial Disclosure Administration was 3.38. This score represents feedback from HR survey respondents which differs from the legal population that received this survey.



# New Hire In-Processing Summary of Findings

- Overall satisfaction is positive with 68% of respondents giving favorable ratings. The percent favorable for overall satisfaction has declined very slightly from the baseline (72%) and is average compared to the other NSSC broad based surveys
- Mean scores between the current survey and baseline survey are very similar and there were no questions showing a statistically significant increase or decrease in satisfaction
  - A t-test at the 95% confidence interval was used to test the difference in means between the current and baseline surveys; this test is an accurate way to observe any “real” improvement/decline in customer satisfaction
- Customers gave the highest ratings (measured by mean) to:
  - New Hire In-Processing personnel are consistently courteous
  - New Hire In-Processing personnel are always willing to help me
  - When I have a problem, New Hire In-Processing personnel show sincere interest in solving it
- Customers gave the lowest ratings (measured by mean) to:
  - I knew exactly when to expect new hire in-processing services
  - The in-processing process was communicated effectively
  - New Hire In-Processing personnel deliver error-free service

## New Hire In-Processing Summary of Findings (Cont'd)

- The majority of respondents use both the web and paper forms for completing their new hire paperwork
- Customers typically view the new hire in-processing service as very important and the performance ratings are positive; ratings on importance and performance are very similar to the baseline survey
- In terms of the quality questions, customer ratings are mostly positive, with higher scores given for process efficiency and lower scores given for customers knowing when to expect services
- The highest ratings on customer satisfaction drivers deal with attitudes of personnel (courtesy, willingness to help, interest in solving problems); the lowest ratings deal with accuracy and process efficiency
- Customers believe the most important objective for New Hire In-Processing personnel should be “perform services accurately”
- Efforts to improve in the following areas would result in the greatest payoff for New Hire In-Processing customers
  - Ensuring customers know when to expect services
  - Improving communication about the process
  - Improving the efficiency of the process

# New Hire In-Processing Summary of Findings (Cont'd)

- Key themes from verbatim comments
  - The most common areas suggested for improvement are:
    - » Receiving information about services, required forms and receiving “too much” information
    - » Improving staff knowledge base and responsiveness in customer service
    - » Repetitious, redundant forms which often have to be filled out more than once
  - Comments about level of satisfaction focus on:
    - » Many positive experiences and some mixed and negative experiences
    - » Positive experiences with courteous and responsive customer service
    - » Negative response to not receiving the correct or updated information and forms
  - Additional comments include the following ideas:
    - » Gaining access to pertinent information
    - » NSSC role unclear/invisible to user

# New Hire In-Processing Conclusions

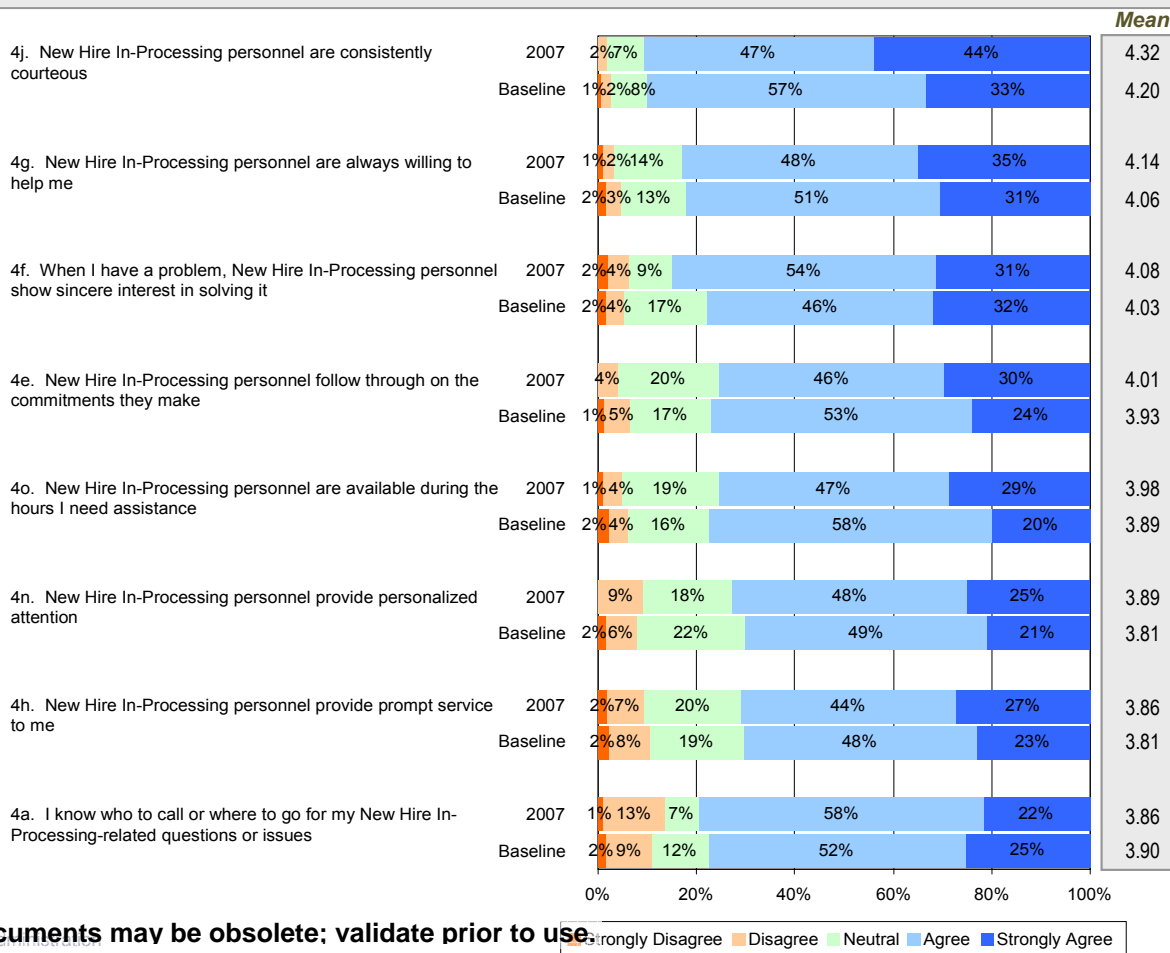
- The New Hire In-Processing service works fairly well today and customer satisfaction has remained consistent from the baseline survey
- NSSC staff are exhibiting positive customer service attitudes which are recognized by customers
- Better communication to customers about process steps and timing is needed
- Improving the accuracy of service is another opportunity for improvement
- Paper forms are still used by many customers and the efficiency and bureaucracy of the process can be improved

