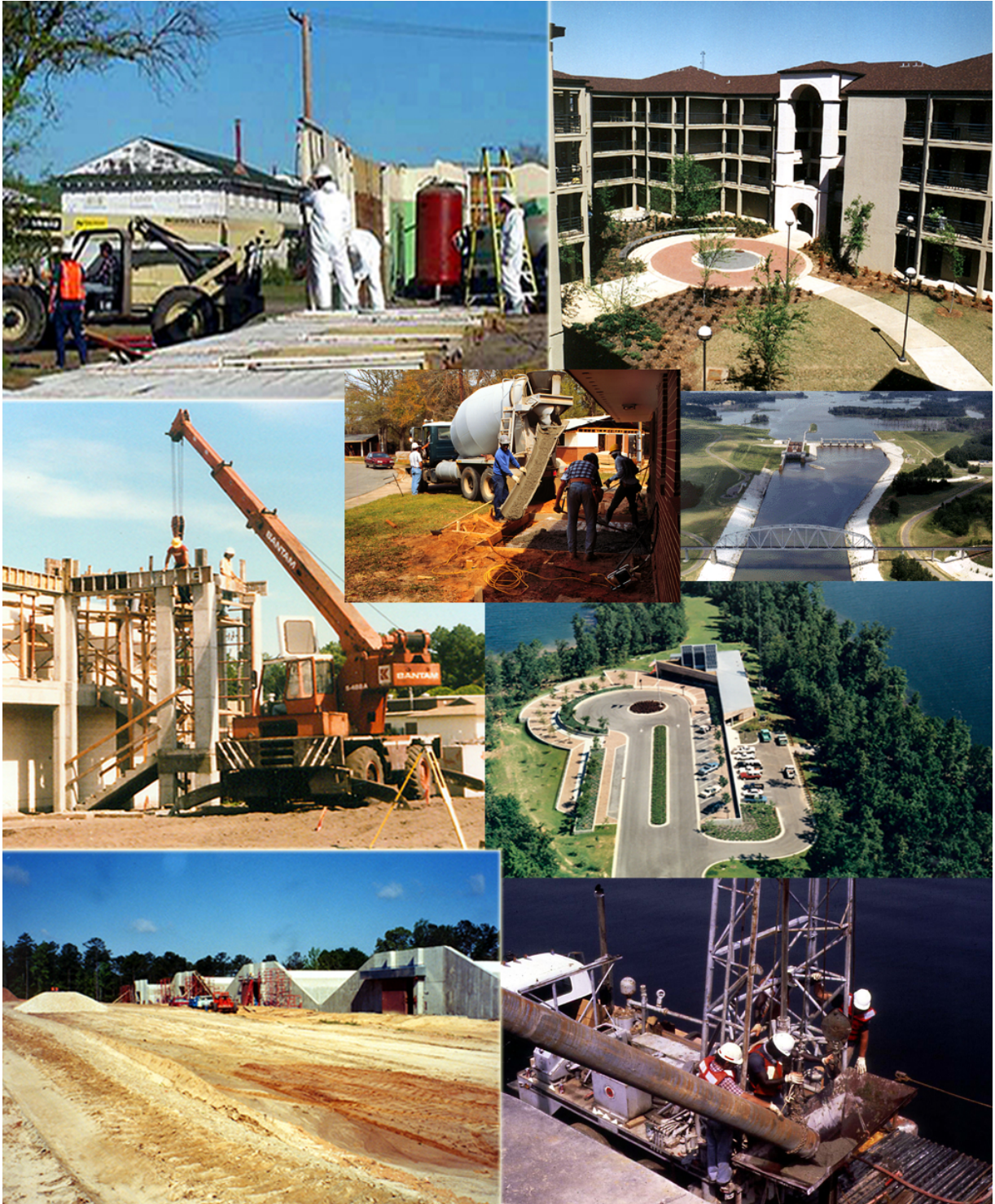




US Army Corps  
of Engineers

# FY14 MILITARY PROGRAMS CUSTOMER SATISFACTION SURVEY



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USACE Organization Symbols<sup>1</sup>

Division	Division Name	District	District Name
LRD	Great Lakes/Ohio River	LRB	Buffalo
		LRC	Chicago
		LRE	Detroit
		LRH	Huntington
		LRL	Louisville
		LRN	Nashville
		LRP	Pittsburgh
MVD	Mississippi Valley	MVK	Vicksburg
		MVM	Memphis
		MVN	New Orleans
		MVP	St Paul
		MVR	Rock Island
		MVS	St Louis
NAD	North Atlantic	NAB	Baltimore
		NAE	New England
		NAN	New York
		NAO	Norfolk
		NAP	Philadelphia
		NAU	Europe
NWD	North West	NWK	Kansas City
		NWO	Omaha
		NWP	Portland
		NWS	Seattle
		NWW	Walla Walla
POD	Pacific Ocean	POA	Alaska
		POF	Far East
		POH	Honolulu
		POJ	Japan
SAD	South Atlantic	SAC	Charleston
		SAJ	Jacksonville
		SAM	Mobile
		SAS	Savannah
		SAW	Wilmington
SPD	South Pacific	SPA	Albuquerque
		SPK	Sacramento
		SPL	Los Angeles
		SPN	San Francisco
SWD	South West	SWF	Fort Worth
		SWG	Galveston
		SWL	Little Rock
		SWT	Tulsa
TAD	Transatlantic	TAM	Middle East

<sup>1</sup> Organizations participating in FY14 Survey highlighted.

## **EXECUTIVE SUMMARY**

A total of 941 customers participated in the FY14 survey. Army customers comprise the largest proportion of the FY14 sample at 45 percent followed by Air Force (25%), 'Other DoD' (18%) and IIS (12%).

The survey includes questions that address customer relationship dynamics and general characteristics of services (quality, cost & timeliness) as well as a number of items concerning specific services and products. The majority of responses (80 percent or more) were positive for all eleven general performance questions. The two most highly rated general items were 'Treats You as a Team Member' and 'Seeks Your Requirements' rated positively by 92 and 90 percent of respondents respectively. The items that elicited the greatest proportion of low ratings were 'Timely Services' and 'Reasonable Costs' at seven and six percent low ratings respectively. Two of the more critical items in the survey are 'Would be Your Choice for Future Services' and 'Your Overall Level of Satisfaction'. A total of 85 percent of customers indicated the Corps would be their choice in the future; five percent responded USACE would NOT be their choice for future projects. Regarding customers' overall level of satisfaction, 88 percent responded positively and four percent negatively.

The most highly rated specific services were 'Environmental Compliance' at 91 percent; 'Planning (Charettes, Master..)' at 90 percent and 'Environmental Studies' at 89 percent high ratings. The specific services that received the largest proportion of low ratings were 'Timely Construction' at ten percent, 'Real Estate' at seven percent and 'Change Mgmt (Mods etc)' at six percent low ratings.

A total of 693 customers (74%) submitted comments. Of these, 445 (64%) made overall favorable comments, 137 (20%) made negative comments and 89 (13%) customers' comments contained mixed information (positive and negative statements). The two most frequent positive comments concerned 'Compliments to individuals/staff' (232 customers) and 'Overall Satisfaction' (154 customers). The two most frequent negative comments addressed 'Timely Service' or 'Meeting schedules' (106 customers) and 'Reasonable Costs' (78 customers).

The analysis comparing Air Force, Army, Other DoD, and IIS customer ratings found relatively few differences. There were only five services in which customers differed. Air Force was the most satisfied in four of five areas. IIS customers were the most satisfied in one area. This represents a departure from the last two years where ratings were very heterogeneous across customer groups.



Comparisons of ratings from Construction, Environmental, Real Estate and 'Other'<sup>2</sup> customers revealed that Environmental customer ratings were statistically significantly higher than Construction ratings in every service area examined. And in nearly every area Real Estate and customer ratings were higher than Construction customers as well. The direction of the differences is consistent with previous years however; the size of the gap between group mean scores has been decreasing over time suggesting a trend to greater homogeneity compared to early years of the survey.

In aggregate there has been a gradual upward trend in ratings since FY03. However, the rate of increase is much smaller in recent years as ratings seem to have stabilized at a fairly high level; many close to a mean of 4.5. The exception is 'Timely Construction' which has hovered around a mean of approximately 4.0. Air Force customers' ratings have increased and have stabilized at a very high level for the previous seven years for most services. Although Air Force ratings dropped slightly in FY13, they recovered in FY14 to continue a general upward trend. All services have remained green for all of the previous nine years (FY06-14) except 'Timely Construction'. Army customers' ratings have displayed upward trends from FY05-08 and have stabilized at a high level since FY09. All services have been Green since FY08 except 'Timely Construction'. The trends in 'Other DoD' customer ratings have been more erratic than Air Force or Army due to the fact that the composition of this customer base is more variable from year to year. Ratings in FY11 and FY12 were the highest received. But ratings in FY13 fell across all services. This downturn in ratings has largely reversed in FY14 with most service areas returning to the higher levels seen in FY11-12. All service areas are Green except 'Timely Construction'. IIS customer ratings displayed a downward trend during the period FY07-09 although all except Funds Management' remained Green. Almost all areas showed a notable upward spike in FY10 and have remained fairly high through FY14. As with the other groups, the exception was 'Timely Construction' which has hovered between amber and green for the previous 10-year trend cycle

USACE Military Program Directorate's customers are well satisfied with Corps' services. Measures of relationship dynamics consistently receive the highest ratings. Timeliness and costs are consistently the greatest source of customer dissatisfaction; however, ratings in this area have significantly improved over time.

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<sup>2</sup> 'Other' customers typically specified a combination of services such as 'Design and Construction' or a specialized service such as 'Contracting Services', 'Design', and 'Survey & Mapping Services'.

## **§1. INTRODUCTION**

### **§1.1 BACKGROUND**

The original impetus for the survey was Clinton administration Executive Order 12862 (Setting Customer Service Standards) issued on September 11, 1993. This Order required agencies that provide significant services directly to the public identify and survey their customers, establish service standards and track performance against those standards, and benchmark customer service performance against the best in business.

This Executive Order was reinforced by a Presidential Memorandum for the Heads of Executive Departments and Agencies issued on March 22, 1995 (Improving Customer Service), and a further Presidential Memorandum issued on March 3, 1998 (Conducting "Conversations with America" to Further Improve Customer Service).

In April 2012, the Obama administration issued an executive order (Streamlining Service Delivery and Improving Customer Service) again requiring government agencies to establish mechanisms to solicit customer feedback on Government services and using such feedback to make service improvements.

HQUSACE is the coordinating office for the Corps' survey and has appointed Mobile District to perform the management, statistical analysis and reporting of results of the survey. A memorandum from CEMP to all Major Subordinate Commands (MSCs) contained instructions for administration of the FY14 Military Programs Customer Survey. Corps Districts were to complete administration of their customer survey by 5 November 2014.

All districts serving military or International & Interagency Support (IIS) agencies during FY14 were instructed to execute the survey. The survey is administered at the district level. Districts were again instructed to exclude EPA Superfund and non-Federal IIS customers. These customer groups are included in separate HQUSACE surveys. Districts were required to develop a plan to identify the organizations and individuals to be surveyed and a procedure to inform customers of the purpose and process of the survey. Districts and MSCs are responsible for integrating the survey process into ongoing management activities involving their customers. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback.



## **§1.2. SURVEY METHODOLOGY**

The CEMP survey is a web-based survey and is designed with several unique features. One of the most useful is the instant notification feature: the moment the customer submits his survey response the district survey manager will receive an email copy of that response. This serves two purposes. First, if the customer has any 'hot button' issues, the district survey manager will know about them immediately and can coordinate a response very quickly. Districts are instructed to design their SOP such that when they receive a negative response from a customer, someone from the district will contact that customer personally as quickly as possible. It is hoped that this sort of responsiveness will facilitate building or repairing relationships. The instant notification feature also provides the survey manager the opportunity to examine the customer's response for possible errors (e.g. customer selected incorrect district). The survey data is password protected and offers several reporting features. The survey manager can view or print individual customer responses. He can also generate reports by DoD command or in aggregate. Division survey managers are able to generate an aggregate summary report for their division. They may also create reports for each district in their region and for individual DoD commands.

The standardized Military Programs Customer Survey instrument consists of two sections. The first section contains customer demographic information (name, customer agency, DoD command, and primary category of services provided by the district). Section II contains 32 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale from 'Very Low' (1) to 'Very High' (5). A blank explanation field solicits customer comments about each service area. Questions 1-12 are of a general nature such as quality and cost of services and several measures of relationship dynamics. Items 12-32 assess specific services such as engineering design, environmental services and construction services.

Finally customers are offered an opportunity to provide any miscellaneous or general comments in an open text box at the end of the survey. A copy of the survey instrument may be viewed in Appendix A or by 'CTRL-clicking' on the following link:

<http://ww3.sam.usace.army.mil/surveys/military/survfrm.asp>

## **§2. RESULTS OF FY14 SURVEY**

### **§2.1 CUSTOMER DEMOGRAPHICS**

The total FY14 customer base consisted of 1,934 individuals; relatively unchanged compared to the FY13 customer base of 1,921 customers. A total of 941 customers participated in the FY14 survey. The Corps-wide response rate was 49 percent. This corresponds to an estimated sampling error of 1.9 percent. The USACE response rate was slightly lower (-5%) in FY14 vs FY13. Response rates varied greatly among districts. Of the 31 participating districts most had response rates around 50 percent. Response rates for smaller districts (population ≤ 50) averaged 52 percent and ranged from 18 to 86 percent. The average response rate for larger districts was 48 percent and ranged from 20 to 65 percent.

All data summary tables in this report show the number of valid responses for each survey item i.e., the percentage of responses of all participants who answered the question. Because customers can elect to skip survey items or select 'NA', the totals for each item summary may not be the same as the total number of survey participants.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS customers. Army customers comprise the largest proportion of the FY14 sample at 45 percent followed by Air Force (25%), 'Other DoD' (18%) and IIS (12%).

Customers were asked to identify their DoD command. Air Force customers could select from: ACC, AETC, AFCEE, AFMC, AMC, PACAF, AFSPC, AF Reserves and 'AF-Other'. The greatest number of Air Force customers fall under AFCEC (74 customers) and AFMC and ACC (34 and 22 customers respectively). There was a notable drop in AETC customers from 46 last year to only 16 in FY14. The commands specified by the Air Force customers who selected 'AF-Other' included Air National Guard, USAF -Europe and Global Strike Command. Army customers could select from the four IMCOM organizations based on geographic locations plus Army AMC, Army Reserves, National Guard, MEDCOM, USAREC, HQDA and 'Army-Other'. The greatest number of Army customers work under IMCOM Atlantic (59 customers) followed by IMCOM Central (57). Many of the FY14 Army customers fell into the 'Army-Other' category. The commands specified by these customers included AEC, US Military Academy and TRADOC among others. The number of Joint/Combat Command customers dropped by two thirds from 132 in FY13 to 44 this reporting year. They included SOCOM (17), CENTCOM (7) and SOUTHCOM (7). 'Other DoD' customers include Navy (54 customers), DLA (35), Marine Corps (27), DODEA (13) and MDA (13). It also includes some joint commands and a number of DoD support agencies. IIS customers include organizations such as VA, DHS, NASA, DOE, EPA, State Dept, etc. The largest proportion of IIS customer is comprised of VA customers (20 percent).

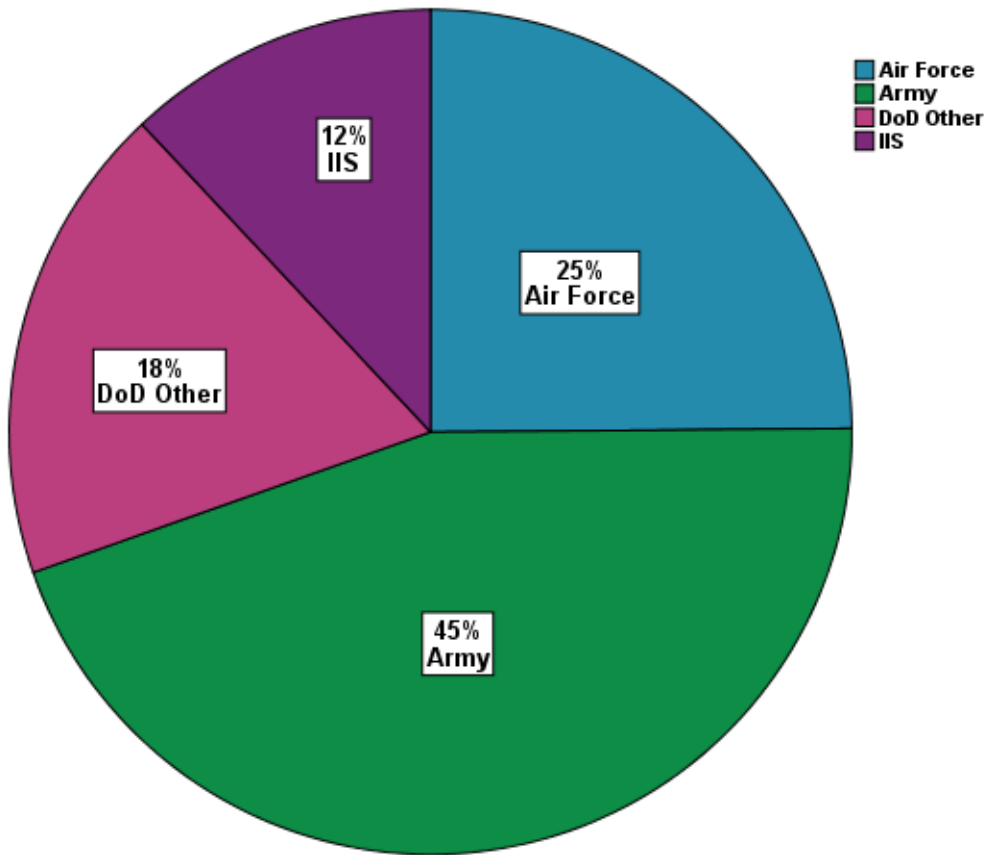
The lists of commands specified by Air Force, Army, Joint/Combat Command customers who selected 'Other' and specific agencies for 'DoD Other' customers are available in Appendix C,

tables C1-C4. The complete listing of specific customer organizations sorted by major customer group (Air Force, Army, Other DoD, and IIS) is provided in Appendix C, Table C-6 through C-9.

**Table 1: USACE Customer Groups**

<u>Group</u>	<u>Count</u>	<u>Percent</u>
Air Force	234	24.9
Army	421	44.7
DOD	173	18.4
IIS	113	12.0
Total	941	100.0

