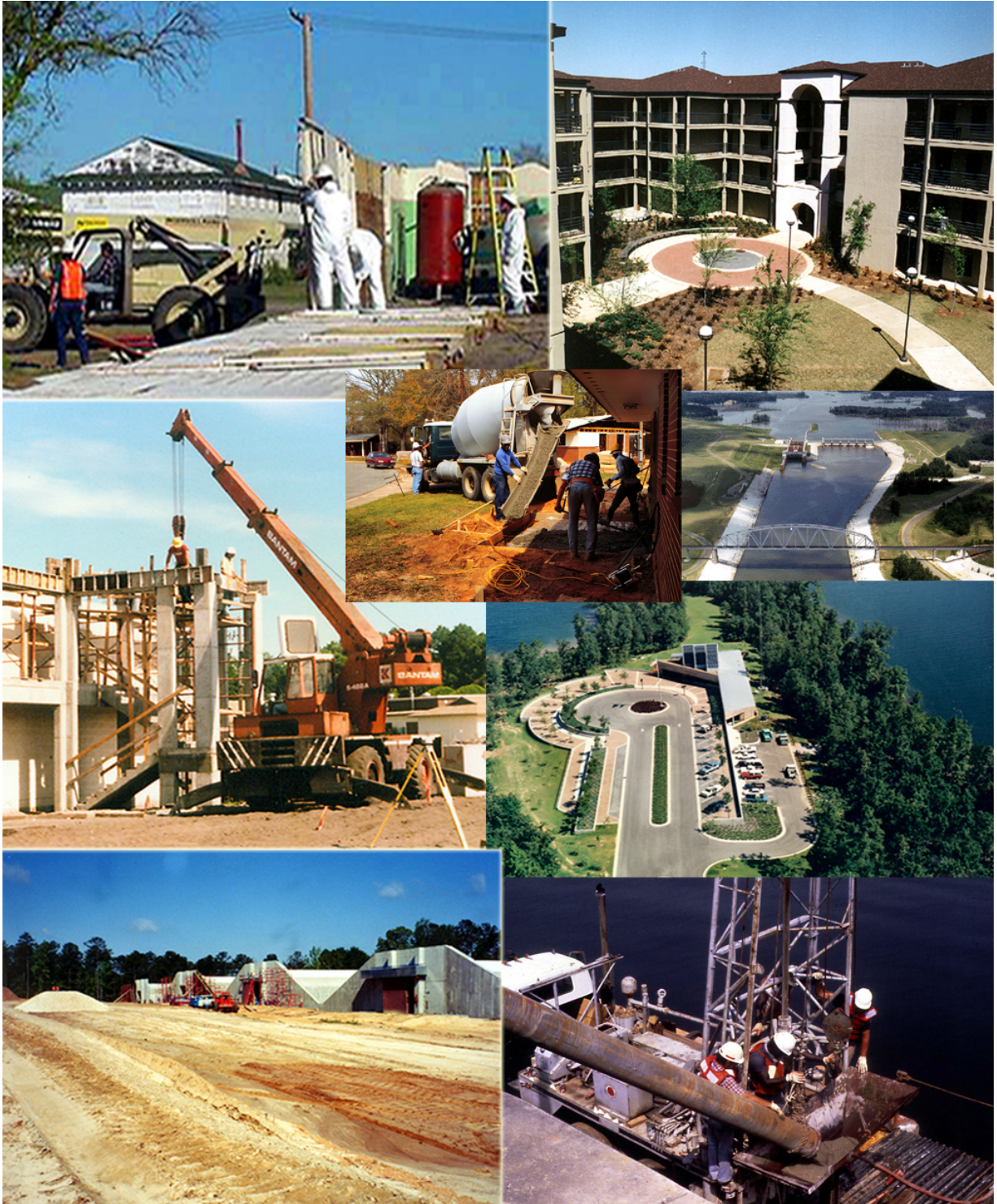


FY08 MILITARY PROGRAMS CUSTOMER SATISFACTION SURVEY



US Army Corps
of Engineers



March 2009

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USACE Organization Symbols¹

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

¹ Organizations participating in FY08 Survey highlighted

EXECUTIVE SUMMARY

The 14th Annual Military Programs Directorate Customer Satisfaction Survey has been completed. A total of 958 customers participated in the FY08 survey. Army customers comprise the largest proportion of the FY08 sample at 45 percent followed by Air Force (26%), 'Other DoD' (15%) and IIS (14%). Over half (52%) of USACE customers selected construction services as their primary category of services; 19 percent selected environmental services, 11 percent selected real estate, 6 percent O&M and 12 percent selected 'Other'.

The survey includes general satisfaction indicators that address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness) as well as a number of items that solicit customers' opinions concerning specific services and products. The majority of responses (77% or more) were positive for all eleven general performance questions. The most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 91 percent of respondents and 'Seeks Your Requirements', 'Displays flexibility' and 'Provides Quality Product' at 88 percent high ratings each. The items that elicited the greatest proportion of low ratings were 'Timely Services' at seven percent and 'Reasonable Costs' at six percent. Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are 'Would be Your Choice for Future Services' and 'Your Overall Level of Customer Satisfaction'. Eighty-five percent indicated the Corps would be their choice in the future while only four percent responded USACE would NOT be their choice for future projects. Regarding customers' overall level of satisfaction 87 percent responded positively and only four percent negatively.

The most highly rated items among the specific services items were 'BRAC' at 90 percent, and 'Environmental Studies', 'Construction Quality' and 'End-User Satisfaction' at 88 percent each. The specific service that received the largest proportion of low ratings was 'Timely Construction' at eight percent. 'Timely Construction' has consistently been the lowest rated service over time.

An extremely large proportion of respondents 695 (73%) submitted comments. Of these, 386 (56%) made overall favorable comments; 108 (16%) made negative comments and 182 (26%) customers' comments contained mixed information (positive and negative statements). The two most frequent positive comments concerned customers' 'Overall Satisfaction' (299 customers) and 'Compliments to individuals/staff' (248 customers). The two most frequent negative comments concerned 'Timely Service' (116 customers) and 'Reasonable Cost' (86 customers). Last year a number of customers complained about Corps workload management (Staff continuity/adequacy). The frequency of complaints in this area has increased notably this year.

The analysis comparing customer satisfaction ratings for Air Force, Army, and 'Other' (where 'Other' includes Other DoD and IIS customers) showed ratings among the customer groups were very comparable for almost all services. This is a very positive outcome as it implies consistency in service delivery by major customer group.

Statistically significant differences in ratings were found for only two services: 'Engineering Design' and 'Construction Quality'. In both areas 'Other' customer ratings were the highest.

Comparisons of ratings of Construction vs. Environmental vs. 'Other'² customers were consistent with previous years. Environmental customers were consistently the most satisfied and Construction the least satisfied. However, the differences in ratings among service areas is notably smaller than previous years

Analyses of trends in customer ratings show that in general, there has been a gradual improvement in customer satisfaction over the previous ten years of the survey for all customer groups. Army trends show a very consistent upward pattern. Army customer satisfaction has definitely shown the most improvement over time. Air Force ratings in FY06 were the highest ever attained. This high level of satisfaction was sustained thru FY08. 'Other' customer ratings had been high but somewhat erratic until FY03. Since then customer ratings have been steadily increasing. No evidence of decreasing trends in customer satisfaction is visible in any area. Overall ratings in FY08 are at the highest level since the survey began.

Currently the Military Program Directorate's customers are well satisfied with Corps' services. Timeliness continues to be the greatest source of customer dissatisfaction however ratings in this area have vastly improved over time. Measures of relationship dynamics consistently receive the highest ratings. Overall customer satisfaction has steadily increased over time. The proportion of dissatisfied customers continues to shrink year by year. Furthermore, customer ratings have become more homogeneous across customer demographic groups and Corps organizations. This clearly indicates USACE is attaining the goal of consistency in services. This is likely due largely to the very strong relationships that exists between Corps staff and their customers as is demonstrated by the number of compliments paid to Corps staff. Overall FY08 Military Programs customer satisfaction is at its highest level since the survey began.

²'Other' customers include Real Estate customers, O&M and those that checked the 'Other' area of service and specified services such as 'Project management', 'Design', 'Planning' or a combination of the listed service areas.

§1. INTRODUCTION

§1.1 BACKGROUND

On 21 November 1994, LTG Williams issued a memorandum to all District and Division components directing them to perform a customer satisfaction survey of all their military and civil works customers as part of the USACE Customer Service Initiative. This initiative supports the Corps' goal of close customer/partner coordination and is in accordance with Executive Order 12826 (FY93) which required all federal agencies to develop a customer service plan and service standards. Executive Order 12826 also required agencies to survey their customers annually for three years to verify the extent to which these standards are being met. HQUSACE decided to continue the customer survey process beyond the requisite 3-year period for Military Program customers.

HQUSACE is the coordinating office for the Corps' survey and has appointed Mobile District to perform the administration, statistical analysis and reporting of results of the survey. A memorandum from CEMP to all Major Subordinate Commands, dated 10 September 2008, contained instructions for administration of the FY08 Military Programs Customer Survey. Corps Districts were to complete administration of their customer survey by 14 November 2008.

All districts were instructed to include all military funded or managed projects in the survey. They were again instructed to include IIS (International and Interagency Support) customers in this year's survey with the exception of EPA Superfund and non-Federal IIS customers. These customer groups are included in separate HQUSACE surveys. Each District was required to develop a plan to identify the organizations and individuals to be surveyed and a procedure to inform customers of the purpose and process of the survey. Each district is responsible for integrating the survey process into ongoing management activities involving its customers. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback.

§1.2. SURVEY METHODOLOGY

The CEMP survey is a web-based survey and is posted on the Corps of Engineers Headquarters Military Programs Directorate Homepage. The survey is designed with several unique and important features. One of the most useful is the instant notification feature: The moment the customer submits his survey response the district survey manager will receive an Email copy of that response. This serves two purposes. First, if the customer has any 'hot button' issues, the district survey manager will know about them immediately and can coordinate a response very quickly. Districts are instructed to have as part of their SOP that when they receive a negative response from a customer, someone from the district will contact that customer personally within

a day or so. It is hoped that this sort of responsiveness will facilitate building or repairing relationships. The instant notification feature also provides the survey manager the opportunity to examine the customer's response for possible errors (e.g. customer selected incorrect district). The Survey data is password protected and offers several reporting features. The survey manager can view or print individual customer responses. He can also generate reports by DoD command or in aggregate. Division survey managers are able to generate summary reports for each district under their command as well as by branch of service.