## Implications for the NSSC

- Develop a plan for improving communication effectiveness for new hires
- Investigate opportunities to streamline the forms that are required and continue to automate as much as possible to eliminate paper forms
- Examine issues with accuracy and determine appropriate actions to improve accuracy of the service
- Continue to convey positive customer service attitudes and recognize employees for exhibiting these attitudes

# New Hire In-Processing – Customer Satisfaction Drivers

**Please rate your level of agreement with the following statements**  
(Questions are listed in descending order, by mean)



# Agency Purchase Card Program Coordination

## Summary of Findings

- Overall satisfaction is mostly positive with 80% of respondents giving favorable ratings. However, 20% of respondents are strongly dissatisfied. The percent favorable for overall satisfaction is slightly less than the baseline but is high compared to the other NSSC broad based surveys
- Mean scores between the current survey and baseline survey are very similar and there were no questions showing a statistically significant increase or decrease in satisfaction
  - A t-test at the 95% confidence interval was used to test the difference in means between the current and baseline surveys; this test is an accurate way to observe any “real” improvement/decline in customer satisfaction
- Customers gave the highest ratings (measured by mean) to:
  - I know who to call or where to go for my Agency Purchase Card Program Coordination-related questions or issues
  - Agency Purchase Card Program Coordination personnel are easy to contact
  - Agency Purchase Card Program Coordination personnel are always willing to help me
- Customers gave the lowest ratings (measured by mean) to:
  - Agency Purchase Card Program Coordination personnel have the knowledge needed to deliver services
  - Agency Purchase Card Program Coordination personnel have efficient processes to delivery services
  - I feel confident with Agency Purchase Card Program Coordination personnel’s ability to support my position
- The majority of customers view Agency Purchase Card Program Coordination as very important and the performance ratings are good

# Agency Purchase Card Program Coordination

## Summary of Findings (Cont'd)

- The highest ratings on customer satisfaction drivers deal with ease of contact and positive customer service behaviors; the lowest ratings deal with the personnel's knowledge and abilities and efficiency of the process
- Customers believe the most important objective for Agency Purchase Card personnel should be "communicate information and services and methods of contact"
- Efforts to improve in the following areas would result in the greatest payoff for Agency Purchase Card customers
  - Building confidence among customers in NSSC personnel's abilities
  - Understanding the specific needs of customers
  - Ensuring personnel have adequate knowledge
- Key themes from verbatim comments
  - The most common area suggested for improvement is:
    - » Improving knowledge of staff and responsiveness for issue resolution
  - Comments about level of satisfaction focus on:
    - » Positive reactions to courteous and responsive customer support
  - Additional comments include the following idea:
    - » Having a knowledgeable staff that works within its defined roles

# Agency Purchase Card Program Coordination Conclusions

- The Agency Purchase Card Program Coordination service is working fairly well today
- Current customer satisfaction appears to be consistent with the baseline
- Customers know who to contact for support and give high ratings for ease of contact
- Customer service attitudes are viewed favorably by customers
- There appears to be room for improvement with staff knowledge and process efficiency

## **Implications for the NSSC**

- Identify any gaps in staff knowledge and train or hire staff to address these gaps
- Investigate opportunities to improve the efficiency of the process
- Continue to convey positive customer service attitudes and recognize NSSC staff for good work in this area



