



# Executive Summary

## Broad-Based Survey Results for NSSC Services

NSSC Broad-Based Customer Satisfaction Surveys  
September 2013

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# Introduction

## Background

- The NASA Shared Services Center (NSSC) began operations in March 2006 and has continued to add new services since its opening
- Services have transitioned from all 10 NASA Centers to the NSSC in the areas of:
  - Financial Management
  - Human Resources
  - Information Technology
  - Procurement
- The NSSC has begun using a three-year cycle of comprehensive customer satisfaction surveys to measure performance on services that it began performing since fiscal year 2006
  - The surveys cover many transactional and non-transactional services across the four functional areas (a full list of the services covered is provided in the appendix)
  - More frequent transactional surveys are also being used to collect customer feedback

## Objectives

- To measure customer perceptions of the delivery of services at the NSSC
- 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 compare against the previous Broad-Based Customer Satisfaction Surveys measured after the transition
- 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
  - The surveys follow a similar format to the baselines that were conducted in 2005, 2006, and 2007 as well as the Broad-Based Surveys conducted in 2007, 2008, and 2010
- Nineteen separate surveys were deployed:
  - Enterprise Service Desk (ESD)
  - General HR
  - Voluntary Leave Transfer Program and Advanced Sick Leave
  - SES Case Documentation
  - Financial Disclosure – Filers
  - Financial Disclosure – Legal
  - Personnel Action Processing
  - Employee Recognition and Awards
  - Off-Site Training
  - On-Site Training
  - Grants & Cooperative Agreements
  - SBIR and STTR
  - Change of Station (COS)
  - Foreign Travel
  - Extended TDY
  - Accounts Receivable
  - Accounts Payable
  - Domestic Travel
  - Enterprise License Management Team (ELMT)

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.

Surveys for these three service areas were added in 2013.

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

- In order to diminish “survey fatigue” among NSSC customers, the majority of respondents received only one survey invitation
  - About 8% of respondents were sent two invitations in order to maximize the samples for surveys with many common customers
- Most questions used a five-point response scale
- Inquisite, a web-based methodology, was utilized to administer the surveys by ScottMadden
- 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 began on August 12. Five surveys were closed after three weeks on August 30 and the remaining were extended through September 6 to obtain better samples; reminders were sent on August 20, August 27, and September 4 to those who had not responded
- Separate invitations were sent for each of the 19 surveys
- At the close of the survey, 3,307 responses were obtained representing a 21% response rate across all surveys (response rates for each survey are shown on the next page)

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

Nineteen surveys were deployed for the 2013 Broad-Based Surveys. The following table shows the number of invitations sent and responses received for each of the surveys:

Survey	Service	Population	Invited	Target Sample	Responded	Response Rate	Margin of Error*
1	General HR	7,760	1,747	262	390	23%	4.1%
2	Voluntary Leave Transfer Program/Advanced Sick Leave	691	689	195	238	35%	4.3%
3	SES Case Documentation	19	19	19	10	53%	18.4%
4	Financial Disclosure Processing - Filers	9,275	1,754	263	340	19%	4.4%
5	Financial Disclosure Processing - Legal	23	23	22	10	43%	20.0%
6	Personnel Action Processing	47	47	41	19	40%	14.7%
7	Employee Recognition & Awards and NAAS Automated Awards System	2,179	1,606	241	325	21%	4.2%
8	Off-site Training	2,445	1,627	244	324	20%	4.3%
9	On-site Training	82	82	54	39	48%	9.6%
10	Grants & Cooperative Agreements Award and Administration	613	613	191	110	18%	7.1%
11	SBIR and STTR	441	441	168	84	19%	8.1%
12	Enterprise License Management Team (ELMT)	27	27	25	12	48%	18.0%
13	Change of Station (COS)	161	161	102	56	35%	8.9%
14	Foreign Travel	1,280	1,249	224	245	20%	4.7%
15	Domestic Travel	1,513	1,430	230	279	20%	4.5%
16	Extended TDY	153	153	98	45	29%	10.3%
17	Accounts Receivable	31	31	25	19	61%	11.9%
18	Accounts Payable	1,997	1,594	239	263	17%	4.7%
19	ESD Transactional and Non-Transactional Services	104,055	2,553	383	499	21%	3.7%
<b>Total</b>			<b>15,846</b>	<b>3,026</b>	<b>3,307</b>	<b>21%</b>	

\* At a 90% confidence level

Legend:

= met goal for statistical significance

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 (< = 50 in population), a response rate of more than 80% 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 2010, 2008, and 2007 Broad-Based surveys 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 most service areas, performance had either shown improvement or stayed relatively consistent with 2010 performance. Only four surveys showed a decline in overall satisfaction and none of the declines are statistically significant
- Overall satisfaction ratings were mostly positive with all mean scores for overall satisfaction falling in the positive range of the rating scale (above 3) and the lowest mean score being 3.19
  - Within many of the surveys, customer satisfaction ratings for certain service aspects were higher than prior surveys and the changes were statistically significant to indicate a substantial improvement in customer satisfaction:
    - » Customer satisfaction with COS Relocation Services overall and for many aspects of Relocation services support
    - » Satisfaction with Foreign Travel Expense Report Processing in overall satisfaction, current performance, personnel's timely service delivery, sincere interest in problem solving, and prompt service
    - » Customer satisfaction with the accessibility of the ESD Self Service Website for ESD
    - » Center Award Officers' satisfaction with the current performance of NASA Awards and Recognition Processing
    - » Financial Disclosure Filer satisfaction with the effectiveness of the NSSC Customer Service Website
    - » HR customer satisfaction with several aspects of service provided by NSSC benefits processing personnel: delivery of error-free service, process efficiency, and ability to understand customers' specific needs
    - » Off-Site Training customer satisfaction with registration accuracy and many aspects of SATERN
    - » Overall satisfaction with NSSC On-Site Training Procurement services

## Overall Findings (Cont'd)

- Customer satisfaction ratings showed a statistically significant decline for other service areas:
  - » Accounts Receivable customer satisfaction with personnel telling customers when services will be performed
  - » Performance of Employee Assistance Training (e.g., SATERN Training, Video, answering questions, etc.) for ETDY customers
  - » ESD customer satisfaction with knowing where to go for IT support, knowledge of ESD support personnel, the process of closing incident tickets by the ESD Help Desk, and many aspects of the request system
  - » HR customer satisfaction with NSSC drug testing administration personnel openly communicating decisions that affect customers and NSSC HR informational materials personnel solving customer problems
  - » Off-Site Training customer satisfaction with the ease of contact of reimbursement processing personnel
  - » VLTP and ASL participant satisfaction in several areas that deal with personnel communications, problem solving, courteous support, willingness to help, personalized attention, and availability
  - » SBIR/STTR customer satisfaction with the effectiveness of the NSSC Customer Service Website
- Feedback from Center executives was favorable about many aspects of NSSC services. They described improvements in satisfaction from the past and most see further opportunities to leverage the NSSC model
- Benchmarking overall satisfaction scores against the survey provider's database of internal customer satisfaction surveys in shared services showed that 16 of the 20 overall satisfaction scores fell above the median and four fell below the median (COS had two separate overall satisfaction scores)

## Overall Findings (Cont'd)

- Consistent with 2010, the two most common areas cited for improvement were **knowing where to go for support** and **delivering error-free service**
  - Other areas in need of improvement for some service areas were ease of contact and communication
- As seen in 2010, the effectiveness of the NSSC Customer Service Website was rated fairly low compared to many of the other survey questions. Across all surveys, 58% of respondents provided favorable ratings and 12% provided unfavorable ratings
  - Different customer groups showed wide variation in Website satisfaction ratings
- The trend continued for NSSC staff receiving high scores for exhibiting positive customer service attitudes such as courtesy, willingness to help, and showing an interest in solving their customers' problems. These service dimensions were consistently among the highest rated areas across the surveys
- Most service areas showed alignment of importance and performance ratings for specific services.
  - Only a few surveys showed some disparity in the alignment of importance and performance ratings
    - » For Extended TDY, the different services showed fairly consistent performance ratings, which were relatively low compared to importance
    - » For HR Information Systems, the performance rating was among the lowest in the General HR survey, but was considered among the more important HR services and was also the most often used service
    - » For COS, the Property Management Services, Home Marketing Assistance, and Home Sale Services were considered important and were not as well-rated in terms of performance
- For all surveys this year, customers ranked “perform services accurately” as the most important objective for NSSC personnel

# Overall Recommendations

## General Recommendations

- Recognize the positive achievements of the NSSC staff for delivering quality service and improving customer satisfaction in many areas
- Share detailed feedback with the NSSC teams in each functional area to ensure they understand customer satisfaction with their support; highlight key areas in which they are highly regarded by their customers
  - Performance of many NSSC services
  - Courteous and helpful attitudes displayed by staff
  - Responsiveness to customer needs
  - Timeliness of service delivery
- Review detailed feedback for each service area when developing improvement plans and use verbatim comments to further understand customer ratings
- Examine current NSSC performance metrics to ensure they reinforce the desired behavior
- Maintain a strong customer service culture by reinforcing and recognizing positive customer service
- Share the results of the surveys with survey participants and key stakeholders as planned

## Overall Recommendations (Cont'd)

### Recommendations Based on Survey Themes

- Develop plans to address these common themes and areas for improvement
  - Ease of contact/knowing where to go for support
    - Consider use of “warm transfers” to subject matter experts to avoid the need for call backs and delays in customers’ ability to make contact with staff who can provide support
    - Allow direct access to designated NSSC Center POCs for certain customer groups and services
    - Ensure points of contact and methods of contact are clearly identified and communicated to all customers
  - Communication
    - Continue to foster open communication and collaborative relationships with Center POCs involved in the processes
    - Ensure that changes in policies and processes are effectively communicated and readily available to all stakeholders
  - Balance of customer service and strict adherence to processes
    - Examine current practices to determine when certain issues or customer needs may warrant additional customer care beyond “standard” service
    - Train staff on protocol for handling situations with the advisement of functional leadership

# Summary of Changes in Performance

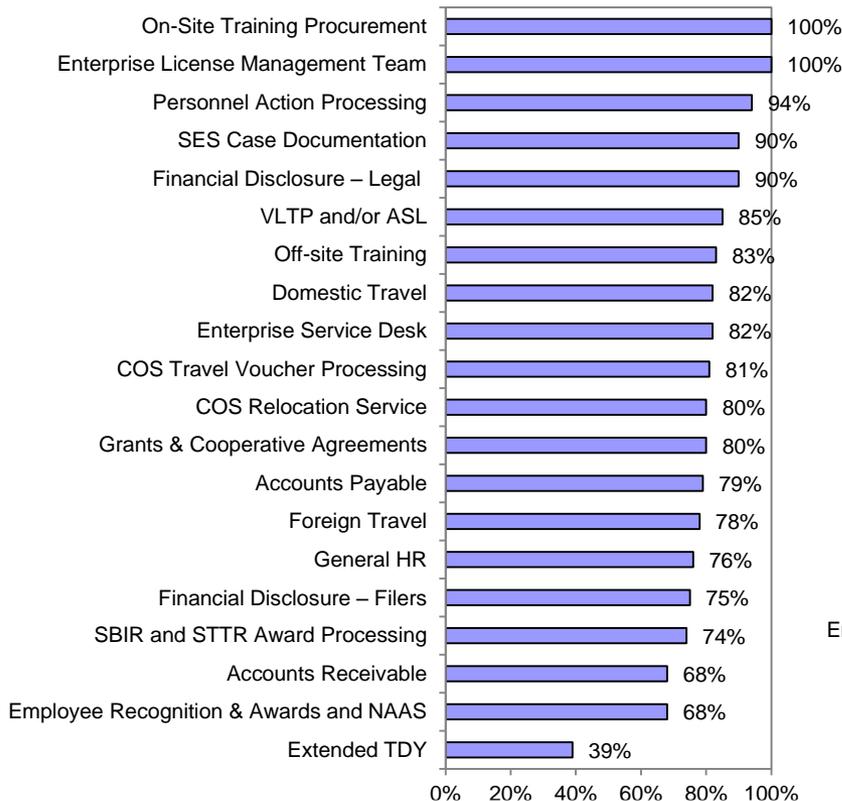
See notes in Appendix

Functional Area	Survey	Prior Score <sup>1</sup>	2013 Score <sup>1</sup>	Change	Direction	% Change	Quartile <sup>2</sup>
Human Resources	General HR	3.81	3.92	0.11	↑	3%	2 <sup>nd</sup>
	Voluntary Leave Transfer Program/Advanced Sick Leave	4.16	4.17	0.01	↑	0%	1 <sup>st</sup>
	SES Case Documentation	4.73	4.80	0.07	↑	1%	1 <sup>st</sup>
	Financial Disclosure Processing – Filers	3.90	3.94	0.04	↑	1%	2 <sup>nd</sup>
	Financial Disclosure Processing – Legal	4.46	4.60	0.14	↑	3%	1 <sup>st</sup>
	Personnel Action Processing	4.20	4.59	0.39	↑	9%	1 <sup>st</sup>
	Employee Recognition & Awards and NAAS	3.80	3.84	0.04	↑	1%	3 <sup>rd</sup>
	Off-Site Training	3.95	4.01	0.06	↑	2%	2 <sup>nd</sup>
Procurement	On-Site Training Procurement	4.18	4.75	0.57	↑	14%	1 <sup>st</sup>
	Grants & Cooperative Agreements	3.85	4.00	0.15	↑	4%	2 <sup>nd</sup>
	SBIR and STTR Award Processing	3.76	3.75	-0.01	↓	0%	3 <sup>rd</sup>
	Enterprise License Management Team (ELMT)	N/A	4.45	N/A	N/A	N/A	1 <sup>st</sup>
Financial Management	COS Travel Voucher Processing	4.05	4.15	0.10	↑	2%	1 <sup>st</sup>
	COS Relocation Service	3.80	4.18	0.38	↑	10%	1 <sup>st</sup>
	Domestic Travel	N/A	4.07	N/A	N/A	N/A	1 <sup>st</sup>
	Foreign Travel	3.60	3.90	0.30	↑	8%	2 <sup>nd</sup>
	Extended TDY	3.50	3.19	-0.31	↓	-9%	4 <sup>th</sup>
	Accounts Payable	N/A	4.01	N/A	N/A	N/A	2 <sup>nd</sup>
	Accounts Receivable	4.08	3.37	-0.71	↓	-17%	4 <sup>th</sup>
Information Technology	ESD Transactional and Non-Transactional Services	4.14	4.06	-0.08	↓	-2%	1 <sup>st</sup>