**CEMP Customer Groups FY14**



**Figure 1: CEMP Customer Groups**

### Air Force Commands FY14

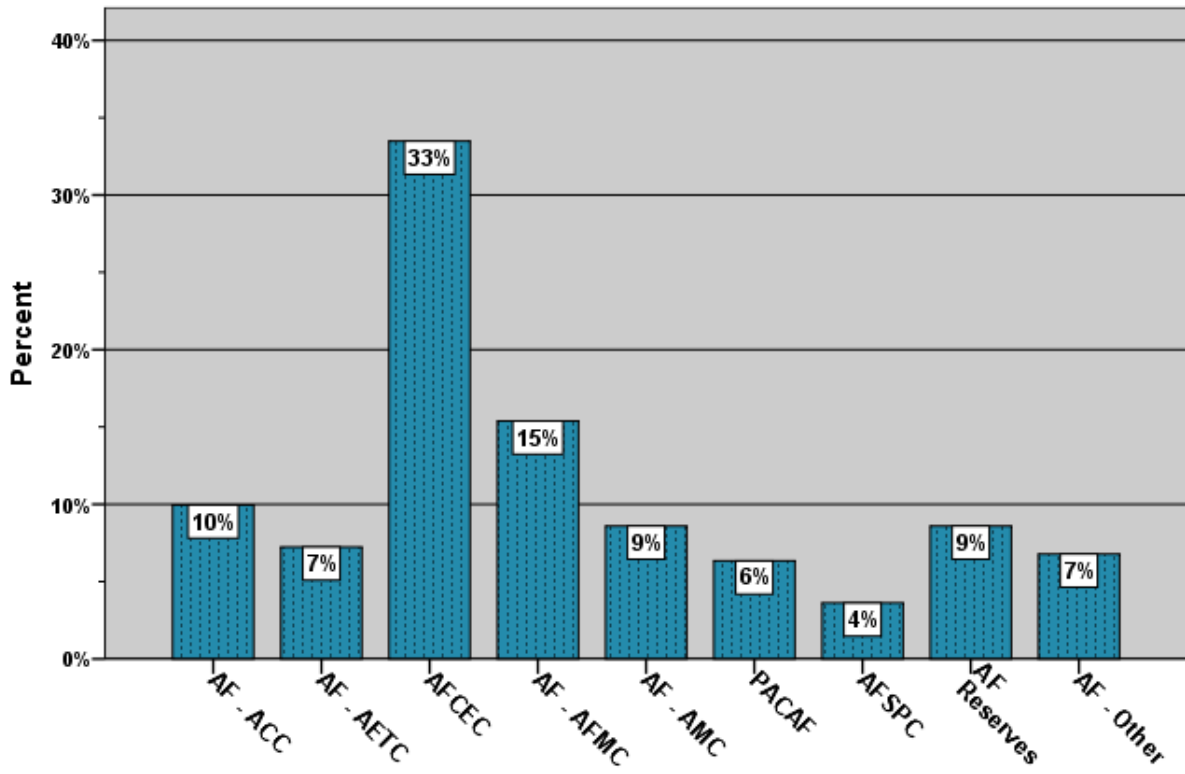


Figure 2: Air Force Commands

### Army Commands FY14

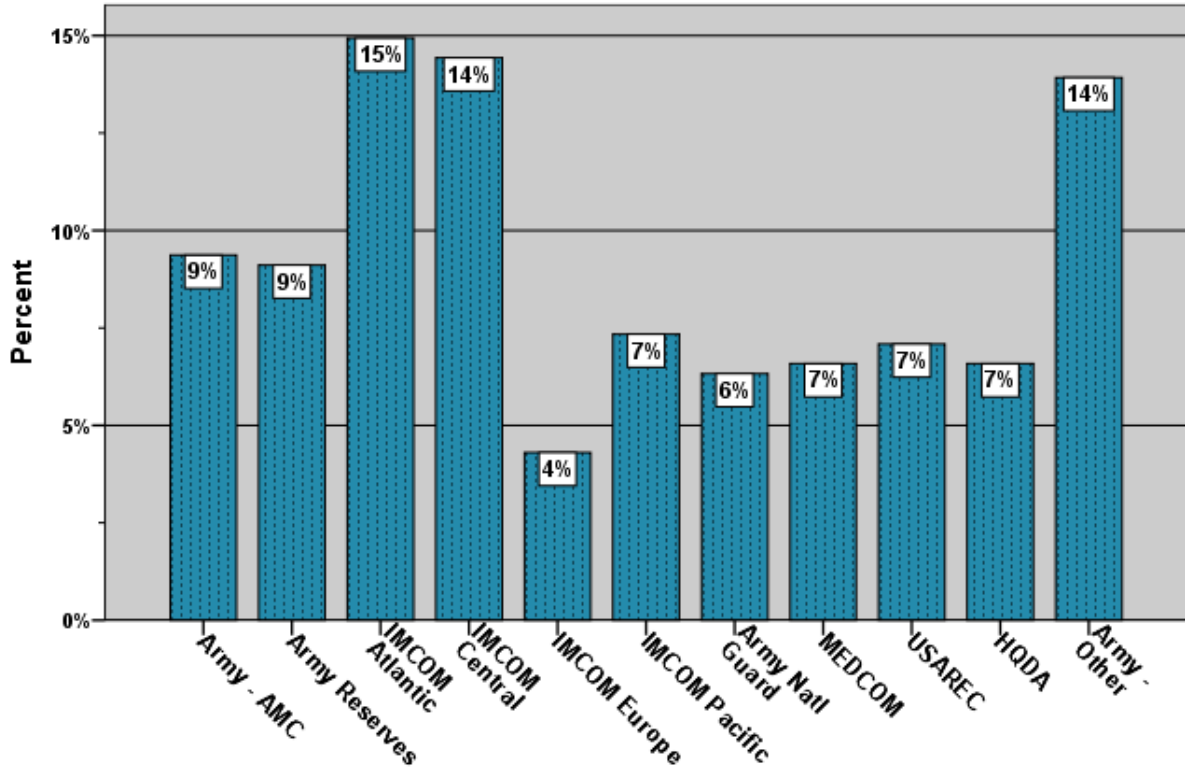


Figure 3: Army Commands

### Joint/Combat Commands FY14

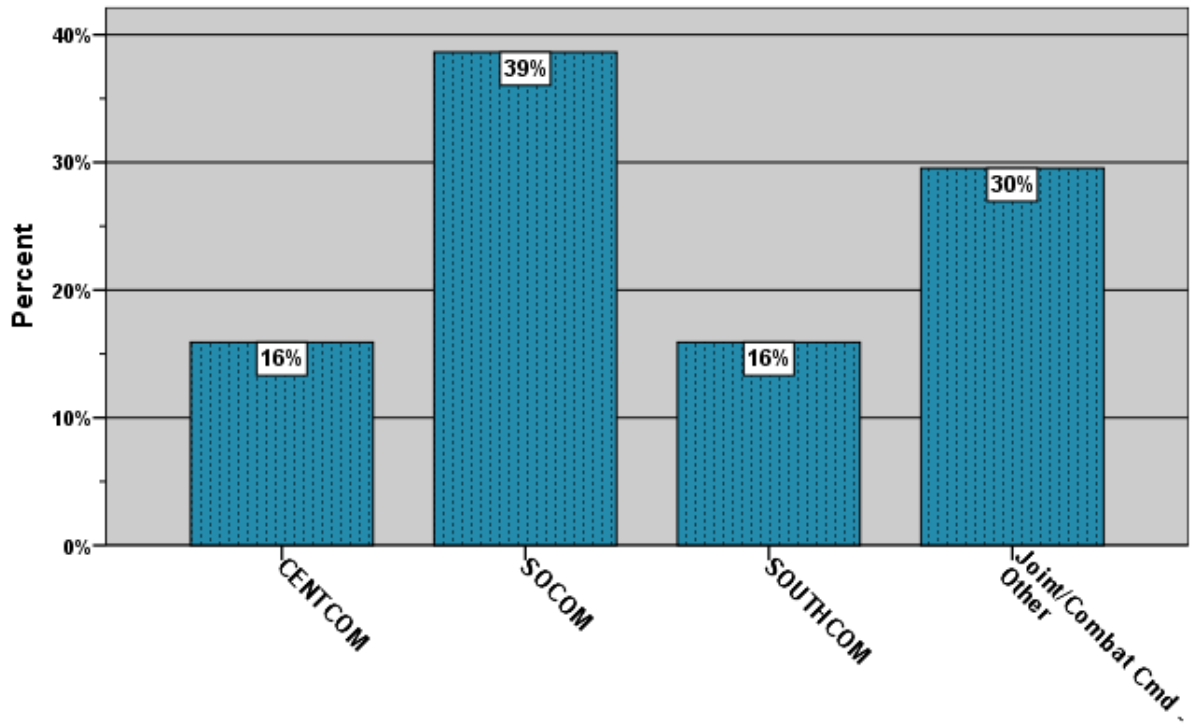


Figure 4: Joint/Combat Commands

### DoD Other Commands FY14

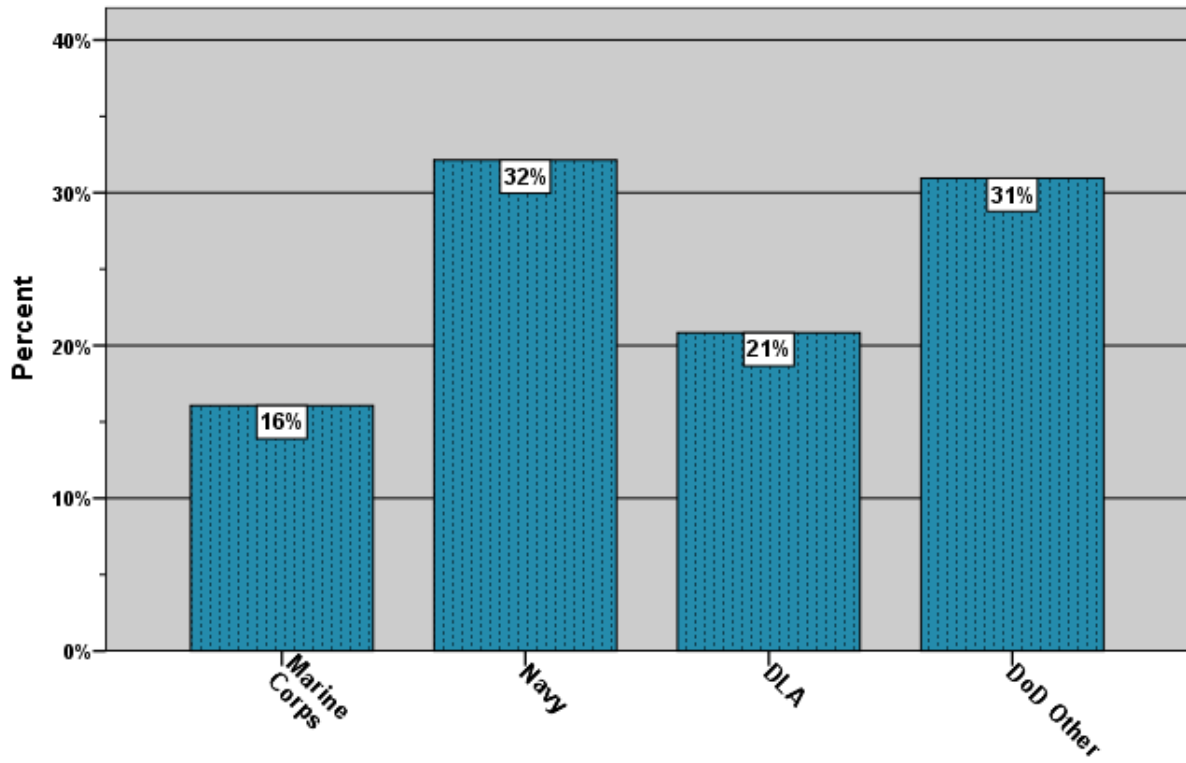


Figure 5: 'DoD Other' Commands



**Table 2: DoD Commands**

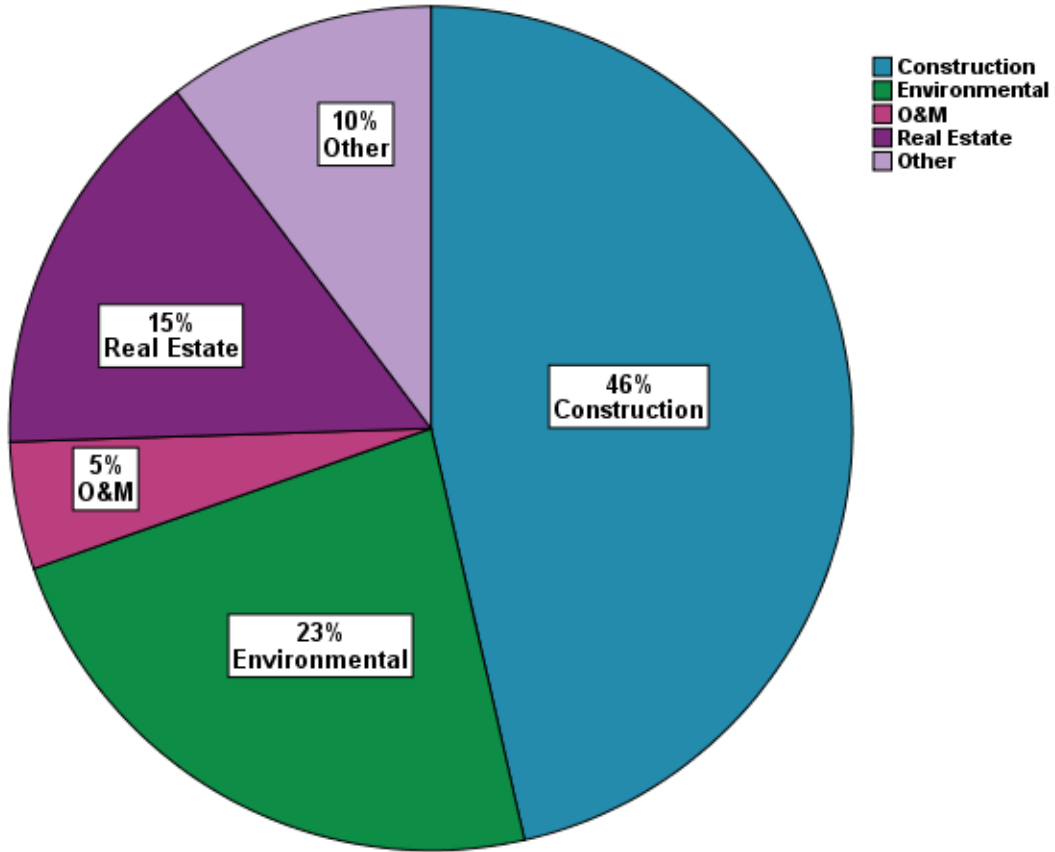
<u>DoD Command</u>	<u>Count</u>	<u>Percent</u>
CENTCOM	7	0.7
SOCOM	17	1.8
SOUTHCOM	7	0.7
Joint/Combat Cmd - Other	13	1.4
AF - ACC	22	2.3
AF - AETC	16	1.7
AFCEE	74	7.9
AF - AFMC	34	3.6
AF - AMC	19	2.0
PACAF	14	1.5
AFSPC	8	0.9
AF Reserves	19	2.0
AF - Other	15	1.6
Army - AMC	37	3.9
Army Reserves	36	3.8
IMCOM Atlantic	59	6.3
IMCOM Central	57	6.1
IMCOM Europe	17	1.8
IMCOM Pacific	29	3.1
Army Natl Guard	25	2.7
MEDCOM	26	2.8
USAREC	28	3.0
HQDA	26	2.8
Army - Other	55	5.8
Marine Corps	27	2.9
Navy	54	5.7
DLA	35	3.7
DoD Other	52	5.5
IIS	113	12.0
Total	941	100.0

Customers were asked to identify the primary category of service they received from the Corps organization they rated. The largest proportion (46 %) of CEMP customers receives primarily Construction services; 23 percent Environmental services, fifteen percent Real Estate, five percent O&M and ten percent receive ‘Other’ areas of service. Customers that selected the ‘Other’ area of services typically specified a combination of services such as ‘Design and Construction’. A number of others specified ‘FMS (Foreign Military Sales)’, ‘GIS Support’ and ‘Initial Outfitting Services’. The complete list of ‘Other’ work categories is found in Appendix C Table C-5.

**Table 3: Primary Category of Work**

<u>Work Category</u>	<u>Count</u>	<u>Percent</u>
Construction	437	46.4
Environmental	218	23.2
O&M	46	4.9
Real Estate	143	15.2
Other	97	10.3
Total	941	100.0

**CEMP Customers by Work Category FY14**



**Figure 6: Primary Category of Work**

The survey included all Military Districts. In addition some Civil Works Districts provide services to a limited number of military and federal IIS customers. These districts also participated in the CEMP survey. Corps offices in the war theatre (Iraq & Afghanistan) underwent reorganization during FY10-11. The office in Iraq, Gulf Region District is no longer active and the two districts in Afghanistan (Afghanistan North and Afghanistan South) have been combined into one Transatlantic Afghanistan District (TAA). However due to the drawdown of the war effort TAA did not participate in the FY14 survey. Hence Transatlantic Division includes only the Middle East District located in Winchester, VA (formerly the Transatlantic District (TAC)). The greatest proportion of responses was received from customers served by South Atlantic Division (23%) and North Atlantic (19 %). Mobile and Los Angeles districts had the greatest number of responses among districts at eleven percent and eight percent respectively.

**Table 4: Corps Divisions**

<u>MSC</u>	<u>Count</u>	<u>Percent</u>
LRD	52	5.5
MVD	17	1.8
NAD	175	18.6
NWD	94	10.0
POD	81	8.6
SAD	217	23.1
SPD	145	15.4
SWD	120	12.8
TAD	40	4.3
Total	941	100.0

### Corps Divisions FY14

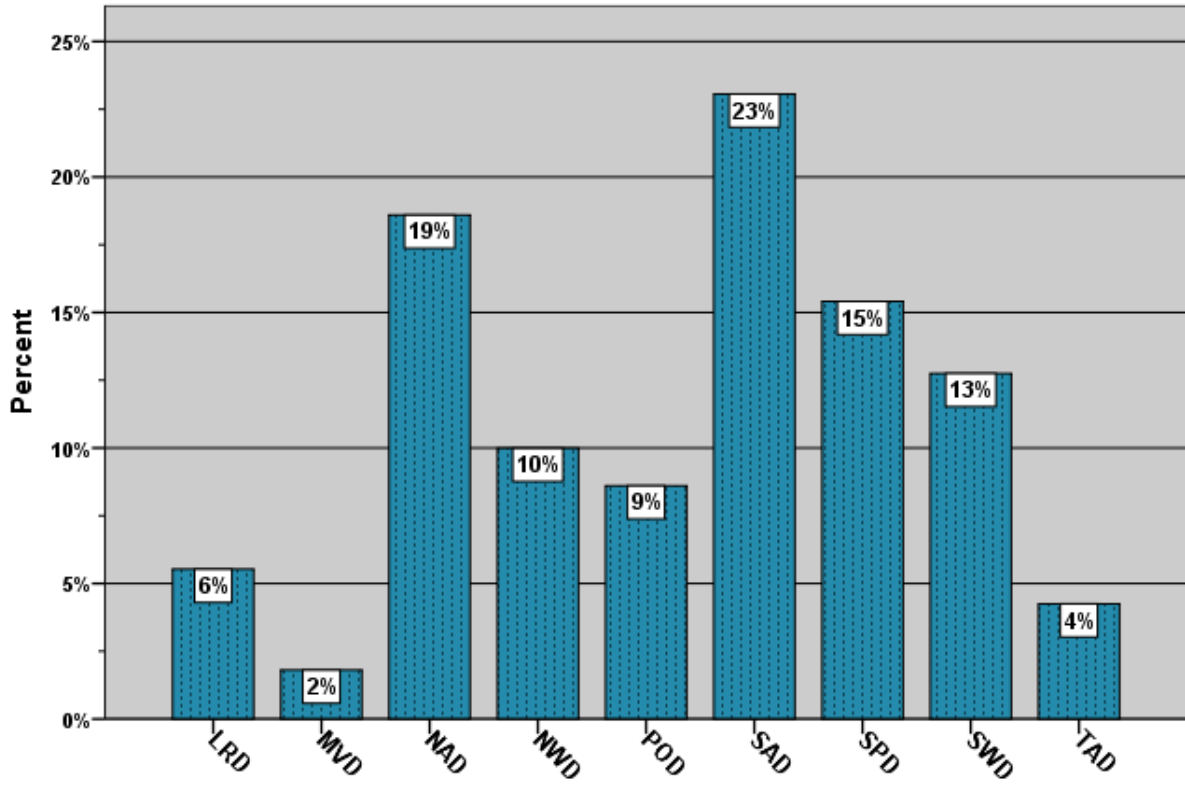


Figure 7: Customers by Corps Division

**Table 5: Corps Districts**

<u>District</u>	<u>Count</u>	<u>Percent</u>	<u>District</u>	<u>Count</u>	<u>Percent</u>
LRE	3	0.3	POF	14	1.5
LRH	4	0.4	POH	16	1.7
LRL	43	4.6	POJ	23	2.4
LRN	2	0.2	SAC	27	2.9
MVR	7	0.7	SAJ	27	2.9
MVS	10	1.1	SAM	106	11.3
NAB	33	3.5	SAS	47	5.0
NAE	10	1.1	SAW	10	1.1
NAN	35	3.7	SPA	21	2.2
NAO	29	3.1	SPK	48	5.1
NAP	13	1.4	SPL	76	8.1
NAU	55	5.8	SWF	56	6.0
NWK	30	3.2	SWL	23	2.4
NWO	51	5.4	SWT	41	4.4
NWS	13	1.4	TAM	40	4.3
POA	28	3.0	Total	941	100.0

## **§2.2 GENERAL SATISFACTION ITEMS**

The general satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High'. A score of '3' may be interpreted as mid-range, average or noncommittal. For purposes of the following discussion, response categories '1' ('Very Low') and '2' ('Low') will be collapsed and referred to as the 'Low' category representing negative responses. Similarly, categories '4' ('High') and '5' ('Very High') will be collapsed and designated 'High', representing positive responses. The following table depicts the responses to the eleven general customer satisfaction indicators. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses<sup>3</sup>.

All mean general satisfaction scores were 'Green'<sup>4</sup>. The lowest mean score was 4.19 for S7: 'Reasonable Costs'. The majority of responses (80 percent or more) were positive for all eleven general performance questions. The two most highly rated items in this year's survey were 'Treats You as a Team Member' and 'Seeks Your Requirements' rated positively by 92 and 90 percent of respondents respectively. The items that elicited the greatest proportion of low ratings were 'Timely Services' and 'Reasonable Costs' at seven and six percent low ratings respectively. The proportion of low ratings decreased slightly for all general satisfaction items.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. A total of 85 percent of customers indicated the Corps would be their choice in the future; nine percent were non-committal. Conversely, five percent responded USACE would NOT be their choice for future projects. This value is slightly lower than last year where seven percent responded negatively. For customers' overall level of satisfaction, 88 percent responded positively, four percent negatively and eight percent fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers needing attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps. Detailed responses to these indicators (before collapsing categories) are displayed in Table B-1 of Appendix B so extreme responses can be identified ('Very Low' or 'Very High').

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<sup>3</sup> If customers select NA or fail to rate an item, the number of valid responses will be less than 941.

<sup>4</sup> Mean satisfaction scores are rated according to following scale:  $x \geq 4.00$  = 'Green';  $3.00 \leq x < 3.99$  = 'Amber' &  $x < 3.00$  = 'Red'.



**Table 6: General Satisfaction Items**

<u>General Items</u>	<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Total</u>	
	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	19	2.0	74	8.0	834	90.0	927	100.0
S2 Manages Effectively	42	4.5	89	9.6	799	85.9	930	100.0
S3 Treats You as a Team Member	23	2.5	50	5.4	858	92.2	931	100.0
S4 Resolves Your Concerns	39	4.2	60	6.4	832	89.4	931	100.0
S5 Timely Service	65	7.0	107	11.5	762	81.6	934	100.0
S6 Quality Product	34	3.7	75	8.1	815	88.2	924	100.0
S7 Reasonable Costs	56	6.2	124	13.8	721	80.0	901	100.0
S8 Displays Flexibility	31	3.3	81	8.7	815	87.9	927	100.0
S9 Keeps You Informed	47	5.0	75	8.0	811	86.9	933	100.0
S10 Your Future Choice	49	5.4	85	9.4	769	85.2	903	100.0
S11 Overall Satisfaction	36	3.8	79	8.4	822	87.7	937	100.0

Green: Highest Rated

Red: Lowest Rated

### **§2.3 SPECIFIC SERVICES ITEMS**

Items 12 through 32 of the Military Customer Survey solicit customers' opinions concerning 21 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All specific services items received a mean score of 4.11 or higher.

A large number of customers left one or more items blank in this section. The average percentage of non-response was 38 percent of the sample. The proportion of non-responses ranged from as low as 14 percent on Item 17: 'Project Management' to a high of 59 percent on Item 16: 'Real Estate'.

The proportion of positive ratings for the specific services items ranged from 75 to 92 percent. The most highly rated specific services were 'Environmental Compliance' at 91 percent; 'Planning (Charettes, Master..)' at 90 percent and 'Environmental Studies' at 89 percent high ratings. The specific services that received the largest proportion of low ratings were 'Timely Construction' at ten percent, 'Real Estate' at seven percent and 'Change Mgmt (Mods etc)' at six percent low ratings. Although 'Timely Construction' has consistently been the lowest rated service over time, the proportion of negative responses is significantly lower than in FY95 when the survey began. Detailed responses to these 22 indicators (before collapsing categories) are displayed in Table B-2 of Appendix B so extreme responses can be identified (Very Low or Very High).

**Table 7: Specific Services Items**

Specific Services	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S12 Planning (Charettes, Master..)	12	2.3	39	7.3	480	90.4	531	100.0
S13 Investigations/Inspections	9	2.4	35	9.2	335	88.4	379	100.0
S14 Environmental Studies	6	1.4	41	9.8	372	88.8	419	100.0
S15 Environmental Compliance	3	0.8	30	7.5	365	91.7	398	100.0
S16 Real Estate	22	6.5	36	10.6	282	82.9	340	100.0
S17 Project Management	30	3.8	62	7.8	704	88.4	796	100.0
S18 On-Site Project Mgmt	28	4.7	73	12.1	501	83.2	602	100.0
S19 Project Documents (1391s, 1354s..)	19	3.3	71	12.5	478	84.2	568	100.0
S20 Funds Management	27	3.8	63	8.8	625	87.4	715	100.0
S21 Cost Estimating	32	4.4	78	10.7	618	84.9	728	100.0
S22 Change Mgmt (Mods etc)	40	5.5	86	11.9	595	82.5	721	100.0
S23 Contracting Services	30	3.9	98	12.7	646	83.5	774	100.0
S24 AE Services	17	3.2	60	11.4	451	85.4	528	100.0
S25 Engineering Design	17	3.3	64	12.4	436	84.3	517	100.0
S26 Construction Quality	13	2.4	64	11.7	468	85.9	545	100.0
S27 Timely Construction	54	9.7	83	14.9	421	75.4	558	100.0
S28 Construction Turnover	19	4.0	58	12.2	400	83.9	477	100.0
S29 Warranty Support	16	3.6	54	12.0	380	84.4	450	100.0
S30 End-user Satisfaction	13	2.4	50	9.3	476	88.3	539	100.0
S31 Maintainability of Construction	17	3.6	53	11.2	404	85.2	474	100.0
S32 Energy Conserv (LEED..)	10	2.1	47	9.7	426	88.2	483	100.0

Green: Highest Rated

Red: Lowest Rated

The next table displays mean ratings for all 32 survey items and the composite index score. The index score is simple average of the ratings of the individual survey items. The number of valid and missing responses to each item is also displayed.

**Table 8: Mean Ratings for Items & Index Score**

Item	Mean	N	
		Valid	Missing
S1 Seeks Your Requirements	4.49	927	14
S2 Manages Effectively	4.38	930	11
S3 Treats You as Team Member	4.60	931	10
S4 Resolves Your Concerns	4.46	931	10
S5 Timely Service	4.26	934	7
S6 Quality Product	4.44	924	17
S7 Reasonable Cost	4.19	901	40
S8 Displays Flexibility	4.48	927	14
S9 Keeps You Informed	4.43	933	8
S10 Your Future Choice	4.38	903	38
S11 Overall Satisfaction	4.41	937	4
S12 Planning (Charettes, Master ..)	4.48	531	410
S13 Investigations/Inspections (Non-Env)	4.45	379	562
S14 Environmental Studies	4.52	419	522
S15 Environmental Compliance	4.55	398	543
S16 Real Estate	4.29	340	601
S17 Project Management	4.43	796	145
S18 On-site Project Mgmt	4.34	602	339
S19 Project Documents (1354, 1391..)	4.33	568	373
S20 Funds Management	4.40	715	226
S21 Cost Estimating	4.27	728	213
S22 Change Mgmt (Mods etc)	4.29	721	220
S23 Contracting Services	4.31	774	167
S24 A/E Services	4.34	528	413
S25 Engineering Design Quality	4.30	517	424
S26 Construction Quality	4.36	545	396
S27 Timely Construction	4.07	558	383
S28 Construction Turnover	4.27	477	464
S29 Warranty Support	4.29	450	491
S30 End-user Satisfaction	4.39	539	402
S31 Maintainability	4.26	474	467
S32 Energy Conservation (LEED..)	4.43	483	458
Index Score	4.38	941	0

## **§2.4 CUSTOMER COMMENTS**

The survey instrument includes a blank 'explanation' field next to each item and a text box at the end of the survey for general comments. Respondents were specifically asked to explain low ratings (below 3). All comments should be reviewed carefully. Survey participants rarely take the time to offer comments and when they do, they typically feel strongly about the issue they are addressing. Furthermore, each comment may represent several additional customers who feel the same way but simply don't take the time to provide a comment.