# Payoff Index for Agency Purchase Card Customers

- The Payoff Index provides a systematic way to identify and prioritize areas for improvement
- The Payoff Index range for the survey was from 0.20 to 0.19. Below are the questions that have the highest Payoff Index values. They represent the areas where improvement would have the largest potential impact on improving overall customer satisfaction (Payoff)
- In summary, building confidence in NSSC personnel's abilities, understanding the specific needs of customers, and ensuring personnel have adequate knowledge represent the greatest potential for improving overall customer satisfaction with Agency Purchase Card services

<i>Efforts to improve the following areas would result in the greatest payoff for Agency Purchase Card customers</i>	Importance (Correlation with Overall Satisfaction with Agency Purchase Card)		Weight (Unfavorable Response Percentage*)		Payoff Index
2l. I feel confident with Agency Purchase Card Program Coordination personnel's ability to support my position	1.00	x	20%	=	0.20
2o. Agency Purchase Card Program Coordination personnel understand my specific needs	0.99	x	20%	=	0.20
2m. Agency Purchase Card Program Coordination personnel have the knowledge needed to deliver services	0.96	x	20%	=	0.19
1a. Agency Purchase Card Program Coordination - Performance	0.96	x	20%	=	0.19
2c. Agency Purchase Card Program Coordination personnel openly communicate decisions or changes that affect me	0.96	x	20%	=	0.19
2d. Agency Purchase Card Program Coordination personnel deliver error-free service	0.94	x	20%	=	0.19
2n. Agency Purchase Card Program Coordination personnel have efficient processes to deliver services	0.94	x	20%	=	0.19

\* Percent Unfavorable = (% Disagree + % Strongly Disagree), or (% Dissatisfied + % Very Dissatisfied)

# Grants/Cooperative Agreements

## Summary of Findings

- Overall satisfaction is positive with 63% of respondents giving favorable ratings. The percent favorable for overall satisfaction has improved slightly from the baseline but is low compared to the other NSSC broad based surveys
- Customers gave the highest ratings (measured by mean) to:
  - Grants/Cooperative Agreements personnel are consistently courteous
  - When I have a problem, Grants/Cooperative Agreements personnel show sincere interest in solving it
  - Grants/Cooperative Agreements personnel are always willing to help me
- Customers gave the lowest ratings (measured by mean) to:
  - Grants/Cooperative Agreements personnel tell me exactly when services will be performed
  - Grants/Cooperative Agreements personnel deliver the service I request at the time I need the service
  - Grants/Cooperative Agreements personnel understand my specific needs
- Customers generally view the Grants/Cooperative Agreements service as very important while the performance rating is somewhat mixed
- The highest ratings on customer satisfaction drivers deal with attitudes of personnel (courtesy, willingness to help, interest in solving problems); the lowest ratings deal with timeliness and understanding customer needs
- Customers believe the most important objective for Grants and Cooperative Agreements personnel should be “perform services accurately”

# Grants/Cooperative Agreements Summary of Findings (Cont'd)

- Efforts to improve in the following areas would result in the greatest payoff for Grants and Cooperative Agreements customers
  - Delivering services at the time customers need them
  - Telling customers exactly when services will be performed
  - Improving overall performance of the service
- Key themes from verbatim comments
  - The most common areas suggested for improvement are:
    - » Improving efficiency and timeliness of process
    - » Improving communication about points-of-contact
  - Comments about level of satisfaction focus on:
    - » Mixed positive and negative responses
    - » Negative response to timeliness of process
  - Additional comments include the following ideas:
    - » Communication is satisfactory
    - » User still acclimating to service

# Grants/Cooperative Agreements Conclusions

- Customer satisfaction with the Grants/Cooperative Agreements service is slightly positive, but is lower than many of the other NSSC services
  - Performance ratings on the service are somewhat mixed
- There is room for improvement in timeliness and communication with customers on timing and points of contact
- Customer satisfaction declined significantly from the baseline in terms of Grants/Cooperative Agreements staff understanding customer needs
- NSSC staff are exhibiting positive customer service attitudes when dealing with customers

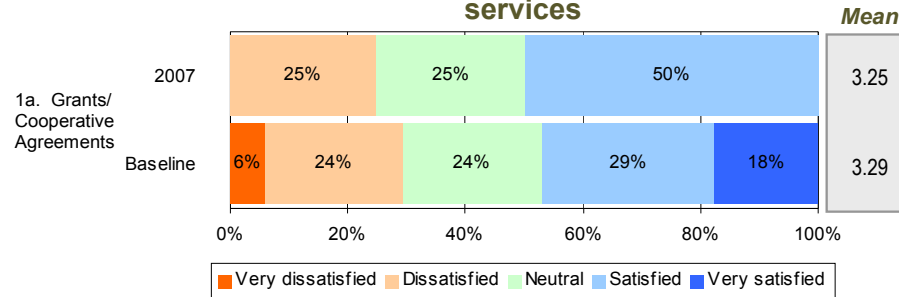
## Implications for the NSSC

- Develop approaches to better understand customer needs for the service and incorporate those approaches as part of the process
- Identify opportunities to improve timeliness and ensure customers know when to expect the service to be performed
- Communicate/clarify points of contact with customers
- Continue to exhibit and recognize positive customer service attitudes for NSSC staff

