

**US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1996)**

REPORT

EXECUTIVE SUMMARY

The US Army Corps of Engineers (USACE) conducted a second standard customer satisfaction survey of Military Programs (MP) customers in the spring of 1996. This report contains results and insights gained from analyzing feedback from about 460 MP customers. The report displays results by question, by customer organizational level, and by customer group. There were 29 questions divided into two sections: Section I had 11 general satisfaction questions and Section II had 18 MP-specific services and products questions. There were three customer organizational levels - HQ, Major Army or Air Force Subordinate Command (MACOM/MAJCOM), and Installation. The three customer groups were Army, Air Force, and Other.

This report presents aggregate USACE-wide statistics and does not identify any specific organization or customer. The information in this report is to be used to help the individual organizations assess their own results in the context of aggregate USACE-wide customer feedback on satisfaction. Individual organizational information is provided separately to Districts and to Divisions for their own internal analysis and assessments.

The questions listed in Section I on Overall Satisfaction are:

1. Seeks Your Requirements, Priorities, and Expectations and Incorporates Them into Our Service
2. Manages Your Projects/Programs Effectively
3. Treats You as an Important Member of the Team
4. Solicits, Listens to, and Resolves Your Concerns
5. Provides Timely Services
6. Delivers Quality Products and Services
7. Delivers Products and Services at Reasonable Cost
8. Displays Flexibility in Responding to Your Needs
9. Keeps You Informed
10. Would Be Your Choice for Future Projects/Services
11. Your OVERALL Level of Customer Satisfaction

The results from the second USACE-wide MP customer satisfaction survey are encouraging. Using a scale where 1 is Low and 5 is High, USACE averaged 3.65 for Questions 1-10. This represents a slight increase over the 1995 value of 3.59. The weighted ratio of positive responses (4's and 5's) to negative responses (1's and 2's) was 3.2 to 1. This weighted ratio or measure of the strength of positive responses ranged from a high of 6.2 (5.7 in 1995) for *Treats You as an Important Member of the Team* to 1.2 (1.2 in 1995) for *Delivers Products and Services at Reasonable Cost*.

Ratings for the questions listed in Section II on specific services and products ranged from a mean high of 3.89 for *Job Order Contracts* to a mean low of 3.41 for *Funds Management and Cost Accounting*.

Appendix VII in this report contains narrative comments provided by customers. These comments are grouped by customer organizational level. The comments are verbatim from the survey forms except that all organizational or customer identification was removed. The customer comments were classified by issue and by whether they were positive, negative, or neutral. Approximately 67% of survey respondents provided comments. Of those providing comments, 26% were positive, 38% were negative, 30% were mixed (positive/negative), and 6% were neutral. These comments provide anecdotal support to the individual mean scores for each question.

All USACE employees should use this feedback to improve customer service.

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1. Background

On September 11, 1993, the President issued Executive Order 12862, *Setting Customer Service Standards*. Executive Order 12862 was issued to improve government performance. The standard of quality is set as "Customer service equal to the best in business." In conjunction with these requirements, the US Army Corps of Engineers (USACE) implemented a Customer Satisfaction Survey System. The objectives of the Customer Satisfaction Survey are to obtain an unfiltered, systematic view of customer satisfaction; to increase the focus of USACE on customers and their satisfaction; to improve customer satisfaction; and to comply with Executive Order 12862. The initial Customer Satisfaction Survey was conducted mid-1995. In mid-1996, a second survey was distributed. Appendix I contains a copy of the questionnaire that was distributed.

Customer Satisfaction Survey

Each year the Districts and HQ mail or hand out a standard questionnaire to their customers. Each individual office is responsible for developing customer lists to whom the questionnaire is sent. HQ surveys national and regional (MACOM/MAJCOM) customers; and the Districts survey installation (local) customers. The surveying offices POC will insert the office name, address and telephone numbers where appropriate on the standard form prior to distribution. A personalized cover letter accompanies the questionnaire, and customers are given approximately two weeks to complete and return the questionnaire.

Once questionnaires are returned, each District and HQ process and analyze information obtained directly from customers. This allows each individual office to follow up and take corrective action in a timely fashion regarding any problem addressed on any individual customer response.

Copies of all completed questionnaires are forwarded to ESSC which inputs the data, tabulates and analyzes results, and prepares a National Summary Report on Customer Satisfaction in the Corps for Military Programs. The National Summary Report contains the average of all customer input from the Districts and HQ, and a Corps-wide average. It also contains statistical data by customer group. (No individual District results are displayed in the National Summary Report.)

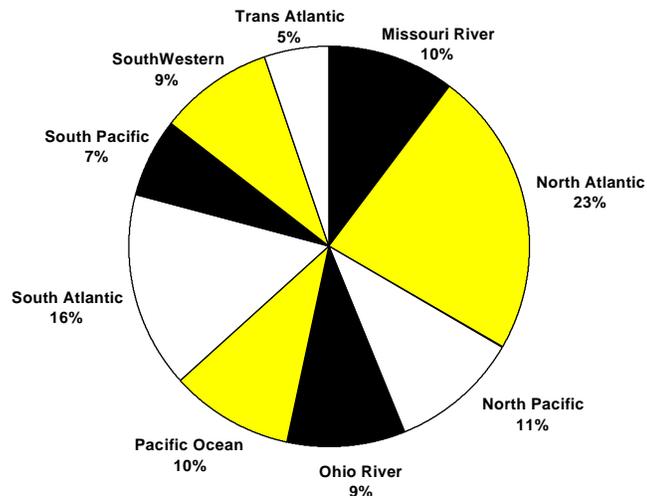
ESSC sends each District a statistical tabulation of its own data. Each individual District gets its own data. Each Division gets the data from its Districts and a roll-up score for the entire Division. HQ receives the data from the MACOM and HQ customers and the roll-up data for all Installation responses. Each District and Division receives, in addition to its individual report, a copy of the National Summary Report. This information is to be used to make any needed policy or process changes and to provide feedback to customers and partners.

2. Source of Responses

Overall, HQUSACE received 88 responses (from HQ and MACOM level customers), and the Districts received 369 responses from Installations, for a total response pool of 457. In 1995, the total response pool was 490, of which 79 were responses from HQ and MACOM and 411 from Installations. This represents approximately a 9% drop in the number of responses from 1995 to 1996.

Military Program responses were received from customers in 22 Districts, representing nine Divisions. **Figure 1** shows the relative distribution of Installation responses received by geographic source. Responses to HQUSACE from HQ and MACOM customers are not included.

Figure 1. Installation Responses by Geographic Region



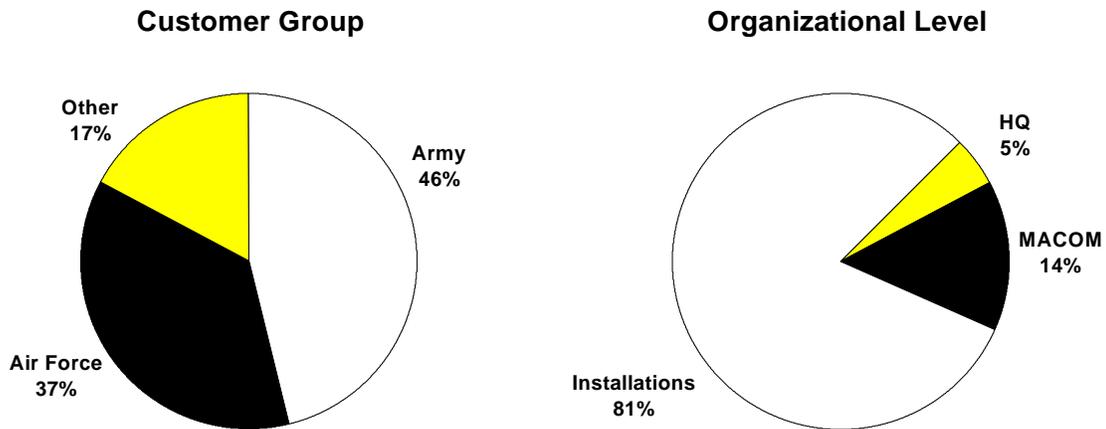
A detailed breakdown of responses by geographic region is shown in **Table 1**. The North Atlantic Division accounted for 23% of Installation responses. Four of the nine Divisions had from 9% to 10% of the responses.

Table 1. Installation Responses by Geographic Region

<u>Region</u>	<u>1996</u>		<u>1995</u>	
	<u>Count</u>	<u>Percent</u>	<u>Count</u>	<u>Percent</u>
Missouri River	38	10%	59	14%
North Atlantic	85	23	61	15
North Pacific	39	11	62	15
Ohio River	35	9	17	4
Pacific Ocean	37	10	47	12
South Atlantic	58	16	65	16
South Pacific	24	7	28	7
SouthWestern	34	9	59	14
TransAtlantic	<u>19</u>	<u>5</u>	<u>13</u>	<u>3</u>
Total	369	100%	411	100%

Figure 2 shows the relative distribution of responses by customer group and by organizational level. Other includes Navy, Marine Corps, other Federal agencies, etc. Unlike the geographic distribution, all responses are included.

**Figure 2. Distribution of All Responses
(N = 457)**



Detailed responses within Customer Group by Organization Level are shown in **Table 2**. HQ, with 22 respondents, has 14% Army, 4% Air Force and 82% Other. MACOM, with 66 respondents, has 48% Army, 41% Air Force and 11% Other. Of the 369 Installation respondents, 47% are Army, 38% are Air Force and the remaining 15% are Other.

Table 2. All Responses within Customer Group by Organizational Level

<u>Customer Group</u>	<u>HQ</u>	<u>MACOM</u>	<u>Install.</u>	<u>Total</u>	<u>Percent</u>
Army	3	32	174	209	46%
Air Force	1	27	141	169	37%
Other	18	7	54	79	17%
Total	22	66	369	457	100%

Response Rates

Table 2 shows response rates within customer group by organizational level for all respondents to the survey questionnaire. Overall customer response rates by customer group are: Army - 50%; Air Force - 55%; and Other - 47%.

Table 2. Response Rates within Customer Group by Organizational Level

		<u>HQ/MACOM</u>	<u>Install.</u>	<u>Total</u>
<u>Army</u>	Sent	75	346	421
	Returned	35	174	209
	Response Rate	47%	50%	50%
<u>Air Force</u>	Sent	41	267	308
	Returned	28	141	169
	Response Rate	68%	53%	55%
<u>Other</u>	Sent	62	107	169
	Returned	25	54	79
	Response Rate	40%	50%	47%
<u>Total</u>	Sent	178	720	898
	Returned	88	369	457
	Response Rate	49%	51%	51%

Overall, response rates were good, ranging from a low of 40% to a high of 68%. The overall response rate in 1996 of 51% shows a slight decrease from the 1995 response rate of 54%. By customer group, Army has declined from 57% in 1995 to 50% in 1996; Air Force has climbed from 50% to 55%; and Other has dropped to 47% from 54%. Individual District response rates ranged from 21% to 100%, with the bulk falling in the 40% to 80% range.

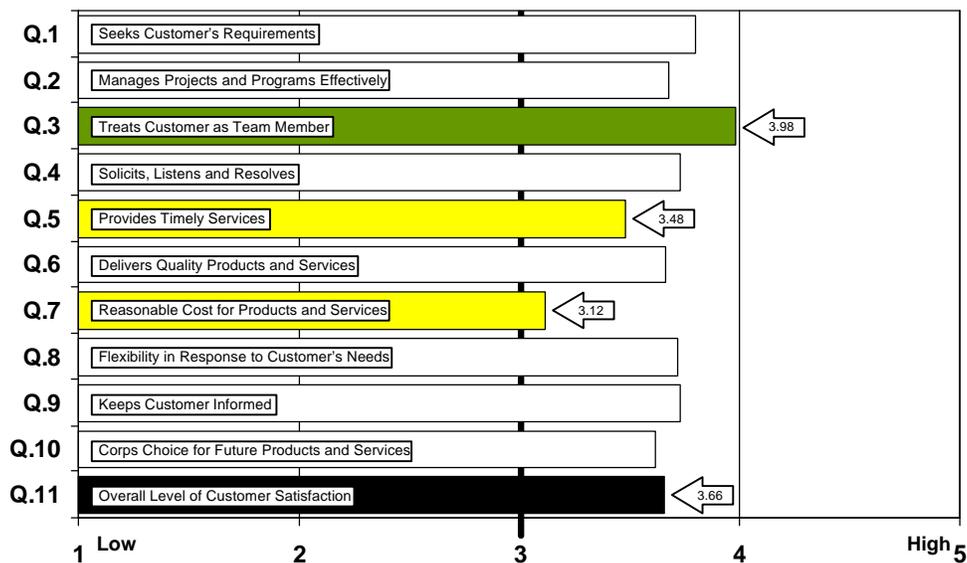
3. Level of Customer Satisfaction

3.A. All Respondents

All Respondents - Questions 1-11

Figure 3 shows Corps-wide (Military Programs-Installation, MACOM and HQ combined) mean responses for Questions 1-11. The average for each of these questions placed above a “3”, which can be interpreted as an average or neutral score, thus indicating a positive level of overall satisfaction. The shading on Figure 3 correlates to the *Lows* (light gray dots) and *Highs* (dark gray crosshatching).

Figure 3. Ratings of USACE by All Respondents Questions 1-11 (N = 457)



As shown in Table 4, in general, the Corps scored well in customer satisfaction. Question 11, *Overall Level of Satisfaction*, scored 3.66. In 1996, the responses to Questions 1-10 ranged from a low of 3.12 to a high of 3.98. In 1995, they ranged from 3.10 to 3.95.

Table 4. Ratings of USACE by All Respondents - Questions 1-11

Question	1996	1995	1996-1995 Delta
1 Seeks Customer's Requirements	3.80	3.69	0.11
2 Manages Projects and Programs Effectively	3.68	3.63	0.05
3 Treats Customer as Team Member	3.98	3.95	0.03
4 Solicits, Listens and Resolves	3.73	3.70	0.03
5 Provides Timely Service	3.48	3.40	0.08
6 Delivers Quality Products and Services	3.64	3.66	(0.02)
7 Reasonable Cost for Products & Services	3.12	3.10	0.02
8 Flexibility in Response to Customer's Needs	3.72	3.60	0.12
9 Keeps Customer Informed	3.73	3.61	0.12
10 Corps Choice for Future Products and Services	3.62	3.56	0.06
11 Overall Level of Customer satisfaction	3.66	3.61	0.05
Questions 1-10	3.65	3.59	0.06
Lows (5 & 7)	3.31	3.26	0.05
Middles	3.70	3.64	0.06
Highs (3 only)	3.98	3.95	0.03

The responses to Q.1-Q.11 are divided into three broad categories: those performing significantly above the mean (*Highs*); those performing significantly below the mean (*Lows*); and those falling in between (*Middles*). Only questions whose means exhibited a statistically significant difference relative to the means of other questions were classified into the High or Low groups. Statistical significance was defined as a confidence of 95% or better that the difference in the observed means could not be explained by random variation (*i.e.*, the difference in the observed means has significance).

Highs: The Corps scored highest with Q.3, *Treats Customer as Team Member*. The mean for Q.3 is 3.98.