The standardized Military Programs Customer Survey instrument consists of two sections. The first section contains customer demographic information (name, customer organization, DoD Command, and primary category of services provided by the district). Section two contains 34 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale from 'Very Low' (1) to 'Very High' (5). A blank explanation field solicits customer comments in each service area. Questions 1-12 are of a general nature such as quality and cost of services and several measures of relationship dynamics. Items 12-34 assess specific services such as engineering design, environmental services, and construction services. The final portion of the survey solicits general customer comments. A copy of the survey instrument may be viewed in Appendix A or by 'CTRL-clicking' on the following link: <http://surveys.usace.army.mil/military/>

§2. RESULTS OF FY08 SURVEY

§2.1 CUSTOMER DEMOGRAPHICS

A total of 958 customers participated in the FY08 survey. The Corps-wide response rate was 60.2 percent for an estimated sampling error of +/- 2.0 percent. Response rates varied greatly among districts. Of the 36 participating districts the vast majority had response rates above 50 percent. Response rates for smaller districts (populations < 35) ranged from 27% to 100%. Larger districts saw response rates from 33 to 87 percent. All data summary tables in this report show the number of valid responses for each survey item i.e., the percentage of responses of all participants who answered the question. Since customers can elect to skip survey items or select 'NA', the totals for each item summary may not be the same as the total number of survey participants.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS³ customers. The 'Other DoD' category includes US Navy, US Marine Corps, Joint/Combat Commands, DLA, DODEA, DeCA, MDA, etc. IIS customers include organizations such as VA, DHS, EPA, DOE, National Park Service, Coast Guard etc.

Army customers comprise the largest proportion of the FY08 sample at 45 percent followed by Air Force (26%), 'Other DoD' (15%) and IIS (14%). Customers were asked to identify their DoD Command. Air Force customers could select from seven categories: ACC, AETC, AFCEE, AFMC, AMC, PACAF and 'AF-Other'. The greatest number of Air Force customers fall under AFCEE (47 customers) and AF-ACC (43 customers). The commands specified by the 44 customers who selected 'AF-Other' included AFRC, AFSPC, AFSOC, AFRPA, USAFE and others. Army customers could select from the six IMCOM organizations based on geographic locations plus the Army Reserves, Army AMC, SDDC, Army National Guard and 'Army-Other'. The greatest number of Army customers work was under IMCOM Southeast (45 customers), followed by IMCOM West (43), and IMCOM-Northeast (38). The vast majority of FY08 Army customers fell into the 'Army-Other' category. The commands specified by the 96 customers who selected 'Army-Other' consisted of USACE, MEDCOM, USAREC, HQDA and many others. There were a total of 23 Marine Corps customers and 34 Navy customers. The 23 Joint/Combat Command customers included those from SOCOM, SOUTHCOM, CENTCOM, ARCENT, and SWA. Customers who selected 'Other DoD' specified organizations such as DLA, DODEA, MDA, DeCA and others. To view the complete list of commands specified by customers who selected 'Other' see Appendix B tables B1-B4. A complete listing of specific customer organizations sorted by major customer group (Air Force, Army, Other DoD, IIS) is provided in Appendix B, Table B-6. A list of Organization Acronyms appears in Appendix B, Table B-7

³ Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services.

Table 1: USACE Customer Groups

Customer Group	#	%
Air Force	249	26.0
Army	426	44.5
IIS	137	14.3
Other DoD	139	14.5
Unspecified	7	0.7
Total	958	100.0

