

CUSTOMER SATISFACTION SURVEY MILITARY PROGRAMS RESULTS

US ARMY CORPS OF ENGINEERS
October 1996

ACROBAT ACTIVE LINKS

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This Briefing was given to the Director of Military Programs on 31 October 1996.

It contains the Results of the standard Customer Satisfaction Survey conducted by the USACE HQ and District elements in the spring of 1996.

Setting Customer Service Standards

Executive Order 12862

11 September 1993

Standard of Quality

“Customer service equal to the best in business.”

- ✓ ◆ Identify customers to be served
- ✓ ◆ Survey customers to determine needs and satisfaction
- ✓ ◆ Post service standards and measure results
- ◆ Benchmark customer service performance against the best in business
- ◆ Survey front-line employees
- ◆ Provide customers with options
- ◆ Provide access to information, services and complaint systems; and
- ◆ Provide means to address customer complaints.

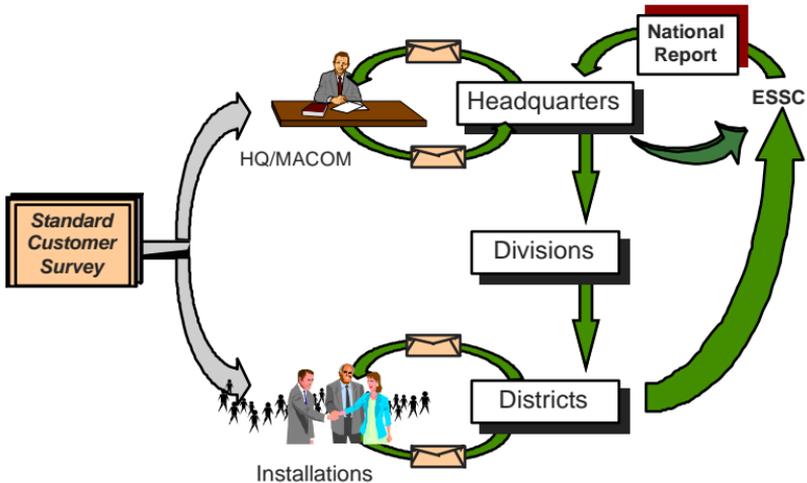
One of the drivers of the Standard USACE Customer Survey was Executive Order 12862. The main points are highlighted on this graphic.

Objectives of Customer Satisfaction Survey

- ◆ To obtain unfiltered, systematic view of customer satisfaction.
- ◆ To increase USACE's Focus on customers and their satisfaction.
- ◆ To improve customer satisfaction.
- ◆ To comply with Executive Order 12862.

The Objectives of the Customer Satisfaction Survey are listed on the Graphic and are self explanatory

2-Tiered Customer Satisfaction Survey Process



The MP Survey forms were sent out by two levels in USACE --

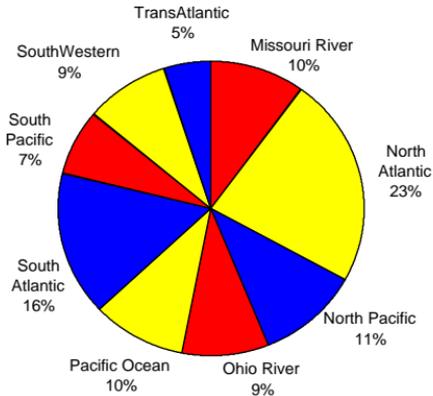
HQ mailed survey forms to HQ-level and Major Subordinate Command (MACOM/MAJCOM) or regional levels of customers from Army, Air Force and Other categories.

District offices mailed survey forms to installation-level customers.

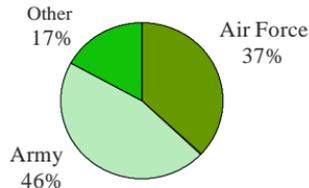
This briefing summarizes the National USACE-wide statistics from the customer satisfaction survey.

Source of Survey Responses

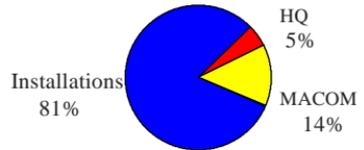
Installation Responses by Geographic Region



