Executive Summary

NSSC Baseline Customer Satisfaction Surveys

February 2006

Contents

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Introduction – About the Surveys

◆ The NSSC Baseline Customer Satisfaction Surveys are customer assessments of the centers' current service quality for services that will transition to the NSSC in fiscal year 2006

◆ Separate surveys were deployed across seven areas

— Financial Management

— Human Resources

— Procurement – 1102 Certification and Training Coordination

— Procurement – Agency Bankcard Program Coordination

— Procurement – Agency Contracting

— Procurement – Grants and Cooperative Agreements

— Procurement – Intern Program Logistics

◆ Most questions use a five-point response scale

◆ ScottMadden utilized a web-based methodology to administer the survey

◆ Respondents were asked to identify their center, Mission Directorate or Mission Support area, grade level, and length of employment with NASA

◆ The surveys opened on November 8, 2005 and were closed at the end of business, December 2, 2005; reminders were sent on November 16 to those invitees who had not responded

◆ Separate invitations were sent for each of the seven surveys

◆ At the close of the survey, 1,129 responses were obtained representing a 23% response rate across all surveys *(response rates for each survey are shown on the next page)*

◆ Names of respondents are confidential and will not be shared with the NSSC

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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	# Invited*	# Responded	Response Rate	Margin of Error with 90% Confidence Level
FM	Financial Management	1646	285	17%	4.8%
HR	Human Resources	3184	804	25%	2.8%
PR	Agency Bankcard Program Coordination	10	8	80%	13.7%
PR	1102 Certification and Training Coordination	9	5	56%	27.4%
PR	Procurement Intern Program Logistics	14	7	50%	24.1%
PR	Grants/Cooperative Agreements	77	18	23%	17.7%
PR	Agency Contracting	10	2	20%	54.8%
Overall		**4950**	**1129**	**23%**	

☐ = statistically significant at 90% confidence level

Note: Response rates for the Procurement 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. Margins of error on Procurement surveys are generally higher because of the small size of the customer populations.

* Excludes "undeliverable" email addresses

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Introduction – About the Analysis

◆ The analysis is focused on establishing the baseline. In future years, further analysis should be performed to determine changes from the baseline

◆ 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 satisfaction were examined for the Human Resources and Financial Management surveys, and those breakdowns, with interesting results, are included in the reports. Demographic differences were not examined for the Procurement surveys because of the low number of participants

◆ Personal references in the verbatim comments are omitted. Typographical errors and spelling errors are corrected in the comments

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Overall Findings

◆ Overall satisfaction ratings in the various areas are fairly positive, with all mean values for overall satisfaction falling in the positive range of the rating scale (above 3)

◆ However, benchmarking overall satisfaction scores against ScottMadden's database of internal customer satisfaction surveys shows that four of the seven surveys fall below the median

◆ The two most common areas for improvement are the **accuracy of service** and **process efficiency**

◆ Ratings on the importance and performance of services are generally aligned indicating that the performance is best on those services the customer views as most important

◆ NASA personnel performing the services today generally receive high ratings on being courteous

◆ Customers rated **accuracy** and **communicating information about services and methods of contact** as the top objectives for the service delivery organizations

◆ There appears to be some variability in service levels across centers

◆ Key findings by functional area

— <u>Financial Management</u> – some confusion exists about who to call and where to go for support; accuracy of service and process efficiency are key areas for improvement

— <u>Human Resources</u> – ratings are somewhat mixed on customer satisfaction elements; responsiveness and accuracy are key areas for improvement

— <u>Procurement</u> – ratings are quite positive, with the exception of Grants/Cooperative Agreements where ratings are mixed, and Agency Contracting where results are very limited; process efficiency, communication, and accuracy are key areas for improvement

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Financial Management
Summary of Findings

◆ Overall satisfaction is positive with 60% of respondents giving favorable ratings. The percent favorable for overall satisfaction is average compared to the other NSSC baseline surveys

◆ Customers gave the **highest ratings** (measured by mean) to:
— Performance of payroll services
— Performance of domestic travel services
— NASA Financial Management personnel are consistently courteous

◆ Customers gave the **lowest ratings** (measured by mean) to:
— NASA Financial Management personnel have efficient processes to deliver services
— NASA Financial Management personnel deliver error-free services
— I know who to call or where to go for my NASA Financial Management-related questions or issues

◆ Ratings for the importance and performance of Financial Management services are aligned, with Payroll viewed as most important and having the highest level of performance

◆ The highest ratings on customer satisfaction drivers deal with attitudes of personnel (courtesy, willingness to help, interest in solving problems)

◆ Customers believe the most important objective for Financial Management should be "perform services accurately"

◆ Efforts to improve in the following areas would result in the greatest payoff for Financial Management customers
— Knowing who to call or where to go for questions or issues
— Having efficient processes to deliver services
— Delivering error-free service

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Financial Management
Summary of Findings (Cont'd)

◆ Key themes from verbatim comments

— The most common areas suggested for improvement are:

- Better communications about points-of-contact and Financial Management services
- Financial Management systems
- Simplification of the travel process

— Comments about level of satisfaction focus on:

- Many positive experiences and several negative experiences
- Positive impressions of customer focus and competence of staff
- The limitations of Financial Management systems

— Additional comments include the following ideas:

- Comments about the NSSC transition
- Suggestions for improvement in certain areas
- Frustration about Financial Management systems

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Financial Management Conclusions

◆ Accuracy of services represents a key improvement area for Financial Management

◆ In the current model, there is some confusion about who to contact for Financial Management services, and what services Financial Management provides

◆ Financial Management personnel appear to demonstrate good customer focus and customer service attitudes

◆ Substantial frustration exists about financial management systems, even though this service was not directly measured by the survey

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Evaluation of Financial Management Services

The performance and importance ratings for Financial Management services are aligned, with customers rating performance higher for the services they consider most important.

Customer ratings on the <u>performance</u> of Financial Management services

Mean

Payroll	1% 4% 12% 48% 35%	4.12
Domestic Travel	2% 7% 18% 47% 27%	3.91
Foreign Travel/PCS	1% 6% 47% 33% 13%	3.52

0% 20% 40% 60% 80% 100%

■ Very dissatisfied ■ Dissatisfied ■ Neutral ■ Satisfied ■ Very satisfied

Customer ratings on the <u>use</u> of Financial Management services

Mean

Payroll	3% 8% 22% 18% 49%	4.03
Domestic Travel	9% 15% 47% 23% 6%	3.03
Foreign Travel/PCS	46% 17% 32% 4% 1%	1.98

0% 20% 40% 60% 80% 100%

■ Never use ■ Rarely use ■ Use occasionally ■ Use each month ■ Use weekly

Customer ratings on the <u>importance</u> of Financial Management services

Mean

Payroll	4% 15% 81%	4.76
Domestic Travel	2% 2% 8% 22% 67%	4.49
Foreign Travel/PCS	15% 8% 18% 16% 43%	3.64

0% 20% 40% 60% 80% 100%

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

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Payoff Index for Financial Management Customers

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

◆ The Payoff Index range for the survey was from 0.17 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, clarifying points of contact, improving the efficiency of processes, and improving accuracy of service represent the greatest potential for improving overall customer satisfaction with Financial Management

Efforts to improve the following areas would result in the greatest payoff for Financial Management customers	Importance (Correlation with Overall Satisfaction with Financial Management)		Weight (Unfavorable Response Percentage*)		Payoff Index
2b. I know who to call or where to go for my Financial Management-related questions or issues	0.60	x	28%	=	0.17
2o. NASA Financial Management personnel have efficient processes to deliver services	0.75	x	19%	=	0.14
2e. NASA Financial Management personnel deliver error-free service	0.68	x	20%	=	0.14
2m. I feel confident with NASA Financial Management personnel's ability to support my position	0.87	x	16%	=	0.14
2c. NASA Financial Management personnel are easy to contact	0.70	x	19%	=	0.13
2d. NASA Financial Management personnel openly communicate decisions or changes that affect me	0.70	x	17%	=	0.12
2f. NASA Financial Management personnel deliver the service I request at the time I need the service	0.79	x	15%	=	0.12
2k. NASA Financial Management personnel tell me exactly when services will be performed	0.76	x	16%	=	0.12
2q. NASA Financial Management personnel provide personalized attention	0.73	x	16%	=	0.12
2p. NASA Financial Management personnel understand my specific needs	0.75	x	14%	=	0.10