CEMP Customer Groups FY08

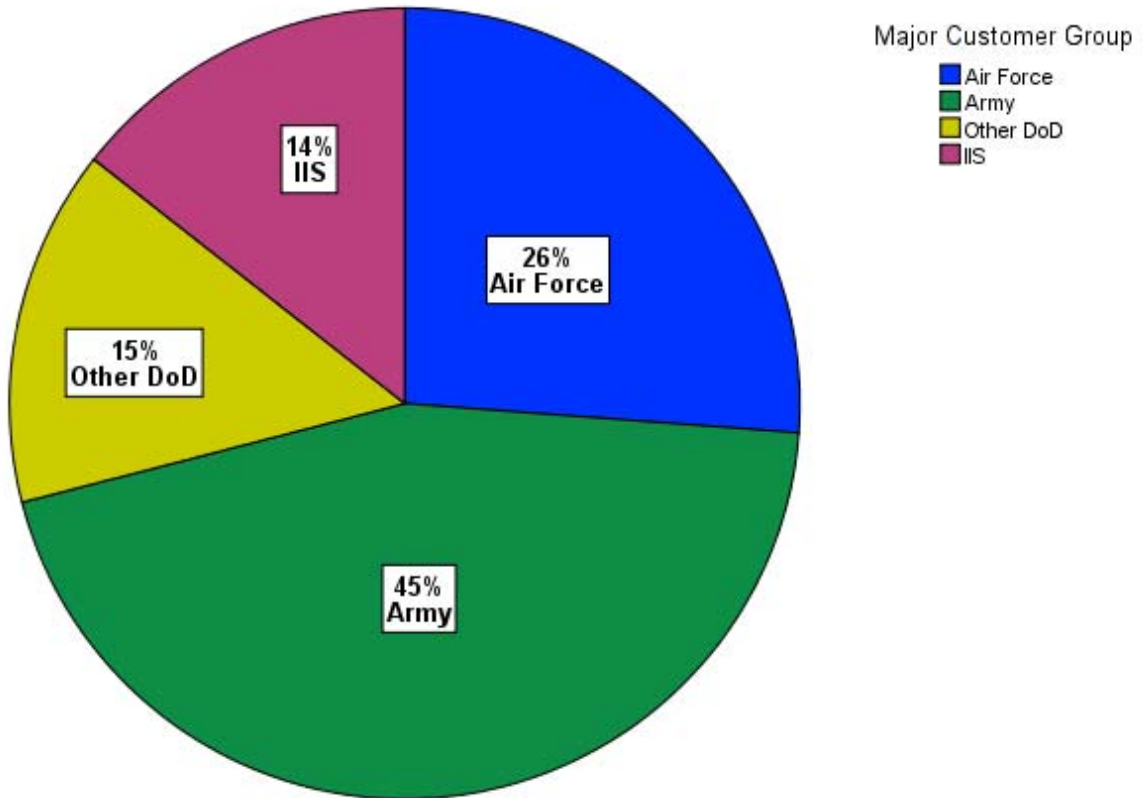


Figure 1. USACE Customer Groups

Air Force Commands FY08

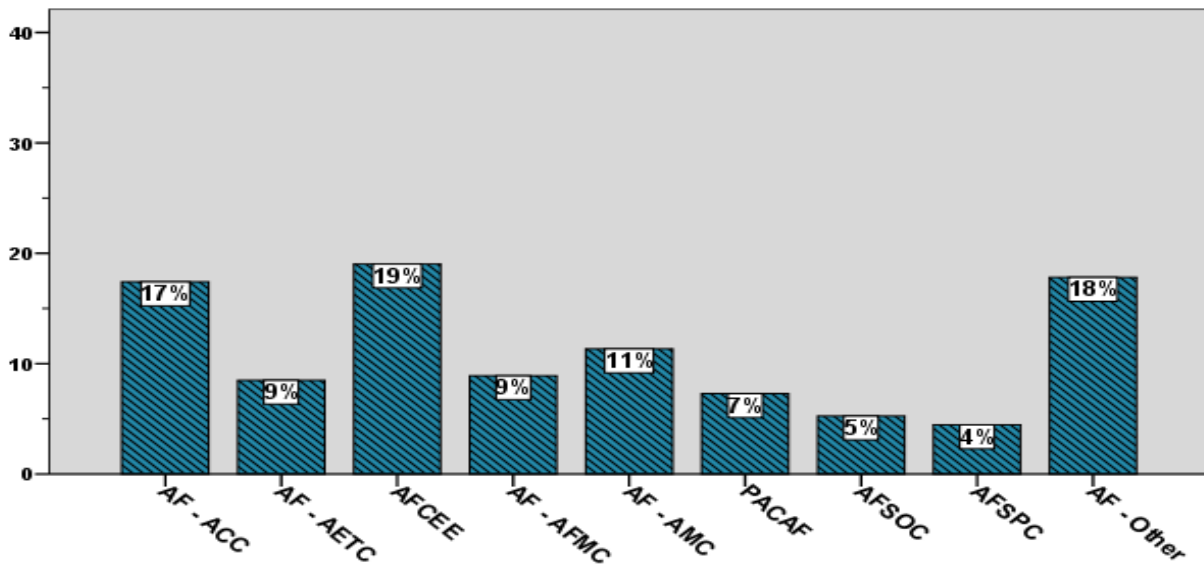


Figure 2. Air Force Commands

Army Commands FY08

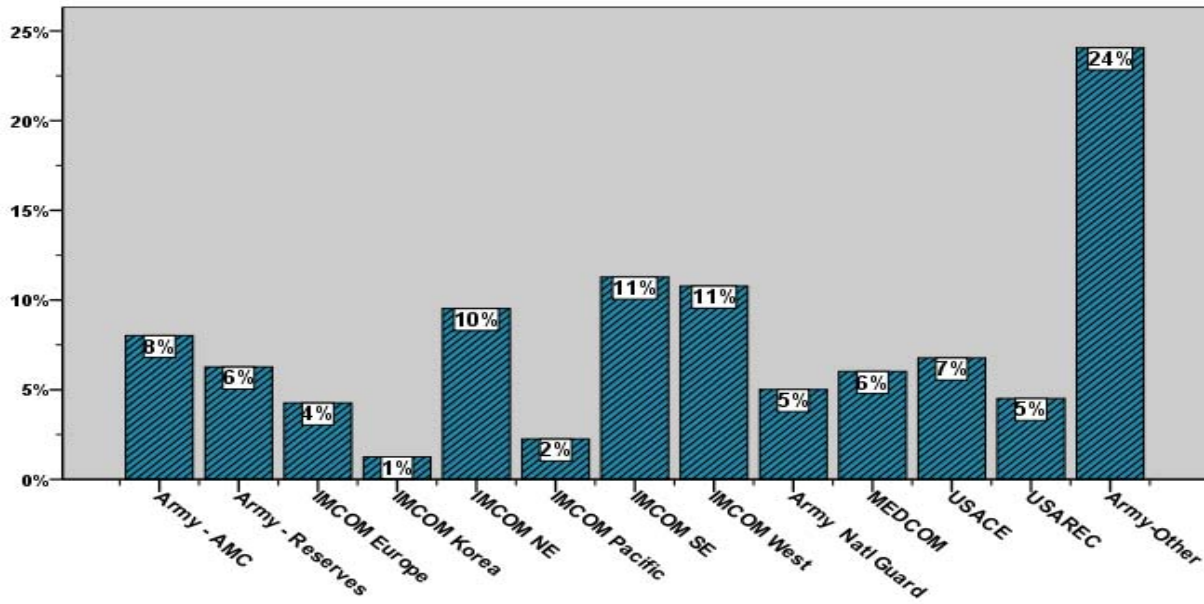


Figure 3: Army Commands

Other DoD Commands FY08

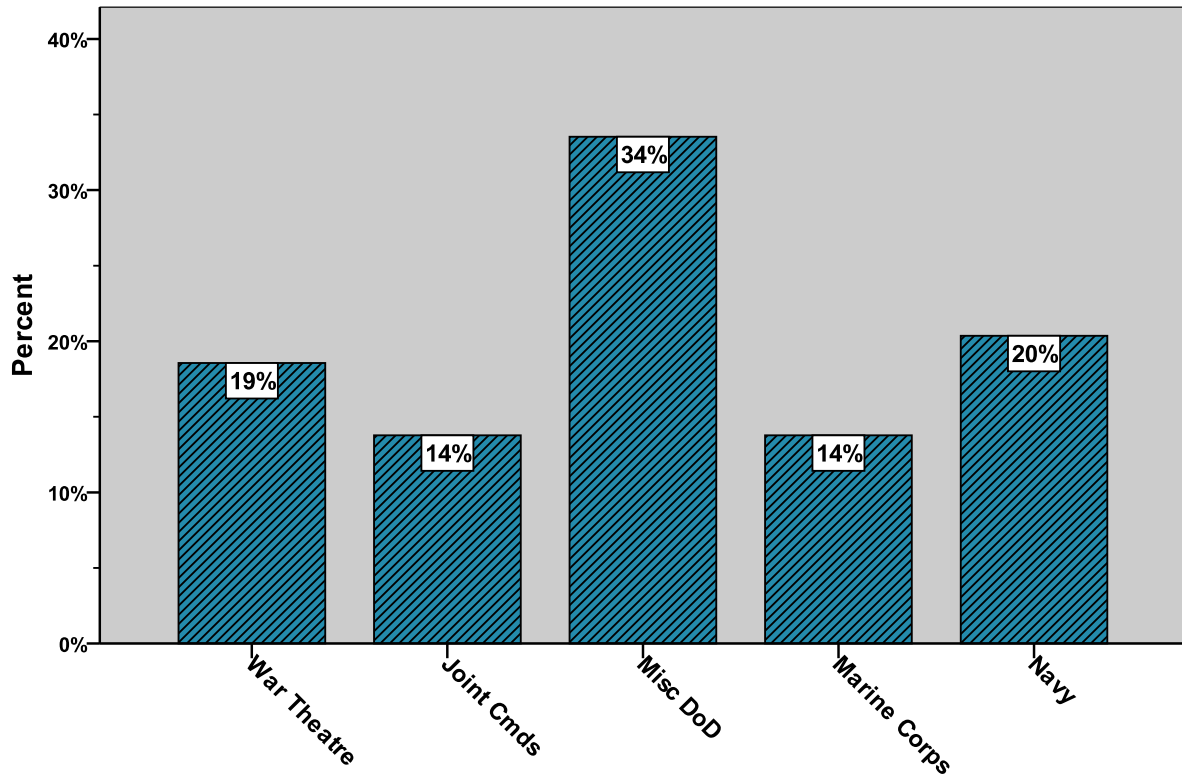


Figure 4: Other DoD Commands

Table 2: DoD Commands

<u>Command</u>	<u># Customers</u>	<u>%</u>
AFSOC	13	1.4
AFSPC	11	1.1
Air Force - ACC	43	4.5
Air Force - AETC	21	2.2
Air Force - AFCEE	47	4.9
Air Force - AFMC	22	2.3
Air Force - AMC	28	2.9
Air Force - Other	44	4.6
Air Force - PACAF	18	1.9
Army - AMC	32	3.3
Army - Other	96	10.0
Army - Reserves	25	2.6
Army Natl Guard	20	2.1
DoD Other	56	5.8
IMCOM Europe	17	1.8
IMCOM Korea	5	0.5
IMCOM NE	38	4.0
IMCOM Pacific	9	0.9
IMCOM SE	45	4.7
IMCOM West	43	4.5
Marine Corps	23	2.4
MEDCOM	24	2.5
Navy	34	3.5
Other Joint Cmd	23	2.4
USACE	27	2.8
USAREC	18	1.9
War Theatre	31	3.2
IIS Agencies	138	14.4
Unknown	7	0.7
Total	958	100.0

Customers were asked to identify the primary category of service they received from the Corps organization they rated. The majority of CEMP customers (52 percent) receive primarily Construction services; 19 percent Environmental services, 11 percent Real Estate, six percent O&M and 12 percent receive 'Other' areas of service. Customers that selected the 'Other' area of services typically specified a combination of services such as 'Design and Construction'. A number of others specified 'Contracting Services', 'Design', 'Planning' or a specialized service

such as Reachback services (GATER program). The complete list of ‘Other’ work categories is found in Appendix B Table B-5.

Table 3: Primary Category of Work

Work Category	# Customers	%
Construction	502	52.4
Environmental	181	18.9
O&M	58	6.1
Real Estate	104	10.9
Other	113	11.8
Total	958	100.0

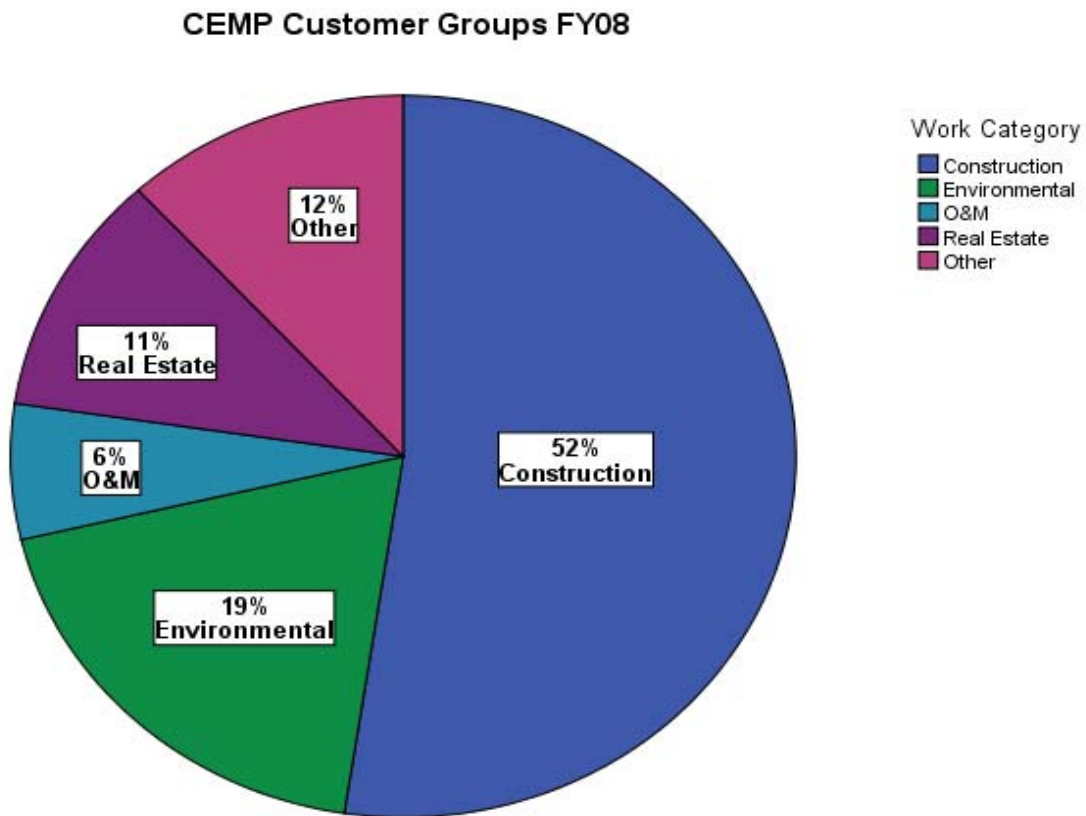


Figure 5: Primary Category of Work

The survey included all Military Districts and the TransAtlantic Center. In addition a small number of customers from Civil Works Districts provide services to military and federal IIS customers so were included in the FY08 survey. These districts work within ten Corps Divisions. The three Gulf Region Division districts were again treated as a single unit. The greatest proportion of responses was received from customers served by South Atlantic and North West Divisions (19 % respectively). Mobile, Omaha, Seattle and Savannah Districts had the greatest number of valid responses.

Table 4: Corps Divisions

<u>Division</u>	<u># Customers</u>	<u>%</u>
AED	13	1.4
GRD	18	1.9
LRD	82	8.6
MVD	31	3.2
NAD	164	17.1
NWD	186	19.4
POD	87	9.1
SAD	185	19.3
SPD	89	9.3
SWD	65	6.8
TAC	38	4.0
Total	958	100.0

Table 5: Corps Districts

District	# Customers	%	District	# Customers	%
AED	13	1.4	NWO	92	9.6
GRD	18	1.9	NWS	74	7.7
LRB	5	0.5	POA	39	4.1
LRC	3	0.3	POF	22	2.3
LRE	7	0.7	POH	8	0.8
LRH	19	2.0	POJ	18	1.9
LRL	40	4.2	SAC	1	0.1
LRN	7	0.7	SAJ	8	0.8
LRP	1	0.1	SAM	106	11.1
MVP	10	1.0	SAS	64	6.7
MVR	6	0.6	SAW	6	0.6
MVS	15	1.6	SPA	17	1.8
NAB	35	3.7	SPK	42	4.4
NAE	3	0.3	SPL	30	3.1
NAN	23	2.4	SWF	27	2.8
NAO	31	3.2	SWL	14	1.5
NAP	30	3.1	SWT	24	2.5
NAU	42	4.4	TAC	38	4.0
NWK	20	2.1	Total	958	100.0

§2.2 GENERAL SATISFACTION ITEMS

The general satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' A score of '3' may be interpreted as mid-range, average or noncommittal. For purposes of the following discussion, response categories '1' ('Very Low') and '2' ('Low') will be collapsed together and referred to as the 'Low' category representing negative responses. Similarly, categories '4' ('High') and '5' ('Very High') will be collapsed and designated the 'High' category, representing positive responses. The following table depicts the responses to the eleven general customer satisfaction indicators. The first column beneath each response category represents the frequency or number of responses and the second column shows the percentage of valid responses⁴.

The lowest mean score for the general satisfaction items was a very positive 4.12 (\$5: Reasonable Cost). The majority of responses (77 percent or more) were positive for all eleven general performance questions. The two most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 91 percent of respondents and 'Seeks Your Requirements', 'Provides a Quality Product', and 'Displays Flexibility' at 88 percent high ratings each. The items that elicited the greatest proportion of low ratings were 'Timely Services' at 7 percent and 'Reasonable Costs' at 6 percent.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 85 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, only 4 percent responded USACE would NOT be their choice for future projects and 11 percent were non-committal. For customers' overall level of satisfaction, 87 percent responded positively, 4 percent negatively and 9 percent fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers needing attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. Detailed responses to these indicators (before collapsing categories) are displayed in Table C-1 of Appendix C so extreme responses can be identified ('Very Low' or 'Very High').

⁴ If customers select NA or fail to rate an item, the number of valid responses will be less than 958.

Table 6: General Satisfaction Items

General Items	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	21	2.3	91	9.8	821	88.0	933	100.0
S2 Manages Effectively	51	5.4	104	11.1	782	83.5	937	100.0
S3 Treats You as a Team Member	32	3.4	54	5.7	858	90.9	944	100.0
S4 Resolves Your Concerns	41	4.3	85	8.9	824	86.7	950	100.0
S5 Timely Service	65	6.8	129	13.6	755	79.6	949	100.0
S6 Quality Product	22	2.4	91	9.8	816	87.8	929	100.0
S7 Reasonable Costs	51	5.6	162	17.9	692	76.5	905	100.0
S8 Displays Flexibility	29	3.1	88	9.3	828	87.6	945	100.0
S9 Keeps You Informed	44	4.7	89	9.4	810	85.9	943	100.0
S10 Your Future Choice	35	3.8	105	11.4	783	84.8	923	100.0
S11 Overall Satisfaction	34	3.6	89	9.4	823	87.0	946	100.0

Green: Highest Rated

Red: Lowest Rated

§2.3 SPECIFIC SERVICES ITEMS

Items 12 through 34 of the Military Customer Survey solicit customers' opinions concerning 23 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All specific services items received a mean score of 4.06 or higher.

