



DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS
WASHINGTON, D.C. 20314-1000

CECW-I

DEC 18 2007

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Civil Works Programs 2007 Customer Satisfaction Survey

1. The purpose of this memorandum is to provide you with specific guidance for the execution of the Civil Works 2007 Customer Satisfaction Survey. The survey homepage is located at <https://ppdscivil.usace.army.mil/surveys/civilworks/>. You may also access the survey via the CW Home page located at <http://www.usace.army.mil/cw/>. Click on the "2007 Civil Works Programs Customer Satisfaction Survey" button. Enclosure 1 provides specific guidance on administering this year's survey. Enclosure 2 provides information on how the web-based survey works. Enclosure 3 provides several sample memos you may use in administering the survey within your district. Enclosure 4 is the Customer List Template to be completed and submitted to HQ.
2. Please include all Civil Works projects in the survey. This is an important corporate tool for improving our processes, building strategic relationships and enhancing responsiveness and services to our customers. There are three very critical tasks that must be performed to ensure the customer feedback we collect is valid, reliable and complete. One, carefully prepare your customer list to include ALL valid 2007 Civil Works customers. Be sure to include all IIS customers that are not covered by the Military Programs Customer Survey except Superfund customers. Superfund customers participate in an annual Superfund Team Survey. Two, ensure a high response rate by contacting non-respondents to encourage their participation. And three, diligently monitor your organization's database to guarantee only valid responses are included. Further, ensure that our recommendations presented in the 2006 Survey VTC are incorporated in the 2007 survey execution.
3. Linda Peterson, Statistician, CESAM-PM-I is our Survey Manager. Each Civil Works district and division should appoint an individual to serve as their Customer Survey Manager (CSM) for the CECW Survey. CSM appointments should be submitted to Ms. Peterson NLT December 19, 2007 and with a copy to Ada Benavides, CEMP-SPD-RIT.
4. You will notice we have made a few changes to the 2007 survey. We have modified the demographics section of the survey instrument. The customer will not be asked to provide the 'Primary Service Area' and 'Project Phase'. Instead, district staff will provide this critical information via the survey website. We have also added a new feature that allows MSC staff to produce summary reports of their district/MSR responses in aggregate or by CECW business line. We hope you will find these new features useful.

SUBJECT: Civil Works Programs 2006 Customer Satisfaction Survey

5. The requested return date to be specified in your initial invitation to your customers should be 28 January 2008. You should send out two e-mail reminders to non-respondents on the day after your due date. Allow one week between reminder messages. The intent is for customer surveys to be completed not later than 22 February 2008.

6. Note that this survey is the official Corps Civil Works Customer Survey. No other surveys of Civil Works customers should be conducted. This is very important as it ensures we remain in compliance with OMB requirements and reduce the burden of information collection from our customers. Your enthusiastic support and commitment to the following process as prescribed in the enclosures can help make the survey a success. My points of contact for the survey process are Ms. Ada Benavides, Program Manager for this effort, USACE-HQ or our Survey Manager, Ms. Linda Peterson, Mobile District. Please call Ms. Benavides at (202) 761-0415 or Ms. Peterson at (251) 694-3848 if you have any questions or need additional information.

FOR THE COMMANDER:

Encl

*face-to-face
follow-up is
critical to
improving our
operations -*



Don T. Riley
Major General, USA
Director, Civil Works

DISTRIBUTION:

COMMANDER,
U.S. ARMY ENGINEER DIVISION, GREAT LAKES AND OHIO RIVER
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U.S. ARMY ENGINEER DIVISION, SOUTH PACIFIC
U.S. ARMY ENGINEER DIVISION, SOUTHWESTERN
U.S. ARMY TRANSATLANTIC PROGRAMS CENTER

Specific Guidance for the 2007 Civil Works Programs Customer Satisfaction Survey

1. Each Civil Works district will conduct a survey of their entire Civil Works customer population. A corporate entity should be established to oversee the issues resulting from these surveys at the Major Subordinate Command (MSC) level for their Area of Responsibility. The survey should be used as a developmental tool to improve our customer relationships and quality of services. It can serve as a vehicle to establish close personal relationships with our customers and work to preemptively diffuse potential issues.

