

Executive Summary

Broad-Based Survey Results for NSSC Services

NSSC Broad-Based Customer Satisfaction Surveys
December 2016

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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
- The NSSC provides services to all 10 NASA Centers in the areas of:
 - Financial Management
 - Human Resources
 - Information Technology
 - Procurement
 - IT Business Services Office (ITBSO)
- The NSSC has continued to use 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 five 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, 2010, and 2013
 - Twenty-two separate surveys were deployed:
 - Enterprise Service Desk
 - General HR
 - VLTP, VLBP, and/or ASL Processing
 - 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
 - Suitability/Reinvestigations/Position Sensitivity Upgrades
 - Workers’ Compensation
 - ITBSO (formerly I3P)
- 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 2016.

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 2% of respondents were sent two invitations in order to maximize the samples for surveys with many common customers
- Most questions use a five-point response scale
- Qualtrics, 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 were open beginning October 27th. One survey reached the target sample size within the initial deadline and was closed on November 10th after two weeks of deployment. Three surveys were extended through November 16th, and the remaining were extended through November 18th to obtain better samples; reminders were sent on November 3rd, November 9th, and November 15th to those invitees who had not responded
- Separate invitations were sent for each of the 22 surveys
- At the close of the survey, 2,395 responses were obtained representing a 19% response rate across all surveys (response rates for each survey are shown on the next page)

Introduction – About the Surveys (Cont'd)

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

Survey	Service Area	Survey	Population	Invited	Target Sample	Responded	Response Rate	Margin of Error*
1	HR	General HR	17,496	1,793	267	306	17%	4.7%
2		Voluntary Leave Transfer Program/Advanced Sick Leave	254	239	132	68	28%	8.6%
3		SES Case Documentation	115	110	81	43	39%	10.0%
4		Financial Disclosure (Filers)	10,703	1,760	264	290	16%	4.8%
5		Financial Disclosure (Legal)	289	285	140	61	21%	9.4%
6		Personnel Action Processing	312	264	145	52	20%	10.4%
7		Suitability/Reinvestigations/Position Sensitivity Upgrades	23	23	22	10	43%	20.0%
8		Employee Recognition & Awards and NAAS Automated Awards System	340	306	151	79	26%	8.1%
9		Off-site Training	4,875	1,713	257	309	18%	4.5%
10		On-site Training	73	69	58	22	32%	14.8%
11		Workers' Compensation	72	72	58	27	38%	12.6%
12	Procurement	Grants & Cooperative Agreements Award and Administration	621	555	189	61	11%	10.0%
13		SBIR and STTR	443	438	169	48	11%	11.2%
14		Enterprise License Management Team (ELMT)	53	51	46	11	22%	22.3%
15	FM	Change of Station (COS)	103	102	75	28	27%	13.3%
16		Foreign Travel	1,717	1,407	234	248	18%	4.8%
17		Domestic Travel	2,024	1,437	239	259	18%	4.8%
18		Extended TDY	226	216	124	71	33%	8.1%
19		Accounts Receivable	33	33	30	15	45%	15.9%
20		Accounts Payable	106	105	77	31	30%	12.5%
21	ESD	ESD Transactional and Non-Transactional Services	41,410	1,793	269	324	18%	4.6%
22	ITBSO	IT Business Services Office (ITBSO - formerly I3P)	136	121	91	32	26%	12.8%
Total				12,892	3,118	2,395	19%	

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 2013, 2010, 2008, and 2007 Broad-Based or prior baseline performance, where applicable
- For purposes of this analysis, all unanswered and “NA” responses are excluded from the percentages and means. This provides a truer picture of the results than if these items were included
- Demographic differences in overall satisfaction were examined for Center, Mission Directorate or Mission Support area, grade level, and length of tenure with NASA. Charts showing these differences are included in the report
- Personal references in the verbatim comments are omitted. Typographical errors and spelling errors are corrected in the comments

Summary of Changes in Performance

Service Area	Survey	Prior Score	2016 Score	Change	Direction	% Change	Quartile
HR	General HR	3.92	3.87	-0.05		-1%	2 nd
	Voluntary Leave Transfer Program/Advanced Sick Leave	4.17	4.11	-0.06		-1%	1 st
	SES Case Documentation	4.80	4.64	-0.16		-3%	1 st
	Financial Disclosure (Filers)	3.94	4.08	0.14		4%	1 st
	Financial Disclosure (Legal)	4.60	4.22	-0.38		-8%	1 st
	Personnel Action Processing	4.59	4.17	-0.42		-9%	1 st
	Suitability/Reinvestigations/Position Sensitivity Upgrades	N/A	4.40	N/A	N/A	N/A	1 st
	Employee Recognition & Awards and NAAS Automated Awards System	3.84	4.24	0.40		10%	1 st
	Off-site Training	4.01	3.94	-0.07		-2%	2 nd
	On-site Training	4.75	4.05	-0.70		-15%	1 st
	Workers' Compensation	N/A	3.37	N/A	N/A	N/A	4 th
Procurement	Grants & Cooperative Agreements Award and Administration	4.00	4.27	0.27		7%	1 st
	SBIR and STTR	3.75	3.96	0.21		6%	2 nd
	Enterprise License Management Team (ELMT)	4.45	4.45	0.00	-	0%	1 st
FM	COS Relocation Service	4.18	4.00	-0.18		-4%	1 st
	COS Travel Voucher Processing Service	4.15	3.92	-0.23		-6%	2 nd
	Foreign Travel	3.90	3.64	-0.26		-7%	3 rd
	Domestic Travel	4.07	3.94	-0.13		-3%	2 nd
	Extended TDY	3.19	3.38	0.19		6%	4 th
	Accounts Receivable	3.37	4.21	0.84		25%	1 st
	Accounts Payable	4.01	3.65	-0.36		-9%	3 rd
ESD	ESD Transactional and Non-Transactional Services	4.06	4.26	0.20		5%	1 st
ITBSO	IT Business Services Office (ITBSO - formerly I3P)	N/A	3.93	N/A	N/A	N/A	2 nd



= Increase – statistically significant¹



= Increase – NOT statistically significant¹



= Decrease – NOT statistically significant¹



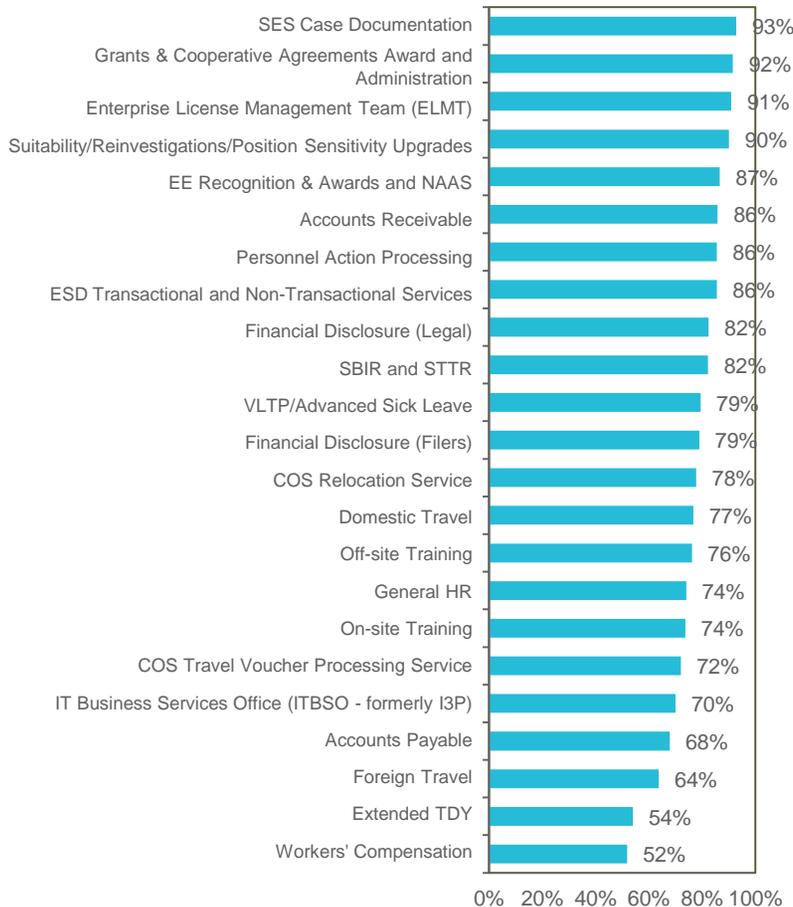
= Decrease – statistically significant¹

¹Statistical significance determined by conducting a t-test (95% confidence interval)