A large number of customers left one or more items blank in this section. The average percentage of non-response was 43 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 21 percent on Item 24: 'Contracting Services' to a high of 75 percent on Item 16: 'BRAC'.

The proportion of high ratings for the specific services items ranged from 77 to 90 percent. The most highly rated items were 'BRAC' at 90 percent, and 'Environmental Studies', 'Construction Quality' and 'End-User Satisfaction' at 88 percent each. The specific services that received the largest proportion of low ratings were 'Timely Construction' at 8 percent and 'On-Site Project Management' and 'Cost Estimating' at 5 percent each. 'Timely Construction' has consistently been the lowest rated service over time. Detailed responses to these 23 indicators (before collapsing categories) are displayed in Table C-2 of Appendix C so extreme responses can be identified (Very Low or Very High).

Table 7: Specific Services Items

<u>Specific Services</u>	<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Total</u>	
	#	%	#	%	#	%	#	%
S12 Planning (Charettes, Master..)	14	2.5	64	11.6	474	85.9	552	100.0
S13 Investigations/Inspections	16	4.0	50	12.5	333	83.5	399	100.0
S14 Environmental Studies	2	0.5	44	11.2	348	88.3	394	100.0
S15 Environmental Compliance	7	1.8	43	11.0	340	87.2	390	100.0
S16 BRAC	4	1.7	21	8.7	217	89.7	242	100.0
S17 Real Estate	14	4.1	50	14.8	274	81.1	338	100.0
S18 Project Management	29	3.9	71	9.5	648	86.6	748	100.0
S19 On-Site Project Mgmt	28	4.6	77	12.6	504	82.8	609	100.0
S20 Project Documents (1391s, 1354s..)	21	3.8	79	14.2	456	82.0	556	100.0
S21 Funds Management	31	4.3	100	14.0	582	81.6	713	100.0
S22 Cost Estimating	33	4.5	120	16.5	574	79.0	727	100.0
S23 Change Mgmt (Mods etc)	26	3.8	94	13.6	573	82.7	693	100.0
S24 Contracting Services	26	3.4	77	10.2	652	86.4	755	100.0
S25 AE Services	14	2.4	68	11.8	496	85.8	578	100.0
S26 Engineering Design	20	3.5	69	12.1	481	84.4	570	100.0
S27 Construction Quality	6	1.1	63	11.2	495	87.8	564	100.0
S28 Timely Construction	44	7.9	86	15.5	426	76.6	556	100.0
S29 Construction Turnover	14	2.9	68	14.0	405	83.2	487	100.0
S30 Warranty Support	14	3.3	71	16.8	338	79.9	423	100.0
S31 End-user Satisfaction	7	1.3	60	11.2	468	87.5	535	100.0
S32 Maintainability of Construction	7	1.4	63	13.0	415	85.6	485	100.0
S33 Value of S & R	20	2.9	72	10.5	595	86.6	687	100.0
S34 Value of S & A	15	2.4	69	11.0	546	86.7	630	100.0

Green: Highest Rated

Red: Lowest Rated

§2.4 CUSTOMER COMMENTS

The survey instrument includes a blank ‘explanation’ field for each item. Customers could use this field to explain any of their ratings but were specifically asked to explain any low ratings (below 3). Customers could also provide general comments or suggestions concerning Corps services at the end of the survey. All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they typically feel fairly strongly about the issue they are addressing. And secondly, each comment may represent up to eight additional customers who feel the same way but simply don’t take the time to provide a comment.

A total of 695 customers (73%) submitted comments. Of these, 386 (56%) made overall favorable comments, 108 (16%) made negative comments and 182 (26%) customers’ comments contained mixed information (positive and negative statements). A small number of customer comments (19 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The survey item which received the greatest number of positive comments was ‘Overall Satisfaction’ (299 customers). The area of service that received the next highest number of positive comments was ‘Your Choice for Future Work’ (106 customers) followed by ‘Project Management’ (85 Customers). As in previous years, there were a large number of positive comments about ‘On-site Project Management’ (76 customers).

The two items receiving the largest number of negative comments were ‘Timely Service’ (116 customers) and ‘Reasonable Cost’ (68 customers). The other areas of services that received a large number of negative comments were ‘Manages Effectively’ (81 customers), ‘Keeps You Informed’ (78 customers) and ‘Timely Construction’ (63 customers).

In the General Comments portion of the survey the most frequent positive comment was ‘Compliments to Individuals/Staff’ (248 customers). This outcome is seen year after year. The numerous compliments to Corps staff are particularly important given that customer loyalty engendered from strong relationships is at the heart of customer satisfaction. The next most frequent General Comments concerned ‘Professionalism (55 customers) and ‘Responsiveness’ (51).

Similar to last year a number of general comments addressed workload management issues (‘Staff continuity/adequacy’). Fortunately the number of complaints regarding project closeout problems (completions of 1354s and resolution of punch-list items) has decreased. A summary of all comments is shown below. Note that the total number of comments exceeds 695 as most customers mentioned several issues.

Table 8: Summary of Customer Comments

<u>Comments on Service Areas</u>	<u>Positive</u>	<u>Negative</u>	<u>Total</u>
S1 Seeks Your Requirements	62	37	99
S2 Manages Effectively	58	81	139
S3 Treats You as a Team Member	58	44	102
S4 Resolves Your Concerns	52	61	113
S5 Timely Service	80	116	196
S6 Quality Product	72	44	116
S7 Reasonable Cost	37	86	123
S8 Displays Flexibility	58	44	102
S9 Keeps You Informed	77	78	155
S10 Your Choice for Future Work	106	58	164
S11 Overall Satisfaction	299	46	345
S12 Planning (Charettes, Master..)	38	27	65
S13 Investigations/Inspections	13	19	32
S14 Environmental Studies	28	11	39
S15 Environmental Compliance	33	16	49
S16 BRAC	22	9	31
S17 Real Estate	32	31	63
S18 Project Management	85	49	134
S19 On-Site Project Mgmt	76	50	126
S20 Project Documents (1391s, 1354s..)	22	42	64
S21 Funds Management	35	46	81
S22 Cost Estimating	28	60	88
S23 Change Mgmt (Mods etc)	27	50	77
S24 Contracting Services	57	49	106
S25 AE Services	39	47	86
S26 Engineering Design	22	38	60
S27 Construction Quality	36	23	59
S28 Timely Construction	27	63	90
S29 Construction Turnover	14	29	43
S30 Warranty Support	16	23	39
S31 End-user Satisfaction	23	19	42
S32 Maintainability of Construction	13	12	25
S33 Value of S & R	17	27	44
S34 Value of S & A	22	23	45

Table 9: General Comments

General Comments	Pos	Neg	Tot
Comments re: Staff/Individuals	248	16	264
Professionalism	55	0	55
Responsiveness	42	9	51
Technical Knowledge / Expertise	33	11	44
Staff Continuity/ Project staffing	2	36	38
Improvement in Service	30	5	35
Customer Focus	25	8	33
Communication	11	17	28
Relationship	22	3	25
District to District Coordination	12	10	22
Staff Continuity	4	16	20
Meeting Customer Requirements	11	8	19
QA/QC	6	11	17
Proactive	8	3	11
Year-end work	7	2	9
Meet Budget	5	3	8
COE Critical to Customer Mission	8	0	8
Meeting Schedule	5	1	6
Accountability - AE	1	5	6
SOW/Bid Package	1	4	5
Innovative	4	1	5
Accountability - COE	0	5	5
OH Charges	0	5	5
Customer Survey	4	1	5
Project Scope	0	4	4
Project Closeout	0	4	4
O&M Services	3	1	4
Legal Services	3	1	4
Accommodating War Theater	1	3	4
Frequency of Site Visits	0	3	3
Design-Builds	0	3	3
Lessons Learned	1	2	3
SBA/8A Contract Services	0	3	3
Reachback services	2	0	2
GATER program	2	0	2
Partnership	2	0	2
Impacts due to COE Policy/Org	0	2	2
Small project work	1	1	2
External Coordination	2	0	2
PARC Support	1	1	2
Military Transformation	1	0	1
Fuel Systems Projects	1	0	1
Security features	0	1	1

<u>General Comments</u>	<u>Pos</u>	<u>Neg</u>	<u>Tot</u>
Projnet Use	0	1	1
'One Door to Corps'	1	0	1
Janitorial Services	0	1	1
Transition between FY	0	1	1
IT Support	1	0	1
HVAC	0	1	1
MILCON Support	1	0	1
Availability of funds for SATOC	0	1	1
Mine Reclamation Work	1	0	1
Dr. Checks	0	1	1
As-builts	0	1	1
Security Contractor for War Theater	0	1	1
USAR RE Acquisition Program	0	1	1
GIS Service	1	0	1

§3.0 Comparison of Ratings by Customer Subgroups

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. These analyses can reveal hidden pockets of very satisfied or dissatisfied customers that may be obscured in the aggregation of Corps-wide ratings. This data provides managers a more in-depth context in which to evaluate customer ratings individually and in the aggregate. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army vs. ‘Other’) and primary work category (Construction vs. Environmental vs. ‘Other’).

§3.1 Ratings by Customer Group

The first analysis compares customer satisfaction ratings for Air Force, Army, and ‘Other’ where ‘Other’ includes Other DoD and IIS customers. Ratings for all satisfaction indicators were examined. Ratings among the customer groups were very comparable for almost all satisfaction indicators. Statistically significant differences in ratings were found for only two services: ‘Engineering Design’ and ‘Construction Quality’. For ‘Engineering Design’ ratings provided by the ‘Other’ customer group were statistically greater than the Air Force group. In ‘Construction Quality’ ratings provided by the ‘Other’ customer group were statistically greater than the Air Force and Army groups. A detailed table presenting mean Air Force, Army, and ‘Other’ item scores and sample sizes is located in Appendix Table C-3.