A total of 693 customers (74%) submitted comments. Of these, 445 (64%) made overall favorable comments, 137 (20%) made negative comments and 89 (13%) customers' comments contained mixed information (positive and negative statements). A small number of customer comments (22 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details). Note that the total number of comments exceeds 693 as most customers mentioned several issues.

The survey item which received the greatest number of positive comments was 'Overall Satisfaction' (154 customers). The area of service that received the next highest number of positive comments was 'On-Site Project Management' (75 customers).

The items receiving the largest number of negative comments were 'Reasonable Cost' (78 customers) and 'Timely Service' (78 customers). The other area of service that received a large number of negative comments was 'Timely Construction' (72 customers).

In the General Comments portion of the survey the most frequent positive comment was 'Compliments to Individuals/Staff' (232 customers). This outcome is seen year after year. The numerous compliments to Corps staff are particularly important given that customer loyalty engendered from strong relationships is at the heart of customer satisfaction.

In addition to the negative comments on the 'Timely Service' and 'Timely Construction' items. There were a significant number of general comments addressing a lack of meeting the schedule (28 customers) as well as workload management issues (33 customers). Timeliness is an issue that has been present over the last several years and is perhaps related to staff workload. Communication was also a problematic issue reported by customers (23 customers). However, a number of customers also made positive comments regarding this issue.

**Table 9: Summary of Item Comments**

<u>Comments on Service Areas</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
S1 Seeks Your Requirements	48	28	76
S2 Manages Effectively	42	62	104
S3 Treats You as a Team Member	46	24	70
S4 Resolves Your Concerns	46	46	92
S5 Timely Service	40	78	118
S6 Quality Product	37	40	77
S7 Reasonable Cost	23	78	101
S8 Displays Flexibility	34	36	70
S9 Keeps You Informed	43	54	97
S10 Your Choice for Future Work	47	44	91
S11 Overall Satisfaction	154	31	185
S12 Planning (Charettes, Master..)	38	14	52
S13 Investigations/Inspections	14	14	28
S14 Environmental Studies	18	10	28
S15 Environmental Compliance	16	4	20
S16 Real Estate	31	28	59
S17 Project Management	55	37	92
S18 On-Site Project Mgmt	75	44	119
S19 Project Documents (1391s, 1354s..)	24	36	60
S20 Funds Management	35	27	62
S21 Cost Estimating	20	44	64
S22 Change Mgmt (Mods etc)	32	46	78
S23 Contracting Services	38	42	80
S24 AE Services	26	25	51
S25 Engineering Design	14	35	49
S26 Construction Quality	29	19	48
S27 Timely Construction	19	72	91
S28 Construction Turnover	9	28	37
S29 Warranty Support	19	26	45
S30 End-user Satisfaction	17	15	32
S31 Maintainability of Construction	14	34	48
S32 energy Conservation (LEED etc)s	16	11	27
Total	1119	1132	2251

**Table 10: General Comments**

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
Comments re: Staff/Individuals	232	2	234
Professionalism	34	2	36
Staff Overloaded/ Project Understaffed	1	33	34
Meeting Schedule	5	28	33
Communication	7	23	30
Relationship	24	3	27
Staff Continuity	2	22	24
Responsiveness	17	4	21
Improvement in Service	19	1	20
Pro-Active	9	10	19
QA/QC	4	13	17
Partnership	14	0	14
Design Review	1	11	12
Accountability - AE	0	10	10
HVAC	0	10	10
Control/Oversight of AE	2	7	9
Financial Info/Reporting	2	7	9
Status Reports	4	4	8
Customer Focus	5	2	7
Value for \$	2	4	6
Punchlist	0	6	6
Year-end work	4	1	5
Project Closeout	1	4	5
OH Charges	0	5	5
Environmental Services	4	0	4
Upper Mgmt Support	3	1	4
SBA/8A Contract Services	0	4	4
Contracting services	2	1	3
As-builts	1	2	3
Meet Budget	1	2	3
Technical Knowledge / Expertise	1	2	3
Contractor Accountability	0	3	3
Roof Construction	0	3	3
Small project work	0	3	3
Construction Support	2	0	2
Emergency services	2	0	2
O&M Services	2	0	2

<u>Additional Comments</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
Fuel Systems Projects	1	1	2
MATOC	1	1	2
Security features	1	1	2
Accommodating War Theater	0	2	2
Fire Protection	0	2	2
Cultural Resources	1	0	1
MILCON Support	1	0	1
Mini POCA Contract	1	0	1
MOU effectiveness	1	0	1
Reachback Support	1	0	1
Redzone	1	0	1
Risk Management	1	0	1
AE/District Capacity	0	1	1
Centers For Excellence	0	1	1
Coordination	0	1	1
Customer Survey	0	1	1
Drainage Issue	0	1	1
Fest Teams	0	1	1
IDIQ Contracts	0	1	1
Impacts due to COE Policy/Org	0	1	1
IRP Projects	0	1	1
Landscaping	0	1	1
Legal Services	0	1	1
Review Process	0	1	1
RFP's	0	1	1
SATOC	0	1	1
Site Visits	0	1	1
Total	417	255	672



### **§3.0 Comparisons of Ratings by Customer Subgroups**

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army vs. Other DoD vs. IIS) and primary work category (Construction vs. Environmental vs. Real Estate vs. 'Other').

#### **§3.1 Ratings by Customer Group**

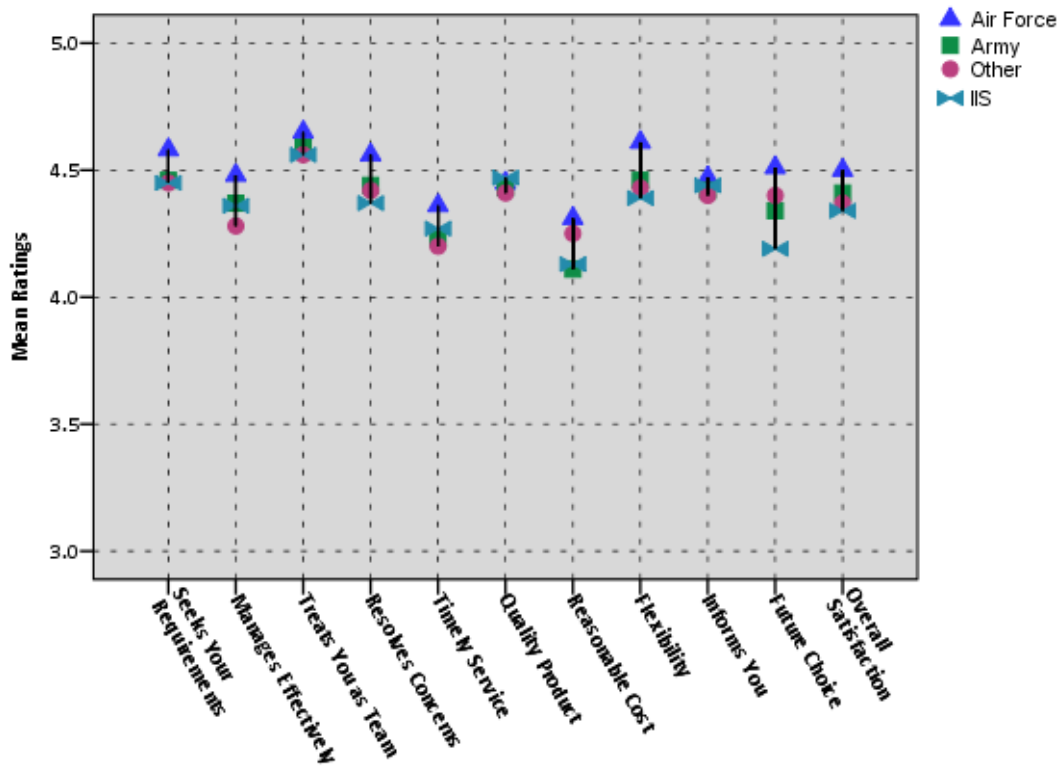
The first analysis compares customer satisfaction ratings for Air Force, Army, Other DoD, and IIS customers. Ratings for all satisfaction indicators were examined. Prior to FY12 ratings by customer group were very homogeneous. For example there were only one or two service areas that differed significantly. This implies consistency in delivery of services. That was not the case in FY12-13 as there were significant differences in ratings in many areas of services. And in almost every case AF customers were significantly more satisfied than Army and IIS customers. Air Force customers have been the most satisfied customer group for many years. The explanation for these findings is that AF ratings have actually gone up slightly while Army ratings have gone down slightly and IIS and 'Other DoD' customer rating have fallen even more than Army. Recall 'Other DoD' customers include primarily Navy, Marine Corps and DLA customers.

In contrast to FY12-13, the FY14 survey results show relatively few differences in ratings. There were only five services in which customers differed. Air Force was the most satisfied in four of five areas: 'Reasonable Cost', 'Your Choice for Future Work', 'Funds Management' and 'Contracting Services'. IIS customers were least satisfied in these areas. In contrast IIS customers were the most satisfied in rating 'Engineering Design Services'. It is important to note however, that nearly all subgroup mean scores were rated 'Green' ( $\geq 4.00$ ). The one exception was very close to Green. Other DoD was Amber for 'Timely Construction' at 3.99. A detailed table presenting Air Force, Army, Other DoD and IIS item mean scores and sample sizes is located in Appendix Table B-3.

**Table 11: Summary of Ratings by Customer Group**

Item	Statistically Significant Differences
S7 Reasonable Cost	AF > Army
S10 Your Choice for Future Work	AF > Army & IIS
S20 Funds Management	AF & Army > IIS
S23 Contracting Services	AF > Army, Other DoD & IIS
S25 Engineering Design	IIS > AF, Army & Other DoD

**Ratings by Customer Group FY14**



**Figure 8: Ratings by Customer Group**

## Ratings by Customer Group FY14

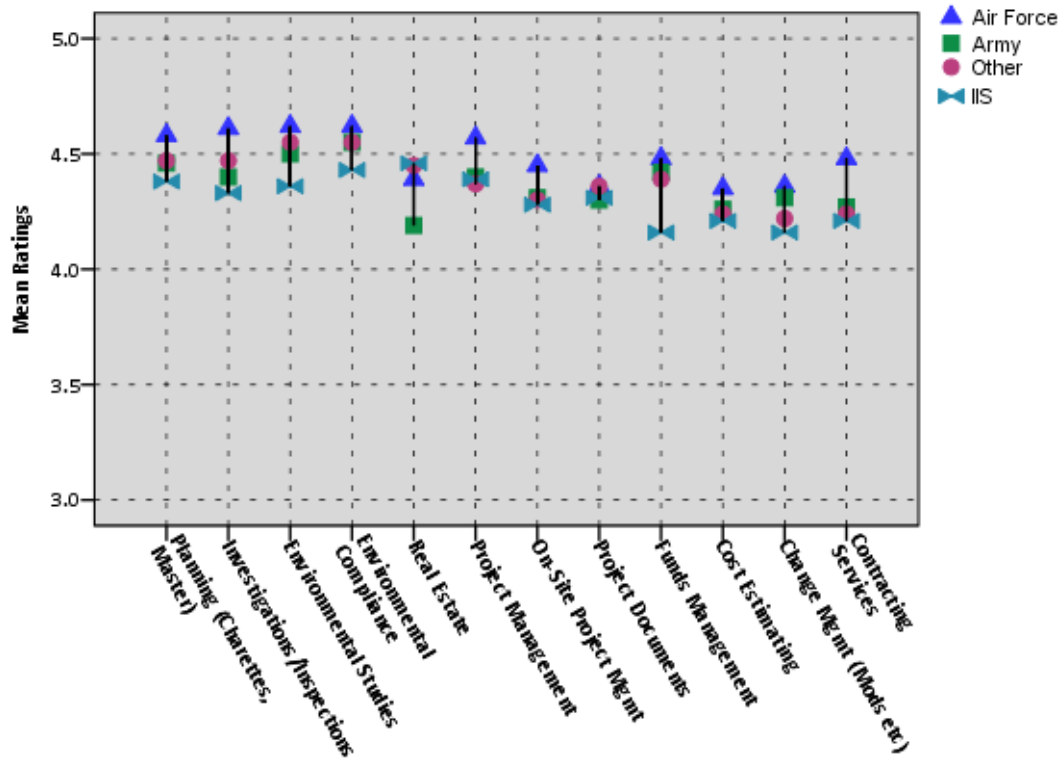


Figure 8 cont'

### Ratings by Customer Group FY14

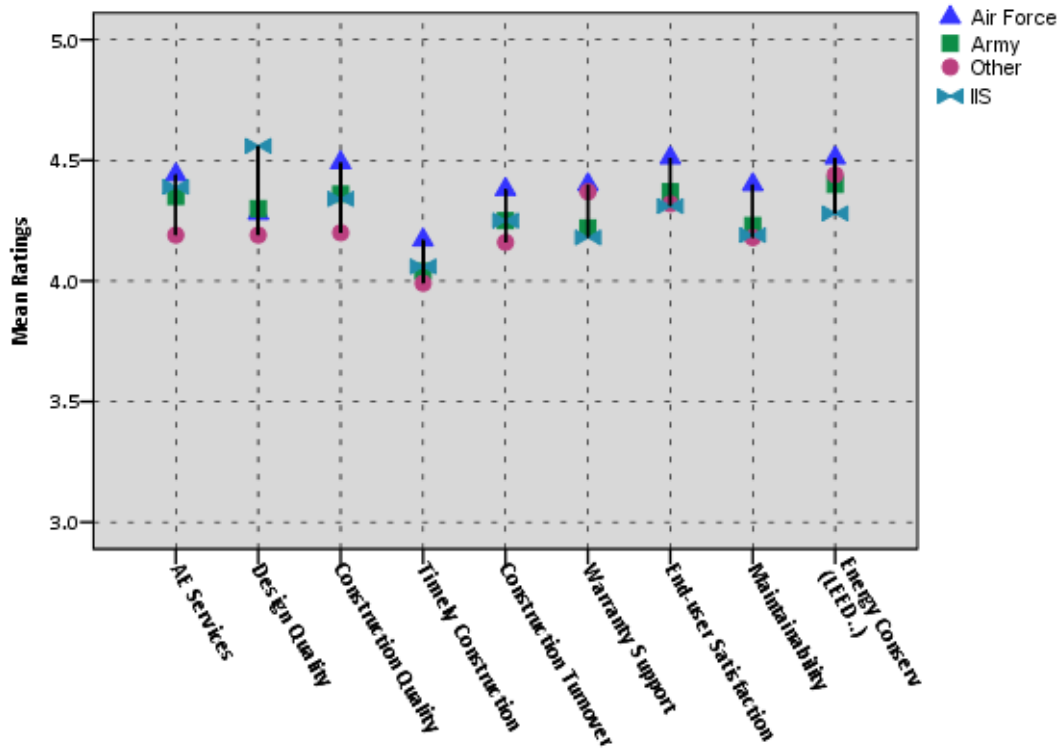


Figure 8 cont'

### **3.2 Ratings by Primary Category of Work**

In previous years comparisons of ratings from Construction, Environmental and 'Other'<sup>5</sup> customers were performed for selected satisfaction indicators. The proportion of Real Estate customers in the Corps customer base has grown sufficiently to break this subgroup out for these analyses. The service areas examined again included the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all work categories: 'Project Management', 'Project Documents', 'Funds Management', 'Cost Estimating', 'Change Management', 'Contracting Services', and 'A/E Contracts'. A very clear pattern emerged in these comparisons as illustrated in the graphs below. Environmental, Real Estate and 'Other' customers were consistently the most satisfied; Construction the least satisfied. There were significant differences in ratings for all (18) survey items examined for the previous five years. The same is true this year.

Environmental customer ratings were statistically significantly higher than Construction ratings in every service area. And in nearly every area Real Estate and Other customer ratings were higher than Construction customers as well. The direction of the differences is consistent with previous years however; the size of the gap between group mean scores has been decreasing over time suggesting a trend to greater homogeneity compared to early years of the survey. Construction customer ratings were often well below Environmental ratings, however only one of their mean scores ('Reasonable Cost') fell in the Amber zone ( $3.00 \leq x \leq 3.99$ ). Table B-4 in Appendix B displays mean subgroup scores and sample sizes.

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<sup>5</sup> O&M & 'Other' customers were combined into this subgroup.

**Table 12: Summary of Ratings by Work Category**

<u>Item</u>	<u>Statistically Significant Differences</u>
S1 Seeks Your Requirements	Env & RE > Constr
S2 Manages Effectively	Env, RE & Other > Constr
S3 Treats You as a Team Member	Env & Other > Constr
S4 Resolves Your Concerns	Env, RE & Other > Constr
S5 Timely Service	Env, RE & Other > Constr
S6 Quality Product	Env, RE & Other > Constr
	Env > RE
S7 Reasonable Cost	Env, RE & Other > Constr
	Env > Other
S8 Displays Flexibility	Env, RE & Other > Constr
S9 Keeps You Informed	Env & Other > Constr
S10 Your Choice for Future Work	Env, RE & Other > Constr
S11 Overall Satisfaction	Env, RE & Other > Constr
S17 Project Management	Env, RE & Other > Constr
S19 Project Documents (1391s, 1354s..)	Env & RE > Constr
	Env > Other
S20 Funds Management	Env > Constr
S21 Cost Estimating	Env, RE & Other > Constr
	Env > Other
S22 Change Mgmt (Mods etc)	Env, RE & Other > Constr
S23 Contracting Services	Env, RE & Other > Constr
S24 AE Services	Env, RE & Other > Constr

### Ratings by Work Category FY14

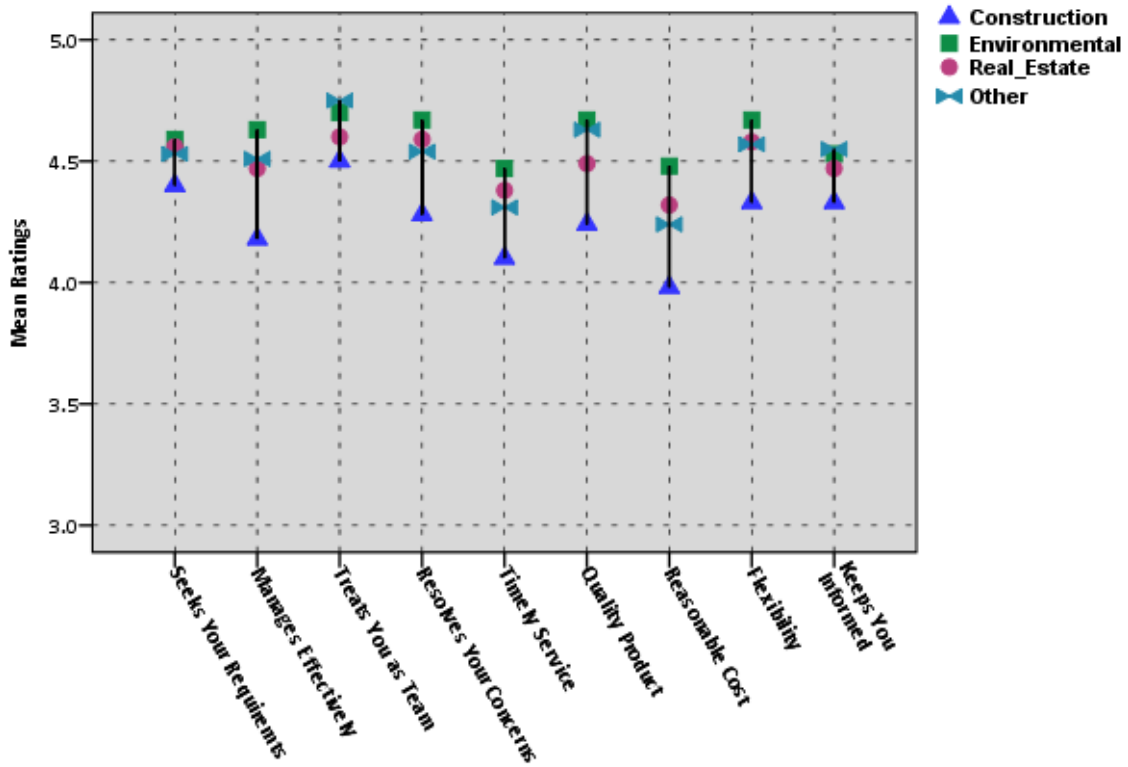


Figure 9: Ratings by Category of Work



### Ratings by Work Category FY14

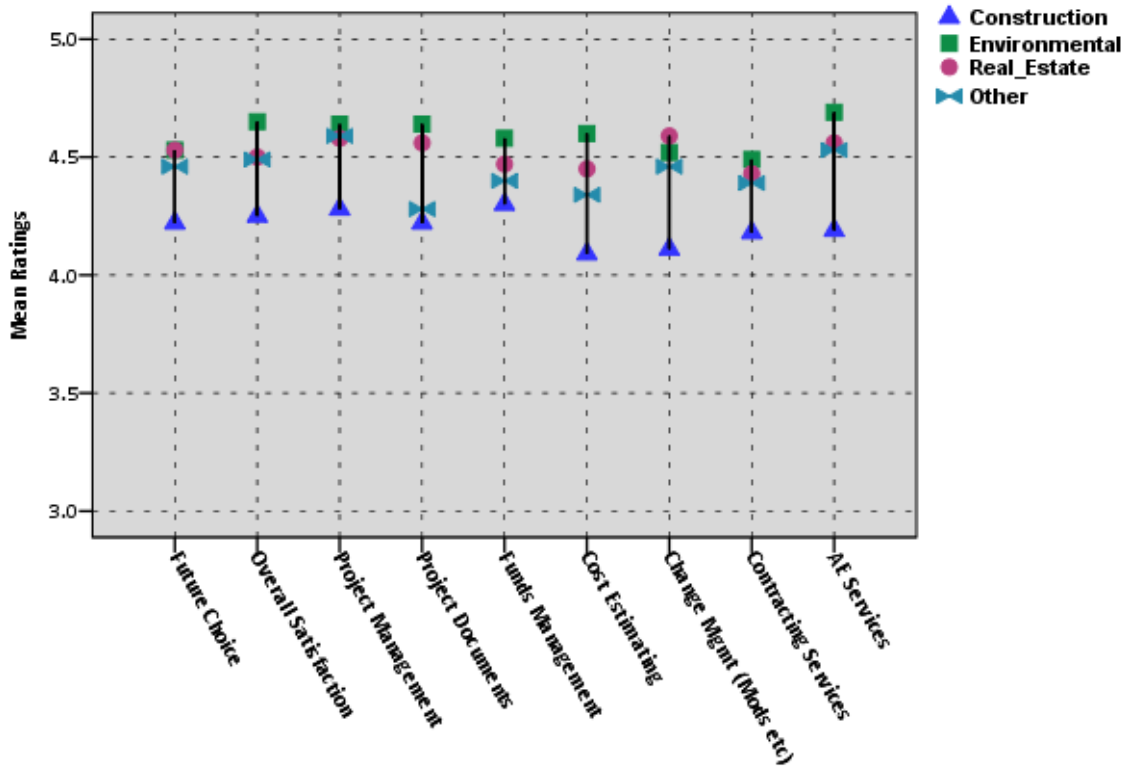


Figure 9 cont'

### 3.3 Ten-Year Trends by Customer Group

The Corps Military Programs Customer Satisfaction Survey has been administered since FY95. This year’s trend analysis focuses primarily on the past ten years of customer assessment data. The analysis juxtaposes the trends in Air Force, Army, ‘Other DoD’ and IIS customer ratings. The ‘Other DoD’ group represents responses from agencies such as Navy, DLA, Marine Corps, DODEA and MDA. It also includes some joint/combat commands and a number of DoD support agencies (see Appendix C, Table C4). This analysis summarizes up to 2,648 Air Force customer responses; 4,348 Army, 1,690 ‘Other DoD’ and 1,188 IIS responses. The number of surveys received by customer group by year is displayed below. The numbers of actual valid responses vary by item. The number of responses by Division and District by year is shown in Appendix B, Tables B-5 and B-6.