Overall Satisfaction by Survey

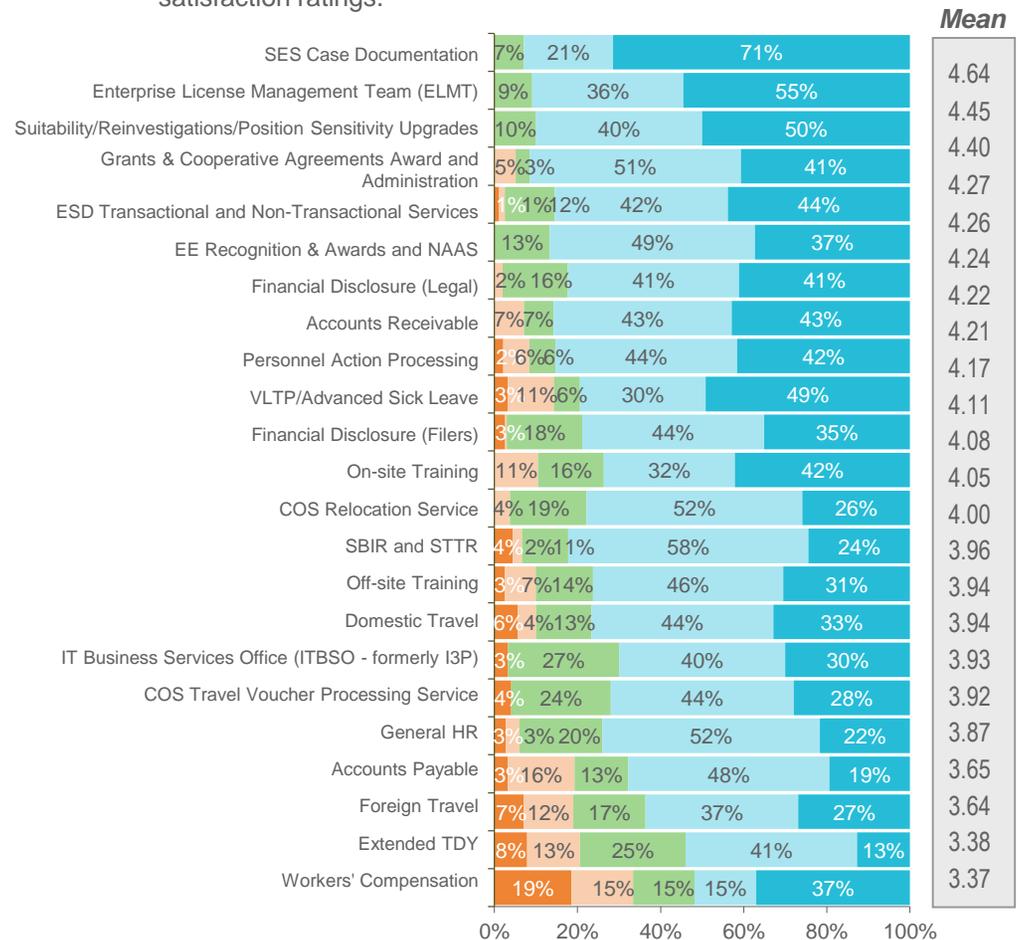
Overall Satisfaction by Survey Group – % Favorable

For most surveys, the majority of survey respondents provided favorable ratings on overall satisfaction; the lowest scores are from the Workers' Compensation respondents with 52% favorable.



Overall Satisfaction by Survey Group

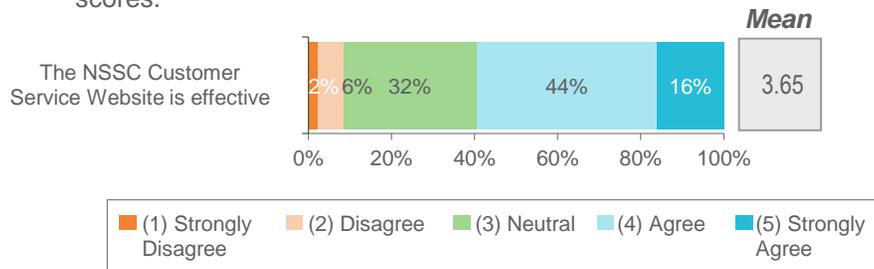
The level of satisfaction seems to be varied across all surveys, with SES Case Documentation customers reporting the most positive satisfaction ratings.



Summary of Customer Service Website Satisfaction

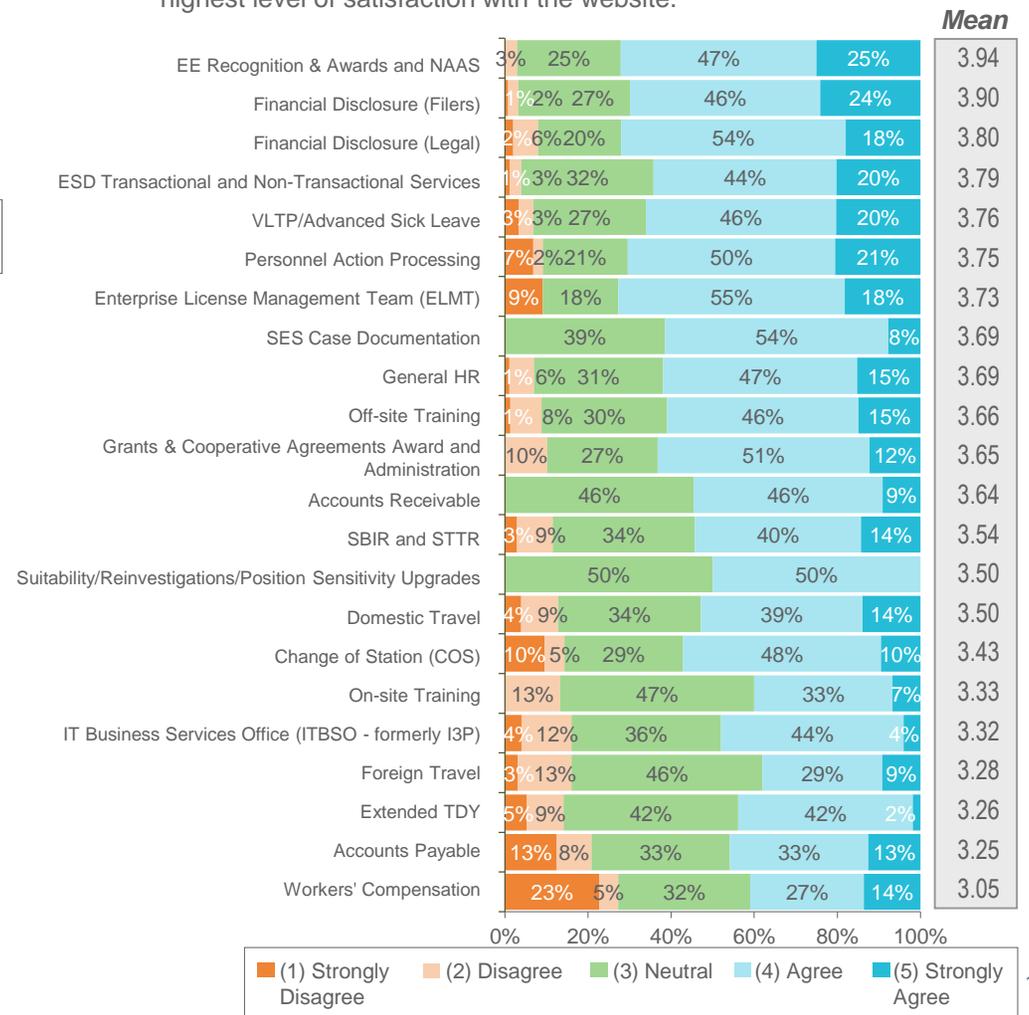
Website Satisfaction – Across All Surveys

Effectiveness ratings on the website are generally positive or neutral, with 60% providing positive scores and only 8% reporting negative scores.