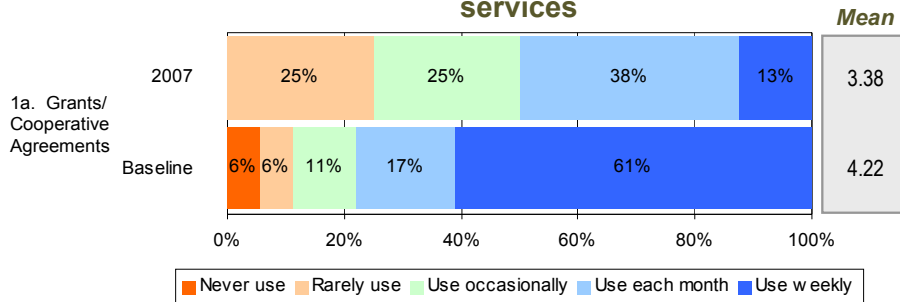
# Evaluation of Grants and Cooperative Agreements Services

Customers generally view the Grants/ Cooperative Agreements service as very important while the performance rating is somewhat mixed

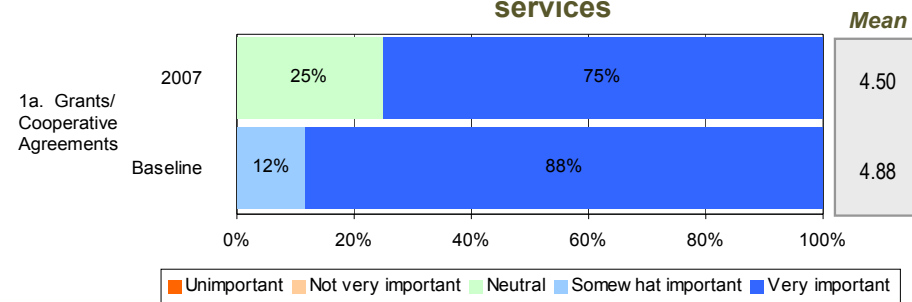
Customer ratings on the performance of Grants and Cooperative Agreements services



Customer ratings on the use of Grants and Cooperative Agreements services



Customer ratings on the importance of Grants and Cooperative Agreements services



# 1102 Certification and Training Coordination

## Summary of Findings

- Overall satisfaction is positive with 80% of respondents giving favorable ratings. The percent favorable for overall satisfaction is the same as the baseline and is high compared to the other NSSC broad based surveys
- Mean scores between the current survey and baseline survey are very similar and there were no questions showing a statistically significant increase or decrease in satisfaction
  - A t-test at the 95% confidence interval was used to test the difference in means between the current and baseline surveys; this test is an accurate way to observe any “real” improvement/decline in customer satisfaction
- Customers gave the highest ratings (measured by mean) to:
  - I know who to call or where to go for my 1102 Certification and Training Coordination-related questions or issues
  - 1102 Certification and Training Coordination personnel openly communicate decisions or changes that affect me
  - Overall performance of the 1102 Certification and Training Coordination service
- Customers gave the lowest ratings (measured by mean) to:
  - The FAC-C certification process is effective
  - 1102 Certification and Training Coordination personnel deliver error-free service
  - 1102 Certification and Training Coordination personnel follow through on the commitments they make
- Customers view the 1102 Certification and Training service as very important and the performance ratings are quite positive

# 1102 Certification and Training Coordination Summary of Findings (Cont'd)

- Customers generally gave positive ratings for the quality questions about this service with the lowest scores going to the effectiveness of the FAC-C certification process
- The highest ratings on customer satisfaction drivers deal with ease of contact, communication and attitudes of personnel; the lowest ratings deal with accuracy and following-through on commitments
- Customers believe the most important objective for 1102 Certification and Training personnel should be “communicate information and services and methods of contact”
- Efforts to improve in the following areas would result in the greatest payoff for 1102 Certification and Training customers
  - Improving the effectiveness of the FAC-C certification process
  - Providing personalized attention to customers
  - Delivering services when customers need them
- Key themes from verbatim comments
  - The most common areas suggested for improvement are:
    - » Improving communication via updated information and follow-up
    - » Enhancing customer service by minimizing personnel changes

# 1102 Certification and Training Coordination Summary of Findings (Cont'd)

- Key themes from verbatim comments (cont'd)
  - Comments about level of satisfaction focus on:
    - » A mix of negative and positive experiences
    - » Satisfaction with overall service
    - » Negative reaction to lack of communication of requirements



# 1102 Certification and Training Coordination

## Conclusions

- The 1102 Certification and Training process appears to work well today
- Communication and clear points of contact received high ratings from customers, yet verbatim comments indicate room for improvement with communication to customers
- There is an opportunity to improve the effectiveness of the FAC-C certification process
- Additional areas for improvement are accuracy of the service and follow-through by NSSC staff

