Executive Summary
Broad Based Survey Results for NSSC Services

NSSC Customer Satisfaction Surveys
August 2008

Contents

Introduction

Background

- The NASA Shared Services Center (NSSC) began operations in March 2006 and gradually added services in fiscal years 2006, 2007, and 2008

- 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 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 fiscal year 2007

  - The surveys follow a similar format to the baselines that were conducted in late 2005 and late 2006 as well as the Broad Based Surveys conducted in 2007

- Thirteen separate surveys were deployed for twelve service areas

  - Financial Management

  - Permanent Change of Station (PCS)

  - Extended Temporary Duty (TDY) Assistance

  - Off-Site Training

  - On-Site Training

  - Human Resources

  - SES Case Documentation

  - Financial Disclosure

  - New Hire In-Processing

  - Leave Donor/Recipient Processing

  - Grants and Cooperative Agreements

  - SBIR and STTR Award Processing

All service areas have either baseline or prior broad based survey data to enable a comparison with past performance. These comparisons are included in the reports.

Introduction – About the Surveys (Cont'd)

- In order to diminish "survey fatigue" among NSSC customers, no one was sent more than 2 invitations to this round of surveys

- Most questions use a five-point response scale

- Inquisite, a web-based methodology, was utilized to administer the surveys which were deployed from an NSSC server

- 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 were open for a period of three weeks beginning on July 17, 2008 and were closed at the end of business, August 7, 2008; reminders were sent on July 28th and August 4th to those invitees who had not responded

- Separate invitations were sent for each of the thirteen surveys

- At the close of the survey, 2,173 responses were obtained representing a 17% response rate across all surveys (response rates for each survey are shown on the next page)

  - While the overall response rate across all surveys is fairly low, 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:

Functional Area	Survey #	Survey	Population	Number Invited	Final Responses 8/8	Final Response Rate	Margin of Error at 90% Confidence Interval
FM	1	General FM Survey	72927	2319	359	15%	4.33%
FM	2	PCS Survey	1348	560	157	28%	6.17%
FM	3	Extended TDY Survey	20	20	8	40%	23.11%
All	4	Off-Site Training Survey	12000	1172	302	26%	4.67%
All	5	On-Site Training Survey	33	33	8	24%	25.70%
HR	6	General HR Survey	16225	1466	300	20%	4.70%
HR	7	SES Case Documentation	60	55	17	31%	17.03%
HR	8	Financial Disclosure for Filers	1300	1183	198	17%	5.38%
HR	9	Financial Disclosure for Legal	105	105	28	27%	13.37%
HR	10	New Hire Survey	942	926	399	43%	3.13%
HR/FM	11	Leave Donor/Recipient Processing	2260	1141	284	25%	4.56%
PR	12	Grants and Cooperative Agreements Survey	613	576	78	14%	8.71%
PR	13	SBIR and STTR	439	336	35	10%	13.35%
				12501	2173	17%	

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*
- Financial Disclosure for Filers*
- New Hire Survey
- Leave Donor/Recipient Processing*

* The margin of error is calculated on the response for the combined populations for these surveys rather than for each separate population included in the 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 2007 broad based or prior baseline performance, where applicable

- 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

- Across the twelve service areas, performance on most services has changed from either the 2007 broad based surveys or the baselines for those services which were not part of the 2007 broad based surveys
  - While customer satisfaction ratings are higher than prior surveys for some service areas, the changes are not statistically significant to indicate an improvement in customer satisfaction:
    - » Grants and Cooperative Agreements ratings are higher from the 2007 and baseline surveys, however, both prior surveys were small samples and therefore the comparison is not statistically valid
    - » SES Case Documentation ratings are higher than the prior ratings included in the General HR survey for that service however the limited samples for both surveys make the comparisons inconclusive
    - » Extended TDY, Financial Disclosure, and On-Site Training all show higher ratings, but the limited samples in the 2008 survey for Extended TDY and On-Site Training and the 2007 broad based survey for Financial Disclosure make the comparisons inconclusive
  - Customer satisfaction ratings show a statistically significant decline for some areas:
    - » For Financial Management, performance on payroll service and several service delivery aspects (timeliness, staff attitudes, staff knowledge, availability) show a statistically significant decline
    - » Human Resources services ratings show a statistically significant decline from 2007 for overall satisfaction scores and several service delivery aspects (ease of contact, timeliness, staff knowledge, and other areas)
    - » Leave Donor/Recipient processing ratings show a statistically significant decline from baseline scores for many service delivery aspects (ease of contact, staff attitudes, staff knowledge, timeliness, and other areas)
    - » New Hire In-Processing ratings show a statistically significant decline from 2007 scores for customers knowing where to go for support

Overall Findings (Cont'd)

- – Customer satisfaction ratings show a statistically significant decline for some areas (Cont'd):
    - » PCS ratings show a statistically significant decline from 2007 for performance on agency customization services, additional services, home sale services, move management services and several service delivery aspects (staff attitudes, timeliness, follow-through)
- – Customer satisfaction with Off-Site training appears to have remained fairly consistent with the 2007 broad based survey results

- • Overall satisfaction ratings are mostly positive with all mean scores for overall satisfaction 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 in shared services shows that four of the thirteen surveys fall above the median and nine fall below the median

- • The two most common areas cited for improvement are **knowing where to go for support/ease of contact**, and **communication**
    - – These two improvement areas are evident across almost all of the surveys
    - – Other areas in need of improvement for some service areas are process efficiency and timeliness
    - – Some customers also express concern about staff knowledge and user-friendliness of web sites and systems

- • Most customers provided positive or neutral ratings about the effectiveness of the NSSC Customer Service web site; 15 % of all survey respondents felt the site was not effective

Overall Findings (Cont'd)

- Consistent with the 2007 broad based survey results, NSSC staff continue to receive high scores for exhibiting positive customer service attitudes such as courtesy, willingness to help, and showing an interest in solving their customers' problems. Most service areas show alignment of importance and performance ratings for specific services.
    - PCS and HR are two areas where there is some disparity in the alignment of importance and performance ratings
        » PCS services that are considered relatively important are not as well-rated in terms of performance (Property Management Services, Home Marketing Assistance)
        » For HR, two of the services that respondents considered relatively important (Development of Informational and Recruitment Materials and Award Processing) received the lowest performance ratings among HR services
- Customers consistently state that "perform services accurately" should be the most important objective for NSSC personnel

Overall Recommendations

- Take action to investigate and address areas where customer service has declined

    – Determine whether the decline is due to a drop in performance or changing customer expectations

    – Clearly document and communicate points of contact for each service area to customers

    – Ensure that staff are available when customers need support to address 'ease of contact' concerns

- Examine current processes in areas where efficiency and timeliness are noted as areas for improvement

- Investigate alternate methods other than surveys for gathering feedback on Extended TDY and On-Site Training services since survey responses were limited

- Leverage the suggestions provided in the verbatim comments to further identify specific areas for improvement

- Recognize NSSC personnel for their positive customer service attitudes and ensure new staff are trained to demonstrate consistent attitudes

- Share the results of the surveys with NSSC personnel, survey participants and key stakeholders as planned

- Develop a long-term plan for continued customer feedback that balances the need for feedback with the need for limiting frequency of surveys with customers

Overall Satisfaction by Survey

Overall Satisfaction by Survey Group - % Favorable

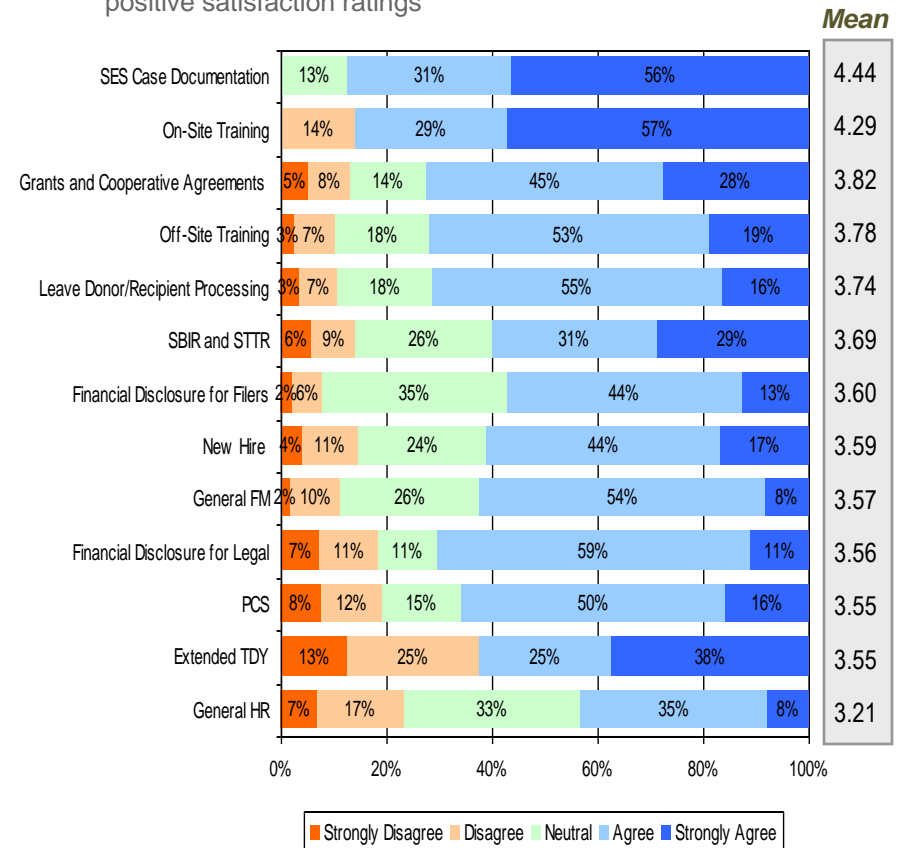- For most surveys, the majority of survey respondents provided favorable ratings on overall satisfaction; the lowest scores are from the General HR respondents with 43% favorable

Survey Group	% Favorable
SES Case Documentation	88%
On-Site Training	86%
Off-Site Training	72%
Grants and Cooperative Agreements	72%
Leave Donor/Recipient Processing	71%
Financial Disclosure for Legal	70%
PCS	66%
Extended TDY	63%
General FM	62%
New Hire	61%
SBIR and STTR	60%
Financial Disclosure for Filers	57%
General HR	43%
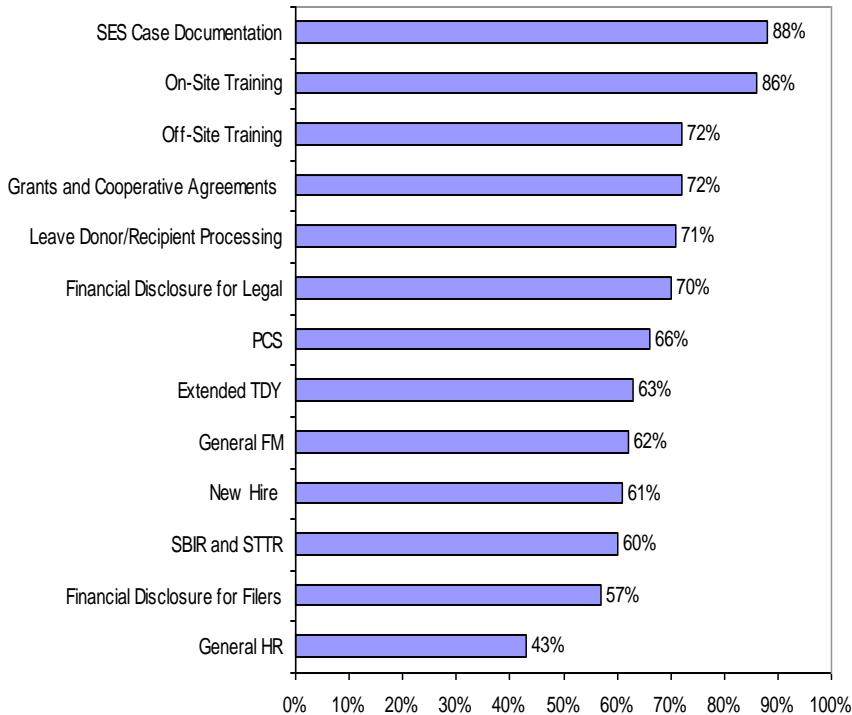
Overall Satisfaction by Survey Group

- The level of satisfaction seems to be varied across all surveys, with SES Case Documentation customers reporting the most positive satisfaction ratings

Survey Group	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
SES Case Documentation			13%	31%	56%	4.44
On-Site Training		14%		29%	57%	4.29
Grants and Cooperative Agreements	5%	8%	14%	45%	28%	3.82
Off-Site Training	3%	7%	18%	53%	19%	3.78
Leave Donor/Recipient Processing	3%	7%	18%	55%	16%	3.74
SBIR and STTR	6%	9%	26%	31%	29%	3.69
Financial Disclosure for Filers	2%	6%	35%	44%	13%	3.60
New Hire	4%	11%	24%	44%	17%	3.59
General FM	2%	10%	26%	54%	8%	3.57
Financial Disclosure for Legal	7%	11%	11%	59%	11%	3.56
PCS	8%	12%	15%	50%	16%	3.55
Extended TDY	13%	25%		25%	38%	3.55
General HR	7%	17%	33%	35%	8%	3.21

Legend: Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Summary of Customer Service Web Site Satisfaction

Web Site Satisfaction – Across All Surveys

- Effectiveness ratings on the web site are generally positive or neutral with 49% providing positive scores and only 15% reporting negative scores