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

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Financial Management
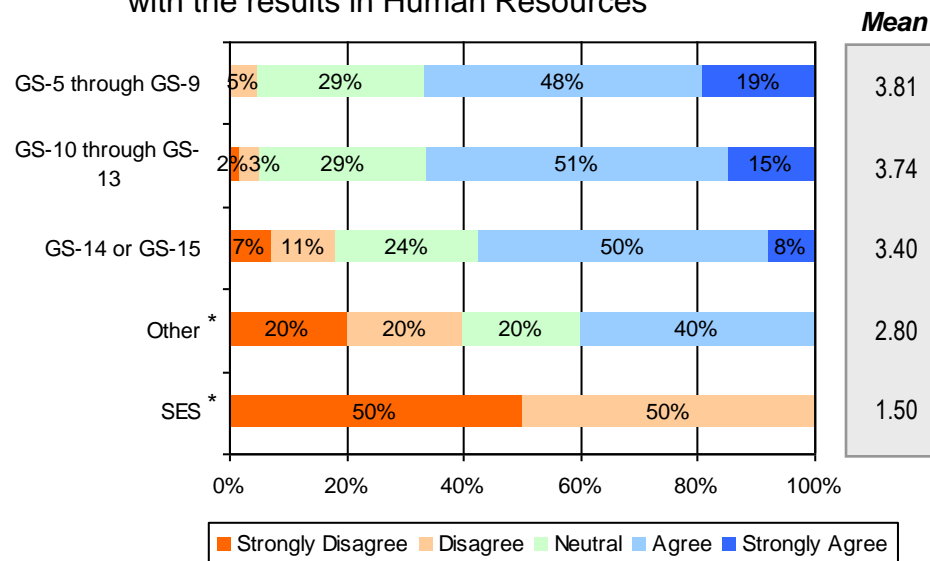# Overall Satisfaction by Center and Grade Level

Overall Satisfaction by Center

◆ Satisfaction with Financial Management services varies across centers, with Dryden receiving the highest ratings and Goddard receiving the lowest ratings
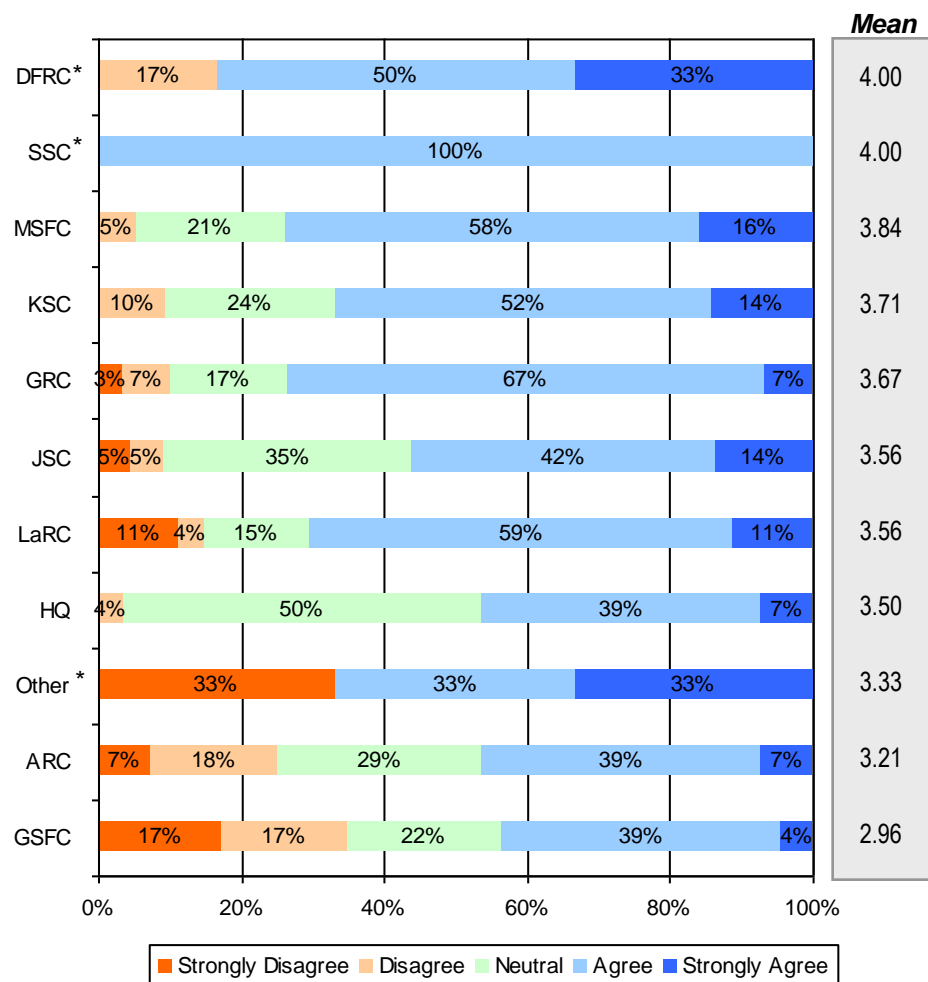
Overall Satisfaction by Grade Level

◆ The satisfaction ratings by grade level show that the lowest grades are most satisfied and the highest grades are least satisfied. This pattern is consistent with the results in Human Resources

Overall Satisfaction by Center

Center	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
DFRC*		17%		50%	33%	4.00
SSC*				100%		4.00
MSFC		5%	21%	58%	16%	3.84
KSC		10%	24%	52%	14%	3.71
GRC	3%	7%	17%	67%	7%	3.67
JSC	5%	5%	35%	42%	14%	3.56
LaRC	11%	4%	15%	59%	11%	3.56
HQ		4%	50%	39%	7%	3.50
Other*	33%			33%	33%	3.33
ARC	7%	18%	29%	39%	7%	3.21
GSFC	17%	17%	22%	39%	4%	2.96

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

Overall Satisfaction by Grade Level

Grade Level	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean
GS-5 through GS-9		5%	29%	48%	19%	3.81
GS-10 through GS-13	2%	3%	29%	51%	15%	3.74
GS-14 or GS-15	7%	11%	24%	50%	8%	3.40
Other*	20%	20%	20%	40%		2.80
SES*	50%	50%				1.50

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

Overall Satisfaction Mean for Financial Management: 3.53

* Represent less than 10 respondents

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Human Resources
Summary of Findings

◆ Overall satisfaction is positive with 59% of respondents giving favorable ratings. The percent favorable for overall satisfaction is average compared to the other NSSC baseline surveys

◆ Customers gave the **highest ratings** (measured by mean) to:
— Performance on HR advisory services
— NASA Human Resources personnel are consistently courteous
— Performance on development of information materials

◆ Customers gave the **lowest ratings** (measured by mean) to:
— Performance on SES case documentation
— NASA Human Resources personnel deliver error-free services
— NASA Human Resources personnel tell me exactly when services will be performed

◆ Ratings for the importance and performance of Human Resources services are generally aligned, with the top two services for importance (HR advisory services, development of information materials) also receiving the highest ratings for performance
— Services where the performance rating was relatively lower than the importance rating are award processing and permanent change of station/relocation assistance

◆ Customers believe the most important objective for Human Resources should be "perform services accurately"

◆ Efforts to improve in the following areas would result in the greatest payoff for Human Resources customers
— Delivering error-free service
— Communicating decisions or changes that affect employees
— Having efficient processes to deliver services