# Overall Satisfaction by Survey

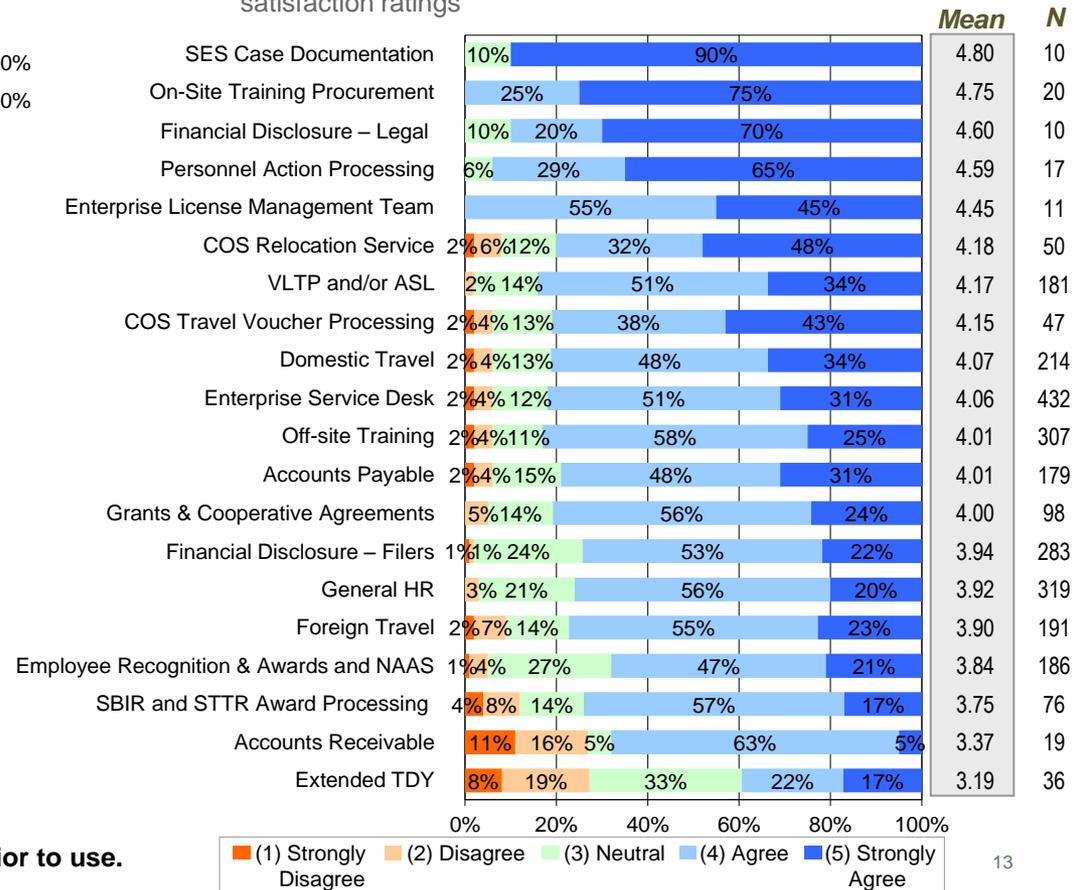
## Overall Satisfaction by Survey Group – % Favorable

- For most surveys, the majority of survey respondents provided favorable ratings on overall satisfaction; the lowest scores were from the Extended TDY respondents with 39% favorable



## Overall Satisfaction by Survey Group

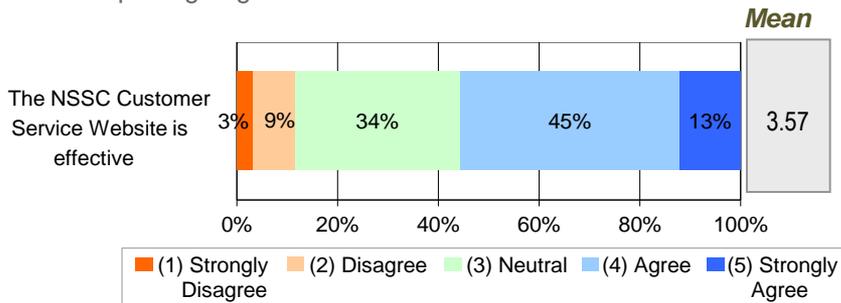
- The level of satisfaction showed variation across surveys, with SES Case Documentation customers reporting the most positive satisfaction ratings



# Summary of Customer Service Website Satisfaction

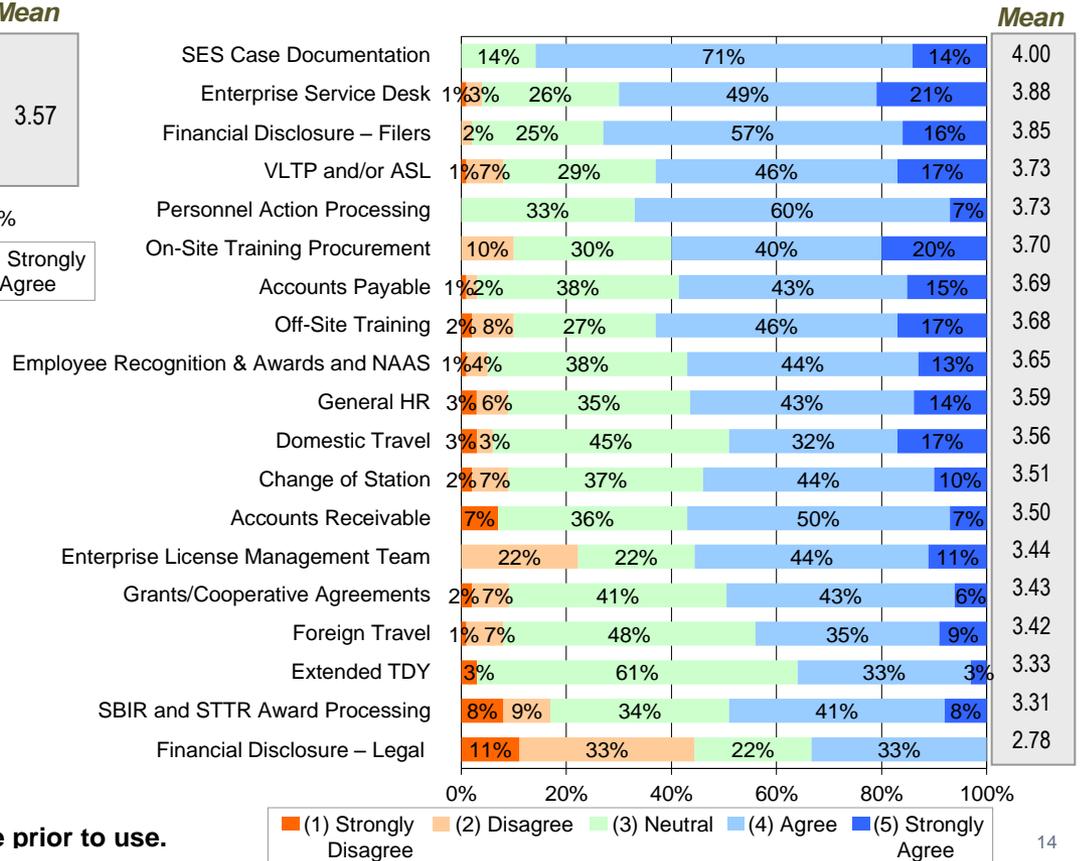
## Website Satisfaction – Across All Surveys

- Effectiveness ratings on the Website were generally positive or neutral with 58% providing positive scores and only 12% reporting negative scores



## Website Satisfaction by Survey Group

- The level of satisfaction with the Website varied across surveys, with SES Case Documentation respondents reporting the highest level of satisfaction with the Website



## Focus Group Overview

- To supplement the data captured through the customer surveys, focus groups were held to gather additional feedback from customers of certain services
- All Centers were invited to participate and the focus groups were conducted using ViTS and telecons on August 28–29
- The survey provider facilitated the focus groups without NSSC participation
- Detailed feedback from each focus group is included in the reports for the respective service areas

Area	Focus Group Topic	# of Participants	# of Centers Represented
Financial Management	Accounts Payable	17	8
	Accounts Receivable	15	8
	Extended TDY	7	5
Information Technology	ESD Transactional and Non-Transactional Services	13	8
Procurement	On-Site Training Procurement	15	6

*Overall Findings, Service Ratings, and Example Charts by Functional Area – Financial Management*

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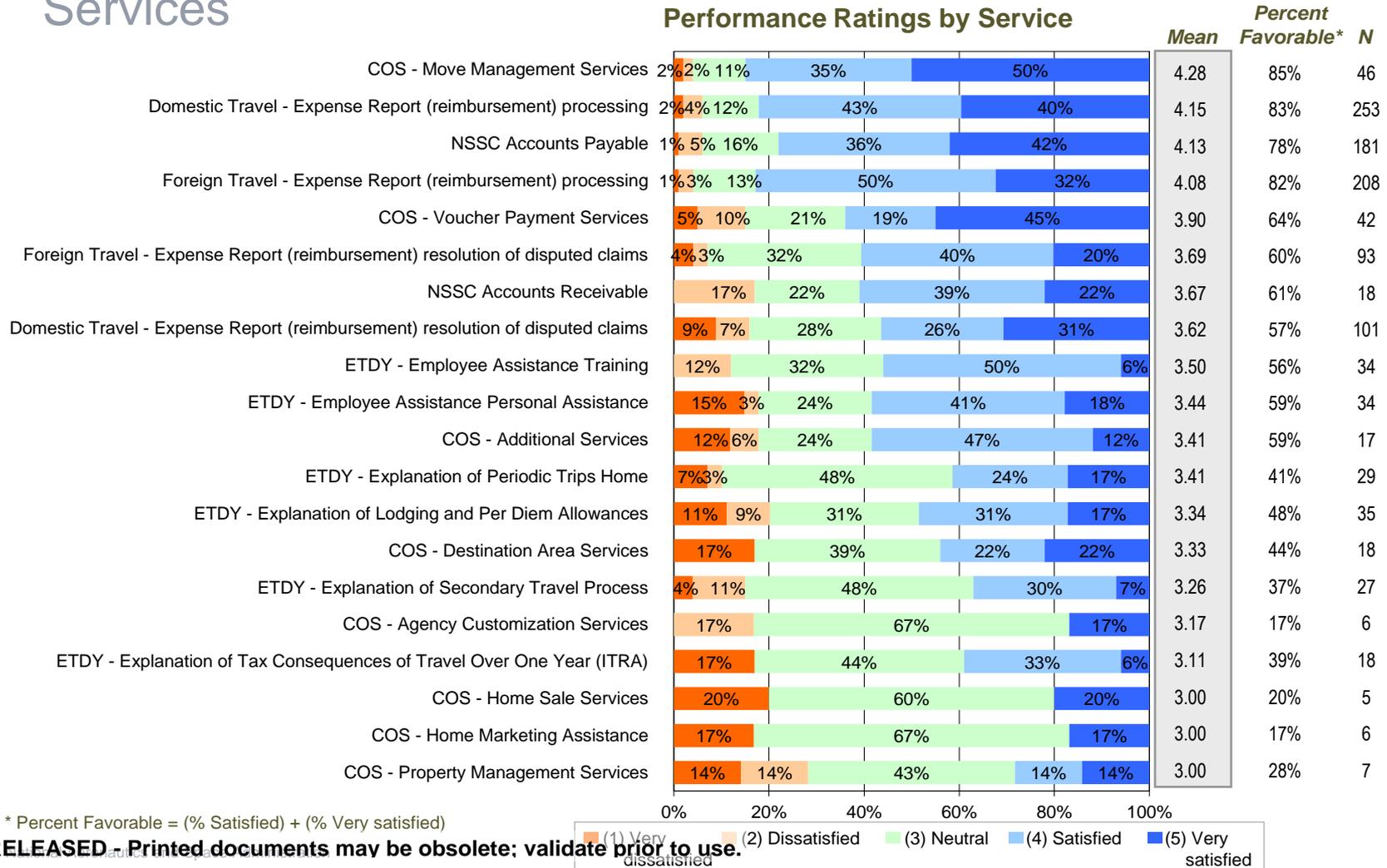
## Overall Findings for Financial Management

- Satisfaction with NSSC Financial Management services increased for two of the surveys (COS and Foreign Travel) and decreased for two of the surveys (Accounts Receivable and Extended TDY). Overall satisfaction with COS Relocation Services and Foreign Travel showed statistically significant changes
  - Two surveys were new this year, so no comparison to prior results was available
- Changes for specific questions varied across surveys, with some showing many increasing areas (COS and Foreign Travel), others showing some declining areas (Extended TDY), and some relatively few changes
- For overall satisfaction scores, two surveys fell in the 1st quartile, two surveys fell in the 2nd quartile, and two surveys fell in the 4th quartile compared to the survey provider's database of customer satisfaction benchmarks
- Services receiving the **highest** performance ratings in Financial Management were:
  - COS – Move Management Services
  - Domestic Travel – Expense Report (reimbursement) Processing
  - NSSC Accounts Payable
- Services receiving the **lowest** performance ratings in Financial Management were:
  - COS – Property Management Services
  - COS – Home Marketing Assistance
  - COS – Home Sale Services

## Overall Findings for Financial Management (Cont'd)

- NSSC Financial Management was consistently rated **higher** for:
  - Showing courtesy when interacting with customers
  - Following through on commitments with customers
  - Being available when customers need them
- NSSC Financial Management was consistently rated **lower** for:
  - Telling customers when services will be performed
  - Delivering error-free service
  - Being easy to contact
- Across all surveys, Financial Management customers indicated that “performing services accurately” should be the most important objective for NSSC staff

# Comparison of Performance Across Financial Management Services



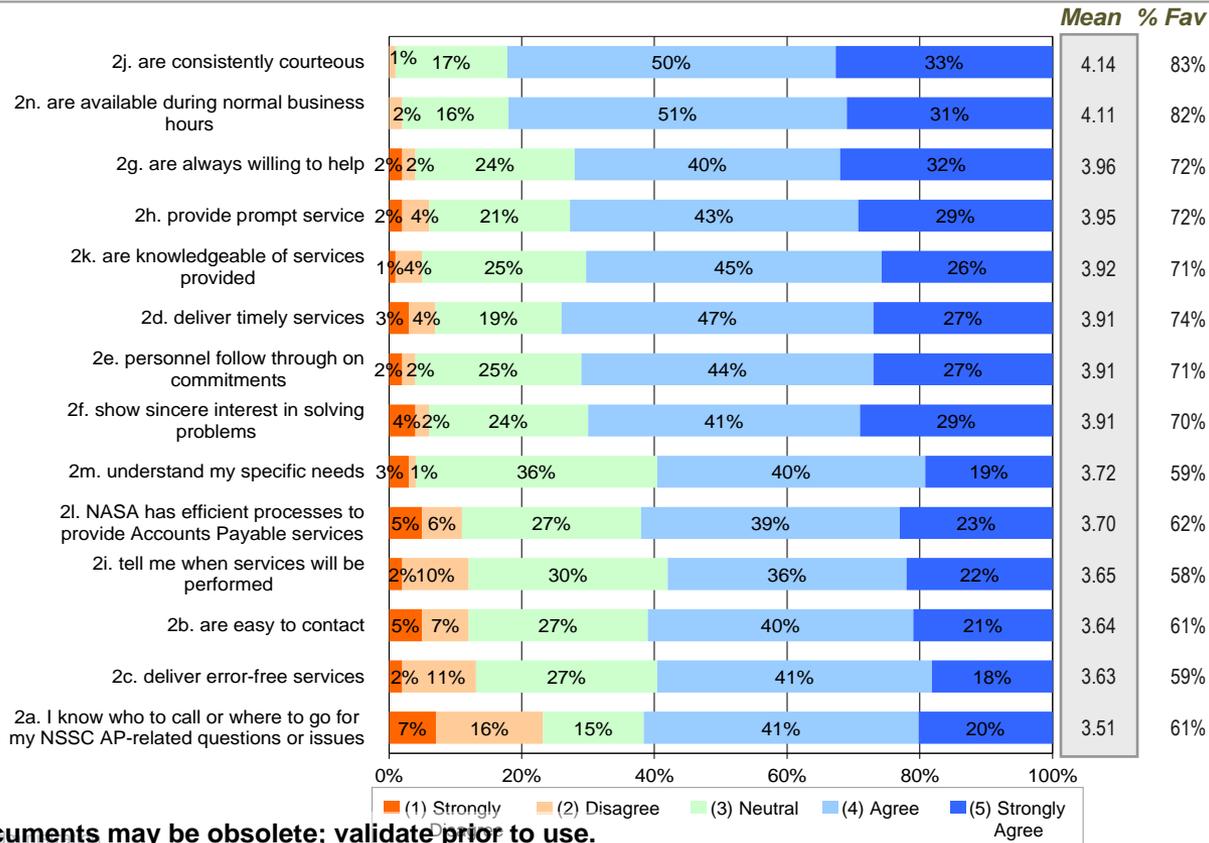
Accounts Payable Survey:

# Customer Satisfaction Drivers

The highest ratings on customer satisfaction drivers dealt with the courteous and helpful attitudes of Accounts Payable personnel and availability, while the lowest ratings dealt with knowing whom to call for questions and service accuracy.