The NSSC Customer Service Web Site is effective

	Mean
4% 11% 36% 39% 10%	3.39

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree
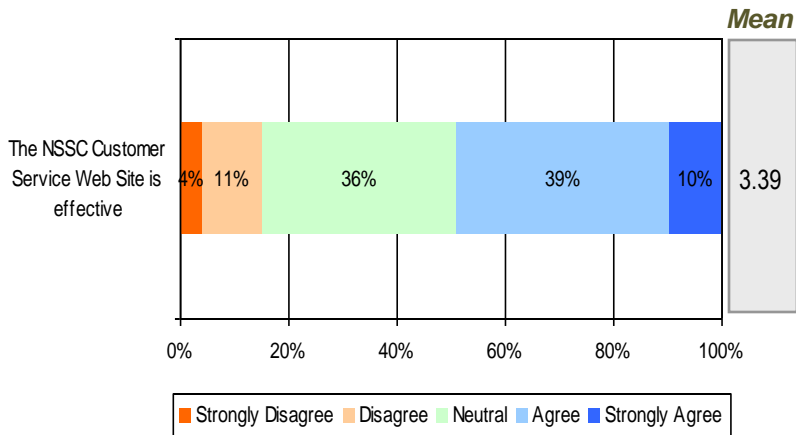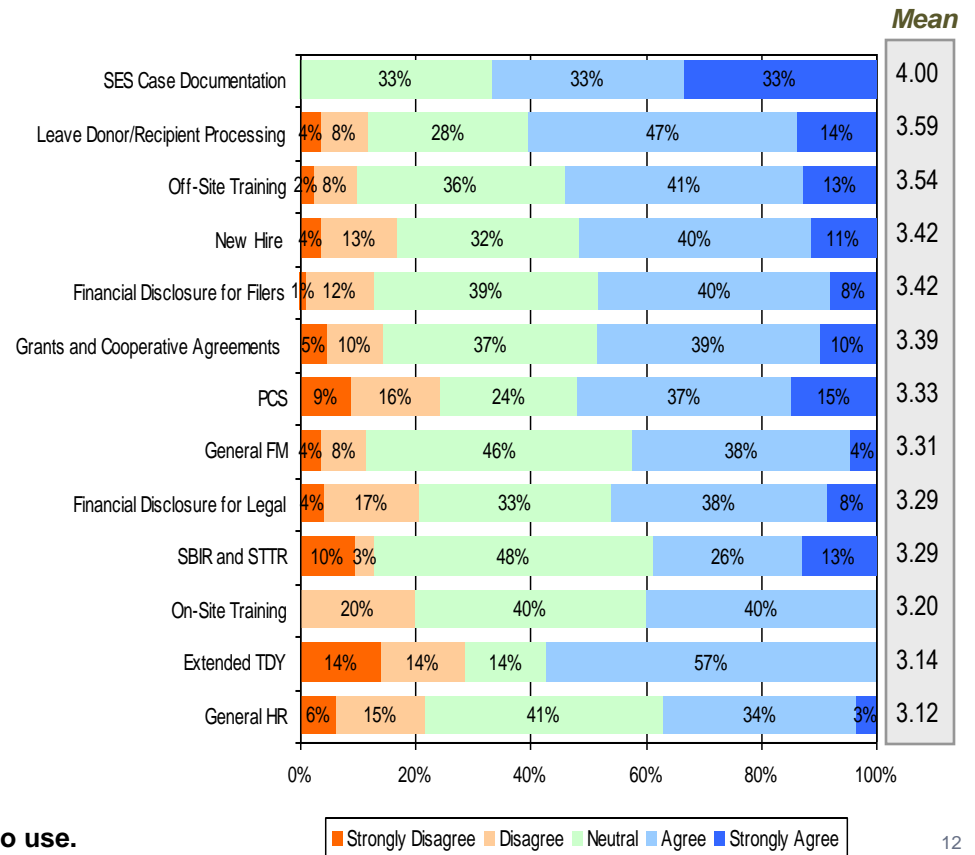
Web Site Satisfaction by Survey Group

- The level of satisfaction with the web site varies across surveys, with SES Case Documentation respondents reporting the highest level of satisfaction with the website

Survey Group	Strongly Disagree / Disagree / Neutral / Agree / Strongly Agree	Mean
SES Case Documentation	33% 33% 33%	4.00
Leave Donor/Recipient Processing	4% 8% 28% 47% 14%	3.59
Off-Site Training	2% 8% 36% 41% 13%	3.54
New Hire	4% 13% 32% 40% 11%	3.42
Financial Disclosure for Filers	1% 12% 39% 40% 8%	3.42
Grants and Cooperative Agreements	5% 10% 37% 39% 10%	3.39
PCS	9% 16% 24% 37% 15%	3.33
General FM	4% 8% 46% 38% 4%	3.31
Financial Disclosure for Legal	4% 17% 33% 38% 8%	3.29
SBIR and STTR	10% 3% 48% 26% 13%	3.29
On-Site Training	20% 40% 40%	3.20
Extended TDY	14% 14% 14% 57%	3.14
General HR	6% 15% 41% 34% 3%	3.12

Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree

Financial Management – Summary of Findings

- Overall satisfaction is positive with 62% of respondents giving favorable ratings. The percent favorable for overall satisfaction has declined from last year's broad based survey but is higher than the baseline. The percent favorable is average compared to the other NSSC broad based surveys

- Customers gave the highest ratings (measured by mean) to:

  – Performance of Domestic Travel service

  – Performance of Payroll 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

  – NSSC Financial Management personnel are easy to contact

  – NSSC Financial Management personnel have efficient processes to deliver services

- Customers generally view the Financial Management services as very important and the performance ratings for all three services are positive. Performance on foreign travel is viewed slightly less favorable and is also considered less important than the other 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 ease of contact and process efficiency

- 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

  - Ensuring financial management personnel are easy to contact

  - Having efficient processes to deliver services

- Key themes and examples from verbatim comments

  - The most common areas suggested for improvement are:

    » Improving staff knowledge and customer service

      - *"I have never called the NSSC and been connected to someone who knew how to fix my problem."*

      - *"Get back to me with the answer I need in a more timely manner. Sometimes that happens and sometimes it doesn't"*

    » Simplifying and improving the efficiency of processes

      - *"Simplify travel manager web process. It's too complicated. Each time, I need to go back and re-train myself."*

    » Improving system access and eliminating cumbersome passwords

      - *"For people who do not travel frequently, Travel Manager password and lockout rules are inconvenient. The site is difficult to use, and frustrating."*

Financial Management – Summary of Findings (Cont'd)

- Key themes and examples from verbatim comments (cont'd)

  - Comments about level of satisfaction focus on:

    » Negative experiences focused on process inefficiencies and customer service

      - *"Requesting information from them is like sending light into a black hole, nothing comes back. You have to be persistent and involve center contacts to have any hope of getting a problem resolved. NSSC is totally passive, they do not actively look for potential problems or resolution"*

    » Mixed experiences

      - *"Some of the people have gone beyond and above my expectations, but sometimes I get the feeling they are just brushing me off because they are too busy"*

    » Positive support provided by the NSSC

      - *"NSSC has provided excellent service to me regarding financial and personnel information/services"*

  - Additional comments include the following ideas:

    » Comments indicating limited use of services

      - *"My only interaction so far has been via computer, not directly with personnel"*

Financial Management – Summary of Findings (Cont'd)

- Additional comments include the following ideas:

  » Inefficient processes, especially for travel

    - *"Have all NSSC folks go through all the processes they set up themselves to see what the users are being made to do. Especially travel, especially for an audit. This may impart valuable user information to the folks in customer service as it appears right now that I support NSSC, they do not support me"*

  » Comments about access to systems

    - *"I don't use Employee Express often enough to remember how to log on, or what my username and password are. I also find myself confused about what's on Employee Express and what's not. Are the TSP actions accessible through Employee Express?"*
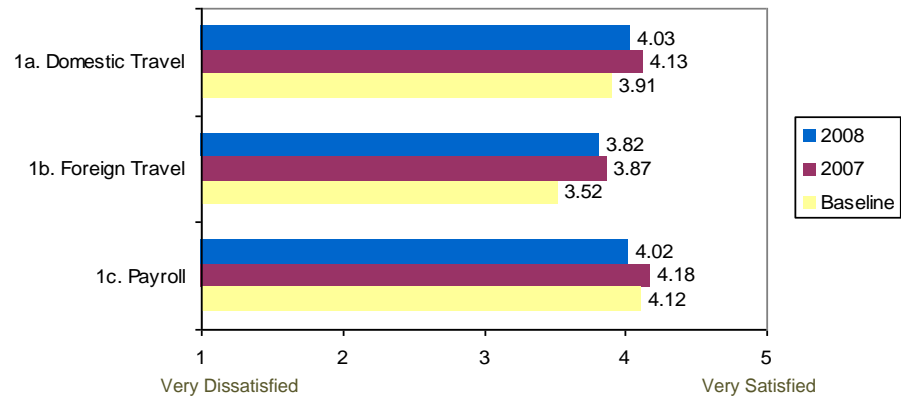
Financial Management – Conclusions

- Customer satisfaction on Financial Management services is generally positive, but has declined from last year

  – Satisfaction in most areas is still higher than the baseline

  – Areas needing improvement include process efficiency and ease of contact

- There is still confusion with customers about who to contact for financial management services

- Frustration exists with system access and cumbersome passwords

- There is concern from customers about staff knowledge being adequate for effectively providing service
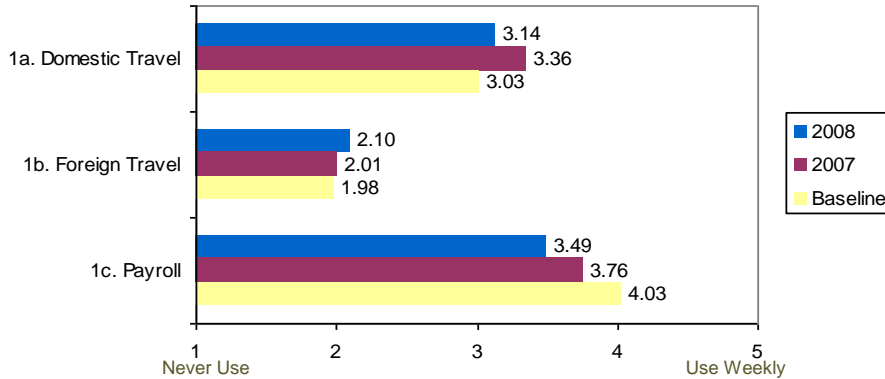
Implications for the NSSC

- Monitor and address areas showing the significant decreases in satisfaction such as

  – Timeliness in service delivery

  – Showing interest in solving customer problems

  – Having knowledgeable staff

- Communicate clear points of contact to customers and ensure those staff can be easily contacted

- Focus on improving process efficiency

Evaluation of Financial Management Services – 3 Year Trends (Mean Scores)

Mean scores on the performance of Financial Management services

Service	2008	2007	Baseline
1a. Domestic Travel	4.03	4.13	3.91
1b. Foreign Travel	3.82	3.87	3.52
1c. Payroll	4.02	4.18	4.12

Very Dissatisfied (1) — Very Satisfied (5)

Mean scores on the use of Financial Management services

Service	2008	2007	Baseline
1a. Domestic Travel	3.14	3.36	3.03
1b. Foreign Travel	2.10	2.01	1.98
1c. Payroll	3.49	3.76	4.03

Never Use (1) — Use Weekly (5)

Mean scores on the importance of Financial Management services

Service	2008	2007	Baseline
1a. Domestic Travel	4.66	4.72	4.49
1b. Foreign Travel	4.33	4.22	3.64
1c. Payroll	4.66	4.69	4.76

Unimportant (1) — Very Important (5)
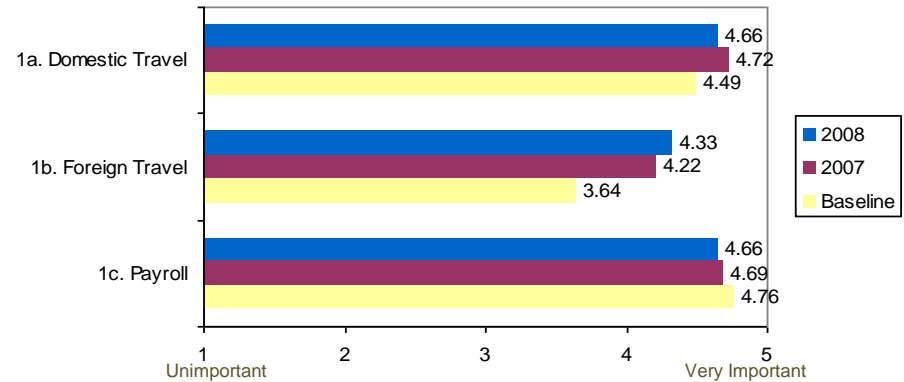
PCS – Summary of Findings

- Overall satisfaction is positive with 66% of respondents giving favorable ratings, but has decreased from 71% in the 2007 broad based survey. The percent favorable for overall satisfaction is average compared to the other NSSC 2008 broad based 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 Agency Customization Services

  - Performance on Additional Services

  - Performance on Destination Area Services

- The top three PCS services in terms of importance (Voucher Payment Services, Move Management Services and Home Sale 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 understanding specific needs of customers

- A slight majority of respondents believe that the new NSSC customer service web site is effective with 52% of respondents giving favorable ratings, however this rating is down 11% from 2007

- Customers believe the most important objective for PCS personnel should be "perform services accurately"

PCS – Summary of Findings (Cont'd)

- Efforts to improve in the following areas would result in the greatest payoff for PCS customers

  - Performance of Agency Customization Services

  - Performance of Additional Services (providing entitlement counseling, cost of living analysis, closing assistance, expense management, and rental management)

  - Performance of Home Sale Services

- Key themes and examples from verbatim comments

  - The most common areas suggested for improvement are:

    » Improving the amount of information available and making it less impersonal and inconsistent

      - *"Some of the necessary forms and paperwork were less than intuitive to complete and submit. An overall 'stepwise' guide would be helpful"*

    » Improving responsiveness and knowledge of customer service provided by contractors

      - *"Prudential Relocation Services is the contractor for my move and they did a very poor job of communicating and informing me and my wife of my entitlements. I still have not received the claims information I have asked for multiple times and have had to pay our of pocket for multiple expenses that were not covered but were implied to be covered."*

    » Simplifying and improving an inefficient and time-consuming process

      - *"The entire process was very overwhelming. I had to contact my PCS person multiple times and finally ended up calling the company to get another POC because she did not respond."*

PCS – Summary of Findings (Cont'd)

- Key themes and examples from verbatim comments (cont'd)

  - Comments about level of satisfaction focus on:

    » Several positive experiences and some mixed and negative experiences

      - *"Overall the services were great. Aside from getting incorrect information about travel reimbursement, and not being able to get in touch with my rep for questions the move was great. All services were performed on time."*