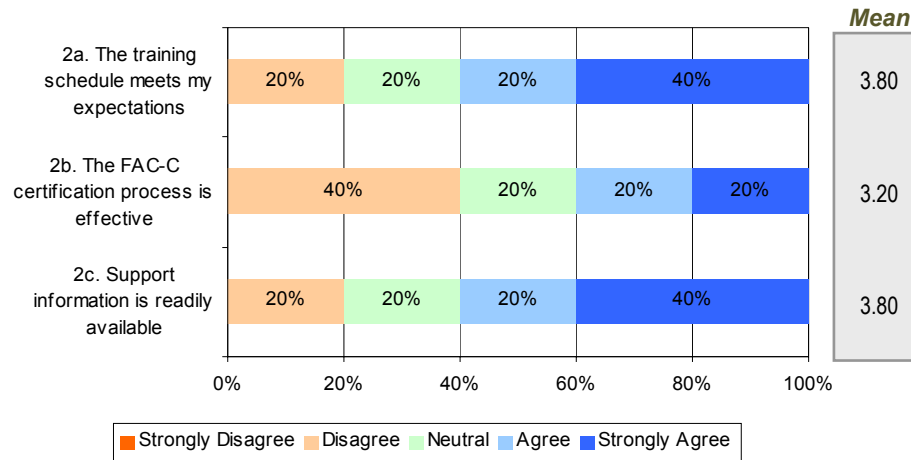
### **Implications for the NSSC**

- Examine the FAC-C certification process to determine appropriate improvement actions
- Identify opportunities to improve service accuracy and follow-through on commitments
- Examine current communication practices associated with the 1102 Certification and Training process
  - Develop a plan for improving communication with customers, especially regarding process requirements

# 1102 Certification and Training Coordination Quality Questions

Customers generally gave positive ratings for the quality questions about this service with the lowest scores going to the effectiveness of the FAC-C certification process.

## 2. Please rate your level of agreement with the following statements



## *Benchmark Comparison and Customer Service Examples*

# Benchmark Comparison

The results on overall satisfaction are compared to the survey provider's benchmarks for other internal customer satisfaction surveys which include some other NSSC baseline surveys.

- The majority of the overall satisfaction scores for this year's surveys fall in the third and fourth quartile for the benchmark comparison

	Survey	Score	Rank
Top quartile	NASA SBIR/STTR Awards	4.50	1
	Utility 6 Media Productions	4.35	2
	Pharmaceutical 1 Facilities	4.28	3
	NASA Recruitment Logistics	4.23	4
	Utility 5 IT	4.19	5
	NASA Procurement Intern	4.14	6
	Utility 1 Travel	4.11	7
	Industrial - Relocation *	4.10	8
	Aerospace/Defense 1 Finance/Admin A	4.08	9
	Aerospace/Defense 1 Finance/Admin B	4.04	10
	NSSC 1102 Certification and Training Coord.	4.00	
	High Tech 2 Shared Services *	4.00	11
	Utility 6 IT (End User)	3.95	12
	Utility 6 Operational Support	3.95	13
	Oil & Gas IT	3.93	14
2nd quartile	NASA Onsite Training	3.93	15
	Utility 6 Payroll	3.92	16
	Utility 2 CADD	3.88	17
	Aerospace/Defense 1 Accounting A	3.85	18
	Travel/Hospitality Finance *	3.85	19
	Utility 1 Document Mgt.	3.83	20
	NASA Leave Donor Processing	3.83	21
	Utility 6 IT (Applications)	3.81	22
	NSSC PCS	3.80	
	NSSC Agency Purchase Card	3.80	
	Utility 2 Real Estate	3.80	23
	Utility 1 (Mgt)	3.79	24
	NSSC Off-Site Training	3.77	
	Utility 1 IT	3.77	25
	Utility 2 Electronic Document Mgt.	3.77	26
	Utility 2 Document Management	3.76	27
	NASA HR and Training Website	3.76	28
	Utility 2 Facilities	3.75	29

	Survey	Score	Rank
3rd quartile	Travel/Hospitality IT *	3.73	30
	NSSC New Hire In-Processing	3.69	
	Utility 4 Office Services	3.69	31
	Utility 6 Supply (Strategic Sourcing)	3.69	32
	Utility 2 Environmental Affairs	3.68	33
	Utility 6 Supply (Operations)	3.68	34
	Utility 2 IT	3.66	35
	Utility 2 Telecom	3.65	36
	NSSC Financial Management	3.64	
	Aerospace/Defense 1 Accounting B	3.63	37
	Utility 1 HR (Employees)	3.61	38
	Utility 6 A/P	3.61	39
	Utility 1 Telecom	3.57	40
	Pharmaceutical 2 IT	3.56	41
	Utility 1 A/P	3.55	42
4th quartile	Utility 4 Real Estate	3.51	43
	High Tech 1 - IT	3.50	44
	Utility 1 Real Estate	3.50	45
	Utility 1 Fleet	3.47	46
	NSSC Human Resources	3.43	
	Utility 4 Fleet	3.41	47
	Utility 3 HR	3.39	48
	NSSC Grants/Cooperative Agreements	3.38	
	Pharmaceutical 1 HR	3.27	49
	Industrial - IT *	3.23	50
	Industrial - Payroll *	3.23	51
	Utility 2 Supply Chain	3.23	52
	Utility 6 HR Mgrs/Generalists	3.23	53
	Utility 1 Supply Chain	3.16	54
	Entertainment 1	3.05	55
	NSSC Extended TDY	3.00	
	Aerospace/Defense 1 HR (mgrs/generalists)	2.93	56
	High Tech 1 - Europe	2.87	57
	Aerospace/Defense 1 HR (employees)	2.76	58
	NSSC Financial Disclosure	1.67	