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

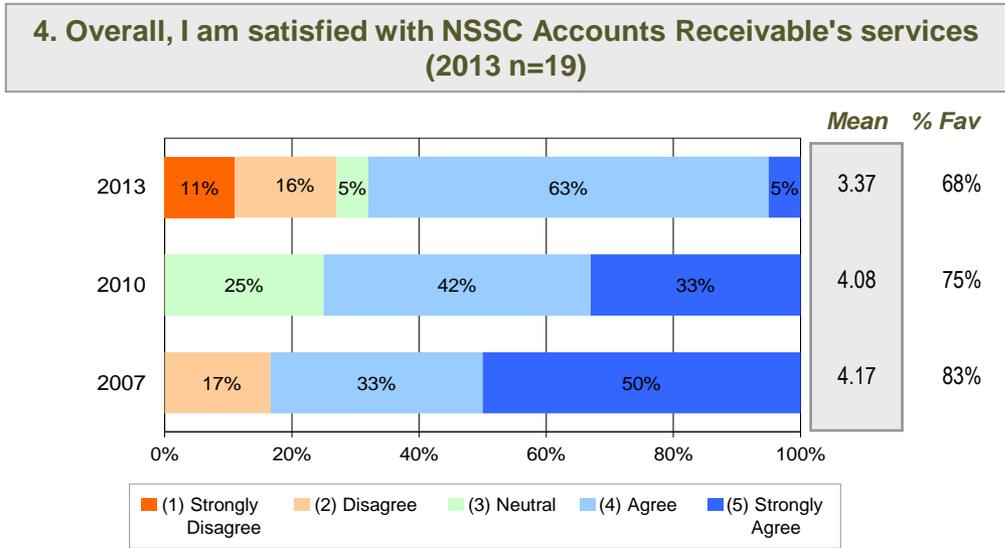
**NSSC Accounts Payable personnel**



Accounts Receivable Survey:

# Overall Satisfaction with NSSC Accounts Receivable Service

Overall satisfaction decreased since 2010, with 68% of respondents giving favorable ratings and 27% of respondents giving unfavorable ratings.

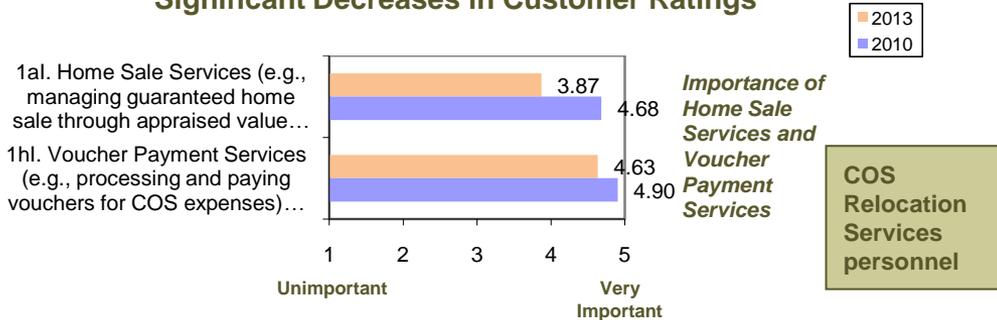


COS Survey:

# Significant Changes in Customer Ratings from the 2010 Survey

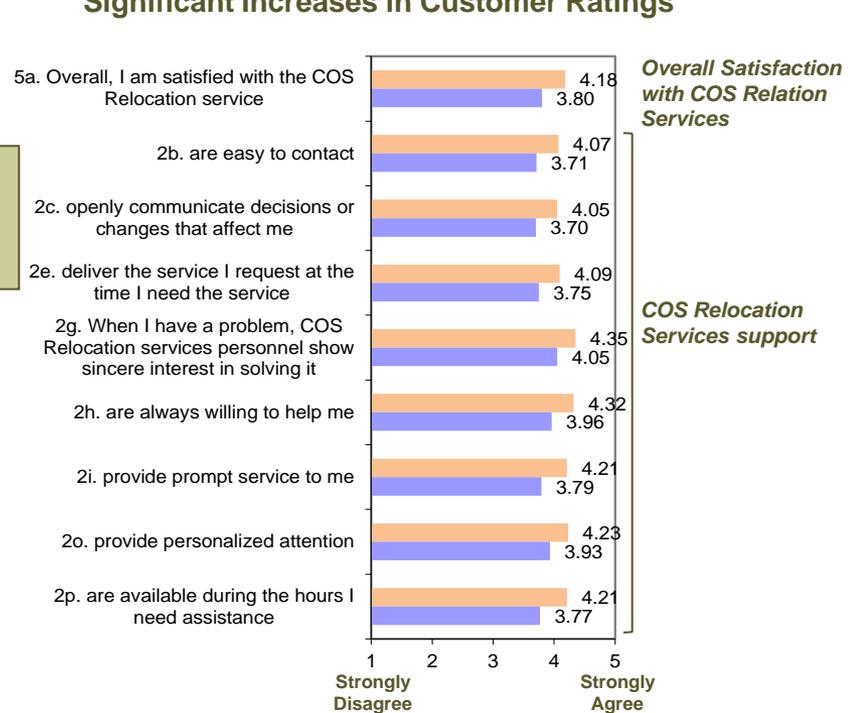
Customers rated the importance of Home Sale Services and Voucher Payment Services significantly lower in 2013 than in 2010. Customer satisfaction with COS Relocation Services increased significantly overall and for many aspects of Relocation services support.

## Significant Decreases in Customer Ratings



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.

## Significant Increases in Customer Ratings

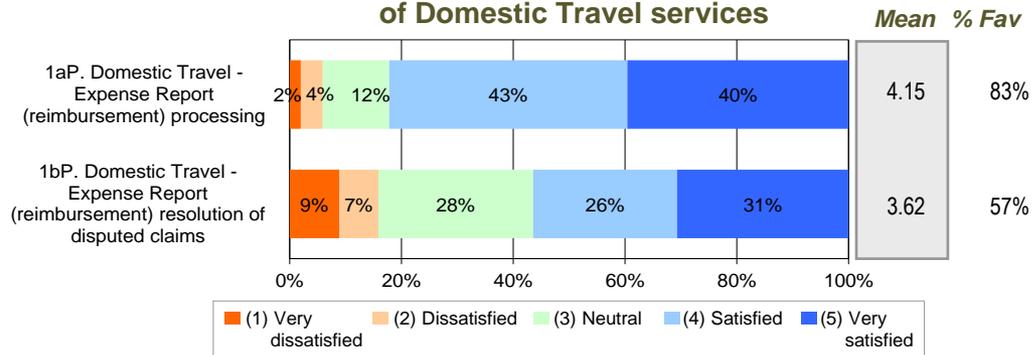


Domestic Travel Survey:

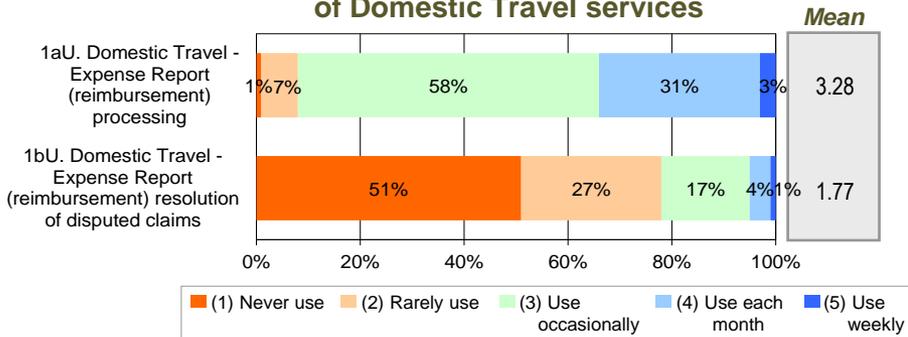
# Evaluation of Domestic Travel Expense Report (Reimbursement) Processing

Customers rated the current performance of reimbursement processing higher than resolution of disputed claims; the importance and frequency of use ratings were similarly aligned.

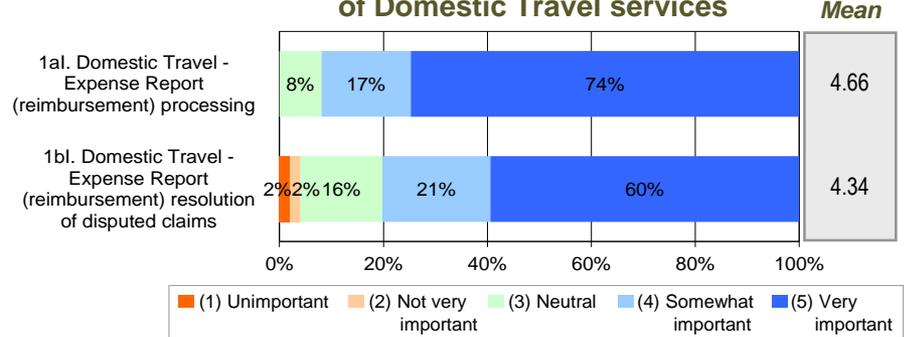
**Customer ratings on the performance of Domestic Travel services**



**Customer ratings on the use of Domestic Travel services**



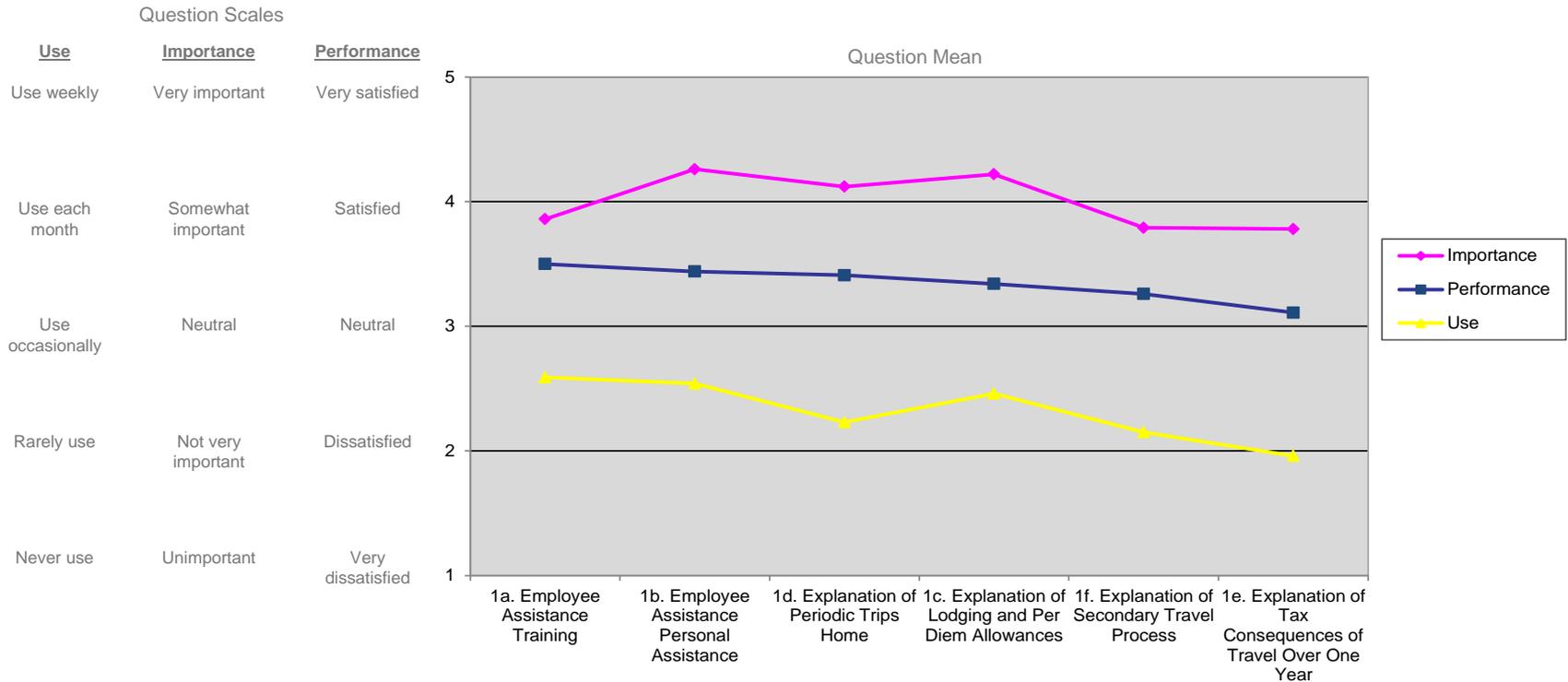
**Customer ratings on the importance of Domestic Travel services**



Extended TDY Survey:

# Evaluation of Extended TDY Services – Overview

The following chart shows the 2013 results for the use, importance, and performance of each Extended TDY service.