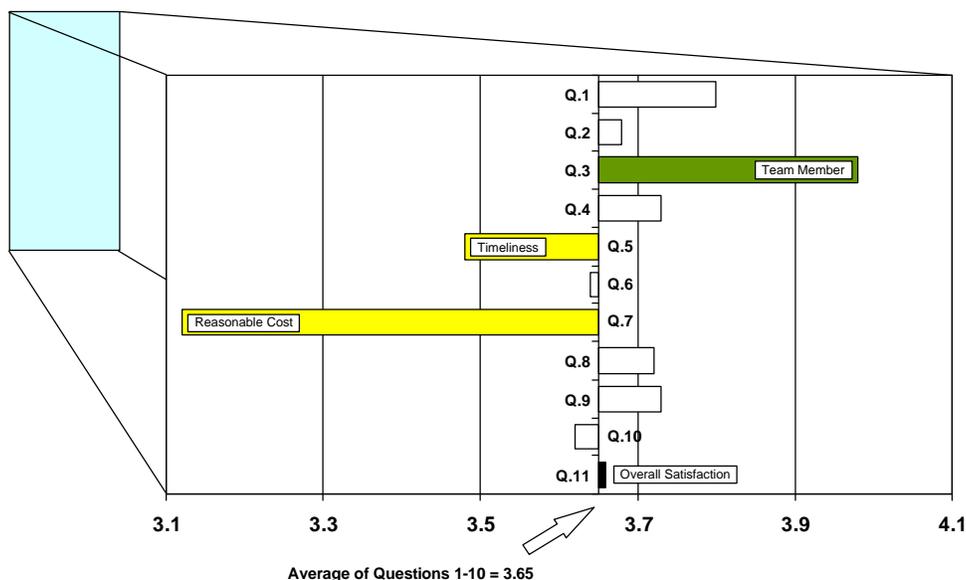
Middles: Q.1, *Seeks Customer's Requirements*, Q.2, *Manages Projects and Programs Effectively*, Q.4, *Solicits, Listens and Resolves*, Q.6, *Delivers Quality Products and Services*, Q.8, *Flexibility in Response to Customer Needs*, Q.9, *Keeps Customer Informed*, and Q.10, *Corps Choice for Future Products and Services*, all fall into a middle group, thus not showing any statistically significant difference relative to more than 75% of the other questions at a confidence level of 95% or better. Q.1 (with the second highest mean) is statistically significantly different from Q.2, Q.6 and Q.10 at a confidence level of 95% or better; however, Q.1 is not included in the High group because it is itself statistically indistinguishable from the Middle group of responses. These *Middles* have a combined mean of 3.70.

Lows: The Corps scored lowest with Q.5, *Provides Timely Service*, and Q.7, *Reasonable Cost for Products and Services*. The respective means for Q.5 and Q.7 are 3.48 and 3.12. These *Lows* have a combined mean of 3.31.

Q.11, *Overall Level of Customer Satisfaction*, relates to the respondents' own overall level of satisfaction. The mean of 3.66 ties out well with the observed mean of 3.65 for Q.1-Q.10. Q.11 is not included in any joint statistics because the nature of the question implicitly makes assumptions about Q.1 through Q.10; thus, it cannot be assumed to be independently distributed (Q.1 through Q.10 are assumed to be independently distributed.).

Figure 4 shows the deviation for Q.1-Q.10 about the mean response for Q.1 through Q.10. This figure expands upon Figure 3, showing the range from 3.1 to 4.1. The mean response for Q.1 through Q.10 of 3.65 is slightly less than the mean response of 3.66 for Q.11, *Overall Level of Customer Satisfaction*. The difference, however, is not statistically significant.

Figure 4. Relative Satisfaction by Question for All Respondents Questions 1-11 (N =457)



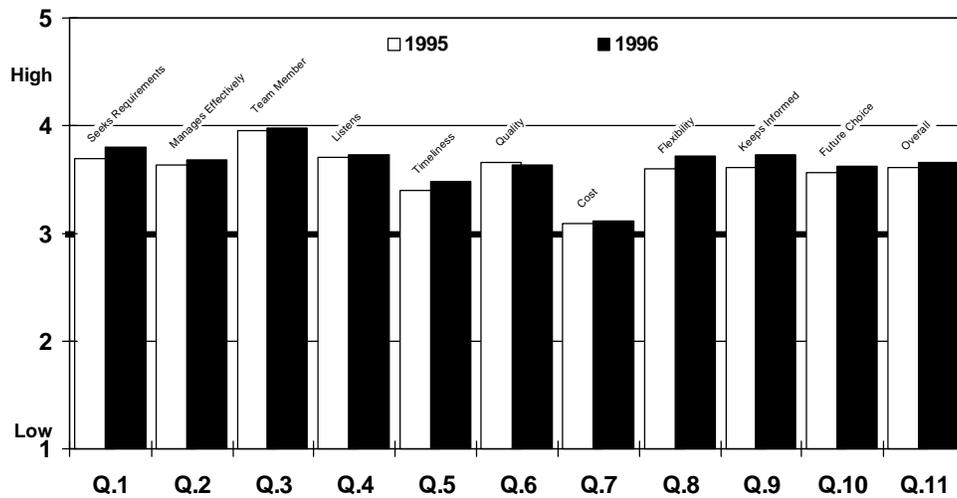
The difference between the highest score (Q.3, *Treats Customer as Team Member*) and the next highest score (Q.2, *Manages Projects and Programs Effectively*) is statistically significant at a confidence level of 99% or better.

The difference between the lowest score (Q.7, *Reasonable Cost for Products and Services*) and the third lowest score (Q.10, *Corps Choice for Future Products and Services*) is statistically significant at a confidence level of 99% or better.

The difference between the second lowest score (Q.5, *Provides Timely Service*) and Q.10 is not statistically significant. Q.5 is in the High group, however, because it is significantly different from at least 75% of the responses for Q.1 through Q.10.

Figure 5 compares the observed means for 1995 responses to the observed means for 1996 responses for Q.1-Q.11 for All Respondents (Installation, MACOM and HQ customers).

**Figure 5. Ratings of USACE by All Respondents
1995 -vs- 1996 (Questions 1-11)**

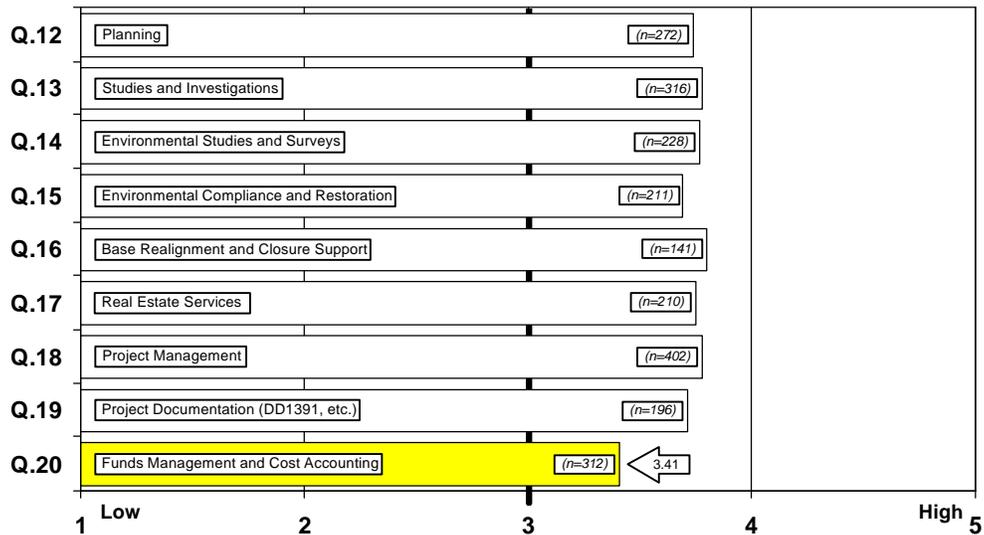


In all instances, except for Q.6, *Delivers Quality Products and Services*, the means for 1996 exceed the means for 1995. In no instances, however, are the observed differences statistically significant. As shown on Table 4, the questions showing the greatest increase in the observed means are Q.1, *Seeks Customer Requirements*, Q.8, *Flexibility in Response to Customer's Needs*, and, Q.9, *Keeps Customer Informed*.

All Respondents - Questions 12-29

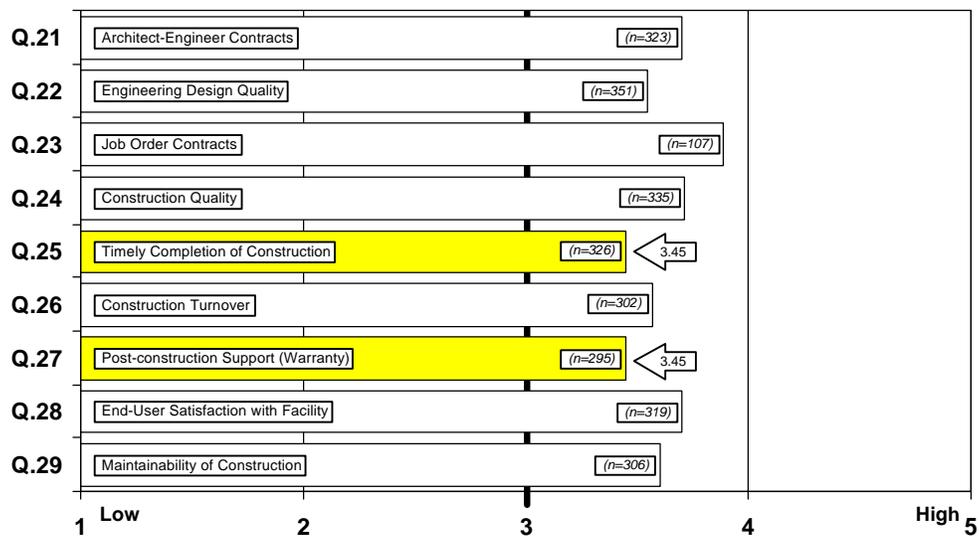
Figures 6 and 7 show Corps-wide (Military Programs-District, MACOM and HQ combined) mean responses for Questions 12-29. The average for each of these questions placed above a “3”. The sample size (N) is shown in the box at the end of the bar.

Figure 6. Ratings of USACE by All Respondents Questions 12-20



The highest score within the Q.12-Q.20 grouping is Q.16, *Base Realignment and Closure Support*. The lowest score within this grouping is Q.20, *Funds Management and Cost Accounting*. It is the only question in this grouping that is statistically significantly different from Q.11, *Overall Level of Customer Satisfaction* (at a confidence level of 99% or better). As shown by the light gray dot shading, Q.20 is also statistically significantly different from more than 75% of the responses for Q.12 through Q.29.

Figure 7. Ratings of USACE by All Respondents - Questions 21-29



Q.25, *Timely Completion of Construction*, and Q.27, *Post-Construction Support (Warranty)* have the lowest means in the Q.21-Q.29 grouping. They are statistically significantly different from Q.11 at a confidence level of 99% or better. Q.25 and Q.27 are also statistically significantly different from more than 75% of the responses for Q.12 through Q.29. The highest score is Q.23, *Job Order Contracts*. It is statistically significantly different from Q.11 at a confidence level of 95% or better.

As shown on **Table 5**, the number of responses for each of these questions varied considerably. Questions 12-29 represent specific services offered by the Corps (Military Programs) to its customers. Not all respondents make use of all of these services. In the table Rank is the relative ranking of Q.12-Q.29 from *highest to lowest* mean for each question within this particular group (Rank is provided simply as a means to quickly identify those services that are performed well and those not so well. Rank = 1 is the highest while Rank = 18 is the lowest.) The Rank for 1995 is shown for comparative purposes.

Table 5. Ratings of USACE by All Respondents Questions 12-29

Question	1996 Mean	1996 Count	1996 Rank	1995 Rank
12 Planning	3.74	272	7	9
13 Studies & Investigations	3.78	316	3	3
14 Environ. Studies	3.77	228	5	8
15 Environ. Compliance	3.69	211	12	10
16 BRAC	3.80	141	2	1
17 Real Estate Services	3.75	210	6	5
18 Project Management	3.78	402	4	2
19 Project Documentation	3.71	196	8	13
20 Funds Management	3.41	312	18	18
21 A-E Contracts	3.70	323	10	12
22 Engineering Design Quality	3.55	351	15	15
23 Job Order Contracts	3.89	107	1	7
24 Construction Quality	3.71	335	9	4
25 Timely Completion	3.45	326	16	16
26 Construction Turnover	3.57	302	14	11
27 Post-Construction Support	3.45	295	17	17
28 End-user Satisfaction	3.70	319	11	6
29 Maintainability	3.60	306	13	14

Twelve mean responses for Q.12-Q.29 placed above the mean response for Q.11, *Overall Level of Customer Satisfaction*, while six placed below the mean response for Q.11.

The two highest scores within the Q.12-Q.29 grouping are Q.16, *Base Realignment and Closure Support*, and Q.23, *Job Order Contracts*. Q.23 jumped from a Rank of 7 in 1995 to a Rank of 1 in 1996.

The three lowest mean scores within the Q.12-Q.29 grouping are Q.20, *Funds Management and Cost Accounting*, Q.25, *Timely Completion of Construction*, and Q.27, *Post-Construction Support (Warranty)*. These three questions were also ranked lowest in 1995.

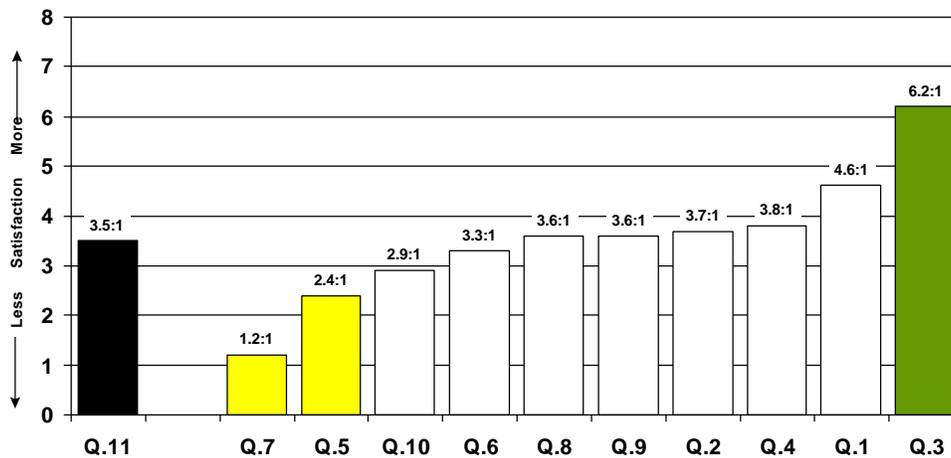
Weighted Ratio of Satisfaction - All Respondents - Questions 1-11

Figure 8 ranks Questions 1-11 for all respondents by the expressed relative satisfaction, measured by the weighted ratio of positive to negative responses received. Responses are weighted by their measured deviation from the imputed neutral response of “3”. Ratios above “1” indicate a greater weight of positive responses; a ratio equal to “1” indicates an equal weight of positive and negative responses; and a ratio between “0” and “1” indicates a greater weight of negative responses. The questions are ranked from low to high, with Q.11, *Overall Level of Customer Satisfaction*, on the left for comparative purposes.

$$\text{Weighted Ratio } (R_S) = \frac{2N_5 + N_4 + 0.5N_3}{2N_1 + N_2 + 0.5N_3} \quad \text{where:}$$

N_5 = Number of “5” Responses
 N_4 = Number of “4” Responses
 N_3 = Number of “3” Responses
 N_2 = Number of “2” Responses
 N_1 = Number of “1” Responses

Figure 8. Relative Customer Satisfaction - All Respondents Questions 1-11



In all cases, the weighted positive responses outweighed the weighted negative responses. For six of the ten questions, the ratio of weighted positive responses to weighted negative responses exceeded the ratio for Q.11, *Overall Level of Customer Satisfaction*. The ratio for the *Lows* (Q.7, *Reasonable Cost for Products and Services* and Q.5, *Provides Timely Service*) is 1.7:1. The ratio for the *Highs* (Q.3, *Treats Customer as Team Member*) is 6.2:1. The *Middles* have a ratio of 3.6:1.