**Table 13: Number of Responses by Customer Group & Survey Year**

<u>Survey Year</u>	<u>Air Force</u>	<u>Army</u>	<u>Other DoD</u>	<u>IIS</u>	<u>Total</u>
FY05	212	334	93	56	695
FY06	217	368	118	74	777
FY07	230	388	157	61	836
FY08	249	425	139	138	951
FY09	292	445	196	147	1080
FY10	316	484	193	159	1152
FY11	338	580	209	127	1254
FY12	277	501	224	158	1160
FY13	283	402	188	155	1028
FY14	234	421	173	113	941
Total	2648	4348	1690	1188	9874

In aggregate there has been a consistent upward trend in ratings since FY03. The rate of increase was most notable from FY03 to FY06. The rate of increase has become smaller since FY06 but has been fairly consistent. Almost all areas seem to have stabilized at a high level; most close to a mean of 4.50. The exceptions is ‘Timely Construction’ which has hovered around a mean of approximately 4.0. As of FY14 all services are ‘Green’ (mean  $\geq 4.0$ ). The only other area that may warrant concern is ‘Real Estate Services’ due to the erratic nature of ratings over the period of analysis.

Air Force customers’ ratings have generally increased since FY05 and have stabilized at a very high level for most areas. Although Air Force ratings dropped slightly in FY13, they recovered in FY14 to continue a general upward trend. All services have remained green for all of the

previous nine years (FY06-14). The only exception is 'Timely Completion of Construction'. This area has hovered between the high Amber and low Green zone for the previous ten years.

Army customers' ratings have displayed upward trends from FY05-08 and have stabilized at a high level since FY09. Although in early years there were many services rated as Amber, all services have been Green since FY08. The exception is Timely Construction which has hovered between Amber and Green the last three years. The greatest improvement in customer satisfaction has clearly been demonstrated among Army customers (due in part to the fact that Army ratings were initially the lowest of the customer groups). In FY13, ratings for Army customers spiked upward slightly and essentially maintained that high level of satisfaction in FY14. The exception was Real Estate services which dropped sharply FY14 although it is still Green.

The trends in 'Other DoD' customer ratings have been more erratic than Air Force or Army. This may be explained by the fact that the composition of this customer base is more variable from year to year. This year Navy, Marine Corps and DLA account for 70% of the Other DoD subgroup. A notable change in ratings occurred in FY13. All services have been Green since FY08 and ratings in FY11 and FY12 were the highest received from this group over the entire 10-year cycle. However, in FY13 ratings fell across all services except Real Estate. Many areas were very close to Amber. Of concern was the significant drop in ratings in Item 10: 'Your Choice for Future Work'. Ratings also fell significantly in 'AE Services', 'Engineering Design Quality' and 'Construction Turnover'. This downturn in ratings was largely reversed in FY14 as most service areas have returned to the higher levels seen in FY11-12. All service areas are Green this year except 'Timely Construction' which is in the high Amber range.

IIS customers have historically been among the most satisfied compared to the other customer groups. This is no longer the case as satisfaction ratings for the other subgroups have increased commensurate with IIS ratings. IIS customer ratings displayed a downward trend during the period FY07-09 although all except 'Funds Management' remained Green. Almost all areas showed a notable upward spike in FY10 and have remained fairly high through FY14. The only exception was 'Timely Construction' which has hovered between Amber and Green for the entire 10-year trend cycle.

Some readers may find it easier to discern trends by reviewing individual bar graphs for each of the four customer groups separately. These graphs are available on the CEMP Homepage <http://www.usace.army.mil/CEMP/Pages/CoreMissions.aspx> Simply 'CTRL-Click' or copy and paste this link into your web browser. You may select the 'Survey Trend Charts' for each customer group or you may contact the author of this report for assistance.

## General Satisfaction Items

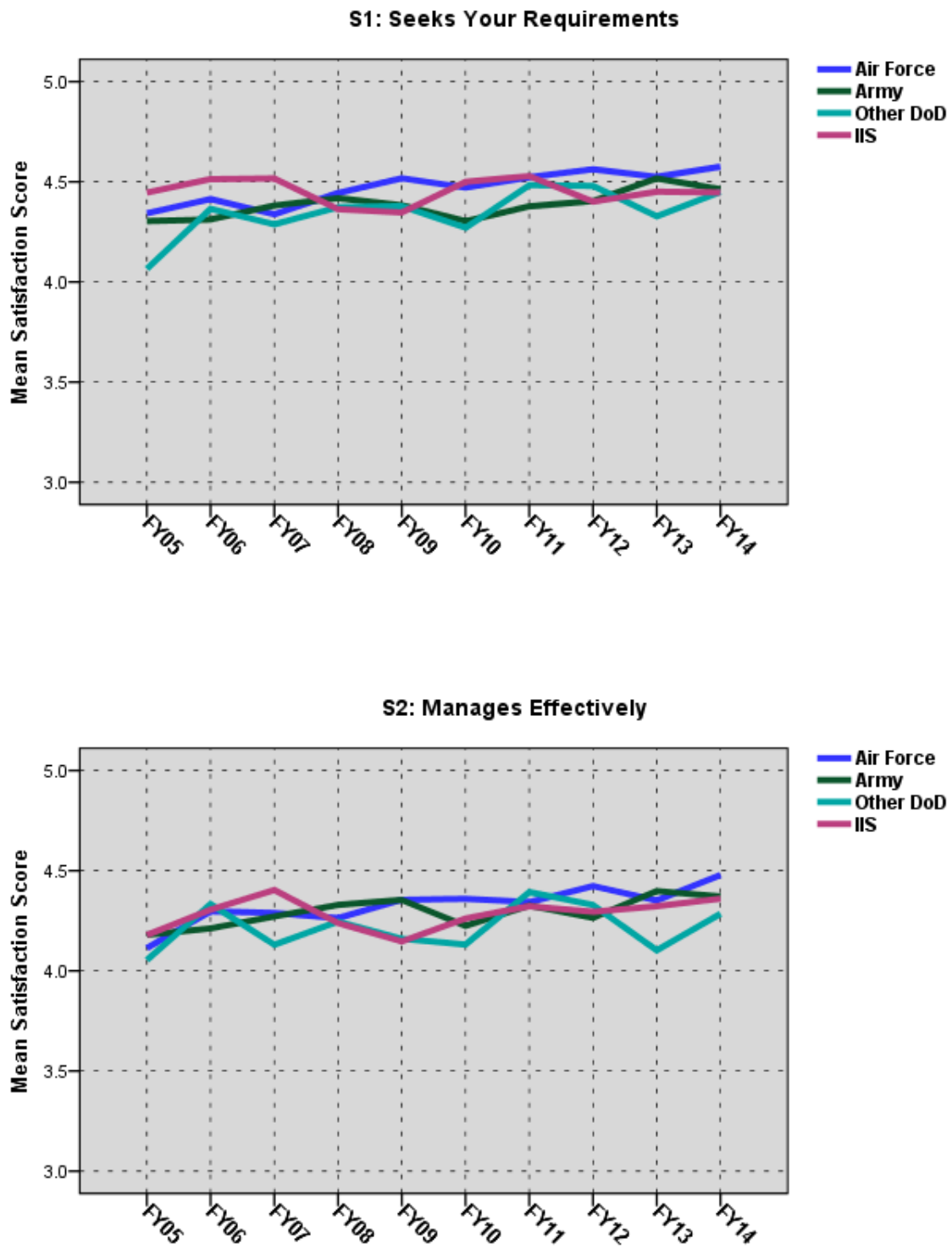
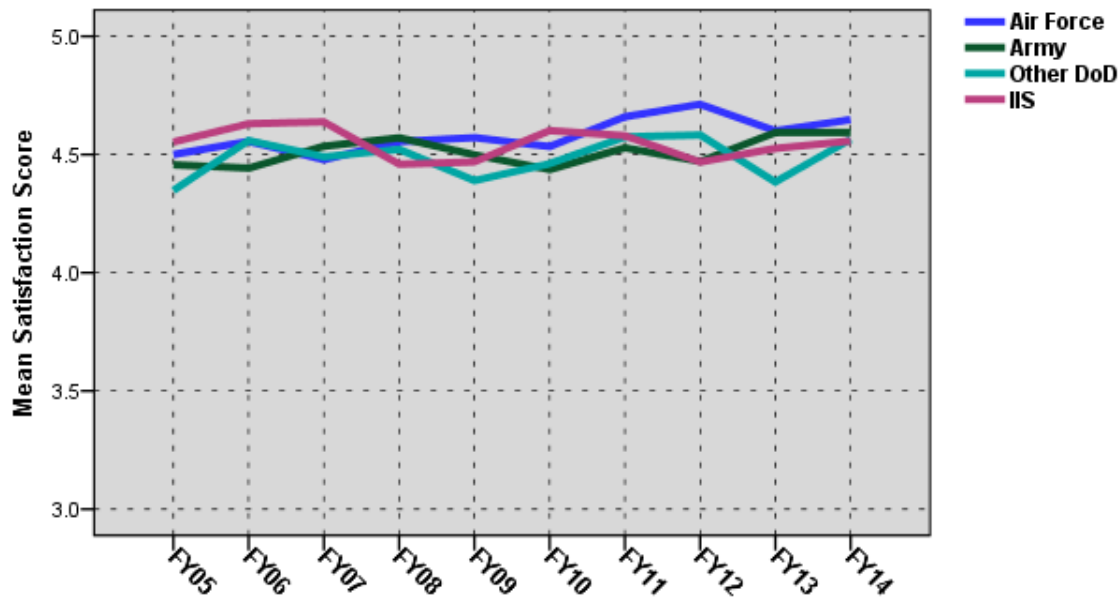
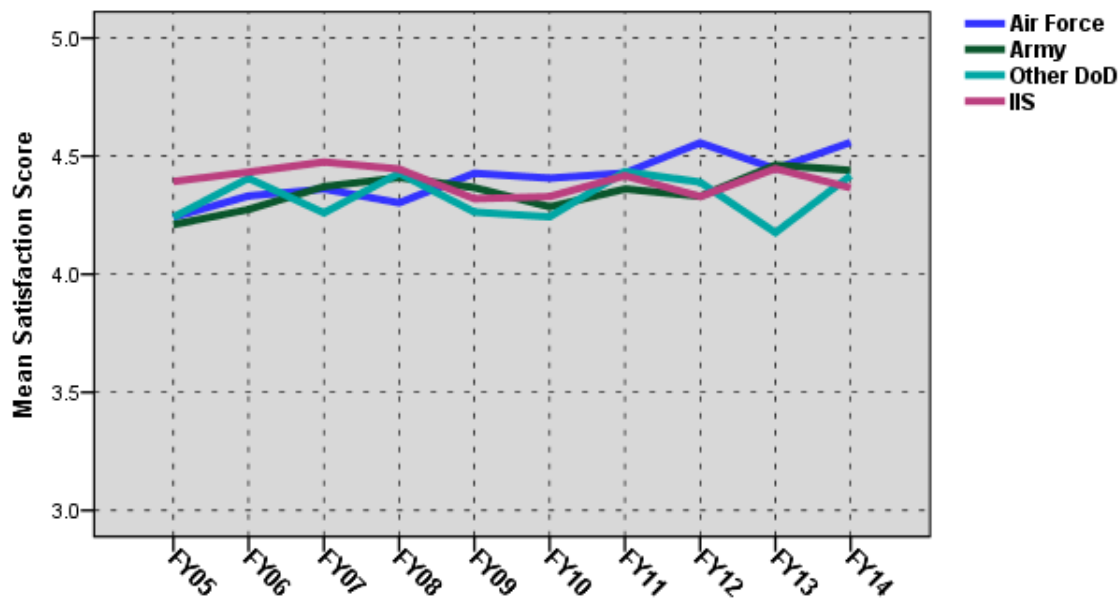