2. It is critical that districts carefully develop their customer lists to ensure a complete enumeration of valid 2007 Civil Works customers. The basic criterion for defining a CW customer definition is those agencies who are direct recipients of Corps services and/or provide a source of income for the district. In some cases (e.g. Emergency Mgmt) customers do not directly provide the District income as funds are derived from outside their agency. Obviously your CW customers should include all cost share sponsors and all IIS customers that are not covered by the Military Programs Customer Survey (*EXCEPT* EPA Superfund customers who currently participate in a separate COE/EPA Team Survey).

Exclude the follow from your customer list:

- a. Regulatory agencies (UNLESS they're a funding sponsor on a specific project)
- b. Stakeholder organizations (UNLESS they're a funding sponsor on a specific project (e.g. The Nature Conservancy, local property owners assns))
- c. Regulatory customers i.e. Section 404 permit requestors (UNLESS they're a funding sponsor for a Federal-participation project)
- d. Recreation visitation customers
- e. Congressional interests.

3. Surveys should be sent to a broad base of responsible individuals who can provide well-informed feedback. These are typically individuals with whom Corps staff has regular contact. Sometimes this will be the head of an agency, but oftentimes it includes those at lower levels in the organization. The objective is to include those who are most familiar with our services so district staff can obtain useful feedback. It is permissible to have multiple customers within an agency particularly when there are multiple types or phases of services provided to that agency. It is also critical that districts institute a systematic follow-up of non-respondents to obtain as high a response rate as possible. Informed, complete, and representative feedback enhances the overall survey value to our Project Management Business Processes.

4. Enclosure 4 is a customer list template you can use to assemble your customer information. Please send Ms Peterson the final list of customers you invite to participate in the survey **NLT 14 JAN**. It is understood that your customer list may evolve during the survey process. For example, the individual you invited may no longer work for the agency, or someone else responds on behalf of the person you invited. Also, you may receive unsolicited responses from others at an agency. These unsolicited customers should be added to your list and your population size increased accordingly. Please notify Ms Peterson of changes to your customer

list **NLT 22 Feb**. This data will allow us to calculate your response rate and also estimate the sampling error associated with the survey. These are important indicators of the validity and reliability of the survey results.

5. The District Customer Survey Manager (**CSM**) will receive via email a copy of each individual customer response the instant the customer submits it via the website. The customer also receives a copy in his/her mailbox (as long as he provides a correct email address). This serves two purposes. First if the customer has any 'hot-button' issues, the district will be immediately aware of them and can respond very quickly. Second, it serves as a critical data validation process for both the Corps staff and the customer. It is suggested that each response received by the district CSM is immediately forwarded to the appropriate project manager for his review. If an invalid or duplicate response is noted, the District CSM should contact Ms. Peterson to have the case corrected or deleted from the corporate database (with customer input as needed).

6. The survey website offers an important 'District Admin' page. The District CSM can review and print out report-ready copies of individual responses as well as generate summary reports of customer feedback at any time during or after the survey is completed. The CSM can generate summary reports for the entire district database or CW business line (e.g. print summary report of navigation customer only). Again, it is extremely important that district CSM's review and validate their customer database (via the website or their email) throughout the survey process as the summary reports available at the website will not be correct if duplicate or erroneous data is included.

7. **IMPORTANT!!** New to the 2007 survey is the requirement for the District CSM to provide customers' business line and project phase. Last year customers provided this data in the demographics section of the survey. Unfortunately, there were an inordinate number of errors or missing values which required extensive editing to correct. This data must be input via the website 'District Admin' page.

8. Additional changes to the 2007 survey include the following. The 2007 Survey now features a new MSC Admin page which allows MSC Survey Managers to generate summary reports by district by business line as well as for all districts within his MSC combined by business line. We have added a new scale: 'Problem Solving' and performed some minor editing of the other scales. Finally, the district and MSC summary reports will now provide scale averages in addition to item and Composite Index averages.