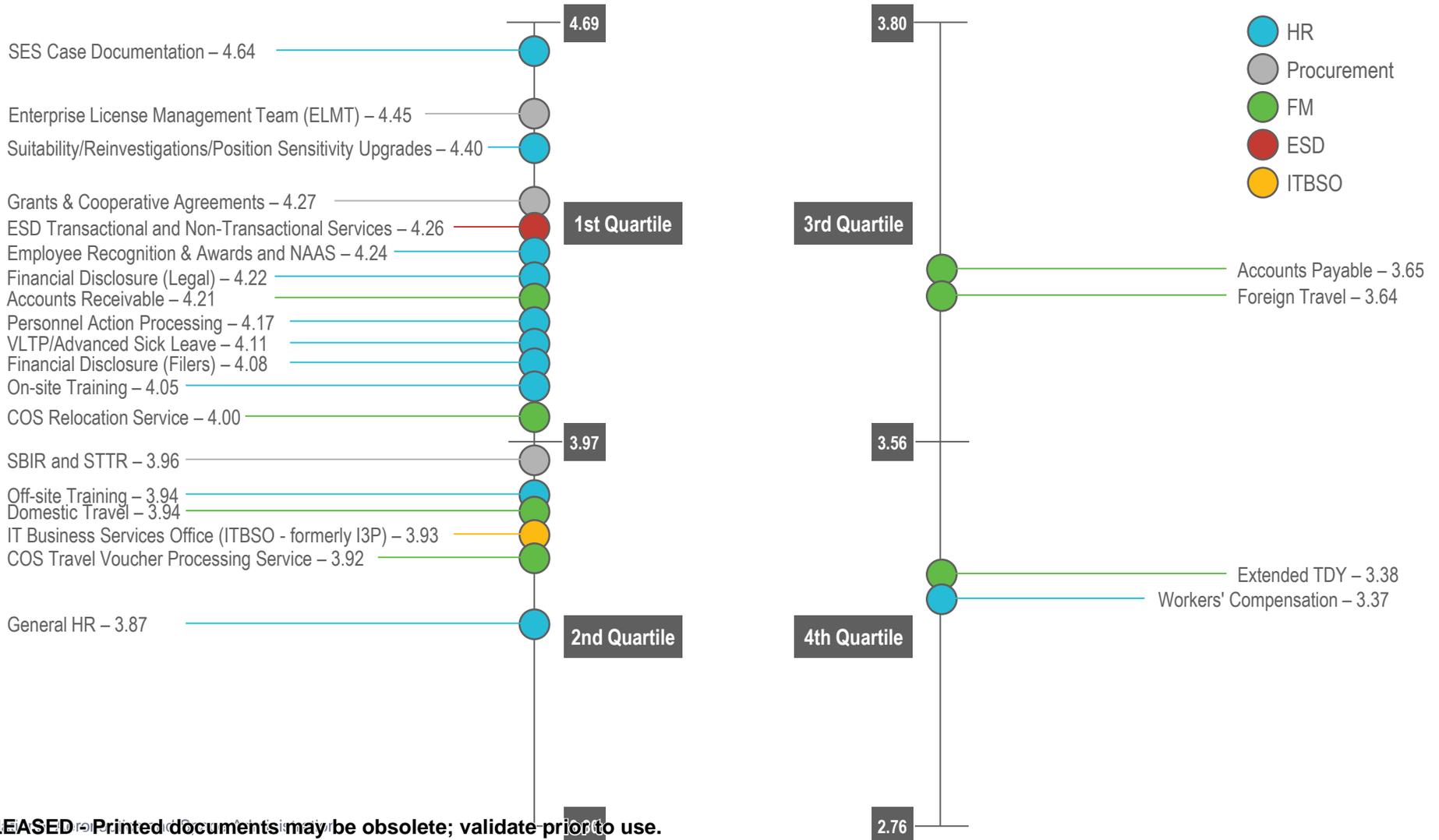
Website Satisfaction by Survey Group

The level of satisfaction with the website varies across surveys, with Employee Recognition & Awards and NAAS respondents reporting the highest level of satisfaction with the website.



Benchmark Comparison

2016 Survey Overall Satisfaction Scores and Quartiles



Overall Findings

- Satisfaction ratings were mostly positive across surveys, with overall satisfaction mean scores falling in the positive range of the rating scale (above 3). In 2016, the lowest mean score is 3.37, which is higher than the lowest score in 2013 of 3.19
 - Within the individual surveys, a number of areas had significant increases¹ in customer satisfaction:
 - » For the VLTP, VLBP, and ASL survey and the Recognition & Awards and NAAS survey, satisfaction increased significantly for all customer satisfaction drivers
 - » Off-site Training had an increase in satisfaction with the timeliness and accuracy of updating training records in SATERN
 - » Financial Disclosure filers are more satisfied with the performance of the service and many of the customer satisfaction drivers
 - » ESD saw an increase in all areas surveyed
 - » Accounts Receivable had an increase in satisfaction for several aspects of service delivery
 - » Extended TDY customers are more satisfied with the NSSC's professionalism and courtesy
 - » Grants and Cooperative Agreements had an increase in various aspects of service performance
 - » SBIR and STTR Processing saw an increase in satisfaction with the NSSC's ability to deliver error-free service

Overall Findings (Cont'd)

- Customer satisfaction ratings showed a statistically significant¹ decline for other service areas:
 - » Services included in the General HR survey saw a decline for various service delivery aspects of benefits processing, HR surveys and studies, development of informational materials, HR websites, and HRIS support
 - » Personnel Action Processing had a decline in customers knowing who to call for support with questions
 - » On-site Training saw a decline in many aspects of service delivery and performance ratings for the service
 - » Foreign Travel satisfaction declined for various aspects of service delivery
 - » Change of Station satisfaction declined for customers knowing where to go for support
 - » Enterprise License Management saw a decline with personnel being easy to contact
- Center executives gave favorable feedback about the NSSC, highlighting the NSSC's responsiveness and improvements achieved in service. Taking ownership for issue resolution and role clarity with the centers were noted as areas for continued improvement
- Benchmarking overall satisfaction scores against the survey provider's database of internal customer satisfaction surveys in shared services showed that 19 of the 23 overall satisfaction scores fell above the median and four fell below the median (COS had two separate overall satisfaction scores)
 - This indicates relatively strong performance for the NSSC's services
- The NSSC has been able to maintain its high ratings for customer service and continues to receive the highest scores across surveys for being professional, courteous, and willing to help customers solve problems

Overall Findings (Cont'd)

- The most frequent areas noted for improvement across the surveys are customers' knowledge of where to go for support or who to contact and process efficiency
 - Knowing where to go for support was also a top area in the last two survey cycles
- Customers ranked “perform services accurately” as the most important objective for NSSC personnel in all but one survey, consistent with past results
 - VLTP, VLBP, and ASL customers chose “provide excellent customer service” as the top objective for the NSSC

Overall Recommendations

General Recommendations

- Recognize and celebrate the improvements that have been achieved in customer satisfaction for the following areas:
 - Financial Disclosure
 - Employee Recognition & Awards
 - Grants and Cooperative Agreements
 - Accounts Receivable
 - ESD
 - Leverage the detailed feedback and comments provided when developing improvement plans
 - Use focus groups to further understand customer satisfaction issues
- Continue to reinforce and maintain the strong customer service culture at the NSSC
- Share highlights from the Broad-based Surveys with participants and key stakeholders and thank respondents for their participation
- As improvement plans are identified and implemented, make a connection back to the survey feedback when communicating the improvements so that customers, stakeholders, and staff understand that the NSSC has taken action in response to the feedback

Overall Recommendations (Cont'd)