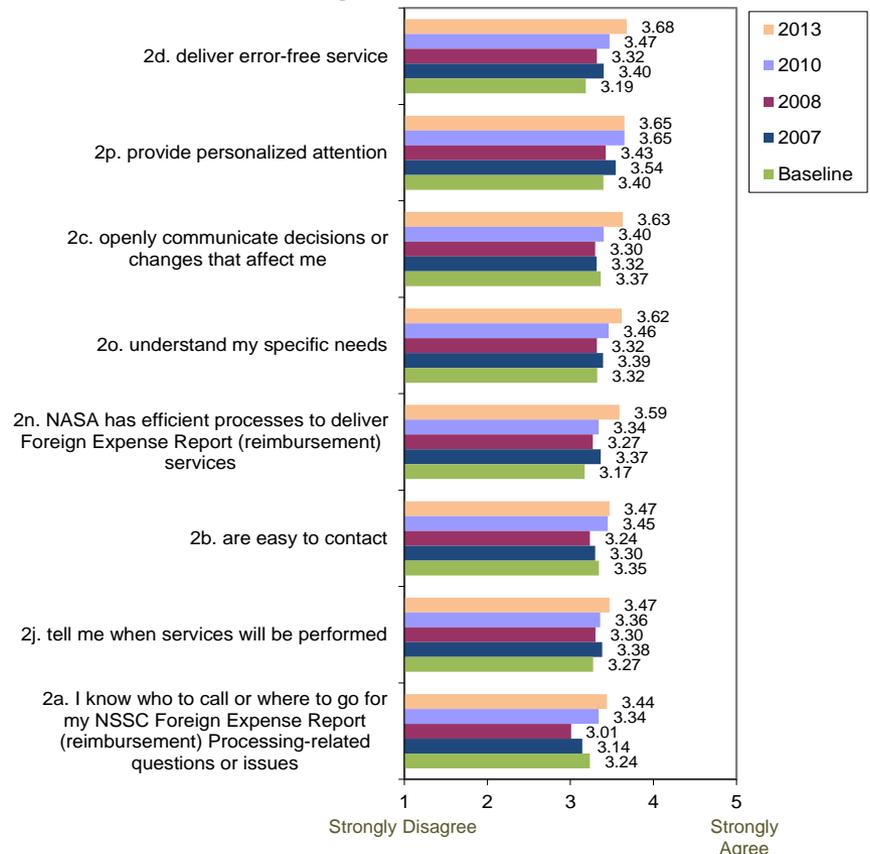
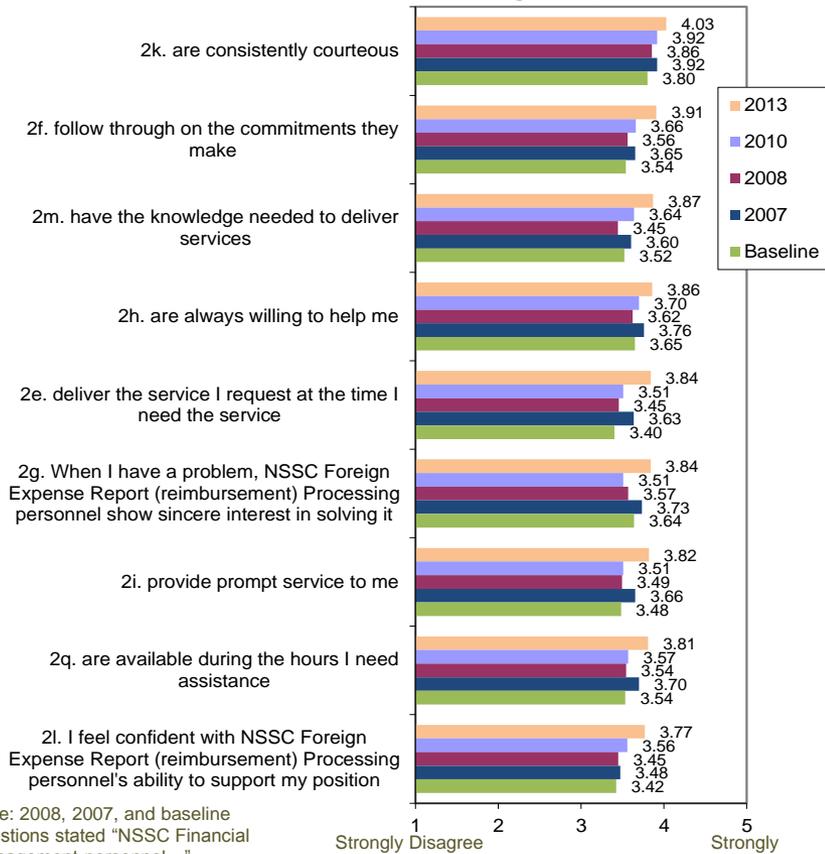


Foreign Travel Survey:

# Customer Satisfaction Drivers – Five-Year Trends (Mean Scores)

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

## NSSC Foreign Expense Report (reimbursement) Processing personnel...



Note: 2008, 2007, and baseline questions stated "NSSC Financial Management personnel..."

*Overall Findings, Service Ratings, and Example Charts by Functional Area – Human Resources*

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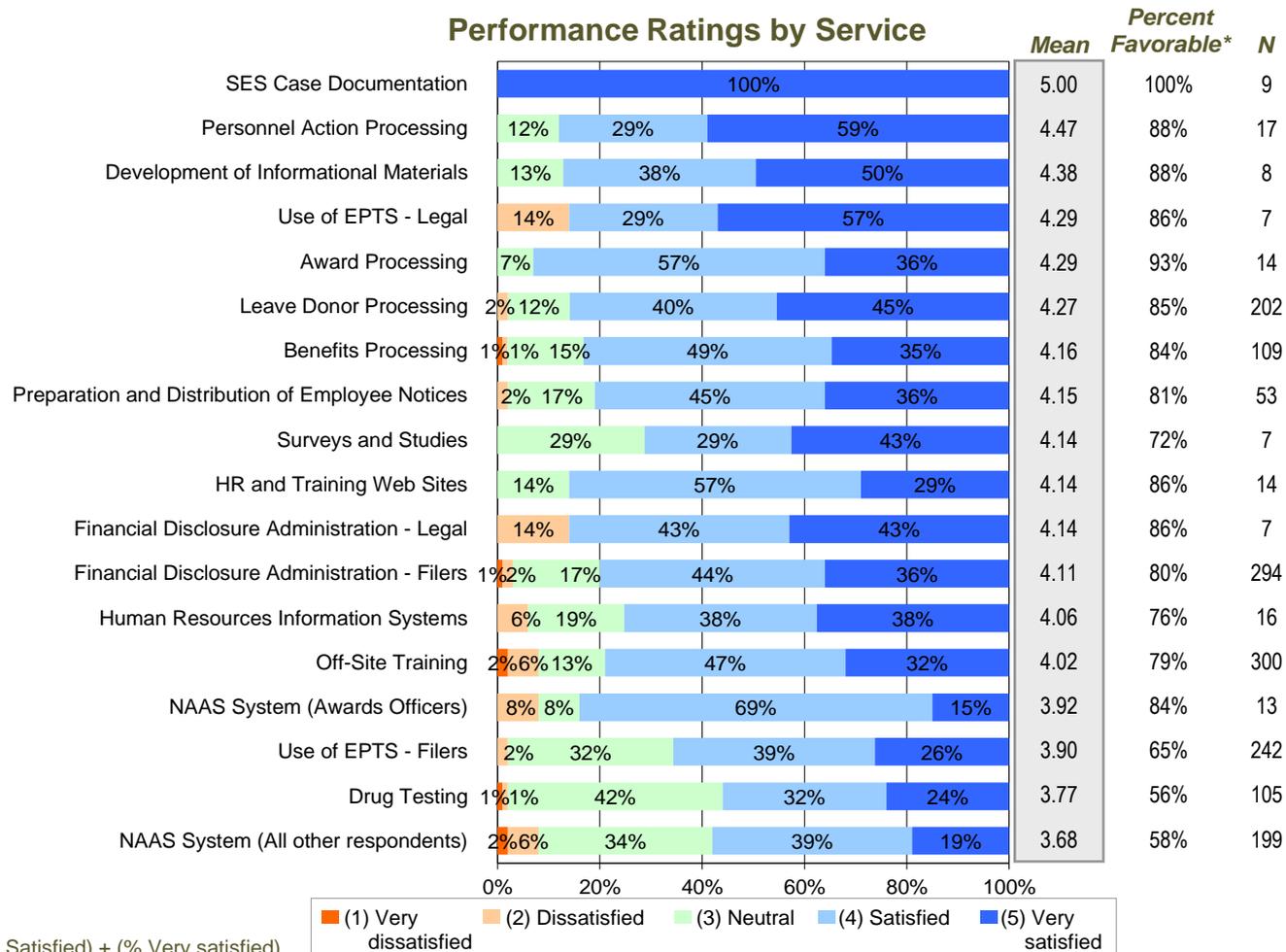
## Overall Findings for Human Resources

- Satisfaction with NSSC Human Resources services increased for all the surveys, but none of the increases were statistically significant changes from 2010
- Among survey questions, several surveys had questions with significant increases in satisfaction (Employee Recognition and Awards, Financial Disclosure, General HR, and Off-Site Training), while other aspects of three surveys (Voluntary Leave Transfer Program/Advanced Sick Leave Processing, General HR, and Off-Site Training) had questions with statistically significant decreases in satisfaction
- For overall satisfaction scores, four surveys fell in the 1st quartile, three surveys fell in the 2nd quartile, and one survey fell in the 3rd quartile compared to the survey provider's database of customer satisfaction benchmarks
- Services receiving the **highest** performance ratings in HR were:
  - SES Case Documentation
  - Personnel Action Processing
  - Development of Informational Materials
- Services receiving the **lowest** performance ratings in HR were:
  - NAAS System
  - Drug Testing Administration
  - Use of EPTS – Financial Disclosure (Filers)

## Overall Findings for Human Resources (Cont'd)

- NSSC Human Resources was consistently rated **higher** for:
  - Showing courtesy when interacting with customers
  - Exhibiting sincerity and willingness to help customers
  - General service performance
- NSSC Human Resources was consistently rated **lower** for:
  - Providing an effective customer service Website
  - Ensuring customers know whom to call or have easy access to support
  - Delivering error-free service
- Across all surveys, HR customers indicated that “performing services accurately” should be the most important objective for NSSC staff

# Comparison of Performance Across HR Services



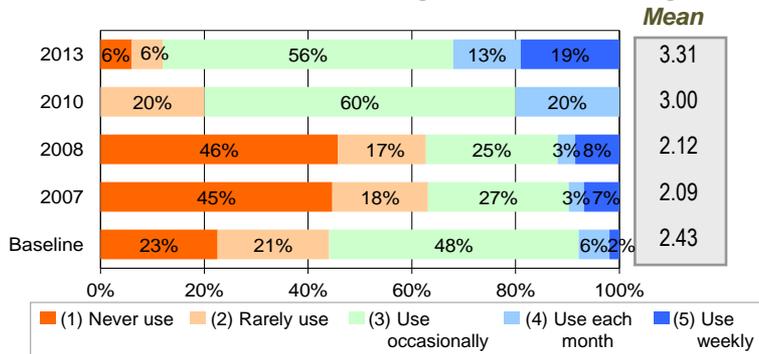
\* Percent Favorable = (% Satisfied) + (% Very satisfied)

Awards and Recognition Processing and NAAS Survey:

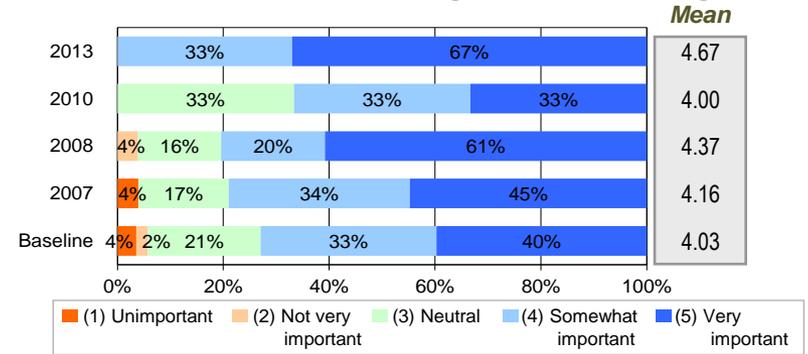
# Evaluation of NASA Awards and Recognition Processing for Center Awards Officers Only

**NASA Awards and Recognition Processing (e.g., medal set, certificate, and/or memento preparation)**

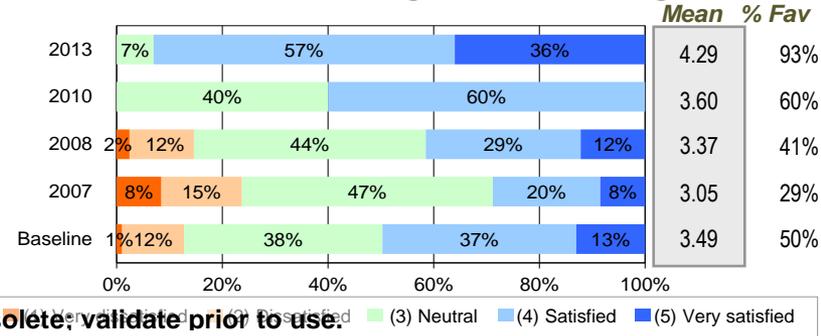
**Center Awards Officers ratings on the use of NASA Awards and Recognition Processing**



**Center Awards Officers ratings on the importance of NASA Awards and Recognition Processing**



**Center Awards Officers ratings on the performance of NASA Awards and Recognition Processing**



Note: Customer groups evaluating this service differed for the past surveys:

- 2008 Broad-Based – evaluated by OHCM and Center HR staff
- 2007 Broad-Based – evaluated by HR staff and supervisors/SES
- Baseline – evaluated by HR staff and supervisors/SES

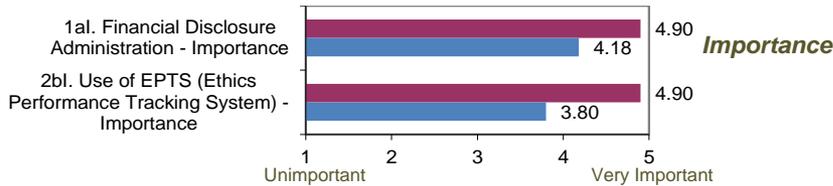
2013 survey: n = 14 to 16  
2010 survey: n = 5 to 6

Financial Disclosure Surveys:

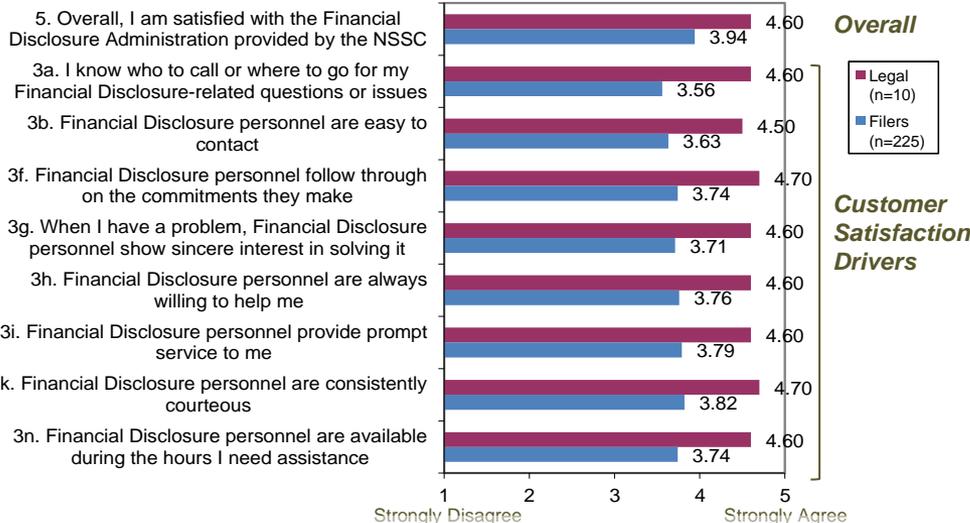
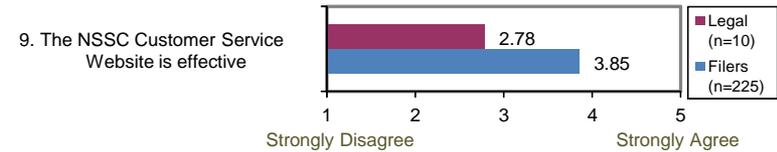
# Significant Differences in Satisfaction between Filers and Legal Customers

Of the 2010 questions that overlap,\* Legal customers rated the Financial Disclosure (FD) Administration significantly higher than Filers in many areas. Filer ratings were significantly higher than Legal ratings in the effectiveness of the NSSC Customer Service Website.