Customer Group



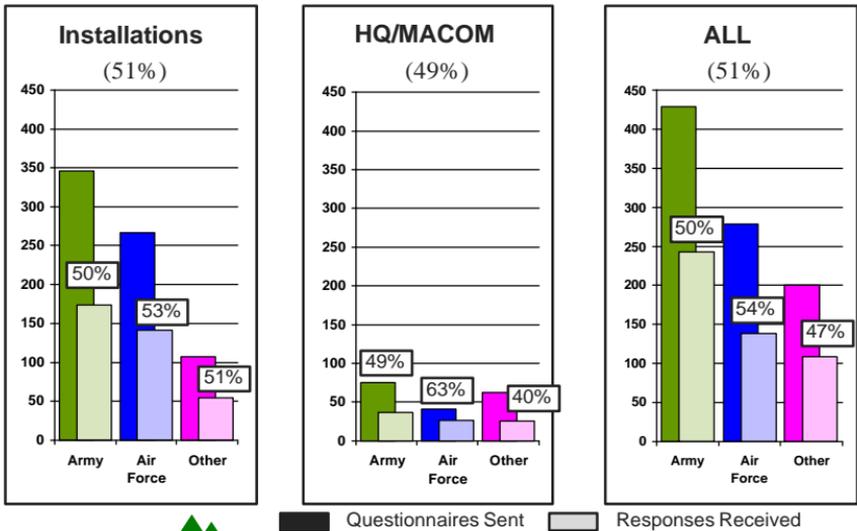
Organizational Level



Number of Survey Responses (Rate):
 HQ/MACOM = 88 of 178 (49%); Installations/Bases = 369 of 720 (51%)

- Distribution of responses by Geographic Region, by Customer Group, and by Organizational Level.
- **Geographic Region** -- North Atlantic Division had the most responses (23%) Only Installation responses are included in this pie chart.
- **Customer Group** -- all responses are included. Army accounts for 46% of respondents by Customer Group, Air Force is 37% and Other is 17%.
 Other includes Navy, Marine Corps, other Federal agencies, etc...
- **Organizational Level** -- all responses are included Installation respondents were 81%, MACOM respondents were 14%, and HQ was 5%
- **Caveat:** Districts and HQ selected the customers that were surveyed. All analysis performed is based on those questionnaires that were returned.

Response Rates by Customer Levels

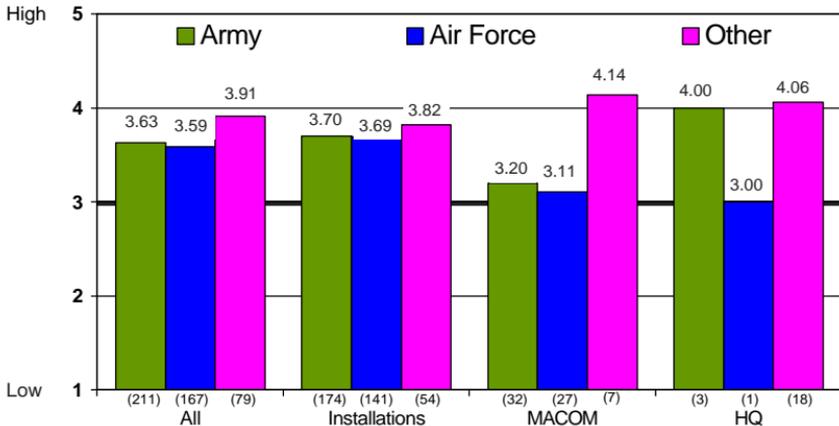


- Response Rates by Customer Organizational Level.
- The solid columns show the number of survey questionnaires distributed, while the patterned columns show the number of survey questionnaires returned.
- The response rates by category are shown at the top of the patterned columns.
- Overall, response rates were very good, about 51%.
- District response rates ranged from 15% to 97%, with the majority falling in the 50% to 80% range.
- Response rates are:

	<u>Army</u>	<u>Air Force</u>	<u>Other</u>	<u>Total</u>
<u>Installations</u>	50.3%	52.8%	50.5%	51.3%
<u>HQ/MACOM</u>	49.3%	63.4%	40.3%	49.4%
<u>ALL</u>	50.1%	54.2%	46.7%	50.9%

Customer Satisfaction by Customer Level

Overall Level of Satisfaction - Averages for **Question 11**

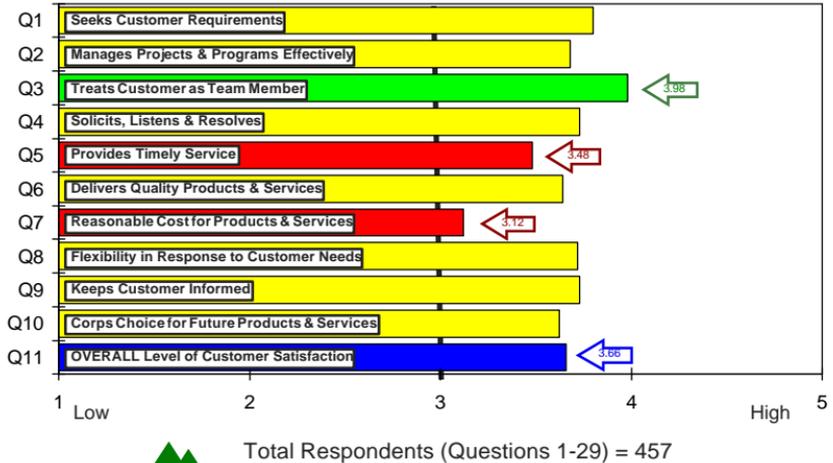


Total Survey Responses: ALL = 457; Installations = 369; MACOM = 66; HQ = 22
Individual responses to Q11 shown in parentheses