Recommendations Based on Common Survey Themes

- Develop plans to address these common themes and areas for improvement
 - Knowing where to go for support
 - Recognize that contact methods and the process for obtaining support need to be re-communicated periodically as NASA employees change and there are changes in NSSC processes
 - Continue to educate NASA employees about the services the NSSC provides so that it is clear when customers should contact the NSSC versus the centers
 - Process efficiency and clarity
 - Use the feedback provided about process issues to prioritize a few processes for improvement
 - Examine the process steps in detail to streamline and eliminate unnecessary work, hand-offs, or delays
 - Clarify roles and responsibilities with the centers to avoid any confusion or duplicative work
 - Communications
 - Communicate process requirements and regulations clearly and concisely
 - Keep customers apprised of status updates, but be cognizant of the volume of automated case notices generated

Overall Findings and Service Ratings by Functional Area – Enterprise Service Delivery

Overall Findings for Enterprise Service Delivery

- Overall satisfaction with NASA IT Support Services provided by ESD has increased significantly from 2013. 86% of respondents gave favorable ratings compared to 82% in 2013
- For the overall satisfaction score, ESD falls in the 1st quartile compared to the survey provider's database of customer satisfaction benchmarks
- The highest ratings on customer satisfaction drivers deal with the courteous and helpful attitudes of ESD personnel, while the lowest ratings deal with delivering error-free service and process efficiency
- Customers gave the **highest** ratings (measured by mean on a five-point scale) to:
 - Performance of Service Desk (4.58)
 - ESD support personnel are consistently courteous (4.58)
 - The ESD Service Desk personnel are professional (4.58)
- Customers gave the **lowest** ratings (measured by mean on a five-point scale) to:
 - The ESD Self-Service/Tier 0 Website is easy to use and navigate (3.72)
 - The NSSC Customer Service Website is effective (3.79)
 - The Knowledge Articles provided on the ESD Self-Services/Tier 0 Website are relevant and up-to-date (3.79)

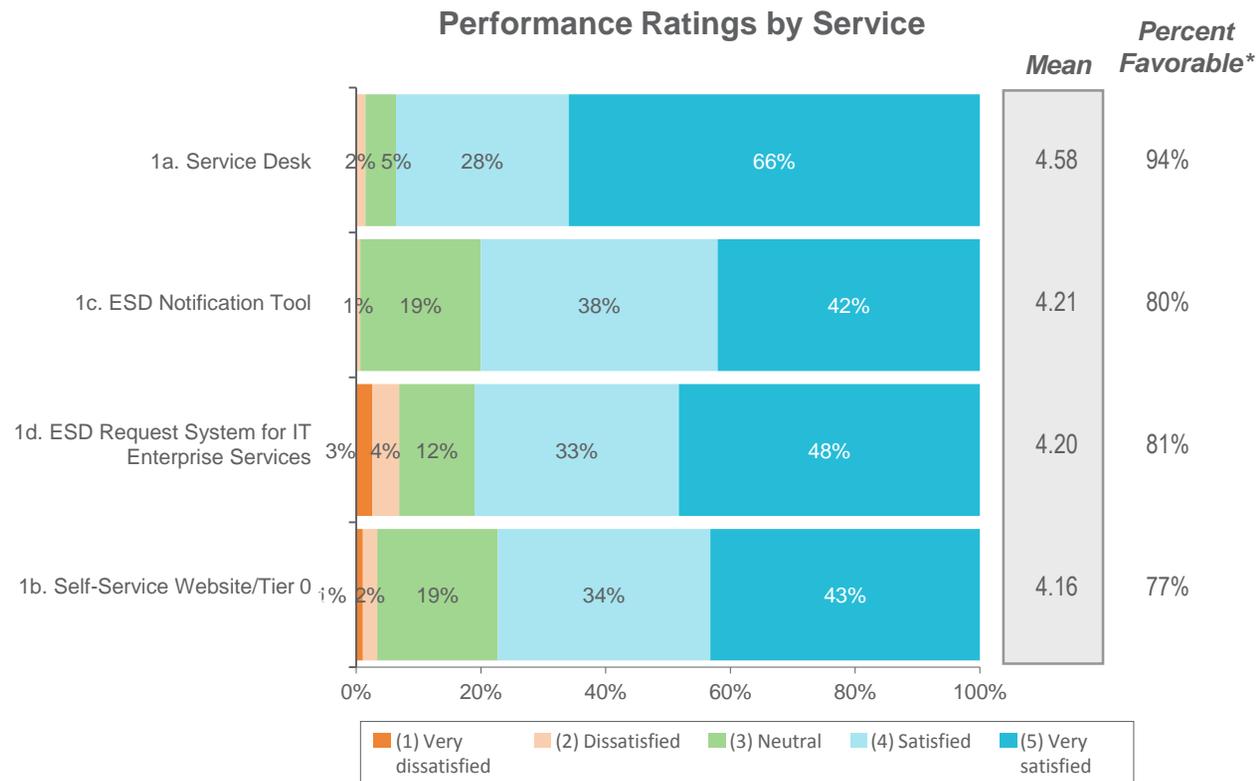
Overall Findings for Enterprise Service Delivery (Cont'd)

- Performance and importance ratings in all areas have increased significantly from 2013. The Service Desk was rated highest for use, importance, and performance, and Self-Service Website was rated lowest for use and performance
 - Service Desk became the most frequently used IT service instead of ESD Notification Tool in 2013 and was also rated first in terms of importance and performance
 - Use of ESD Notification Tool and Self-Service Website have decreased significantly from 2013
- Satisfaction with the ESD Service Desk has significantly increased since 2013 in all areas surveyed, with professionalism and knowledge of personnel rated most highly
- Customers rated the Self-Service Website higher than in 2013 in all areas surveyed. The highest ratings for the IT Self-Service Website were for ease of accessing the status of incidents and timeliness in addressing inquiries, questions, and feedback. Lower ratings were given for ease of use and relevancy of knowledge articles
- For notifications, customers gave the highest ratings for the appropriateness of the media used and lower ratings for relevancy of ESD notifications
- Customer ratings for the request system have significantly increased since 2013 in all areas surveyed. The highest ratings deal with professionalism and personnel knowledge, and the lowest ratings deal with ease of use and functionality
- As in 2013, customers believe the most important objective for ESD support personnel should be “perform services accurately”

Overall Findings for Enterprise Service Delivery (Cont'd)

- Given the high scores, improvement opportunities are more limited than in other areas. Efforts to improve in the following areas would result in the greatest payoff for IT Support Services customers:
 - ESD Request System for IT Enterprise Services – Performance
 - The ESD Self-Service/Tier 0 Website is easy to use and navigate
 - Support for the request system is responsive
- Phone is the most preferred method for contacting ESD for support, followed by e-mail