9. In addition to the summary reports available via the survey website, district staff may perform further statistical analyses of their customer feedback as needed. When the survey process is complete each district can request an electronic copy of their database. Districts should take appropriate actions either to recognize outstanding customer service or improve unsatisfactory services. These additional analyses can include frequency distributions by service area, subgroup comparisons to zero in on problem areas that may not be revealed in an aggregate analysis and district trends (in subsequent years). It is very important to avoid drawing definitive

conclusions based on small subgroup sizes as often occur among CW customer populations. If you need advice in analyzing your data, you may contact our Survey Manager.

10. Issues that can be addressed and resolved at the district level should be acted on without waiting for results to be analyzed at any higher level. Issues that require either MSC or headquarters action should be addressed to those levels. When assessing your CW Program effectiveness you should incorporate your customers' feedback

11. Our Survey Manager will perform a Rankings Analysis by district. This analysis shows the relative performance of each District on each survey item. Each district receives only their individual rankings. Your rankings analyses and trend analyses are two of the most important outcomes of the survey. We will perform a statistical analysis of Corps-wide customer feedback to provide a corporate assessment of Corps services. Note this report cannot be assumed to be representative of a particular district. The Corporate report will contain a statistical summary of Corps-wide customer demographics, survey item summaries and a trend analysis after the third administration of the survey. The Corporate Report will be posted on the CECW Homepage. To ensure performance, commitment and share results across the Corps, HQ will host a VTC wherein all Division Commanders and appropriate staff will discuss findings and opportunities for improvement. District CSMs and Commanders will be advised of the time and date of this event. Also, the results will be discussed during key briefings such as the DMR, CMR and SLC conferences.

12. The Tulsa District routinely scores among the top 1-3 military districts in customer satisfaction in the Military Programs Survey and provides a good model for survey 'best practices'. During the survey process, project managers contact their customers to ensure they have received the survey and to encourage a response. They follow through to make sure their customers have responded and to get any initial feedback. After the survey is completed, the District will also typically schedule a meeting with their customer. The DPM personally contacts the customer as well as the survey manager when scores are low and they participate in the review of the comments and discuss opportunities for improvement. It is not unusual for these discussions to become the genesis of process improvements in both organizations. Finally, the District follows through on any agreed-to process changes. Used in this way, the survey becomes a useful tool to take the time once a year to review processes as opposed to the status and issues of individual projects. If you would like more information on the Tulsa survey process, you may contact Mr. John Roberts, Tulsa District DDE/PM or Ms. Lori Hunninghake, the CSM.

13. A general 'Survey Action Checklist' which will assist each district in executing the 2007 survey is at the end of this enclosure. We will also provide an outstanding Survey Action Checklist developed by Wilmington District in a separate mailing. Those who are new to the survey process are encouraged to use this more detailed checklist. You may contact Ms. Patty Hargrove Wilmington's CSM concerning their survey process.

14. In the invitation you send to your customers please provide a point of contact to your customers since your district CSM will not show up on the web page. Each District should send an e-mail to their customers providing the URL link that will take the customers directly to the survey site <https://ppdscivil.usace.army.mil/surveys/civilworks/survfrm.asp>. Be sure to include the link in all follow-up reminders too. Do not send the link to the Survey Homepage. A sample e-mail invitation is provided at enclosure 3. **NOTE: Please copy your text transmitting the URL link into the body of an e-mail instead of simply attaching the invitation as a Word document.**

15. IMPORTANT Re Website Access

Last year a few customers reported a problem accessing our survey website. The source of the problem is that some customers are using Internet Explorer Version 7. As you may know Dept of Army has mandated we cannot use this version due to security concerns. Therefore Vs. 7 does not recognize the security certificates of any Army site. If any of your customers contact you stating they receive a nasty security warning you can send them the following message. Basically they need to be assured that our website is very secure & they are safe to disregard the warning and proceed to the website. We've really tried our best to make this process as easy on you and your customer as possible. Unfortunately all these new DOD security measures have impacted so many aspects of our day-to-day activities.

Here's a response you can email to your customer:

Some of you may be receiving a warning message about a website security certificate when attempting to access the U.S. Army Corps of Engineers Civil Works Customer Survey. Technically speaking, this is due to the fact that you are using Internet Explorer Version 7 and your browser does not recognize the Army Security Certificates. Rest assured that by clicking on the "Continue to this website" link you are accessing a completely secure site and your information is being safely transmitted. If your internet browser will not allow you to continue to the website or you prefer not to bypass the security warning, you may alternately fill in this pdf version of the survey & email it to me at Joe.Blow@usace.army.mil or you can print a hard copy and fax it to me at 123-444-5555. Feel free to contact me at XXX-XXX-XXXX.