- This chart shows mean responses for Question 11 *OVERALL Level of Satisfaction*, by Organizational Level within customer groups
 - Army
 - Air Force
 - Other.
- In all cases, the lowest mean scores were Air Force.
- In all cases, the highest mean scores were recorded by Other.
- Note the Very Small Sample sizes for HQ & MACOM.

Ratings of USACE by ALL Respondents (Qs 1-11)

(Installation, MACOM and HQ Customers)

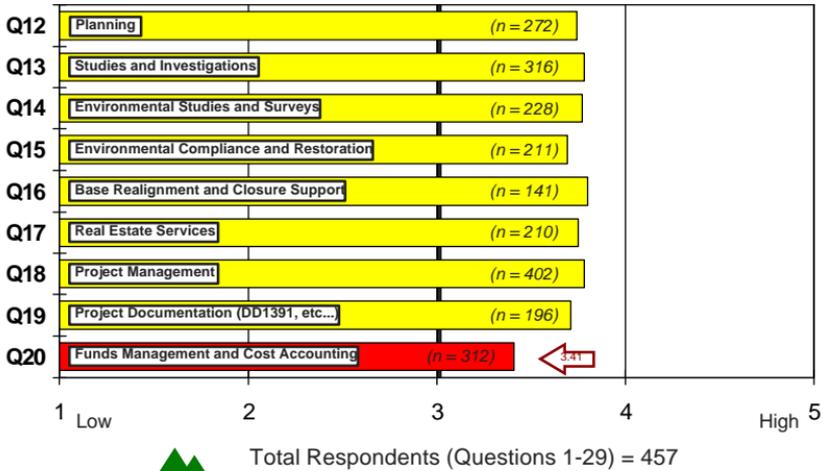


Summary Data -- mean responses for Questions 1-11 for all respondents.

	1996	'95	
Q1	3.80	3.69	(*'96 higher, similar pattern to '95 data)
Q2	3.68	3.63	
Q3	3.98	3.95	<i>Treats Customer as Team Member</i>
Q4	3.73	3.70	
Q5	3.48	3.40	<i>Provides Timely Service</i>
Q6	3.64	3.66	
Q7	3.12	3.10	<i>Reasonable Cost for Products/Services</i>
Q8	3.72	3.60	
Q9	3.73	3.61	
Q10	3.62	3.56	
Q11	3.66	3.61	<i>Overall Level of Customer Satisfaction</i>
N =	457	490	

- All responses placed above '3', indicating a positive level of satisfaction with USACE performance.
- In general, the responses to Q.1-Q.11 were divided into three broad categories: significantly above the mean (green); significantly below the mean (red); and those falling in between (yellow).
- Q.1 through Q.10 were assumed to be independently distributed.
- Only questions whose means exhibited a statistically significant difference relative to the means of other questions were classified into the high or low groups.
- Q.11, correlates well with the observed mean of 3.65 for Qs 1-10.

Ratings of USACE by ALL Respondents (Qs 12-20) (Installation, MACOM and HQ Customers)

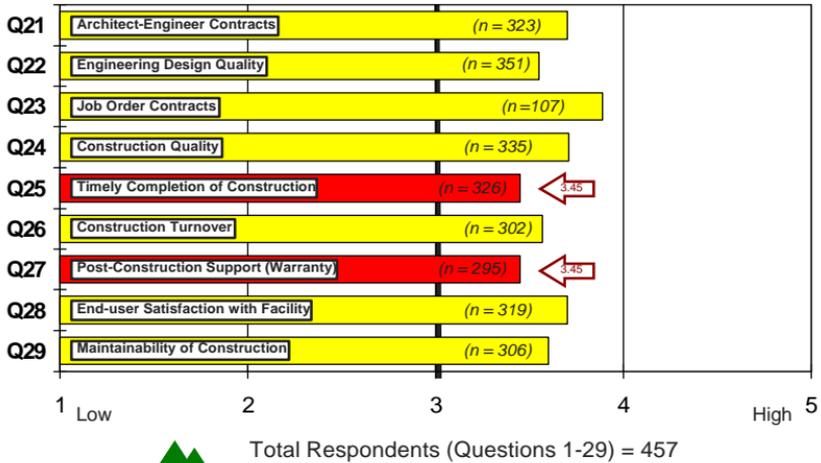


This is the Summary Data for the Entire Survey for Qs 12-20. Questions 12-20 represent specific services offered by MP to its customers.