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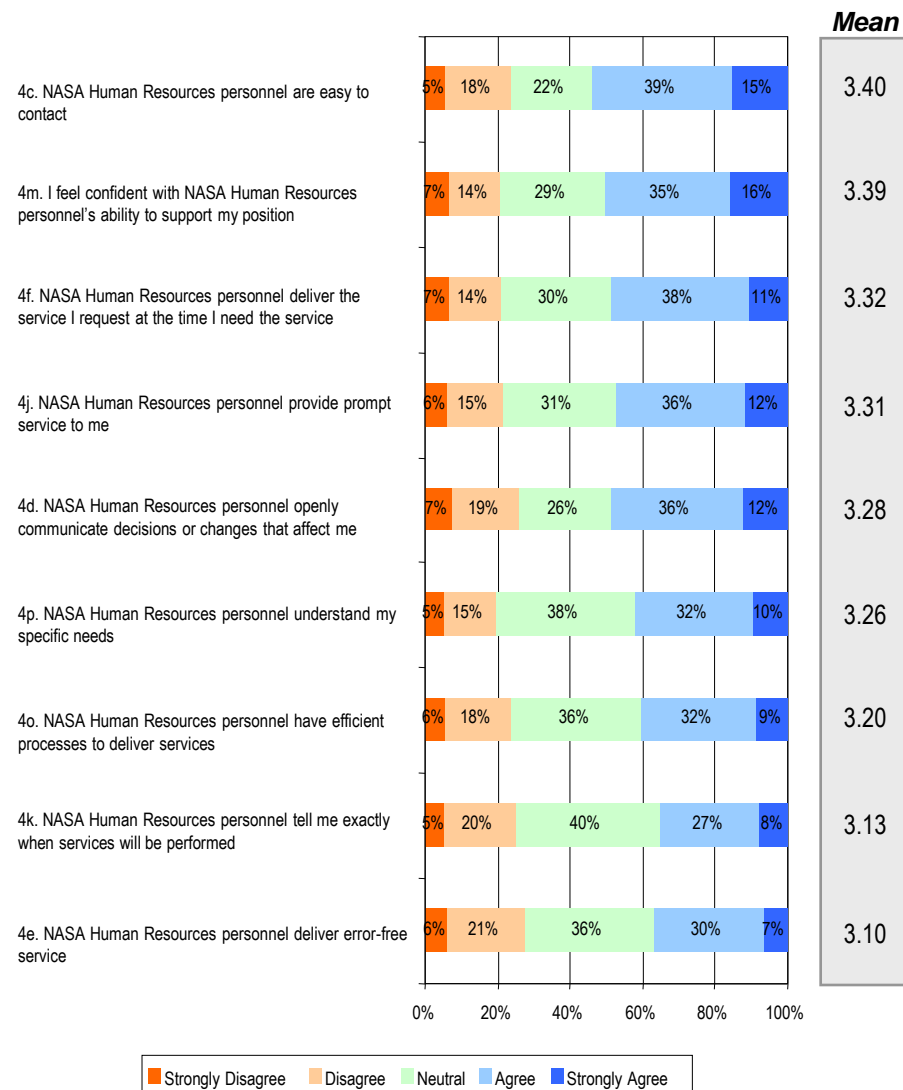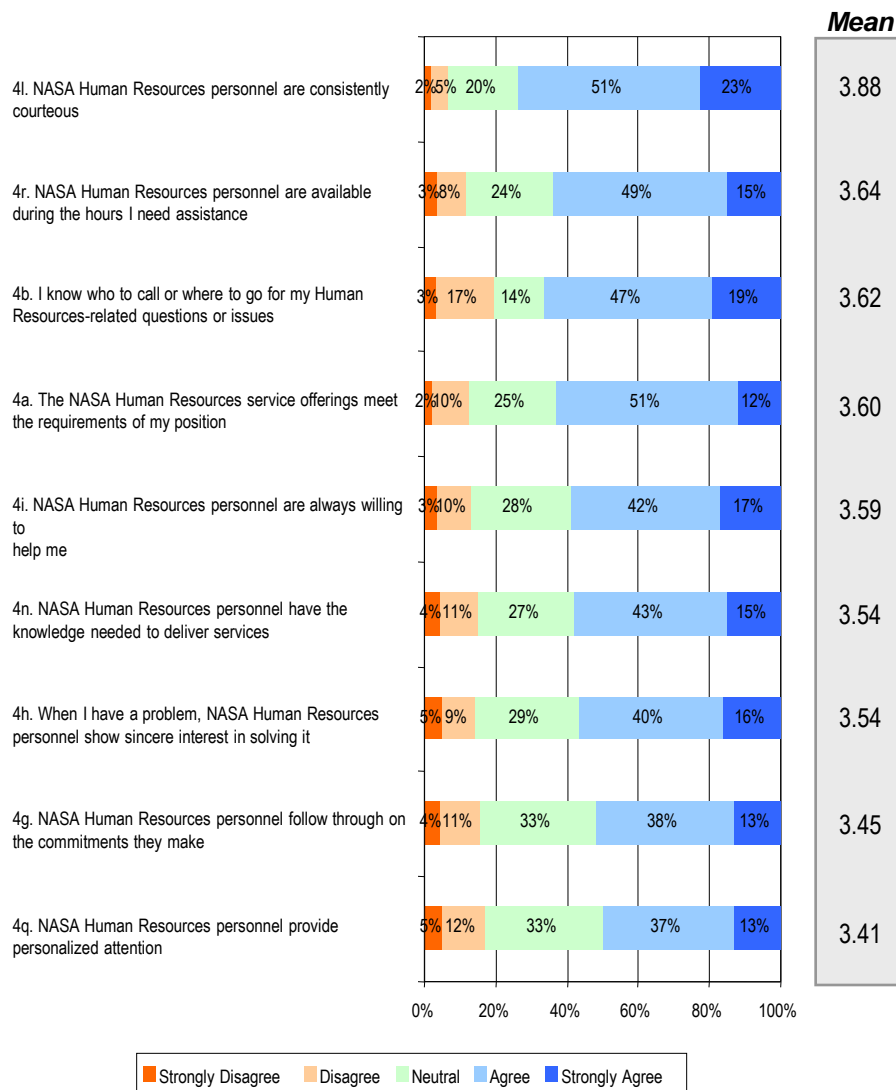
Human Resources
Summary of Findings (Cont'd)

◆ Key themes from verbatim comments

— The most common areas suggested for improvement are:

- Better responsiveness on Human Resources requests
- Improved accuracy of service and knowledge of Human Resources personnel
- Better availability and accessibility of Human Resources personnel by phone or in person

— Comments about level of satisfaction focus on:

- Varied quality of support from center to center
- Very positive experiences and very negative experiences
- Dissatisfaction with customer focus

— Additional comments include the following:

- Some concern and some positive comments about the NSSC transition
- Need for improvement in customer focus
- Mixed opinions of staff quality

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Human Resources Conclusions

◆ Accuracy and responsiveness are key areas of improvement for Human Resources

◆ Ratings on availability of resources and knowledge of points of contact are good, yet verbatim comments indicate that satisfaction in these areas is mixed

◆ Efficiency of current Human Resources processes can be improved

◆ Opinions on the quality, knowledge, and competence of Human Resources personnel are extremely mixed, indicating wide variation across the agency

◆ Dissatisfaction with the customer focus of Human Resources exists at some centers

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Human Resources
Customer Satisfaction Drivers

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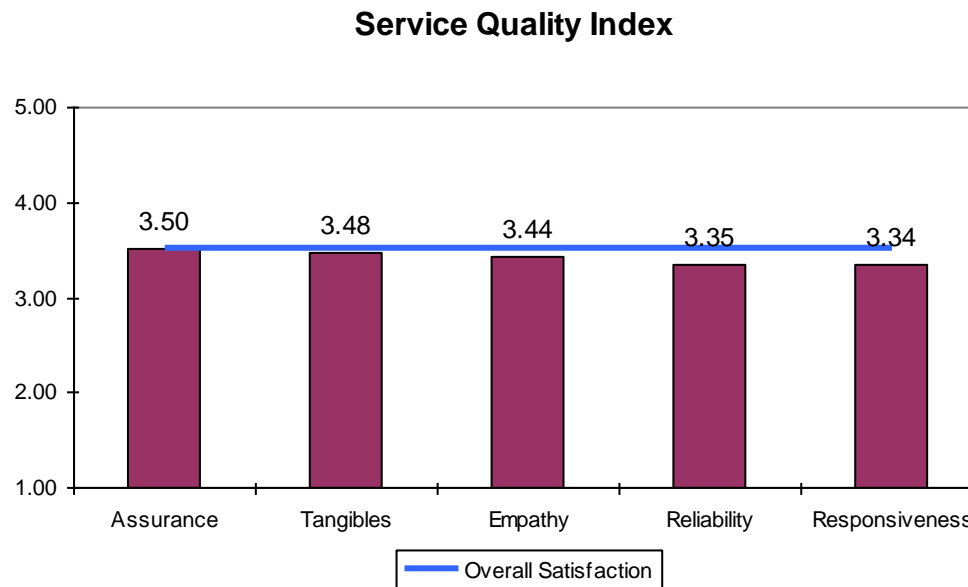### (Questions are listed in descending order, by mean)