There may be some rare cases where the customer's firewall will not allow them to bypass the warning. (we received one report of this last year). He/she will have to use the pdf version. Be sure to attach the PDF to the email you send to the customer. If your customer faxes his response to you, you will have to input the data into the website as though you were the customer.

See the Sample Reminder message located at Enclosure 3. (The pdf version of the survey is attached to this email.)

Survey Administration Checklist:

- ___ a. Assign a Customer Survey Manager (CSM) for administering survey & notify Linda Peterson ASAP. Access Survey Website & change default password.
- ___ b. Publicize survey among district program & project managers (*Sample correspondence at Enclosure 3 PRB slides & attached for your convenience*).
- ___ c. Assemble customer lists (Customer name, organization, e-mail address, project name & phase, primary service area, etc) using attached template. List should be a complete enumeration of target population served in the previous calendar year. Transmit completed Template to Linda Peterson **NLT 14 JAN**. (*Sample correspondence at Enclosure 3*)
- ___ d. E-mail the invitations to participate in survey from District Commander. Invitations should contain the URL link to the survey website <https://ppdscivil.usace.army.mil/surveys/civilworks/survfrm.asp> as well as the district CSM for customer questions or problems. **NOTE: Copy your text transmitting the URL link into the body of the e-mail message vs attaching the invitation in a Word document.** [*Sample provided at Enclosure 3*]
- ___ e. Allow two weeks for response to initial invitation.
- ___ f. Send at least two follow-up e-mail reminders (preferably also from District Cmdr) to non-respondents at one week intervals. Follow-up requests should also contain an embedded link to the survey website. (*Note the reminders are sent AFTER the initial due date referenced in subject memo. Sample correspondence at Enclosure 3*).
- ___ g. Survey POC should monitor responses via email or in website database. Forward email copies of responses to appropriate PMs upon receipt for purpose of data validation. Notify survey administrator immediately if errors are discovered. Customers who provide very negative ratings (1-2 on 5 point Likert scale) or who expressed a need for contact should be contacted as soon as possible. You can review your entire data set via "Detailed Reports" under 'Survey Admin' page.
- ___ h. Access 'District Admin' page to input customer business line & phase. <https://ppdscivil.usace.army.mil/surveys/civilworks/>
- ___ i. If an unsolicited response is received the respondent should be verified as a valid customer (*i.e.*, a staff member of an organization served during 2007) and the response included in the database. The population size should be increased accordingly unless respondent was providing feedback on behalf of the customer to whom the invitation was sent.
- ___ j. Transmit copies of individual responses (downloaded from 'Detailed Reports' page of website) to PM and provide general instructions for follow-up with customers. (*A sample memo from District DPM is at Enclosure 3*).

Encl 1

___ k. Send 'Thank you' e-mails from District Commander to all respondents. *(A sample memo from District DE is at Enclosure 3).*

___ l. Send Final Customer Template to Linda Peterson if changes to first submission have occurred.

___ m. Perform district-level analyses and develop AAR.

___ n. Publicize survey results and AAR among district staff.

How the Web Based Survey Works

1. The survey homepage is located at <https://ppdscivil.usace.army.mil/surveys/civilworks/>
The survey may also be found via the CECW Home page located at <http://www.usace.army.mil/cw/>.
Click on the "2007 Civil Works Customer Satisfaction Survey" button.
2. Once on the survey homepage you will see a menu with the following buttons:
 - a. **'Take the Survey'**
 - b. **'Survey Admin'**
3. **'Take the Survey':**
 - a. You may view the survey instrument by clicking on the *'Take the Survey'* button.
 - b. Section I of the survey requests customer demographic information. The customer is asked to provide Name, Title, Organization, E-mail address, and Project Name. Section I also requests the customer to select the District being surveyed also from a pull down list. This is important because the table of the districts is linked to a table of points of contact for each district. The point of contact for the district selected will be e-mailed a copy of the completed survey form.
 - c. Section II contains the survey questionnaire items. The satisfaction scale runs from 'Very Satisfied' to 'Very Dissatisfied'. Customer may explain their rating in the blank explanation field next to each item.
 - d. The customer can also provide any additional comments/suggestions in the box provided at the end of the survey.
 - e. When completed the customer hits the submit button. If there are no errors, the survey is sent to the central database. The point of contact at the district and the customer each receive a copy of the response via e-mail. If there are errors, a screen pops up and tells the customer where the error is located.