	1996	'95		
Q12	3.74	3.64	All responses were above '3'. <i>Base Realignment and Closure Support</i> [BRAC]	
Q13	3.78	3.72		
Q14	3.77	3.64		
Q15	3.69	3.62		
Q16	3.80	3.84		
Q17	3.75	3.70		
Q18	3.78	3.73		
Q19	3.71	3.55		
Q20	3.41	3.30		<i>Funds Management and Cost Accounting</i>
N =	457	490		Not all respondents use of all of these services.

- The number of responses for each of these questions varies considerably.
- Except for Q.20, all means were above the mean for Q.1 *Overall Satisfaction*.
- The lowest score is Q.20--It is statistically significantly different from Q.11 at a confidence level of 99% or better.

Ratings of USACE by ALL Respondents (Qs 21-29) (Installation, MACOM and HQ Customers)



This is the Summary Data for the Entire Survey for Qs 21-29.

services.	1996	'95	Not all respondents use of all of these
Q21	3.70	3.58	
Q22	3.55	3.51	
Q23	3.89	3.67	<i>Job Order Contracts</i>
Q24	3.71	3.71	
Q25	3.45	3.46	<i>Timely Completion of Construction</i>
Q26	3.57	3.58	
Q27	3.45	3.42	<i>Post-Construction Support (Warranty)</i>
Q28	3.70	3.70	
Q29	3.60	3.53	
N =	457	490	

•The number of responses for each of these questions varies considerably.

•The highest score in this grouping is Q.23 *Job Order Contracts* (mean = 3.89) -- however, it is not statistically different from Q.11.

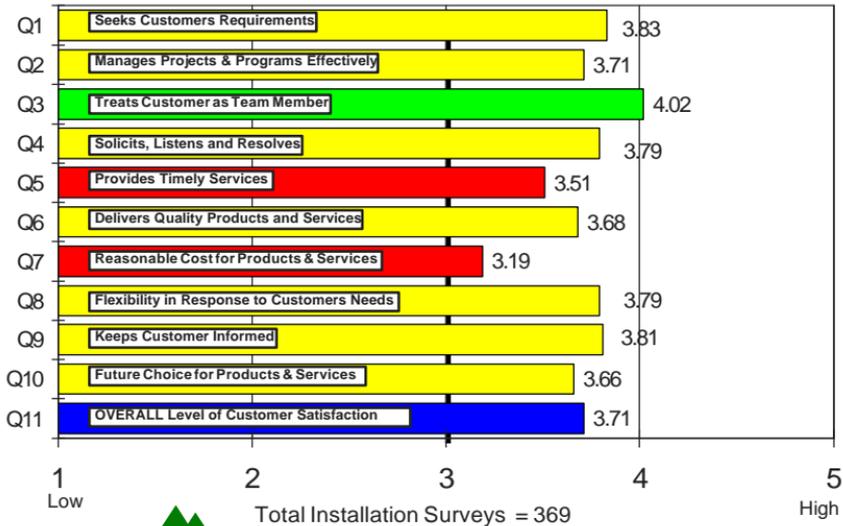
•The two lowest scores (means of 3.45) are Q.25 & Q.27 -- they are statistically different from Q.11 at a confidence level of 95%.

INSTALLATION RESPONSES

This is a transition slide indicating that the next charts contain the survey data from Installation Level customers.