Weighted Ratio of Satisfaction - All Respondents - Questions 12-29

Figure 9 ranks Questions 12-29 by the expressed relative satisfaction, as measured by the weighted ratio of positive to weighted negative responses received. The ranking is from low to high.

**Figure 9. Relative Customer Satisfaction - All Respondents
Questions 12-29**

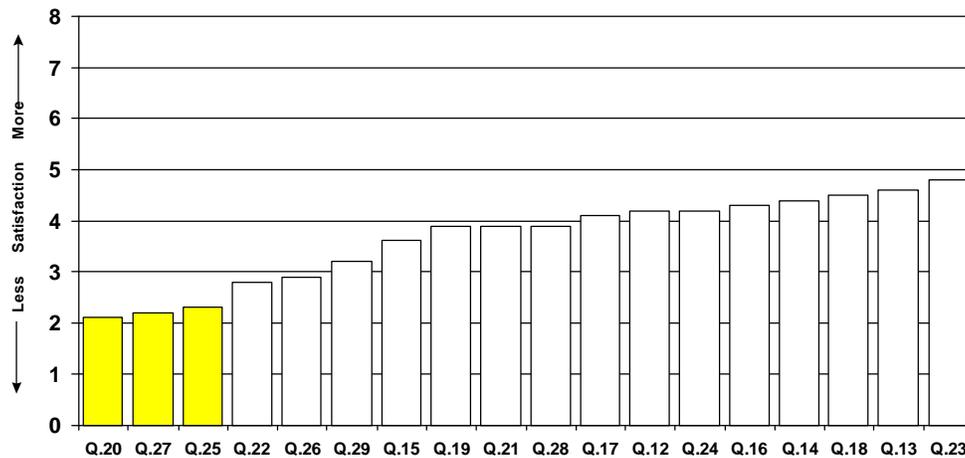


Table 6 lists the weighted ratio for Questions 12-29. In all cases, the weighted positive responses outnumber the weighted negative responses. The weighted ratio for 12 of the 18 questions is greater than the weighted ratio for Q.11, *Overall Level of Customer Satisfaction* (3.5:1).

**Table 6. Weighted Ratio of Positive to Weighted Negative Responses
All Respondents - Questions 12-29**

Q.12	Planning	4.2:1	Q.21	A-E Contracts	3.9:1
Q.13	Studies & Investigations	4.6:1	Q.22	Engr. Design Quality	2.8:1
Q.14	Environ. Studies	4.4:1	Q.23	Job Order Contracts	4.8:1
Q.15	Environ. Compliance	3.6:1	Q.24	Construction Quality	4.2:1
Q.16	BRAC	4.3:1	Q.25	Timely Completion	2.3:1
Q.17	Real Estate Services	4.1:1	Q.26	Construction Turnover	2.9:1
Q.18	Project Management	4.5:1	Q.27	Post-construction Support	2.2:1
Q.19	Project Documentation	3.9:1	Q.28	End-user Satisfaction	3.9:1
Q.20	Funds Management	2.1:1	Q.29	Maintainability	3.2:1

3.B. Comparison by Customer Organizational Level

Questions 1-11

Table 7 shows the means by customer organizational level (Installations, MACOM, and HQ) for Questions 1-11. For all questions, HQ had the highest mean scores; however, one should bear in mind the small sample size at this level. For all questions, the MACOM level had the lowest mean scores. For all questions, the differences observed between mean Installation and MACOM responses were all significantly different at a confidence level of 95% or better. The same is true between mean HQ and MACOM responses. For only three questions are the differences observed between mean Installation and HQ responses significantly different. These are Q.4, *Solicits, Listens and Resolves*, Q.6, *Delivers Quality Products and Services*, and Q.10, *Corps Choice for Future Products and Services*.

**Table 7. Comparison of Mean Responses by Customer Organizational Level
Questions 1-11**

<u>Question</u>	<u>Installation</u> (N = 359)	<u>MACOM</u> (N = 66)	<u>HQ</u> (N = 22)
1 Seeks Customer's Requirements	3.83	3.51	4.15
2 Manages Projects and Programs Effectively	3.71	3.40	3.90
3 Treats Customer as Team Member	4.02	3.70	4.27
4 Solicits, Listens and Resolves	3.79	3.30	4.14
5 Provides Timely Service	3.51	3.23	3.86
6 Delivers Quality Products & Services	3.68	3.24	4.14
7 Reasonable Cost for Products and Services	3.19	2.62	3.50
8 Flexibility in Response to Customer's Needs	3.79	3.24	3.95
9 Keeps Customer Informed	3.81	3.19	3.86
10 Corps Choice for Future Products & Services	3.66	3.21	4.15
11 Overall Level of Customer Satisfaction	3.71	3.27	4.00
<i>Questions 1-10</i>	3.70	3.27	4.00

Each organizational level follows the same general pattern of response. The highest mean scores were given to Q.3, *Treats Customer as Team Member*. The lowest mean scores were given to Q.7, *Reasonable Cost for Products and Services*.

Questions 12-29

Table 8 shows the mean response for Questions 12-29 by customer organizational level.

**Table 8. Comparison of Mean Responses by Customer Organizational Level
Questions 12-29**

<u>Question</u>	<u>Install.</u>	<u>MACOM</u>	<u>HQ</u>
12 Planning	3.78	3.33	4.08
13 Studies & Investigations	3.82	3.45	4.07
14 Environ. Studies & Surveys	3.76	3.48	4.50
15 Environ. Compliance & Restoration	3.67	3.63	4.30
16 BRAC	3.88	3.42	3.83
17 Real Estate Services	3.76	3.54	4.18
18 Project Management	3.84	3.37	4.00
19 Project Documentation	3.82	3.00	4.18
20 Funds Management	3.45	3.06	3.50
21 A-E Contracts	3.72	3.41	4.18
22 Engineering Design Quality	3.60	3.09	4.13
23 Job Order Contracts	3.90	3.64	4.40
24 Construction Quality	3.78	3.23	4.00
25 Timely Completion of Construction	3.49	3.18	3.64
26 Construction Turnover	3.65	3.14	3.50
27 Post-Construction Support (Warranty)	3.53	2.85	3.88
28 End-user Satisfaction	3.74	3.41	4.00
29 Maintainability of Construction	3.64	3.24	4.13

In all cases, the MACOM level had the lowest mean scores. For all but two questions, the highest mean scores were received at the HQ level. Installations received two of the highest mean scores for Q.16, *Base Realignment and Closure Support*, and Q.26, *Construction Turnover*.

For Q.12-Q.29, the differences observed between mean Installation and MACOM responses were all significantly different at a confidence level of 95% or better. The same was true between mean HQ and MACOM responses. The differences between mean Installation and HQ responses were not significantly different.

Table 9 shows the ranking of mean responses for each customer organizational level for Questions 12-29. The rankings are organized from high to low, with the questions having the highest means at the top to those with the lowest means at the bottom.

For Installation and HQ responses, the lowest ranked question was Q.20, *Funds Management and Cost Accounting*. For MACOM, the lowest ranked question was Q.27, *Post-Construction Warranty (Support)*. In 1995, all three customer organizational levels ranked Q.20 as the lowest.

For Installation and MACOM responses, the highest ranked question was Q.23, *Job Order Contracts*. For HQ, it was Q.14, *Environmental Studies and Surveys*. In 1995, the highest ranked question for Installation responses was Q.16, *Base Realignment and Closure Support*, for MACOM level responses, Q.23, and for HQ responses, Q.28, *End-user Satisfaction with Facility*.

**Table 9. Ranking of Mean Responses by Organizational Level
All Respondents, Questions 12-29**

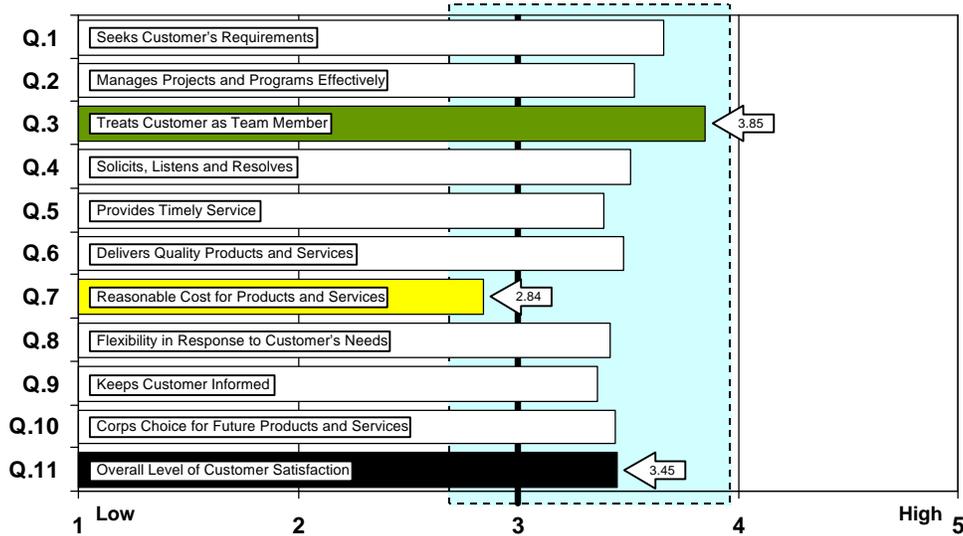
	<u>Installation</u>	<u>MACOM</u>	<u>HQ</u>	where:
<i>Highest</i>	23	23	14	12 = Planning
<i>Mean</i>	16	15	23	13 = Studies & Investigations
	18	17	15	14 = Environ. Studies
	19	14	19	15 = Environ. Compliance
	13	13	17	16 = BRAC
	12	16	21	17 = Real Estate Services
	24	21	22	18 = Project Management
	14	28	29	19 = Project Documentation
<i>to</i>	17	18	12	20 = Funds Management
	28	12	13	21 = A-E Contracts
	21	29	28	22 = Engineering Design Quality
	15	24	18	23 = Job Order Contracts
	26	25	24	24 = Construction Quality
	29	26	27	25 = Timely Completion
	22	22	16	26 = Construction Turnover
	27	20	25	27 = Post-Construction Support
<i>Lowest</i>	25	19	26	28 = End-user Satisfaction
<i>Mean</i>	20	27	20	29 = Maintainability

3.C. HQ/MACOM

HQ/MACOM Customer Responses - Questions 1-11

Figure 10 shows HQ/MACOM mean customer responses for Questions 1-11. The average for each of these questions placed above a "3".

Figure 10. Ratings of USACE for All HQ/MACOM Respondents Questions 1-11 (N = 88)



In general, HQ/MACOM scored well in customer satisfaction (detail is shown on **Table 10**). Question 11, *Overall Level of Satisfaction*, scored 3.45. In 1996, the responses to Questions 1-10 ranged from a low of 2.84 to a high of 3.85. In 1995, they ranged from 3.10 to 4.01.

Table 10. Ratings of USACE by HQ/MACOM Respondents - Questions 1-11

<u>Question</u>	<u>1996</u>	<u>1995</u>	<u>1996-1995</u> <u>Delta</u>
1 Seeks Customer's Requirements	3.66	3.71	(0.05)
2 Manages Projects & Programs Effectively	3.53	3.65	(0.12)
3 Treats Customer as Team Member	3.85	4.01	(0.16)
4 Solicits, Listens and Resolves	3.51	3.70	(0.19)
5 Provides Timely Service	3.39	3.45	(0.06)
6 Delivers Quality Products & Services	3.48	3.77	(0.29)
7 Reasonable Cost for Products & Services	2.84	3.10	(0.26)
8 Flexibility in Response to Customer's Needs	3.42	3.60	(0.18)
9 Keeps Customer Informed	3.36	3.61	(0.25)
10 Corps Choice for Future Products & Services	3.44	3.52	(0.08)
11 Overall Level of Customer satisfaction	3.45	3.62	(0.17)
<i>Questions 1-10</i>	3.45	3.61	(0.16)
<i>Lows (7 only)</i>	2.84	3.10	(0.26)
<i>Middles</i>	3.47	3.63	(0.16)
<i>Highs (3 only)</i>	3.85	4.01	(0.16)

As for All Respondents, the responses to Q.1-Q.11 are divided into three broad categories: those performing significantly above the mean (*Highs*); those performing significantly below the mean (*Lows*); and those falling in between (*Middles*).

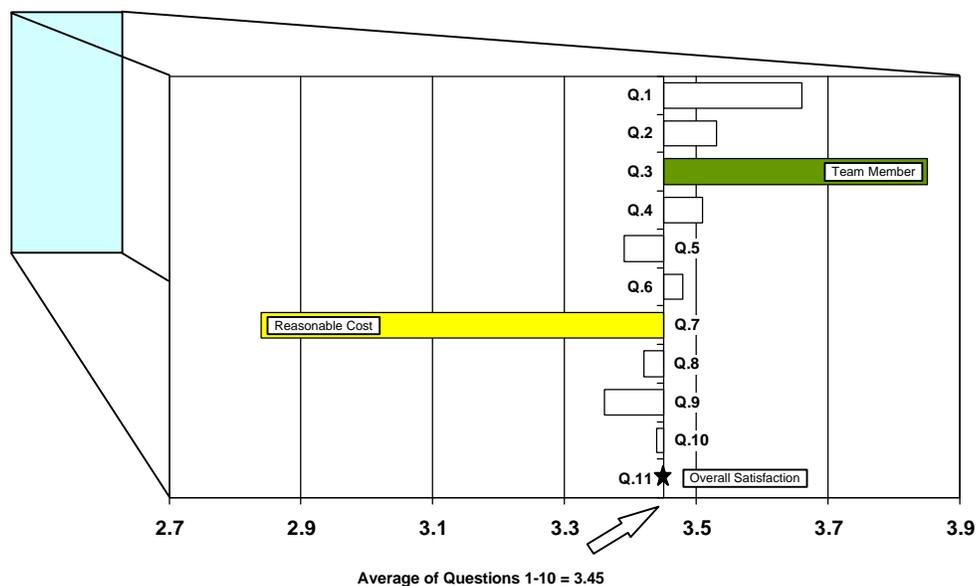
Highs: HQ/MACOM scored highest with Question 3, *Treats Customer as Team Member*.

Middles: Q.1, *Seeks Customer's Requirements*, Q.2, *Manages Projects and Programs Effectively*, Q.4, *Solicits, Listens and Resolves*, Q.5, *Provides Timely Service*, Q.6, *Delivers Quality Products and Services*, Q.8, *Flexibility in Response to Customer Needs*, Q.9, *Keeps Customer Informed*, and Q.10, *Corps Choice for Future Products and Services*, all fall into a middle group, thus not showing any statistically significant difference relative to more than 75% of the other questions at a confidence level of 95% or better. These *Middles* have a combined mean of 3.47.

Lows: HQ/MACOM scored lowest with Q.7, *Reasonable Cost for Products and Services*. Q.5, *Provides Timely Service*, is not included in the *Low* group as it was for All Respondents. For HQ/MACOM responses, Q.5 falls into the *Middle* group.

Figure 11 shows the deviation for Questions 1-10 about the mean response for Q.1 through Q.10. The mean response for Q.1 through Q.10 of 3.45 is equivalent to the mean response of 3.45 for Q.11, *Overall Level of Customer Satisfaction*. The difference, however, is not statistically significant.