Comparison of Performance across Enterprise Service Delivery Services



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

Overall Findings and Service Ratings by Functional Area – Financial Management

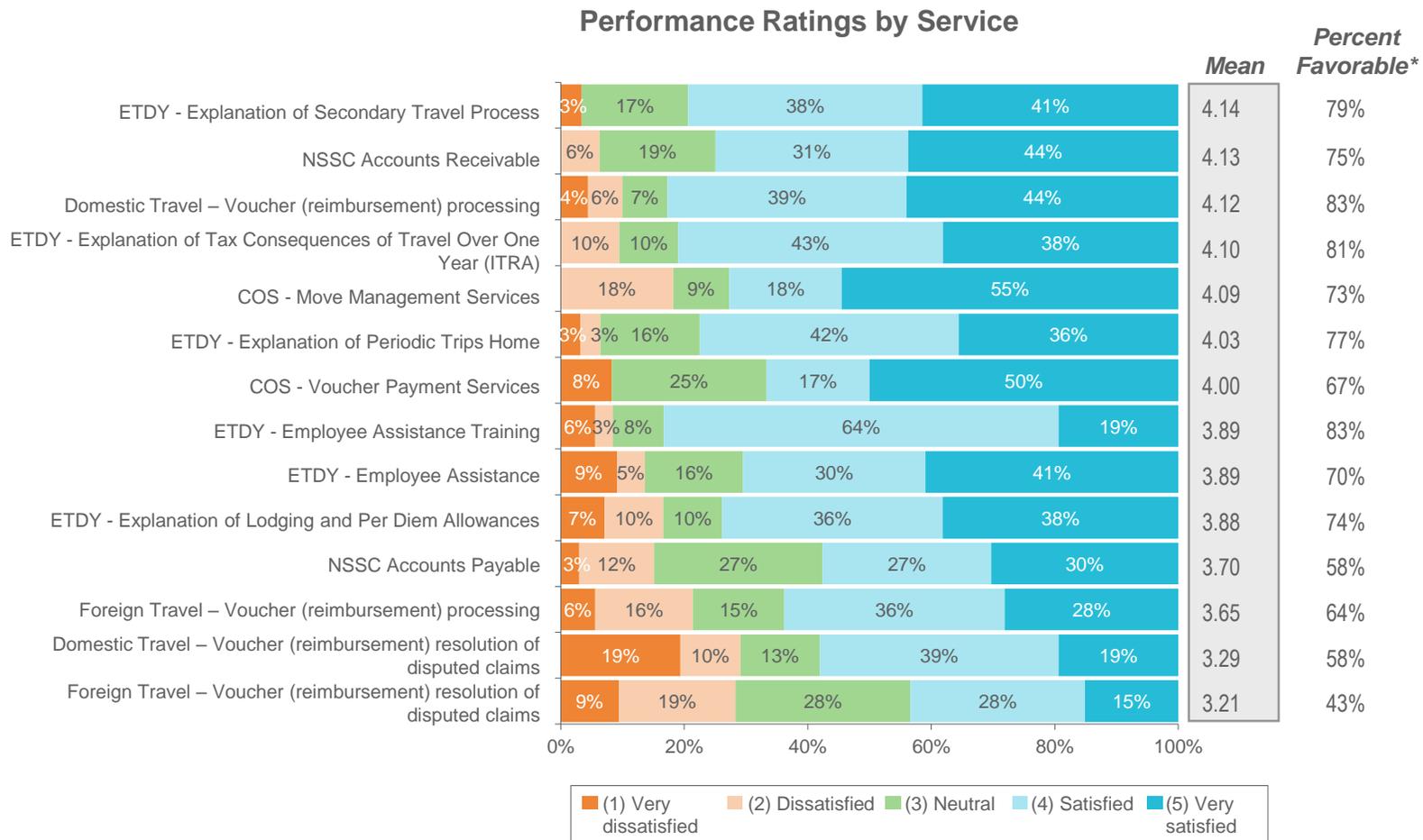
Overall Findings for Financial Management

- Satisfaction with NSSC Financial Management services increased for two of the surveys (Accounts Receivable and Extended TDY) and decreased for two of the surveys (Accounts Payable and Foreign Travel). Change of Station and Domestic Travel showed slight declines in satisfaction, but they are not statistically significant changes
- Changes for specific questions varied across surveys, with some showing many increasing areas (Accounts Receivable and Extended TDY), others showing some declining areas (Foreign Travel), and some relatively few changes
- For overall satisfaction scores, two surveys fell in the 1st quartile, two surveys fell in the 2nd quartile, two surveys fell in the 3rd quartile, and one survey 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:
 - ETDY – Explanation of Secondary Travel Process
 - Domestic Travel – Voucher Processing
 - Accounts Receivable
- Services receiving the **lowest** performance ratings in Financial Management (consistent with 2013) 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
 - Being available when customers need them
 - Showing willingness to help customers
- NSSC Financial Management was consistently rated **lower** for:
 - Customers knowing who to call or where to go for support
 - Having efficient processes
 - Delivering error-free service
- As seen in the past, Financial Management customers indicated that “performing services accurately” should be the most important objective for NSSC staff across all the surveys

Comparison of Performance across Financial Management Services



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

Note: Results are not shown for sample sizes less than five. Services are listed in descending order, by mean score.

Overall Findings and Service Ratings by Functional Area – Human Resources

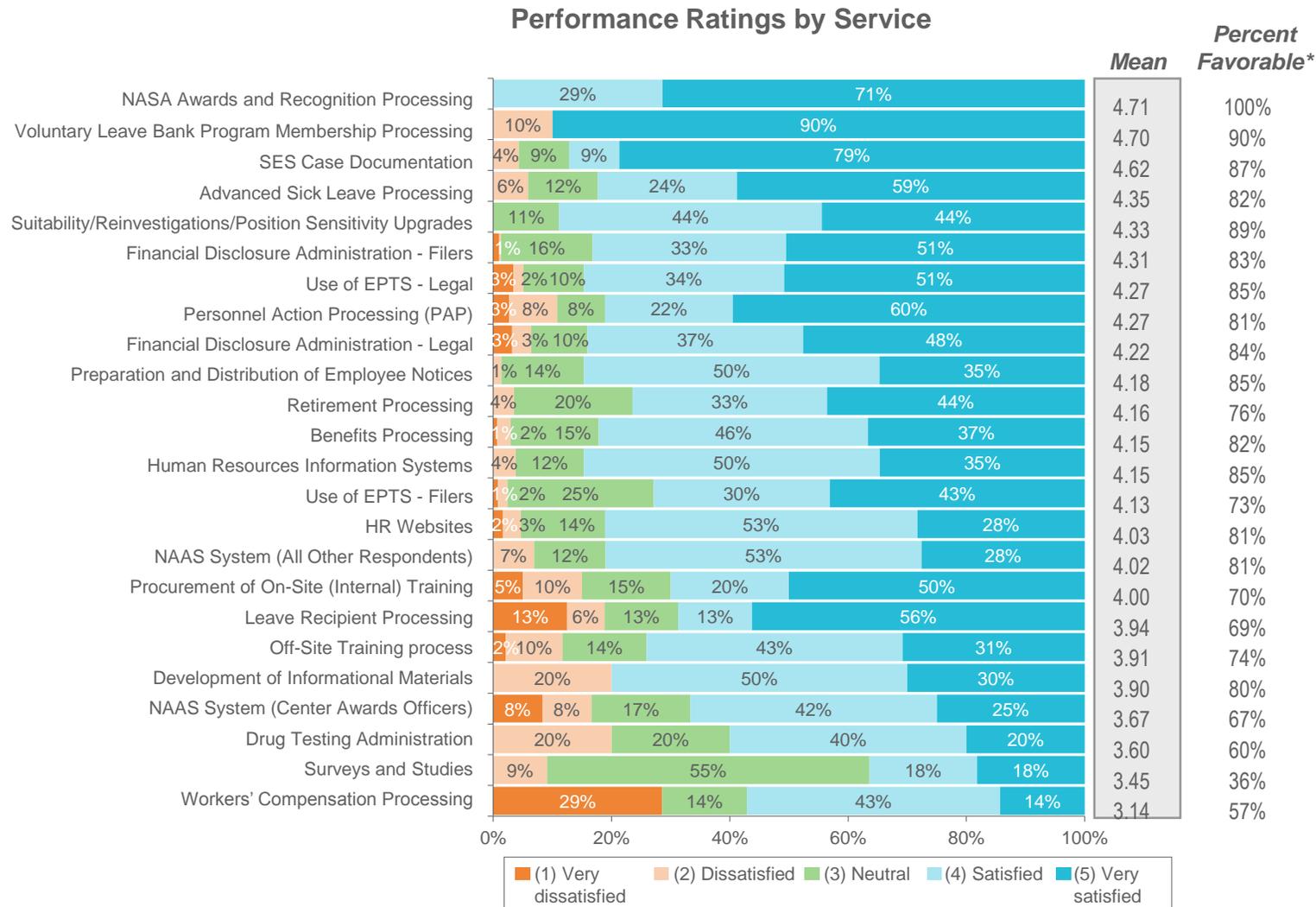
Overall Findings for Human Resources

- Satisfaction with NSSC Human Resources services improved in two areas (Financial Disclosure for Filers and Employee Recognition & Awards and NAAS Automated Awards System), decreased in one area (On-site Training), and declined slightly across the other surveys, but the changes were not significant
 - Two new surveys were added this year for Suitability/Reinvestigations/Position Sensitivity Upgrades and Workers' Compensation
- Significant decreases were noted in three of the eight surveys repeated from 2013 (General HR, On-Site Training, and Personnel Action Processing), while four others saw significant increases (Awards Processing/NAAS, Financial Disclosure [both Filers and Legal], Off-Site Training, and VLTP, VLBP, and/or ASL Processing). SES Case Documentation saw no significant changes from 2013
- For overall satisfaction scores, eight surveys fell in the 1st quartile, two surveys fell in the 2nd quartile, and one survey fell in the 4th quartile compared to the survey provider's database of customer satisfaction benchmarks
- Services receiving the **highest** performance ratings in HR were:
 - NASA Awards and Recognition Processing
 - Voluntary Leave Bank Program Membership Processing
 - SES Case Documentation
- Services receiving the **lowest** performance ratings in HR were:
 - Workers' Compensation Processing
 - Surveys and Studies
 - Drug Testing Administration