    » Positive response to NSSC customer service

      - *"Service from NSSC was excellent. Personnel were always professional and tried to help. I was very satisfied with the NSSC service."*

    » Negative reaction to contractor services

      - *"PCS Staff did nothing to oversea the relocation firm. When things went wrong, I was the one who had to try and get things working. Very dissatisfied."*

  - Additional comments include the following ideas:

    » Inefficient lines of communication between the customer, the third party contractor and the NSSC

      - *"NASA - NSSC needs to do a better job of communicating this information to the vendor and making sure the vendor is giving out the correct information. Many other employees had the same problems and also problems with the money conveyed for benefits being the wrong amount."*

    » Positive experiences noted for voucher processing

      - *"On the flip-side; I'm very pleased with the folks at the NSSC who helped me with my vouchers - very professional and kind. They helped me with a very complicated accounting process of which I'm not very good at."*

PCS – Conclusions

- Overall, satisfaction with PCS service has declined since last year for most areas

    – Ratings are similar to baseline ratings in many cases

    – A service showing improved performance over the three years is Property Management Services

- Certain services have shown significant increases in use among respondents – Voucher Payment Services, Move Management Services, Home Sale Services

- Perception of customer service attitudes remains positive, but there is still room for improvement in responsiveness to customer needs

    – Some aspects of service delivery have decreased – error-free delivery, promptness, communication of who customers should contact

- There is need for review and improvement of Move Management Services and Home Sale Services. These were among the lowest satisfaction scores and the performance ratings are not well-aligned with the relative importance customers place on these services

Implications for the NSSC

- Determine whether the decline in satisfaction is related to performance or customer expectations

- Investigate opportunities to improve Agency Customization Services, Additional Services, Home Sale Services, and Move Management Services

- Assess current processes and identify potential changes to improve accuracy and process efficiency

- Communicate and deliver additional training for staff on service delivery aspects that have declined; continue providing a high level of service for those areas that are working well today

PCS – Significant Decreases in Customer Satisfaction and Increases in Use of Services from the 2007 Survey

The following questions show statistically significant decreases in customer satisfaction or increase in use of services from the 2007 Broad Based survey to the 2008 Broad Based survey. The questions are sorted in order of most change in mean scores. There were no questions in the PCS survey that had a statistically significant increase in customer satisfaction from the baseline.
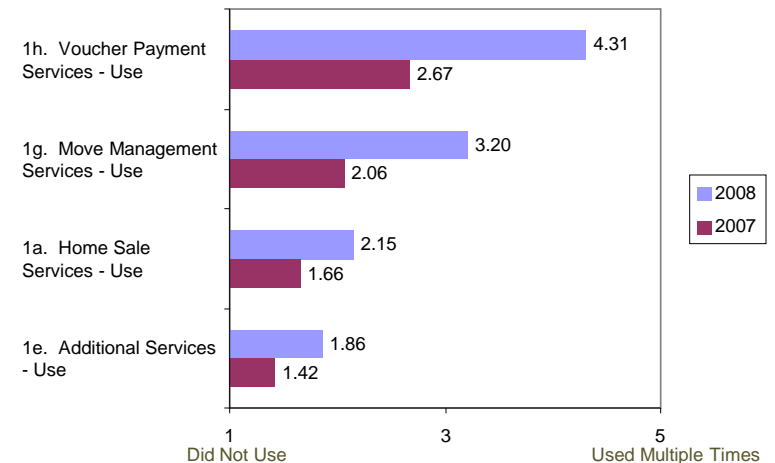
Customer Satisfaction

Question	2008	2007
1f. Agency Customization Services - Performance	2.82	4.00
1e. Additional Services - Performance	2.98	3.94
1a. Home Sale Services - Performance	3.43	4.17
1g. Move Management Services - Performance	3.62	4.17
2h. PCS personnel are always willing to help me	3.77	4.18
2i. PCS personnel provide prompt service to me	3.57	3.96
2f. PCS personnel follow through on the commitments they make	3.68	4.04

Scale: 1 Very Dissatisfied/ Strongly Disagree — 5 Very Satisfied / Strongly Agree

Use of Services

Question	2008	2007
1h. Voucher Payment Services - Use	4.31	2.67
1g. Move Management Services - Use	3.20	2.06
1a. Home Sale Services - Use	2.15	1.66
1e. Additional Services - Use	1.86	1.42

Scale: 1 Did Not Use — 5 Used Multiple Times

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.

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Extended TDY – Summary of Findings

- Overall satisfaction appears mixed with 63% of respondents giving favorable ratings and 13% expressing strong dissatisfaction. The percent favorable for overall satisfaction is average compared to the other NSSC 2008 broad based surveys

- Customers gave the highest ratings (measured by mean) to:

  - Extended TDY personnel are consistently courteous

  - When I have a problem, Extended TDY personnel show sincere interest in solving it

  - Extended TDY personnel deliver error-free service

- Customers gave the lowest ratings (measured by mean) to:

  - Performance on Explanation of and Processing of Advances

  - Performance on Explanation of tax consequences of travel over one year (ITRA)

  - Extended TDY personnel are easy to contact

- Customers view the Extended TDY services as very important, but performance ratings are relatively low; performance ratings indicate some improvement over last year, but the small sample sizes are inconclusive

  - Performance on the service rated most important (explanation of lodging and per diem allowance) is relatively low

- The highest ratings on customer satisfaction drivers deal with courtesy, interest in solving problems, and error free service; the lowest ratings ease of contact and availability and communicating with customers

Extended TDY – Summary of Findings (Cont'd)

- Feelings appear mixed on the effectiveness of the new NSSC customer service web site

- Customers believe the most important objective for Extended TDY personnel should be "perform services accurately"

- Efforts to improve in the following areas would result in the greatest payoff for Extended TDY customers

    – Improving performance on Explanation of and Processing of Advances

    – Improving performance on Explanation of Secondary Travel Process

    – Improving performance on Employee Personal Assistance

- Verbatim comments were limited but included the following ideas

    – An area suggested for improvement is:

        » Improving follow-up by customer service reps and ease of contact for reps

            – *"Personnel need to return messages in a timely manner and persist when they miss you, because I keep trying and continue to miss my POC. I have never called NSSC and gotten someone on the first try"*

        » Improving communications through providing more specific information and ensuring guidelines are organized and include enough detail

            – *"Less emphasis on the typical rote explanations and more information about specific locations and situation"*

Extended TDY – Summary of Findings (Cont'd)

– Comments on level of satisfaction include:

» Positive comments about points of contact

– *"…Personnel have been pleasant and helpful when I speak to them on the phone…"*

» Concern over service rep knowledge and follow-up

– *"…However, the times that I have tried calling the Customer Services help desk the service has been poor. The person seemed to be unable to do anything other than simply read what was written in the document, rather than provide interpretation to answer my question"*

– Additional comments include:

» Inadequate availability of service reps

– *"If NSSC is going to police this process they need to be available to answer questions prior to having the detailee spend money and then when the voucher is in work and the detailee needs to recover their expenses"*

» Frustration with the limited amount of information available up front in the process

– *"I realize the eTDY process is largely governed by OPM and is set up for a particular set of assumptions. However, NASA does a lot of eTDYs and should have much more information available and provided up front to help smooth the way"*

» Inefficiency of voucher processing

– *"My first voucher took too long to process but the others seemed to be processed in a reasonable time period"*

Note: Due to the small response this year and last, the T-test results are not meaningful for this survey

Extended TDY – Conclusions

- Similar to last year, the small response to the survey limits the ability to draw conclusions, however, the information can be used to begin investigating opportunities for improvement

  - Performance on Extended TDY services appears low relative to other service areas

  - Communication and ease of contact, especially service rep availability are areas that can be improved

  - Customers appear satisfied with the customer service attitudes of NSSC staff

Implications for the NSSC

- Focus on reviewing the Extended TDY services to determine how they can be improved

- Review service rep availability and ease of contact

- Investigate ways to improve communication with customers

Extended TDY – Customer Satisfaction Drivers – 3 Year Trends (Mean Scores)

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

Left chart:

Question	2008	2007	Baseline
2k. Extended TDY personnel are consistently courteous	4.38	4.00	3.74
2g. When I have a problem, Extended TDY personnel show sincere interest in solving it	3.86	3.67	3.29
2d. Extended TDY personnel deliver error-free service	3.83	2.67	2.79
2f. Extended TDY personnel follow through on the commitments they make	3.80	3.00	3.10
2h. Extended TDY personnel are always willing to help me	3.75	3.67	3.30
2o. Extended TDY personnel provide personalized attention	3.75	4.33	3.16
2j. Extended TDY personnel tell me exactly when services will be performed	3.71	3.00	2.63
2a. I know who to call or where to go for my Extended TDY-related questions or issues	3.63	3.67	3.08

1 Strongly Disagree — 5 Strongly Agree

Right chart:

Question	2008	2007	Baseline
2l. Extended TDY personnel have the knowledge needed to deliver services	3.63	2.67	3.18
2n. Extended TDY personnel understand my specific needs	3.50	3.00	2.92
2m. Extended TDY personnel have efficient processes to deliver services	3.43	3.33	2.66
2e. Extended TDY personnel deliver the service I request at the time I need the service	3.38	3.00	2.86
2i. Extended TDY personnel provide prompt service to me	3.38	4.33	2.88
2p. Extended TDY personnel are available during the hours I need assistance	3.38	3.67	3.34
2c. Extended TDY personnel openly communicate decisions or changes that affect me	3.29	3.00	2.76
2b. Extended TDY personnel are easy to contact	3.25	4.00	2.97

1 Strongly Disagree — 5 Strongly Agree

Off-Site Training – Summary of Findings

- Overall satisfaction is positive with 72% of respondents giving favorable ratings. The percent favorable for overall satisfaction is high compared to the other NSSC 2008 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 payment for training was processed as expected

- 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

  - I know who to call for my Off-Site Training reimbursement-related questions or problems

  - The SATERN system is user friendly

- Customer satisfaction shows significant improvement from the 2007 Broad Based surveys in the areas of the timeliness and ease of contact for reimbursement claims and the timeliness and accuracy of updates to training records

- 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 processing accuracy and timeliness; the lowest ratings deal with the knowing who to contact for support 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 timeliness and lower ratings for ease of contact and knowing who to call 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

    – Ensuring customers know who to call for Off-Site Training reimbursement-related questions or problems

    – Improving user-friendliness of SATERN

- Key themes and examples from verbatim comments

    – The most common areas suggested for improvement are:

        » Improving efficiency and timeliness of approval and reimbursement processes

            – *"The length of time it takes to have the training requests routed through the system is entirely TOO LONG. It takes well over a month to have the various reviews along the way cleared. If an individual does not send in a request for off-site training at least 6-8 weeks in advance of the event, and more likely 2 months as a minimum, the training process may likely not be completed by the time of the training"*

        » Concern over user-friendliness of SATERN and the inability of users to complete registration prior to timing out

            – *"The entire SATERN website, including the training form, are not very intuitive. The form requires information that is not relevant. The process seems to always require NSSC to contact me for further information in order to process the registration. Overall, not very efficient"*

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

- Key themes and examples from verbatim comments (cont'd)

  - The most common areas suggested for improvement are:

    » Improving clear communication around process and occurrences of email notifications

    - *"Less emails would be nice. I probably receive between 10 and 15 emails informing me of each step, before and after it actually happens"*

  - Comments about level of satisfaction focus on:

    » Mostly positive responses for courteous and professional customer service

    - *"When I have had a problem, the NSSC staff has been helpful and able to resolve it"*

    » Negative responses to timeliness of registration and reimbursement process and system issues

    - *"There are many courses that are offered that require a quick response to enroll. The Saturn process doesn't not facilitate a quick turn around. Prior to SATERN it was easier to enroll in classes. Now there are more hurdles in the way"*

  - Additional comments include the following ideas:

    » System is not user friendly and difficult to navigate and access

    - *"SATERN is a pain to use. Its hard to find classes and there is little information about the course content. When I tried to do my IDP, I had a lot of trouble finding classes. You need a better search tool in there, to search the content of the courses instead of the title"*

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

- Key themes and examples from verbatim comments (cont'd)

  - Additional comments include the following ideas:

    » Process is time consuming and unwieldy

      - *"The slow, lengthy training approval process is my greatest concern"*

    » Process to register for conferences should be separate from that of training registration

      - *"Conferences are different from training, and should not be treated as if they are the same!"*

Off-Site Training – Conclusions

- The Off-Site Training process works fairly well today

- Customers are pleased with customer service attitudes of NSSC staff and quality of off-site training courses

- There are opportunities to improve the user-friendliness of the SATERN system

- Process efficiency and duration can be improved

- Communication of process steps and redundancy of email notifications can be improved
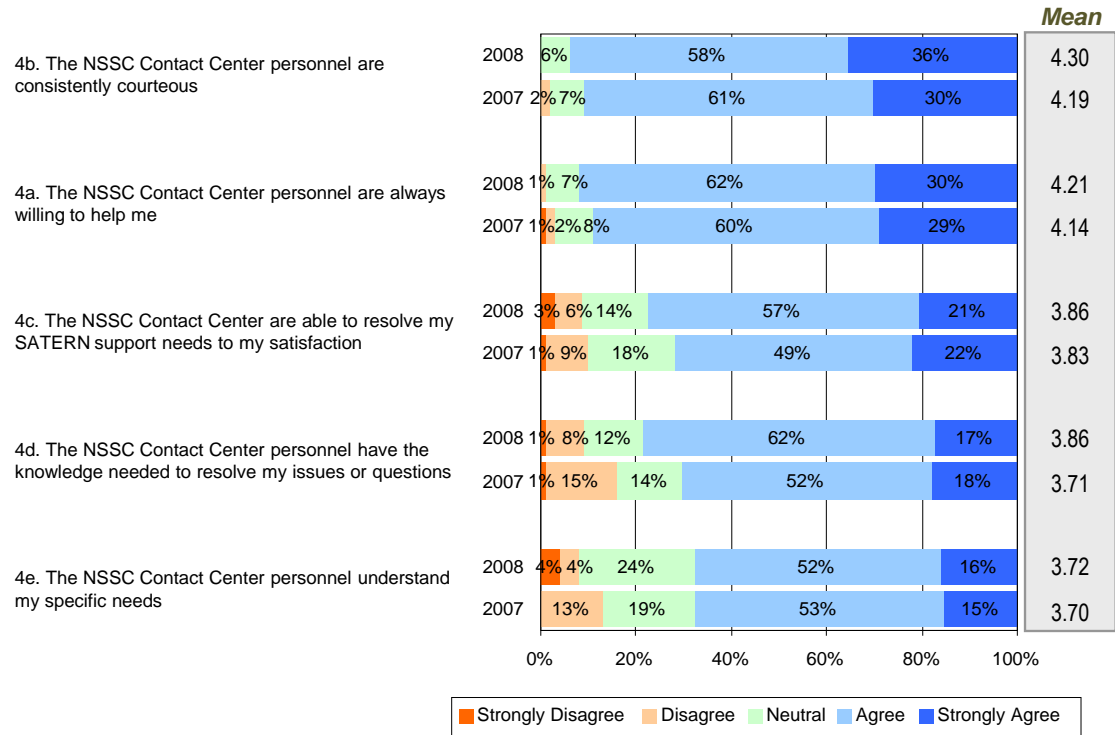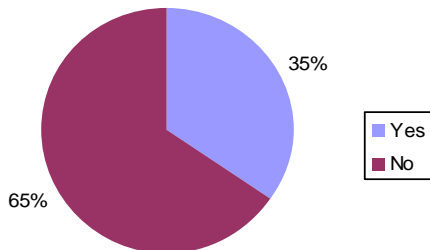
Implications for the NSSC

- Develop communication plan for customer support during the process and decrease the redundancy of email notifications

- Examine the current process to determine how the overall timeline can be shortened and efficiency can be improved

- Investigate potential improvements the accessibility and user-friendliness of the SATERN system

- Continue to convey positive and professional 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?