Figure 11. Relative Satisfaction by Question for HQ/MACOM Respondents Questions 1-11 (N = 88)

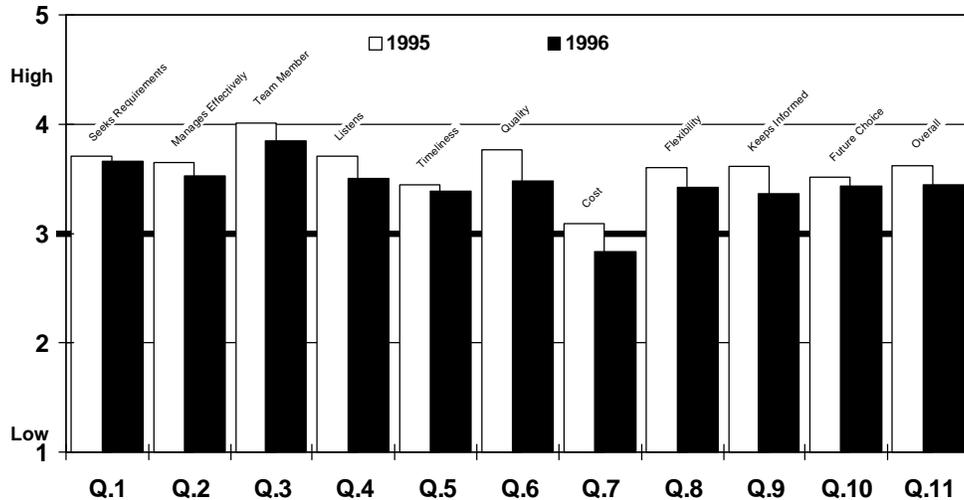


The difference between the highest score (Q.3, *Treats Customer as Team Member*) and the next highest score (Q.1, *Seeks Customer's Requirements*) is not statistically significant. Q.1 is not included, however, in the *High* group because it is itself statistically indistinguishable from the *Middle* group of responses.

The difference between the two lowest scores (Q.9, *Keeps Customer Informed*, and Q.7, *Reasonable Cost for Products and Services*) is statistically significant at a confidence level of 99% or better. Q.9 is included in the *Middle* group.

Figure 12 compares the observed means for 1995 responses to the observed means for 1996 responses for Q.1-Q.11 for HQ/MACOM respondents.

**Figure 12. Ratings of USACE by HQ/MACOM Respondents
1995 - vs- 1996
Questions 1-11**

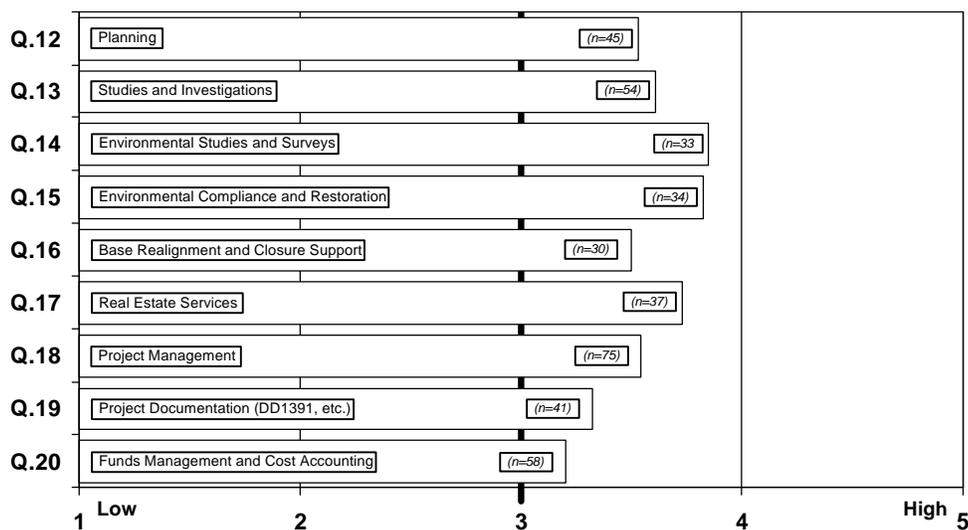


In all cases, the means for 1996 are lower than the means for 1995. In no cases, however, are the observed differences statistically significant. As shown on Table 10, the questions showing the greatest decrease in the observed means are Q.6, *Delivers Quality Products and Services*, Q.7, *Reasonable Cost for Products and Services*, and Q.9, *Keeps Customer Informed*.

HQ/MACOM Customer Responses - Questions 12-29

Figures 13 and 14 show HQ/MACOM mean customer responses for Questions 12-29. The average for each of these questions placed above a "3". Because of the small sample size, only the relative positions are shown. No statistical differences exist between the questions at this customer organizational level.

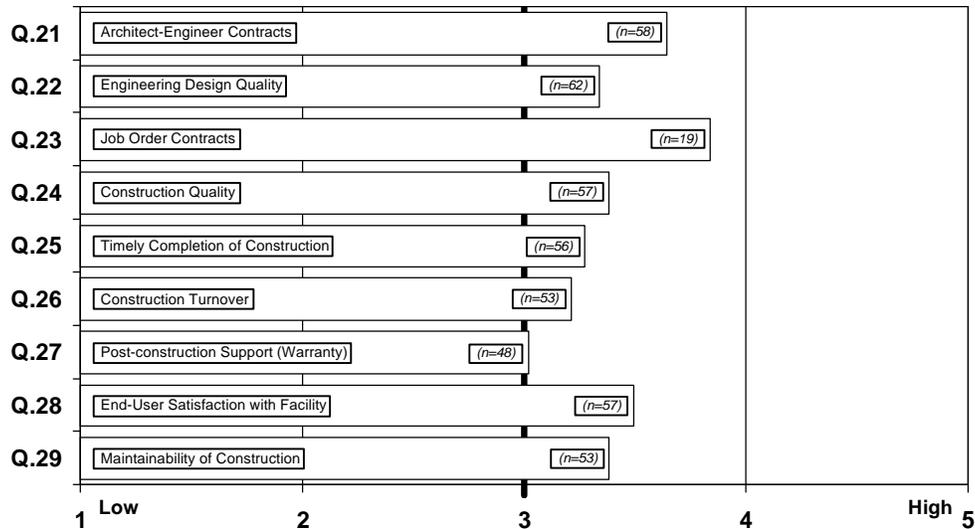
**Figure 13. Ratings of USACE by HQ/MACOM Respondents
Questions 12-20**



The highest score within this grouping is Q.14, *Environmental Studies and Surveys*, with a mean of 3.85. Q.14 is statistically significantly different from Q.11 at a confidence level of 95% or better. The lowest score

within the Q.12-Q.20 groups is Q.20, *Funds Management and Cost Accounting*. It is not statistically significantly different from Q.11.

Figure 14. Ratings of USACE by HQ/MACOM Respondents Questions 21-29



The highest score within the Q.21-Q.29 grouping is Q.23. The lowest score within the Q.21-Q.29 grouping is Q.27, *Post-Construction Support (Warranty)*.

As shown on **Table 11**, the number of responses for each of these questions varies considerably, from a low of 19 to a high of 75. In the table Rank is the relative ranking of Q.12-Q.29 from *highest to lowest* mean for each question within this particular group (Rank=1 is the highest mean score). Ten mean responses for Q.12-Q.29 placed above the mean response for Q.11, *Overall Level of Customer Satisfaction*.

Table 11. Ratings of USACE by HQ/MACOM Respondents Questions 12-29

Question	1996 Mean	1996 Count	1996 Rank	1995 Rank
12 Planning	3.53	45	8	16
13 Studies & Investigations	3.61	54	6	11
14 Environ. Studies	3.85	33	1	15
15 Environ. Compliance	3.82	34	3	5
16 BRAC	3.50	30	9	7
17 Real Estate Services	3.73	37	4	1
18 Project Management	3.54	75	7	8
19 Project Documentation	3.32	41	14	12
20 Funds Management	3.20	58	17	18
21 A-E Contracts	3.64	58	5	9
22 Engineering Design Quality	3.34	62	13	14
23 Job Order Contracts	3.84	19	2	2
24 Construction Quality	3.38	57	12	4
25 Timely Completion	3.27	56	15	10
26 Construction Turnover	3.21	53	16	13
27 Post-Construction Support	3.02	48	18	17
28 End-user Satisfaction	3.49	57	10	3
29 Maintainability	3.38	53	11	6

Twelve mean responses for Q.12-Q.29 placed above the mean response for Q.11, *Overall Level of Customer Satisfaction*, while six placed below the mean response for Q.11. The two highest scores within the Q.12-Q.29 grouping are Q.14, *Environmental Studies and Surveys*, and Q.23, *Job Order Contracts*. The two

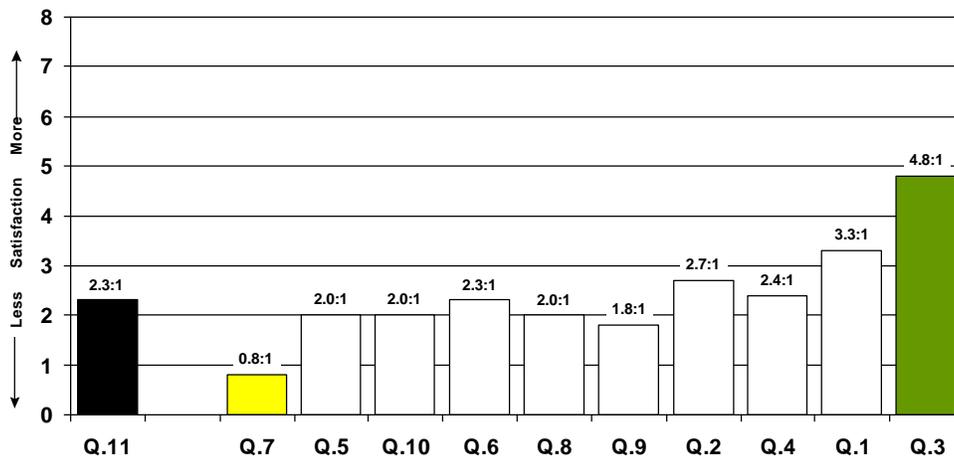
lowest mean scores within the Q.12-Q.29 grouping are Q.20, *Funds Management and Cost Accounting*, and Q.27, *Post-Construction Support (Warranty)*. Q.14 jumped from a Rank of 15 in 1995 to a Rank of 1 in 1996. Q.20 and Q.27 were also the lowest ranked questions in 1995.

Weighted Ratio of Satisfaction

HQ/MACOM Customer Responses - Questions 1-11

Figure 15 shows Questions 1-11 for HQ/MACOM customers by the expressed relative satisfaction, measured by the weighted ratio of positive to negative responses received. The questions are ranked from low to high, based on the ranking of the weighted ratios for *All Respondents* (see Figure 8). Note that on this figure increases in bar height are not progressive. For All Respondents, Q.9, *Keeps Customer Informed*, had a weighted ratio of positive to negative responses of 3.6 to 1. For HQ/MACOM responses, this ratio is only 1.8 to 1, thus showing that HQ/MACOM customers were not as satisfied in this area as Installation customers.

Figure 15. Relative Customer Satisfaction - HQ/MACOM Respondents Questions 1-11



For all questions except Q.7, *Reasonable Cost for Products and Services*, the weighted positive responses outweighed the weighted negative responses. For Q.7, there was a greater weight of negative responses. For four of the ten questions, the ratio of weighted positive responses to weighted negative responses exceeded the ratio for Q.11, *Overall Level of Customer Satisfaction*. The ratio for the *Lows* (Q.7, *Reasonable Cost for Products and Services*) is 0.8:1. The ratio for the *Highs* (Q.3, *Treats Customer as Team Member*) is 4.8:1. The *Middles* have a ratio of 2.3:1.

HQ/MACOM Customer Responses - Questions 12-29

Figure 16 ranks Questions 12-29 by the expressed relative satisfaction, as measured by the weighted ratio of positive to weighted negative responses received. The ranking is from low to high, based on the ranking of the weighted ratios of *All Respondents* (see Figure 9). Note that on this figure increases in bar height are not progressive. For All Respondents, Q.15, *Environmental Compliance and Restoration*, had a weighted ratio of positive to negative responses of 3.6 to 1. For HQ/MACOM responses, this ratio increases to 4.5 to 1, thus showing that HQ/MACOM customers were more satisfied in this area than Installation customers.

Figure 16. Relative Customer Satisfaction - HQ/MACOM Respondents Questions 12-29

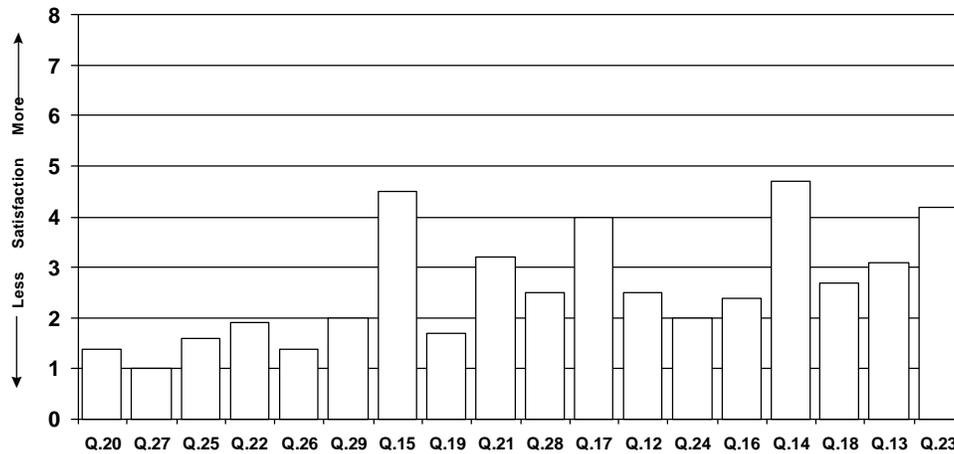


Table 12 lists the weighted ratio for Questions 12-29. In all cases, the weighted positive responses outnumber the weighted negative responses. The weighted ratio for ten of the 18 questions is greater than the weighted ratio for Q.11, *Overall Level of Customer Satisfaction* (2.3:1).

Table 12. Weighted Ratio of Positive to Weighted Negative Responses HQ/MACOM Respondents - Questions 12-29

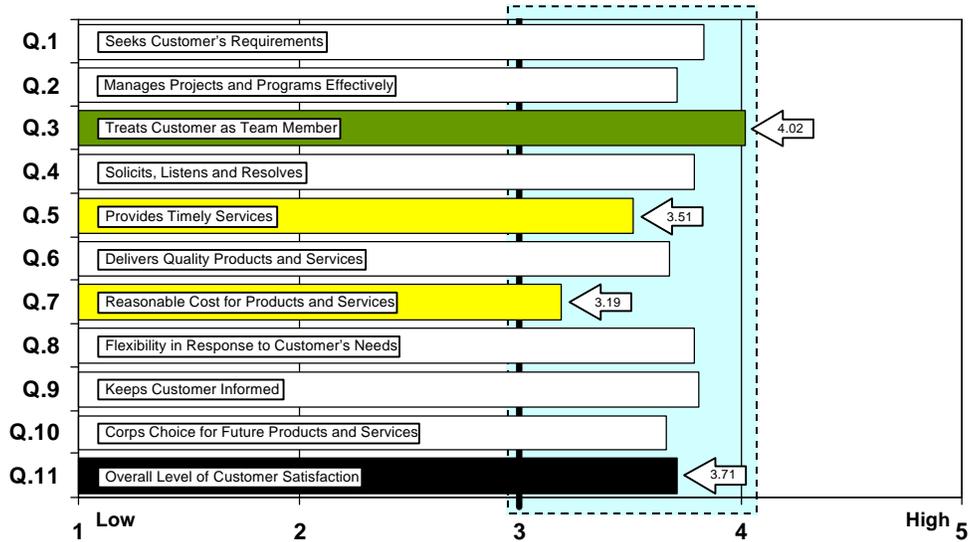
Q.12	Planning	2.5:1	Q.21	A-E Contracts	3.2:1
Q.13	Studies & Investigations	3.1:1	Q.22	Engr. Design Quality	1.9:1
Q.14	Environ. Studies	4.7:1	Q.23	Job Order Contracts	4.2:1
Q.15	Environ. Compliance	4.5:1	Q.24	Construction Quality	2.0:1
Q.16	BRAC	2.4:1	Q.25	Timely Completion	1.6:1
Q.17	Real Estate Services	4.0:1	Q.26	Construction Turnover	1.4:1
Q.18	Project Management	2.7:1	Q.27	Warranty	1.0:1
Q.19	Project Documentation	1.7:1	Q.28	End-User Satisfaction	2.5:1
Q.20	Funds Management	1.4:1	Q.29	Maintainability	2.0:1

3.D. Installations

Installations - Questions 1-11

Figure 17 shows Installation mean customer responses for Questions 1-11. The average for each of these questions placed above a "3".