Overall Findings for Human Resources (Cont'd)

- Higher and lower performing areas across the HR surveys have remained consistent with the prior cycle
- 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 and the usefulness of information provided on HR services
 - Ensuring customers know who 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 Human Resources Services



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

Note: Results are not shown for sample sizes less than five. Services are listed in descending order, by mean score.

Overall Findings and Service Ratings by Functional Area – IT Business Services Office

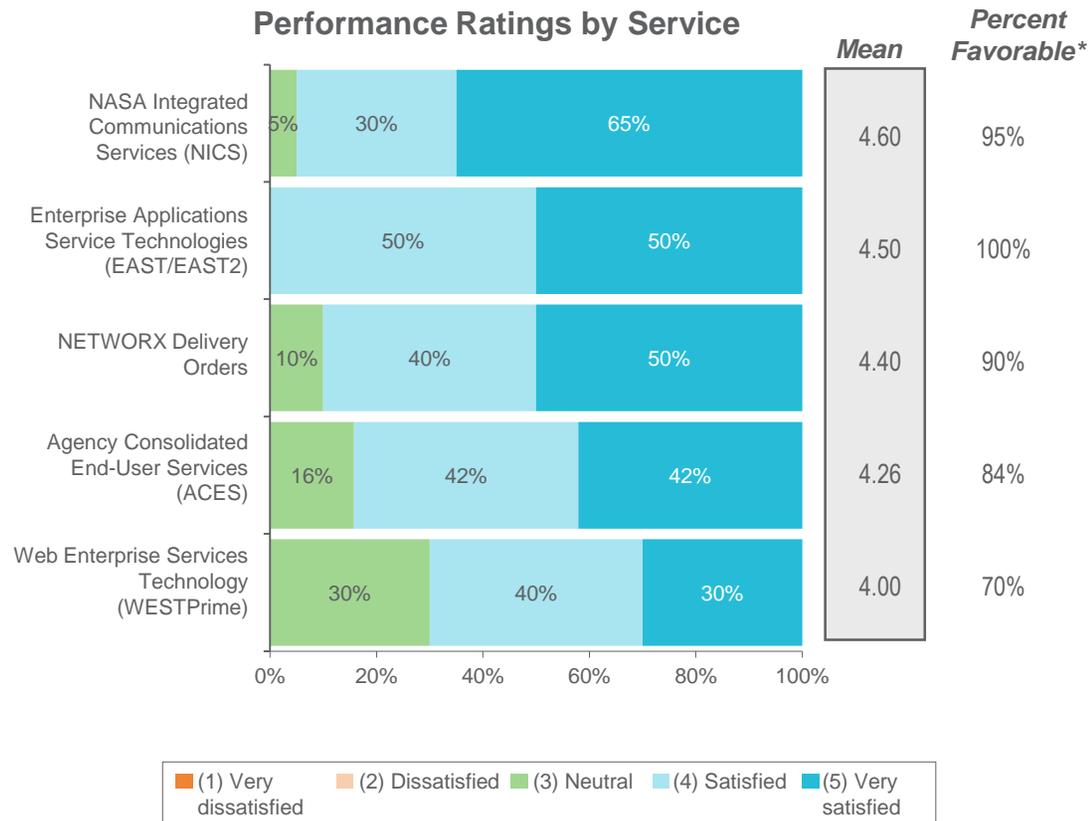
Overall Findings for IT Business Services Office

- Overall satisfaction with ITBSO support services is positive, with 70% of respondents giving favorable ratings and only 3% expressing strong dissatisfaction
- For the overall satisfaction score, ITBSO falls in the 2nd 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:
 - Performance of support services for NASA Integrated Communications Services (NICS) (4.60)
 - Performance of support services for Enterprise Applications Service Technologies (EAST/EAST2) (4.50)
 - Personnel being consistently courteous (4.43)
- Customers gave the lowest ratings (measured by mean on a five-point scale) to:
 - Effectiveness of Customer Service Website (3.32)
 - Ease of use of SharePoint (3.41)
 - Knowing how to find information on SharePoint (3.59)
- Customers generally view the ITBSO support services as very important, and the performance ratings are largely positive
- Those customers who have used the NSSC Customer Service Website provide moderate satisfaction ratings with favorability just below 50%
- Customers who have worked with ITBSO on ACES contracts gave moderate to high satisfaction ratings, with highest satisfaction reported for the accessibility of SharePoint and lowest satisfaction with the ease of use of SharePoint
 - Almost 20% indicated that SharePoint is not the preferred method of delivery

Overall Findings for IT Business Services Office (Cont'd)

- Efforts to improve in the following areas would result in the greatest payoff for ITBSO Support Services customers:
 - Ensuring customers know how to find information on SharePoint
 - Improving SharePoint's ease of use
 - Improving the effectiveness of the NSSC Customer Service Website
- The most important objectives identified by the customers for ITBSO are:
 - Performing services accurately
 - Providing excellent customer service
 - Communicating information about services and methods of contact