Red = 2007 Surveys  
Blue = Other NASA Baselines

Note: Benchmark scores represent a variety of maturity levels for shared services organizations

Source: Survey Provider Data

# Customer Service Examples

**The following verbatim comments provide examples of positive and negative customer service practices that exist today.**

## Positive Customer Service

- I was pleased with the service and accuracy I received from NSSC. It was nice to get it right on the first attempt, and not having to keep calling (General HR)
- I appreciate the outstanding customer service I have received from NSSC. The analysts are always responsive to my inquiries. They are nice, courteous and genuinely interested in providing outstanding service. Thanks NSSC for all your help. Special thanks to [individual] for assisting me and always being so professional, patient and kind! (General FM)
- Your people are always kind, courteous, and willing to help. (PCS)
- Initial email received by NSSC was clear as to services provided and how to contact person for help. The staff was courteous, prompt and made sure that all my questions were answered to my satisfaction during each contact. It was a pleasure to deal with the NSSC staff (New Hire In-Processing)
- I am very happy with the service I have gotten from the NSSC. Everyone is very friendly, courteous and easy to work with. (Agency Purchase Card)

## Negative Customer Service

- Not happy that I have to continually follow up on requests that I have submitted. No information regarding my request was ever related to me. I had to call personnel specialist to keep her on top of my requests (General HR)
- Be available when needed. Why would most of the staff go to lunch at the same time? Services are needed/required 8 hours a day (General HR)
- Depending on the day and person you get at NSSC, you can expect completely different answers to the same question. You can also expect them to process vouchers inconsistently from month to month (General FM)
- Service and support can be improved by when the support person tells the customer that a specific person or someone will return the call in a specific time frame and then I expect to receive a call back. I do not feel the customer should continually have to call back over several days to receive the customer's answer (Off-Site Training)
- During my in hire processing it would take up to a week for a return phone call at times. There was also significant amounts of information about the relocation that i requested and people could not answer my questions so i was bounced around from dept to dept, and all dept's within the process were slow to respond (New Hire In-Processing)

*Executive Interview Feedback*

# Executive Interview Feedback

In conjunction with the broad based satisfaction surveys, phone interviews were conducted with four NASA Center Directors<sup>1</sup> to collect executive-level feedback on the services that the NSSC began performing in fiscal year 2006 and the early part of fiscal year 2007.

## Background

- The four centers whose Center Directors were interviewed in the 2005 Baseline interviews were interviewed again
  - In one case, the Center Director had changed, and the Deputy Center Director and Associate Director were interviewed instead for continuity
- Rick Arbuthnot contacted the Center Directors to request their participation in the interview
- The interviews were conducted by the survey provider and lasted about 30 minutes
- Interview guides were sent to the participants in advance

## Overall Observations

- The centers are generally pleased with the support they receive from the NSSC
- Satisfaction has improved substantially for most services since the initial transition
  - In some areas there is still a preference for the personal contact provided through the former model of center support
- The centers recognize the challenges that the NSSC has faced through start-up and are very supportive of the continued improvements they see
- There is some frustration with costs not being clear and being higher than previous costs

# Executive Interview Feedback (Cont'd)

## Overall Impressions of Service Quality

- Impressions of current service quality are mostly positive, higher ratings were more consistently given for Financial Management and Procurement, while Human Resources received some positive and some mixed reviews
  - Financial Management – feedback on services is positive, but several centers noted the end of year voucher-processing problems for travel. Areas that initially had a difficult start appear to be running smoothly now
  - Human Resources – impressions are fairly positive, with centers recognizing a lot of improvement since some difficult transition periods. Some areas where centers noted room for improvement are Award Processing, SES Case Documentation, and Drug Testing
  - Procurement – procurement services received positive feedback. Some centers commented that the work the NSSC performs for grants is limited, leaving much of the work at the centers



# Executive Interview Feedback (Cont'd)

## Consistency with Survey Results

- For most services, the feedback from the executive interviews appears to be consistent with the customer ratings provided in the broad-based surveys. There are a few areas where feedback from the two sources is not well-aligned.
  - Customer ratings are more positive than executive interview feedback in two areas:
    - » **PCS** service showed positive improvement in the customer survey yet received mixed reviews from executives at the centers
    - » **New Hire In-Processing** seems to be working fairly well from the customer survey ratings, but executives at the centers had mixed opinions
  - Executive interview feedback is more positive than customer ratings in two areas:
    - » **Financial Disclosure** received negative scores from the customer surveys (both in the survey of legal points of contact and in the general HR survey) while feedback from executives was generally favorable
    - » **Extended TDY** received mixed reviews from the customer surveys, but generally positive comments from executives