4. District Admin Features (*For use by District CSM*)

a. Click on '**District Admin**' to input Business Line & Project Phase data to your district database. The 'District Admin' feature also offers the option of generating Detail or Summary reports of responses received to date. You will also find the Password Utility here. You will be prompted to select your district name and provide your password. Password utility is discussed below. Once you provide this information hit the 'login' button. This will bring you to the page titled 'USACE Customer Satisfaction Survey- District Menu'. On this page you have four choices: 'Input Business Line and Phase', 'Detailed Reports', 'Summary Reports', and an option to change the District Password.

b. Click on '**Input Business Line & Project Phase**' to add this demographic data to your district customer database. You will see a list of all of your customers who have responded to date. Click on each individual response number to access each record. Select the appropriate business line and phase from the drop down lists and click 'Save', and then proceed to the next record.

c. By clicking on the '**Detail Reports**' button you can obtain report-ready copies of each customer response. You will have the choice of selecting all your customers, or selecting a subset of customers (by business line) from the pull down list provided. For example you may choose to review only your navigation customers. You may also print hard copies of individual responses. The detailed reports are 'printer friendly' and are suitable for inclusion in a report.

d. By clicking on the '**District Summary Reports**' button the CSM can obtain summary reports at any time throughout the survey process for all customer responses received to date. This report displays the average score for each question, scale and Composite Index score. It also shows the number of responses and the number of non-responses/NA responses. The CSM can generate a summary report for each business line subgroup or the entire district database.

5. District/MSD Password Utility

a. Each district and MSD has a separate password so that they can only access data for their organization. The default password for each district is the name of your district in lower case, with no spaces for districts of more than one word. For example, Alaska District's password is 'alaska', Kansas City District's password is 'kansascity', and so on. The district CSM should access the web page and use the password utility to change the password **BEFORE** invitations to customers are sent. Default passwords for divisions are simply the division acronym in lower case: 'mvd' for Mississippi Valley Division, etc.

b. To change your password you type the old password in the box titled 'Old Password.' Type your new password in the boxes titled 'New Password', and 'Confirm New Password.' then hit the 'change' button. You can reset the parameters by hitting the 'reset' button.

6. MSC Admin Features

a. Click on '**Division Admin**' to access the new MSC administrative features. You will be prompted for your password. The next screen is the 'USACE Customer Satisfaction Survey- MSC Menu'. This feature allows the MSC survey manager to generate a variety of summary reports as well as change his password.

b. By clicking on the '**MSC Summary Reports**' button the manager can obtain summary reports at any time throughout the survey process for all customer responses received to date. This report displays the average score for each question, scale and Composite Index score. It also shows the number of responses and the number of non-responses/NA responses. The CSM can generate a summary report for each individual district as well as for the entire division. The user can also elect to generate a summary report for each district or entire MSC by business line subgroup.

SAMPLE CORRESPONDENCE

Sample Memo to Chiefs re Assembling Customer Lists

All: Attached is an excel spreadsheet containing your 2006 Civil Works customer list. Please update this list for the 2007 CECW Customer Survey. MG Riley has committed to executing this year's survey in a timely manner. We will be sending invitations to our customers by 14 January 2008.

Your customer list should include all Civil Works customers for whom we provided services in 2007. The customer list should be comprehensive & delineate our entire Civil Works customer population. Include those customers at the customer agency who can provide a well-informed evaluation of our services (i.e. those individuals who are knowledgeable of specific services & project details). You may want to include several individuals per customer organization (e.g. someone in the environmental office, construction office & real estate office) when multiple types of services are provided.