Pie chart:
- Yes: 35%
- No: 65%

Bar chart data:

4b. The NSSC Contact Center personnel are consistently courteous
- 2008: 6%, 58%, 36% — Mean 4.30
- 2007: 2% 7%, 61%, 30% — Mean 4.19

4a. The NSSC Contact Center personnel are always willing to help me
- 2008: 1% 7%, 62%, 30% — Mean 4.21
- 2007: 1% 2% 8%, 60%, 29% — Mean 4.14

4c. The NSSC Contact Center are able to resolve my SATERN support needs to my satisfaction
- 2008: 3% 6% 14%, 57%, 21% — Mean 3.86
- 2007: 1% 9% 18%, 49%, 22% — Mean 3.83

4d. The NSSC Contact Center personnel have the knowledge needed to resolve my issues or questions
- 2008: 1% 8% 12%, 62%, 17% — Mean 3.86
- 2007: 1% 15% 14%, 52%, 18% — Mean 3.71

4e. The NSSC Contact Center personnel understand my specific needs
- 2008: 4% 4% 24%, 52%, 16% — Mean 3.72
- 2007: 13% 19%, 53%, 15% — Mean 3.70

Mean

Legend: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree

On-Site Training – Summary of Findings

- Overall satisfaction is positive with 86% of respondents giving favorable ratings. The percent favorable for overall satisfaction has improved over the baseline and is high compared to the other NSSC 2008 broad based surveys

- Customers gave the highest ratings (measured by mean) to:

    - I know who to call or where to go for my On-Site Training–related questions or issues

    - On-Site Training personnel are easy to contact

    - On-Site Training personnel are available during the hours I need assistance

- Customers gave the lowest ratings (measured by mean) to:

    - On-Site Training personnel deliver error-free service

    - On-Site Training personnel tell me exactly when services will be performed

    - On-Site Training personnel openly communicate decisions or changes that affect me

- Customers generally view the On-Site Training services as somewhat to very important and the performance ratings for two of the three services are positive

    - 38% of respondents are dissatisfied with performance for Managing Class Evaluations

- The highest ratings on customer satisfaction drivers deal with accessibility of service and knowledge of who to contact; the lowest ratings deal with accuracy and communicating with customers about when services will be performed

- Customers believe the most important objective for On-Site Training personnel should be "perform services accurately"

On-Site Training – Summary of Findings (Cont'd)

- Efforts to improve in the following areas would result in the greatest payoff for On-Site Training customers

  – Having efficient processes to deliver services

  – Delivering accurate services

  – Informing customers when services will be performed

- Verbatim comments were limited but included the following ideas and examples

  – Suggestions for improvement include:

    » Improving communication for On-Site Training evaluation feedback

      – *"We are not being provided with feedback from the evaluations that employees complete after attending onsite training. As far as I know, the SDD states that the NSSC is to provide us with those reports, but even after several requests, we are not getting them"*

    » Improving accuracy of services provided

  – Comments about level of satisfaction include:

    » Positive response towards courteous and helpful customer service

      – *"[Name omitted] has been especially helpful and prompt in processing on-site requests for Dryden. Overall, the process has been smooth and timely"*

    » Negative response for not satisfied with On-Site Training service

On-Site Training – Summary of Findings (Cont'd)

- Verbatim comments were limited but included the following ideas and examples (Cont'd)

    - Additional comments include the following ideas:

        » Slow and inefficient customer service

            - *"The new personnel do not seem to be very efficient. If they are not efficient they should not be dealing with the problems yet"*

Note: Due to the small response to this year's survey, the T-test results comparing changes in mean scores to the baseline are not meaningful for this survey

On-Site Training – Conclusions

- Overall, customers are generally satisfied with NSSC On-Site Training services and several aspects of service appear to have improved from the baseline, however the small response to this year's survey does not allow for a true comparison

  - Areas showing higher scores include knowledge of who to contact, ease of contact and customer service availability

- NSSC On-Site Training personnel appear to be accessible to customers

- There is room for improvement for ensuring accurate and efficient services are provided

- Customers desire better communication of training evaluations

Implications for the NSSC

- Develop and deploy a communication process for delivering timely On-Site Training evaluation reports to customers

- Continue efforts to improve process efficiency

- Ensure services are being preformed accurately

- Continue to provide easily accessible customer support

On-Site Training – Most Important Objectives – Customer View

Please rank your three most important priorities for On-Site Training personnel.
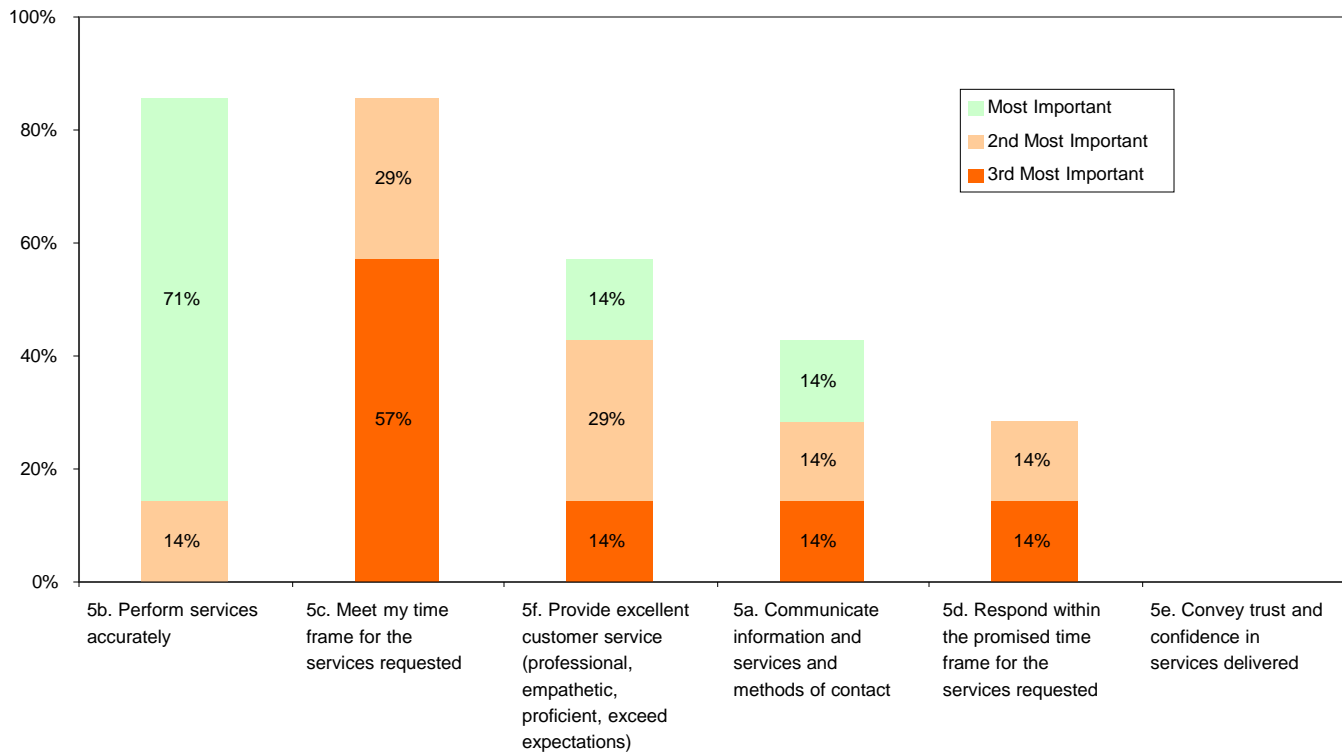
(How to read this chart: 71% of customers who answered this question thought "Perform services accurately" should be the most important objective, 14% thought it should be the second most important objective)

General HR – Summary of Findings

- Overall satisfaction is slightly positive with 43% of respondents giving favorable ratings and 33% giving a neutral rating. The percent favorable for overall satisfaction has declined from the 2007 broad based survey and the baseline and is low compared to the other NSSC 2008 broad based surveys

- Customers gave the highest ratings (measured by mean) to:

  - Performance of Drug Testing Administration

  - Performance of Special HR Studies

  - NSSC Human Resources personnel are consistently courteous

- Customers gave the lowest ratings (measured by mean) to:

  - I know who to call or where to go with my Human Resources-related questions and issues

  - Human Resource personnel deliver error-free service

  - Human Resource personnel have efficient processes to deliver services

- Two of the services that respondents consider to be relatively important (Development of Informational and Recruitment Materials and Award Processing) received the lowest performance ratings among HR services

  - Special HR Studies ranked in the top three among HR services in terms of importance and received a majority of favorable ratings with a 25% neutral rating

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General HR – Summary of Findings (Cont'd)

- Mean scores for most of the quality questions about specific services are slightly positive, with the exception of customers knowing where to go for employee notices

  – The Drug Testing Administration and Information Materials and Recruitment Materials service received the highest quality scores, while Employee Notices service received the lowest; the relative order of ratings of services for these quality questions differs somewhat from the performance ratings of services earlier in the survey

- The highest ratings on customer satisfaction drivers deal with performance of services and attitudes of personnel; 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

  – Ensuring customers know who to call or where to go for support

  – Improving overall performance in the development of informational and recruitment materials

  – Increasing efficiency of processes used to deliver services

- Key themes and examples from verbatim comments

  – The most common areas suggested for improvement are:

    » Increase responsiveness to customer requests and to personal needs for information

      – *"I have only called the NSSC twice. Both times in an attempt to help an employee with questions. The first time, was very impersonal, and I felt that it was more about being completely process-oriented than actually listening to what it is the employee needed. In this case, I was very disappointed with the service"*

General HR – Summary of Findings (Cont'd)

- Key themes from verbatim comments (cont'd)

    - The most common areas suggested for improvement are:

        » Improve timeliness and quality of support given to customers

            - *"Sometimes it takes too long to find the correct person to talk to. Other times I have to leave a message and wait for someone to call me back. It seems that it's more important to 'close' my ticket than to actually answer my questions"*

        » Enhance staff knowledge of services available and who is best for escalating specific questions

            - *"Staff needs to know more about what they provide. My experience has been they ask someone with more experience and get back to you eventually"*

    - Comments about level of satisfaction focus on:

        » Many positive experiences and many negative responses; unaware of the NSSC and its HR services

            - *"No complaints, but I don't know what NSSC HR does for me. Electronic documentation appears to be accurate and timely (both personnel folders and earnings/wage statements)"*

        » Negative reaction to the inefficiency and hassle of processes

            - *"Completely unimpressed. The NSSC seems to be more interested in giving excuses why they can't help you than in doing the legwork to figure out how they can. If there aren't regs that cover your specific scenario the answer is almost always no instead of 'well you can't quite do it that way but here's what you can do'"*

General HR – Summary of Findings (Cont'd)

- Key themes and examples from verbatim comments (cont'd)

  - Comments about level of satisfaction focus on:

    » Positive experiences are attributed to individual customer service experiences and do not recognize the NSSC HR services as a whole

      - *"My contact went out of her way to find out the information that I needed and returned a call the same day with the correct information and forms that I needed to use. I am very satisfied with the service that I received that day"*

  - Additional comments include the following ideas:

    » Concerns about accuracy of the support provided

      - *"I have had 2 instances of incorrect advice being given to employees. Had I not ran it by the SME here because it looked funny, employees would have gotten the wrong information."*

    » Customer awareness of a communication disconnect between NSSC HR and the Centers' HR

      - *"Build better relationships between Center HR and NSSC HR. It is the key to working well together for both our customers, the NASA employees"*

    » HR process has become impersonal and inefficient

      - *"I do not like the idea of discussing my Personnel Record, salary information, etc. with someone over the phone, 2500 miles away. I'm old fashion – I like face to face contact with HR"*

General HR – Summary of Findings – Differences Between Customer in HR and Outside of HR

- Analysis of the results by group indicates some differences in satisfaction between customers in HR and customers outside of HR. In most areas, customers outside of HR provided higher ratings than customers within HR. Areas where mean scores for those customer outside of HR are significantly higher than mean scores for customer in HR based on a t-test between the groups include:

  - Accuracy of service

  - Process efficiency

  - Staff knowledge and confidence in NSSC staff

  - Delivering service when customers need it and telling customer when services will be performed

  - Overall satisfaction

  - Understanding customer needs

- There are no areas where mean scores from customers in HR are significantly higher than mean scores for customers outside of HR

- In the evaluation of specific HR services, only "Preparation and Distribution of Employee Notices" was rated by both groups