Ratings of USACE by Installations

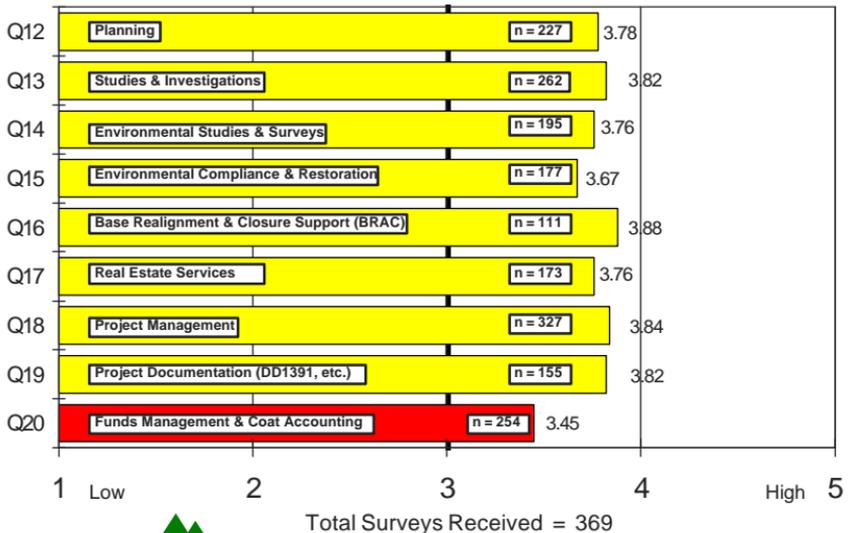
Questions 1-11



- The chart shows the mean responses for Questions 1-11 from **Installation** Respondents.
- All responses averaged above '3', which can be interpreted as a positive level of overall satisfaction. Only questions whose means exhibited a statistically significant difference relative to the means of other questions were classified into the high or low groups.
- As indicated in green, the Corps scored highest with **Q.3, *Treats Customer as Team Member***. As indicated in red, the Corps scored lowest with **Q.7, *Reasonable Cost for Products & Services*** and **Q.5, *Provides Timely Products/Services***.
- As indicated in blue, **Q.11, *Overall Level of Customer Satisfaction***, relates the respondents own overall level of satisfaction. The figure of 3.66 correlates well with the observed mean of 3.65 for Q.1 through Q.10.
- It follows the same general pattern previously established for the entire sample. There are a number of written comments specifically addressing timeliness (Q.5) and cost (Q.7).
- The Installation respondents rated USACE higher on all questions in 1996 than in 1995, but the differences were not statistically significant.

Ratings of USACE by Installations

Questions 12-20

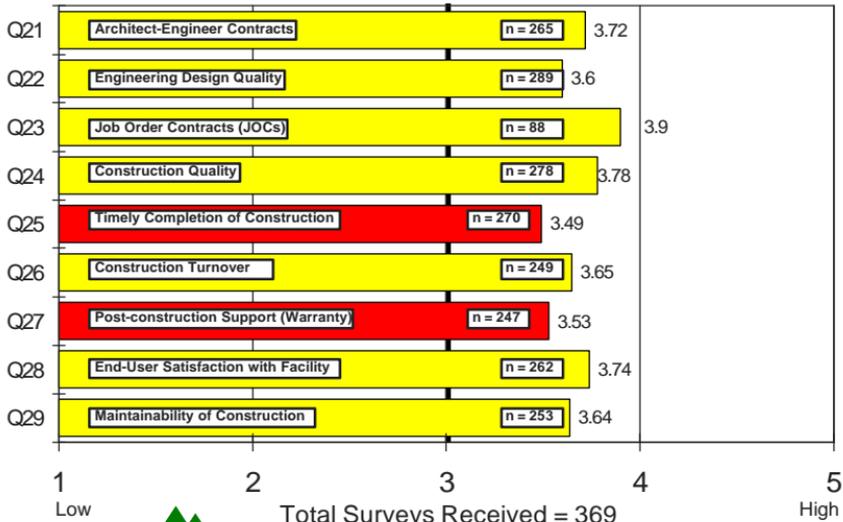


Installation Level Respondents -- Questions 12-20.

- Number of respondents by question varies considerably, the sample size is shown in each bar. Same color convention is used with respect to statistical significance.
- Highest score is BRAC (Q15).
- Lowest score is *Funds Management & Cost Accounting* (Q20), the same as in 1995.
- As with Qs 1-11, the 1996 averages were higher than the 1995 averages, but the differences were not statistically significant.

Ratings of USACE by Installations

Questions 21-29

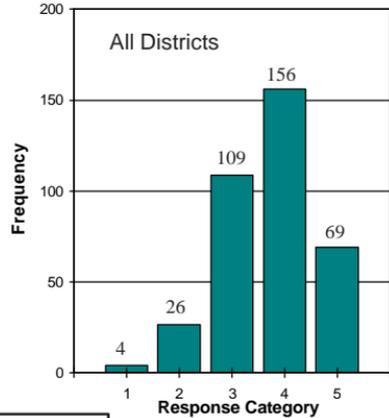
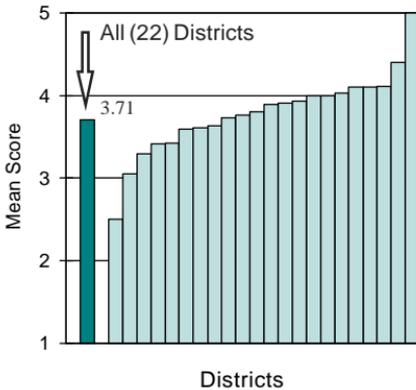


Installation Level Respondents -- Questions 21-29.

- Number of respondents by question varies considerably, the sample size is shown in each bar. Not all respondents use all of these services. The same color convention is used with respect to statistical significance.
- Highest score is *Job order Contracts (JOCs)* [Q23].
- Lowest scores were *Timely Completion of Construction* (Q25), and *Post Construction Support (Warranty)* [Q27] -- these questions were also the two lowest in this grouping in the 1995 survey.
- As with Qs 1-11, the 1996 average score for Qs 20-29 were higher than the 1995 averages, but the differences were not statistically significant.