# Executive Interview Feedback (Cont'd)

## Service Quality for Specific Services

- Financial Management
  - **Payroll** – feedback on payroll is mostly positive with comments made about the NSSC staff being responsive and timely when resolving issues; one center noted room for improvement in communication and team work for issue resolution with both civil service staff and contractors
  - **Domestic Travel** – most centers cited the problems that occurred during initial transition and at year end with the voucher processing, but all indicated that those problems appear to be resolved and the support generally works well now; there are some instances where payments have been delayed due to oversight by payment processors; centers provided feedback that NSSC staff are courteous and professional and that the FM travel lead does an excellent job
  - **Foreign Travel** – feedback on foreign travel is positive; some past issues with long duration trips have been resolved; the centers indicate NSSC staff has been responsive, professional, and courteous
  - **Permanent Change of Station** – reviews of PCS support are mixed so far – two centers noted that things are working okay and they are satisfied, while another indicated the customer service in this area is poor; another center suggested that the NSSC handle all overseas PCS since this is a complicated process that is seldom performed at each individual center
  - **Extended TDY Assistance** – centers seem to be satisfied with current support, but one center noted that the transition did not go well; feedback includes positive comments about staff knowledge, responsiveness, and courteous support

# Executive Interview Feedback (Cont'd)

## Service Quality for Specific Services

- Human Resources
  - **Drug Testing Administration** – feedback is mostly positive about drug testing administration; one center noted that there was a steep learning curve, but service had improved significantly; another center expressed concern about the length of time it takes to get a contractor on site when they have qualified individuals on site that could perform the work
  - **Special HR Studies** – there is very little feedback about special HR studies and several centers noted they have not used this service yet
  - **SES Case Documentation** – several centers noted a difficult transition for this service and initial concern about staff knowledge and writing capabilities; one center still has concern about staff at the NSSC not having sufficient knowledge of the candidates to prepare the applications sufficiently; in general, this service has improved since transition and support is viewed as timely
  - **Development of Informational Materials and Recruitment Materials** – limited feedback was provided about this service as some have not used it yet; another noted they have been pleased with the quality of the material
  - **Preparation and Distribution of Employee Notices** – limited feedback was provided about this service, however feedback provided was positive; centers note excellent service and no issues

# Executive Interview Feedback (Cont'd)

## Service Quality for Specific Services

- Human Resources (Cont'd)
  - **Award Processing** – several centers expressed some concern about award processing, with some improvement noted since the initial transition; issues that remain include not receiving awards in a timely manner and some problems with names not being correct. One center requested that out-of-cycle requests receive the same type of certificates as in-cycle (11x14 versus 8.5 x11); another center believes it makes more sense for the centers to print the certificates locally
  - **Financial Disclosure Administration** – feedback is generally positive after a rough start noted by one center; there is interest in making electronic filing easier and centers would like to know the status on this issue and receive communication on how specific problems are being addressed
  - **HR Information Assistance** – limited feedback was provided about this service; current service seems to be positive with one center noting that there was an initial learning curve and that the NSSC staff has become more knowledgeable over time
  - **New Hire In-Processing** – feedback, while limited, indicates room for improvement with this service; one center specifically noted a difficult start with the transition; another center indicated that the service could be improved because the web site is confusing and not very user-friendly

# Executive Interview Feedback (Cont'd)

## Service Quality for Specific Services

- Procurement
  - **Agency Purchase Card** – feedback on this service is positive; one center noted positive improvements in timeliness and quality; there is uncertainty about implications of the new bank contract
  - **Agency Contracting** – limited feedback was provided about this service; support that has been received is viewed as positive, but the role of the NSSC is viewed as limited
  - **Grants and Cooperative Agreements** – feedback on this service is positive, with positive comments about customer service and the Grants Status Search tool. However, two centers indicated that since the role of the NSSC is limited, much work remains at the centers. In one case, the center thought the NSSC would be taking over more of the work than they did
  - **1102 Certification and Training** - feedback on this service is limited and mixed; one center noted things are working well; another center indicated that the process has not relieved the centers of any functions in this area and that there have been some difficulties with processing training requests in SATERN
- Cross-Functional
  - **Off-Site Training** – limited feedback was provided about this service; one center noted positive aspects on the utilization of SATERN; another center highlighted a problem in there not being a process in place to credit the centers when an error is made; the impact of the additional cost of the error in addition to the transaction fee charged by the NSSC is seen as a burden

# Executive Interview Feedback (Cont'd)

## Feedback on Customer Service Dimensions

Area	Feedback
<b>Timeliness</b>	<ul style="list-style-type: none"> <li>• In most cases, timeliness of service is good and has improved</li> <li>• Specific concerns were noted on receipt of award certificates, the past filing cycle for financial disclosure, difficulties in processing training request through SATERN, and general issues noted with Procurement from one center</li> </ul>
<b>Meeting Requirements</b>	<ul style="list-style-type: none"> <li>• The centers generally feel that the services meet the needs of the business</li> <li>• Specific exceptions noted by centers include a need for improving coordination on resolution of payroll issues, a desire for the NSSC to take more of the grants work, and improvement in the electronic filing process for financial disclosure</li> </ul>
<b>Knowledge of Personnel</b>	<ul style="list-style-type: none"> <li>• NSSC staff are viewed as knowledgeable by most centers</li> <li>• Centers noted a learning curve for several areas in HR and in Financial Management due to personnel being new to the federal government. One center indicated that NSSC procurement staff are not as knowledgeable as they should be</li> </ul>
<b>Clarity and Appropriateness of Costs</b>	<ul style="list-style-type: none"> <li>• Centers generally feel that the costs are not very clear and not appropriate</li> <li>• Costs for specific services that are included in more general categories such as "Support to Personnel Programs" make it difficult for the centers to understand true costs</li> </ul>