### Areas in which Legal Customer Ratings were Significantly Higher than Filer Customer Ratings



### Area in which Filer Customer Ratings were Significantly Higher than Legal Customer Ratings



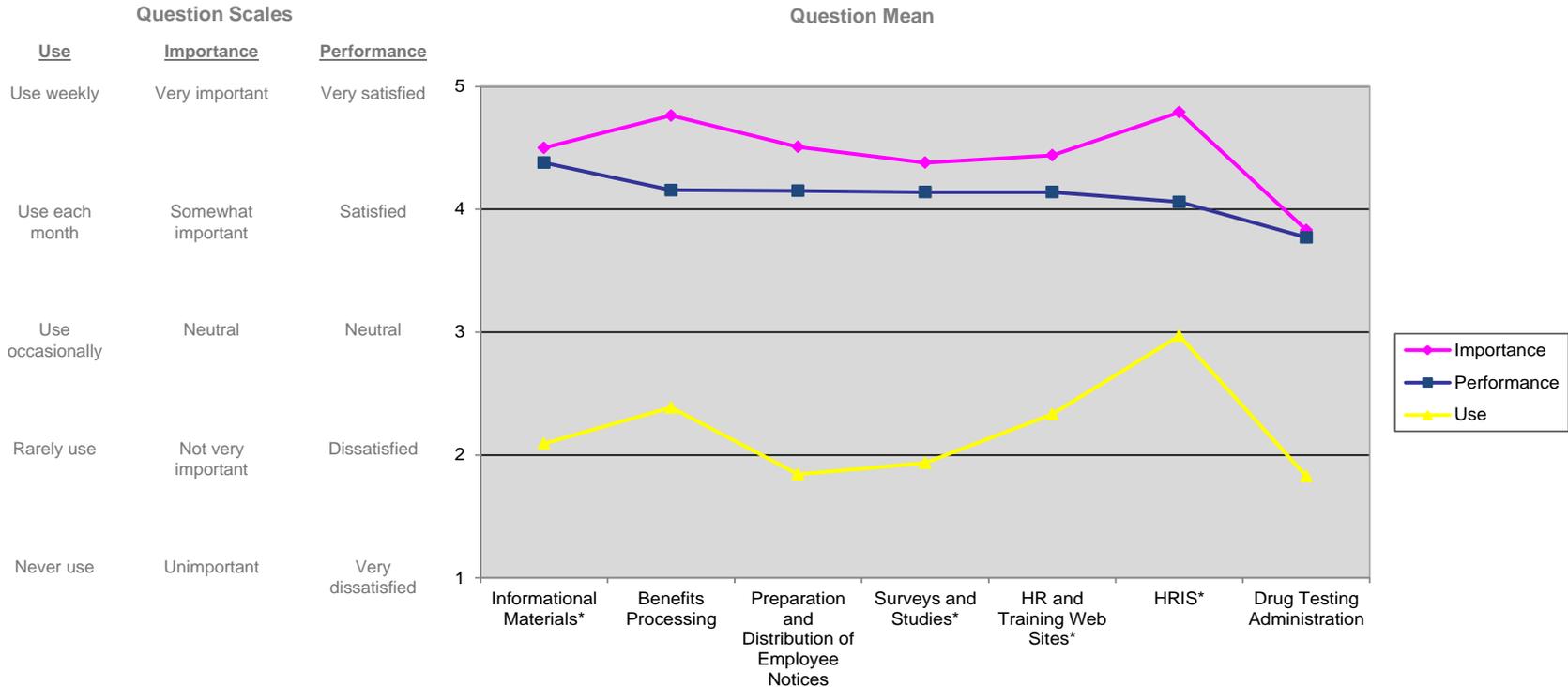
These results are based on statistically testing the differences between the question means of the current and previous survey results using a t-test at the 95% confidence interval. This test is an accurate way to observe any "real" improvement/decline in customer satisfaction.

\* Quality questions were only asked of Legal customers as well as one customer satisfaction driver question: FD personnel openly communicate decisions or changes that affect me.

General HR Survey:

# Evaluation of Human Resources Services – Overview

The following chart shows the 2013 results for the performance, importance, and use of the different HR services.



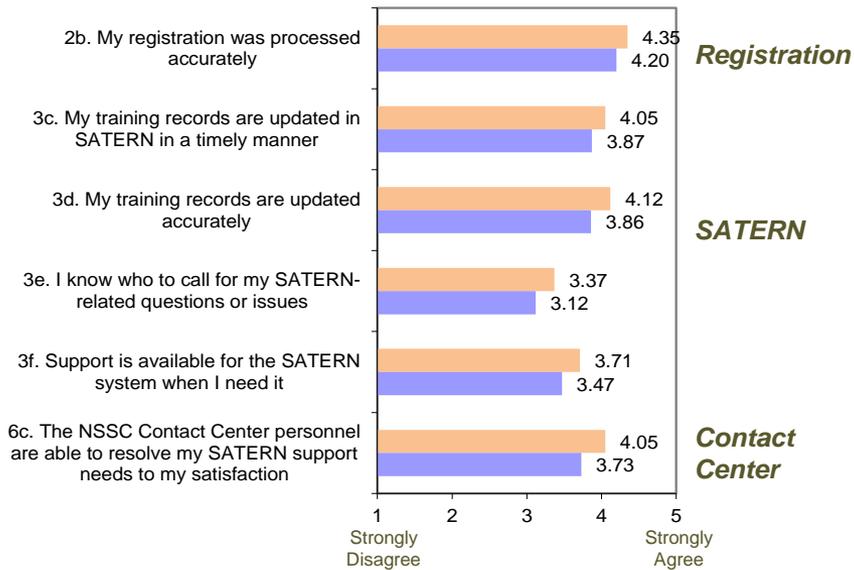
\* Indicates only OHCM and CHR respondents rated the service. Drug testing administration has only OHCM and CHR respondents for "Use" only.

Off-Site Training Survey:

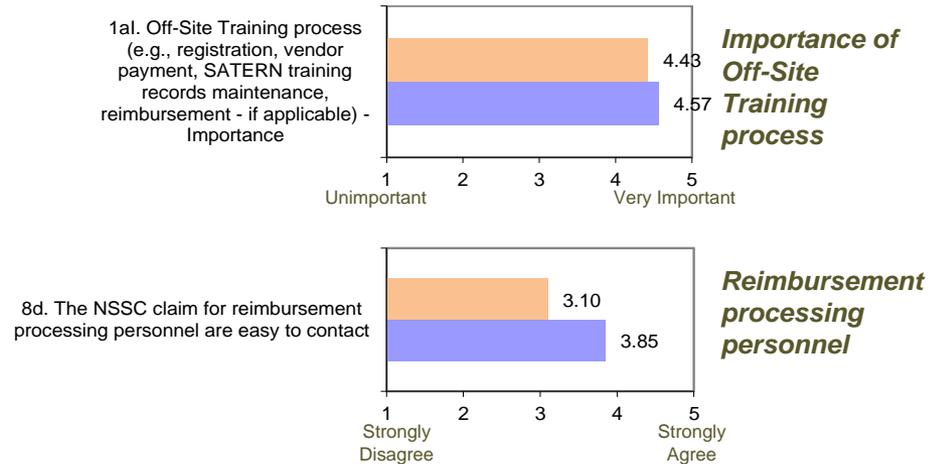
# Significant Changes in Customer Satisfaction from 2010

Respondent ratings significantly increased from 2010 to 2013 in registration accuracy and many aspects of SATERN and SATERN support. Ratings significantly decreased in the overall importance of the Off-Site Training process and ease of contact of reimbursement processing personnel.

### Significant Increases in Ratings



### Significant Decreases in Ratings

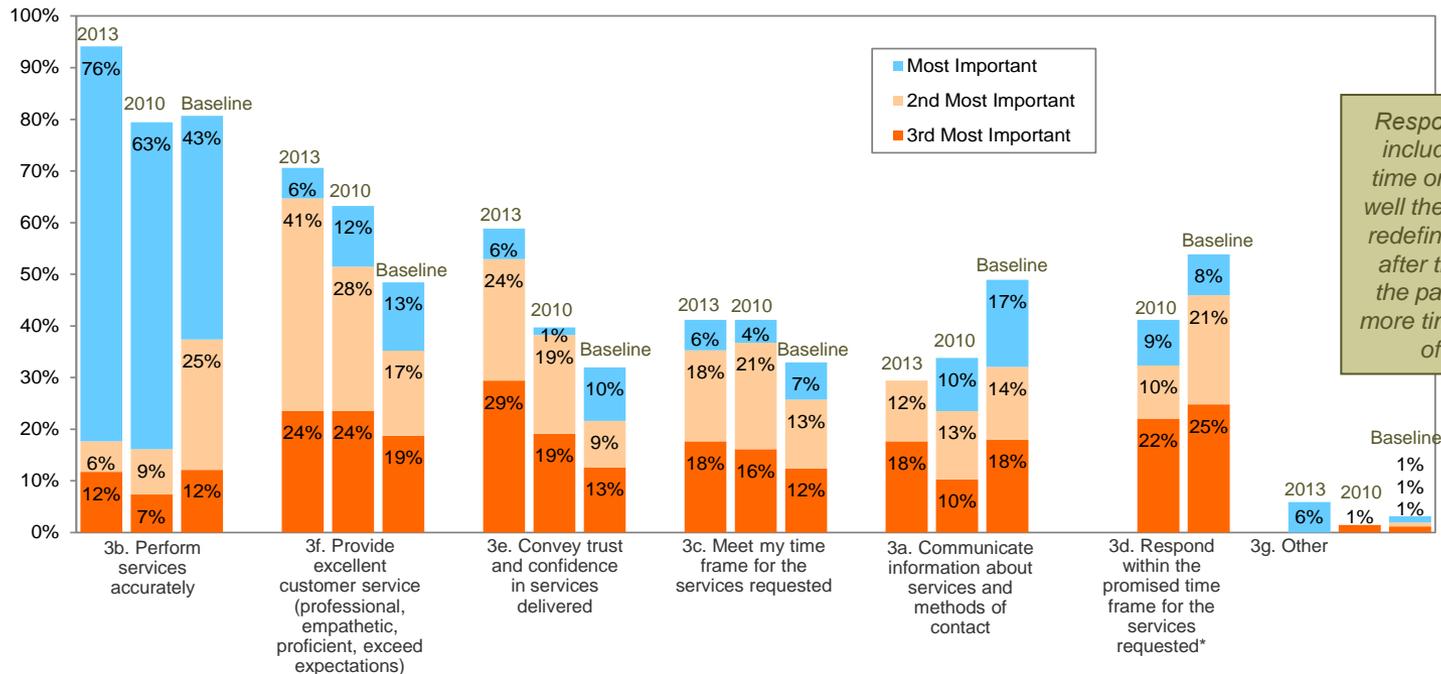


These results are based on statistically testing the differences between the question means of the current and previous survey results using a t-test at the 95% confidence interval. This test is an accurate way to observe any "real" improvement/decline in customer satisfaction.

PAP Survey:

# Most Important Objectives – Customer View

**How should NSSC Personnel Action Processing (PAP) personnel rank their three most important objectives to you as a customer?**



*Responses for "other" included: spend less time on metrics of how well the Center is doing; redefine "late" action to after the beginning of the pay period; spend more time on completion of more data.*

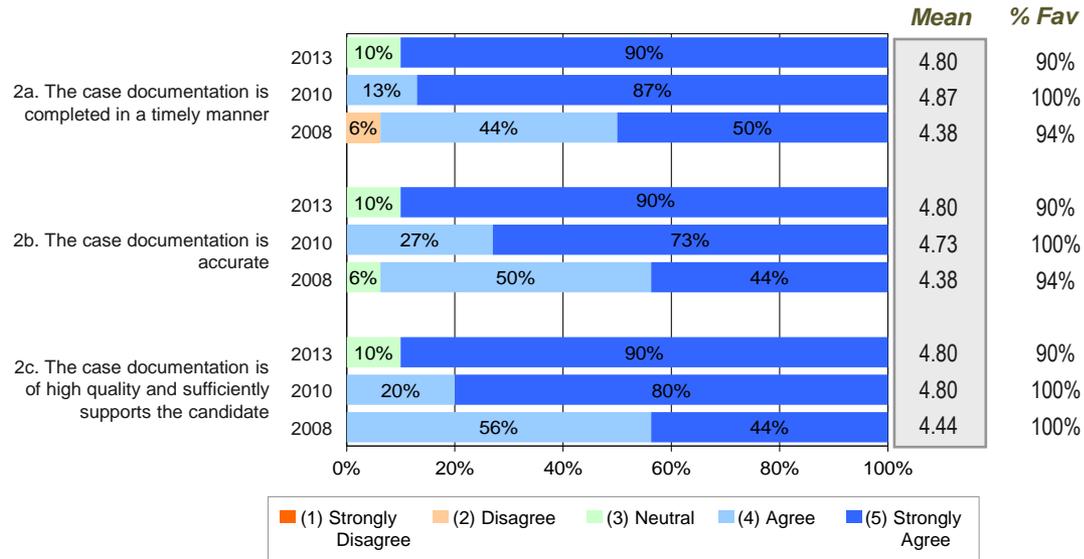
(How to read this chart: 76% of customers who answered the survey thought "Perform services accurately" should be the most important objective, 6% thought it should be the second most important objective, and 12% thought it should be the third most important objective.)