Table 10: Summary of Ratings by Customer Group FY08

<u>Item</u>	<u>Statistically Significant Differences</u>
S26 Engineering Design	Other > Air Force
S27 Construction Quality	Other > Air Force, Army

Air Force vs Army vs Other Ratings FY08

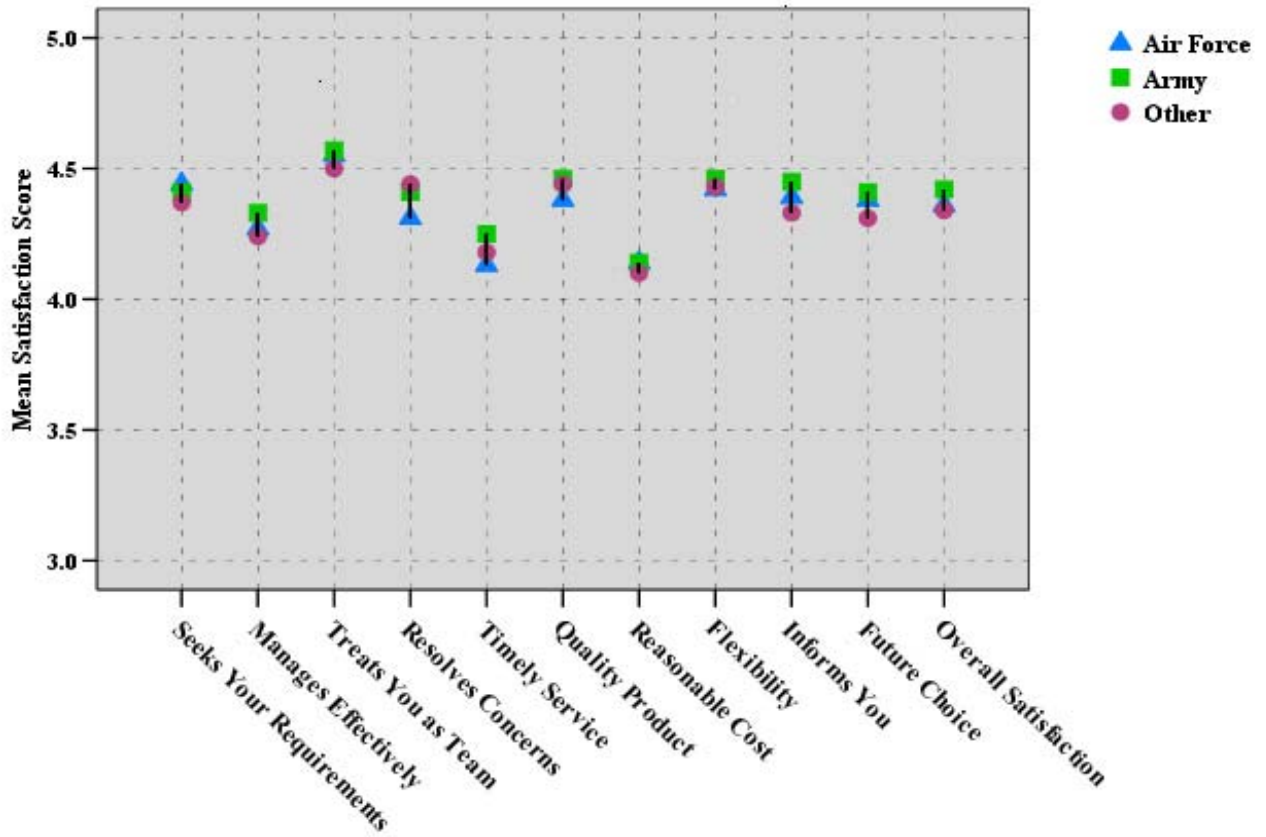
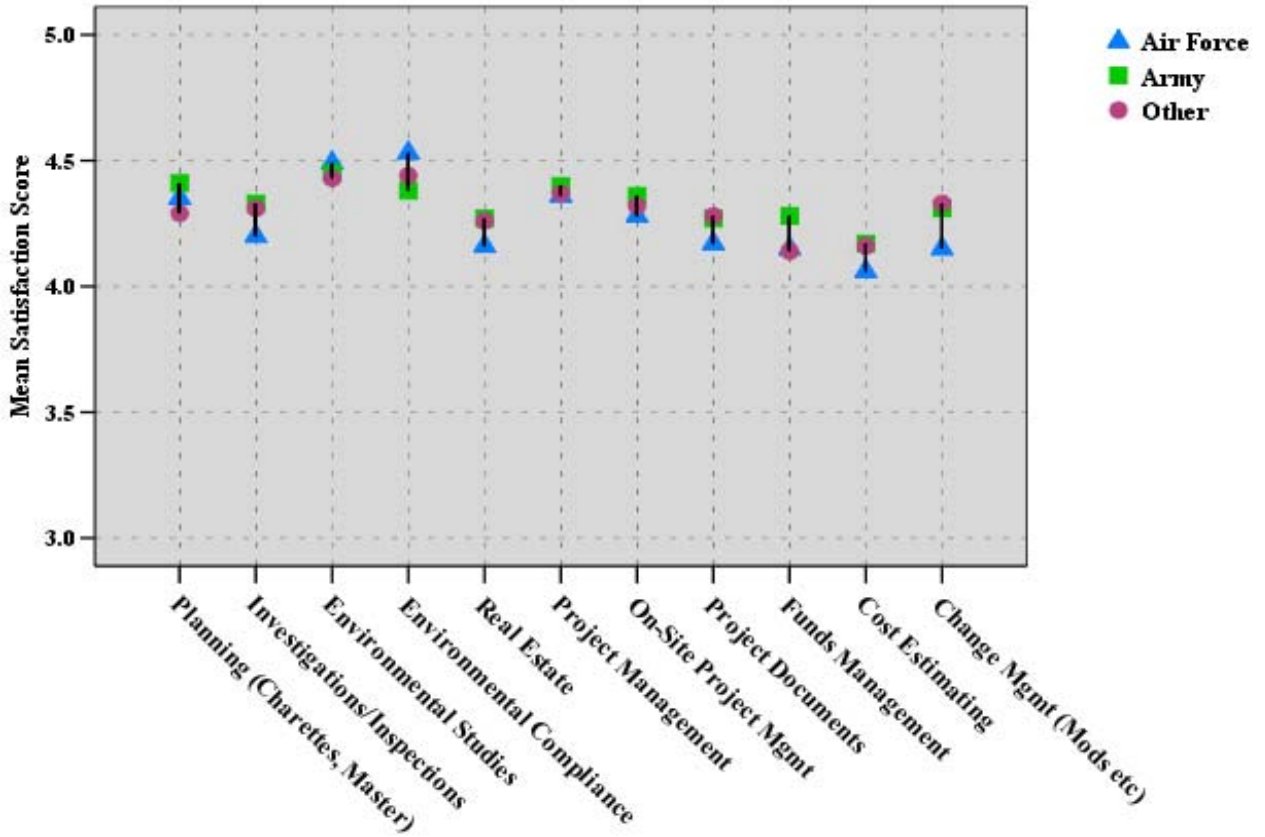
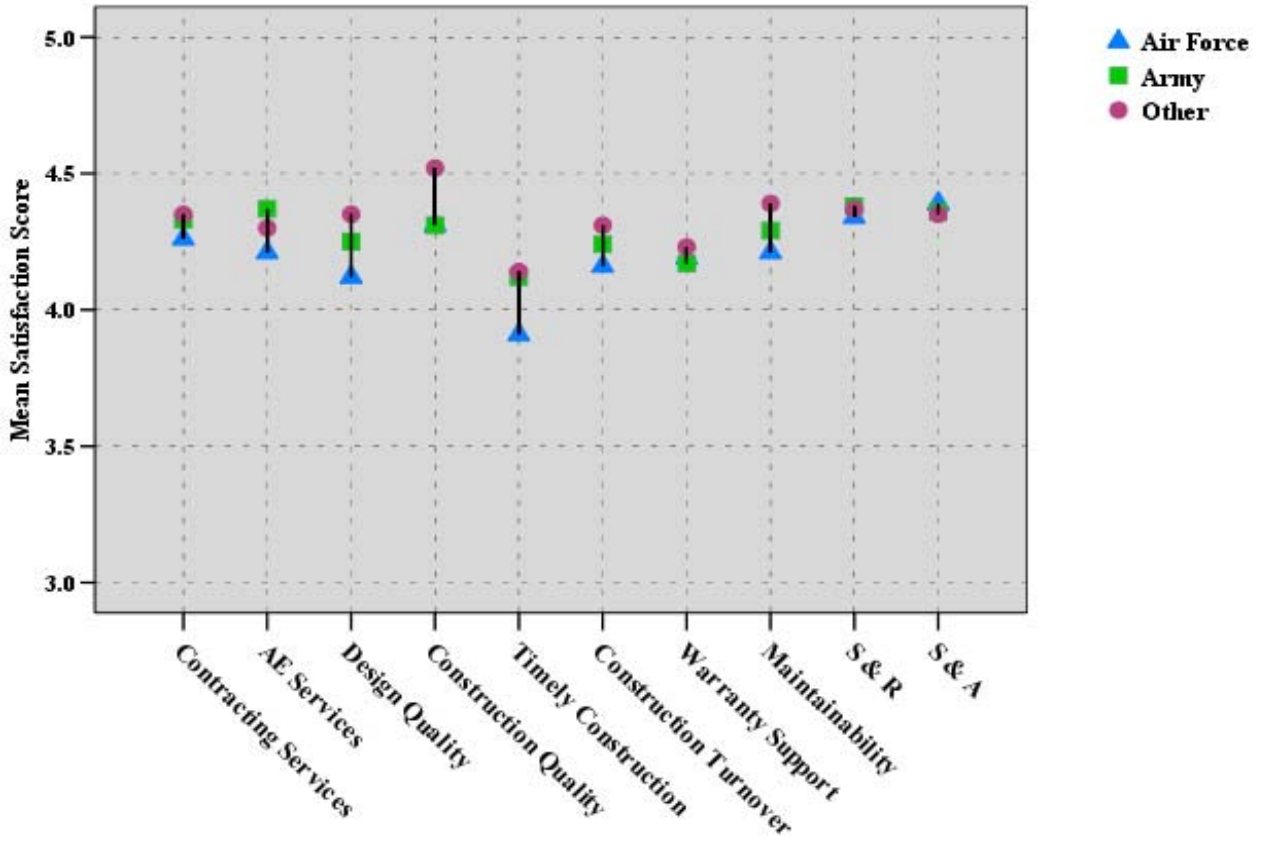


Figure 6: Ratings by Customer Group

Air Force vs Army vs Other Ratings FY08



Air Force vs Army vs Other Ratings FY08



3.2 Ratings by Primary Category of Work

Comparisons of ratings of Construction vs. Environmental vs. ‘Other’⁵ customers were performed to detect any differences among the work categories for selected satisfaction indicators and to determine whether any of these differences are statistically significant. This analysis includes only the General Satisfaction questions (Items 1-12) plus the Specific Services items that are applicable to all work categories: ‘Project Management’, ‘Project Documents’, ‘Funds Management’, ‘Cost Estimating’, ‘Change Management’, ‘Contracting Services’, and ‘A/E Contracts’. A very clear pattern emerges in these comparisons and is illustrated in the graphs below. Environmental customers were consistently the most satisfied and Construction the least satisfied. Ratings provided by the Environmental customer group and ‘Other’ were consistently significantly higher than Construction customers. The direction of these results are consistent with previous years. However the gap between group mean scores has been decreasing over time suggesting a trend to greater homogeneity as compared to early years of the survey. Recall that Construction customers comprise 52 percent of the customer base, Environmental 19 percent and ‘Other’ 29 percent. Table C-4 in Appendix C displays mean subgroup scores and sample sizes.