Figure 17. Ratings of USACE by Installation Respondents Questions 1-11 (N = 369)



Installations returned their completed survey forms to their local District office. In general, the Installation responses rated USACE (Districts) well in customer satisfaction (detail is presented in **Table 13**). Question 11, *Overall Level of Satisfaction*, scored 3.71. The responses to Questions 1-10 ranged from a low of 3.19 to a high of 4.02.

Table 13. Ratings of USACE by Installation Respondents Questions 1-11

<u>Question</u>	<u>1996</u>	<u>1995</u>	<u>1996-1995</u> <u>Delta</u>
1 Seeks Customer's Requirements	3.83	3.68	0.15
2 Manages Projects and Programs Effectively	3.71	3.63	0.08
3 Treats Customer as Team Member	4.02	3.93	0.09
4 Solicits, Listens and Resolves	3.79	3.70	0.09
5 Provides Timely Service	3.51	3.40	0.11
6 Delivers Quality Products and Services	3.68	3.64	0.04
7 Reasonable Cost for Products and Services	3.19	3.11	0.08
8 Flexibility in Response to Customer's Needs	3.79	3.61	0.18
9 Keeps Customer Informed	3.81	3.61	0.20
10 Corps Choice for Future Products and Services	3.66	3.56	0.10
11 Overall Level of Customer Satisfaction	3.71	3.60	0.11
<i>Questions 1-10</i>	3.70	3.59	0.11
<i>Lows (5 & 7)</i>	3.35	3.25	0.10
<i>Middles</i>	3.75	3.63	0.12
<i>Highs (3 only)</i>	4.02	3.93	0.09

As for All Respondents, the responses to Q.1-Q.11 were divided into three broad categories: those performing significantly above the mean (*Highs*); those performing significantly below the mean (*Lows*); and those falling in between (*Middles*).

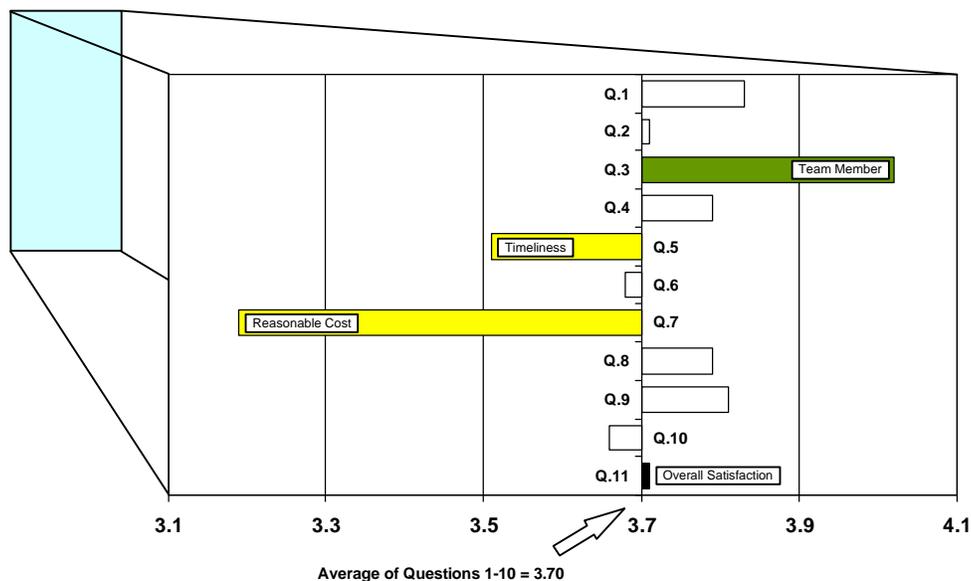
Highs: Installations scored highest with Question 3, *Treats Customer as Team Member*. The mean for Q.3 is 4.02.

Middles: The *Middle* group is comprised of Q.1, *Seeks Customer Requirements*, Q.2, *Manages Projects and Programs Effectively*, Q.4, *Solicits, Listens and Resolves*, Q.6, *Delivers Quality Products and Services*, Q.8, *Flexibility in Response to Customer Needs*, Q.9, *Keeps Customer Informed*, and Q.10, *Corps Choice for Future Products and Services*. This group is not as cohesive as it was in 1995. This *Middle* group itself has *Lows* (Q.6 and Q.10), *Middles* (Q.2, Q.4, and Q.8), and *Highs* (Q.1 and Q.9). Q.1 is statistically significantly different from Q.6 and Q.10 at a confidence level of 95% or better. Q.9 is statistically significantly different from Q.10 at a confidence level of 95% or better. These *Middles* have a combined mean of 3.75.

Lows: Installations scored lowest with Question 5, *Provides Timely Service*, and Question 7, *Reasonable Cost for Products and Services*. The respective means for Q.5 and Q.7 are 3.51 and 3.19. These *Lows* have a combined mean of 3.35.

Figure 18 shows the deviation for Questions 1-10 about the mean response for Q.1 through Q.10. The mean response for Q.1 through Q.10 of 3.70 is slightly less than the mean response of 3.71 for Q.11, *Overall Level of Customer Satisfaction*. The difference, however, is not statistically significant.

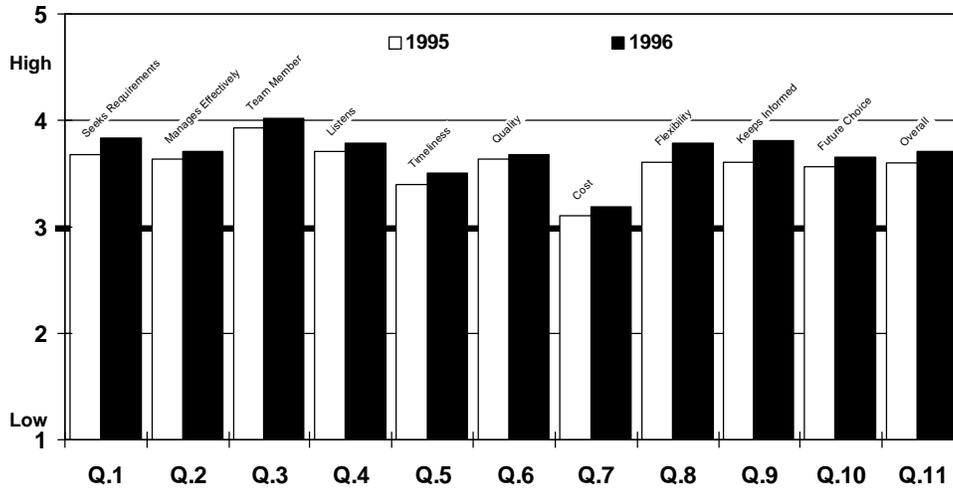
Figure 18. Relative Satisfaction by Question for Installation Respondents Questions 1-11 (N = 369)



The difference between the highest score (Q.3, *Treats Customer as Team Member*) and the next highest score (Q.1, *Seeks Customer's Requirements*) is statistically significant with a confidence level of 99% or better. The difference between the two lowest scores (Q.5, *Provides Timely Service*, and Q.7, *Reasonable Cost for Products and Services*) is statistically significant with a confidence level of 99% or better. The difference between Q.5 and the next lowest score (Q.10, *Corps Choice for Future Products and Services*) is statistically significant with a confidence level of 95% or better.

Figure 19 compares the observed means for 1995 responses to the observed means for 1996 responses for Q.1-Q.11 for Installation respondents.

**Figure 19. Ratings of USACE by Installation Respondents
1995 -vs- 1996 (Questions 1-11)**

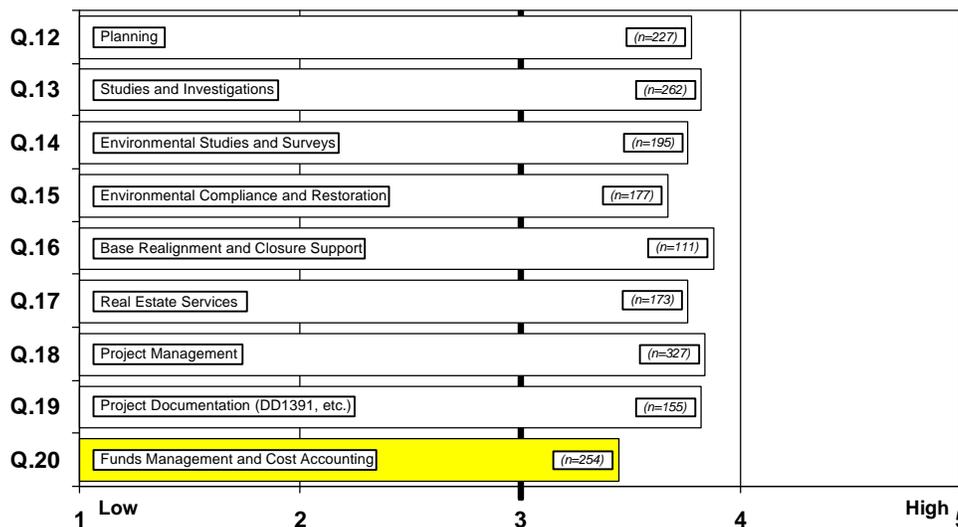


In all instances, the means for 1996 exceed the means for 1995. For Q.9, *Keeps Customer Informed*, the observed difference is statistically significant at a confidence level of 99% or greater. For Q.1, *Seeks Customer's Requirements*, and Q.8, *Flexibility in Response to Customer's Needs*, the observed differences are statistically significant at a confidence level of 95% or better. As shown on Table 13, the greatest increase in the observed means are Q.8 and Q.9.

Installations - Questions 12-29

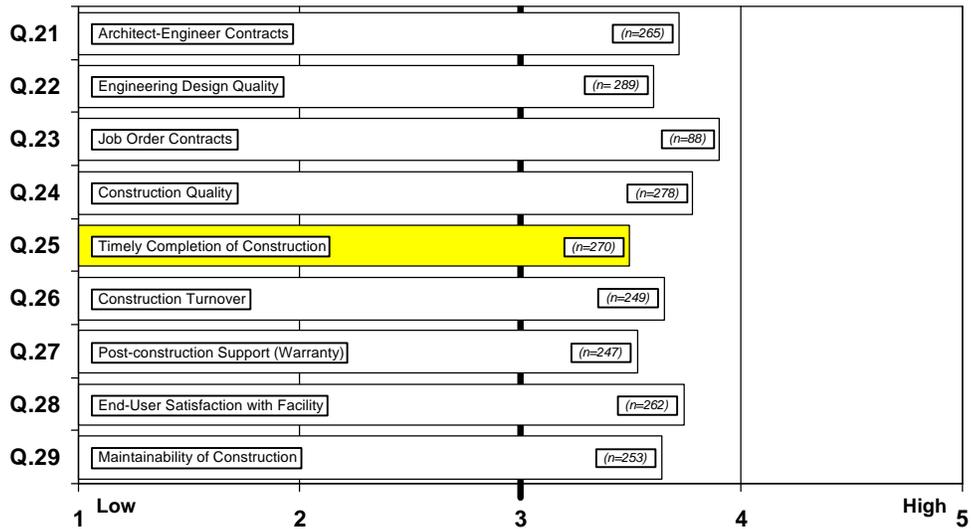
Figures 20 and 21 show Installation mean responses for Questions 12-29. The average for each of these questions placed above a "3".

**Figure 20. Ratings of USACE by Installation Respondents
Questions 12-20**



The highest score within the Q.12-Q.20 grouping is Q.16, *Base Realignment and Closure Support* (with a mean of 3.88). It is not statistically significantly different from Q.11, *Overall Level of Customer Satisfaction*. The lowest score in this grouping is Q.20, *Funds Management and Cost Accounting*. It is statistically significantly different from Q.11 at a confidence level of 99% or better. Q.20 is also significantly different from more than 75% of the responses for Q.12 through Q.29.

Figure 21. Ratings of USACE by Installation Respondents Questions 21-29



Q.25, *Timely Completion of Construction*, and Q.27, *Post-Construction Support (Warranty)* have the two lowest means in the Q.21-Q.29 grouping. Q.25 is statistically significantly different from Q.11, *Overall Level of Customer Satisfaction*, at a confidence level of 99% or better while Q.27 is significantly different as a confidence level of 95% or better. The highest score within the Q.21-W.29 grouping is Q.23, *Job Order Contracts*. It is not statistically significantly different from Q.11.

As shown on **Table 14**, the number of responses for each of these questions varied considerably, from a low of 88 to a high of 364. In the table Rank is the relative ranking of Q.12-Q.29 from *highest to lowest* mean for each question within this particular group (Rank=1 is the highest mean score). The Rank for 1995 is shown for comparative purposes.

Table 14. Ratings of USACE for Installation Respondents Questions 12-29

Question	1996 <u>Mean</u>	1996 <u>Count</u>	1996 <u>Rank</u>	1995 <u>Rank</u>
12 Planning	3.78	227	6	7
13 Studies & Investigations	3.82	262	5	3
14 Environ. Studies	3.76	195	8	8
15 Environ. Compliance	3.67	177	12	10
16 BRAC	3.88	111	2	1
17 Real Estate Services	3.76	173	9	6
18 Project Management	3.84	327	3	2
19 Project Documentation	3.82	155	4	13
20 Funds Management	3.45	254	18	18
21 A-E Contracts	3.72	265	11	12
22 Engineering Design Quality	3.60	289	15	15
23 Job Order Contracts	3.90	88	1	9
24 Construction Quality	3.78	278	7	4
25 Timely Completion	3.49	270	17	16
26 Construction Turnover	3.65	249	13	11
27 Post-Construction Support	3.53	247	16	17
28 End-user Satisfaction	3.74	262	10	5
29 Maintainability	3.64	253	14	14

The two highest mean scores within the Q.12-Q.29 grouping are Q.16, *Base Realignment and Closure Support*, and Q.23, *Job Order Contracts*. Q.23 jumped from a Rank of 9 in 1995 to a Rank of 1 in 1996.