\* No 2013 respondents chose this objective

SES Case Documentation Survey:

# Specific Questions about SES Case Documentation

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

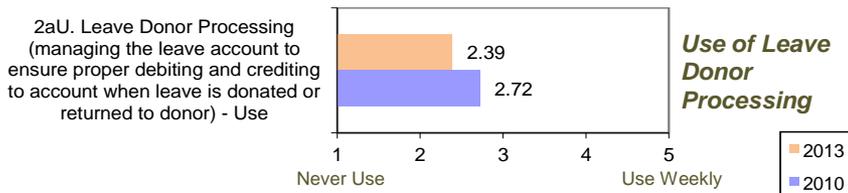


Voluntary Leave Transfer Program and Advanced Sick Leave Processing Survey:

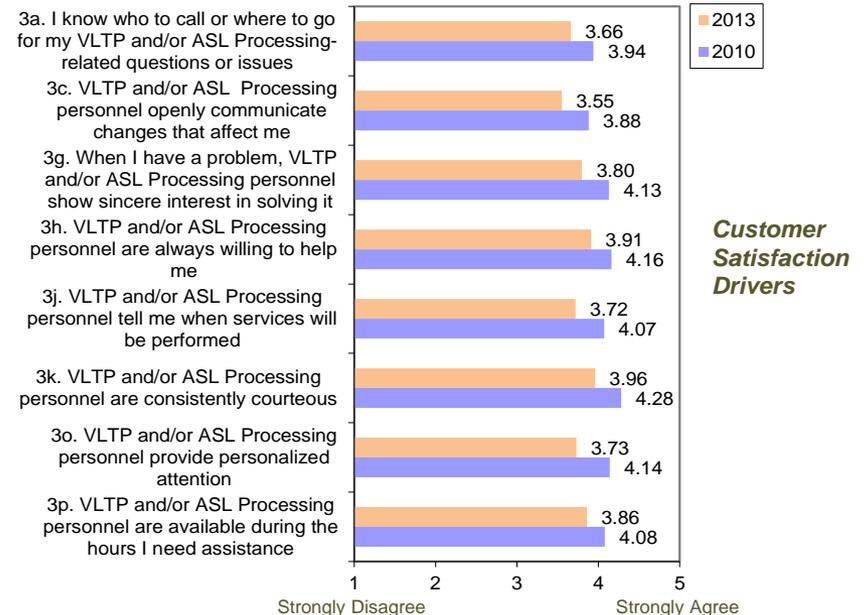
# Significant Changes in Customer Satisfaction from 2010

The frequency of use of Leave Donor Processing decreased significantly since 2010. Several questions regarding VLTP and/or ASL Processing support showed a statistically significant decrease in customer satisfaction from the 2010 survey. There were no questions that had a statistically significant increase in customer satisfaction from 2010.

## Significant Decreases in Customer Ratings



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.



*Overall Findings, Service Ratings, and Example Charts by Functional Area – Information Technology*

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## Overall Findings

- Overall satisfaction with NASA IT Support Services provided by ESD decreased slightly, but did not change significantly from the baseline 2010 survey. 82% of respondents gave favorable ratings compared to 86% in 2010
- Customer ratings of the importance of the Self Service Website increased significantly from 2010 and customer satisfaction with the accessibility of the ESD Self Service Website increased significantly
- Customer ratings for the importance of Help Desk service decreased significantly from 2010. Customer satisfaction decreased significantly in several areas: knowing where to go for IT support, knowledge of ESD support personnel, the process of closing incident tickets by the ESD Help Desk, and many aspects of the request system
- The overall satisfaction score fell in the 1st quartile compared to the survey provider's database of customer satisfaction benchmarks
- Customers gave the highest ratings (measured by mean on a five-point scale) to:
  - ESD Help Desk personnel are professional (4.38)
  - ESD support personnel are consistently courteous (4.36)
  - ESD support personnel are always willing to help me (4.27)
- Customers gave the lowest ratings (measured by mean on a five-point scale) to:
  - ESD Self Service Website is easy to use and navigate (3.54)
  - ESD Self Service Website is designed such that I can “self-serve” my requests, questions, or need for knowledge (3.55)
  - ESD Self Service Website is accurate and up-to-date with relevant information (3.62)

## Overall Findings (Cont'd)

- As in 2010, customers ratings of the importance and performance of IT support services were aligned. The Help Desk was rated highest for importance and performance, and the Self Service Website was rated lowest for importance and performance
  - As in 2010, the Notifications System for IT Infrastructure Services was the most frequently used service and was rated second in terms of importance and performance
  - The Help Desk was rated as the second most frequently used service in 2010 and 2013
- The highest ratings on customer satisfaction drivers dealt with attitudes of ESD personnel (courtesy, willingness to help, showing interest in solving problems); the lowest ratings dealt with delivering error-free service, process efficiency, and understanding customers' specific needs
- As in 2010, customers believed the most important objective for ESD support personnel should be “perform services accurately”
- Efforts to improve in the following areas would result in the greatest payoff for IT Support Services customers:
  - ESD support personnel’s ability to deliver error-free service
  - ESD Self Service Website ease of use and navigation
  - ESD Self Service Website design, enabling customers to “self-serve” requests, questions, or need for knowledge
- Focus group findings aligned with the higher ratings for the customer service of agents and lower ratings for aspects of the ESD Self Service Website; the focus group also revealed the following themes:
  - Potential issues with the timing of and perception of when tickets are closed
  - Too many notifications and a need for better communication with customers

ESD Survey:

## Payoff Index for NASA IT Support Services Customers

- The Payoff Index provides a systematic way to identify and prioritize areas for improvement
- The Payoff Index range for the survey was from 0.08 to 0.01. Below are the ten questions that had 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, the ability of ESD support personnel to deliver error-free services, improve the ESD Self Service Websites' ease of use and navigation, and improve the Websites' "self-service" offerings represented the greatest potential for improving overall customer satisfaction with IT Support Services

<i>Efforts to improve the following areas would result in the greatest payoff for IT Support Services customers</i>	<b>Importance</b> (Correlation with Overall Satisfaction with the IT support services provided by ESD)		<b>Weight</b> (Unfavorable Response Percentage*)		<b>Payoff Index</b>
2d. ESD support personnel deliver error-free service	0.71	x	11%	=	0.08
4b. The ESD Self Service Website is easy to use and navigate	0.57	x	13%	=	0.07
4d. The ESD Self Service Website is designed such that I can "self serve" my requests, questions, or need for knowledge	0.61	x	11%	=	0.07
2m. ESD has efficient processes to deliver IT support services	0.76	x	8%	=	0.06
2n. ESD support personnel understand my specific needs	0.75	x	8%	=	0.06
2j. ESD support personnel tell me when services will be performed	0.64	x	9%	=	0.06
2e. ESD support personnel deliver the service I request at the time I need the service	0.71	x	8%	=	0.06
2l. ESD support personnel have the knowledge needed to deliver services	0.74	x	7%	=	0.05
4a. The ESD Self Service Website is accessible and easy to find when I need it	0.56	x	9%	=	0.05
3c. My ESD Help Desk incident tickets are closed appropriately with my concurrence	0.73	x	6%	=	0.04

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

*Overall Findings, Service Ratings, and Example Charts by Functional Area – Procurement*

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## Overall Findings for Procurement

- Satisfaction with NSSC Procurement services increased for two of the four surveys and declined for one survey, but the decline was not statistically significant
  - One survey was new this year, so no comparison to prior results was available
- Overall satisfaction for On-Site Training Procurement services increased significantly from the 2010 survey, but most of the survey questions did not show significant changes in satisfaction from the 2010 surveys
- For overall satisfaction scores, two surveys fell in the 1st quartile, one survey fell in the 2nd quartile, and one survey fell in the 3rd quartile compared to the survey provider's database of customer satisfaction benchmarks
- Services receiving the **highest** performance ratings in Procurement were:
  - On-Site Training Procurement
  - Grants/Cooperative Agreements
  - Enterprise License Management Team
- Services receiving the **lowest** performance ratings in Procurement are below, but performance ratings for these services were favorable:
  - Processing STTR Awards
  - Processing SBIR Awards

## Overall Findings for Procurement (Cont'd)

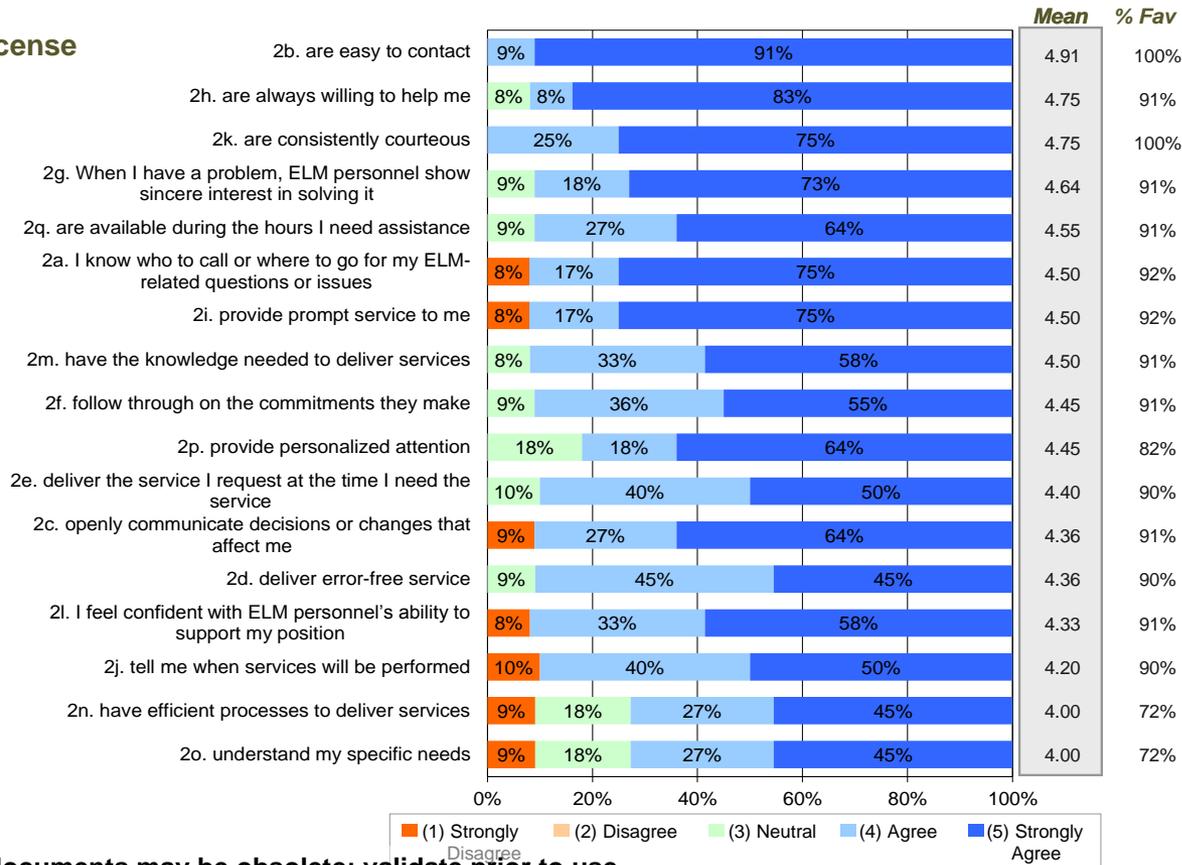
- NSSC Procurement was consistently rated **higher** for:
  - Showing courtesy when interacting with customers
  - Exhibiting sincerity and willingness to help customers
- Some customers also rated Procurement highly for being easy to contact and following through on commitments to customers
- NSSC Procurement was consistently rated **lower** for:
  - Providing an effective customer service Website
  - Having efficient processes
  - Understanding customer needs
- Across all surveys, Procurement customers indicated that “performing services accurately” should be the most important objective for NSSC staff

ELMT Survey:

# Customer Satisfaction Drivers

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

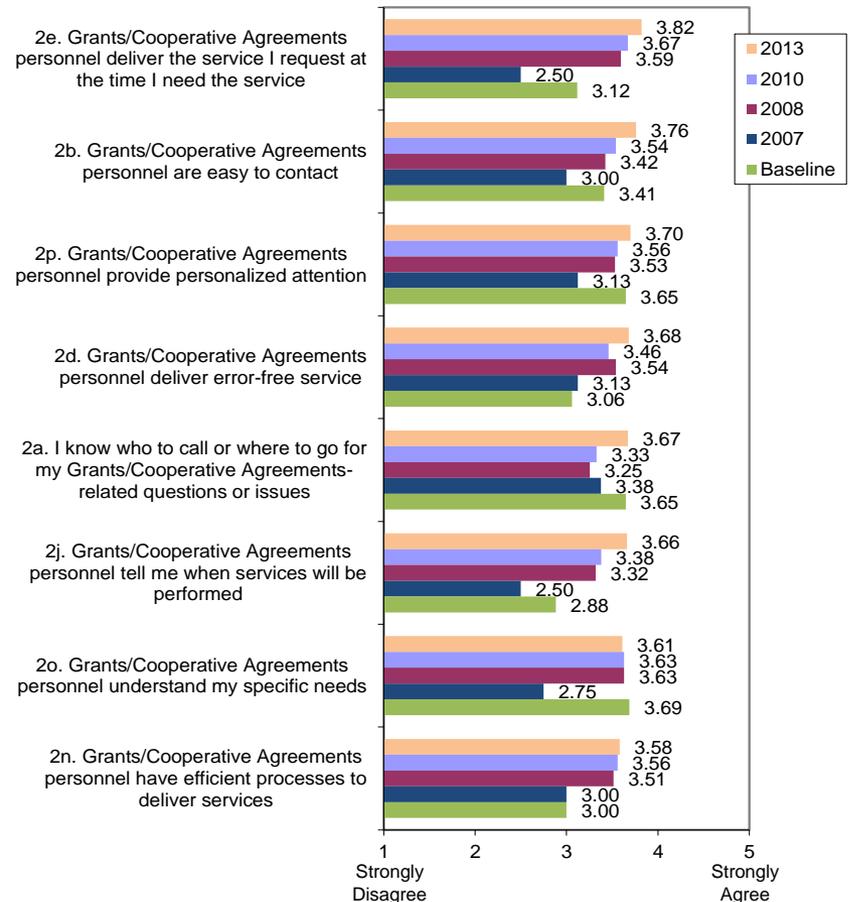
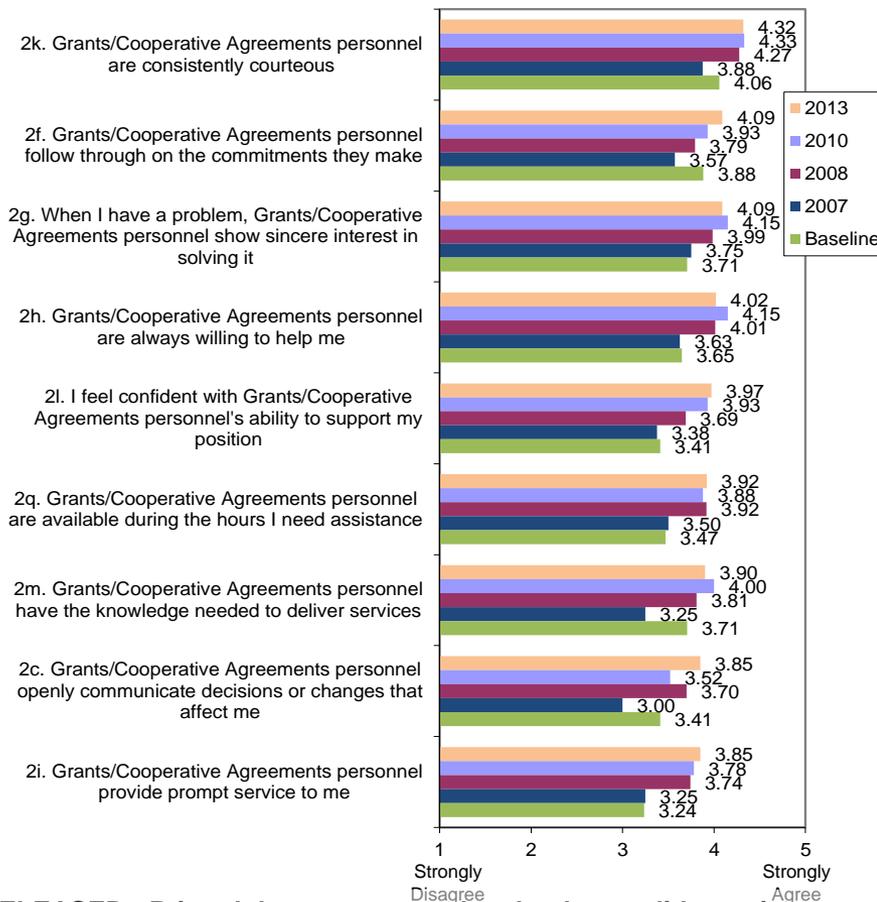
## Enterprise License Management personnel



Grants and Cooperative Agreements Survey:

# Customer Satisfaction Drivers – Five-Year Trends (Mean Scores)

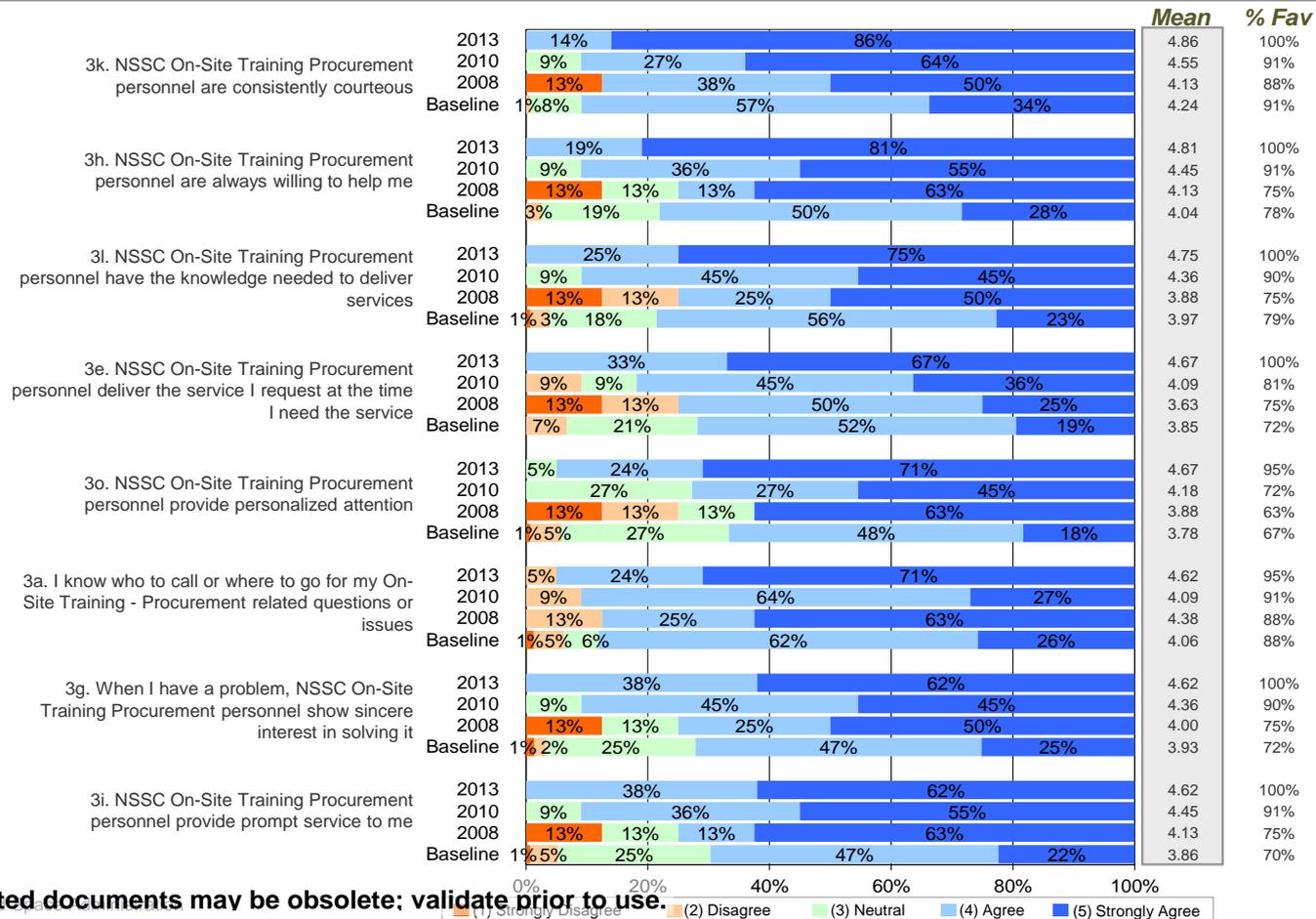
**Please rate your level of agreement with the following statements**  
(Questions are listed in descending order, by 2013 mean)



On-Site Training Survey:

# Customer Satisfaction Drivers – NSSC On-Site Training

**Please rate your level of agreement with the following statements.**  
(Questions are listed in descending order, by 2013 mean)



SBIR and STTR Survey:

# Payoff Index for SBIR and STTR Award 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 0.14 to 0.01. Below are the 10 questions that had 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 personnel have efficient processes to deliver services, ensuring personnel are easy to contact, and ensuring customers know whom to call or where to go for support represent the greatest potential for improving overall customer satisfaction with SBIR and STTR Award Processing services

<i>Efforts to improve the following areas would result in the greatest payoff for SBIR and STTR Award Processing customers</i>		<b>Importance</b> (Correlation with Overall Satisfaction with SBIR and STTR Award Processing)		<b>Weight</b> (Unfavorable Response Percentage*)		<b>Payoff Index</b>
2i.	SBIR/STTR Award Processing personnel have efficient processes to deliver services	0.76	x	19%	=	0.14
2b.	SBIR/STTR Award Processing personnel are easy to contact	0.68	x	21%	=	0.14
2a.	I know who to call or where to go for my SBIR/STTR Award Processing-related questions or issues	0.59	x	23%	=	0.14
8.	The NSSC Customer Service Website is effective	0.49	x	17%	=	0.08
2f.	SBIR/STTR Award Processing personnel provide prompt service to me	0.71	x	11%	=	0.08
2d.	When I have a problem, SBIR/STTR Award Processing personnel show sincere interest in solving it	0.78	x	9%	=	0.07
2c.	SBIR/STTR Award Processing personnel deliver error-free service	0.64	x	11%	=	0.07
2h.	SBIR/STTR Award Processing personnel have the knowledge needed to deliver services	0.76	x	9%	=	0.07
1bP.	Processing STTR awards on schedule - Performance	0.66	x	9%	=	0.06
1aP.	Processing SBIR awards on schedule - Performance	0.68	x	8%	=	0.05

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

*Benchmark Comparison and Customer Service Examples*

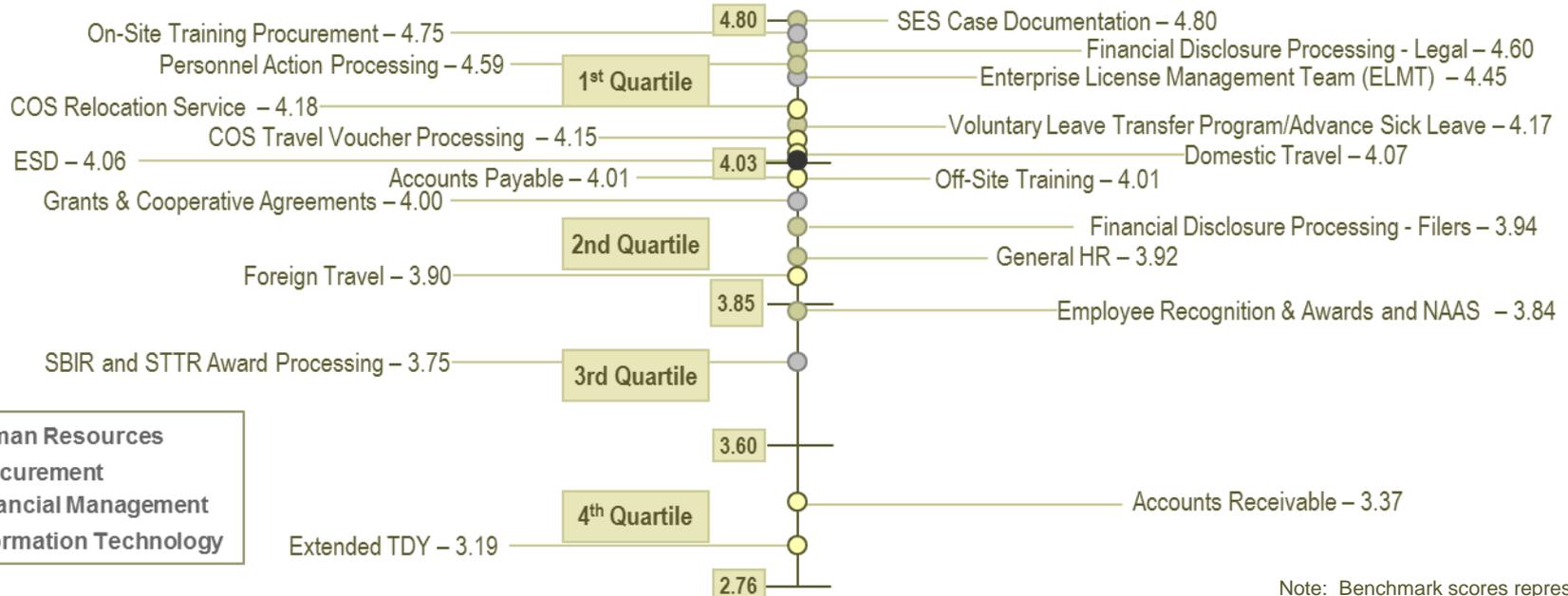
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# Benchmark Comparison

The results on overall satisfaction were compared to the survey provider's benchmarks for other internal customer satisfaction surveys for shared services organizations.

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

**2012 Survey Overall Satisfaction Scores and Quartiles**



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 reported by customers.

## Positive Customer Service

- "No suggestions. IT support is so much better here than anywhere else I've been that I'm still in shock from having actual customer service." – (ESD)
- "I'm generally pleased with NSSC HR services. I was originally skeptical by the remote benefits counseling, but have been so impressed with the quality of services, that I've recommended NSSC take on additional business (e.g., workers compensation program). The initial resistance many NASA employees had doesn't seem to exist (certainly not near the concerns employees had in the past)" – (General HR)
- "The NSSC Accounts Payable team is extremely professional, knowledgeable, and efficient in the services performed. The team members are accessible and consistently follow-up on any outstanding issues. I appreciate the level of support provided by all team members." – (Accounts Payable)
- "Good to have timely notification and follow-ups within reasonable timeframe." – (Financial Disclosure – Filers)

## Negative Customer Service

- "The lack of human contact is very disheartening and discouraging; questions are seldom answered on information provided and the lack of a person to contact is very frustrating; personnel that answer the phone are simply that...phone answerers that put a request in to the system and you have to hope someone responds, but it is always via email" – (General HR)
- "Not very satisfied. The NSSC staff hides behind automated emails instead of being professional and communicating effectively. On multiple occasions, I have received automated emails demanding that I perform an action with only an NSSC internal number on them, and no contact person listed. It wastes civil servant time and taxpayers money for me to go through the trouble call process just to get information on whom I can contact to find out which expense report requires an action." – (Foreign Travel)
- "Communicate with employee. Know the employees situation. Do not treat employee like he is getting something that he should not be entitled to." – (Extended TDY)

*Executive Interview Feedback*

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# Executive Interview Feedback

**In conjunction with the Broad-Based satisfaction surveys, phone interviews were conducted with five NASA Center Directors<sup>1</sup> to collect executive-level feedback on the services included in the 2013 surveys.**

## Background

- Executives from Dryden, Glenn, Goddard, Johnson, and Langley were interviewed
- Michael Smith contacted the Center Directors to request their participation in the interview
  - » For some Centers, the Center Directors had other members of their staff participate in the interview
- The interviews were conducted by the survey provider and lasted about 30 minutes
- Interview guides were sent to the participants in advance

## Overall Observations

- Feedback from Center executives was largely positive about NSSC services
- Most agree that service has shown improvement since 2010
- Executives were most favorable about the NSSC's reliability and responsiveness among the service quality dimensions
- Costs were considered clear, however, more information was desired by some
- Center executives provided detailed feedback on certain services and also offered suggestions for continuing to improve the NSSC's effectiveness