Fig 10: Trends by Customer Group

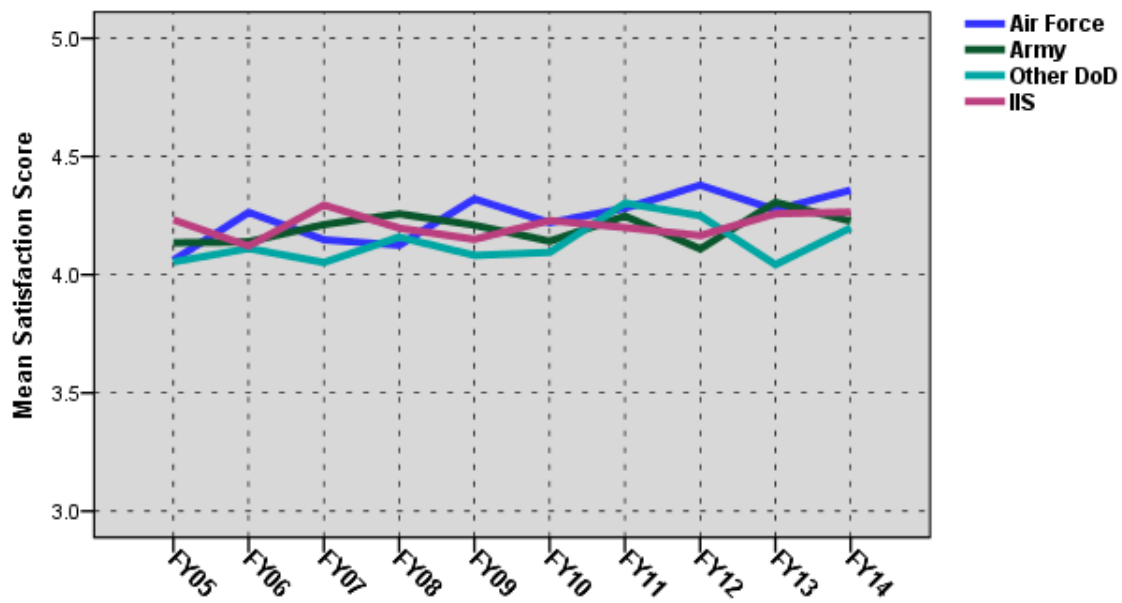
**S3: Treats You as Team Member**



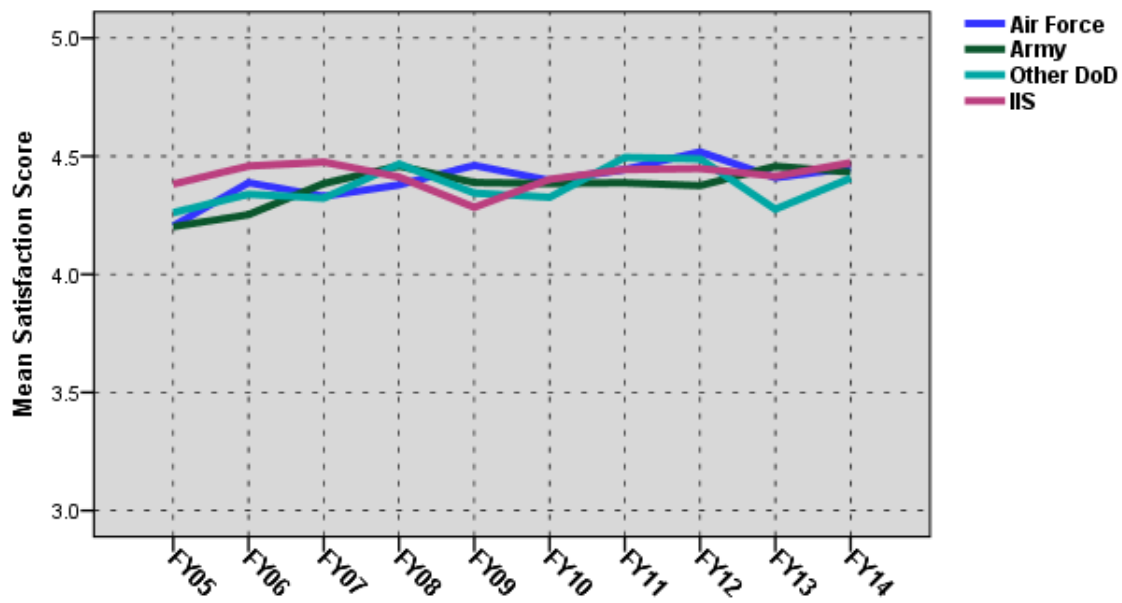
**S4: Resolves Your Concerns**



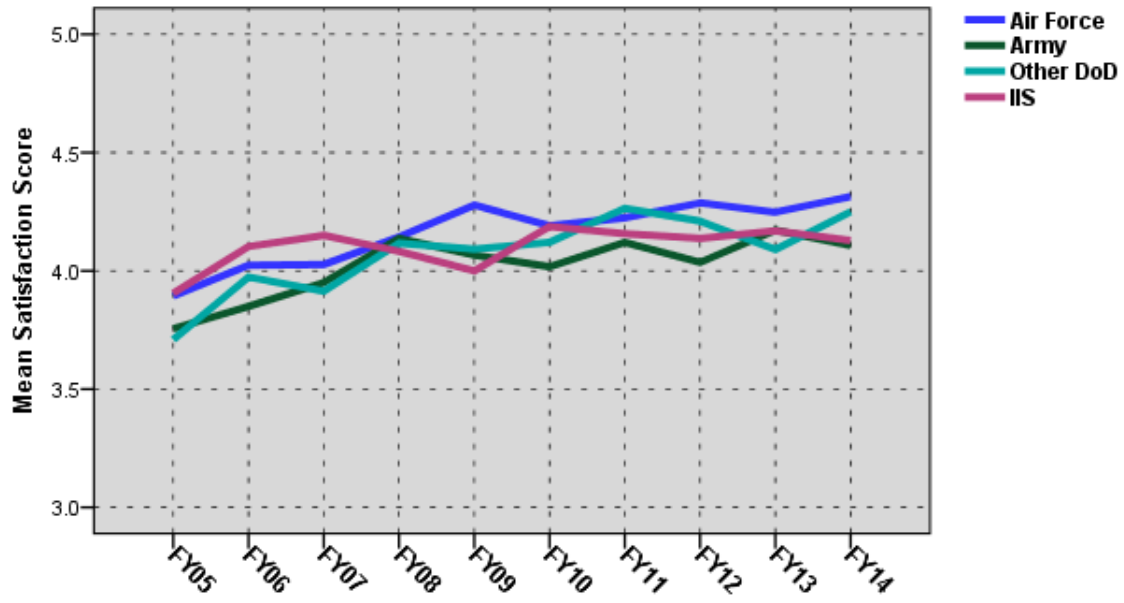
**S5: Provides Timely Services**



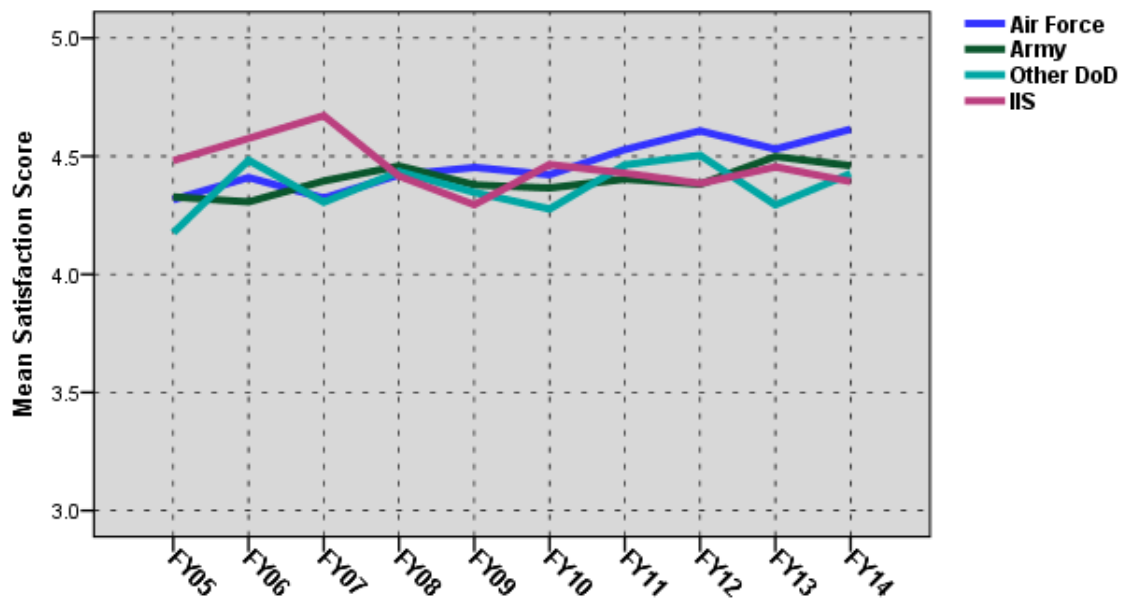
**S6: Delivers Quality Products**



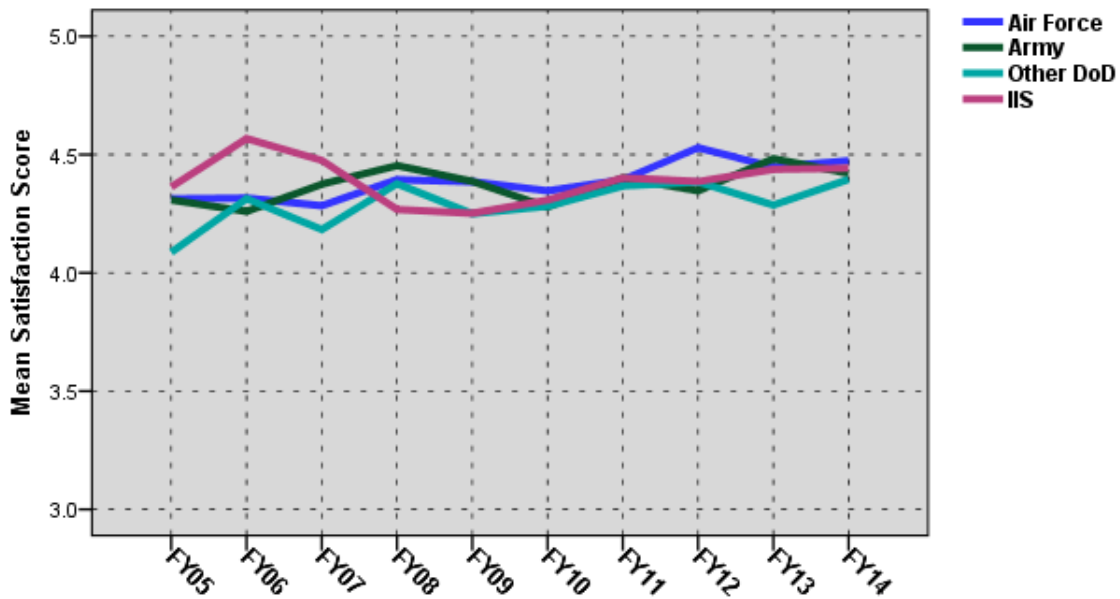
**S7: Products at Reasonable Cost**



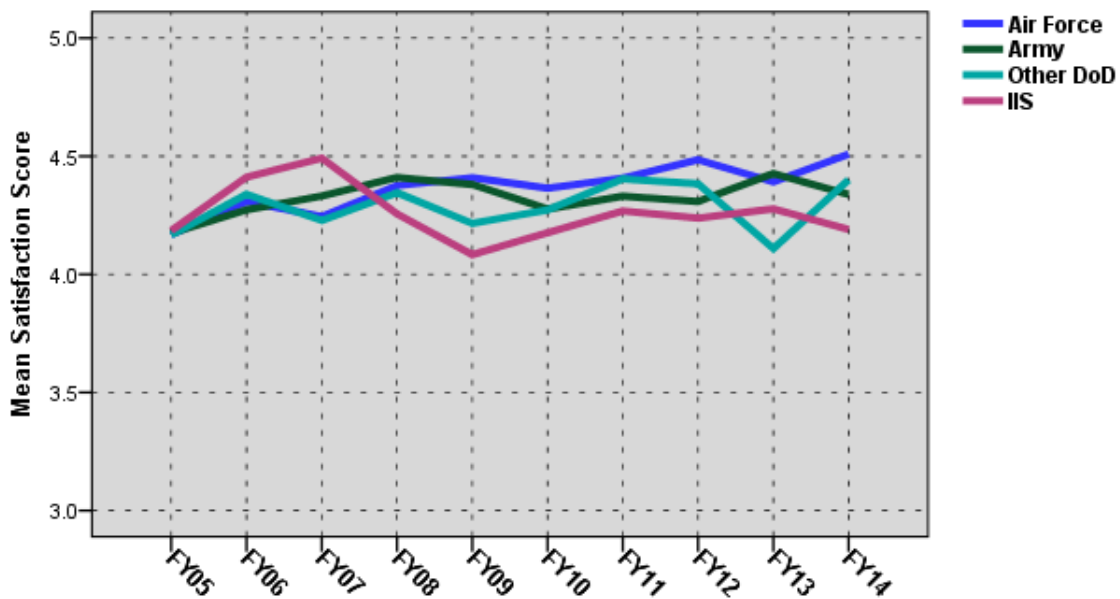
**S8: Flexible to Your Needs**



S9: Keeps You Informed

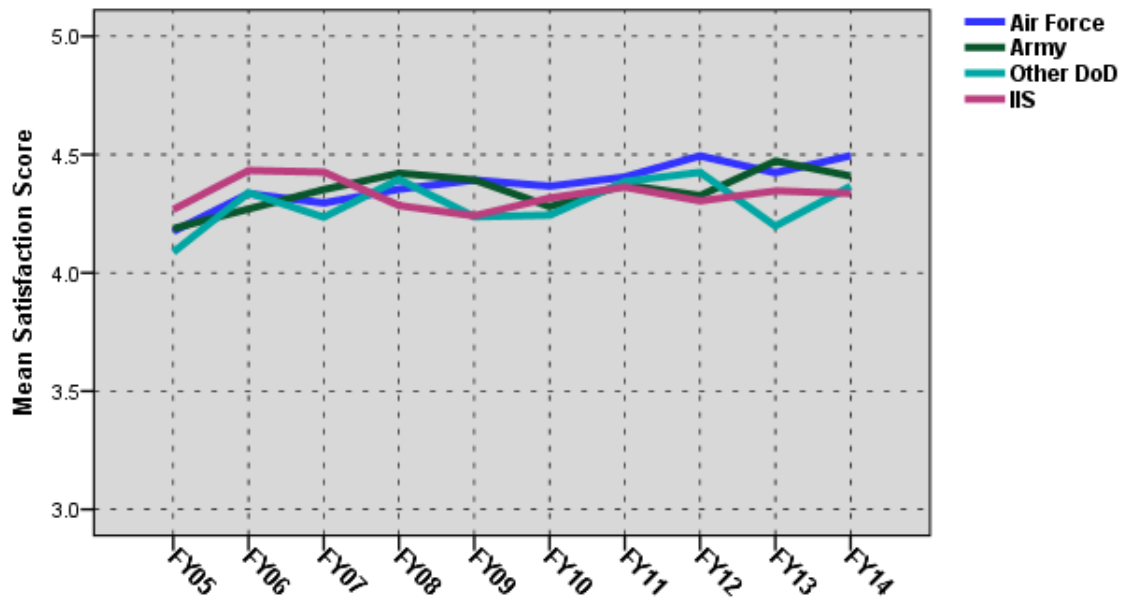


S10: Your Choice in the Future



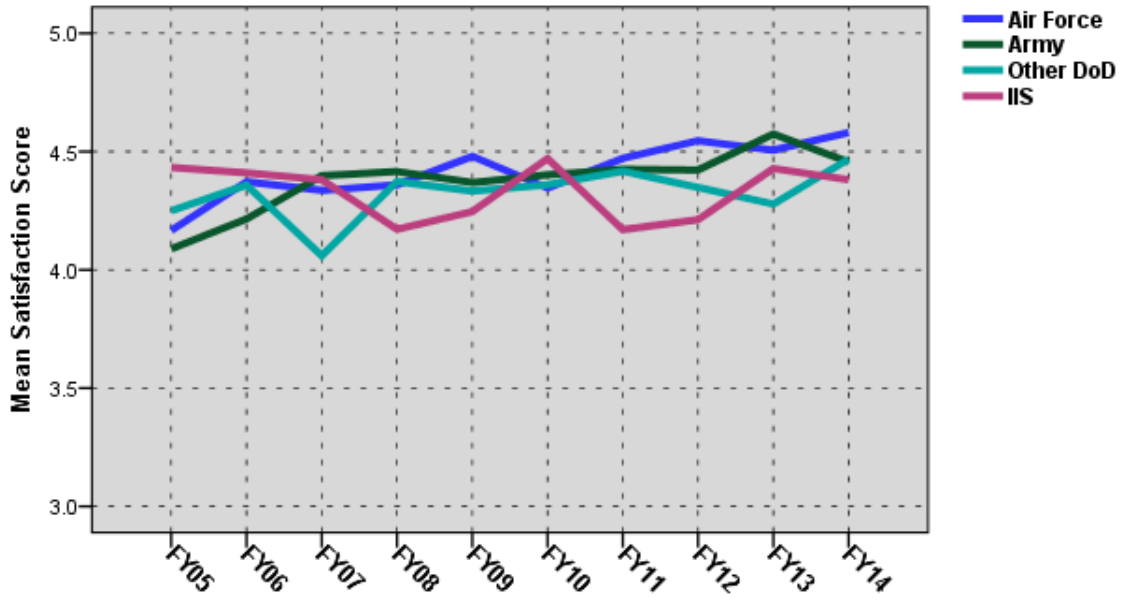


S11: Your Overall Satisfaction

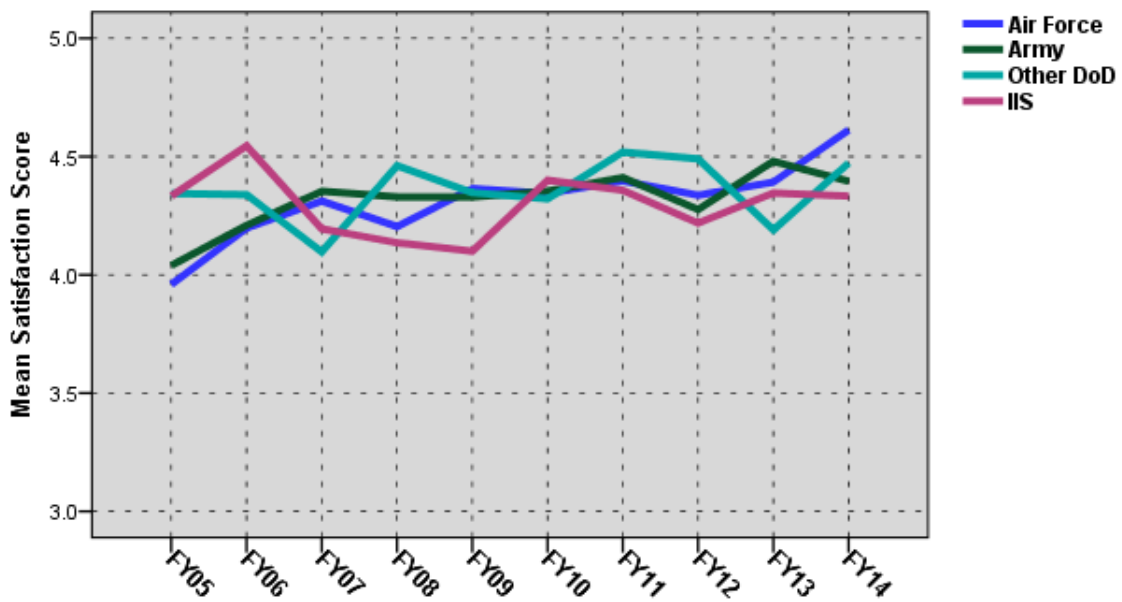


## Specific Services

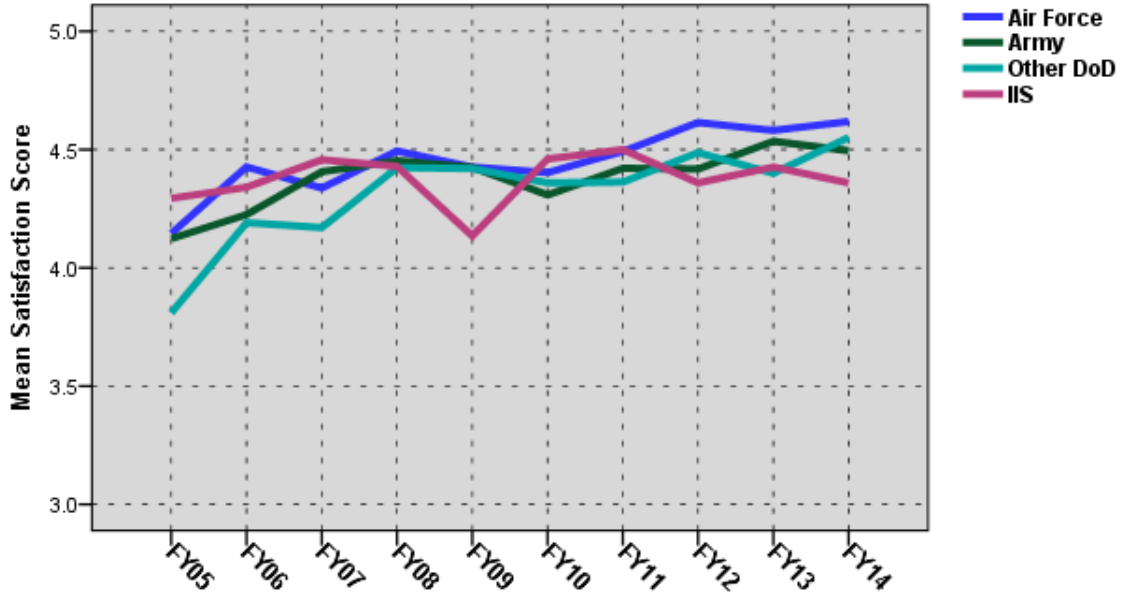
**S12: Planning (Charettes, Master..)**



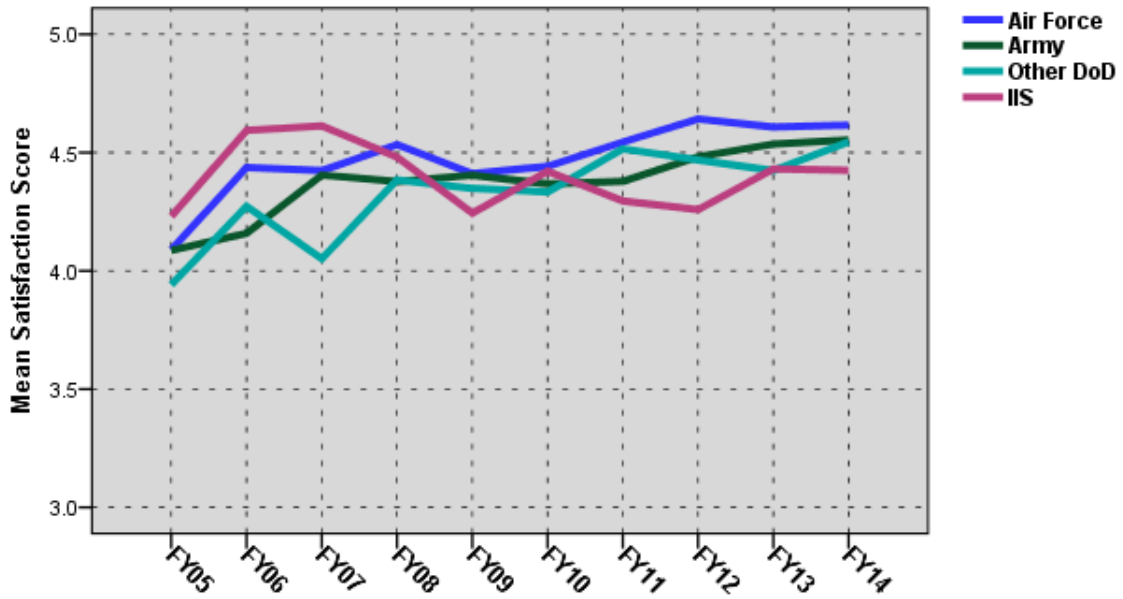
**S13: Investigations/Inspections (Non-Envir)**



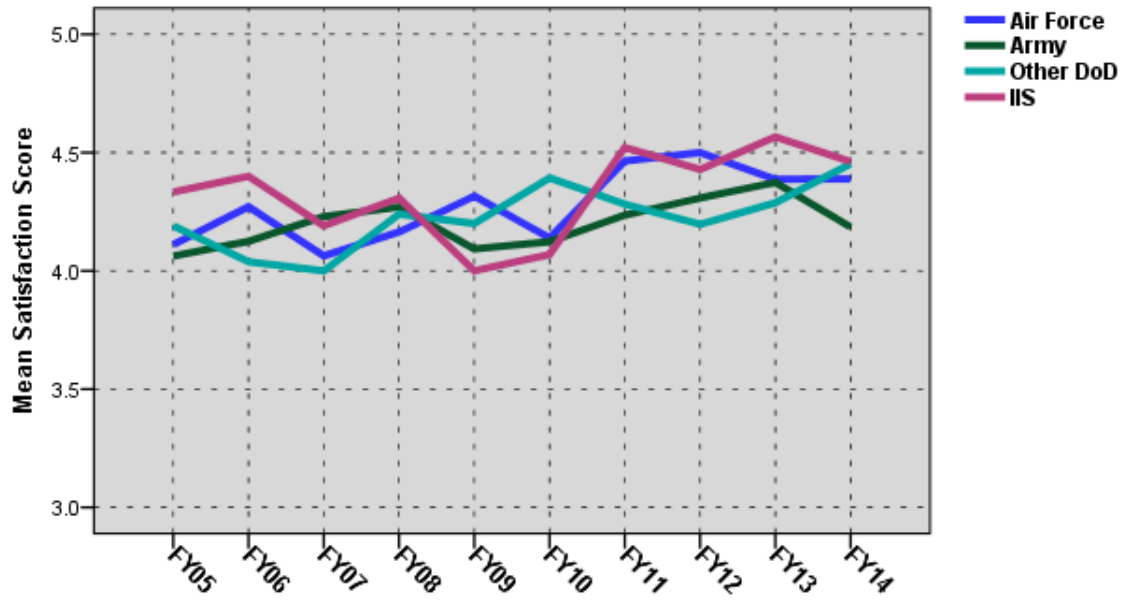
S14: Environmental Studies



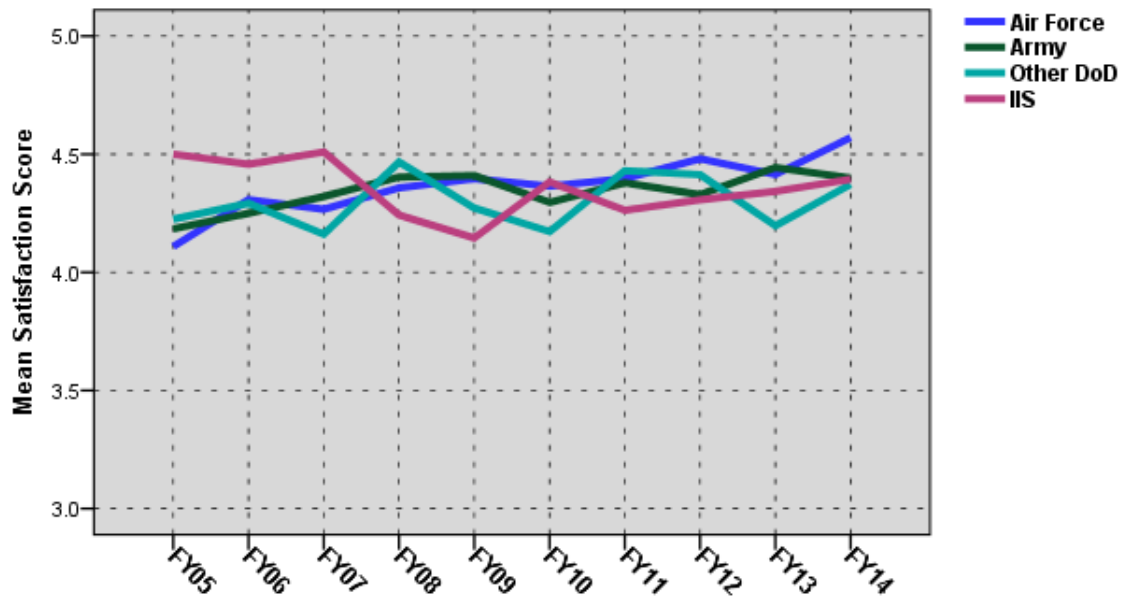
S15: Environmental Compliance



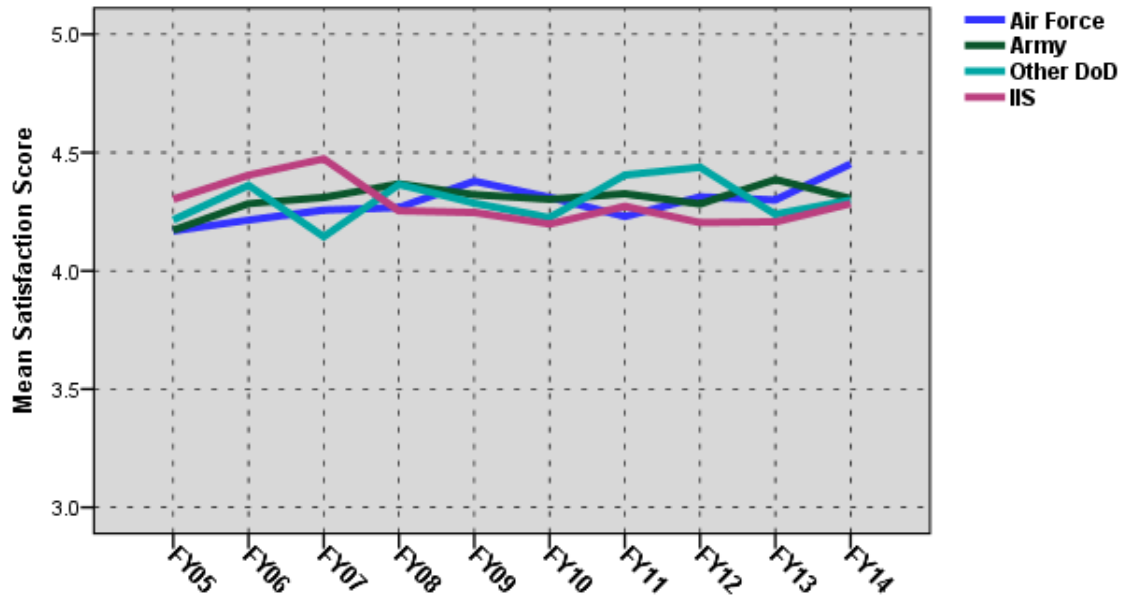
S16: Real Estate Services



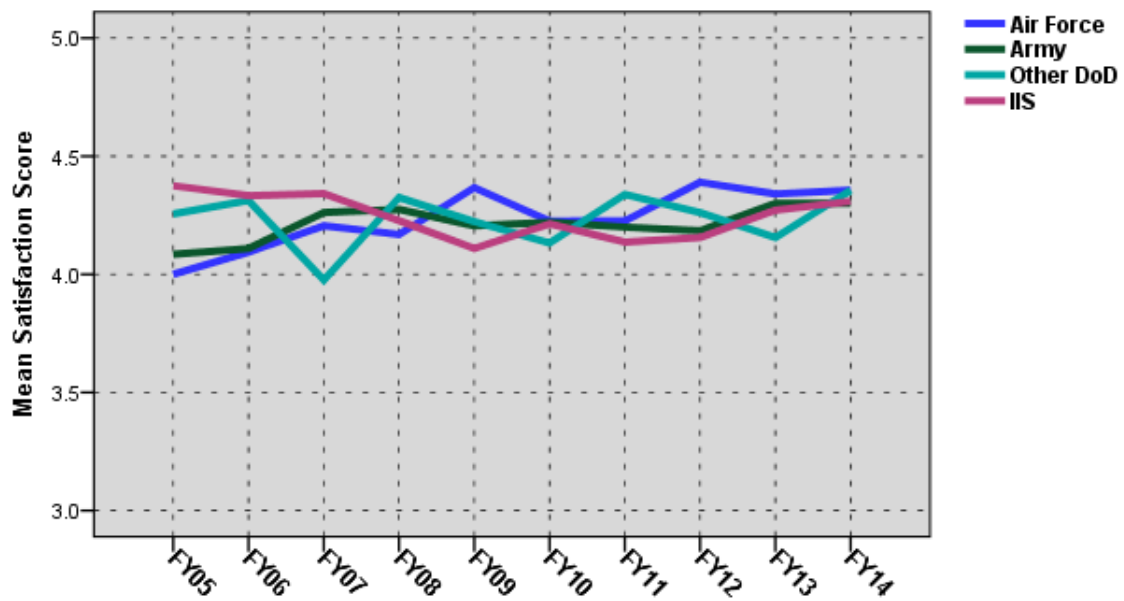
S17: Project Management



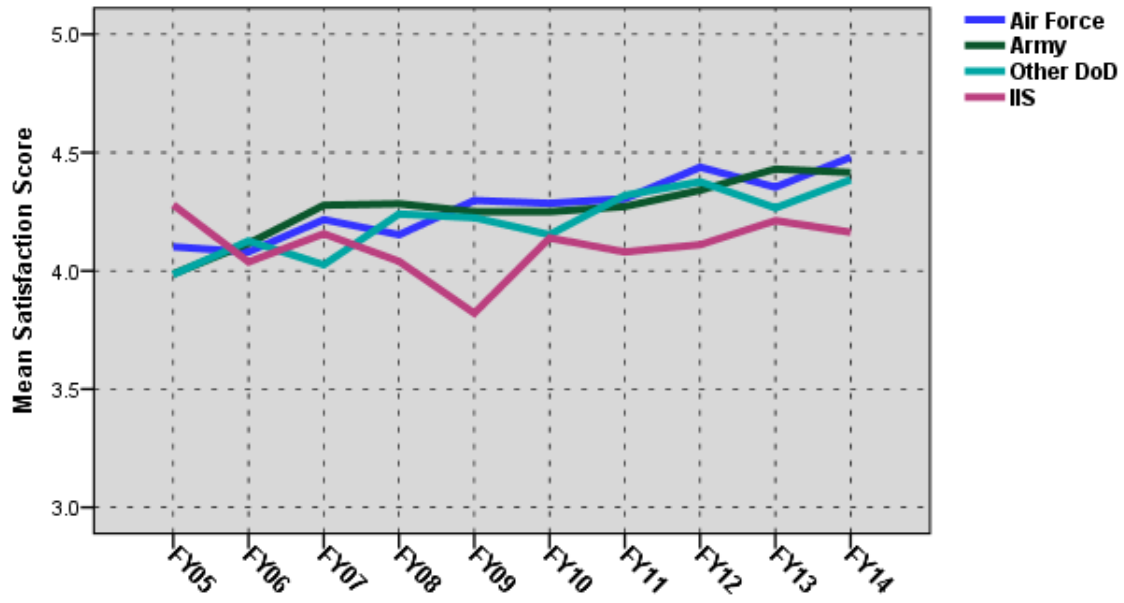
S18: On-Site Project Mgmt



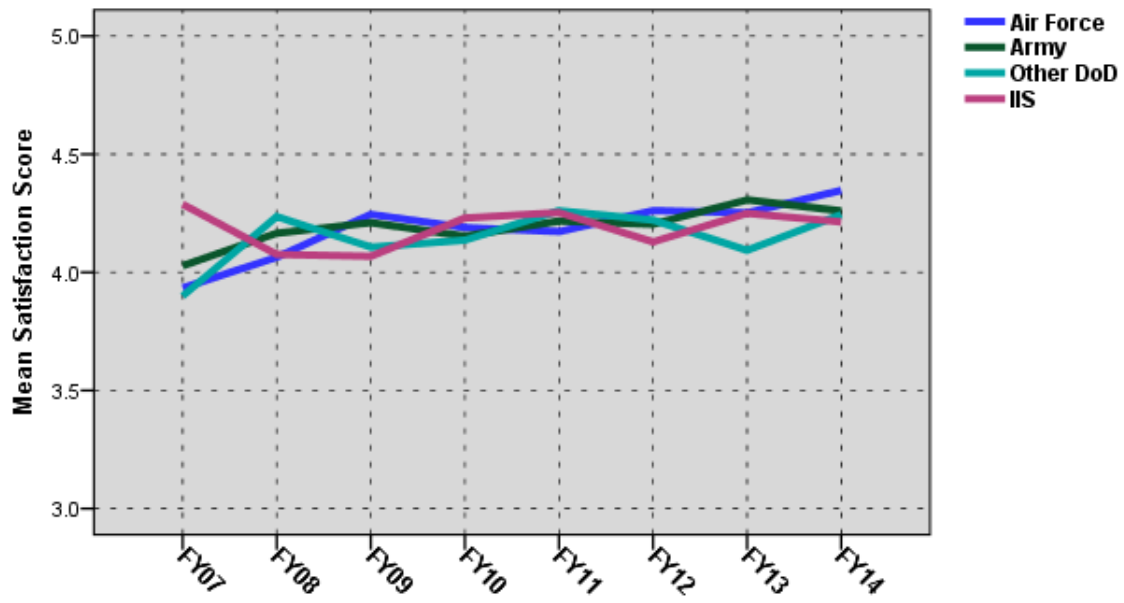
S19: Project Documents (1354s, 1391s..)