  - OHCM respondents provided higher ratings on the importance and performance of the service than non-HR respondents, but the sample from OHCM was limited and therefore a true comparison is inconclusive

- Both groups of customers gave relatively high ratings for courtesy, availability of NSSC staff, and willingness to help

- The lowest ratings from customers in HR were for accuracy of service, process efficiency, and staff knowledge while the lowest ratings from customers outside of HR were for knowing who to contact and ease of contact

General HR – Summary of Findings – Differences Between Customer in HR and Outside of HR (Cont'd)

- Ratings on the NSSC customer service web site and the ranking of most important objectives are fairly consistent between the groups

- Customer verbatim comments show some differences in themes

  - The most common areas suggested for improvement by customers *in HR* include improving quality of services, staff knowledge and better communication

  - The most common areas suggested for improvement by customers *outside of HR* include providing more education on services and how to access them, improving the timeliness of support, and overcoming the lack of face-to-face consultation

  - Comments on level of satisfaction by customers *in HR* focus on dissatisfaction with support received and the need for HR to provide additional support after customers are served by the NSSC, recognition that the NSSC is a work in progress, and some positive comments on customer service

  - Comments on level of satisfaction by customers *outside of HR* focus on insufficient access and untimely and unresponsive service along with some positive and mixed experiences

  - Other comments from both groups address customer service, communication, and a perception of inefficient processes

General HR – Conclusions

- Satisfaction with HR services is somewhat mixed and appears to be the lowest of the NSSC functional areas in the 2008 broad based surveys

- A comparison to the 2007 broad based results shows that the NSSC service has declined in several areas including ensuring customers know where to go for support, promptness of service, and staff knowledge

- Customer satisfaction for certain services (Preparation and Distribution of Employee Notices and Development of Informational and Recruitment Materials) has dropped since 2007 while customer satisfaction on Drug Testing Administration, Special HR Studies, and Award Processing have improved

- Priorities for improvement differ by customer groups

  - Customers in HR are least satisfied with the accuracy and quality of service, staff knowledge, and process efficiency

  - Customer outside HR are least satisfied with knowing where to go for support, ease of contact, and timeliness

- The NSSC staff continue to exhibit positive customer service attitudes when dealing with customers

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; target improvements and communication to specific customer groups

- Communicate procedures for seeking support and contact information clearly to customers

- Investigate opportunities to improve the efficiency of processes

- Provide additional training to staff to increase knowledge and build confidence among customers

- Continue practicing excellent customer service skills and recognize positive attitudes of NSSC staff

General HR – Significant Decreases in Customer Satisfaction from the 2007 Broad Based survey

The following questions show statistically significant declines in customer satisfaction from the 2007 Broad Based survey to the 2008 Broad Based survey. The questions are sorted in order of most decline in mean scores. There were no questions showing a significant increase in satisfaction from the 2007 Broad Based survey

Areas of Decline

Question	2008	2007
7a. I know who to call or where to go at the NSSC for my Human Resources-related questions or issues	2.84	3.19
7i. NSSC Human Resources personnel provide prompt service to me	3.21	3.48
7m. NSSC Human Resources personnel have the knowledge needed to deliver services	3.12	3.38
7e. NSSC Human Resources personnel deliver the service I request at the time I need the service	3.12	3.35
7l. I feel confident with NSSC Human Resources personnel's ability to support my position	3.10	3.32
10. Overall, I am satisfied with NSSC's Human Resources services	3.21	3.43
7j. NSSC Human Resources personnel tell me exactly when services will be performed	3.13	3.35
7n. NSSC Human Resources personnel have efficient processes to deliver services	3.02	3.21

Scale: 1 = Strongly Disagree, 5 = Strongly Agree
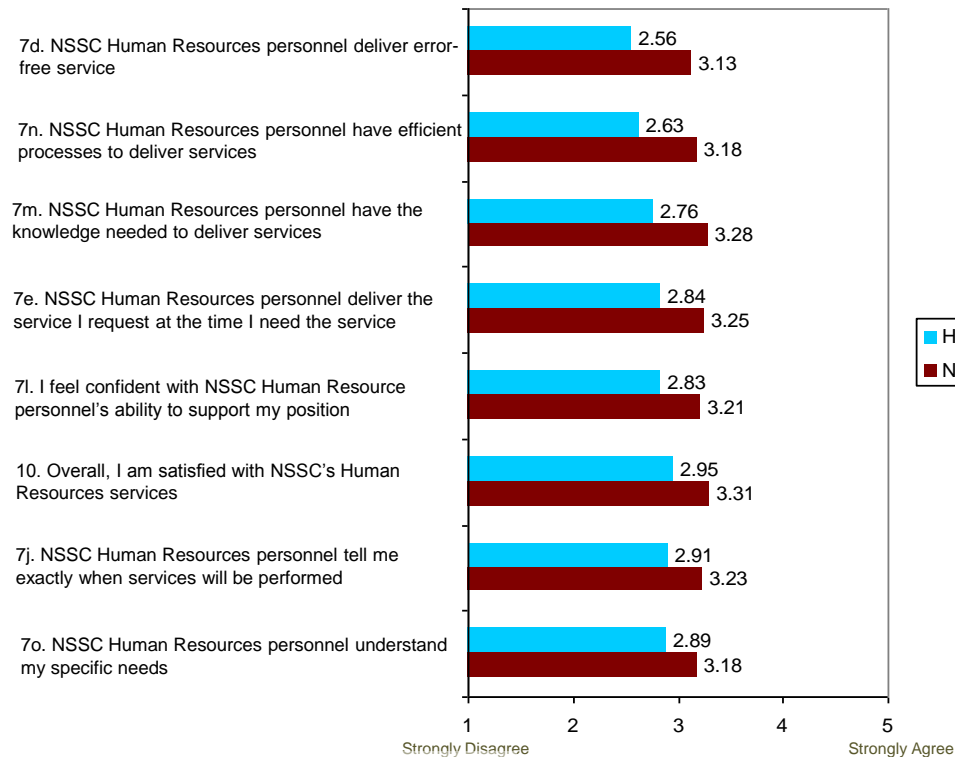
These results are based on statistically testing the differences between the question means of the baseline and current survey results using a t-test at the 95% confidence interval. This test is an accurate way to observe any "real" improvement/decline in customer satisfaction.

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General HR – Significant Differences in Customer Satisfaction between Responses from HR and Non-HR Respondents

The following questions show a statistically significant difference in customer satisfaction between responses from customers within HR and responses from customers outside of HR. The questions are sorted in order of largest difference in mean scores.   For each of these questions, the mean scores from respondents outside of HR are higher than the mean scores from respondents within HR. There were no questions showing a significantly higher mean from respondents inside HR.

These results are based on statistically testing the differences between the question means of the responses from HR customers and non-HR customers using a t-test at the 95% confidence interval. This test is an accurate way to observe any "real" differences in customer satisfaction between groups.

SES Case Documentation – Summary of Findings

- Overall satisfaction is positive with 87% of respondents giving favorable ratings. The percent favorable for overall satisfaction is high compared to the other NSSC 2008 broad based surveys

  - This survey was the first stand-alone broad based survey of SES Case Documentation customers. Comparative data on importance and performance ratings of the service are included from the 2007 broad based HR survey and baseline HR survey

- Customers gave the highest ratings (measured by mean) to:

  - NSSC SES Case Documentation personnel are consistently courteous

  - NSSC SES Case Documentation personnel are easy to contact

  - NSSC SES Case Documentation personnel openly communicate decisions/changes that affect me

- Customers gave the lowest ratings (measured by mean) to:

  - NSSC SES Case Documentation personnel deliver error-free service

  - NSSC SES Case Documentation personnel deliver the service I request at the time I need the service

  - I feel confident with NSSC SES Case Documentation personnel's ability to support my position

- Customers view the SES Case Documentation service as very important and the performance ratings for the service are positive

- In terms of the quality questions, service quality was rated slightly higher than timeliness and accuracy, however most scores were positive for all three areas

- The highest ratings on customer satisfaction drivers deal with customer service – ease of contact and attitudes of personnel (courtesy, willingness to help, and communication); the lowest ratings deal with accuracy and timeliness of service delivery

SES Case Documentation – Summary of Findings (Cont'd)

- Customers believe the most important objective for SES Case Documentation personnel should be "perform services accurately"

- Efforts to improve in the following areas would result in the greatest payoff for SES Case Documentation customers

    - Improving the service delivery time from the time a request for a service is made

    - Improving accuracy in service delivery

    - Ensuring case documentation is completed in a timely manner

- Key themes and examples from verbatim comments

    - Suggestions for improvement were limited but included the following ideas:

        » Improving quality of work and shortening process

            - *"My contact seemed more interested in getting the document in on time than on quality. I got them impression he was paid to deliver on time."*

            - *"Process is very lengthy - the person assigned is just too cheery - sounds a little strange - but it feels fake and it is tiresome to work with someone who doesn't come off as a serious, business-like person - particularly when working with this level of personnel."*

    - Comments about level of satisfaction focus on:

        » Positive reactions to courteous customer service and process completion

            - *"I was extremely pleased with my case-worker's professionalism, attitude, enthusiasm and overall help with my case documentation. [Name omitted] provided outstanding support with a great attitude."*

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SES Case Documentation – Summary of Findings (Cont'd)

- Key themes and examples from verbatim comments (cont'd)

  - Comments about level of satisfaction include:

    » Negative reaction to aptitude of personnel

      - *"I just didn't feel that the work was 'right' - I needed someone else to check it over and make recommendations for improvement."*

  - Only one additional comment was provided and indicated lack of use of the service

SES Case Documentation – Conclusions

- Overall, customers are generally satisfied with NSSC SES Case Documentation services and service performance shows improvement from the 2007 broad based survey

- NSSC SES Case Documentation personnel provide courteous and professional customer service

- There is room for improvement in ensuring services are completed in a timely fashion and building confidence with customers in NSSC's capabilities

Implications for the NSSC

- Continue efforts to improve process efficiency and reduce process timeline

- Develop and deploy a plan to ensure SES Case Documentation personnel have the knowledge they need and build confidence among customers in their service capability

- Consider other approaches for collecting feedback on the survey since the response to the survey was limited

- Continue to provide a high level of customer service and ensure new staff are trained effectively

Evaluation of SES Case Documentation Services

The performance ratings on SES Case Documentation services are generally very positive and the majority of respondents view the services as very important. Results show improvement over the scores for the SES Case Documentation service obtained in the 2007 HR broad based survey and HR baseline survey

Customer ratings on the performance of SES Case Documentation services

Mean

SES Case Documentation		
2008	6% / 31% / 63%	4.94
2007	3% / 24% / 34% / 28% / 10%	3.89
Baseline	2% 4% / 81% / 9% / 4%	2.68

Legend: ■ Very dissatisfied ■ Dissatisfied ■ Neutral ■ Satisfied ■ Very satisfied
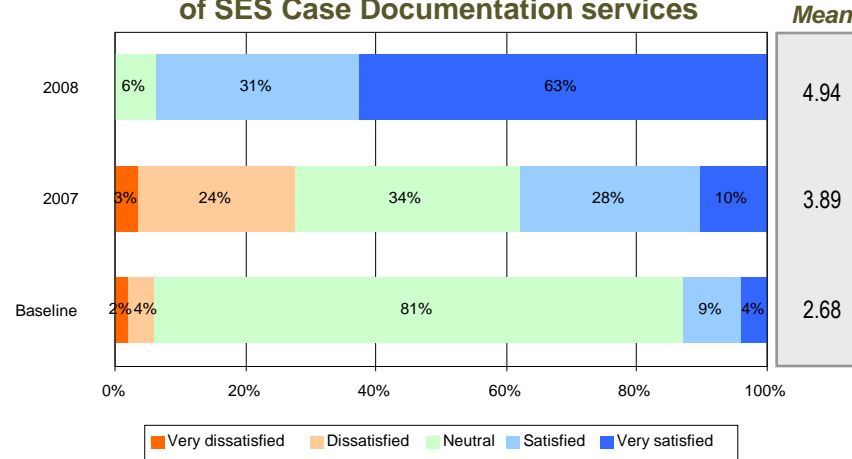
Customer ratings on the importance of SES Case Documentation services

Mean

SES Case Documentation		
2008	6% / 94%	4.56
2007	11% / 2% / 20% / 20% / 47%	3.17
Baseline	31% / 7% / 38% / 10% / 14%	3.09

Legend: ■ Not at all important ■ Not very important ■ Neutral ■ Somewhat important ■ Very important
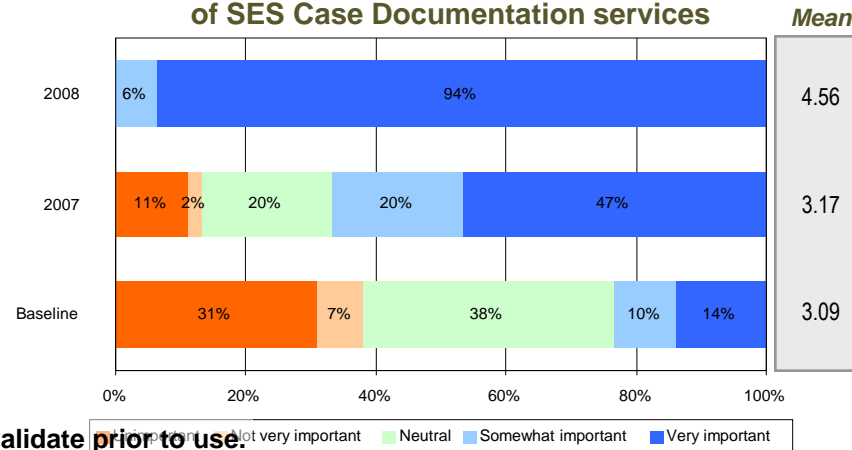
Financial Disclosure – Summary of Findings

- Overall satisfaction is fairly positive among both customer groups. 70% of Legal respondents provided favorable ratings and 57% of filers provided favorable ratings. The percent favorable for filers is low relative to the other NSSC surveys and average for legal

- <u>Legal</u> 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

  – The Financial Disclosure forms are ready for the approval process

- <u>Filers</u> gave the highest ratings (measured by mean) to:

  – Performance on Financial Disclosure Administration

  – Performance on Maintaining EPTS (Ethics Performance and Tracking System)

  – Financial Disclosure personnel are consistently courteous

- <u>Legal</u> customers gave the lowest ratings (measured by mean) to:

  – Financial Disclosure personnel deliver error-free service

  – The NSSC Customer Service Web Site is effective

  – Financial Disclosure personnel tell me exactly when services will be performed

Financial Disclosure – Summary of Findings (Cont'd)

- Filers gave the lowest ratings (measured by mean) to:

    – I know who to call or where to go for my Financial Disclosure-related questions or issues

    – Financial Disclosure personnel openly communicate decisions or changes that affect me

    – Financial Disclosure personnel are easy to contact

- Customers in both groups view the Financial Disclosure Administration and Maintenance of EPTS services as important and the majority of performance ratings are positive

    – Mean performance scores for Filers are higher than the mean scores from the Legal customers

- Ratings on questions about the quality of the service are positive, with mean scores at the positive end of the rating scale

    – The quality scores from Legal customers are higher than the 2007 survey, but the small size of the 2007 sample does not allow for a true comparison

- The highest ratings on customer satisfaction drivers for Legal customers deal with attitudes of personnel (courtesy, willingness to help, interest in solving problems), and attitudes, availability, and prompt service for the Filers

- The lowest ratings on customer satisfaction drivers for Legal customers deal with accuracy of service and communicating when service will be performed; the lowest scores from Filers deal with knowing where to go for support and communication

RELEASED – Printed documents may be obsolete; validate prior to use.