Question	Mean
4l. NASA Human Resources personnel are consistently courteous	3.88
4r. NASA Human Resources personnel are available during the hours I need assistance	3.64
4b. I know who to call or where to go for my Human Resources-related questions or issues	3.62
4a. The NASA Human Resources service offerings meet the requirements of my position	3.60
4i. NASA Human Resources personnel are always willing to help me	3.59
4n. NASA Human Resources personnel have the knowledge needed to deliver services	3.54
4h. When I have a problem, NASA Human Resources personnel show sincere interest in solving it	3.54
4g. NASA Human Resources personnel follow through on the commitments they make	3.45
4q. NASA Human Resources personnel provide personalized attention	3.41

Question	Mean
4c. NASA Human Resources personnel are easy to contact	3.40
4m. I feel confident with NASA Human Resources personnel's ability to support my position	3.39
4f. NASA Human Resources personnel deliver the service I request at the time I need the service	3.32
4j. NASA Human Resources personnel provide prompt service to me	3.31
4d. NASA Human Resources personnel openly communicate decisions or changes that affect me	3.28
4p. NASA Human Resources personnel understand my specific needs	3.26
4o. NASA Human Resources personnel have efficient processes to deliver services	3.20
4k. NASA Human Resources personnel tell me exactly when services will be performed	3.13
4e. NASA Human Resources personnel deliver error-free service	3.10

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

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Human Resources
Service Quality Index

Question 4 is designed to assess the five dimensions of the SERVQUAL[1] model:

◆ <u>Tangibles</u>: Appearance of physical facilities, equipment, personnel, and communication materials

◆ <u>Reliability</u>: Ability to perform the promised service dependably and accurately

◆ <u>Responsiveness</u>: Willingness to help customers and provide prompt service

◆ <u>Assurance</u>: Knowledge and courtesy of employees and their ability to convey trust and confidence

◆ <u>Empathy</u>: Caring, individualized attention the provided to customers

The following graph shows how Human Resources rates on each of these dimensions and compares the dimensions to overall satisfaction. Mean values are used to compute the index.
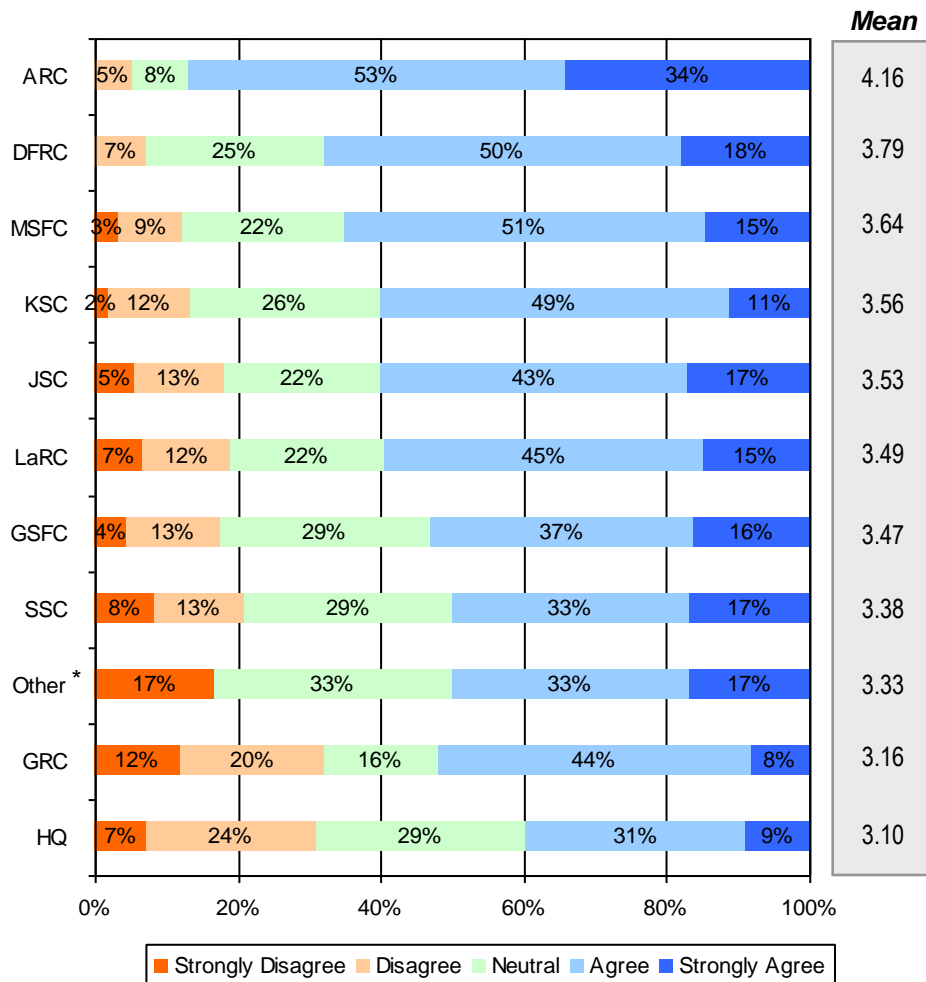
Service Quality Index

	Assurance	Tangibles	Empathy	Reliability	Responsiveness
Value	3.50	3.48	3.44	3.35	3.34

Overall Satisfaction

[1]Adapted from: <u>Delivering Quality Service</u>, Valarie A. Zeithaml, A. Parasuraman and L. Berry

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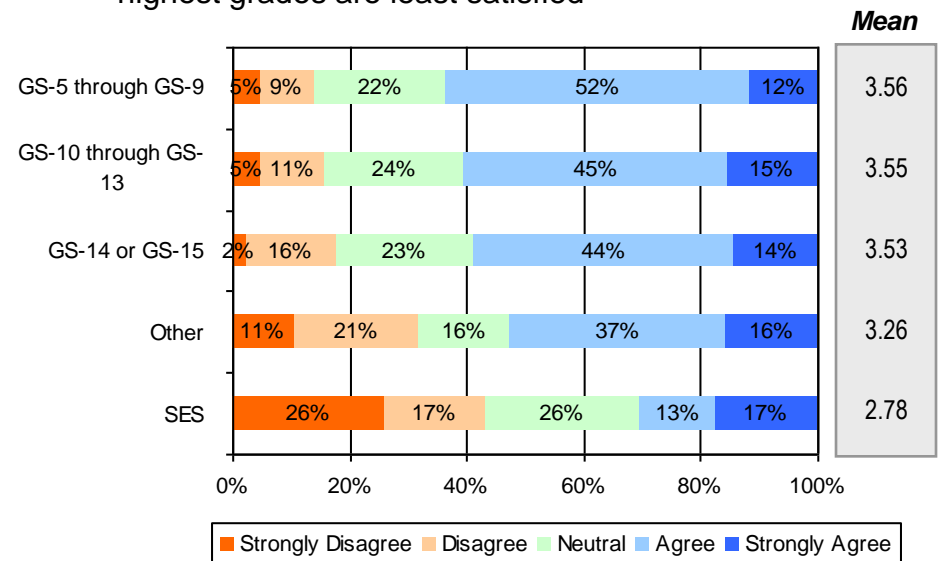# Overall Satisfaction by Center and Grade Level