Comparison of Performance across IT Business Services Office Services



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

Overall Findings and Service Ratings by Functional Area – Procurement

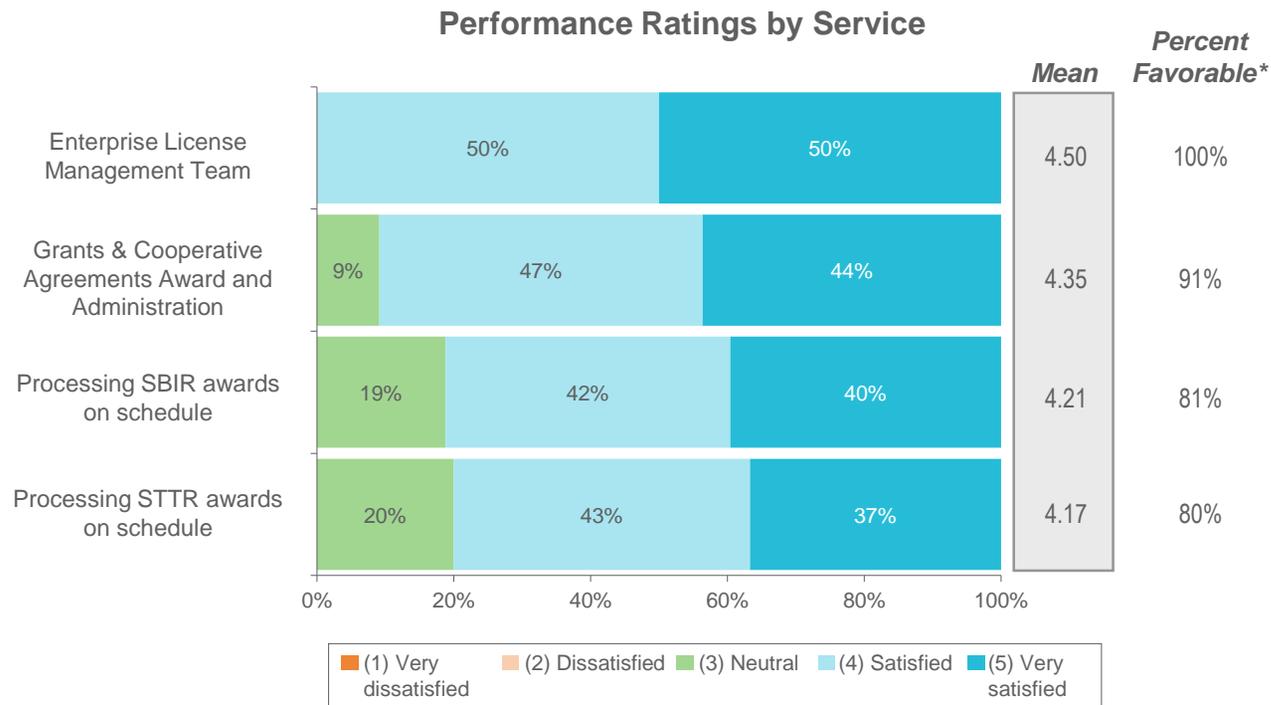
Overall Findings for Procurement

- Satisfaction with NSSC Procurement services remains high and has increased for Grants and Cooperative Agreements
 - Satisfaction with SBIR/STTR Award Processing showed a slight increase and satisfaction with Enterprise License Management services remained consistent with 2013 results
- Across the surveys, there were a few significant changes in satisfaction
 - Overall satisfaction for Grants and Cooperative Agreements and satisfaction with various aspects of the personnel providing those services have increased significantly
 - The delivery of error-free service for SBIR/STTR Award Processing increased significantly
 - The ease of contact for ELM services decreased significantly
- For overall satisfaction scores, two surveys fell in the 1st quartile and one survey fell in the 2nd quartile, compared to the survey provider's database of customer satisfaction benchmarks
- All services received high performance ratings, ranging from 4.50 to 4.17
 - The **highest** performance rating in Procurement was for ELM services
 - Processing STTR Awards was the lowest of the four, but was still very positive at 4.17

Overall Findings for Procurement (Cont'd)

- Consistent with past results, 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 delivering service within designated timeframes and following through on commitments
- NSSC Procurement was consistently rated **lower** for:
 - Customers knowing who to contact or where to go for support
 - Having efficient processes
- Some customers also gave lower ratings for ease of contact, confidence in staff's ability to support them, and understanding specific needs
- The effectiveness of the NSSC Customer Service Website was a lower-rated area across the surveys
- Across all surveys, Procurement customers indicated that “performing services accurately” should be the most important objective for NSSC staff

Comparison of Performance across Procurement Services



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

Customer Service Examples

Customer Service Examples

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

Positive Customer Service

- *“Every single time I have called for assistance, the representative is 100% professional and kind. They always make me feel better about whatever it is that I’m asking about, whether I just need help with a password or if I just don’t understand how something works. I am very satisfied with the service.” (ESD)*
- *“I’ve always had great experiences with the folks that work my tickets. Doesn’t matter who it is, they always strive to ensure they understand exactly what my issue is and the desired resolution.” (General HR)*
- *“I will say the personnel perform a great job at resolving problems for me and assisting me after issues are raised.” (FM – Extended TDY)*
- *“The on-site training team is great! These ladies know what they are doing and always provide excellent customer service.” (HR - On-site Training)*
- *“The reps at the NSSC do respond quickly in a professional manner.” (Procurement – Grants)*
- *“___ has been a great addition to the awards team. Super helpful when it comes to External Awards, receiving mementos, etc. He’s hard working and I also know I can contact him at anytime to answer a question I may have from my center. I also appreciate his great customer service.” (HR – EE Recognition & Awards and NAAS)*
- *“They’re always available, courteous and know what they’re doing. What more can I ask for?” (FM – Domestic Travel)*
- *“The NSSC ITBSO personnel are all very helpful and knowledgeable in their areas.” (ITBSO)*

Negative Customer Service

- *“Whenever I need to interact with NSSC, they never respond to me, they only ever respond when I get a higher-up HR person involved. They are not sympathetic, they don’t provide enough information to get to the root of where a problem is coming from, and always try and pass off all responsibility for problems to other parties. Furthermore, they are not proactive and only take action to find/fix a problem if asked multiple times.” (General HR)*
- *“Am passed around to too many people when I call. Nobody seems to take responsibility for answering my questions.” (Procurement – Grants)*
- *“I feel that the NSSC Off-site staff should have done more to ensure that my issues were resolved. I should not have had to do the back and forth calling to The Graduate School to resolve my own registration issue.” (HR – Off-site Training)*
- *“No one’s helped me fill out a voucher from the NSSC, I had to find someone at my center to help me.” (FM – COS)*
- *“Calling the NSSC usually starts with the 1st person not having access or the knowledge to help. Then you get a ticket number and assurance of a quick phone reply. When a ticket is issued it appears they are mostly assigned a level of 4 regarding urgency. When utilizing a centralized system is utilized; manning of that system with enough educated resources is paramount. This doesn’t appear to be the case. When call backs are made ensure those individuals are knowledgeable and have the access required to help the Customer.” (HR – Work’s Compensation)*

Executive Interview Feedback

Executive Interview Feedback

In conjunction with the 2016 Broad-Based satisfaction surveys, phone interviews were conducted with four NASA center executives to collect executive-level feedback on the services included in the 2016 surveys.

Background

- Mark Glorioso contacted the executives to request their participation in the interview
- The interviews were conducted by the survey provider and lasted about 30 minutes
- Interview guides were sent to the participants in advance

Overall Observations

- Center executives indicated they are generally satisfied with the NSSC's services and support
- All noted they have observed improvements in recent years and significant improvements since the NSSC began operations
- The executives cited strong working relationships with NSSC leadership and a commitment to resolve any issues that may arise
- There is recognition of broader opportunities for the NSSC to take on additional services for the agency
- A continued need for role clarity between the NSSC and centers exists for some service areas

Executive Interview Feedback (Cont'd)

Overall Impressions of Service Quality

Function	Feedback
Enterprise Services	<ul style="list-style-type: none"> • Service is viewed as solid overall, with good responsiveness noted • A perception exists that issues are rarely resolved on first call or that tickets are closed before the issue is resolved • Some cited a few frustrations on more complex issues and with the volume of e-mails associated with each request
Financial Management	<ul style="list-style-type: none"> • Services have improved and seem to work well; FM has done a good job standardizing processes and meeting service levels • The processes still require a lot of engagement with the service provider, which is more than would be expected at this stage; some need for role clarity with centers exists
Human Resources	<ul style="list-style-type: none"> • HR feedback was largely positive • Transactional and tracking-oriented activities are viewed very positively • Some noted they are very pleased with retirement counseling
IT Business Services Office	<ul style="list-style-type: none"> • Some executives noted issues with invoices and billing • Others have had limited exposure and have not heard much about this service
Procurement	<ul style="list-style-type: none"> • Impressions were favorable overall, with a few noting some issues or breakdowns at times

Executive Interview Feedback (Cont'd)

Service Quality for Specific Services

- Enterprise Services
 - Enterprise Service Desk – Some confusion may still exist about IT services provided by the NSSC versus ACES, which may cloud the perception of ESD support
 - Notifications – An executive stated that notices coming from ESD are often not clear about what the user needs to do and are written in “IT speak.” Notices could be improved by being written in user-friendly language
- Financial Management
 - Accounts Payable – An executive stated that some challenges remain, and there have been some occurrences of late fees due to delayed payments
 - Change of Station – Some confusion about entitlements was noted for this service
 - Extended TDY – One executive noted there had been prior issues, but that the service was running smoothly today
- Human Resources
 - Benefits Processing – Survivor death benefit counseling was noted as very good
 - Retirement Processing – Some executives stated this is handled very well and that the NSSC does an amazing job. Another executive noted there can be a disconnect between the different organizations within the NSSC that require hand-offs

Executive Interview Feedback (Cont'd)

Service Quality for Specific Services (Cont'd)