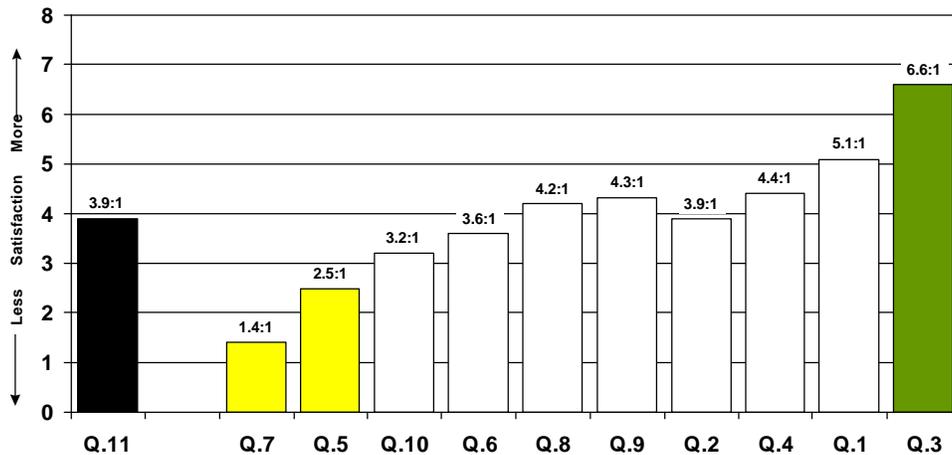
The three lowest mean scores within the Q.12-Q.29 grouping are Q.20, *Funds Management and Cost Accounting*, Q.25, *Timely Completion of Construction*, and Q.27, *Post-Construction Support (Warranty)*. These three questions were also ranked lowest in 1995.

Weighted Ratio of Satisfaction

Installation Customer Responses - Questions 1-11

Figure 22 shows Questions 1-11 for Installation respondents by the expressed relative satisfaction, measured by the weighted ratio of positive to negative responses received. The questions are ranked from low to high, based on the ranking of the weighted ratios for *All Respondents* (see Figure 8).

Figure 22. Relative Customer Satisfaction - Installation Respondents Questions 1-11

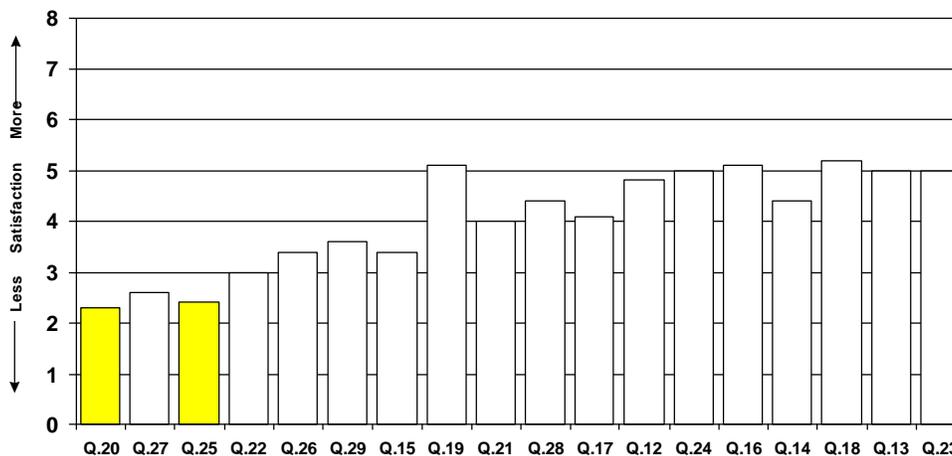


In all cases, the weighted positive responses outweighed the weighted negative responses. For five of the ten questions (one-half), the ratio of weighted positive responses to weighted negative responses exceeded the ratio for Q.11, *Overall Level of Customer Satisfaction*. The ratio for the *Lows* (Q.5, *Provides Timely Service*, and Q.7, *Reasonable Cost for Products and Services*) is 1.9:1. The ratio for the *Highs* (Q.3, *Treats Customer as Team Member*) is 6.6:1. The *Middles* have a ratio of 4.0:1.

All Installation Customer Responses - Questions 12-29

Figure 23 shows Questions 12-29 by the expressed relative satisfaction, as measured by the weighted ratio of positive to weighted negative responses received. The ranking is from low to high. For comparative purposes, the ranking is based on the weighted ratio of *All Respondents*.

Figure 23. Relative Customer Satisfaction - Installation Respondents Questions 12-29



Note that for All Respondents (on Figure 9), Q.27, *Post-Construction Support (Warranty)*, was shaded as being statistically different from at least 75% of Questions 12-29. For Installation respondents, Q.27 was not statistically different.

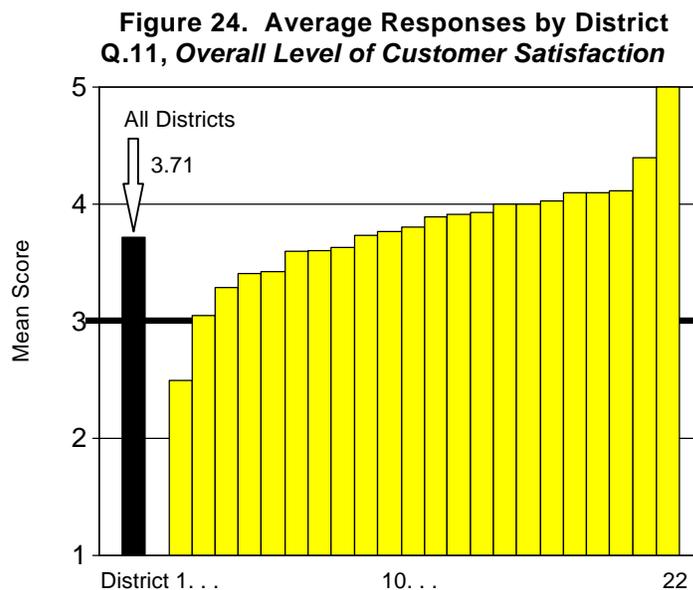
Table 15 lists the weighted ratio for Questions 12-29. In all cases, the weighted positive responses outnumber the weighted negative responses. The weighted ratio for 12 of the 18 questions is greater than the weighted ratio for Q.11, *Overall Level of Customer Satisfaction* (3.9:1).

**Table 15. Weighted Ratio of Positive to Weighted Negative Responses
Installations - Questions 12-29**

Q.12 Planning	4.8:1	Q.21 A-E Contracts	4.0:1
Q.13 Studies & Investigations	5.0:1	Q.22 Engr. Design Quality	3.0:1
Q.14 Environ. Studies	4.4:1	Q.23 Job Order Contracts	5.0:1
Q.15 Environ. Compliance	3.4:1	Q.24 Construction Quality	5.0:1
Q.16 BRAC	5.1:1	Q.25 Timely Completion	2.4:1
Q.17 Real Estate Services	4.1:1	Q.26 Construction Turnover	3.4:1
Q.18 Project Management	5.2:1	Q.27 Post-construction Support	2.6:1
Q.19 Project Documentation	5.1:1	Q.28 End-user Satisfaction	4.4:1
Q.20 Funds Management	2.3:1	Q.29 Maintainability	3.6:1

Installations - District Data

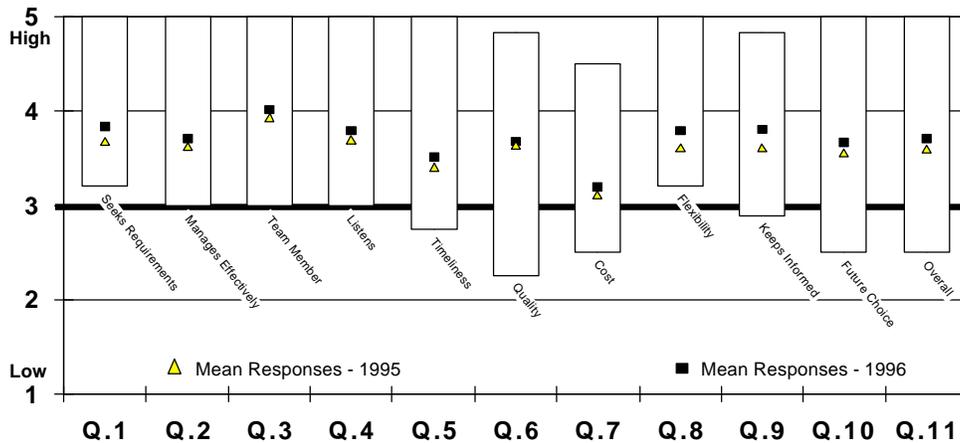
Figure 24 shows the range (minimum to maximum) of Installation customer responses by USACE District for Q.11, *Overall Level of Customer Satisfaction*.



The average District response from the Installation scores ranged from a mean low of 2.50 to a mean high of 5.00. The mean response of 3.71 for all Districts is shown on the left. Eight of the Districts fell below the overall mean for all Districts while 14 placed above.

Figures 25-27 show the ranges (minimum to maximum) of Installation customer responses by USACE District for Questions 1-29. The survey data were tabulated by the 22 Districts, encompassing 369 responses. The number of installation responses within a District ranged from a low of 2 to a high of 43. The bottom of the bar represents the lowest mean District score while the top of the bar represents the highest mean District score. The overall District mean for 1996 is shown as a square. The overall District mean for 1995 is shown as a triangle. In all cases, the average District score in 1996 was greater than the 1995 score.

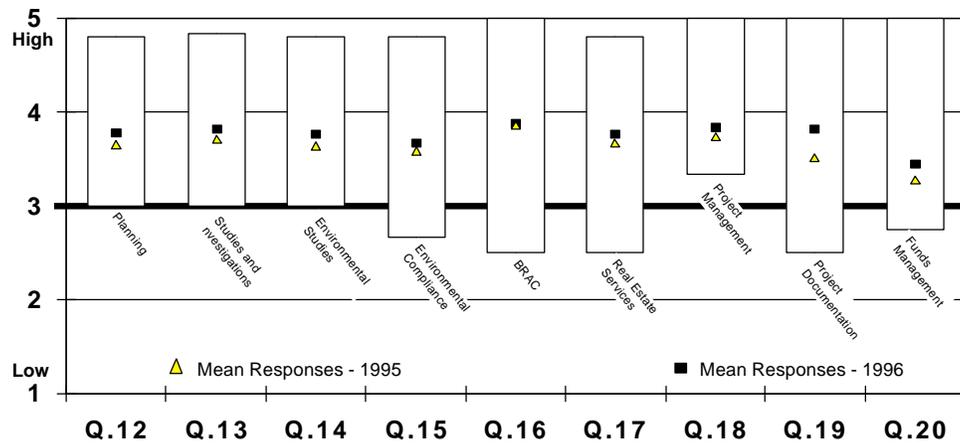
Figure 25. Range of Average Installation Responses by District Questions 1-11



The greatest range of response for Questions 1-11 is found in the responses to Q.6, *Delivers Quality Products and Services*. The least range of response is found in the responses to Q.1, *Seeks Customer's Requirements*, and Q.8, *Flexibility in Response to Customer's Needs*.

For Q.1, *Seeks Customer's Requirements*, and Q.8, *Flexibility in Response to Customer's Needs*, the increase in the mean score from 1995 to 1996 is statistically significantly different at a confidence level of 95% or better. For Q.9, *Keeps Customer Informed*, the increase is statistically significant at a confidence level of 99% or better.

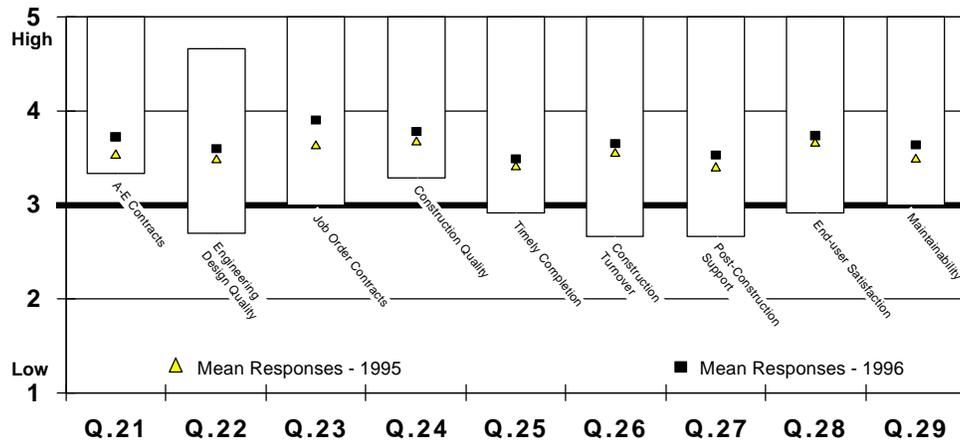
Figure 26. Range of Average Installation Responses by District Questions 12-20



The greatest range of response for Questions 12-20 is found in the responses to Q.16, *Base Realignment and Closure Support*, and Q.19, *Project Documentation*. The least range of response is found in the responses to Q.18, *Project Management*.

For Q.19, *Project Documentation*, the increase in the mean score from 1995 to 1996 is statistically significantly different at a confidence level of 99% or better. For Q.20, *Funds Management and Cost Accounting*, the increase is statistically significant at a confidence level of 95% or better.

Figure 27. Range of Average Installation Responses by District Questions 21-29



The greatest range of response for Questions 21-29 is found in the responses to Q.26, *Construction Turnover*, and Q.27, *Post-Construction Support (Warranty)*. The least range of response is found in the responses to Q.21, *Architect-Engineer Contracts*, and Q.24, *Construction Quality*.

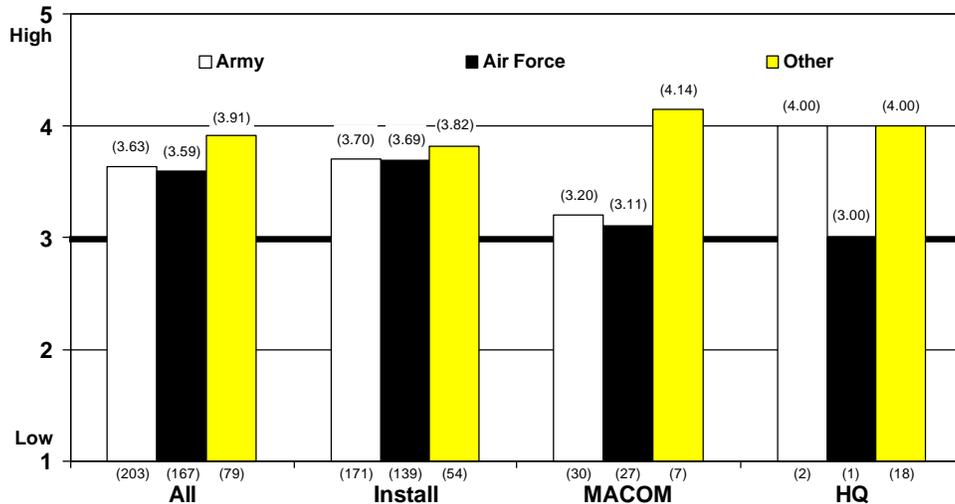
For Q.21, *Architect-Engineer Contracts*, and Q.29, *Maintainability of Construction*, the increase in the mean score from 1995 to 1996 is statistically significantly different at a confidence level of 95% or better.

4. Customer Groups

4.A. All Respondents

Figure 28 shows the mean responses for Question 11, *Overall Level of Customer Satisfaction*, by organizational level within customer group. Customer Groups are defined as Army, Air Force, and Other. The mean is shown at the top of the bars and the individual responses are indicated in parentheses at the bottom of the bars. In all cases, Air Force had the lowest mean scores. In all cases except HQ, Other had the highest mean scores. For HQ, Army and Other tie for the highest score.

Figure 28. Customer Satisfaction by Customer Level - Question 11



There were some statistically significant differences by Organizational Level. For All Respondents and MACOM, Other is significantly different from Air Force at a confidence level of 99% or better and is moderately different from Army at a confidence level of 95% or better. For Installation respondents, there are no statistically significant differences among the three Customer Groups. At the HQ level, the count is too low to obtain any meaningful results.

Figure 29 shows the mean response to Q.11, *Overall Level of Customer Satisfaction*, for each Customer Group for All Respondents.