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Financial Disclosure – Summary of Findings (Cont'd)

- Efforts to improve in the following areas would result in the greatest payoff for Financial Disclosure <u>Legal</u> customers

  - Building confidence among customers in NSSC personnel's abilities

  - Communicating decisions or changes that affect customers

  - Improving the knowledge of Financial Disclosure personnel

- Efforts to improve in the following areas would result in the greatest payoff for Financial Disclosure <u>Filers</u>

  - Ensuring customers know where to go for support

  - Improving ease of contact for NSSC Financial Disclosure personnel

  - Communicating decisions or changes that affect customers

- The most important objective both customer groups cite for Financial Disclosure personnel is "perform services accurately"

- Key themes and examples from verbatim comments

  - The most common areas suggested for improvement are:

    » Providing clear, concise information and instructions for forms (Filers)

      - *"It would be nice to send everybody a sheet with NSSC telephone numbers, website addresses and all of the things they perform to use as a reference"*

Financial Disclosure – Summary of Findings (Cont'd)

- Key themes and examples from verbatim comments

  - The most common areas suggested for improvement are (Cont'd):

    » Fixing problems with the EPTS system (Legal)

      - *"The EPTS software, letters administration, and any other functionality should be tested before every release in a manner that reveals glitches and problems. (I believe this may relate to compatibility with other software used to administer the system, Adobe, java, etc.)…"*

    » Improving the process for adding new entrants and making corrections (Legal)

      - *"Still issues to be ironed out regarding new entrant(450 and 278) and termination (278) filer notification. Also recording date NSSC receives the forms has had problems (documents being lost in document imaging/fed ex packages being held). Received dates on forms must be accurate, and this has not always been the case"*

    » Improving customer service attitudes and communicating contact information (Filers)

      - *"It was not a bad process just not very friendly. Anyone I speak with that has used any NSSC function has been aggravated with the impersonalized feeling they get. The process is also long...there doesn't seem to be a quick answer for anything"*

    » Continuing to improve automation of process (Filers)

      - *"Improve automated tracking, don't send reminders (which seem to imply activity is not complete) to users who have completed the activity. Write in plain English"*

Financial Disclosure – Summary of Findings (Cont'd)

- Key themes and examples from verbatim comments

  - Comments about level of satisfaction focus on:

    » Positive comments about efficiency of process (Filers)

    - *"I appreciate not having to enter the same information in each year and the streamlined process for submitting financial disclosure form"*

    » Positive comments on customer service and improvement seen in the process (Legal)

    - *"I think this past year was a vast improvement over last year. The first year was a struggle for everyone, but this year was really smooth. I felt very good about the help I received from NSSC"*

    » Frustration with untimely and unresponsive service and limited communication (Filers)

    - *"Since I have never been given clear, concise information, I am always confused"*

Financial Disclosure – Summary of Findings (Cont'd)

- Key themes and examples from verbatim comments

  - Additional comments include the following ideas:

    » Current process instructions are confusing (Filers)

    - *"I think the specific criteria for conflict of interest should be better conveyed to the individuals required to provide financial disclosures and there potential effect on conflict of interest"*

    » Concern about the capabilities of NSSC reps (Filers)

    - *"I heard lots of publicity about NSSC being ready to serve, yet NSSC was not fully capable"*

    » Improvement seen in the system and process, but issues remain for system usability (Legal)

    - *"The system is getting better, but only slightly and it has taken a lot of time. There are existing software tools that (maybe as an add on) can make this a better system for tracking and filing"*

Note: Due to the small response last year for the survey of legal customers, the T-test results comparing changes in mean scores are not meaningful for this survey

Financial Disclosure – Conclusions

- The Financial Disclosure Administration service is functioning fairly well today and customers indicate improvement from the past

- Filers and the Legal points of contact are both fairly satisfied but indicate room for improvement with

  – Accuracy of service

  – Communication throughout the process

  – Ease of contact

- Customers are pleased with the positive customer service attitudes displayed by NSSC personnel

- There is interest in further system improvements and automation of the process

Implications for the NSSC

- Assess communication needs and develop plans for improving communications to process participants and stakeholders

- Ensure customers understand who to contact and that NSSC reps are available when needed

- Continue emphasizing and delivering positive customer service attributes

- Investigate system changes to support the process

Overall Satisfaction with Financial Disclosure

Overall satisfaction is mostly positive among both customer groups and mean scores are very similar. 70% of the legal respondents gave favorable ratings and 57% of the filer respondents gave favorable ratings. While satisfaction appears to have improved among legal customers, the low response to the 2007 survey makes the comparison inconclusive.

Overall Satisfaction

Legal responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
2008	7%	11%	11%	59%	11%	3.56
2007	67%	17%		17%		1.67

Filer responses

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
2008	2%	6%	35%	44%	13%	3.60

Legend: Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree
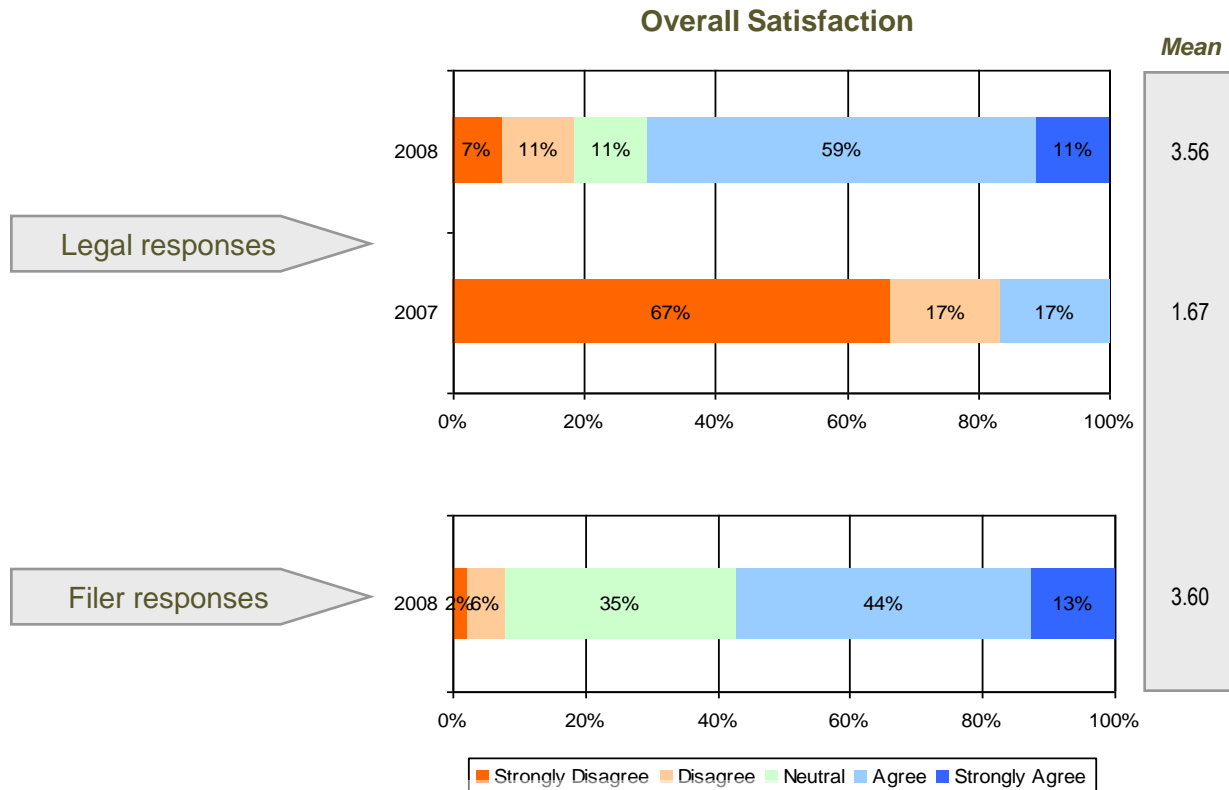
New Hire In-Processing – Summary of Findings

- Overall satisfaction remains positive with 61% of respondents giving favorable ratings. The percent favorable for overall satisfaction has declined from the 2007 survey (68%) and from the baseline (72%) and is low compared to the other NSSC broad based surveys

- Mean scores between the current survey and 2007 survey are fairly similar with only one question showing a statistically significant decrease in satisfaction

  - Satisfaction declined for "I know who to call or where to go for my New Hire In-Processing-related questions or issue"

  - 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

  - The NSSC Customer Service web site is effective

- The majority of respondents use both the web and paper forms for completing their new hire paperwork

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

- Customers view the new hire in-processing service as very important and the majority of the performance ratings are positive, however, performance ratings have declined from the 2007 survey

- In terms of the quality questions, customer ratings are somewhat mixed. Customers indicate more dissatisfaction with knowing when to expect services and communication about 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 accuracy and telling customers when services will be performed

- Customers believe the most important objective for New Hire In-Processing personnel should be "perform services accurately"

- Like last year, 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

- Key themes and examples from verbatim comments

    - The most common areas suggested for improvement are:

        » Improving communication about requirements and forms and role clarity between the NSSC and Centers

            - *"There's seems to be a disconnect between NSSC and the HR group at my center. When I came in with my paperwork on my first day, I was supposed to have done more paperwork than what the NSSC told me to do. My HR group said the NSSC was responsible for that paperwork, and the NSSC said my HR group was responsible. Unfortunately, that didn't get communicated to me until after the fact"*

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

- Key themes and examples from verbatim comments (cont'd)

    - The most common areas suggested for improvement are:

        » Providing face-to-face support and/or better responsiveness from NSSC reps

            - *"The new hire in processing services is impersonal, meaning that the only contact is via phone. This is an important process and meeting people face to face would be a tremendous help. It would be beneficial to bring the documents with you the first day and have someone to discuss any problems or concerns with you"*

        » Improving the overall process in terms of duplication of forms, accuracy, conflicting information, and the overall timeline for completion

            - *"All of the forms required could be handled better. Perhaps on-line submission of the forms, and the tool remembers the basic information so you're not stuck typing it again and again"*

    - Comments about level of satisfaction focus on:

        » Many negative comments focusing on poor communication and follow-up and lack of timeliness and efficiency

            - *"I received very little customer service from the NSSC. When I tried calling the NSSC to ask my questions, I repeatedly was redirected to someone else who also couldn't answer my questions. This resulted in me signing up for benefits inappropriately with no option to update the inputs without a qualifying life event"*

        » Mixed experiences noting some positive aspects but frustration about communication and unclear expectations

            - *"The concept is good, however, as stated above there needs to be more follow up and some sort of tracking system on the status of documents"*

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

- Key themes and examples from verbatim comments (cont'd)

  - Comments about level of satisfaction focus on:

    » Some positives experiences citing friendly customer service

      - *"Overall, I'm satisfied. Staff was both friendly and patient"*

  - Additional comments include the following ideas:

    » On-line material is outdated and insufficient and online submittal capabilities are desired

      - *"When I went to the new hire website there was a list of forms that I needed to fill out before being processed in as a new employee. The list was outdated, and I filled out some forms that weren't needed. One time I filled out a form and turned it in to the identified point of contact...a week later someone else from HR asked me for the same form. They had no idea I'd already filled it out until I asked them to go look in my paper work file"*

    » Frustration about the impersonal nature of the process and overall timeframe

      - *"The New Hire process should include personal, human contact with someone instead of most communication being done through electronic means, i.e. email and the internet. "*

    » Dissatisfaction with NSSC staff knowledge and capabilities

      - *"I will say that the first person that you talk with at NSSC was very polite and nice to talk with, but they could rarely answer any of my questions, which then requires a 'ticket' to be made and that is when the process broke down. Most of the questions I had related to getting the benefits set up and things of that nature which really needs to be done face to face"*

New Hire In-Processing – Conclusions

- Customer satisfaction with the New Hire In-Processing service has declined from last year and in some areas is now lower than the baseline level of satisfaction

- The aspects in most need of improvement include:

  - Ensuring the process is clear and efficient

  - Eliminating confusion on who to contact and roles with the Centers

  - Improving communication on requirements, timelines, and process steps

- NSSC service has not overcome the desire for face-to-face support of some customers

- Customers desire improvements in the web site, forms, and automation of the process

Implications for the NSSC

- Focus on examining the process and eliminating confusion for customers about who to contact and roles with the centers

- Examine communication needs throughout the process

- Investigate changes needed to the web site to address duplication of forms, inaccurate information, and opportunities for further automation

- Focus on ways that NSSC reps can provide personalized service to new hire customers

Payoff Index for New Hire In-Processing Customers

- The Payoff Index provides a systematic way to identify and prioritize areas for improvement