The basic criterion for defining a CW customer definition is those agencies that are direct recipients of Corps services and/or provide a source of income for the district. In some cases (e.g. Emergency Mgmt) customers do not directly provide the District income as funds are derived from outside their agency. Obviously your CW customers should include all cost share sponsors and all IIS customers that are not covered by the Military Programs Customer Survey (*EXCEPT* EPA Superfund customers who currently participate in a separate COE/EPA Team Survey).

Exclude the follow from your customer list:

- a. Regulatory agencies (UNLESS they're a funding sponsor on a specific project)
- b. Stakeholder organizations (UNLESS they're a funding sponsor on a specific project (e.g. The Nature Conservancy, local property owners assns))
- c. Regulatory customers i.e. Section 404 permit requestors (UNLESS they're a funding sponsor for a Federal-participation project)
- d. Recreation visitation customers
- e. Congressional interests.

When I receive all customer lists I will fwd to DE and DPM for their final review.

Please provide your completed list by 9 January. Thanks very much for your help.

District Survey Manager

Memo To PM's, cc Chiefs (PM, PD, OP) re Administering the CW Survey

The invitations to participate in the CECW Survey were mailed today (14 Jan) from Col XXX. Please take a moment and contact your customers to let them know the survey was sent & that we look forward to hearing from them. You might also want to briefly review your project activities that took place in 2007. The requested return date for the survey is 28 Jan. On 29 Jan we will begin sending reminders to non-respondents.

As each customer submits his/her response a copy is delivered via email to our Survey Administrator XXX. This serves 2 important purposes. First it allows us to be quickly alerted to any 'hot-button' issues the customer may have. Second we must carefully check each response for validity (e.g.: do ratings make sense? did the customer actually receive services in 2007? etc.) XXX will forward each customer response to you so you can review & let her know if there are changes needed.

If any negative responses are received, a copy will be sent to you, Col XXX, your Div Chief and me so that we can formulate the appropriate strategy to address issues raised by this customer.

FYI The link to the survey website follows

<https://ppdscivil.usace.army.mil/surveys/civilworks/survfrm.asp>

Thanks very much for your support in this important effort.

Signed,
DE/DPM

Sample Invitation from the District DE containing the URL:

2007 USACE Civil Works Customer Satisfaction Survey

We in the *XXX* District, U.S. Army Corps of Engineers are sincerely interested in providing you the best possible service. We are conducting our annual Civil Works Customer Satisfaction Survey to assess our performance in delivering products and services during 2007. Your survey response is an opportunity for you to address any issues or concerns you may have and will help us serve you better in the future.

The questionnaire is brief and should only take a few minutes of your time. Feel free to tell us specifically what we have done well and what we need to improve. Please rate services provided for calendar year 2007 only.

Click on the URL link below to go directly to the survey. Section I of the survey requests customer identification information. Section I is very important. Please select '*XXX*' as the 'USACE District Being Evaluated'. After completing the survey items in Section II, please click the 'SUBMIT' button at the bottom of the survey instrument.

Please complete your survey by **28 January 2008**. If you have any questions concerning this survey, feel free to contact me, or you may call *Your Survey POC*, Survey Manager at xxxxxxxx. Thank you for your time and assistance.

BYRON G. JORNS
Colonel, Corps of Engineers
Commanding

<https://ppdscivil.usace.army.mil/surveys/civilworks/survfrm.asp>

Sample reminder message (also from the District DE)

Civil Works Customer Satisfaction Survey

Greetings!

I know you are all very busy but we would really appreciate it if you would take just a few minutes to provide us your opinions regarding the services we've provided you during 2007. Your input is valued greatly by Mobile District as well as our Division and Headquarters leadership. The link below will take you to our brief survey.

Some of you may have Internet Explorer Version 7 on your computer. This program will give you a nasty warning message when you attempt to access our website. Please rest assured that our website is very secure and you are safe to disregard the warning & proceed to the website. If you would prefer not to do this we have included a PDF file of the survey that can be completed and returned via **fax at XXX-XXX-XXX**. You may contact Your Survey Manager at XXX-XXX-XXXX if you would like assistance.

Thank you very much for your time. We look forward to hearing from you.