Overall Satisfaction by Center

◆ As supported by the verbatim comments, a range of satisfaction levels exists across the centers, with Ames receiving the highest ratings, and Headquarters receiving the lowest ratings

Center						Mean
ARC	5%	8%	53%		34%	4.16
DFRC	7%	25%	50%		18%	3.79
MSFC	3%	9%	22%	51%	15%	3.64
KSC	2%	12%	26%	49%	11%	3.56
JSC	5%	13%	22%	43%	17%	3.53
LaRC	7%	12%	22%	45%	15%	3.49
GSFC	4%	13%	29%	37%	16%	3.47
SSC	8%	13%	29%	33%	17%	3.38
Other *	17%		33%	33%	17%	3.33
GRC	12%	20%	16%	44%	8%	3.16
HQ	7%	24%	29%	31%	9%	3.10

■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly Agree

Overall Satisfaction by Grade Level

◆ Even though several comments indicate that employees perceive that HR is only there to support management, the satisfaction ratings by grade level show that the lowest grades are most satisfied and the highest grades are least satisfied

Grade Level						Mean
GS-5 through GS-9	5%	9%	22%	52%	12%	3.56
GS-10 through GS-13	5%	11%	24%	45%	15%	3.55
GS-14 or GS-15	2%	16%	23%	44%	14%	3.53
Other	11%	21%	16%	37%	16%	3.26
SES	26%	17%	26%	13%	17%	2.78

■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly Agree

Overall Satisfaction Mean for Human Resources: 3.51

* Represents less than 10 respondents

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Procurement Summary

1102 Certification and Training Coordination Summary of Findings

◆ Overall satisfaction is very positive with 100% of respondents giving favorable ratings. The percent favorable for overall satisfaction is high compared to the other NSSC baseline surveys

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

— I know who to call or where to go for my 1102 Certification and Training Coordination-related questions or issues

— 1102 Certification and Training Coordination personnel are easy to contact

— 1102 Certification and Training Coordination personnel openly communicate decisions or changes that affect me

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

— 1102 Certification and Training Coordination personnel have efficient processes to deliver services

— 1102 Certification and Training Coordination personnel deliver error-free services

— 1102 Certification and Training Coordination service meets the requirements of my position

◆ Responses for the importance and performance of 1102 Certification and Training Coordination service are aligned, with high ratings provided in both cases

◆ Customers believe the most important objective for 1102 Certification and Training Coordination personnel should be "communicate information about services and methods of contact"

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

◆ Key themes from verbatim comments

— The areas suggested for improvement include:

- Projecting budget dollars in advance of the allocations
- Securing a better training facility
- Providing prompt notification about receipt of funds

— Comments about level of satisfaction include:

- Very positive comments
- A suggestion for providing on-line training that is still interactive

— No additional comments were provided

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1102 Certification and Training Coordination Conclusions

◆ Customers are very pleased with the accessibility and communication provided by 1102 Certification and Training Coordination personnel

◆ The lowest scores are still very positive, but there may be some room for improvement in process efficiency, accuracy of service, and meeting business requirements

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Agency Bankcard Program Coordination
Summary of Findings

◆ Overall satisfaction is positive with 88% of respondents giving favorable ratings. The percent favorable for overall satisfaction is high compared to the other NSSC baseline surveys

◆ Customers gave the **highest ratings** (measured by mean) to:
— Agency Bankcard Program Coordination personnel are always willing to help me
— Agency Bankcard Program Coordination personnel are consistently courteous

◆ There are five areas that share the **lowest ratings** from customers (measured by mean), but the ratings are positive:
— Agency Bankcard Program Coordination personnel tell me exactly when services will be performed
— I feel confident with Agency Bankcard Program Coordination personnel's ability to support my position
— Agency Bankcard Program Coordination personnel have the knowledge needed to deliver services
— Agency Bankcard Program Coordination personnel have efficient processes to deliver services
— Agency Bankcard Program Coordination personnel understand my specific needs

◆ All respondents agree that the Agency Bankcard Program Coordination service is either "somewhat" or "very" important, and perceptions of performance are generally positive

◆ Customers believe the most important objective for Agency Bankcard Program Coordination personnel should be "communicate information about services and methods of contact"

◆ Efforts to improve in the following areas would result in the greatest payoff for Agency Bankcard Program Coordination customers
— Meeting business requirements
— Communicating turnaround time for service
— Conveying confidence in the ability of personnel performing the service

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Agency Bankcard Program Coordination
Summary of Findings (Cont'd)

◆ Key themes from verbatim comments

— Suggestions for improvement include:

- Having a dedicated resource

- Clarifying where policy setting resides for bankcards

- Establishing an alternate contact

— Comments about level of satisfaction focus on:

- Positive feedback, despite competing job duties

- Effective communication that occurs today

— Additional comments include:

- Positive feedback on support from Agency Coordinators

- A suggestion to have the coordinator visit the centers periodically to solicit feedback or issues

- A desire to have policy decisions reflect input from all centers

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Agency Bankcard Program Coordination Conclusions

◆ The service works well today, despite not having a dedicated resource

◆ There is some concern over the bankcard policy-setting process

◆ Agency Bankcard Program Coordination personnel are customer focused

◆ Communication is occurring today, and is considered critical to the effectiveness of the service

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Agency Contracting
Summary of Findings

◆ Overall satisfaction is mixed with responses split between favorable and unfavorable. The percent favorable for overall satisfaction is low compared to the other NSSC baseline surveys

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

— The Agency Contracting service meets the requirements of my position

— Agency Contracting personnel follow through on the commitments they make

— Agency Contracting personnel are always willing to help me

— Agency Contracting personnel are consistently courteous

— I feel confident with Agency Contracting personnel's ability to support my position

— Agency Contracting personnel have the knowledge needed to deliver services

— Agency Contracting personnel are available during the hours I need assistance

◆ Customers gave the **lowest rating** (measured by mean) to:

— Agency Contracting personnel deliver the service I request at the time I need service

◆ Respondents agree that the Agency Contracting service is either "somewhat" or "very" important, and indicate satisfaction with the service

◆ Customers believe the most important objective for Agency Contracting personnel should be "respond within the promised timeframe for the services requested"

◆ Key themes from verbatim comments

— The areas suggested for improvement are:

• Providing adequate personnel for the process

• Learning from past efforts to consolidate services across centers

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Agency Contracting Conclusions

◆ Limited responses make it difficult to draw conclusions, however,

— One area for improvement appears to be timeliness of completing service

— Agency Contracting seems to rate high in terms of customer focus and knowledge of staff

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Grants/Cooperative Agreements
Summary of Findings

◆ Overall satisfaction is generally positive with 60% of respondents giving favorable ratings, however, nearly 30% are not satisfied. The percent favorable for overall satisfaction is average compared to the other NSSC baseline surveys

◆ Customers gave the **highest ratings** (measured by mean) to:
— Grants/Cooperative Agreements personnel are consistently courteous
— Grants/Cooperative Agreements personnel follow through on the commitments they make
— The Grants/Cooperative Agreements service meets the requirements of my position

◆ Customers gave the **lowest ratings** (measured by mean) to:
— Grants/Cooperative Agreements personnel tell me exactly when services will be performed
— Grants/Cooperative Agreements personnel have efficient processes to deliver services
— Grants/Cooperative Agreements personnel deliver error-free services

◆ While all respondents agree that the Grants/Cooperative Agreements service is either "somewhat" or "very" important, the perceptions of performance are quite mixed

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

◆ Efforts to improve in the following areas would result in the greatest payoff for Grants/Cooperative Agreements customers
— Communicating turnaround time for service
— Having efficient processes to deliver services
— General performance on processing of grants/cooperative agreements

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

◆ Key themes from verbatim comments

— The most common areas suggested for improvement are:

- Communication during the process
- Responsiveness/timeliness of processing grants/cooperative agreements

— Comments about level of satisfaction focus on:

- Some positive experiences and impressions
- The complexity of the process/system

— Additional comments include a range of topics including opinions of procurement, the new accounting systems, and the location selection for the NSSC