Installation Responses

(Question 11, Overall Level of Satisfaction)



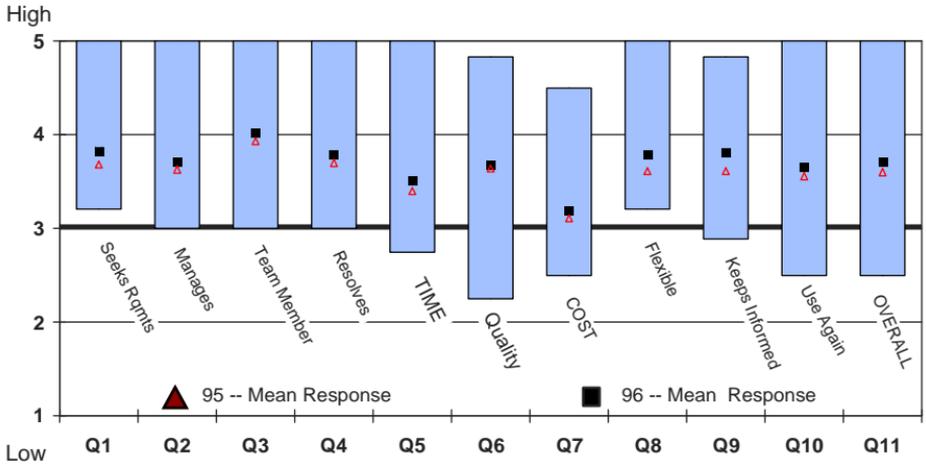
Low = 2.5
High = 5.0

$$R_s = \frac{2N_5 + N_4 + 0.5N_3}{2N_1 + N_2 + 0.5N_3} = 3.9$$

Mean = 3.71
Std. Dev... = 0.89

- The left chart shows the range of the Average District responses for Q.11, *Overall Level of Satisfaction*, and on the right the overall distribution of all installation responses ,
- In the left chart, individual District means from 22 Districts for Q.11 are ranked from low to high, shown in the patterned columns. The range was from a mean low of **2.50** to a mean high of **5.0**. The mean response of **3.71** from all installation respondents is shown as the solid bar.
 - The number of customer responses at individual Districts ranged from a low of 2 to a high of 43.
- The right chart shows the overall distribution of customer responses for each response category on the survey form from Low (1) to High (5). The mean is 3.71, the Standard Deviation is 0.89 for the Installation Responses to Q11. There were 4 Low (1s) and 64 High (5s) in the 364 responses.
- A Weighted Ratio (Rs) was used to compute the relative number of Positive (4s & 5s) to Negative (1s & 2s) Scores from the Survey Questionnaires. For Q11, the ratio is 3.9 -- this says that there are 3.9 [almost 4] 'High' scores for every 'Low' score in the survey. The written report contains more information.

Range of Installation Responses (Qs 1-11) (from 22 Districts)

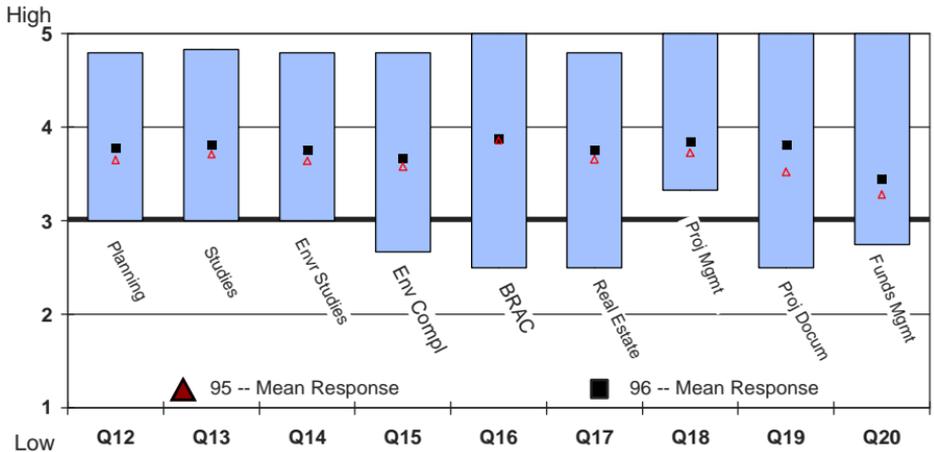


- This chart and the next two chart shows the ranges (minimum to maximum) of the mean responses for the Districts from the 369 Installation Surveys (the blue bars) for the Survey Questions. These charts show a good system performance for USACE, high average, only a few outliers.
- Each bar contains information from 22 data points, the average district score by district. It also shows the high and low district average score, as well as the 1996 mean (black square), and the the 1995 mean (Red Triangle).
- The sample size for District surveys ranged from a low of 2 to a high of 42.
- Information for Selected Questions is shown Below.