## Executive Interview Feedback (Cont'd)

### Overall Impressions of Service Quality

- Impressions of current service quality across the functions were favorable. Some centers indicated high satisfaction across functions while others provided more differentiation. As seen in 2010, higher ratings were more consistently given for Procurement and Human Resources (HR), while Financial Management and ESD received some positive and some mixed reviews
  - Financial Management – Some positive feedback was provided for Financial Management services along with opportunities for improvement. Some executives noted frustration with reaching points of contact for specific services and inflexibility with handling non-standard issues or needs
  - Human Resources – Executives provided positive feedback about HR services and noted improvement from the past. One executive indicated they still perform many HR functions at the Center and felt there were opportunities to transition additional services
  - Information Technology – Feedback on ESD services was generally positive with executives providing favorable feedback on basic call handling and responsiveness. Opportunities for improvement were noted by some with development services and depth of staff knowledge
  - Procurement – Feedback on Procurement was positive and the service was viewed as working well. Several noted they had not heard complaints or issues in this area, while one noted an opportunity to improve communication

# Executive Interview Feedback (Cont'd)

## Service Quality for Specific Services

- **Financial Management**

- **Change of Station** – An executive said the five-week turnaround for the process was not meeting their needs for being able to bring people on board quickly (Note: The executive referenced HR's involvement in PCS rather than FM)
- **Foreign and Domestic Travel** – Support was described as good and responsive, and the NSSC provided good explanations on decisions. The timeliness of reimbursement processing was viewed favorably
- **Extended TDY** – Service was described as generally good. One executive noted there were some ETDY issues with senior executives last year, but they were addressed
- **Accounts Payable** – An executive stated the timeliness of this service was good. Another executive described some challenges associated with process changes and also changes to the Center's point of contact. An executive mentioned that a report had been eliminated on the status of invoices and that the NSSC had not been consistent with escalating issues. Another issue described was that when the service transitioned, the NSSC did not pick up all the vendor activities at the Centers, such as reconciling payments for closeout or any in-depth analysis. As such, this work came back to the Center to handle and they would like to figure out a way to manage the work better
- **Accounts Receivable** – One executive noted a change in their Center's point of contact

- Other overall feedback about Financial Management included:

- Financial Management tended to put process ahead of courtesy and did not allow “work arounds” even when they were needed. There was a perception that the NSSC did not trust input from the Center

## Executive Interview Feedback (Cont'd)

### Service Quality for Specific Services

- **Financial Management (Cont'd)**
- Other overall feedback about Financial Management included:
  - One executive reported they often had issues with getting access to the right employees. They get frustrated with calling the main number versus the person who can help. Often, a different contact calls back versus the one requested. Telecons for discussing issues were often cancelled or postponed. Sometimes it was hard to get the NSSC to understand what they were trying to do and why. There had also been less communication recently with Center CFOs, and some decisions had been made without their input. For example, a decision to shift some invoicing work resulted in a .5 FTE increase to the Center which added to their cost
  - Non-standard help falls back to the Centers, which is frustrating. There are areas of great service—typically when someone became an expert and developed good relationships with the Centers, but turnover can be disruptive

# Executive Interview Feedback (Cont'd)

## Service Quality for Specific Services

- Human Resources

- **Benefits Processing** – Retirement counseling was noted as being handled very well by a couple of the executives, including the virtual retirement counseling and packages. Survivor benefit counseling was also viewed very favorably and executives felt the dedicated individuals were key to the success. The timely processing of deaths and retirement delays were noted as areas for improvement
- **Drug Testing Administration** – This service was noted as being handled well with good advance notice and a consistent process. One executive said that the communication about drug testing was not always consistent from the NSSC's program lead to the Center's point of contact
- **Preparation and Distribution of Employee Notices** – An executive described some hiccups previously, but the NSSC was able to work through them and gave the Center advance notice when it occurred. Another executive provided positive feedback for this service and stated that with the repeal of the Defense of Marriage Act (DOMA), the NSSC was on top of the issue and provided excellent service
- **HR Information Systems** – These systems were described as working well. One executive had positive feedback about NOPS regarding user access for contractors and error data displayed
- **Voluntary Leave Transfer Program and Advanced Sick Leave** – The service was viewed favorably and described as working very well, but one executive stated that the NSSC needs to make sure to keep the Center representatives involved, especially in cases where the request will be denied so that they can help manage the employee reaction
- **SES Case Documentation** – Executives viewed the service as very good and described the approval process as working well. One executive requested that any follow-up questions be sent to the person who initiated the action

# Executive Interview Feedback (Cont'd)

## Service Quality for Specific Services

### Human Resources (Cont'd)

- **Financial Disclosure Processing** – An executive stated that the NSSC did a good job and was timely and responsive with this service. Another executive requested receiving the Financial Disclosure discrepancy report on a regular basis
- **Personnel Action Processing** – Some difficulties were noted with this process, since the role was split between the Centers and the NSSC. An executive stated that the NSSC did not start to work on the action until a few days before the date, which did not allow time to address any issues that may arise in a timely manner. Another executive noted the NSSC was less nimble in this area and required more lead time than it used to. Another said the overall quality of this service was good
- **Employee Recognition and Awards** – Service was viewed as excellent with timely delivery and resolution of issues. An executive noted that the awards were shipped on time, were accurate, and the updates to NAAS were very good. Another executive noted that the length of service awards had changed and the quality was too poor, so they no longer presented the awards
- **Off-Site Training Service** – An executive noted room for improvement with SATERN support and had heard of long sessions required with the SATERN help desk to resolve issues. Another executive noted that recent SATERN improvements had been very good
- Executives provided feedback on other HR services:
  - One executive noted that new hire in-processing was excellent, with good information provided on the Website and employees able to begin working right away

## Executive Interview Feedback (Cont'd)

### Service Quality for Specific Services

#### Human Resources (Cont'd)

- Another executive described an issue with HR's involvement with obligating funds for employee moves. The executive stated that the NSSC needs to narrowly obligate the right amount of funds (rather than the maximum amount of funds) so that the Centers do not lose money that is not needed. This had a big impact to the Center last year
- For exit interview surveys, an executive described that there were some questions where the respondent can check any that apply and the report the Centers get did not distinguish between individuals, so it was harder to interpret. They would rather see a distribution of responses
- Other overall feedback about HR included:
  - The overall relationships with HR have been good and have improved, but the NSSC's standards were too rigid and they needed to be more flexible in the support they provide. Non-standard support had to be absorbed by the Centers

## Executive Interview Feedback (Cont'd)

### Service Quality for Specific Services

- **Information Technology**
  - **Enterprise Service Desk** – Executives noted good responsiveness on call handling, but several mentioned concerns about the depth of knowledge of ESD staff. There was a perception that the ESD is focused on closing tickets versus resolving issues, and that ESD was not well-integrated across service providers. There was good information on the Website, but anything non-standard presented a problem
- Other feedback on IT services and IT overall included:
  - An area of concern was the end-user services for ACES. An executive shared that there was an impression that the NSSC was unable to adequately staff to support needs
  - The I3P service desk was viewed as having some issues and was described by one executive as inflexible for changing requirements when needed. Another described there had been challenges integrating with the I3 business office which had directly impacted the Centers, and they were having to backfill as a result
  - One executive felt that IT does not understand Center nuances and tended to be more prescriptive than collaborative when finding solutions
  - One center still struggles with the ability to track ACES costs, even though there had been some improvements in this area

## Executive Interview Feedback (Cont'd)

### Service Quality for Specific Services

- **Procurement**

- **On-Site Training** – Support for the procurement of training was viewed favorably
  - **Grants and Cooperative Agreements** – No specific feedback was provided
  - **SBIR and STTR** – One executive noted that the NSSC will come to the Center representatives when items were not complete and the interaction worked well, but requested the NSSC do so earlier in the process to address any issues in time for schedules to be met. Another executive felt they were still performing 80% of the effort on SBIR/STTR and therefore did not feel they received great value for this service. One described there had been a push to move more work to the NSSC for this service but there had been struggles. However, they had seen big improvements in the last 12–18 months
  - **ELMT** – An executive noted rumors that the NSSC will add a fee per seat and had a concern over cost
- Other feedback on Procurement services and Procurement overall included:
    - With contracts, there were often costs incurred after the period of performance that were legitimate, but the process required having the contracting officer extend the date to cover the longer period, which does not seem very efficient
    - More flexibility was needed to work with the Centers when services were being implemented
    - There were struggles with the impacts that Wide Area Workflow will have with contracting officers and contractors

## Executive Interview Feedback (Cont'd)

### Feedback on Service Quality Dimensions

Area	Feedback
<b>Reliability</b> ( <i>accuracy, meeting timeframes, following through on commitments</i> )	<ul style="list-style-type: none"> <li>• Timeliness was generally viewed as good</li> <li>• Feedback on reliability was positive</li> </ul>
<b>Responsiveness</b> ( <i>prompt response to requests, willingness to help, availability</i> )	<ul style="list-style-type: none"> <li>• Responsiveness was viewed favorably</li> <li>• The NSSC had made improvements to address Center feedback in some areas which has been well-received</li> <li>• Willingness to help was considered very good</li> </ul>
<b>Assurance</b> ( <i>instilling trust and confidence, knowledge of staff, courtesy and friendliness, process efficiency</i> )	<ul style="list-style-type: none"> <li>• Process emphasize over courtesy resulted in less favorable feedback for this dimension</li> <li>• There were some concerns with knowledge of staff noted, particularly for the depth of knowledge in ESD and analysis skills (going beyond transactional duties) for the Financial Management staff</li> </ul>
<b>Empathy</b> ( <i>understanding customer/Center needs, convenience of doing business</i> )	<ul style="list-style-type: none"> <li>• Executives noted that having to call the main number for all service was not very convenient</li> <li>• Being more flexible and improving stability with points of contact can improve service perceptions in this area</li> </ul>
<b>Tangibles</b> ( <i>ease of access, professionalism, open and clear communication</i> )	<ul style="list-style-type: none"> <li>• Executives described issues with gaining access to the right individuals and some inconsistencies in communication</li> </ul>

## Executive Interview Feedback (Cont'd)

### Feedback on Other Customer Service Dimensions

Area	Feedback
<b>Meeting Center Needs</b>	<ul style="list-style-type: none"> <li>• Most indicated needs were being met, particularly in transactional areas</li> <li>• Executives noted opportunities to transition further work to the NSSC, including some specific cases in HR where aspects of certain services are still being performed at the Centers and adding to the Centers' overhead</li> <li>• More work was noted for ESD to meet the needs from one Center</li> </ul>
<b>Clarity and Appropriateness of Costs</b>	<ul style="list-style-type: none"> <li>• Most agreed that costs were clear, but some were not sure if they were appropriate as they did not have a basis for comparison; they would like more clarity on the baseline cost of service</li> <li>• The ESD rate model was considered fine for current services but did not lend itself well for development activity</li> <li>• An executive noted that when looking at the return on the NSSC investment, you must factor in the costs for work that had shifted back to the Centers to get the true picture</li> <li>• There was a perception that Center budgets continued to be cut, but the NSSC did not face the same budget restrictions</li> <li>• Another executive stated that it was not always clear how the Center utilization was determined, and they would like to understand that aspect better</li> </ul>
<b>Clear Points of Contact</b>	<ul style="list-style-type: none"> <li>• Executives continued to believe points of contact were clear and their staff knows whom to contact</li> <li>• Formal and information contact methods were known, but there was frustration with ease of contact as previously noted</li> </ul>

## Executive Interview Feedback (Cont'd)

### Comments on How Satisfaction has Changed

- Most executives agreed that satisfaction had improved and several noted that the start-up concerns and worries had gone away
- One executive stated that satisfaction had not changed, and they were still looking for the return on investment for the agency

### Suggestions for Improvement

- Other suggestions for improvement included:
  - Be more flexible in working with the Centers
  - Avoid too much focus on metrics in lieu of good customer service
  - Have regular, face-to-face interaction and workshops between the points of contact and the end users to work jointly on business improvements that extend beyond the part of the process handled by the NSSC
  - For HR retirement counseling, there was a high volume in November and December (often aligned with the timing of buyouts), and they would like to try to have the NSSC come to the Center during that time

### Other Feedback for the NSSC

- In Financial Management, the overall concept was great and there were other services that could transition, but involvement from the Centers will be needed to do this effectively
- There was support for the NSSC to provide service to other entities
- There was a high level of confidence in the service and staff



# 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 5% means that the responses of the target population as a whole would fall somewhere between 5% more or 5% less than the responses of the sample (a 10% 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 5% and the confidence interval is 90%, we can expect that the true value of peanut butter eaters is somewhere between 73% and 83% for 90% of the samples

# List of Services in 2013 Broad-Based Surveys

Area	Survey	Service
Human Resources	1. General HR	Benefits Processing
		Drug Testing
		Surveys and Studies
		Development of Informational Materials
		Preparation and Distribution of Employee Notices
		HR and Training Websites
		Human Resources Information Systems
	2. Voluntary Leave Transfer Program and Advanced Sick Leave	Voluntary Leave Transfer Program and Advanced Sick Leave (Caseworker Services)
	3. SES Case Documentation	Senior Executive Service Candidate Development Program
		Senior Executive Service Appointments
	4. Financial Disclosure – Filers	Financial Disclosure Processing
	5. Financial Disclosure – Legal	
6. Personnel Action Processing	Personnel Transaction Processing	
7. Employee Recognition and Awards	Employee Recognition & Awards	
	NASA Agency Awards System	
8. Off-Site Training	Registration/Reimbursement for Individual Training (Offsite)	
	Training Information Systems	
	Administration of Training Data Systems	
Procurement	9. On-Site Training	Training Purchases
	10. Grants and Cooperative Agreements	Grants & Cooperative Agreements Award and Administration
	11. SBIR and STTR	Small Business Innovation Research/Small Business Technology Transfer Award and Administration
	12. Enterprise License Management Team (ELMT)	Enterprise License Management Team

## List of Services in 2013 Broad-Based Surveys (Cont'd)

Area	Survey	Service
Financial Management	13. Change of Station (COS)	Permanent Change of Station & Temporary Change of Station Support
	14. Foreign Travel	International Travel Voucher Processing (Foreign Travel)
	15. Domestic Travel	Domestic Travel Voucher Processing
	16. Extended TDY	Extended Temporary Duty Assistance (Caseworker Services)
	17. Accounts Receivable	Accounts Receivable Processing
	18. Accounts Payable	Accounts Payable Processing
Enterprise Service Desk (ESD)	19. ESD Transactional and Non-Transactional	Help Desk Tier-1 Support
		Enterprise Service Request System (Ordering System)
		Tier-0 Self-Service Website
		Notifications

## Notes on Summary of Changes in Performance

1. Survey questions have a five-point response scale (1 = “Strongly Disagree,” 5 = “Strongly Agree”); mean scores are shown
2. Quartile comparisons are based on previous survey provider surveys, with rankings applicable at time of survey
3. Statistical significance is determined by conducting a t-test (95% confidence)