- The Payoff Index range for the survey was from 0.24 to 0.01. Below are the ten 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, ensuring customers know when to expect services, improving communication about the process, and having efficient processes represent the greatest potential for improving overall customer satisfaction with New Hire In-Processing services

Efforts to improve the following areas would result in the greatest payoff for New Hire In-Processing customers	Importance (Correlation with Overall Satisfaction with New Hire In-Processing)		Weight (Unfavorable Response Percentage*)		Payoff Index
3b. I knew exactly when to expect new hire in-processing services	0.74	x	32%	=	**0.24**
3c. The in-processing process was communicated effectively	0.78	x	25%	=	**0.19**
3a. The employee in-processing process was efficient for me	0.79	x	20%	=	**0.16**
4c. New Hire In-Processing personnel deliver error-free service	0.72	x	20%	=	**0.14**
4l. New Hire In-Processing personnel have efficient processes to deliver services	0.78	x	18%	=	**0.14**
1. New Hire In-Processing (processing new hire paperwork to support on-boarding process for new hires, transfers, reassignments) - Performance	0.79	x	17%	=	**0.13**
4i. New Hire In-Processing personnel tell me exactly when services will be performed	0.71	x	18%	=	**0.13**
4a. I know who to call or where to go for my New Hire In-Processing-related questions or issues	0.71	x	18%	=	**0.13**
5. The NSSC Customer Service Web Site is effective	0.70	x	17%	=	**0.12**
4d. New Hire In-Processing personnel deliver the service I request at the time I need the service	0.76	x	15%	=	**0.11**

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

Leave Donor/Recipient Processing – Summary of Findings

- Overall satisfaction is positive but slightly less favorable than the baseline. 71% of respondents provided favorable ratings which is average compared to the other NSSC 2008 broad based surveys

- Customers gave the highest ratings (measured by mean) to:

  - Performance of the Leave Donor/Recipient processing service

  - Overall satisfaction with Leave Donor/Recipient processing

  - Leave Donor/Recipient Processing personnel deliver the service I request at the time I need the service

- Customers gave the lowest ratings (measured by mean) to:

  - Leave Donor/Recipient Processing personnel tell me exactly when services will be performed

  - Leave Donor/Recipient Processing personnel openly communicate changes that affect me

  - I know who to call or where to go for my Leave Donor/Recipient Processing-related questions or issues

- Examining changes in mean scores from the Baseline survey scores shows a statistically significant decline in customer satisfaction for many service delivery aspects

- Customers generally view the Leave Donor/Recipient Processing service as important or very important and performance ratings for the service are mostly positive

- The highest ratings on customer satisfaction drivers deal with providing service when needed and courteous support; the lowest ratings deal communicating timing of service and changes that affect customers

Leave Donor/Recipient Processing – Summary of Findings (Cont'd)

- Customers believe the most important objective for Leave Donor/Recipient Processing personnel should be "perform services accurately"

- Efforts to improve in the following areas would result in the greatest payoff for Leave Donor/Recipient Processing customers

  - Ensuring customers know who to call for support

  - Telling customers exactly when services will be performed

  - Ensuring Leave Donor/Recipient Processing personnel are easy to contact

- Key themes and examples from verbatim comments

  - The most common areas suggested for improvement are:

    » Improving communication on process steps and status, and notifications to those in need

      - *"Better feedback on the process. To initiate the donor leave was easy and efficient, but after initiating I received no feedback on the process. I would like the following feedback by e-mail: the request was received, the request was approved, and the clearly stated hours that will be deducted from my leave"*

    » Improving timeliness of processing and staff knowledge

      - *"The request to donate leave has to be processed faster. My understanding is that the recipient can not receive donated leave until they have completely ran out of leave. I was not able to donate until the recipient had exhausted their leave."*

    » Addressing ease of navigation on web site

      - *"Hard to find appropriate link on website. Why not send a note out in October or November letting all NASA employee know where to go"*

Leave Donor/Recipient Processing – Summary of Findings (Cont'd)

- Key themes and examples from verbatim comments

  - Comments about level of satisfaction focus on:

    » Positive experiences citing automation and efficiency of the process and professional and courteous customer service

      - *"I donated leave through WebTads electronically, it was taken care of in a timely fashion and was accurate. I did not speak with NSSC personnel"*

    » Negative experiences including untimely processing and poor communication

      - *"I could not tell if it actually was accomplished, when it was done and whether it was done more than once. When I finally inquired the staff did not know either and said they would get back to me, which they did and I had my answer"*

  - Additional comments include the following ideas:

    » Contact with personnel is typically not part of the process – most is done online

      - *"No direct human interaction was necessary to execute my donation"*

    » Interest in communication about the service and needs

      - *"Please consider informing employees when a leave recipient for they agency needs donations. I am sure most people would want to help, but don't know the need exists"*

    » Comments about the process

      - *"This was at the time the activity changed from a paper one to going on line within Web Tads. It did not work smoothly and NSSC personnel were not adequately trained to support this change. I hope this has changed and the function is more efficient and information more readily obtainable"*

Leave Donor/Recipient Processing – Conclusions

- Overall performance of the Leave Donor/Recipient Processing service appears good

    - While the mean score on overall satisfaction has only changed .09 points from the baseline survey, customers are less satisfied about many aspects of service delivery

- Customers indicate a limited need for contact with personnel, but some are unclear about who to contact when they need support

- There is an interest in improving communications about the process, specifically around timing and status of donations

- Customers are pleased with the automation of the process

Implications for the NSSC

- Clarify points of contact for customers when they need assistance with the process

- Assess current process communications and determine how to provide status updates when needed and communicate the timing of the process to customers

- Look for ways to continue to improve the service delivery of this service

Leave Donor/Recipient Processing – Significant Changes in Customer Satisfaction from the Baseline

Numerous questions about service delivery show a statistically significant decline in customer satisfaction from the Baseline survey. There were no questions in the Leave Donor/Recipient Processing survey that had a statistically significant increase in customer satisfaction from the baseline.

Question	2008	Baseline
3a. I know who to call or where to go for my Leave Donor/Recipient Processing-related questions or issues	3.22	3.70
3b. Leave Donor/Recipient Processing personnel are easy to contact	3.28	3.67
3h. Leave Donor/Recipient Processing personnel are always willing to help me	3.51	3.85
3k. Leave Processing personnel are consistently courteous	3.68	3.98
3l. Leave Donor/Recipient Processing personnel have the knowledge needed to deliver services	3.57	3.86
3i. Leave Donor/Recipient Processing personnel provide prompt service to me	3.54	3.80
3o. Leave Donor/Recipient Processing personnel provide personalized attention	3.28	3.54
3n. Leave Donor/Recipient Processing personnel understand my specific needs	3.34	3.56
3f. Leave Donor/Recipient Processing personnel follow through on the commitments they make	3.58	3.80
3g. When I have a problem, Leave Donor/Recipient Processing personnel show sincere interest in solving it	3.45	3.66

Legend: ■ 2008 ■ 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.

Scale: 1 ... 2 ... 3 ... 4 ... 5 Strongly Agree

Grants and Cooperative Agreements – Summary of Findings

- Overall satisfaction is positive with 73% of respondents giving favorable ratings. The percent favorable for overall satisfaction has improved significantly from the 2007 broad based survey and is high compared to the other NSSC 2008 broad based surveys

  - This year's survey sample was substantially larger with 78 responses compared to 8 responses for the 2007 broad based survey and 18 responses for the baseline survey

- Customers gave the highest ratings (measured by mean) to:

  - Grants/Cooperative Agreements personnel are consistently courteous

  - Grants/Cooperative Agreements personnel are always willing to help me

  - When I have a problem, Grants/Cooperative Agreements personnel show sincere interest in solving it

- Customers gave the lowest ratings (measured by mean) to:

  - I know who to call and where to go for my Grants/Cooperative Agreements-related questions and issues

  - Grants/Cooperative Agreements personnel tell me exactly when services will be performed

  - Grants/Cooperative Agreements personnel are easy to contact

- Customers generally view the Grants/Cooperative Agreements service as very important while the performance rating is considerably 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 communication and ease of contact

Grants and Cooperative Agreements – Summary of Findings (Cont'd)

- Customers believe the most important objective for Grants and Cooperative Agreements personnel should be "perform services accurately"

- Efforts to improve in the following areas would result in the greatest payoff for Grants and Cooperative Agreements customers

  - Informing customers of who to contact and where to go with questions and issues

  - Telling customers exactly when services will be performed

  - Improving efficiency of processes

- Key themes and examples from verbatim comments

  - The most common areas suggested for improvement are:

    » Improving communication and responsiveness

      - *"Perhaps a follow-up email indicating that everything is still on track rather than having us guess that everything is still on schedule"*

      - *"In the last few months, NSSC personnel have not answered their phones or returned my calls. I have had no response to numerous emails. My cooperative agreements are not being obligated. NSSC service and support can be improved by answering the phone or at least returning calls"*

    » Improving timeliness of process

      - *"It has taken much too long this year to get new grant award processed. Packages submitted in early April are just now (late July) being finished and funding documentation arriving at research institutions"*

Grants and Cooperative Agreements – Summary of Findings (Cont'd)

- Key themes and examples from verbatim comments (Cont'd)

  – Comments about level of satisfaction focus on:

    » Mixed positive and negative responses

      – *"Very satisfied. Very helpful service. Prompt and clear response to inquiries"*

      – *"The NSSC is horrible in NASA customer service. I fully understand growing pains are a part of a new venture, but, these problems are continuing. Having a Center rep. sounds nice but problems are not solved. All I get are excuses"*

    » Mixed experiences with good customer service, but poor communication or timeliness

      – *"Performance has been good when somebody is on the job. Problems have occurred when personnel have left and apparently nobody was assigned to respond to outstanding requests and actions"*

  – Additional comments include the following ideas:

    » A need for improvement

      – *"I am pleased that errors are being corrected in a timely fashion, but there still are too many errors."*

    » Comments on customer service

      – *"In previous years I have had positive interactions with people at NSSC. However in the last six months, the only person who actually answered the phone could not answer my questions. She referred me to someone who did not answer the phone or return numerous calls over the course of a month or more. Two other people who were suggested did not return my calls either"*

Grants and Cooperative Agreements – Conclusions

- Customer satisfaction with the Grants/Cooperative Agreements service is positive, and is higher than many of the other NSSC services, however performance ratings on the service show some room for improvement

- There are opportunities to improve communication with customers on who to contact, service completion and ease of contact for NSSC personnel

- Customer satisfaction improved significantly from the 2007 broad based survey in terms of customers feeling that NSSC personnel understand their needs and provide the service when needed however the small sample from the 2007 broad based survey limits the effectiveness of this comparison

- NSSC staff are polite and show an earnest initial effort in assisting customers

Implications for the NSSC

- Communicate/clarify points of contact with customers

- Identify opportunities to improve timeliness and ensure customers know when to expect the service to be performed

- Develop efforts to improve process efficiency and accuracy in delivering services

- Improve availability of customer service reps for customers

Grants and Cooperative Agreements – Customer Satisfaction Drivers – 3 Year Trends (Mean Scores)

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

2k. Grants/Cooperative Agreements personnel are consistently courteous
- 2008: 4.27
- 2007: 3.88
- Baseline: 4.06

2h. Grants/Cooperative Agreements personnel are always willing to help me
- 2008: 4.01
- 2007: 3.63
- Baseline: 3.65

2g. When I have a problem, Grant's Cooperative Agreements personnel show sincere interest in solving it
- 2008: 3.99
- 2007: 3.75
- Baseline: 3.71

2q. Grants/Cooperative Agreements personnel are always available during the hours I need assistance
- 2008: 3.92
- 2007: 3.50
- Baseline: 3.47

2m. Grants/Cooperative Agreements personnel have the knowledge needed to deliver services
- 2008: 3.81
- 2007: 3.25
- Baseline: 3.71

2f. Grants/Cooperative Agreements personnel follow through on the commitments they make
- 2008: 3.79
- 2007: 3.57
- Baseline: 3.88

2i. Grants/Cooperative Agreements personnel provide prompt service to me
- 2008: 3.74
- 2007: 3.25
- Baseline: 3.24

2c. Grants/Cooperative Agreements personnel openly communicate decisions or changes that affect me
- 2008: 3.70
- 2007: 3.00
- Baseline: 3.41

2l. I feel confident with Grants/Cooperative Agreements personnel's ability to support my position
- 2008: 3.69
- 2007: 3.38
- Baseline: 3.41

2o. Grants/Cooperative Agreements personnel understand my specific needs
- 2008: 3.63
- 2007: 2.75
- Baseline: 3.69

2e. Grants/Cooperative Agreements personnel deliver the service I request at the time I need the service
- 2008: 3.59
- 2007: 2.50
- Baseline: 3.12

2d. Grants/Cooperative Agreements personnel deliver error-free service
- 2008: 3.54
- 2007: 3.13
- Baseline: 3.06

2p. Grants/Cooperative Agreements personnel provide personalized attention
- 2008: 3.53
- 2007: 3.13
- Baseline: 3.65

2n. Grants/Cooperative Agreements personnel have efficient processes to deliver services
- 2008: 3.51
- 2007: 3.00
- Baseline: 3.00

2b. Grants/Cooperative Agreements personnel are easy to contact
- 2008: 3.42
- 2007: 3.00
- Baseline: 3.41

2j. Grants/Cooperative Agreements personnel tell me exactly when services will be performed
- 2008: 3.32
- 2007: 2.50
- Baseline: 2.88

2a. I know who to call or where to go for my Grants/Cooperative Agreements-related questions or issues
- 2008: 3.25
- 2007: 3.38
- Baseline: 3.65

Legend:
- 2008
- 2007
- Baseline

SBIR/STTR Award Processing – Summary of Findings

- Overall satisfaction appears to be mostly positive or neutral. 60% of respondents provided favorable ratings which is low compared to the other 2008 broad based surveys

- Customers gave the highest ratings (measured by mean) to:

    – Processing SBIR (Small Business Innovative Research) awards on schedule

    – SBIR/STTR (Small Business Technology Transfer) Award Processing personnel are consistently courteous

    – Processing STTR awards on schedule

- Customers gave the lowest ratings (measured by mean) to:

    – I know who to call or where to go for my SBIR/STTR Award Processing-related questions or issues

    – SBIR/STTR Award Processing personnel deliver error-free service

    – The NSSC Customer Service Web Site is effective

- Customers generally view the SBIR/STTR Award Processing service as important or very important and the performance ratings for both services are mostly positive or neutral

- 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 knowing where to go/ease of contact, and accuracy

- Customers believe the most important objective for SBIR/STTR Award Processing personnel should be "perform services accurately"

SBIR/STTR Award Processing – Summary of Findings (Cont'd)

- Efforts to improve in the following areas would result in the greatest payoff for SBIR/STTR Award Processing customers

    - Ensuring customers know where to go for support

    - Delivering error-free service

    - Providing prompt service to customers

- Key themes and examples from verbatim comments

    - The most common areas suggested for improvement are:

        » Improving consistency and standardization in communications with customers

            - "1) Have a consistent set of interfaces. E-mail comes in from a variety of difference places and with different names and subjects, making it difficult to identify and track."