	<u>Min-Dist</u>	<u>Mean-96</u>	<u>Mean-95</u>	<u>Max-Dist</u>
Q3	3.00	4.02	3.93	5.00
Q6	2.25	3.68	3.64	4.83
Q5	2.89	3.51	3.40	5.00
Q7	2.50	3.19	3.11	4.50
Q20	2.75	3.45	3.28	5.00
Q25	2.92	3.49	3.41	5.00
Q27	2.67	3.53	3.40	5.00
Q11	2.50	3.71	3.60	5.00

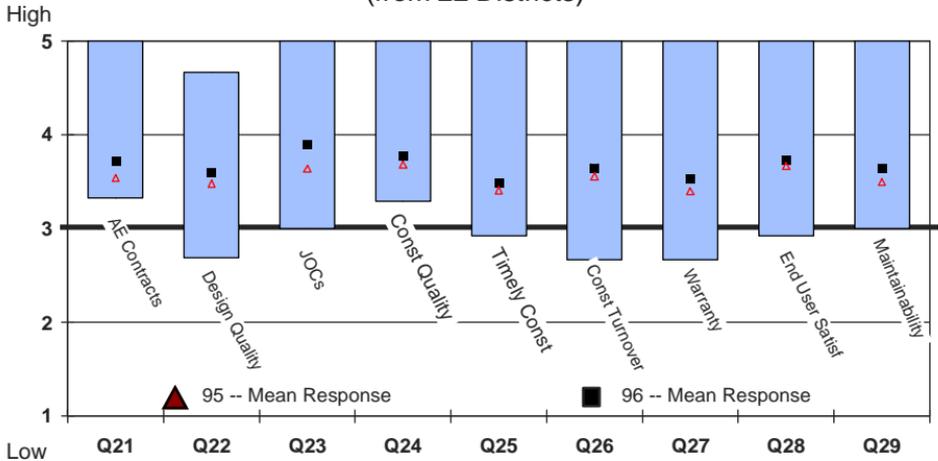
Range of Installation Responses (Qs 12-20)

(from 22 Districts)



- Installation Responses
- Questions 12-20 -- This chart shows the Ranges (minimum to maximum) of installation-level customer responses (indicated by the blue bars). The 1996 mean of the 22 Districts is indicated by the black square, the 1996 mean for the 18 districts is the Red Triangle.
- The greatest range of response is found in the responses to Q.16, *Project Management* , and Q.19, *Project Documentation* .
- The 1996 means are greater than the 1995 means for each Question. (Differences in means between 1996 and 1995 for Qs 19 and 20 are Statistically Significant at a Confidence Level of 95%.)
- The smallest range is in Q18 *Base Realignment and Closure (BRAC)*.

Range of Installation Responses (Qs 21-29) (from 22 Districts)



- Questions 20-29 -- This chart shows the range (minimum to maximum) of the Installation responses by question (blue bars) as well as the 1996 Mean response for 22 districts (black square) and the 1995 mean for 18 districts (red triangle).
- The greatest range of response is found in Q.26 *Construction Turnover* [266 responses], and Q.27, *Post-Construction Support (Warranty)* [247 responses].
- The least range of response is found in the responses to Q.21, *Architect-Engineer Contracts* [337 responses].
- All 1996 means were greater than the 1995 means. The increases in Q. 21 & 29 were statistically significant at a confidence level of 95%.

COMMENTS

(Section III of Questionnaire)

- 67 % of Respondents (306) Gave Comments

<u>Respondents</u>	<u>Plus</u>	<u>Minus</u>	<u>Mixed</u>	<u>Neutral</u>
at Installations	28%	37%	29%	6%
at HQ/MACOM	18%	43%	35%	4%
ALL	26%	38%	30%	6%

The last section of the questionnaire was narrative comments and was **optional**. Two thirds of the survey respondents gave us very some very useful information in their remarks.

- Comments were rated as Plus (positive), Minus (negative), Mixed (positive & negative), or Neutral. The mixed (positive/negative) rating contained both plus and minus statements. Neutral responses were those providing suggestions for future Corps action without any indication whether the respondent was satisfied or dissatisfied with existing conditions.
- At the HQ level, 67% of respondents provided comments (N=3). Of those providing comments, 50% are positive and 50% are negative.
- At the MACOM level, 84% of respondents provided comments (N=32). Of those providing comments, 11% are positive, 52% are negative, 33% mixed, and 4% neutral.
- At the Installation level, 67% of respondents provided comments (N=174). Of those providing comments, 28% are positive, 37% are negative, 29% are mixed, and 6% are neutral.
- Positive responses often are linked to specific personnel/staffing of the District as a whole.
- Negative comments reflect concerns about cost, timeliness, design quality, construction quality, and post-construction support (warranty).