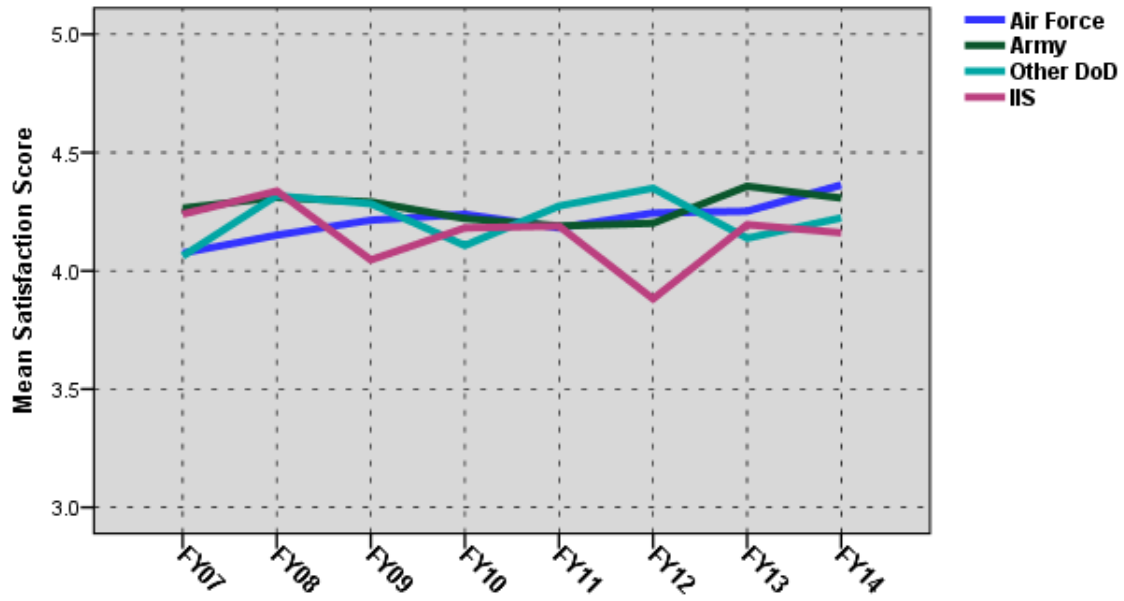
S20: Funds Management



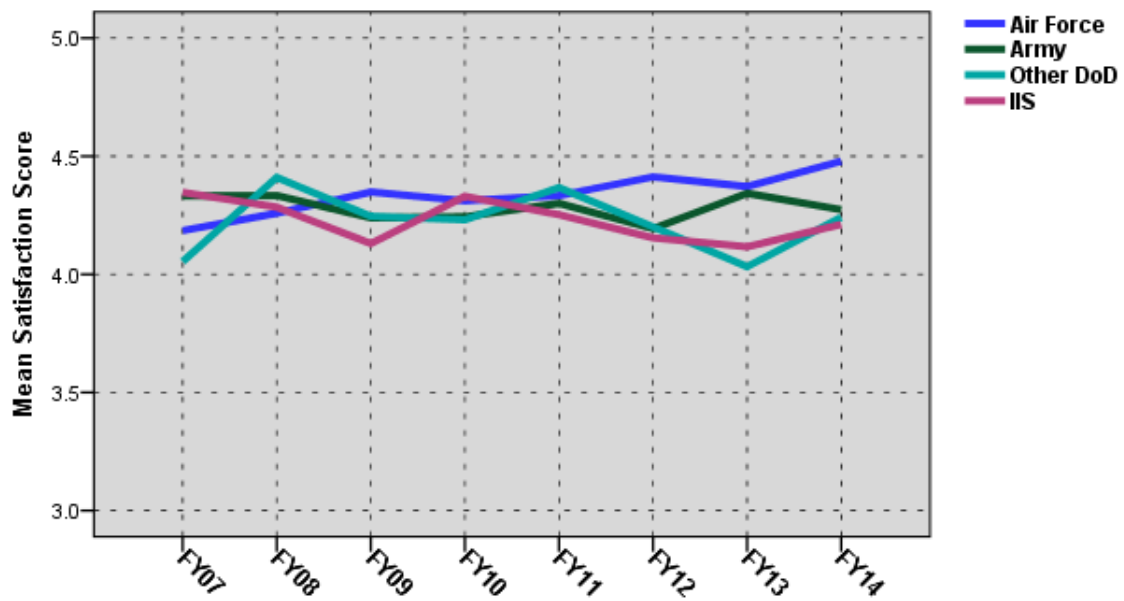
S21: Cost Estimating



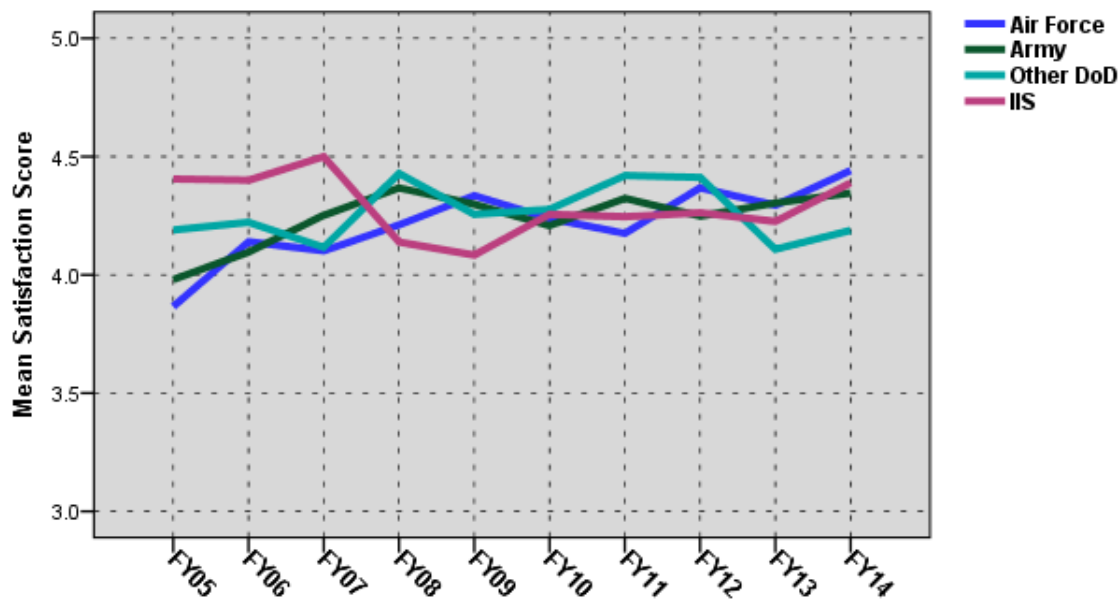
S22: Change Management (Mods, etc)



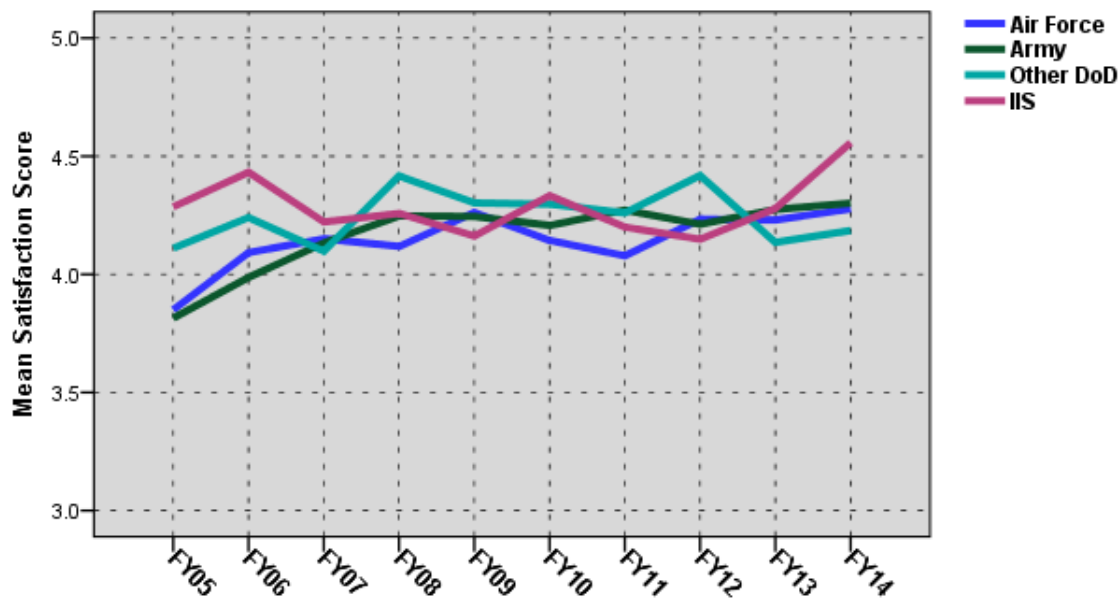
S23: Contracting Services



S24: A/E Services

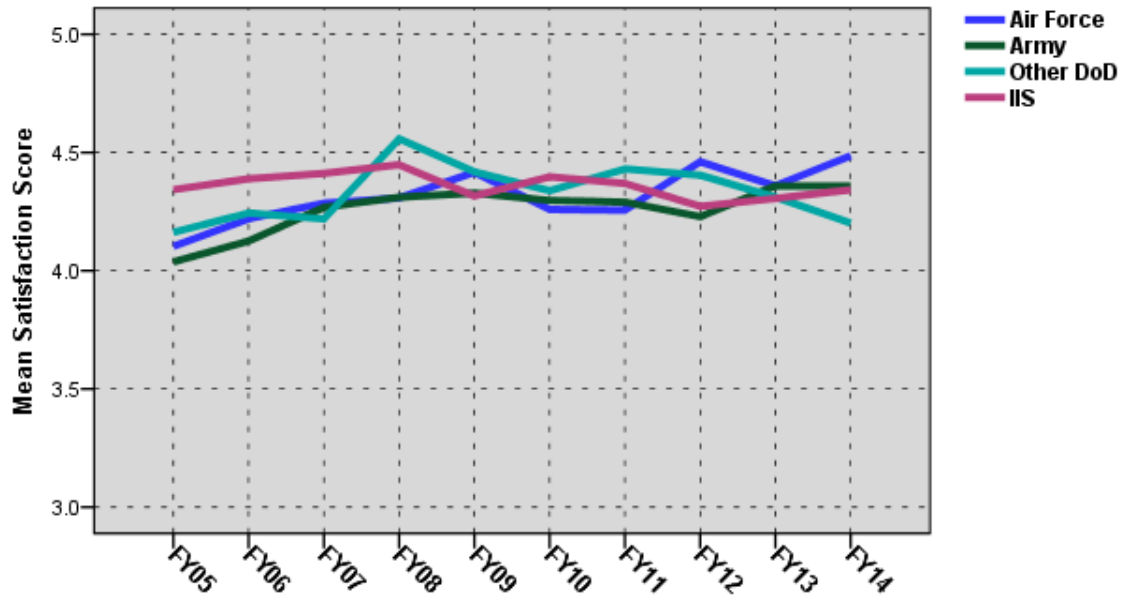


S25: Engineering Design

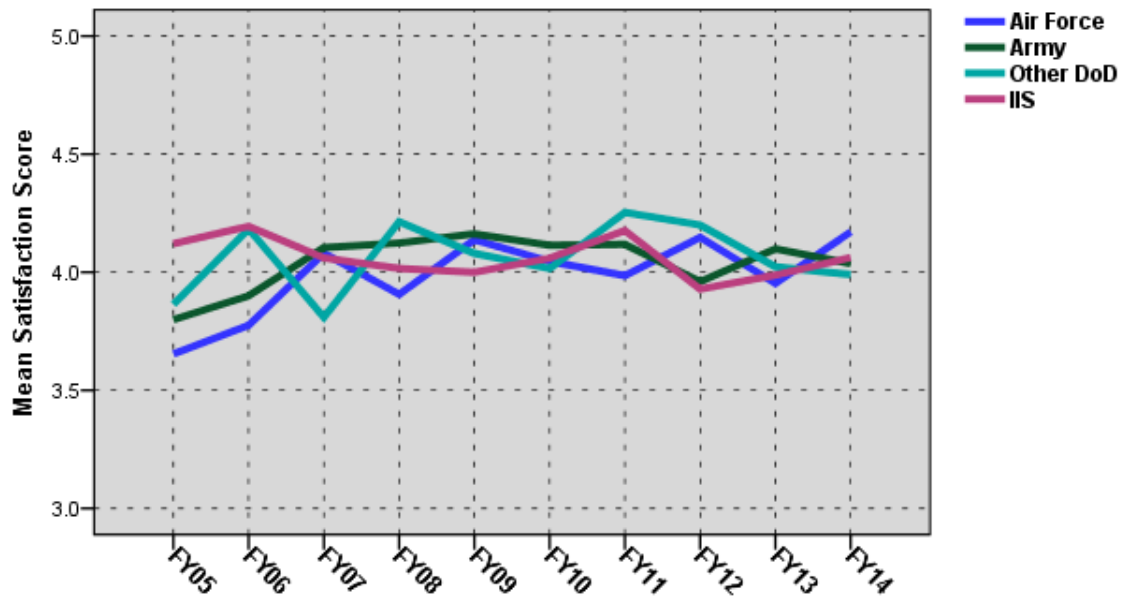




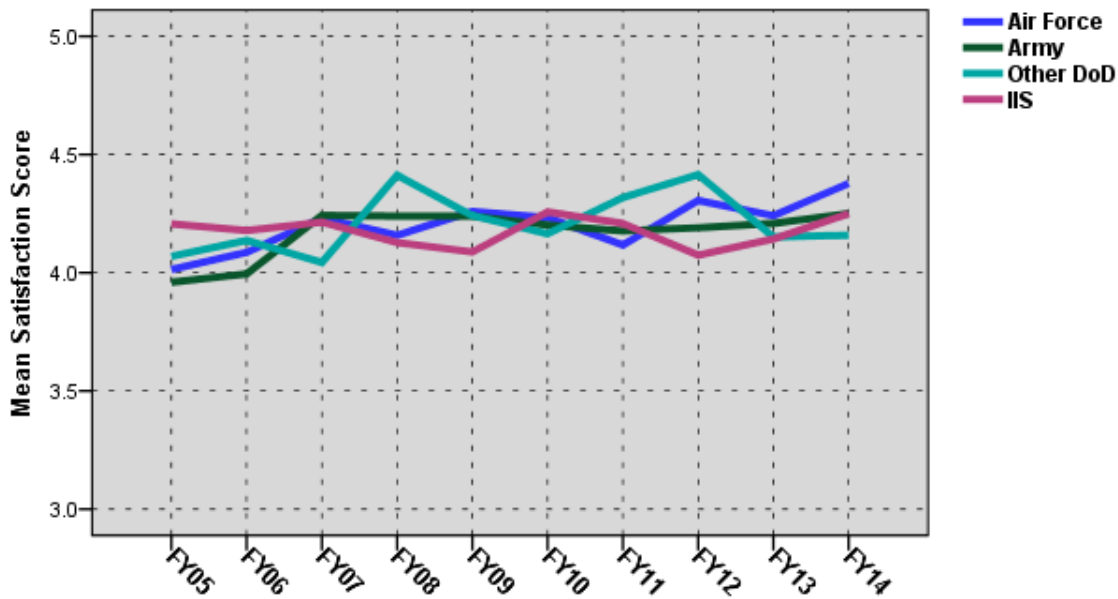
S26: Construction Quality



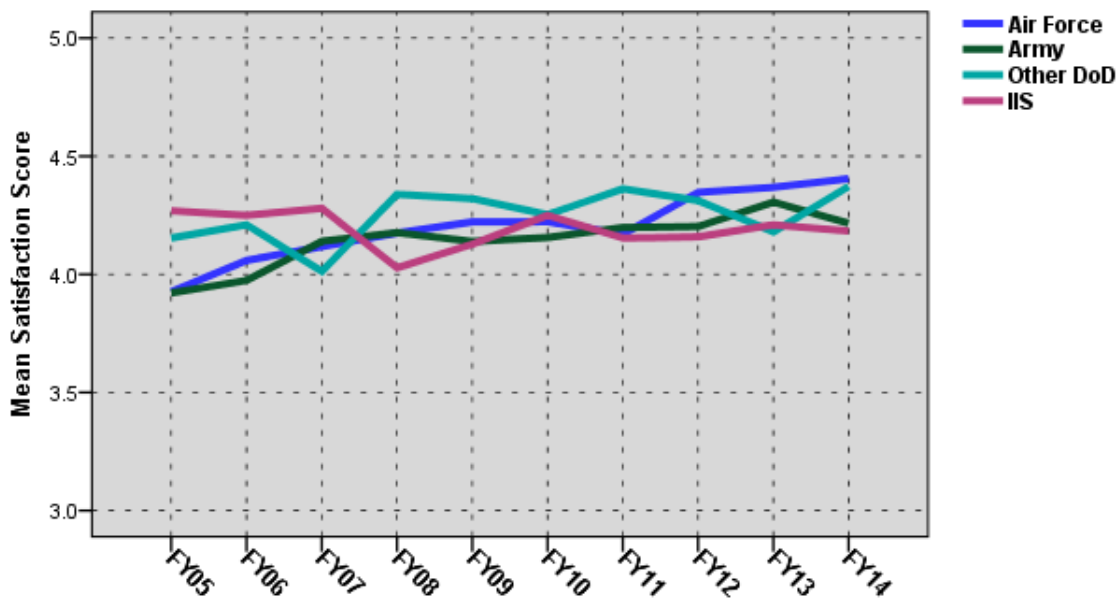
S27: Timely Completion of Construction



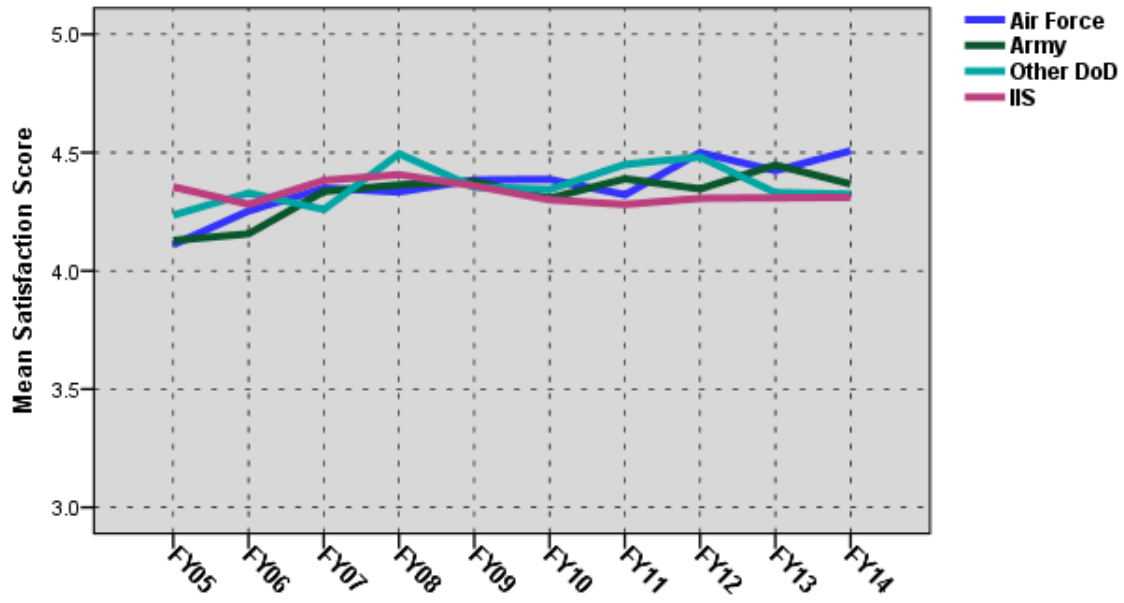
S28: Construction Turnover



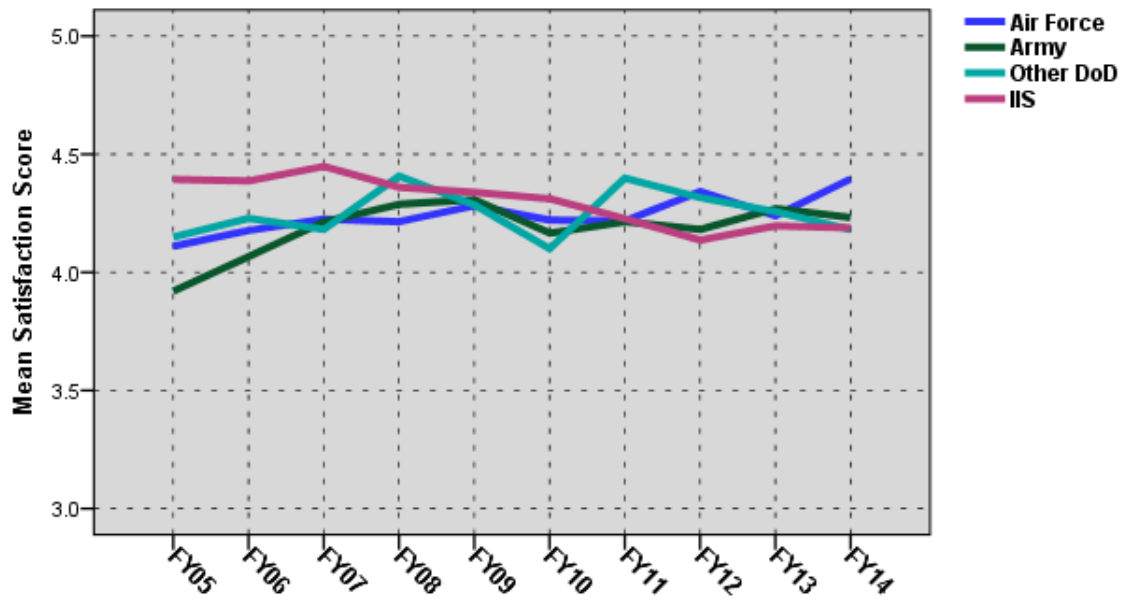
S29: Warranty Support



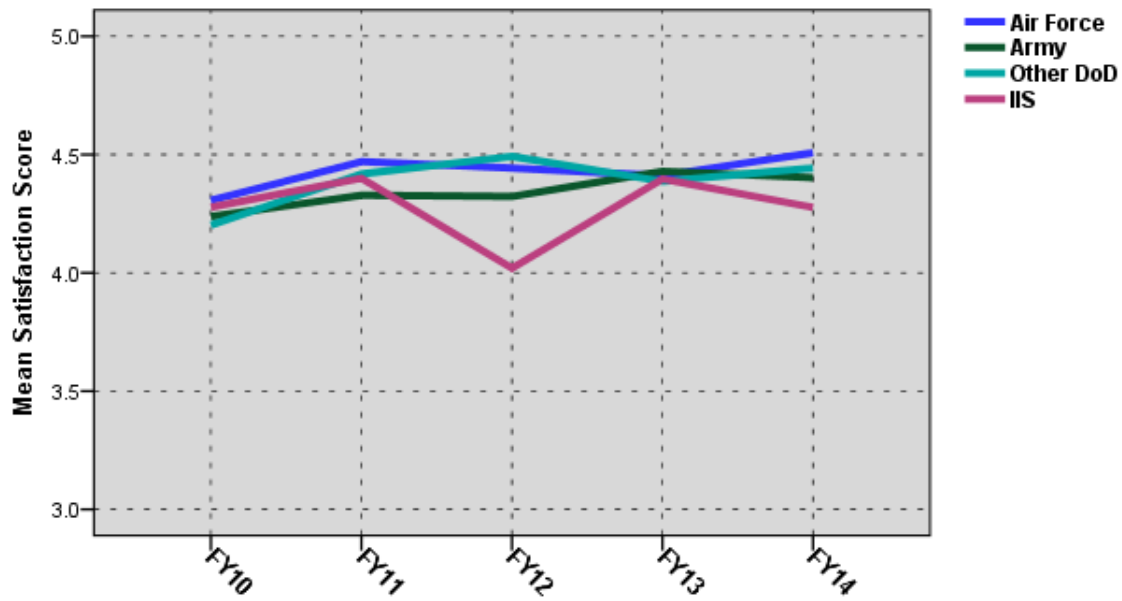
**S30: End-User Satisfaction**



**S31: Construction Maintainability**



S32: Energy Conserv (LEED...)