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Grants/Cooperative Agreements Conclusions

◆ Perceptions on the performance of the Grants/Cooperative Agreements process are quite mixed

◆ Timeliness and communicating turnaround times represent a key area of improvement for Grants/Cooperative Agreements personnel

◆ There are opportunities for improvement in simplifying or streamlining the current process

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Procurement Intern Program Logistics
Summary of Findings

◆ Overall satisfaction is generally positive with 86% of respondents giving favorable ratings. The percent favorable for overall satisfaction is high compared to the other NSSC baseline surveys

◆ Customers gave the **highest ratings** (measured by mean) to:
  — I know who to call or where to go for my Procurement Intern Program Logistics-related questions or issues
  — When I have a problem, Procurement Intern Program Logistics personnel show sincere interest in solving it
  — Procurement Intern Program Logistics personnel are always willing to help me
  — Procurement Intern Program Logistics personnel provide personalized attention

◆ Customers gave the **lowest ratings** (measured by mean) to:
  — Procurement Intern Program Logistics personnel deliver error-free services
  — Procurement Intern Program Logistics personnel tell me exactly when services will be performed

◆ Most respondents agree that the Procurement Intern Program Logistics service is either "somewhat" or "very" important, and perceptions of performance are very favorable

◆ Customers believe the most important objective for Procurement Intern Program Logistics personnel should be "communicating information about services and methods of contact"

◆ Efforts to improve in the following areas would result in the greatest payoff for Procurement Intern Program Logistics customers
  — Delivering error-free service
  — Communicating turnaround time for service
  — Communicating decisions or changes that affect customers

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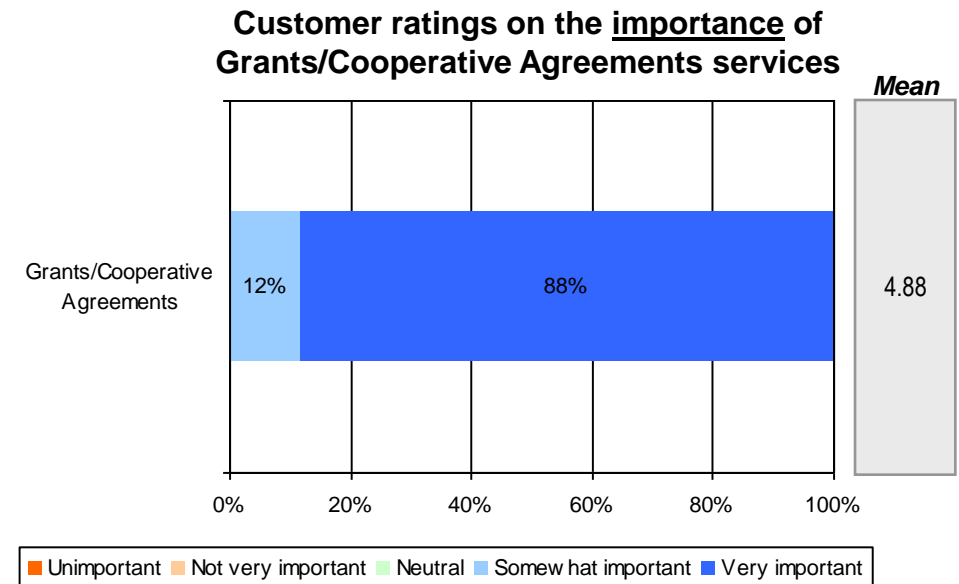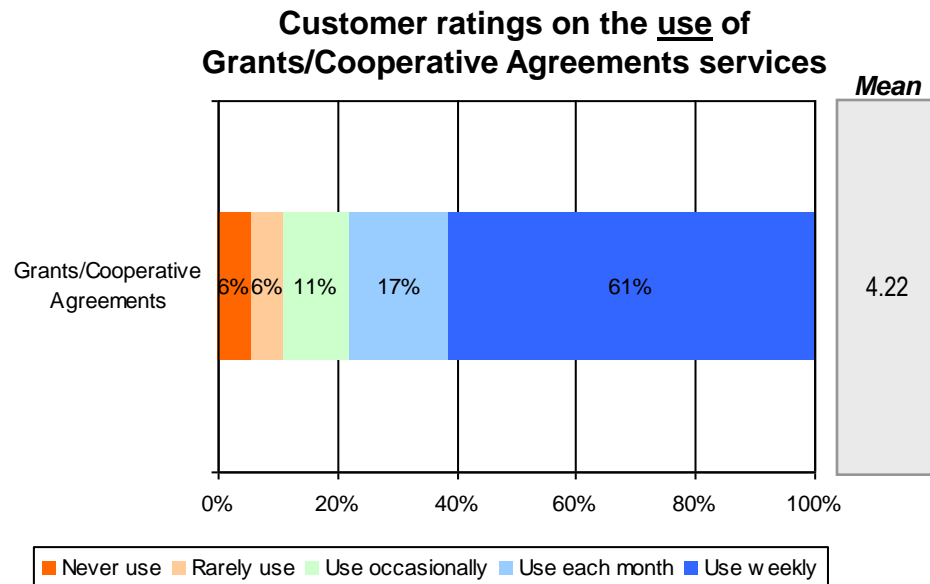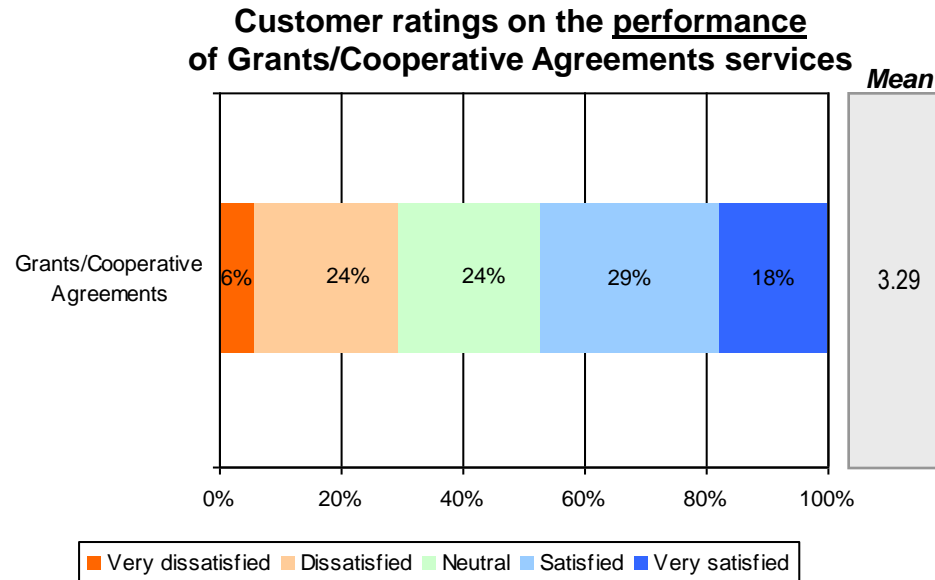# Procurement Intern Program Logistics
Summary of Findings (Cont'd)

◆ Key themes from verbatim comments

— Suggestions for improvement include:

- Several comments about creating a centralized web site with logistical support information and helpful links

- Desired qualities for coordinators—patience and empathy

— Comments about level of satisfaction focus on:

- Several positive comments about the support and customer service provided

- A problem with the accuracy of student loan payments

— Additional comments include an offer to help or provide feedback as the program transitions to the NSSC

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Procurement Intern Program Logistics Conclusions

◆ Overall, the Procurement Intern Program Logistics service functions well today

◆ Procurement Intern Program Logistics personnel exhibit a high level of customer focus

◆ Opportunities for improvement exist with accuracy of service and communications

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Evaluation of Grants/Cooperative Agreements Services

Customers perceive the importance of the Grants/Cooperative Agreements service as very high, but opinions on performance are quite mixed.