- Human Resources (Cont'd)
 - SES Case Documentation – Support was noted as spotty by one executive and can vary depending upon who at the NSSC is helping with the case; the process can be confusing at times
 - Workers' Compensation – This was noted as going well despite it being a controversial decision to move the service to the NSSC
- Other feedback about HR included:
 - One executive shared that the HR services they used to have to worry about they no longer consider since the NSSC is handling them well
 - An executive noted that support for some personnel issues related to the recent simplified acquisitions service transition was not as strong
- ITBSO
 - NICS Invoices – There have been some challenges with the level of detail for NICS invoices
 - Billing – One center noted they had trouble reconciling billing for a long time and are still not sure this has been corrected. After corrections had been submitted by the center, changes were still not made by the NSSC, which delayed the resolution

Executive Interview Feedback (Cont'd)

Service Quality for Specific Services

- Procurement
 - ELMT – An executive noted there were some challenges early with software licenses, but that overall, Procurement services seem to work well
- Other feedback on Procurement services focused on the recent transition of Simplified Acquisitions:
 - One center noted that the interaction and responsiveness from the NSSC during the planning stages was very good but that the jury is still out on how the service is performing
 - Another noted that the transition seems to be going well

Executive Interview Feedback (Cont'd)

Feedback on Service Quality Dimensions

Area	Feedback
Reliability (<i>accuracy, meeting timeframes, following through on commitments</i>)	<ul style="list-style-type: none"> Area was rated highly and consistently by all One executive cited there may be a need to clarify roles and responsibilities between the NSSC and centers and that there is a tendency to push work back to the center, perhaps driven by metrics
Responsiveness (<i>prompt response to requests, willingness to help, availability</i>)	<ul style="list-style-type: none"> Responsiveness was the highest-rated dimension for all executives NSSC is very prompt and courteous and always there when needed When issues have escalated, the NSSC leadership has been very responsive
Assurance (<i>instilling trust and confidence, knowledge of staff, courtesy and friendliness, process efficiency</i>)	<ul style="list-style-type: none"> Lowest-rated dimension and noted as mixed across different areas Level of knowledge to address issues at first call was questioned and noted for improvement Some have seen improvement in this area with fewer comments about trust and confidence in NSSC, but noted more work needed
Empathy (<i>understanding customer/Center needs, convenience of doing business</i>)	<ul style="list-style-type: none"> Improvement seen with current leadership that is very focused on center support and sensitive to costs and pressures of centers Despite the use of standard processes, service needs to be delivered in an empathetic way NSSC needs to continue to help the centers realize they do not need local staff
Tangibles (<i>ease of access, professionalism, open and clear communication</i>)	<ul style="list-style-type: none"> Ratings were mixed, but professionalism rated very highly Room for improvement with ESD communications A lot of dead time noted before you can get help (relating to ease of access)

Executive Interview Feedback (Cont'd)

Feedback on Other Customer Service Dimensions

Area	Feedback
Meeting Center Needs	<ul style="list-style-type: none"> • Executives generally agreed that the services meet their needs, and one noted the need to constantly look at continuous improvement and technology to continue to advance • Some challenges were noted on the refresh of computers, product availability, and getting people back up and running quickly • One executive cited that some legacy work remains at the centers for some of the early OCFO and Procurement services and role clarification is needed; if the Agency is going to claim savings, they need to ensure all work goes away
Clarity and Appropriateness of Costs	<ul style="list-style-type: none"> • Overall, most felt the costs were clear and appropriate • One executive noted that the NSSC has done a nice job controlling costs • Another cited that the basis for some of the numbers is not always clear • With the Simplified Acquisition transition, one stated that the cost has changed from the business case and is still settling
Clear Points of Contact	<ul style="list-style-type: none"> • Most think the NSSC contacts are clear and cited the information available on the Website • One executive shared that there is still confusion around specific services and suggested the NSSC broadcast their contact information periodically
Overall Customer Service	<ul style="list-style-type: none"> • Impressions of overall customer service ranged from good to adequate • Areas highlighted as good were timeliness and responsiveness • Depth of knowledge was noted as a gap

Executive Interview Feedback (Cont'd)

Comments on How Satisfaction Has Changed

- All executives agreed that their satisfaction has improved since the NSSC began providing service and that the NSSC has come a long way
- Improvements have come with further process standardization and maturity and a focus on providing timely, quality service
- An executive advised that as the NSSC transitions more services, keep the following in mind:
 - Recognize the need for good communication
 - Listen to center customers
 - Understand how often you can rely on local resources post-transition and get clear expectations on how long the transition period is needed so centers can plan accordingly

Suggestions for Improvement

- Take ownership for resolving issues for customers; the depth of response can be lacking at times
- Be proactive, especially where issues are more complex
- Conduct a quarterly review of metrics; look at metrics to ensure they are appropriate
- Keep an eye on the balance of adding services and costs. Unless a contractor is currently doing the work today at the centers, the overall cost to the Agency will increase if the NSSC increases costs. If the NSSC can continue to control costs, further expansion of NSSC services will be great
- Try to make sure who to contact and where to go for help is clear
- Work on streamlining e-mails associated with trouble tickets

Executive Interview Feedback (Cont'd)

Other Feedback for the NSSC

- The NSSC is very transaction and metric focused. The danger with this approach is that when a request is unclear, the temptation is to kick it back to the centers so that the metrics are not impacted. Be aware of this and ensure that roles, responsibilities, and expectations are clear
- Continue using road shows to educate customers about the NSSC and services offered. As there are new staff at the centers and services are added, there is a need for this. Hitting a couple of centers a year would be great
- Keep up the great work. Mark Glorioso's passion is contagious and he is always a phone call away. The NSSC is on an uphill glide and should keep going
- Access for center leadership to get issues resolved is good, and there are good working relationships between the centers and the NSSC leadership team
- The NSSC is doing a great job and going in the right direction; keep on moving forward and make sure you have the right people as you continue to move more services to the NSSC from across the Agency
- The NSSC is very open to process improvement suggestions

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 2016 Broad-Based Surveys

Area	Survey	Service
Human Resources	1. General HR	Benefits Processing
		Retirement Processing
		Drug Testing Administration
		Surveys and Studies
		Development of Informational Materials
		Preparation and Distribution of Employee Notices
		HR and Training Websites
		Human Resources Information Systems (EPTS, EPBS, NOPS, NEPS, ORB PUB, HERMES, WICN, and WIMS)
	2. Voluntary Leave Transfer Program and Advanced Sick Leave	Voluntary Leave Transfer Program, Voluntary Leave Bank 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. Suitability/Reinvestigations/ Position Sensitivity Upgrade	Suitability/Reinvestigations/Position Sensitivity Upgrade
	8. Employee Recognition and Awards	Employee Recognition & Awards
NASA Agency Awards System		
9. Off-Site Training	Registration/Reimbursement for Individual Training (Offsite)	
	Training Information Systems	
	Administration of Training Data Systems	
10. On-Site Training	Training Purchases	
11. Workers' Compensation	Workers' Compensation	

List of Services in 2016 Broad-Based Surveys (Cont'd)

Area	Survey	Service
Procurement	12. Grants and Cooperative Agreements	Grants & Cooperative Agreements Award and Administration
	13. SBIR and STTR	Small Business Innovation Research/Small Business Technology Transfer Award and Administration
	14. Enterprise License Management Team (ELMT)	Enterprise License Management Team
Financial Management	15. Change of Station (COS)	Permanent Change of Station & Temporary Change of Station Support
	16. Foreign Travel	International Travel Voucher Processing (Foreign Travel)
	17. Domestic Travel	Domestic Travel Voucher Processing
	18. Extended TDY	Extended Temporary Duty Assistance (Caseworker Services)
	19. Accounts Receivable	Accounts Receivable Processing
	20. Accounts Payable	Accounts Payable Processing
Enterprise Service Desk (ESD)	21. ESD Transactional and Non-Transactional	Help Desk Tier-1 Support
		Enterprise Service Request System (Ordering System)
		Tier-0 Self-Service Website
		Notifications
IT Business Services Office	22. IT Business Services Office	Budget Formulation Support, Resources Management and IPAC Processing, Billing, Cost, and Invoice/Voucher Reconciliation for Contracts (ACES, EAST/EAST2, NICS, NETWORX, Delivery Orders, WESTPrime)