Table 11: Summary of Ratings by Work Category FY08

<u>Item</u>	<u>Statistically Significant Differences</u>
S5 Timely Service	Environmental, Other > Construction
S7 Reasonable Cost	Environmental, Other > Construction
S9 Keeps You Informed	Environmental, Other > Construction
S21 Funds Management	Environmental, Other > Construction
S22 Cost Estimating	Environmental, Other > Construction
S23 Change Mgmt (Mods etc)	Environmental, Other > Construction
S25 AE Services	Environmental, Other > Construction

⁵ ‘Other’ customers typically specified a combination of services such as ‘Design and Construction’ or a specialized service such as ‘Contracting Services’, ‘Design’, ‘Planning’ or Reachback services (GATER program).

Ratings by Primary Work Category

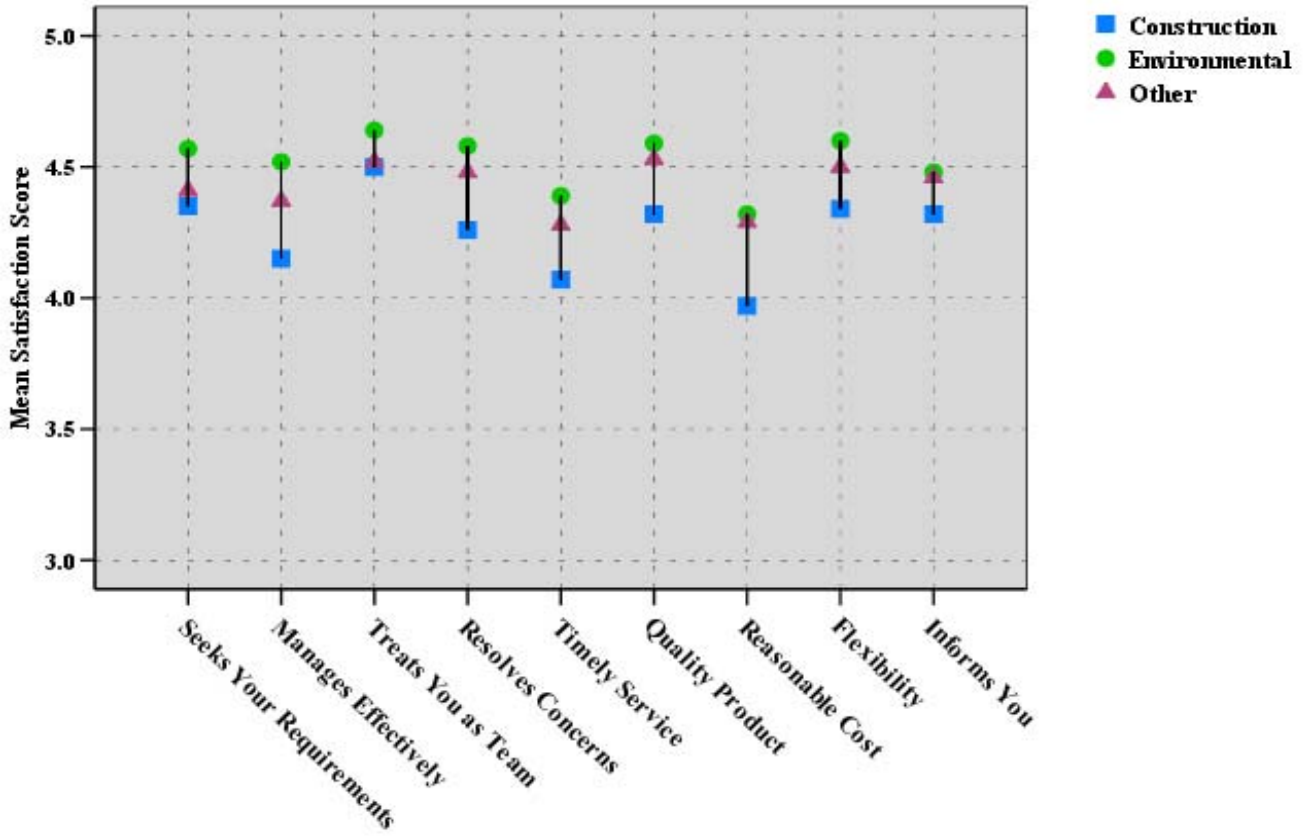
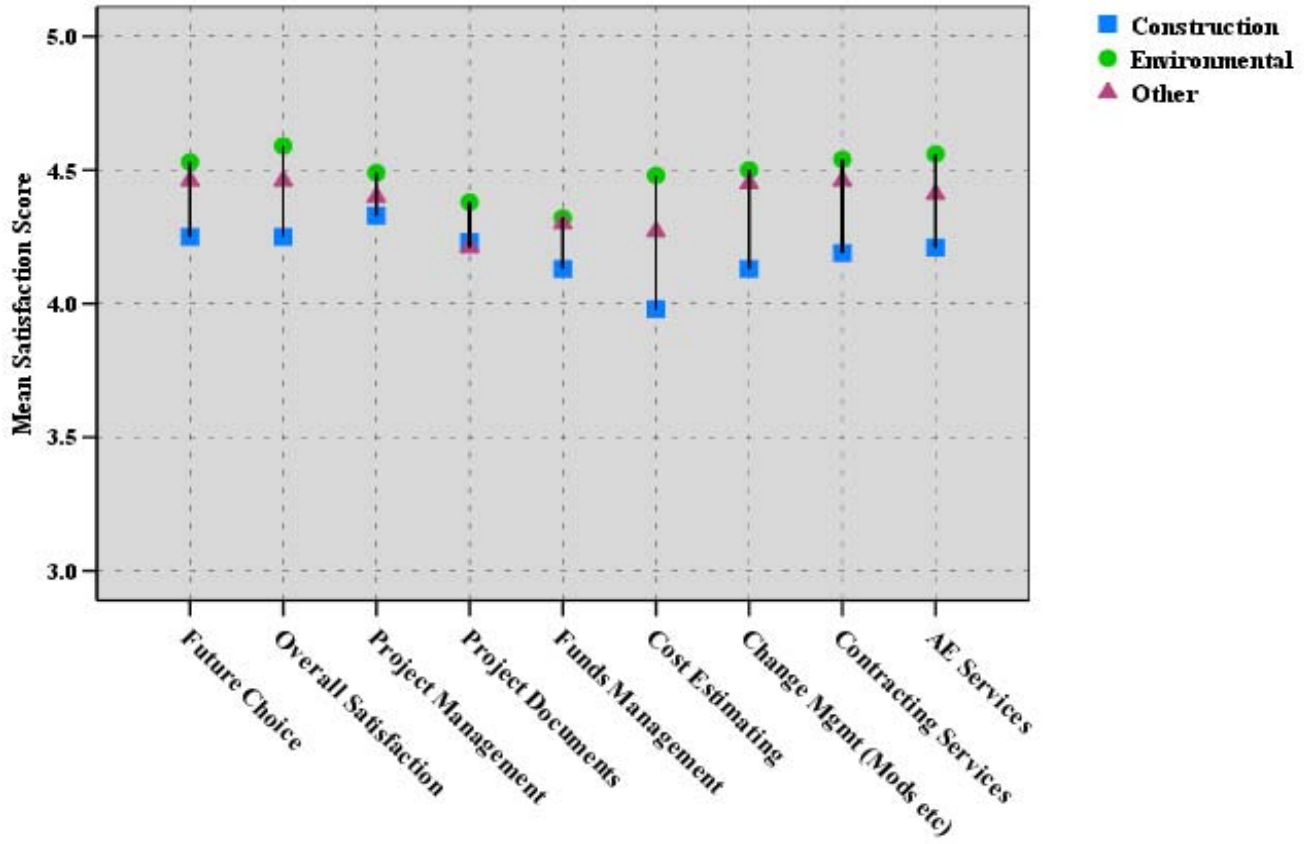


Figure 7: Ratings by Category of Work

Ratings by Primary Work Category



3.3 Ten-Year Trends by Customer Group

The Corps Military Customer Satisfaction Survey has been administered for a total of fourteen years. The following analysis tracks the past ten years in customers' assessment data. The analysis juxtaposes the trends in Air Force, Army and 'Other' customer ratings over time. The 'Other' group represents IIS and 'Other DoD' responses combined. This analysis summarizes up to 2,050 Air Force customer responses; 3,224 Army and 1,598 'Other' responses. The number of surveys received by customer group by year is displayed below. The numbers of actual valid responses vary by item. Additional demographic information, such as the number of responses by Division and District by year, is shown in Appendix C, Tables C-5 and C-6.

Table 12: Number of Responses by Customer Group & Survey Year

<u>Survey Yr</u>	<u>Air Force</u>	<u>Army</u>	<u>Other</u>	<u>Total</u>
FY99	189	414	142	745
FY00	185	305	101	591
FY01	204	228	85	517
FY02	190	251	130	571
FY03	179	249	136	564
FY04	194	261	171	626
FY05	212	334	149	695
FY06	217	368	191	776
FY07	231	388	217	836
FY08	249	426	276	951
Total	2050	3224	1598	6872

Results show that in general, there has been a gradual upward trend over the previous ten years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1999. Ratings for all groups show a slight decline in FY03 but recovered in FY04 and have been largely increasing through FY08. No evidence of decreasing trends in customer satisfaction is visible in any area. Overall ratings in FY08 are at the highest level since the survey began.

An unusual pattern existed for Air Force customers until FY06. Air Force ratings had displayed a three-year cyclic pattern where ratings rose over the course of three years then dropped significantly and began to rise again. This pattern had occurred for three full cycles from FY97 thru FY05. It was expected that ratings would again fall in FY06. This did not occur as the increase in ratings that began in FY03 continued through FY06 for almost all services. The Air

Force customer satisfaction was at its highest level in 2006 and remained relatively stable at a high level through FY08.