## Executive Interview Feedback (Cont'd)

### Feedback on Customer Service Dimensions (Cont'd)

Area	Feedback
<b>Knowing Who to Contact</b>	<ul style="list-style-type: none"> <li>Some centers feel it is clear who to contact while others do not; those noting room for improvement cite different functional areas</li> <li>A couple of centers indicated that having all calls go through the contact center is not very efficient, especially for issue resolution</li> </ul>
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>The level of customer service provided by the NSSC is generally viewed as good</li> <li>One center notes an exception with PCS and that issue resolution with Financial Management can be frustrating when issues are referred back to the center for resolution</li> </ul>

### Comments on How Satisfaction has Changed

- Most centers note that satisfaction started out low during the transition period for many services, but has improved and is good in most areas now
- One center commented that there is still a preference for local support in some areas

# Executive Interview Feedback (Cont'd)

## Suggestions for Improvement

- The feedback includes a number of suggestions for improving the quality of services provided
  - General
    - » Review the help desk to ensure it is working as planned – current processes tend to be cumbersome
    - » Avoid settling for “good enough” and getting over-confident
    - » Improve communication in general
  - Financial Management
    - » Continue monthly telecons for Financial Management
    - » Improve communication and teamwork for issue resolution in payroll
    - » Provide better communication and more lead time regarding procedural changes
    - » Standardize processes rather than accept each center’s unique processes
  - Human Resources
    - » Allow centers to print award certificates
    - » Consider situations where too much standardization takes away from the quality – e.g. name on award incorrect when recipient goes by middle name



# Executive Interview Feedback (Cont'd)

## Suggestions for Improvement (Cont'd)

- Human Resources (Cont'd)
  - » Send out draft employee notices well in advance and ask for comment in cases where content is not just routine
  - » Provide the same quality (and size) of award certificate for out-of-cycle requests that are provided for in-cycle requests
  - » Provide communication about the status of electronic filing improvements prior to the next cycle
  - » Hire or train knowledgeable personnel for HR Information Assistance
  - » Improve the new hire web-site to make it more user friendly and highlight center-specific requirements
- Procurement
  - » Revise process that requires printing and attaching a barcode form to the procurement requests; consider process of electronically attaching the requests in SAP

# Executive Interview Feedback (Cont'd)

## Other Feedback for the NSSC

- Keep up the good work
- Everyone recognizes this is a hard job and believes that the NSSC staff is trying hard and doing a good job
- Ensure all processes are well thought through before they migrate
- There is some concern about the quantity of surveys in the Procurement area
- The interfaces and work demands of the centers are still high and haven't resulted in the anticipated reduction
- Joint participation between NSSC and center staff in key meetings has been productive
- Consolidating responsibility for routine employee notices in one organization has proven to be a good idea
- Involve functional leads at the centers in the future executive interviews rather than just the center directors since the functional leads have more visibility into how services and processes are working

## Center Liaison Feedback

- Centers saw great value in this position with the initial transition and some continue to see the role as very important and beneficial
  - Other centers are comfortable with phasing out this role over time
- Feedback about specific liaisons and the responsiveness and service they provide is very positive

## *Overall Recommendations*

# Overall Recommendations

- Share the results of the surveys with NSSC staff, survey respondents, and key constituents as planned
- Develop action plans to address key improvement areas identified in the surveys
- Use alternate approaches (other than surveys) to collect customer feedback for areas where the survey response was low to gain a better understanding of current performance levels
- Monitor progress closely for those services where customer satisfaction has declined or performance is not viewed positively
- Continue to provide good levels of customer service and recognize positive customer service attitudes for NSSC staff
- Use constructive comments received in the verbatim comments to target areas for improvement
- Continue to measure customer feedback while being cognizant of survey fatigue among NSSC's customers

# Appendix: Statistical Definitions

## Definitions

- Margin of Error
  - A measurement of the accuracy of the results of a survey
  - A margin of error of plus or minus 3.5% means that the responses of the target population as a whole would fall somewhere between 3.5% more or 3.5% less than the responses of the sample (a 7% spread)
  - Lower margin of error requires a larger sample size
- Confidence Level
  - A measure of the precision of an estimated value. In sampling, the confidence level (usually expressed as a percentage) indicates how often the true value can be expected to be within the margin of error
  - A 90% confidence level means that if all possible samples of the same size were taken, 90% of them would include the true population mean within the interval created by the margin of error around the sample mean
  - Higher confidence level requires a larger sample size
- Example
  - If a poll reports that 78% of Americans eat peanut butter and the margin of error is stated to be 3%, and the confidence interval is 95%, we can expect that the true value of peanut butter eaters is somewhere between 75% and 81% for 95% of the samples