BYRON G. JORNS
Colonel, Corps of Engineers
Commanding

<https://ppdscivil.usace.army.mil/surveys/civilworks/survfrm.asp>

put PDF here

Sample memo to PMs re: maximizing response rate

ALCON:

Invitations to participate in the 2007 Civil Works Programs Customer Survey were mailed 14 Jan. To ensure we obtain a truly representative sample of our customer base it's imperative we obtain as high a response rate as possible. To this end, I would appreciate you asking all your PMs to take a moment to contact their customers personally and encourage them to submit a survey response. PMs should assure customers that their feedback is very important to the Corps in *Your District* as well as corporately. It will also provide an opportunity for them to briefly review their project activities over the pertinent time period (2007). *Your District* has some very satisfied customers and we'd really like to hear from them.

Thanks for all your help in making the survey a very successful effort. I'm attaching a copy of the invitation which contains the link to the survey website as well as the final *Your District* 2007 Customer list. Please review the customer list to identify which of your customers have responded to date. If you have any questions about the survey, please contact *Your Survey Manager*.

Signed, DE/DPM

Attach Copies of
Your Invitation
Your Customer list showing customers who have responded/not

Sample Thank You memo to customers from DE

2007 USACE Civil Works Programs Customer Satisfaction Survey – THANKS!!

I am writing to personally thank you for your participation in our 2007 Civil Works Programs Customer Satisfaction Survey. I assure you that the management in Mobile District carefully reviews each response we receive. Your input has provided us invaluable information that will help us do a better job in providing products and services in the future. The vast majority of our satisfaction ratings are very positive. Collectively we did well in maintaining good relationships with our customers. On the other hand, your feedback has helped us identify some areas of services in which we can do better such delivering our services at a reasonable cost.

The responses received by XXX District will be analyzed locally and also transmitted to our Headquarters where they will be included in a corporate analysis of customer ratings. The Corps Corporate Report will be available at the HQUSACE Civil Works Programs Homepage in late Spring of 2008.

We plan to continue to administer these annual surveys in the future. I hope you will again be a willing participant in our efforts to provide quality service and to improve our service at every opportunity. Again, thank you for sharing your time and insights with us.

BYRON G. JORNS
Colonel, Corps of Engineers
Commanding

Sample memo to PMs re: Follow-up w/ their customers

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: CEXXX 2007 Civil Works Programs Customer Satisfaction Survey

1. I want to thank you for the help you provided in administering the 2007 XXX District Civil Works Programs Customer Satisfaction Survey. The District takes the results of the survey very seriously and we all realize the survey would have been impossible without your assistance and cooperation. Thanks to your efforts we collectively attained a 60 percent response rate.
2. Enclosed are copies of the surveys received from your customers so you have a report-ready copy of each one. This information can be extremely useful to us in letting us know the areas in which we are doing well and those in which we need some improvement. We realize that often a negative comment from a customer is a result of a procedural or regulatory requirement over which you have no control. In these cases, simply communicating the root cause of the 'problem' to the customer will relieve a great deal of the negative feelings the customer may have.
3. Customers rate our services on a scale of one to five. Scores of '1' or '2' represent low ratings, '4' or '5' are high ratings and '3' is mid-range or noncommittal. In your review of your survey results, please pay special attention to Items 22-24 ('Overall Satisfaction'). They can be viewed as summary measures and are indicators of the customer's overall attitude. Note that the customers who give us a rating of '3' (mid-range or noncommittal) represent a critical subgroup that may migrate to either the satisfied score or dissatisfied category depending on their future experiences with XXX District. In addition, all comments should be reviewed carefully. Survey respondents rarely take the time to write comments. When they do, this usually means they feel very strongly about the issue on which they are commenting. Particularly note all customers who indicate a need for a response. These are respondents whose comment indicated a perception of a problem, who may have a question regarding our services or who may have expressed strong dissatisfaction ('Dissatisfied' to 'Very Dissatisfied') on the items in the survey. You should communicate with each of these customers as soon as possible and address issues as appropriate. At least, the customer should be told that their input is very important to us and we understand their concerns.
4. If you have questions concerning this memo, or with respect to how to interpret or follow up on a particular response, please call District Survey Manager at (XXX) XXX-XXXX.

Encl yyyyy, DPM

Distribution:

List of PMs