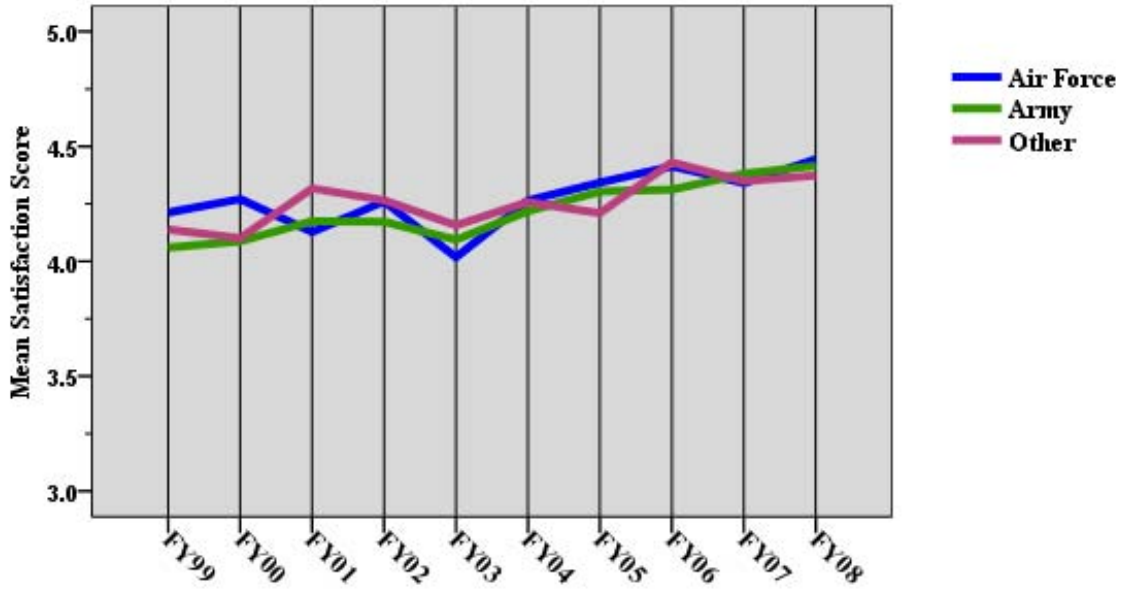
Army customers' ratings display very stable trends, moving upward in a very consistent pattern over the first six years then showing a very slight decline in FY03. The increasing trend continues after FY03. The greatest improvement in customer satisfaction has clearly been demonstrated among Army customers. In FY08 ratings for Army customers attained the highest level of satisfaction in all areas since the survey began. Furthermore there were no areas of decreasing ratings. In summary, although Army customers began as the least satisfied customer group, they have slowly but steadily become very satisfied with Corps services.

Historically there have been more erratic or indeterminate trends in 'Other' customer ratings over time. This may be explained by the fact that the composition of the IIS customer base is more variable from year to year. However, beginning in FY03 there has been a consistent upward trend in customer ratings in all service areas

Some readers may find it easier to discern trends by reviewing individual bar graphs for each of the three customer groups separately. These graphs are available on the CEMP Homepage <http://www.usace.army.mil/cemp/pages/home.aspx> Simply 'CTRL-Click' or copy and paste this link into your web browser. Select the link labeled 'FY08 Trend Charts' or you may contact the author of this report for assistance.

General Satisfaction Items

S1: Seeks Your Requirements



S2: Manages Effectively

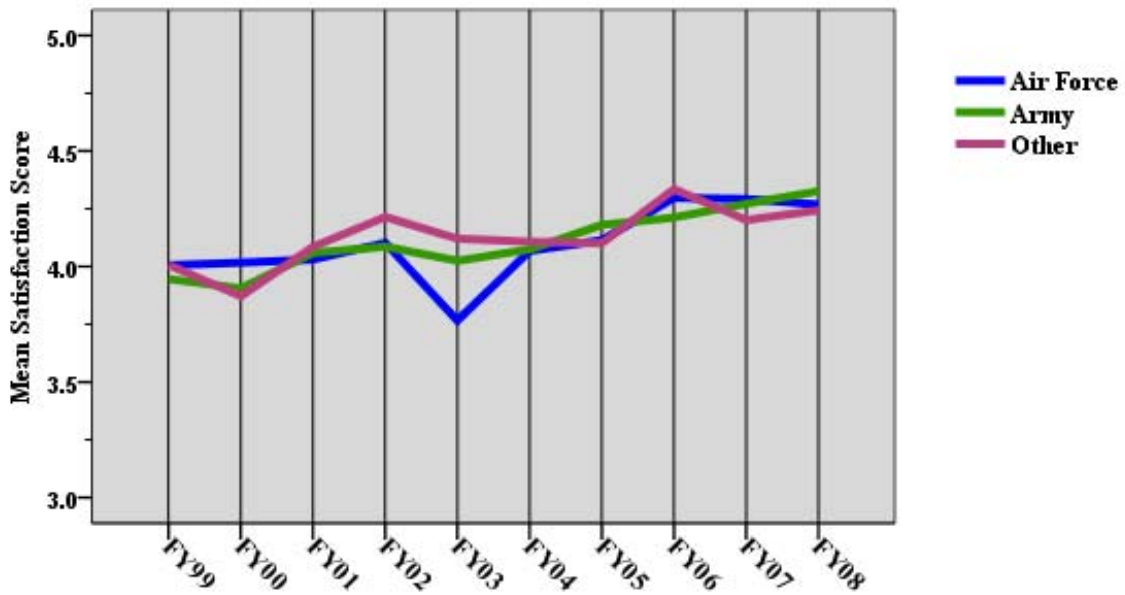
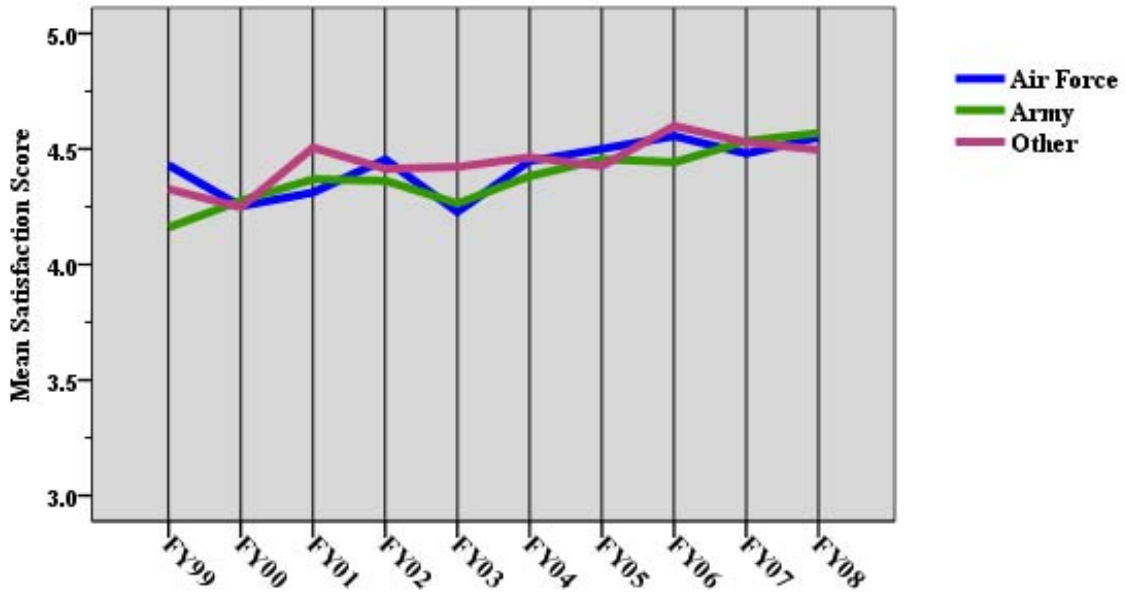
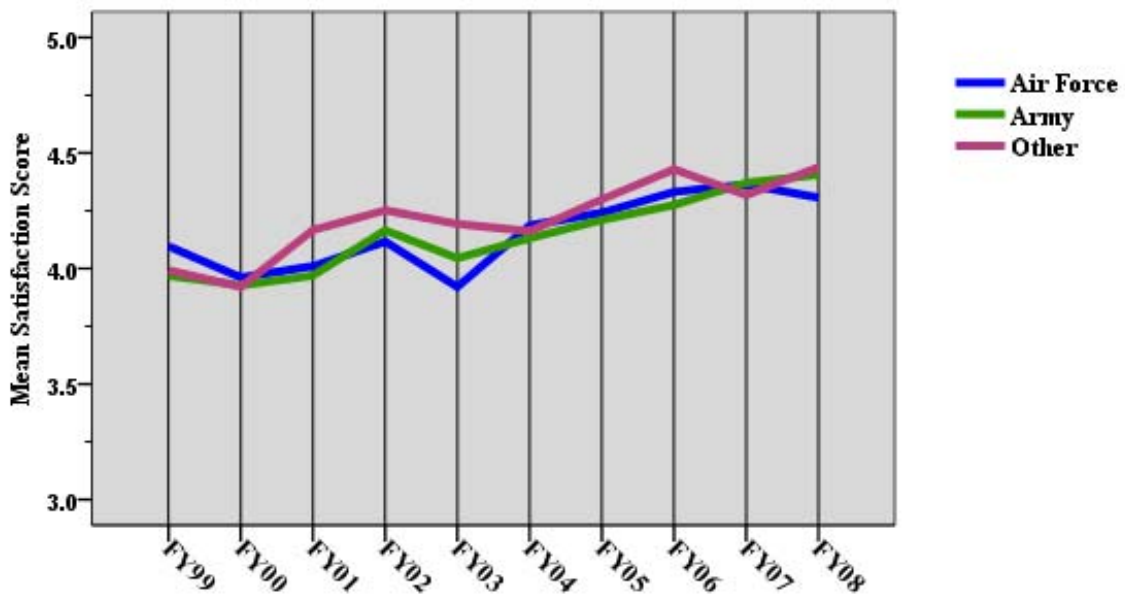