Customer ratings on the <u>performance</u> of Grants/Cooperative Agreements services

Mean

Grants/Cooperative Agreements: 6% | 24% | 24% | 29% | 18%

Mean: 3.29

- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Very satisfied

Customer ratings on the <u>use</u> of Grants/Cooperative Agreements services

Mean

Grants/Cooperative Agreements: 6% | 6% | 11% | 17% | 61%

Mean: 4.22

- Never use
- Rarely use
- Use occasionally
- Use each month
- Use weekly

Customer ratings on the <u>importance</u> of Grants/Cooperative Agreements services

Mean

Grants/Cooperative Agreements: 12% | 88%

Mean: 4.88

- Unimportant
- Not very important
- Neutral
- Somewhat important
- Very important

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Agency Bankcard
Most Important Objectives – Customer View

Please rank your three most important priorities for NASA Agency Bankcard Program Coordination personnel.

Legend:
- Most important objective
- 2nd Most important objective
- 3rd Most important objective
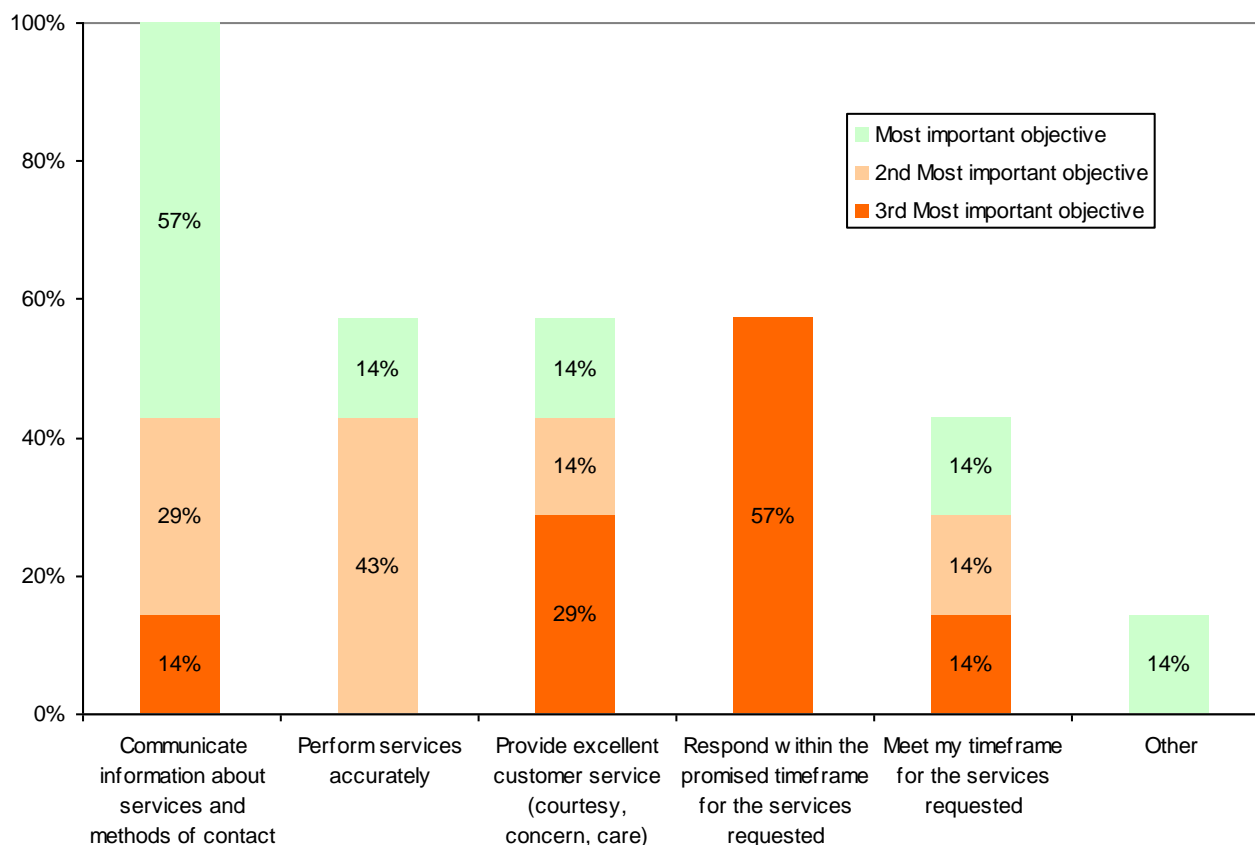
While "Other" was selected by a respondent, no specific suggestions were provided

Chart data by category:

Communicate information about services and methods of contact: 57% (Most important), 29% (2nd Most important), 14% (3rd Most important)

Perform services accurately: 14% (Most important), 43% (2nd Most important)

Provide excellent customer service (courtesy, concern, care): 14% (Most important), 14% (2nd Most important), 29% (3rd Most important)

Respond within the promised timeframe for the services requested: 57% (3rd Most important)

Meet my timeframe for the services requested: 14% (Most important), 14% (2nd Most important), 14% (3rd Most important)

Other: 14% (Most important)

(How to read this chart: 57% of customers who answered the survey thought "Communicate information about services and methods of contact" should be the most important objective, 29% thought it should be the second most important objective, 14% thought it should be the third most important objective)

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Benchmark Comparison

The results on overall satisfaction are compared to ScottMadden benchmarks for other internal customer satisfaction surveys.

◆ Three of the Procurement services compare very favorably to the benchmark panel

	Survey	Score	Rank
	NASA 1102 Certification/Training	**4.80**	
	Utility 6 Media Productions	4.31	1
	Pharmaceutical 1 Facilities	4.28	2
	NASA Agency Bankcard	**4.25**	
	Utility 5 IT	4.19	3
	NASA Procurement Intern	**4.14**	
	Utility 1 Travel	4.11	4
	Industrial - Relocation *	4.10	5
top quartile	Aerospace/Defense 1 Finance/Admin A	4.08	6
	Aerospace/Defense 1 Finance/Admin B	4.04	7
	High Tech 2 Shared Services *	4.00	8
	Oil & Gas IT	3.93	9
	Utility 2 CADD	3.88	10
	Aerospace/Defense 1 Accounting A	3.85	11
	Travel/Hospitality Finance *	3.85	12
	Utility 1 Document Mgt.	3.83	13
	Utility 2 Real Estate	3.80	14
	Utility 1 (Mgt)	3.79	15
	Utility 6 IT (End User)	3.79	16
	Utilty 1 IT	3.77	17
	Utility 2 Electronic Document Mgt.	3.77	18
	Utility 2 Document Management	3.76	19
2nd quartile	Utility 2 Facilities	3.75	20
	Travel/Hospitality IT *	3.73	21
	Utility 6 Payroll	3.70	22
	Utility 4 Office Services	3.69	23
	Utility 6 Employee Service Center	3.69	24
	Utility 2 Environmental Affairs	3.68	25
	Utility 2 IT	3.66	26

	Survey	Score	Rank
	Utility 2 Telecom	3.65	27
	Aerospace/Defense 1 Accounting B	3.63	28
	Utility 6 IT (Applications)	3.64	29
	Utility 1 HR (Employees)	3.61	30
	Utility 1 Telecom	3.57	31
3rd quartile	Pharmaceutical 2 IT	3.56	32
	Utility 1 A/P	3.55	33
	NASA FM	**3.53**	
	Utility 6 Supply (Strategic Sourcing)	3.52	34
	NASA HR	**3.51**	
	Utility 4 Real Estate	3.51	35
	NASA Agency Contracting	**3.50**	
	High Tech 1 - IT	3.50	36
	Utility 1 Real Estate	3.50	37
	Utility 6 A/P	3.49	38
	NASA Grants/Cooperative Agreements	**3.47**	
	Utility 1 Fleet	3.47	39
	Utility 4 Fleet	3.41	40
	Utility 3 HR	3.39	41
	Pharmaceutical 1 HR	3.27	42
	Utility 6 Supply (Operations)	3.27	43
	Industrial - IT *	3.23	44
4th quartile	Industrial - Payroll *	3.23	45
	Utility 2 Supply Chain	3.23	46
	Utility 6 HR Mgrs/Generalists	3.23	47
	Utility 1 Supply Chain	3.16	48
	Entertainment 1	3.05	49
	Aerospace/Defense 1 HR (mgrs/generalists)	2.93	50
	High Tech 1 - Europe	2.87	51
	Aerospace/Defense 1 HR (employees)	2.76	52