#### **4. CONCLUSION**

The total FY14 customer base consisted of 1,934 individuals; relatively unchanged compared to the FY13 customer base of 1,921 customers. A total of 941 customers participated in the FY14 survey. The Corps-wide response rate was 49 percent. This corresponds to an estimated sampling error of 1.9 percent. The USACE response rate was slightly lower (-5%) in FY14 vs FY13. Response rates varied greatly among districts. Of the 31 participating districts most had response rates around 50 percent. Smaller districts' (population  $\leq$  50) response rates averaged 52 percent and ranged from 18 to 86 percent. The average response rate for larger districts was 48 percent and ranged from 20 to 65 percent.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS customers. Army customers comprise the largest proportion of the FY14 sample at 45 percent followed by Air Force (25%), 'Other DoD' (18%) and IIS (12%).

Customers were asked to identify their DoD command. Air Force customers could select from: ACC, AETC, AFCEE, AFMC, AMC, PACAF, AFSPC, AF Reserves and 'AF-Other'. The greatest number of Air Force customers fall under AFCEC (74 customers) and AFMC and ACC (34 and 22 customers respectively). There was a notable drop in AETC customers from 46 last year to only 16 in FY14. The commands specified by the Air Force customers who selected 'AF-Other' included Air National Guard, USAF -Europe and Global Strike Command. Army customers could select from the four IMCOM organizations based on geographic locations plus Army AMC, Army Reserves, National Guard, MEDCOM, USAREC, HQDA and 'Army-Other'. The greatest number of Army customers work under IMCOM Atlantic (59 customers) followed by IMCOM Central (57). Many of the FY14 Army customers fell into the 'Army-Other' category. The commands specified by these customers included AEC, US Military Academy and TRADOC among others. The number of Joint/Combat Command customers dropped by two thirds from 132 in FY13 to 44 this reporting year. They included SOCOM (17), CENTCOM (7) and SOUTHCOM (7). 'Other DoD' customers include Navy (54 customers), DLA (35), Marine Corps (27), DODEA (13) and MDA (13). It also includes some joint commands and a number of DoD support agencies. IIS customers include organizations such as VA, DHS, NASA, DOE, EPA, State Dept, etc. The largest proportion of IIS customer is comprised of VA customers (20 percent).

The largest proportion of CEMP customers (46 percent) receives primarily Construction services; 23 percent Environmental services, fifteen percent Real Estate, five percent O&M and ten percent receive 'Other' areas of service. Customers that selected the 'Other' area of services typically specified a combination of services such as 'Design and Construction'. A number of others specified 'FMS (Foreign Military Sales)', 'GIS Support' and 'Initial Outfitting Services'.

The survey included all Military Districts. In addition some Civil Works Districts provide services to a limited number of military and federal IIS customers. These districts also participated in the CEMP survey. Corps offices in the war theatre (Iraq & Afghanistan) underwent reorganization during FY10-11. The office in Iraq, Gulf Region District is no longer active and the two districts in

Afghanistan (Afghanistan North and Afghanistan South) have been combined into one Transatlantic Afghanistan District (TAA). However due to the drawdown of the war effort TAA did not participate in the FY14 survey. Hence Transatlantic Division includes only the Middle East District located in Winchester, VA (formerly the Transatlantic District (TAC)). The greatest proportion of responses was received from customers served by South Atlantic Division (23%) and North Atlantic (19 %). Mobile and Los Angeles districts had the greatest number of responses among districts at eleven percent and eight percent respectively.

The general satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High'. All mean general satisfaction scores were 'Green'<sup>6</sup>. The lowest mean score was 4.19 for S7: 'Reasonable Costs'. The majority of responses (80 percent or more) were positive for all eleven general performance questions. The two most highly rated items in this year's survey were 'Treats You as a Team Member' and 'Seeks Your Requirements' rated positively by 92 and 90 percent of respondents respectively. The items that elicited the greatest proportion of low ratings were 'Timely Services' and 'Reasonable Costs' at seven and six percent low ratings respectively. The proportion of low ratings decreased slightly for all general satisfaction items.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. A total of 85 percent of customers indicated the Corps would be their choice in the future; nine percent were non-committal. Conversely, five percent responded USACE would NOT be their choice for future projects. This value is slightly lower than last year where seven percent responded negatively. For customers' overall level of satisfaction, 88 percent responded positively, four percent negatively and eight percent fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers needing attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps.

Items 12 through 32 of the Military Customer Survey solicit customers' opinions concerning 21 specific services and products. All specific services items received a mean score of 4.11 or higher. The proportion of positive ratings for the specific services items ranged from 75 to 92 percent. The most highly rated specific services were 'Environmental Compliance' at 91 percent; 'Planning (Charettes, Master..)' at 90 percent and 'Environmental Studies' at 89 percent high ratings. The specific services that received the largest proportion of low ratings were 'Timely Construction' at ten percent, 'Real Estate' at seven percent and 'Change Mgmt (Mods etc)' at six percent low ratings. Although 'Timely Construction' has consistently been the lowest rated service over time,

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<sup>6</sup> Mean satisfaction scores are rated according to following scale:  $x \geq 4.00$  = 'Green';  $(3.00 \leq x \leq 3.99)$  = 'Amber' &  $x < 3.00$  = 'Red'.

the proportion of negative responses is significantly lower than in FY95 when the survey began.

A total of 693 customers (74%) submitted comments. Of these, 445 (64%) made overall favorable comments, 137 (20%) made negative comments and 89 (13%) customers' comments contained mixed information (positive and negative statements). A small number of customer comments (22 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details). The survey item which received the greatest number of positive comments was 'Overall Satisfaction' (154 customers). The area of service that received the next highest number of positive comments was 'On-Site Project Management' (75 customers). The items receiving the largest number of negative comments were 'Reasonable Cost' (78 customers) and 'Timely Service' (78 customers). The other area of service that received a large number of negative comments was 'Timely Construction' (72 customers).

In the General Comments portion of the survey the most frequent positive comment was 'Compliments to Individuals/Staff' (232 customers). This outcome is seen year after year. The numerous compliments to Corps staff are particularly important given that customer loyalty engendered from strong relationships is at the heart of customer satisfaction.

In addition to the negative comments on the 'Timely Service' and 'Timely Construction' items. There were a significant number of general comments addressing a lack of meeting the schedule (28 customers) as well as workload management issues (33 customers). Timeliness is an issue that customers have noted over the last several years and is perhaps related to staff workload. Communication was also a problematic issue reported by customers (23 customers). However, a number of customers also made positive comments regarding this issue.

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings.

The first analysis compares customer satisfaction ratings for Air Force, Army, Other DoD, and IIS customers. Ratings for all satisfaction indicators were examined. Prior to FY12 ratings by customer group were very homogeneous. For example there were only one or two service areas that differed significantly. This implies consistency in delivery of services. That was not the case in FY12-13 as there were significant differences in ratings in many areas of services. And in almost every case Air Force customers were significantly more satisfied than Army and IIS customers. Air Force customers have been the most satisfied customer group for many years. The explanation for these findings is that Air Force ratings have actually gone up slightly while Army ratings have gone down

slightly and IIS and 'Other DoD' customer rating have fallen even more than Army. Recall 'Other DoD' customers include primarily Navy, Marine Corps and DLA customers.

In contrast to FY12-13, the FY14 survey results show relatively few differences in ratings. There were only five services in which customers differed. Air Force was the most satisfied in four of five areas: 'Reasonable Cost', 'Your Choice for Future Work', 'Funds Management' and 'Contracting Services'. IIS customers were least satisfied in these areas. In contrast IIS customers were the most satisfied in rating 'Engineering Design Services'. It is important to note however, that nearly all subgroup mean scores were rated 'Green' ( $\geq 4.00$ ). The one exception was very close to green. Other DoD was Amber for 'Timely Construction' at 3.99

Comparisons of ratings from Construction, Environmental, Real Estate and 'Other'<sup>7</sup> customers were performed for selected satisfaction indicators. The service areas examined again included the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all work categories: 'Project Management', 'Project Documents', 'Funds Management', 'Cost Estimating', 'Change Management', 'Contracting Services', and 'A/E Contracts'. A very clear pattern emerged in these comparisons. Environmental, Real Estate and 'Other' customers were consistently the most satisfied; Construction the least satisfied. There were significant differences in ratings for all (18) survey items examined for the previous five years (FY08-13). The same is true this year.

Environmental customer ratings were statistically significantly higher than Construction ratings in every service area. And in nearly every area Real Estate and Other customer ratings were higher than Construction customers as well. The direction of the differences is consistent with previous years however; the size of the gap between group mean scores has been decreasing over time suggesting a trend to greater homogeneity. Construction customer ratings were often well below Environmental ratings, however only one of their mean scores ('Reasonable Cost') fell in the Amber zone ( $3.00 \leq x \leq 3.99$ ).

The Corps Military Programs Customer Satisfaction Survey has been administered since FY95. The trend analysis focuses on the past ten years. The analysis juxtaposes the trends in Air Force, Army, 'Other DoD' and IIS customer ratings. The 'Other DoD' group represents responses from agencies such as Navy, DLA, Marine Corps, DODEA and MDA. It also includes some joint/combat commands and a number of DoD support agencies. This analysis summarizes up to 2,648 Air Force customer responses; 4,348 Army, 1,690 'Other DoD' and 1,188 IIS responses.

In aggregate there has been a consistent upward trend in ratings since FY03. The rate of increase was most notable from FY03 to FY06. The rate of increase has become smaller

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<sup>7</sup> O&M & 'Other' customers were combined into this subgroup.



since FY06 but has been fairly consistent. Almost all areas seem to have stabilized at a high level; most close to a mean of 4.50. The exception is 'Timely Construction' which has hovered around a mean of approximately 4.0. As of FY14 all services are Green (mean  $\geq 4.0$ ). The only other area that may warrant concern is 'Real Estate Services' due to the erratic nature of ratings over the period of analysis.

Air Force customers' ratings have generally increased since FY05 and have stabilized at a very high level for most areas. Although Air Force ratings dropped slightly in FY13, they recovered in FY14 to continue a general upward trend. All services have remained Green for all of the previous nine years (FY06-14). The only exception is 'Timely Completion of Construction'. This area has hovered between the high Amber and low Green zone for the previous ten years.

Army customers' ratings have displayed upward trends from FY05-08 and have stabilized at a high level since FY09. Although in early years there were many services rated as Amber, all services have been Green since FY08. The exception is Timely Construction which has hovered between Amber and Green the last three years. The greatest improvement in customer satisfaction has clearly been demonstrated among Army customers; due in part to the fact that Army ratings were initially the lowest of the customer groups. In FY13, ratings for Army customers spiked upward slightly and essentially maintained that high level of satisfaction in FY14. The exception was Real Estate services which dropped sharply FY14 although it is still Green.

The trends in 'Other DoD' customer ratings have been more erratic than Air Force or Army. This may be explained by the fact that the composition of this customer base is more variable from year to year. This year Navy, Marine Corps and DLA account for 70% of the Other DoD subgroup. A notable change in ratings occurred in FY13. All services have been Green since FY08 and ratings in FY11 & FY12 were the highest received from this group over the entire 10-year cycle. However, ratings in FY13 fell across all services except Real Estate. Many areas were very close to Amber. Of concern was the significant drop in ratings in Item 10: 'Your Choice for Future Work'. Ratings also fell significantly in 'AE Services', 'Engineering Design Quality' and 'Construction Turnover' This downturn was largely reversed in FY14 with most service areas returning to the higher levels seen in FY11-12. All service areas are Green this year except 'Timely Construction' which is in the high Amber range.

IIS customers have historically been among the most satisfied compared to the other customer groups. This is no longer the case as satisfaction ratings for the other subgroups have increased. IIS customer ratings displayed a downward trend during the period FY07-09 although all except 'Funds Management' remained Green. Almost all areas showed a notable upward spike in FY10 and have remained fairly high through FY14. The only exception was 'Timely Construction' which has hovered between Amber and Green for the entire 10-year trend cycle.

USACE Military Program Directorate customers have become very well satisfied with Corps' services. Measures of relationship dynamics consistently receive the highest ratings. This is largely attributable to the strong relationships between Corps staff and their customers as is demonstrated by the number of compliments paid to Corps staff. Timeliness is consistently the greatest source of customer dissatisfaction however ratings in this area have significantly improved over time.

It is widely believed that customer satisfaction is fundamentally tied to customer loyalty. Loyalty grows from a strong customer relationships and communication is paramount to developing strong relationships. It is very important for Corps staff to keep in mind that when we conduct this survey we raise customers' expectations that we will address their concerns. It is critical to respond appropriately to custom feedback, particularly any negative comments submitted. The survey has very successfully facilitated communication since the survey began in '95. The end result has been improved customer relations and progressively higher customer satisfaction ratings over time. Overall customer satisfaction has steadily increased through FY08 at which point it appears Military Program customer satisfaction was at its highest level since the survey began. That high level of satisfaction has largely been maintained corporately through FY14.

## **APPENDIX A**

### **Survey Instrument<sup>8</sup>**

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<sup>8</sup> The survey website may be accessed by cutting & pasting the following link into your web browser: <http://ww3.sam.usace.army.mil/surveys/military/survfrm.asp>



[USACE Home](#) [Military Programs](#)

We at the U.S. Army Corps of Engineers are committed to improving our services to you and would like to know how well we are doing. Please rate your level of satisfaction with our performance for FY14. Your straight forward answers will help us identify areas needing improvement. Thank you for your time and comments. [Detailed Statement of Purpose](#)

**Section I - Customer/Stakeholder Information**

Name: Last:  First:

Email Address:

If DoD: \*  Please select a Service  Then select a Command  if 'other' please specify cmd:   
 then enter Installation/Agency: \*

If Non-DoD: \* enter Agency:

Primary Category of Service Received: \*  Please Select One If Other please Specify:

Please select the USACE Organization that you will be rating. If you are rating more than one Organization, you will need to submit a separate survey for each one.  
 Corps District: \*  Please Select One

**Section II - Service Areas**

Please rate your level of satisfaction for each area.

Rating Scale	1 = lowest 5 = highest	Satisfaction						We would greatly appreciate a brief explanation of ratings below '3'.
		1	2	3	4	5	NA	
1.	Seeks your requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
2.	Manages your projects/programs effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
3.	Treats you as an important member of the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>

4.	Resolves your concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
5.	Provides timely services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
6.	Delivers quality products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
7.	Delivers products/services at a reasonable cost.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
8.	Is flexible in responding to your needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
9.	Keeps you informed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
10.	Would be your choice for future products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
11.	Your overall level of satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
12.	Planning (Charettes, Master Planning, Mobilization Plans, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
13.	Investigations and Inspections (Non-environmental such as Structural Inspections, GIS Surveys, Transportation Studies, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
14.	Environmental Studies and Surveys.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
15.	Environmental Compliance and Restoration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
16.	Real Estate Services (e.g., Acquisition, Disposal, Leases, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
<b>Rating 1 = lowest Scale 5 = highest</b>		<b>Satisfaction</b>							We would greatly appreciate a brief explanation of ratings below '3'.		
		1	2	3	4	5	NA				
17.	Project Management Services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
18.	On-site project management (PM Forward, Area Engineer, Resident Engineer).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
19.	Project Documentation (DD 1391, 1354, etc.) (Quality and completeness of documents).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
20.	Funds Management and Cost Accounting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
21.	Cost Estimating.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
22.	Change Management (handling mods etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		

23.	Contracting Services (All types).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
24.	Architect-Engineer Contracts (Quality of AE services).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
25.	Engineering Design Quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
26.	Construction Quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
27.	Timely Completion of Construction (Meet Beneficial Occupancy Dates, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
28.	Construction Turnover.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
29.	Contract Warranty Support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
30.	End-User Satisfaction with Facility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
31.	Maintainability of Construction (including HVAC, electrical, plumbing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
32.	Corps design & construction effectively addresses energy & environmental sustainability mandates (eg LEED, energy/water conservation, pollution prevention, sustainable building materials, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

**Overall Comments/Suggestions**

## **APPENDIX B**

### **Statistical Details**



**Table B-1: General Satisfaction Items – Details**

<u>General Services</u>	<u>Very Low</u>		<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Very High</u>		<u>Total</u>	
<u>Item</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
S1 Seeks Your Requirements	7	0.8	12	1.3	74	8.0	264	28.5	570	61.5	927	100.0
S2 Manages Effectively	10	1.1	32	3.4	89	9.6	262	28.2	537	57.7	930	100.0
S3 Treats You as a Team Member	12	1.3	11	1.2	50	5.4	194	20.8	664	71.3	931	100.0
S4 Resolves Your Concerns	15	1.6	24	2.6	60	6.4	254	27.3	578	62.1	931	100.0
S5 Timely Service	25	2.7	40	4.3	107	11.5	258	27.6	504	54.0	934	100.0
S6 Quality Product	14	1.5	20	2.2	75	8.1	254	27.5	561	60.7	924	100.0
S7 Reasonable Costs	17	1.9	39	4.3	124	13.8	299	33.2	422	46.8	901	100.0
S8 Displays Flexibility	15	1.6	16	1.7	81	8.7	208	22.4	607	65.5	927	100.0
S9 Keeps You Informed	16	1.7	31	3.3	75	8.0	223	23.9	588	63.0	933	100.0
S10 Your Future Choice	25	2.8	24	2.7	85	9.4	222	24.6	547	60.6	903	100.0
S11 Overall Satisfaction	17	1.8	19	2.0	79	8.4	266	28.4	556	59.3	937	100.0

**Table B-2: Specific Services Items– Details**

<u>Specific Services</u>	<u>Very Low</u>		<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Very High</u>		<u>Total</u>	
<u>Item</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
S12 Planning (Charettes, Master..)	4	0.8	8	1.5	39	7.3	159	29.9	321	60.5	531	100.0
S13 Investigations/Inspections	5	1.3	4	1.1	35	9.2	107	28.2	228	60.2	379	100.0
S14 Environmental Studies	1	0.2	5	1.2	41	9.8	100	23.9	272	64.9	419	100.0
S15 Environmental Compliance	0	0.0	3	0.8	30	7.5	109	27.4	256	64.3	398	100.0
S16 Real Estate	9	2.6	13	3.8	36	10.6	94	27.6	188	55.3	340	100.0
S17 Project Management	4	0.5	26	3.3	62	7.8	232	29.1	472	59.3	796	100.0
S18 On-Site Project Mgmt	8	1.3	20	3.3	73	12.1	161	26.7	340	56.5	602	100.0
S19 Project Documents (1391s, 1354s..)	4	0.7	15	2.6	71	12.5	180	31.7	298	52.5	568	100.0
S20 Funds Management	8	1.1	19	2.7	63	8.8	217	30.3	408	57.1	715	100.0
S21 Cost Estimating	8	1.1	24	3.3	78	10.7	270	37.1	348	47.8	728	100.0
S22 Change Mgmt (Mods etc)	9	1.2	31	4.3	86	11.9	212	29.4	383	53.1	721	100.0
S23 Contracting Services	9	1.2	21	2.7	98	12.7	239	30.9	407	52.6	774	100.0
S24 AE Services	2	0.4	15	2.8	60	11.4	173	32.8	278	52.7	528	100.0
S25 Engineering Design	2	0.4	15	2.9	64	12.4	179	34.6	257	49.7	517	100.0
S26 Construction Quality	3	0.6	10	1.8	64	11.7	178	32.7	290	53.2	545	100.0
S27 Timely Construction	18	3.2	36	6.5	83	14.9	175	31.4	246	44.1	558	100.0
S28 Construction Turnover	3	0.6	16	3.4	58	12.2	173	36.3	227	47.6	477	100.0
S29 Warranty Support	5	1.1	11	2.4	54	12.0	157	34.9	223	49.6	450	100.0
S30 End-user Satisfaction	4	0.7	9	1.7	50	9.3	187	34.7	289	53.6	539	100.0
S31 Maintainability of Construction	4	0.8	13	2.7	53	11.2	189	39.9	215	45.4	474	100.0
S32 Energy Conserv (LEED..)	2	0.4	8	1.7	47	9.7	151	31.3	275	56.9	483	100.0



**Table B-3: Mean Satisfaction Scores by Customer Group**

Item	Air Force		Army		DoD Other		IIS		Total	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.58	231	4.46	415	4.45	169	4.45	112	4.49	927
S2 Manages Effectively	4.48	232	4.37	415	4.28	172	4.36	111	4.38	930
S3 Treats You as Team Member	4.65	230	4.59	418	4.56	170	4.56	113	4.60	931
S4 Resolves Your Concerns	4.56	229	4.44	418	4.42	172	4.37	112	4.46	931
S5 Timely Service	4.36	232	4.23	418	4.20	171	4.27	113	4.26	934
S6 Quality Product	4.45	233	4.43	416	4.41	167	4.47	108	4.44	924
<b>S7 Reasonable Cost</b>	4.31	226	4.11	402	4.25	164	4.13	109	4.19	901
S8 Displays Flexibility	4.61	231	4.46	413	4.43	171	4.39	112	4.48	927
S9 Keeps You Informed	4.47	232	4.42	416	4.40	172	4.44	113	4.43	933
<b>S10 Your Future Choice</b>	4.51	228	4.34	405	4.40	165	4.19	105	4.38	903
S11 Overall Satisfaction	4.50	234	4.41	418	4.37	172	4.34	113	4.41	937
S12 Planning (Charettes, Master ..)	4.58	124	4.46	235	4.47	109	4.38	63	4.48	531
S13 Investigations/Inspections (Non-Env)	4.61	80	4.40	177	4.47	74	4.33	48	4.45	379
S14 Environmental Studies	4.62	97	4.50	214	4.55	69	4.36	39	4.52	419
S15 Environmental Compliance	4.62	86	4.55	206	4.55	66	4.43	40	4.55	398
S16 Real Estate	4.39	72	4.19	189	4.45	53	4.46	26	4.29	340
S17 Project Management	4.57	191	4.40	348	4.37	153	4.39	104	4.43	796
S18 On-site Project Mgmt	4.45	146	4.31	258	4.30	117	4.28	81	4.34	602
S19 Project Documents (1354, 1391..)	4.36	143	4.30	253	4.36	104	4.31	68	4.33	568
<b>S20 Funds Management</b>	4.48	181	4.42	308	4.39	140	4.16	86	4.40	715
S21 Cost Estimating	4.35	173	4.26	327	4.24	139	4.21	89	4.27	728
S22 Change Mgmt (Mods etc)	4.36	182	4.31	318	4.22	134	4.16	87	4.29	721
<b>S23 Contracting Services</b>	4.48	188	4.27	347	4.24	149	4.21	90	4.31	774
S24 A/E Services	4.44	136	4.35	237	4.19	101	4.39	54	4.34	528
<b>S25 Engineering Design Quality</b>	4.28	137	4.30	222	4.19	97	4.56	61	4.30	517
S26 Construction Quality	4.49	148	4.36	223	4.20	104	4.34	70	4.36	545
S27 Timely Construction	4.17	146	4.04	246	3.99	102	4.06	64	4.07	558
S28 Construction Turnover	4.38	127	4.25	212	4.16	82	4.25	56	4.27	477
S29 Warranty Support	4.40	121	4.22	194	4.37	86	4.18	49	4.29	450
S30 End-user Satisfaction	4.51	136	4.37	240	4.32	105	4.31	58	4.39	539
S31 Maintainability	4.40	129	4.23	198	4.18	94	4.19	53	4.26	474
S32 Energy Conserv (LEED..)	4.51	134	4.40	214	4.44	88	4.28	47	4.43	483

Items in **bold** are statistically significant at  $\alpha = .05$ .