        » Keeping customers informed regularly

            - *"Due to an miscommunication with my local management, I was unaware of my role as COTR for an SBIR until several months after award. When individuals are listed to serve such responsibilities, perhaps NSSC can send a confirmation email to the individual and manager to confirm this commitment and responsibility."*

Note: Due to the small response in the baseline, the T-test results comparing changes in mean scores are not meaningful for this survey

SBIR/STTR Award Processing – Summary of Findings (Cont'd)

- Key themes and examples from verbatim comments (Cont'd)

  - Comments about level of satisfaction focus on:

    » Experiences with poor customer service

      - *"It appears that the NSSC initiative took a basically working process with local, knowledgeable folks who were well known and easy to contact and replaced it with a remote process with no knowledgeable access, a constantly changing array of nameless and faceless contacts, detailed instructions that do not apply, and a variety of different tools that are not well integrated"*

    » A need for making the web site easier to access

      - *"Website must be easier to access and the results more consistent"*

  - Additional comments include the following ideas:

    » A need for a better user guide or instructions in the process

      - *"Perhaps it would be useful to periodically send out a user-guide email from NSSC to customers. It would only have to include a description of the services and links to your web pages, if the needed information is there. Such emails could be targeted and focused. In other words send new SBIR COTRs an email pertinent to their duties, describing the role of NSSC in serving them and giving them contact info"*

    » Lack of awareness of NSSC's role in the process

      - *"I was not aware that NSSC had anything to do with the SBIR and STTR Award Processing"*

SBIR/STTR Award Processing – Conclusions

- The SBIR/STTR Award Processing service is working fairly well today but survey scores indicate areas for improvement

    – Customers have some confusion about who to contact and there is room to improve ease of contact for NSSC personnel

    – Customers are less satisfied about the promptness and accuracy of service than other service delivery aspects

    – Improved communications are needed

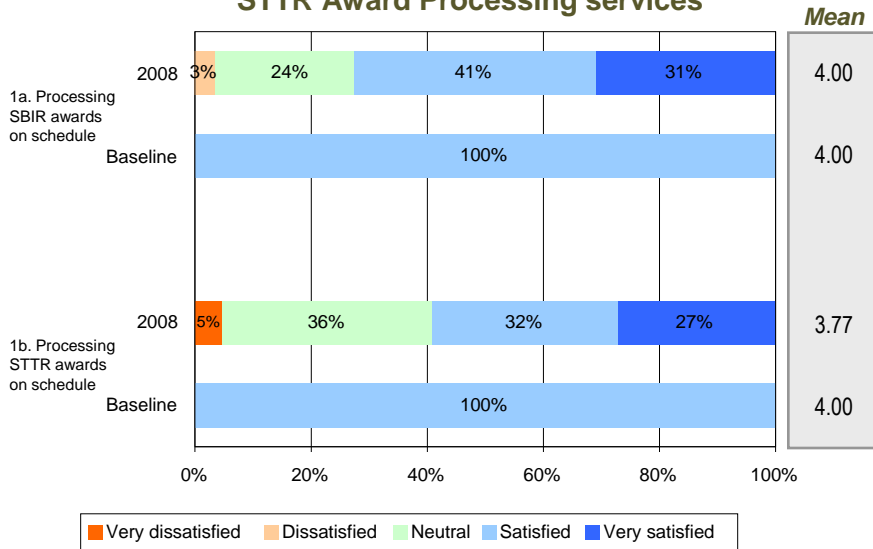- Customers are pleased with the customer service attitudes displayed by NSSC staff

Implications for the NSSC

- Communicate/clarify points of contact with customers

- Examine process steps to determine how timeliness and accuracy of processing can be improved

- Continue to exhibit and recognize positive customer service attitudes for NSSC staff
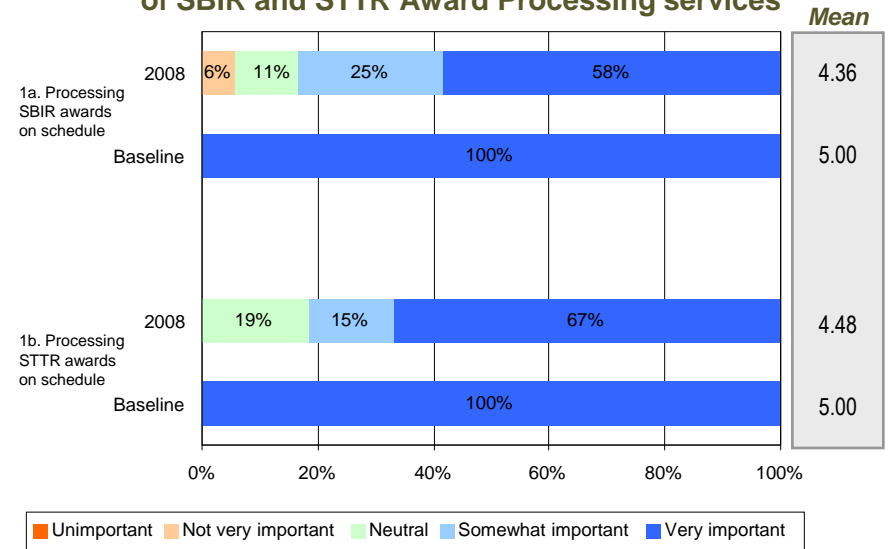
Evaluation of SBIR and STTR Award Processing Services

Customers generally view the SBIR and STTR Award Processing service as important or very important and the performance ratings are mostly positive or neutral

Customer ratings on the <u>performance</u> of SBIR and STTR Award Processing services

		Mean
1a. Processing SBIR awards on schedule	2008: 3% Very dissatisfied, 24% Neutral, 41% Satisfied, 31% Very satisfied	4.00
	Baseline: 100% Satisfied	4.00
1b. Processing STTR awards on schedule	2008: 5% Very dissatisfied, 36% Neutral, 32% Satisfied, 27% Very satisfied	3.77
	Baseline: 100% Satisfied	4.00

Legend: ■ Very dissatisfied ■ Dissatisfied ■ Neutral ■ Satisfied ■ Very satisfied

Customer ratings on the <u>importance</u> of SBIR and STTR Award Processing services

		Mean
1a. Processing SBIR awards on schedule	2008: 6% Not very important, 11% Neutral, 25% Somewhat important, 58% Very important	4.36
	Baseline: 100% Very important	5.00
1b. Processing STTR awards on schedule	2008: 19% Neutral, 15% Somewhat important, 67% Very important	4.48
	Baseline: 100% Very important	5.00

Legend: ■ Unimportant ■ Not very important ■ Neutral ■ Somewhat important ■ Very important

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.

- Two of the overall satisfaction scores for this year's surveys fall among the highest scores in the top quartile of the benchmarks

	Survey	Score	Rank
Top quartile	Utility 6 Media Productions	4.61	1
	Federal Agency Treasury Accounting	4.50	2
	NASA SES Case Documentation	**4.44**	3
	NASA HR Onsite Training	**4.29**	4
	Pharmaceutical 1 Facilities	4.28	5
	Federal Agency Career Fair Support	4.23	6
	Utility 5 IT	4.19	7
	Utility 7 Environmental	4.18	8
	Federal Agency Accounts Receivable	4.17	9
	Federal Agency Procurement 3	4.14	10
	Utility 7 Regulatory Affairs	4.14	11
	Utility 7 Print Shop	4.12	12
	Utility 1 Travel	4.11	13
	Industrial - Relocation *	4.10	14
	Aerospace/Defense 1 Finance/Admin A	4.08	15
	Utility 7 Treasury	4.06	16
	Utility 7 Public Affairs	4.06	17
	Aerospace/Defense 1 Finance/Admin B	4.04	18
	Manufacturing Multi-Function Shared Services - Exec	4.04	19
	Utility 6 Payroll	4.01	20
	Federal Agency Procurement 1	4.00	21
	High Tech 2 Shared Services *	4.00	22
	Utility 6 IT (End User)	3.99	23
	Utility 7 Government Relations	3.98	24

	Survey	Score	Rank
2nd quartile	Utility 7 Corporate Communications	3.97	25
	Utility 7 Legal and Governance Services	3.96	26
	Utility 6 IT (Applications)	3.95	27
	Utility 7 Corporate Security	3.94	28
	Oil & Gas IT	3.93	29
	Utility 7 Facilities Management	3.92	30
	Utility 6 Communications	3.90	31
	Utility 2 CADD	3.88	32
	Utility 6 Supply (Strategic Sourcing)	3.86	33
	Aerospace/Defense 1 Accounting A	3.85	34
	Travel/Hospitality Finance *	3.85	35
	Utility 1 Document Mgt.	3.83	36
	Federal Agency HRIS	3.82	37
	NASA SS Procurement - Grants	**3.82**	38
	Utility 6 Operational Support	3.81	39
	Utility 7 Internal Audit	3.81	40
	Utility 7 Real Estate	3.81	41
	Federal Agency Procurement 2	3.80	42
	Utility 2 Real Estate	3.80	43
	Utility 1 (Mgt)	3.79	44
	NASA SS - Off-Site Training (multifunction)	**3.78**	45
	Utilty 1 IT	3.77	46
	Utility 2 Electronic Document Mgt.	3.77	47
	Manufacturing Multi-Function Shared Services	3.77	48

Source: Survey Provider Data

Red = 2008 Surveys

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

Benchmark Comparison (Cont'd)

– The majority of the overall satisfaction scores for this year's surveys fall in the third and fourth quartile of the benchmarks

	Survey	Score	Rank
	Utility 2 Document Management	3.76	49
	Utility 6 Supply (Operations)	3.76	50
	Federal Agency HR Web Support	3.76	51
	Utility 2 Facilities	3.75	52
	Utility 7 Corporate Controller	3.75	53
	NASA Leave Donor Processing	**3.74**	54
	Travel/Hospitality IT *	3.73	55
	Utility 7 Supply Chain and Fleet	3.72	56
	Utility 6 A/P	3.71	57
	NASA SBIR/STTR Awards	**3.69**	58
3rd quartile	Utility 4 Office Services	3.69	59
	Utility 7 Information Technology	3.69	60
	Utility 2 Environmental Affairs	3.68	61
	Utility 2 IT	3.66	62
	Utility 2 Telecom	3.65	63
	Aerospace/Defense 1 Accounting B	3.63	64
	Federal Agency Benefits and Personnel Processing	3.63	65
	Utility 7 Finance and Accounting	3.62	66
	Utility 1 HR (Employees)	3.61	67
	NASA SS HR - Financial Disclosure - Filers	**3.60**	68
	NASA SS HR - New Hire	**3.59**	69
	Utility 7 HR	3.59	70
	NASA SS Finance	**3.57**	71
	Utility 1 Telecom	3.57	72

	Survey	Score	Rank
	Pharmaceutical 2 IT	3.56	73
	NASA SS HR - Financial Disclosure - Legal	**3.56**	74
	NASA SS Finance - PCS	**3.55**	75
	Utility 1 A/P	3.55	76
	NASA SS Finance - Extended TDY	**3.55**	77
	Utility 4 Real Estate	3.51	78
	High Tech 1 - IT	3.50	79
	Utility 1 Real Estate	3.50	80
	Utility 1 Fleet	3.47	81
4th quartile	Utility 6 HR Manager Feedback	3.47	82
	Utility 4 Fleet	3.41	83
	Utility 3 HR	3.39	84
	Utility 6 HR Employee Feedback	3.36	85
	Pharmaceutical 1 HR	3.27	86
	Industrial - IT *	3.23	87
	Industrial - Payroll *	3.23	88
	Utility 2 Supply Chain	3.23	89
	NASA SS Human Resources	**3.21**	90
	Utility 1 Supply Chain	3.16	91
	Entertainment 1	3.05	92
	Aerospace/Defense 1 HR (mgrs/generalists)	2.93	93
	High Tech 1 - Europe	2.87	94
	Aerospace/Defense 1 HR (employees)	2.76	95

Red = 2008 Surveys

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

Customer Service Examples

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

Positive Customer Service

- I was very satisfied with my New Hire In-Processing. If someone did not know the answer, they were timely with a response. The person with whom I talked to gave me her card and was willing to help any time (New Hire)

- PSC from overseas: time coordination and timeliness was critical. The performance was OUTSTANDING, the support and response was accurate and with quick turnaround. Nothing but outstanding responses here (PCS)

- The folks at NSSC are knowledgeable. I have never been in situation where I was transferred to someone else because the person did not have an answer to my question. They are always nice, helpful, and courteous. This is probably one of the best customer friendly organizations I have ever dealt with (Off-Site Training)

- Fully satisfied with any/all interactions that I've had [COTR] (SBIR/STTR Award Processing)

Negative Customer Service

- Communication is the thing that makes me dissatisfied with the overall service. It takes too much time to make contact in order to follow-up on requests/questions/etc (General FM)

- Never got the same person twice when I called and no one seemed to understand the problem (Grants)

- I have only called the NSSC twice. Both times in an attempt to help an employee with questions. The first time, was very impersonal, and I felt that it was more about being completely process-oriented than actually listening to what it is the employee needed. In this case, I was very disappointed with the service (General HR)

- Please don't close out my ticket until my issue has been resolved. Follow up with contacts and make sure the proper forms are filled out correctly (Leave Donor/Recipient Processing)

RELEASED - Printed documents may be obsolete; validate prior to use.

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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