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

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Customer Service Examples

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

Positive Customer Service

◆ Everyone I have dealt with has been very friendly and helpful. They quickly corrected their mistake, which I am very thankful for. They seem easy to talk to, also (HR)

◆ Presently the services provided by our office are excellent; very customer focused, friendly, and the providers of the service desire to exceed expectations (HR)

◆ They seem to care and give 100% (HR)

◆ I'm very satisfied. Once I knew who to contact about my paycheck, they were very pleasant and took care of my problems as soon as possible…(FM)

◆ I am very pleased with the level of service I receive from Financial Management. When assistance is needed I know who to call and I am provided excellent customer service, regardless if I am the one who has caused the delay

◆ Customer service is always friendly and very knowledgeable (Intern)

Negative Customer Service

◆ They could start by returning phone calls. They could process simple actions with one request and in a day or two (especially when the action itself takes 5 minutes or less) instead of weeks. They could understand and use their own automated system—and checking it periodically to see if anything is there waiting their action would also be nice. They could try and help solve problems instead of avoiding their customers (HR)

◆ If they would answer the phone and not get an attitude when you asked them a question would be nice. When they don't know, I feel they should tell me the person that does know and I would approach that person but usually you can't get any answer (HR)

◆ When you call they make you feel that they don't have time for you and how dare you question them on anything (HR)

◆ Treat customers as if they were valued partners, not a nuisance (FM)

◆ They are rude and do not answer simple questions (FM)

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Executive Interview Feedback

In conjunction with the baseline satisfaction surveys, phone interviews were conducted with four NASA Center Directors to collect executive-level feedback on the services that will transition to the NSSC this year.

Background

◆ The Center Directors were selected to represent a cross-section of Mission Directorates and length of tenure

◆ Rick Arbuthnot contacted the Center Directors to request their participation in the survey

◆ The interviews were conducted by ScottMadden and lasted about 30 minutes

◆ Interview guides were sent to the participants in advance

Overall Observations

◆ The Center Directors recognize that current service levels are good, and that it will be difficult for the NSSC to match those service levels initially; some anticipate an initial drop in service

◆ Uncertainty exists about how specific services will be handled and how a remote support model will work

◆ The Center Directors conveyed a range of attitudes about the NSSC including optimistic support, cautious support, and uncertainty and reluctance to change

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Executive Interview Feedback (Cont'd)

Overall Impressions of Service Quality

◆ Impressions of current service quality are quite positive, with high ratings given across the three functional areas

— <u>Financial Management</u> – impressions range from good to excellent with positive comments provided regarding turnaround times and accuracy

— <u>Human Resources</u> – ratings for current service are good, with some centers noting variability in quality among different services; a resource shortage in this area impacted current performance for one center

— <u>Procurement</u> – overall impressions of service quality are high, with improvement noted over past performance for some centers

Correlation with Survey Results

◆ The feedback from the executive interviews is generally consistent with the findings from the customer surveys

— <u>Financial Management</u> – the Center Directors gave high ratings for payroll, domestic travel, and foreign travel, with very positive comments made about foreign travel support. In the survey, payroll performance ranked highest among the three services

— <u>Human Resources</u> – the Center Directors reported mixed performance and mixed quality of staff; variability in satisfaction for Human Resources services is also evident from the survey

— <u>Procurement</u> – very positive feedback was provided about the agency bankcard support and some mixed comments were received about grants processing. In the survey, Bankcard support was one of the highest areas for overall satisfaction, and the performance on Grants/Cooperative agreements was mixed

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Executive Interview Feedback (Cont'd)

Service Quality for Specific Services

◆ Financial Management

— Domestic travel – current turnaround times and accuracy are viewed as good

— Foreign travel – positive feedback on service provided by JSC, turnaround considered good to acceptable

— Payroll – impressions are good, and support for payroll and time and attendance questions meets center needs

◆ Human Resources*

— HR advisory services – current service is good; clarification is desired on what will be sought locally versus from the NSSC for this service after the transition

— SES case documentation – current service is good; concern exists about how this will be done by the NSSC without good knowledge of the candidate

— PCS/relocation – feedback indicates that service levels vary from center to center

— Special studies – current service is okay, but requires a lot of time from local HR staff; transition of this work to the NSSC viewed as a positive opportunity for managing workload

◆ Procurement

— Grants/cooperative agreements – current service is good with occasional timeliness issues reported; customers recognize resource constraints; concern exists about speed of placing grants after the transition

— Agency bankcard – current service is excellent

— Training purchases – current service is good; concern exists about NSSC staffing for this function being sufficient to handle the volume

— 1102 training – response time on questions regarding training requirements needs some improvement

* Positive comments were provided about many other HR services. The ones noted above are those areas with detailed comments or issues

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Executive Interview Feedback (Cont'd)

Feedback on Customer Service Dimensions

Area	Feedback
Timeliness	◆ Timeliness is perceived as very good today across the functions; small exceptions to this are noted in the feedback on specific services
Meeting Requirements	◆ All center directors felt the current service meets the requirements of the business
Knowledge of Personnel	◆ Finance and Procurement personnel are viewed as knowledgeable by all, with specific comments made about the depth of experience that exists in Finance ◆ HR personnel are viewed as excellent by some and mixed by others, with recognition that some centers have more knowledgeable staff than others
Clarity and Appropriateness of Costs	◆ Most felt that the aggregate costs for each function were fairly clear, but that costs for specific services were not very clear today ◆ Current costs are viewed as appropriate, with some benchmarking done to confirm ◆ Two center directors commented that it will cost them more for the NSSC to provide services than it does today, some concern was expressed while others recognize the overall benefit for the Agency
Knowing Who to Contact	◆ Points of contact are generally well documented and communicated today, with a mix of formal and informal processes used
Customer Service	◆ All center directors felt they were receiving excellent customer service overall ◆ Several comments were made about the benefits of having staff locally

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Executive Interview Feedback (Cont'd)

Suggestions for Improvement

◆ Financial Management

— Apply consistent travel expense procedures across the Agency to improve the process and the perception of fairness in the eyes of employees

— Improve processes for AP and AR prior to transition (future service)

◆ Human Resources

— Ensure consistency of service when staff are unavailable or on vacation

◆ Procurement

— Ensure that 1102 training requirements are communicated in a timely manner so that training can be completed on schedule

— Provide refresher training quarterly or semi-annually for p-card holders; customers feel that infrequent users forget about the details with annual training that occurs today

— Ensure proper attention and adequate staffing levels are provided for training purchases

— Focus on making the transition of grants successful; centers are very dependent on the timing with which grants are placed

◆ General

— Provide a "yellow pages" for the NSSC so that customers know who to contact for different services

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Executive Interview Feedback (Cont'd)

Other Comments

- "The NSSC will bring the whole Agency up to a better level. It will be difficult, but I am confident the NSSC will succeed."

- "I'm not sure yet how it will all work out. The key advantage today is the ability to walk down the hall for service."

- "The NSSC should be a great means for reducing administrative costs for the Agency."

- "The personal connection and attention versus the future model will be a challenge – the NSSC will need to figure out how to achieve the personal attention, trust, and confidence when the work is done remotely. They will need to overcome the difference in model by providing exceptional service."

- "Costs will be higher, especially during the transition, but people understand that start-up costs are required. The true test will be if the steady state actually saves money."

- "The bar is high on performance."

- "Rick Arbuthnot has really done a wonderful job of selling the concept and keeping everyone informed. He has done an excellent job communicating."

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Recommendations

◆ Share the results of the survey with NSSC staff, survey respondents, and key constituents as planned

◆ Use survey findings to plan for a successful transition of services, and monitor progress of specific services after the transition

◆ Use results to educate NSSC staff on where the bar is set for performance

◆ Use constructive comments received in the verbatim comments to target areas for improvement

◆ Plan for an ongoing program of customer satisfaction measurement and compare future results to the baseline survey

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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

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