**Table B-4: Mean Satisfaction Scores by Work Category**

Item	Construction		Environmental		Real Estate		Other		Total	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
<b>S1 Seeks Your Requirements</b>	4.40	433	4.59	216	4.56	136	4.53	142	4.49	927
<b>S2 Manages Effectively</b>	4.18	435	4.63	216	4.47	138	4.51	141	4.38	930
<b>S3 Treats You as Team Member</b>	4.50	435	4.70	216	4.60	139	4.75	141	4.60	931
<b>S4 Resolves Your Concerns</b>	4.28	434	4.67	215	4.59	140	4.54	142	4.46	931
<b>S5 Timely Service</b>	4.10	436	4.47	217	4.38	138	4.31	143	4.26	934
<b>S6 Quality Product</b>	4.24	429	4.67	217	4.49	138	4.63	140	4.44	924
<b>S7 Reasonable Cost</b>	3.98	419	4.48	213	4.32	130	4.24	139	4.19	901
<b>S8 Displays Flexibility</b>	4.33	430	4.67	216	4.58	140	4.57	141	4.48	927
<b>S9 Keeps You Informed</b>	4.33	433	4.53	216	4.47	141	4.55	143	4.43	933
<b>S10 Your Future Choice</b>	4.22	420	4.53	214	4.53	129	4.46	140	4.38	903
<b>S11 Overall Satisfaction</b>	4.25	436	4.65	217	4.50	141	4.49	143	4.41	937
<b>S17 Project Management</b>	4.28	417	4.64	184	4.58	69	4.59	126	4.43	796
<b>S19 Project Documents (1354, 1391..)</b>	4.22	353	4.64	92	4.56	45	4.28	78	4.33	568
<b>S20 Funds Management</b>	4.30	368	4.58	170	4.47	66	4.40	111	4.40	715
<b>S21 Cost Estimating</b>	4.09	386	4.60	158	4.45	71	4.34	113	4.27	728
<b>S22 Change Mgmt (Mods etc)</b>	4.11	399	4.52	155	4.59	59	4.46	108	4.29	721
<b>S23 Contracting Services</b>	4.18	394	4.49	185	4.43	79	4.39	116	4.31	774
<b>S24 A/E Services</b>	4.19	333	4.69	86	4.56	36	4.53	73	4.34	528

Items in **bold** are statistically significant at  $\alpha = .05$ .

**Table B-5: Responses by Division & Survey Year FY05-14**

<u>MSC</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>Total</u>
HQ	1	0	0	0	0	0	0	0	0	0	1
LRD	33	39	26	82	55	67	91	82	56	52	583
MVD	0	0	17	31	39	39	28	25	24	17	220
NAD	137	168	151	164	200	214	231	203	181	175	1824
NWD	120	101	170	186	152	120	145	125	134	94	1347
POD	101	91	99	87	117	102	112	125	79	81	994
SAD	151	192	183	185	209	218	232	252	223	217	2062
SPD	71	42	79	89	127	140	128	128	139	145	1088
AED	0	5	7	13	12	0	0	0	0	0	37
GRD	0	11	5	18	16	0	0	0	0	0	50
TAC	23	62	38	38	34	0	0	0	0	0	195
TAD	0	0	0	0	0	65	112	64	53	40	334
Total	695	777	836	958	1080	1152	1254	1160	1028	941	9881

AED, GRD & TAC reorganized under TAD in FY10.

**Table B-6: Responses by District & Survey Year FY05-14**

District	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	Total
HQ	1	0	0	0	0	0	0	0	0	0	1
LRB	0	0	0	5	3	10	8	5	6	0	37
LRC	0	0	0	3	4	1	1	0	0	0	9
LRE	0	0	0	7	1	8	9	7	5	3	40
LRH	0	1	0	19	13	10	11	18	10	4	86
LRL	32	38	26	40	28	31	52	46	28	43	364
LRN	1	0	0	7	6	7	10	6	7	2	46
LRP	0	0	0	1	0	0	0	0	0	0	1
MVP	0	0	5	10	8	4	4	0	0	0	31
MVR	0	0	8	6	16	13	13	10	9	7	82
MVS	0	0	4	15	15	22	11	15	15	10	107
NAB	29	29	48	35	46	55	43	35	27	33	380
NAE	2	5	3	3	3	3	5	11	7	10	52
NAN	9	23	17	23	28	40	41	40	43	35	299
NAO	27	39	34	31	41	32	50	27	28	29	338
NAP	8	22	16	30	25	16	21	21	16	13	188
NAU	62	50	33	42	57	68	71	69	60	55	567
NWK	15	7	15	20	26	20	37	31	35	30	236
NWO	61	61	83	92	83	78	64	55	44	51	672
NWS	44	33	72	74	43	22	44	39	55	13	439
POA	43	37	30	39	50	44	47	40	26	28	384
POF	12	19	23	22	18	16	25	31	15	14	195
POH	21	13	18	8	21	17	20	23	15	16	172
POJ	25	22	28	18	28	25	20	31	23	23	243
SAC	0	0	0	1	17	18	31	37	31	27	162
SAJ	1	0	2	8	5	26	20	31	31	27	151
SAM	96	124	106	106	124	118	130	133	113	106	1156
SAS	53	64	74	64	61	54	44	40	42	47	543
SAW	1	4	1	6	2	2	7	11	6	10	50
SPA	18	18	24	17	37	38	16	33	25	21	247
SPK	36	9	33	42	53	62	75	54	54	48	466
SPL	17	13	22	30	37	40	37	41	60	76	373
SPN	0	2	0	0	0	0	0	0	0	0	2
SWF	31	36	28	27	73	131	114	89	76	56	661
SWL	6	5	4	14	14	13	19	22	23	23	143
SWT	21	25	29	24	32	43	42	45	40	41	342
AED	0	5	7	13	12	0	0	0	0	0	37
GRD	0	11	5	18	16	0	0	0	0	0	50
TAA	0	0	0	0	0	0	0	0	6	0	6
TAC	23	62	38	38	34	0	0	0	0	0	195
TAG	0	0	0	0	0	10	0	0	0	0	10
TAM	0	0	0	0	0	33	43	50	47	40	213
TAN	0	0	0	0	0	18	43	12	0	0	73

<u>District</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>Total</u>
TAS	0	0	0	0	0	4	26	2	0	0	32
Total	695	777	836	958	1080	1152	1254	1160	1028	941	9881

**Notes:**

AED & GRD began participating in survey in FY06.

AED, GRD & TAC reorganized under TAD in FY10.

AED became TAS & TAN; GRD became TAG & TAC became TAM.

TAG closed in FY12.

TAS & TAN merged into TAA in FY13.

TAA Ceased participation on Survey in FY14

## **APPENDIX C**

### **Customer Demographics**

**Table C-1: Air Force 'Other' Commands -Details**

<u>Air Force 'Other Cmds' - Details</u>	<u>Count</u>	<u>Percent</u>
AF District of Washington	1	6.7
Global Strike Cmd	3	20
Air National Guard	6	40
HQAF	1	6.7
OMC US Embassy Oman	1	6.7
USAF-Europe	3	20
Total	15	100

**Table C-2: Army 'Other' Commands –Details**

<u>Army 'Other Cmds' - Details</u>	<u>Count</u>	<u>Percent</u>
5th Signal Command	1	1.8
AEC	12	21.8
Arlington Natl Cemetery	2	3.6
Army Cyber Command	1	1.8
Asymmetric Warfare Group	1	1.8
Army Test & Eval Cmd	3	5.5
FORSCOM	4	7.3
INSCOM	3	5.5
JMTC	1	1.8
NETCOM	4	7.3
PEO M&S C-RAM	1	1.8
SMDC	3	5.5
TRADOC	4	7.3
US Military Academy	6	10.9
USACE	2	3.6
USAREUR	3	5.5
USARNORTH	1	1.8
USARPAC	2	3.6
USARSO	1	1.8
Total	55	100

**Table C-3: Joint/Combat Commands –Details**

<u>Joint/Combat Commands</u>	<u>Count</u>	<u>Percent</u>
CENTCOM	7	15.9
SOCOM	17	38.6
SOUTHCOM	7	15.9
AFRICOM	5	11.4
EUCOM	3	6.8
Joint Personnel Recovery Agency	1	2.3
NORTHCOM	1	2.3
UK Joint HQ	<u>1</u>	2.3
USFK	1	2.3
USFOR-Afghanistan	1	2.3
Total	44	100.0

**Table C-4: 'Other DoD' Agencies -Details**

<u>Other DoD Agencies</u>	<u>Count</u>	<u>Percent</u>
DLA	35	20.8
Marine Corps	27	16.1
Navy	54	32.1
DeCA	3	1.8
Defence Media Activity	3	1.8
Defense Contract Audit Agency	2	1.2
Defense Contract Mgmt Agency	2	1.2
Defense Health Agency	1	0.6
Defense Health Agency	1	0.6
DIA	4	2.4
DISA	3	1.8
DoDEA	13	7.7
Missile Defense Agency	13	7.7
National Defense University	2	1.2
Natl Geospatial-Intelligence Agency	1	0.6
Natl Reconnaissance Office	1	0.6
NSA	2	1.2
OSD	1	0.6
Total	168	100.0



**Table C-5: Work Category 'Other'**

<u>Work Category - Other</u>	<u>Count</u>	<u>Percent</u>
A-E Services	1	1.0
Aerial Imagery	2	2.1
Agricultural Leases	1	1.0
All but Construction	1	1.0
All Services	3	3.1
Attache' for USAF	1	1.0
IT, Communications & Intel Support	1	1.0
Construct, Real Estate, Environ	1	1.0
Construction & FMS	24	24.7
Construction and O&M	3	3.1
Construction, Real Estate, O&M, Planning & Design, etc	1	1.0
Contract support	4	4.1
Cost Estimating	2	2.1
Cultural Resources	4	4.1
Demolition	1	1.0
Design & Construction	1	1.0
Design Services	5	5.2
Design & Project management services	1	1.0
Design, Construction, and O&M	1	1.0
Dredging	1	1.0
Encroachment Management	1	1.0
Equipment Procurement	1	1.0
Facility Assessments	1	1.0
Forest Products Disposal	1	1.0
GIS Support	5	5.2
Hurricane Program	1	1.0
Initial Outfitting Support	6	6.2
Integrated Training Area Mgmt	3	3.1
Marine Design & Shipyard O&M	1	1.0
Master Planning	3	3.1
Master Planning and Construction	1	1.0
Mil Munitions Response Pgm	1	1.0
MOA Support	1	1.0
Noise Studies	1	1.0
Planning, Design & Construction	1	1.0
Programming	1	1.0
Project Management	2	2.1
Project Mgmt & Cost Estimating	1	1.0
Range Clearance	1	1.0
Relocation Support	2	2.1
Studies	1	1.0
Survey work	1	1.0
UXO	1	1.0
Total	97	100.0

**Table C-6: Air Force Customer Organizations**

<u>Air Force Organizations</u>	<u>Count</u>	<u>Percent</u>
AETC	1	0.4
AF Plant 42	2	0.9
AFCEC	29	12.4
AFCENT	2	0.9
AFRL	1	0.4
AF Recruiting Service	5	2.1
Air National Guard	5	0.4
Air Natl Guard	4	1.7
Al Dhafra AB	1	0.4
Al Udeid AB	1	0.4
Altus AFB	2	0.9
Arnold AFB	3	1.3
AVIANO AB	2	0.9
Beale AFB	3	1.3
BRAC - Reese AFB	1	0.4
Buckley AFB	1	0.4
Cannon AFB	2	0.9
Columbus AFB	1	0.4
Dobbins ARB	2	0.9
Dover AFB	1	0.4
Dyess AFB	3	1.3
Edwards AFB	4	1.7
Eglin AFB	5	2.1
Eielson AFB	4	1.7
FE Warren AFB	2	0.9
Fairchild AFB	3	1.3
Ft Belvoir	1	0.4
Ft Eustis	1	0.4
Ft Sam Houston	1	0.4
Goodfellow AFB	1	0.4
Hanscom AFB	3	1.3
Hill AFB	4	1.7
Holloman AFB	2	0.9
Homestead Air Base	2	0.9
HQ AFRC	3	1.3
HQAF	2	0.9
Hurlburt Field	3	1.3
JB Andrews	3	1.3
JB Charleston	4	1.7
JB Elemendorf Richardson	4	1.7
JB McGuire-Dix-Lakehurst	6	2.6
JB San Antonio	5	2.1
JBSA Lackland	16	6.8

<u>Air Force Organizations</u>	<u>Count</u>	<u>Percent</u>
JBSA Randolph	9	3.8
Joint Personnel Recovery Agency	1	0.4
Kadena AB	1	0.4
Kaena Point Satellite Tracking Station	1	0.4
Kelly AFB	3	1.3
Kirtland AFB	4	1.7
Kunsan Air Base	1	0.4
Langley AFB	1	0.4
Little Rock AFB	4	1.7
Luke AFB	3	1.3
MacDill AFB	2	0.9
McConnell AFB	5	2.1
Minot AFB	1	0.4
Misawa AB	1	0.4
Moody AFB	4	1.7
Nellis AFB	3	1.3
Niagara Falls ARS	1	0.4
OMC US Embassy Muscat	1	0.4
Osan Air Base	2	0.9
PACAF	2	0.9
Patrick AFB	4	1.7
Peterson AFB	4	1.7
Ramstein AB	2	0.9
Robins AFB	2	0.9
Scott AFB	1	0.4
Seymour Johnson AFB	1	0.4
Shaw AFB	3	1.3
Tinker AFB	4	1.7
Travis AFB	2	0.9
Tyndall AFB	1	0.4
US EMBASSY, ABU DHABI	1	0.4
USAFE	1	0.4
Vandenberg AFB	3	1.3
Whiteman AFB	3	1.3
Wright-Patterson AFB	4	1.7
Yokota AB	1	0.4
Total	234	100.0

**Table C-7: Army Customer Organizations**

<u>Army Agencies</u>	<u>Count</u>	<u>Percent</u>
311th Signal Command	1	0.2
Aberdeen Prov Ground	6	1.4
Aberdeen Test Center	1	0.2
ACSIM	2	0.5
Adelphi	1	0.2
AEC	9	2.1
AFRICOM	3	0.7
AMCOM	2	0.5
ARIMD	2	0.5
Arlington National Cemetery	4	1.0
Army Natl Guard	18	4.3
Army Data Center	1	0.2
Army National Military Cemeteries	2	0.5
Army Reserves	26	6.2
ARNG HQ	5	1.2
Badger Army Ammunition Plant	1	0.2
Baumholder	1	0.2
Benelux-Schinnen	1	0.2
Blue Grass Army Depot	1	0.2
BRAC - Ft Ord	1	0.2
BRAC Division	2	0.5
Camp Beauregard	1	0.2
Camp Ederle	1	0.2
Camp Zama	1	0.2
Carlisle Barracks	1	0.2
CENTCOM	1	0.2
Clay Kaserne	1	0.2
Corpus Christi AD	1	0.2
Detroit Arsenal	3	0.7
Dugway Proving Ground	1	0.2
Eglin AFB	1	0.2
EUCOM	2	0.5
Ft AP Hill	6	1.4
Ft Belvoir	1	0.2
Ft Benning	5	1.2
Ft Bliss	9	2.1
Ft Bragg	15	3.6
Ft Buchanan	1	0.2
Ft Campbell	4	1.0
Ft Carson	7	1.7
Ft Detrick	3	0.7
Ft Drum	5	1.2
Ft Eustis	1	0.2
Ft Gordon	2	0.5
Ft Hamilton	1	0.2

<u>Army Agencies</u>	<u>Count</u>	<u>Percent</u>
Ft Harrison	1	0.2
Ft Hood	2	0.5
Ft Huachuca	7	1.7
Ft Hunter Liggett	2	0.5
Ft Irwin	6	1.4
Ft Jackson	6	1.4
Ft Knox	8	1.9
Ft Lee	2	0.5
Ft Leonard Wood	5	1.2
Ft McCoy	2	0.5
Ft McPherson	2	0.5
Ft Meade	2	0.5
Ft Meade/Ft Gordon	1	0.2
Ft Monmouth	1	0.2
Ft Polk	4	1.0
Ft Riley	3	0.7
Ft Rucker	4	1.0
Ft Sam Houston	3	0.7
Ft Shafter	2	0.5
Ft Sill	3	0.7
Ft Stewart	3	0.7
Ft Wainwright	6	1.4
Grafenwoehr	1	0.2
Hawthorne Army Depot	4	1.0
Health Facility Planning Agency	5	1.2
Holston AAP	1	0.2
HQAMC, Env Div	1	0.2
HQDA	1	0.2
Hunter Army Airfield	1	0.2
IMCOM Europe	3	0.7
IMCOM Pacific	2	0.5
Indiana AAP	1	0.2
INSCOM	1	0.2
JB Elemendorf Richardson	1	0.2
JB Langely-Eustis	1	0.2
JB Lewis McChord	8	1.9
JB McGuire-Dix-Lakehurst	1	0.2
JB Myer-Henderson Hall	1	0.2
JB San Antonio	5	1.2
Joint Munitions Cmd	1	0.2
Joliet AAP	2	0.5
Kansas AAP	1	0.2
Kelley Barracks	2	0.5
King Abdullah Spec Op Training Ctr	1	0.2
Kyogamisaki Comms Site	1	0.2
Letterkenny Army Depot	2	0.5
Longhorn AAP	1	0.2

<u>Army Agencies</u>	<u>Count</u>	<u>Percent</u>
Longhorn AAP/Ft Chaffee	1	0.2
MAAG Peru	1	0.2
Maui Perf. Computing Ctr	1	0.2
Maxwell AFB	1	0.2
McAlester Army Ammunition Plant	2	0.5
MEDCOM	10	2.4
Milan AAP	2	0.5
MOTCO/SDDC	1	0.2
MOTSU 596th	2	0.5
OACSIM	1	0.2
OCAR	2	0.5
Patch Barracks	2	0.5
Picatinny Arsenal	4	1.0
Presidio of Monterey	5	1.2
Red River Army Depot	3	0.7
Redstone Arsenal	10	2.4
Savanna Army Depot Activity	1	0.2
SDDC	1	0.2
Seneca Army Depot	1	0.2
Shaw AFB	1	0.2
Sierra Army Depot	1	0.2
SMDC	2	0.5
SOCOM	1	0.2
SOUTHCOM	5	1.2
Sunflower AAP	1	0.2
Tooele Army Depot	3	0.7
TRADOC	4	1.0
US Army Petroleum Center	1	0.2
USACE	1	0.2
USAG Ansbach	1	0.2
USAG Bavaria	2	0.5
USAG Benelux	1	0.2
USAG Daegu	1	0.2
USAG FJ	1	0.2
USAG Hawaii	5	1.2
USAG Humphreys	3	0.7
USAG Japan	2	0.5
USAG Kaiserslautern	1	0.2
USAG Landstuhl	1	0.2
USAG Miami	1	0.2
USAG Okinawa	1	0.2
USAG Stuttgart	2	0.5
USAG Vicenza	2	0.5
USAG Wiesbaden	5	1.2
USAG Youngsan	1	0.2
USAG-Kwajalein Atoll	1	0.2
USAREC	13	3.1

<u>Army Agencies</u>	<u>Count</u>	<u>Percent</u>
USAREUR	3	0.7
USFK	1	0.2
USMA	2	0.5
Watervliet Arsenal	1	0.2
West Point	4	1.0
White Sands Missile Range	2	0.5
Yakima Training Center	3	0.7
Yuma Proving Ground	2	0.5
Total	421	100.0

**Table C-8: Other DoD Customer Organizations**

<u>Other DoD Agencies</u>	<u>Count</u>	<u>Percent</u>
12th Marine Corps District	2	1.2
6th Marine Corps District	2	1.2
Ansbach	1	0.6
BUMED	4	2.3
Camp Arifjan	1	0.6
Camp Fuji	1	0.6
Camp Pendleton	1	0.6
CENTCOM	1	0.6
DCMA	1	0.6
DeCA	3	1.7
Defence Media Activity	3	1.7
Defense Contract Audit Agency	2	1.2
Defense Health Agency	1	0.6
Defense Intelligence Agency	3	1.7
DISA	2	1.2
DLA	35	20.2
DODEA	12	6.9
Ft Lee	1	0.6
HQDA	1	0.6
Iwakuni	1	0.6
JB Charleston	2	1.2
Jefferson Proving Ground	1	0.6
MacDill AFB	1	0.6
Marine Corps	8	4.6
Marine Corps HQ	1	0.6
Marine Corps Recruiting	2	1.2
Marine Forces Reserve	2	1.2
MCAS BeauFt	1	0.6
MCAS Iwakuni	1	0.6
MCB Butler	3	1.7
MCB Quantico	6	3.5
Missile Defense Agency	7	4.0
NAMRU-6	1	0.6
NAS Jacksonville	1	0.6
Nat'l Geospatial Intelligence Agency	1	0.6
National Security Agency	2	1.2
Natl Defense Univ	2	1.2
Naval Medical Research Center	1	0.6
Naval Oceanographic Office	1	0.6
Naval Surface Warfare Center	1	0.6
NAVFAC	3	1.7
Navy	26	15.0
Navy Medicine West	6	3.5
Navy Portsmouth	1	0.6
OSD	1	0.6
Redstone Arsenal	5	2.9



<u>Other DoD Agencies</u>	<u>Count</u>	<u>Percent</u>
Scott AFB	1	0.6
UK Joint HQ	1	0.6
USAG Stuttgart	1	0.6
Vandenberg AFB	2	1.2
Washington Navy Yard	1	0.6
West Point Middle School	1	0.6
White Sands Missile Range	1	0.6
Total	173	100.0

**Table C-9: IIS Customer Organizations**

<u>IIS Agencies</u>	<u>Count</u>	<u>Percent</u>
AL Dept of Environmental Mgmt	1	0.9
American Battle Monuments Cmsn	1	0.9
BLM	1	0.9
Customs & Border Protection	7	6.2
CDC	1	0.9
Coast Guard	7	6.2
DEA	1	0.9
DHS	1	0.9
DOE	10	8.8
DOT	1	0.9
Egyptian Armament Authority	1	0.9
Egyptian Engineering Authority	1	0.9
Egyptian Navy	2	1.8
EPA	9	8.0
FBI	1	0.9
FDA	1	0.9
Federal Aviation Administration	1	0.9
FEMA	2	1.8
Govt Printing Office	1	0.9
Immigration and Customs Enforcement	4	3.5
Iraq Ministry of Interior	1	0.9
Iraq Ministry of Defense	1	0.9
Iraqi Air Force	2	1.8
Israel MOD	2	1.8
Jordan Armed Forces	4	3.5
NASA	10	8.8
National Park Service	2	1.8
Natl Reconnaissance Office	1	0.9
NATO	1	0.9
NOAA	1	0.9
Secret Service	1	0.9
State Dept	5	4.4
UAE Air Force	1	0.9
UK Royal Navy	1	0.9
USDA	2	1.8
USDA Forest Service	1	0.9
VA	23	20.4
Total	113	100.0

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