Sample comments from...

This District provides timely and quality service. It is very comforting to me as Commander to know that the District is there and can be counted on when I need help.

The COE has supported me to my satisfaction. The COE has listened to my needs/input and responds accordingly. The COE's willingness to be present at on-site to support meetings and critical actions is greatly appreciated. Please continue to serve your customers in this manner.

Timely completion of contracts and construction turnover difficulties continue to affect your image. The last inches of a project take an enormous amount of energy to bring to closure and turnover dates are continually revised and hard to depend and plan on.

The plan is to use your services as often as possible. The problem is that the cost for these services is extremely high and there is no flexibility in price.



Overall support has improved over the past year. Initial support was very poor.

... **Army customers**

- This chart shows sample comments from the 1996 **Army** customers.

- HQ [n=3], 67% provided comments: 50% Positive & 50% Negative.

- MACOM [n=27], 84% provided comments: 11% Positive, 52% Negative, 33% Mixed and 4% Neutral.

- Installation [n=174], 67% provided comments: 29% Positive, 34% Negative, 30% Mixed and 7% Neutral.

Sample comments from...

Based on daily interaction, I'm extremely impressed with the quality of service we receive. The Corps is always responsive to our needs and regularly intercedes with contractors on our behalf to keep projects on track and keep our customers happy.

I appreciate being asked my opinion about my satisfaction. This alone is a huge step in the right direction and a clear indication that things are improving. It is very important that they do improve as no matter how much I like the ability to "vote" with my feet, it appears that the captive nature between the Air Force and the COE will continue for some time.

Excellent service overall. Only areas where I'm less satisfied: construction completion dates seem to creep; turnover of facility needs to be more clear, there is often confusion over when warranty

We're seeing gradual improvement in all areas. We expect this forward motion will continue.



Reduce overhead and/or administrative costs. We are taking our business elsewhere because we can get the same product for much less money

... **Air Force customers**

- Sample comments from **Air Force** customers.
- At HQ [n=1], 100% of respondents provided comments: 100% are Negative.
- At MACOM [n=141], 70% of respondents provided comments: 53% are Negative and 47% are Mixed.
- At Installation [n=141], 63% of respondents provided comments: 19% are Positive, 48% are Negative, 28% are Mixed, and 5% are Neutral.

Sample comments from...

Since last year, your staffing additions have helped the respective activities work with the many complex issues in their areas. As a result, this year's survey shows a moderate increase in satisfaction level.

If the District's management continues to improve as it has recently, and the bureaucratic obstacles to productivity are reduced, you should be able to achieve improvements in user satisfaction as well as a reduction in your own frustration.

Very happy with quality of people; process and cost are high. May just be part of the public sector.



... **Other customers**



- Sample comments from **Other** customers.
- At HQ [n=18], 67% of respondents provided comments: 42% are Positive, 25% are Negative, and 33% are Mixed.
- At MACOM (Regional) [n=7], 100% of respondents provided comments: 43% are Positive, 14% are Negative, 14% Mixed, and 29% Neutral.
- At Installation [n=54], 61% of respondents provided comments: 46% are Positive, 18% are Negative, 24% are Mixed, and 12% are Neutral.



FY96 Survey Results (Weaknesses)

- #1 Reasonable Costs [Q7--3.12]
- #2 Timely Services [Q5--3.48]
- #3 Funds Management & Cost Accounting [Q20--3.41]
- #4 Timely Completion of Construction [Q25--3.45]
- #5 Post-Construction Support (Warranty) [Q27--3.45]

These were the areas of Relative Weakness for USACE from the 1996 Customer Survey.

- Shown with each Area is the Question Number and Mean score for the entire survey.
- The first two areas are from Section I (Qs 1-11) of the Questionnaire.
- The last three areas are from Section II (Qs 12-29) of the Questionnaire.

Summary Observations

- Overall, the second iteration effort was successful !!
- The results basically repeat the pattern seen in 1995:
 - + Partnering
 - Cost
 - Timeliness
- Other results on Specific Areas of Expertise:
 - + JOCs
 - MACOM/MAJCOM Responses
 - Post Construction Support (Warranty)
 - Timely Completion of Construction
 - Funds Management & Cost Accounting
- The challenge for the USACE Military Programs Team --
Use Feedback to improve!

SUMMARY OBSERVATIONS

- The Green color indicates the most positive points.
- The Red color indicates the lowest scores received by USACE on the Customer Satisfaction Survey.
- It was a Successful Survey.
- Key is to use data from Survey to improve performance USACE-wide