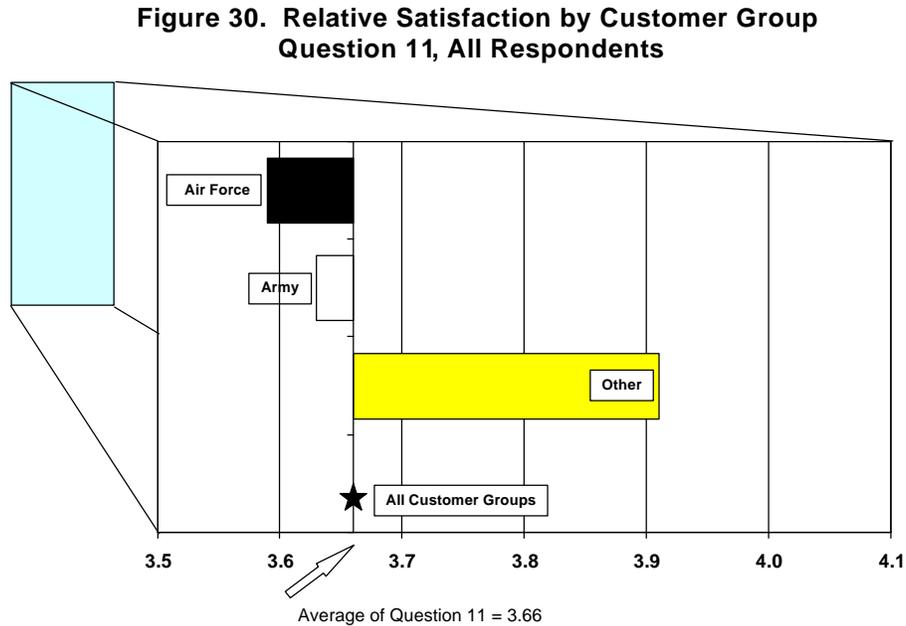
Figure 29. Overall Satisfaction by Customer Group Question 11, All Respondents



Other had

the highest score, with an observed mean of 3.91. Air Force had the lowest score, with an observed mean of 3.59. Army fell in the middle, with an observed mean of 3.63.

Figure 30 expands the indicated range from the prior figure, showing the deviations for each Customer Group about the mean response for all Customer Groups (Q.11, *Overall Level of Customer Satisfaction*, with a mean of 3.66, is used as the basis of comparison).



Other is statistically significantly different from Air Force at a confidence level of 99% or better and is statistically significant from Army at a confidence level of 95% or better. There is no statistically significant difference between Army and Air Force.

Figure 31 shows the expressed relative satisfaction, measured by the weighted ratio of positive to weighted negative responses received for each Customer Group for Q.11. In all cases, the weighted positive responses outnumbered the weighted negative responses. Only Other exceeds the average ratio for all Customer Groups.

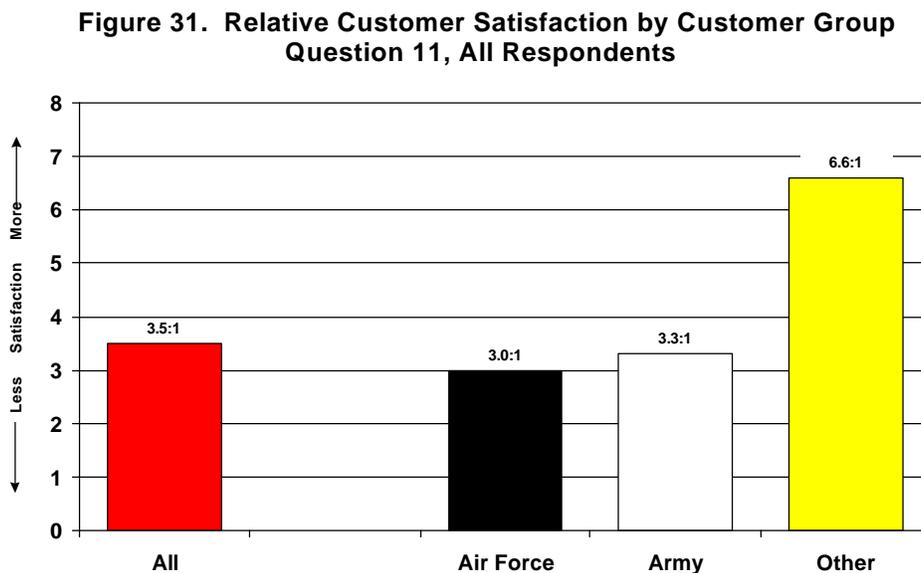


Table 16 shows the ranking of mean responses for Questions 1-10 for each Customer Group. The rankings are organized from high to low, with the questions having the highest means at the top to those with the lowest means at the bottom.

**Table 16. Ranking of Mean Responses by Customer Group
All Respondents, Questions 1-10**

	<u>Army</u>	<u>Air Force</u>	<u>Other</u>	<u>where:</u>
<i>Highest</i>	3	3	3	1 = Seeks Requirements
<i>Mean</i>	9	4	6	2 = Manages Effectively
	1	1	4	3 = Team Member
	4	8	10	4 = Listens
	8	2	1	5 = Timeliness
<i>to</i>	2	9	8	6 = Quality
	10	6	2	7 = Cost
	6	10	9	8 = Flexibility
<i>Lowest</i>	5	5	5	9 = Keeps Informed
<i>Mean</i>	7	7	7	10 = Future Choice

For all three Customer Groups, the lowest ranked question is Q.7, *Reasonable Cost for Products and Services*. When the two lowest ranks are included for each Customer Group, Q.7 and Q.5, *Provides Timely Service*, received all six of the six lowest ranks. On the high side of the rankings, Q.3, *Treats Customer as Team Member*, received all three high rankings. The same pattern was seen in 1995.

Table 17 shows the ranking of mean responses for Questions 12-29 for each Customer Group. The rankings are organized from high to low, with the questions having the highest means at the top to those with the lowest means at the bottom. For Army and Other, the lowest ranked question was Q.20, *Funds Management and Cost Accounting* (the same as 1995). For Air Force, the lowest ranked question was Q.25, *Timely Completion of Construction* (in 1995, it was Q.22, *Engineering Design Quality*). On the high side of the rankings, Q.23, *Job Order Contracts*, received the highest ranking from Army and Other. For Air Force, the highest ranked question was Q.16, *Base Realignment and Closure Support*. In 1995, Q.16 had the highest score for each Customer Group.

**Table 17. Ranking of Mean Responses by Customer Group
All Respondents, Questions 12-29**

	<u>Army</u>	<u>Air Force</u>	<u>Other</u>	<u>where:</u>
<i>Highest</i>	23	16	23	12 = Planning
<i>Mean</i>	17	18	19	13 = Studies & Investigations
	16	15	28	14 = Environ. Studies
	13	13	22	15 = Environ. Compliance
	12	14	21	16 = BRAC
	14	21	29	17 = Real Estate Services
	18	28	14	18 = Project Management
	24	24	18	19 = Project Documentation
<i>to</i>	19	12	24	20 = Funds Management
	28	29	25	21 = A-E Contracts
	21	19	15	22 = Engineering Design Quality
	15	17	13	23 = Job Order Contracts
	26	22	27	24 = Construction Quality
	29	26	26	25 = Timely Completion
	22	23	12	26 = Construction Turnover
	25	20	17	27 = Post-Construction Support
<i>Lowest</i>	27	27	16	28 = End-user Satisfaction
<i>Mean</i>	20	25	20	29 = Maintainability

4.B. HQ/MACOM Customer Responses

Figure 32 shows the mean response to Q.11, *Overall Level of Customer Satisfaction*, for each Customer Group for HQ/MACOM respondents.

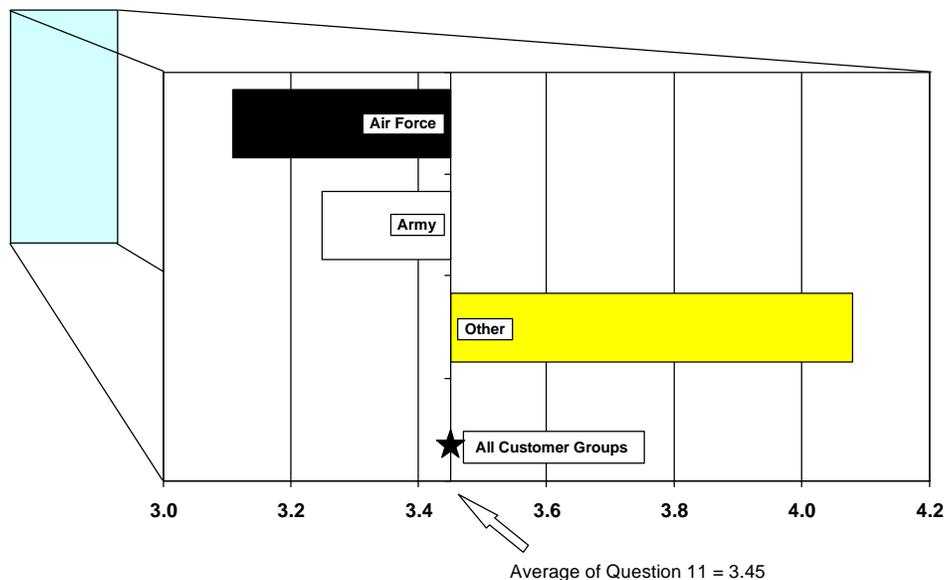
**Figure 32. Overall Satisfaction by Customer Group
Question 11, HQ/MACOM**



Other scored highest, with an observed mean of 4.08. Air Force scored lowest, with an observed mean of 3.11. Army fell in the middle, with an observed mean of 3.25.

Figure 33 expands the indicated range from the prior figure, showing the deviations for each Customer Group about the mean response for all Customer Groups (Q.11, *Overall Level of Customer Satisfaction*, with a mean of 3.45, is used as the basis of comparison).

**Figure 33. Relative Satisfaction by Customer Group
Question 11, HQ/MACOM**



Army and Air Force are statistically significantly different from Other at a confidence level of 99% or better while the difference between Army and Air Force is not statistically.

Figure 34 shows the expressed relative satisfaction, measured by the weighted ratio of positive to negative responses received for each Customer Group for Q.11. In all cases, the weighted positive responses outnumbered the weighted negative responses. Only Other exceeds the average ratio for all Customer Groups.

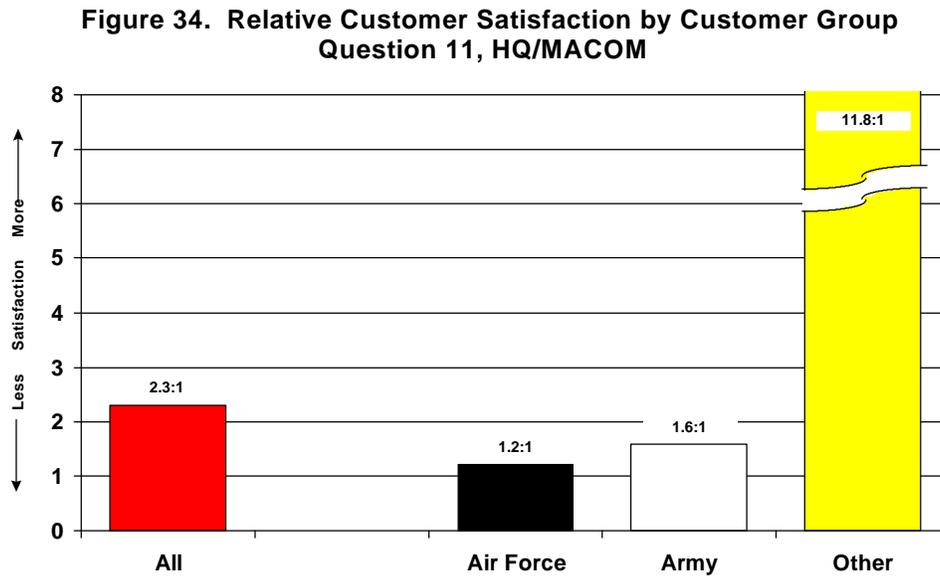


Table 18 shows the ranking of mean responses for Questions 1-10 for each Customer Group. The rankings are organized from high to low, with the questions having the highest means at the top to those with the lowest means at the bottom.

**Table 18. Ranking of Mean Responses by Customer Group
HQ/MACOM, Questions 1-10**

	<u>Army</u>	<u>Air Force</u>	<u>Other</u>	where:
<i>Highest</i>	3	3	3	1 = Seeks Requirements
<i>Mean</i>	1	1	6	2 = Manages Effectively
	2	4	1	3 = Team Member
	4	8	10	4 = Listens
	10	2	4	5 = Timeliness
<i>to</i>	6	5	8	6 = Quality
	9	6	9	7 = Cost
	5	10	2	8 = Flexibility
<i>Lowest</i>	8	9	5	9 = Keeps Informed
<i>Mean</i>	7	7	7	10 = Future Choice

For all three Customer Groups, the lowest ranked question was Q.7, *Reasonable Cost for Products and Services*. On the high side of the rankings, Q.3, *Treats Customer as Team Member*, received all three high rankings. This was the same pattern as in 1995. In 1995, however, the second lowest ranked question for all Customer Groups was Q.5, *Provides Timely Service*.

Table 19 shows the ranking of mean responses for Questions 12-29 for each Customer Group. The rankings are organized from high to low, with the questions having the highest means at the top to those with the lowest means at the bottom.

On the low side, each Customer Group ranked a different question lowest: Army, Q.27, *Post-construction Support (Warranty)*; Air Force - Q.23, *Job Order Contracts*; and Other - Q.20, *Funds Management and Cost Accounting*. In 1995, both Army and Other ranked Q.20 lowest while Air Force ranked Q.23 lowest.

On the high side, each Customer Group also had a different question ranked highest: Army - Q.23, *Job Order Contracts*; Air Force - Q.15, *Environmental Compliance and Restoration*; and Other - Q.14, *Environmental Studies and Surveys*. In 1995, the highest ranked questions were: Army - Q.17, *Real Estate Services*; Air Force - Q.23, *Job Order Contracts*; and Other - Q.24, *Construction Quality*.

**Table 19. Ranking of Mean Responses by Customer Group
HQ/MACOM, Questions 12-29**

	<u>Army</u>	<u>Air Force</u>	<u>Other</u>	<u>where:</u>
<i>Highest</i>	23	15	14	12 = Planning
<i>Mean</i>	17	14	23	13 = Studies & Investigations
	28	13	19	14 = Environ. Studies
	24	16	15	15 = Environ. Compliance
	18	21	21	16 = BRAC
	25	17	24	17 = Real Estate Services
	16	28	22	18 = Project Management
	14	18	29	19 = Project Documentation
<i>to</i>	21	12	18	20 = Funds Management
	29	29	13	21 = A-E Contracts
	15	20	17	22 = Engineering Design Quality
	26	22	12	23 = Job Order Contracts
	12	24	25	24 = Construction Quality
	13	27	28	25 = Timely Completion
	22	26	26	26 = Construction Turnover
	19	19	16	27 = Post-Construction Support
<i>Lowest</i>	20	25	27	28 = End-user Satisfaction
<i>Mean</i>	27	23	20	29 = Maintainability

4.C. All Installation Customer Responses

Figure 35 shows the mean response to Q.11, *Overall Level of Customer Satisfaction*, for each Customer Group for all Installation respondents. Other scored highest, with an observed mean of 3.82. Air Force scored lowest, with an observed mean of 3.69. Army fell in the middle, with an observed mean of 3.70.

**Figure 35. Overall Satisfaction by Customer Group
Question 11, All Installations**

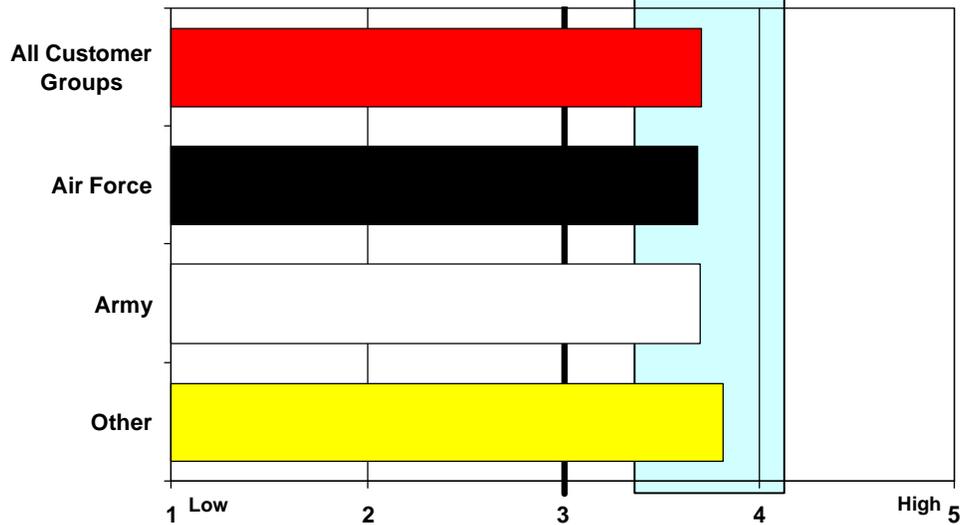
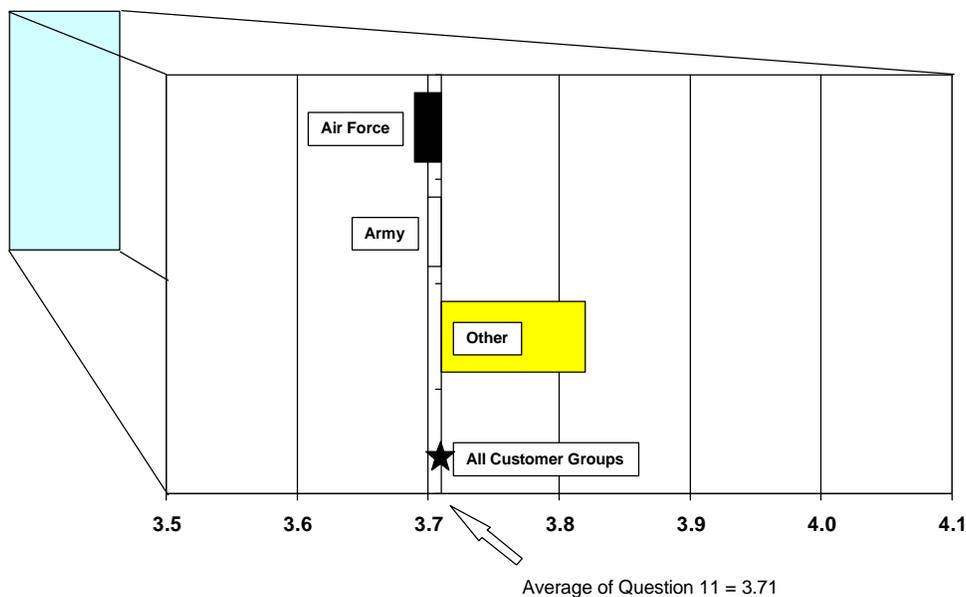


Figure 36 expands the indicated range from the prior figure, showing the deviations for each Customer Group about the mean response for all Customer Groups (Q.11, *Overall Level of Customer Satisfaction*, with a mean of 3.71, is used as the basis of comparison).

**Figure 36. Relative Satisfaction by Customer Group
Question 11, All Installations**



Although there are minor observed differences among the Customer Groups, none of the differences are statistically significant.

Figure 37 shows the expressed relative satisfaction, measured by the weighted ratio of positive to weighted negative responses received for each Customer Group for Q.11, *Overall Level of Customer Satisfaction*. In all cases, the weighted positive responses outnumbered the weighted negative responses. Only Other exceeds the average ratio for all Customer Groups.

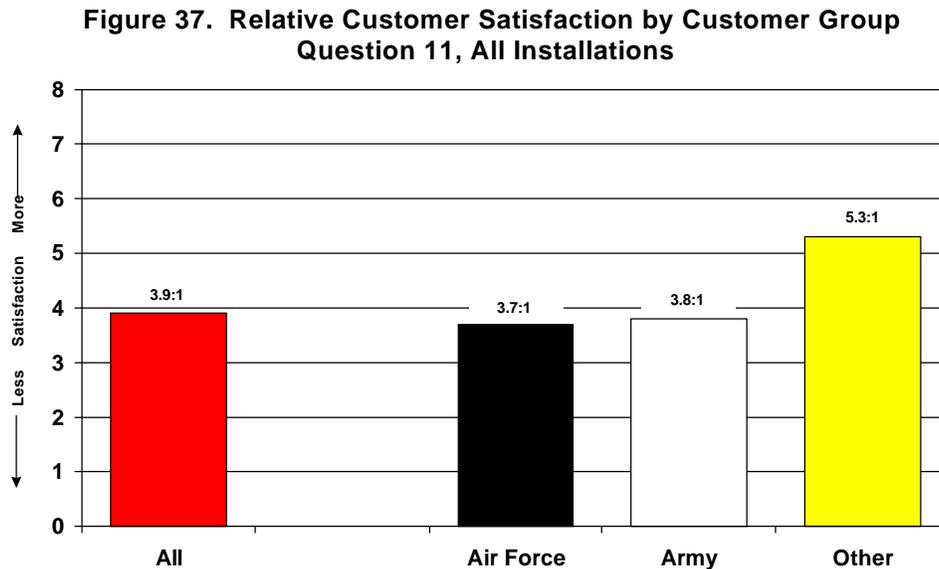


Table 20 shows the ranking of mean responses for Questions 1-10 for each Customer Group. The rankings are organized from high to low, with the questions having the highest means at the top to those with the lowest means at the bottom.

**Table 20. Ranking of Mean Responses by Customer Group
All Installations, Questions 1-10**

	<u>Army</u>	<u>Air Force</u>	<u>Other</u>	where:
<i>Highest</i>	3	3	3	1 = Seeks Requirements
<i>Mean</i>	9	1	6	2 = Manages Effectively
	1	4	4	3 = Team Member
	8	8	2	4 = Listens
	4	9	10	5 = Timeliness
<i>to</i>	2	2	1	6 = Quality
	1	6	8	7 = Cost
	6	10	9	8 = Flexibility
<i>Lowest</i>	5	5	5	9 = Keeps Informed
<i>Mean</i>	7	7	7	10 = Future Choice

For all three Customer Groups, the two lowest ranked questions were Q.7, *Reasonable Cost for Products and Services*, and Q.5, *Provides Timely Service*. The same pattern was seen in 1995. On the high side of the rankings, Q.3, *Treats Customer as Team Member*, received all three high rankings as it also did in 1995.

Table 21 shows the ranking of mean responses for Questions 12-29 for each Customer Group. The rankings are organized from high to low, with the questions having the highest means at the top to those with the lowest means at the bottom.

For two of the three Customer Groups (Air Force and Other), the lowest ranked question was Q.20, *Funds Management and Cost Accounting*. For Army, the lowest ranked question was Q.25, *Timely Completion of Construction*. In 1995, Army and Other ranked Q.20 lowest while Air Force ranked Q.22, *Engineering Design Quality* lowest.

On the high side, each Customer Group had a different question ranked highest: Army - Q.23, *Job Order Contracts*; Air Force - Q.18, *Project Management*; and Other - Q.28, *End-User Satisfaction with Facility*. In 1995, all Customer Groups ranked Q.16, *Base Realignment and Closure Support*, highest.

**Table 21. Ranking of Mean Responses by Customer Group
All Installations, Questions 12-29**

	<u>Army</u>	<u>Air Force</u>	<u>Other</u>	<u>where:</u>
<i>Highest</i>	23	18	28	12 = Planning
<i>Mean</i>	16	16	23	13 = Studies & Investigations
	12	24	19	14 = Environ. Studies
	13	28	29	15 = Environ. Compliance
	17	19	22	16 = BRAC
	19	13	27	17 = Real Estate Services
	14	21	21	18 = Project Management
	18	29	25	19 = Project Documentation
<i>to</i>	24	14	26	20 = Funds Management
	21	15	18	21 = A-E Contracts
	15	23	24	22 = Engineering Design Quality
	28	12	13	23 = Job Order Contracts
	26	26	12	24 = Construction Quality
	29	22	15	25 = Timely Completion
	22	17	14	26 = Construction Turnover
	27	27	16	27 = Post-Construction Support
<i>Lowest</i>	20	25	17	28 = End-user Satisfaction
<i>Mean</i>	25	20	20	29 = Maintainability

5. Written Comments

Given the rather subjective nature of this analysis and the lack of access to all questionnaires, it is preferable to talk in terms of percentages rather than actual counts. Comments were rated as positive, negative, positive/negative, or neutral. The positive/negative rating was given where the comments had both plus and minus statements. Given the myriad of services provided by the Corps and the different personnel assigned to each, respondents had either positive or negative reactions as a project went through its various phases. Neutral responses were those providing suggestions for future Corps action without any indication whether the respondent was satisfied or dissatisfied with existing conditions.

Some comments were discarded. For example, respondent simply stated the basis upon which the ratings are based ("my relationship with the District").

Some comments are "These comments are general in nature since we are more satisfied with one District than two other Districts." It is a positive comment for the District, but could be interpreted as minus for the Corps as a whole (why aren't all Districts rated highly).

The overall comment response rate was 67%. Of the respondents providing comments, 26% were positive, 38% were negative, 30% were positive/negative, and 6% were neutral. **Table 22** presents the comment response rate by organizational level.

Table 22. Comment Response Rates by Organizational Level

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

All the written comments are tabulated in Appendix VII. The comments have had all references to places and individuals removed to protect anonymity. The comments are listed in the Appendix with their individual ratings and key words. Key words include: BRAC; communication; construction quality; cost; design; environment; flexibility; overall satisfaction; planning; post construction support; project management; responsiveness; and staffing/personnel. Overall satisfaction includes the concepts of cooperation, professionalism and quality.

6. Conclusions

Overall, Military Programs organizations scored well in customer satisfaction, with the vast majority of customers placing their responses above "3". For the most part, HQ received the highest mean scores while MACOM-level customers tended to score USACE lowest.

The customer satisfaction responses once again generally fall into three broad categories: those areas where the Corps is performing significantly above the mean (*Highs*), those where the Corps is performing significantly below the mean (*Lows*), and those scores falling in between (*Middles*). Only questions whose means exhibited a statistically significant difference relative to the means of other questions were classified into the *High* or *Low* groups. The *Highs* were generally Q.3, *Treats Customer as Team Member*. The *Highs* in 1995 also included Q.6, *Delivers Quality Products and Services*. The *Lows* were generally Q.5, *Provides Timely Service*, and Q.7, *Reasonable Cost for Products & Services*. These same two questions formed the *Low* group in 1995.

For Q.11, *Overall Level of Customer Satisfaction*, for all cases, the lowest mean scores were received from Air Force. In 1995, the lowest mean scores were given by Army customers. In all cases, in 1996, the highest mean scores were received from Other. The Other category of customers also scored highest in 1995.

In Section I (Questions 1-11), the lowest ranked responses were in the areas of timeliness and cost (Q.5, *Provides Timely Service*, and Q.7, *Reasonable Cost for Products and Services*). Customers at all levels expressed the greatest satisfaction at being made members of the team (Q.3, *Treats Customer as Team Member*).

In Section II (Questions 12-29), Army and Other gave the lowest responses on Q.20, *Funds Management and Cost Accounting* while for Air Force, it was Q.25, *Timely Completion of Construction*. In 1995, all three customer groups gave either the lowest or second lowest responses to Q.20. Army and Other gave the highest responses on Q.23, *Job Order Contracts*. USACE received the highest marks from Air Force customers for Q.16, *Base Realignment and Closure Support*. In 1995, all three customer groups gave their highest marks on Q.16.

Approximately 67% of survey respondents made comments in Section III of the Questionnaire. Of the respondents providing comments, 26% were positive, 38% were negative, 30% were mixed positive/negative, and 6% were neutral. These comments provide anecdotal support for the marks received from its many customers.

This second survey provided the Corps (Military Programs) with the ability to compare its progress in meeting customer's expectations and needs. For Installation-level respondents, the means for 1996 exceeded the means for 1995, thus indicating that the Corps at the District level is indeed improving customer satisfaction. For HQ/MACOM-level respondents, however, the means for 1996 are lower than the means for 1995, with two exceptions. (These two exceptions are Q.14, *Environmental Studies and Surveys*, and Q.15, *Environmental Compliance and Restoration*).

**US ARMY CORPS OF ENGINEERS
CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS (1996)**

**APPENDIX I
CUSTOMER SATISFACTION SURVEY**

**CUSTOMER SATISFACTION SURVEY
MILITARY PROGRAMS - 1996
U.S. ARMY CORPS OF ENGINEERS**

We at the U.S. Army Corps of Engineers (USACE) are committed to improving service to our customers and would like to know how well we have been doing. Please rate your **level of Satisfaction** with our performance over the past year. **Your straightforward** answers will help us to identify any areas needing improvement. For assistance of any type, please call Steve Miller, Environmental Restoration Division, at 202-761-7058; FAX 202-761-5011. **Thank you for your cooperation.**

SECTION 1 -- OVERALL SATISFACTION

Please mark *Not Applicable* (N/A) for any questions that do not apply to your organization.

Please mark your **LEVEL** of Satisfaction

	The USACE:	Satisfaction					
		Low			High	N/A	
1.	Seeks Your Requirements, Priorities, and Expectations and Incorporates Them Into Our Service	1	2	3	4	5	N/A
2.	Manages Your Projects/Programs Effectively	1	2	3	4	5	N/A
3.	Treats You as an Important Member of the Team	1	2	3	4	5	N/A
4.	Solicits, Listens to, and Resolves Your Concerns	1	2	3	4	5	N/A
5.	Provides Timely Services	1	2	3	4	5	N/A
6.	Delivers Quality Products and Services	1	2	3	4	5	N/A
7.	Delivers Products and Services at Reasonable Cost	1	2	3	4	5	N/A
8.	Displays Flexibility in Responding to Your Needs	1	2	3	4	5	N/A
9.	Keeps You Informed	1	2	3	4	5	N/A
10.	Would Be Your Choice for Future Projects/Services	1	2	3	4	5	N/A
11.	Your OVERALL Level of Customer Satisfaction	1	2	3	4	5	N/A

PLEASE FINISH THIS SURVEY ON THE NEXT PAGE AND GIVE US ANY COMMENTS OR SUGGESTIONS FOR HOW WE CAN IMPROVE.

NOTE: Data from this questionnaire will be used by USACE to improve service. The information will also be tabulated for national statistical purposes. Respondents will not be identified by name or organization in the USACE statistical reports.

**1996 CUSTOMER SATISFACTION SURVEY
USACE -- MILITARY PROGRAMS**

SECTION 3 -- NARRATIVE COMMENTS

COMMENTS / SUGGESTIONS:

INFORMATION ABOUT YOU:

Organization Name: _____

Your Name and Title: _____

Your Office Telephone No.: () _____

Would you like us to contact you? Yes _____ No _____

Please fold this form and drop it in the mail using the prestamped envelope, or
FAX it to **202-761-5011**. Thanks.

USACE Customer Survey, ATTN: Steve Miller, CEMP-RI
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