Figure 8: Trends by Customer Group

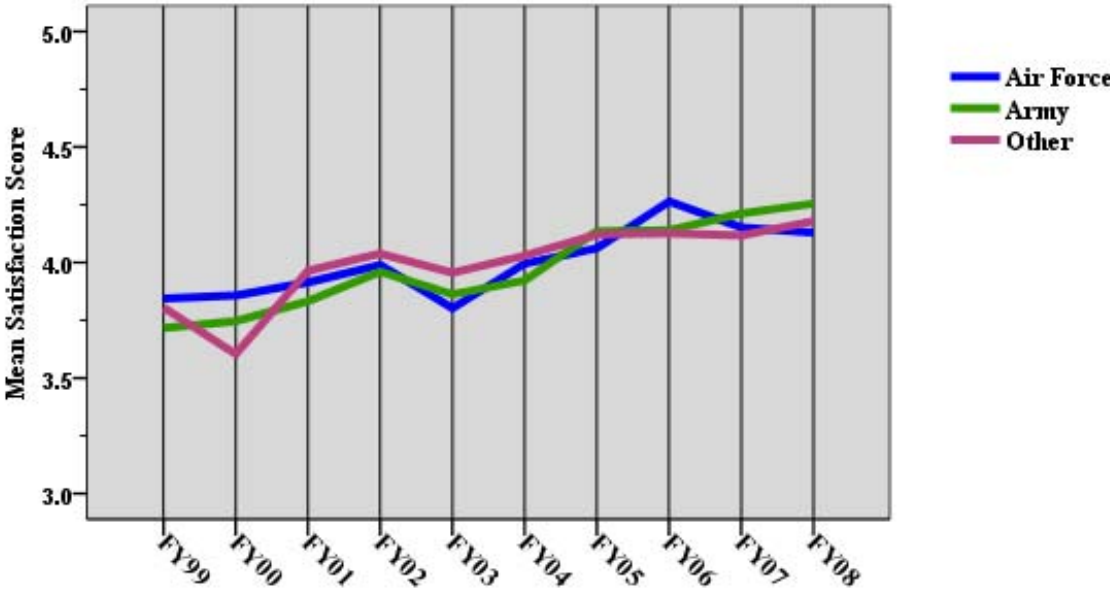
S3: Treats You as Team Member



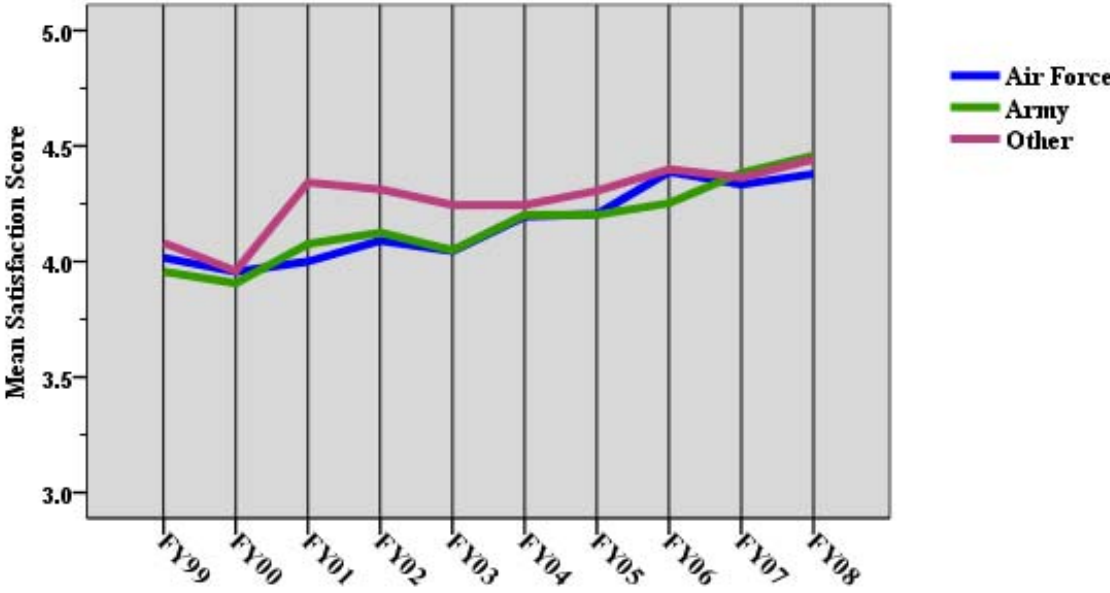
S4: Resolves Your Concerns



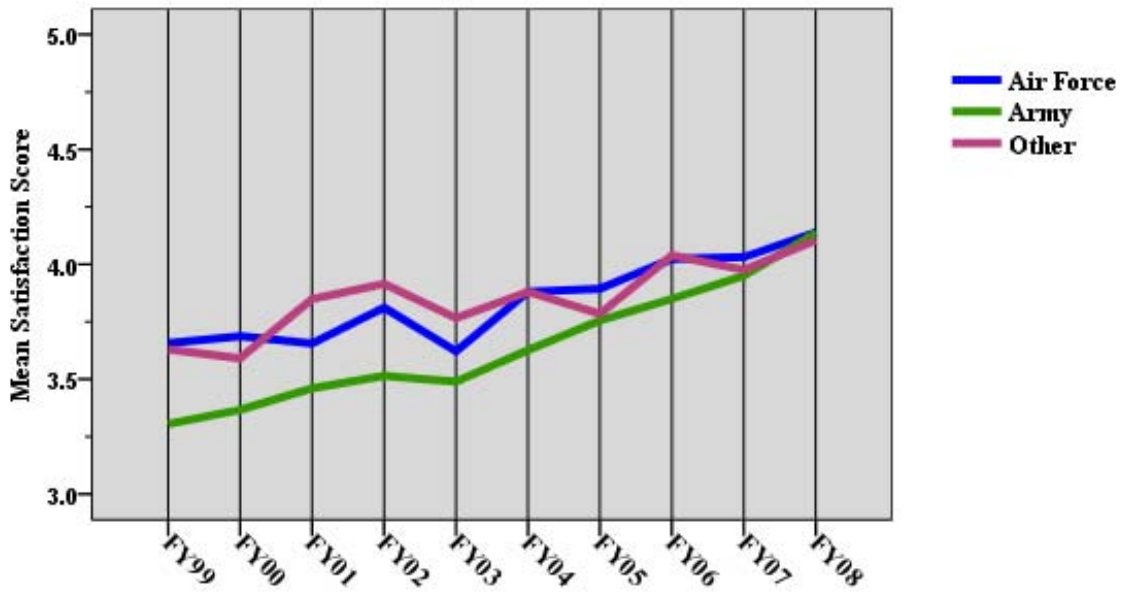
S5: Provides Timely Services



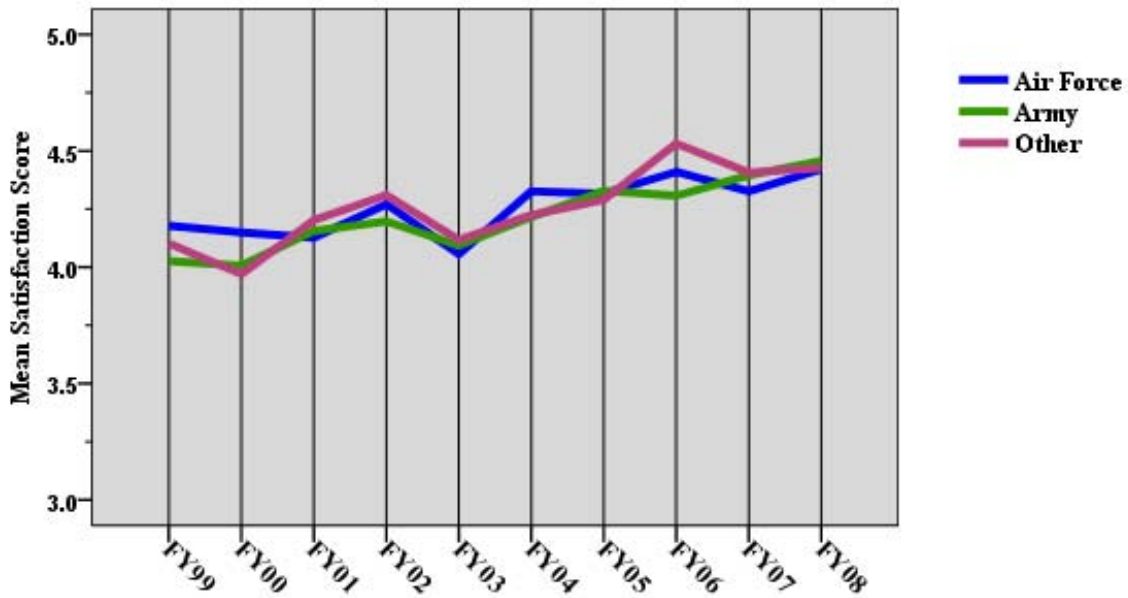
S6: Delivers Quality Products



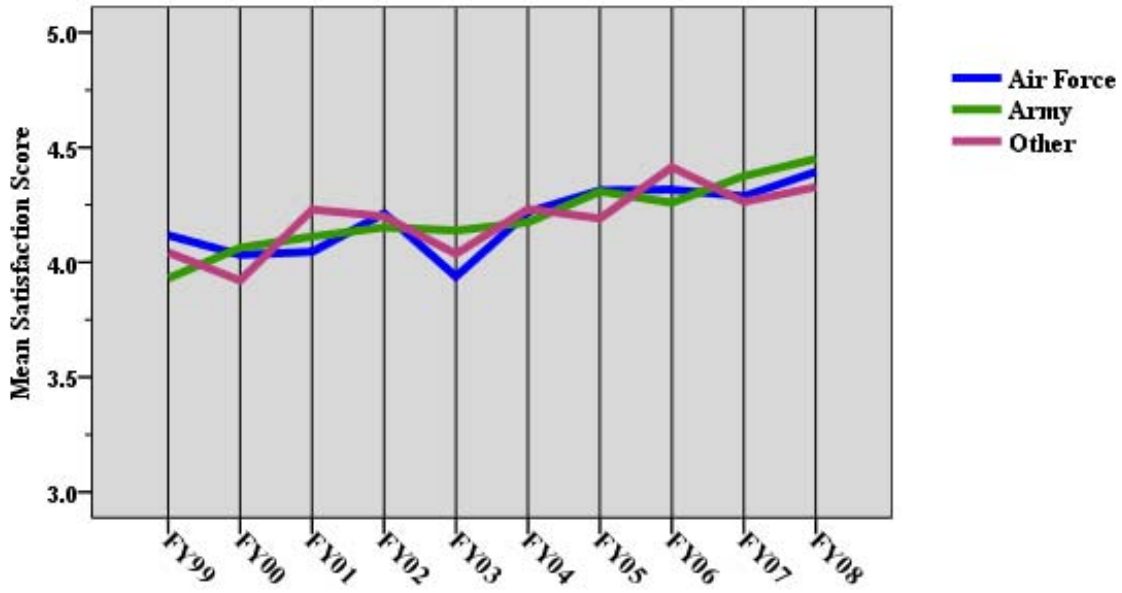
S7: Products at Reasonable Cost



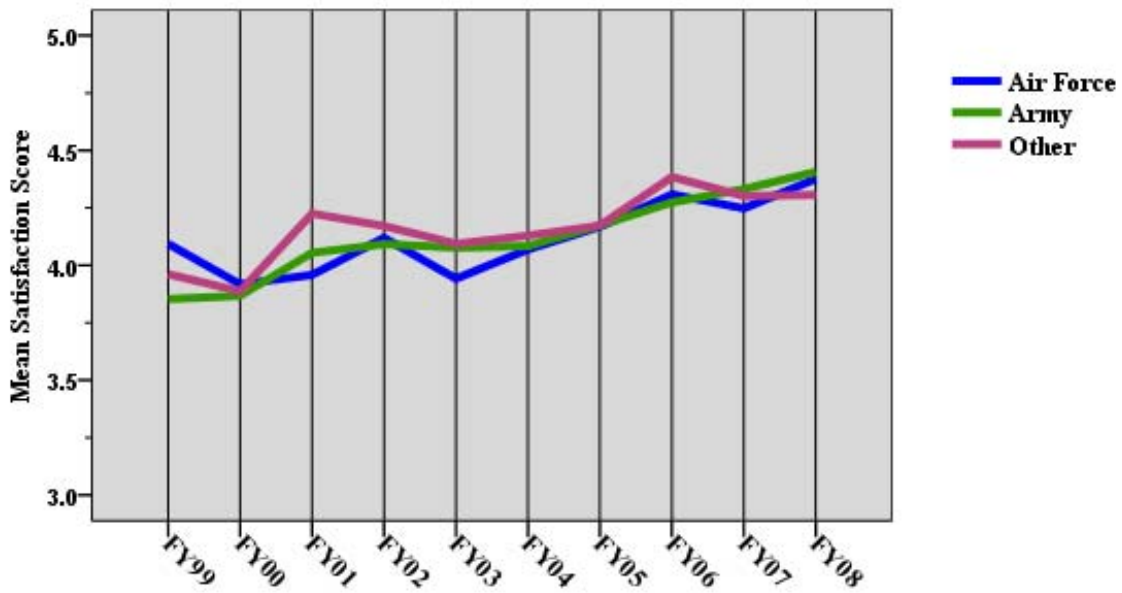
S8: Flexible to Your Needs



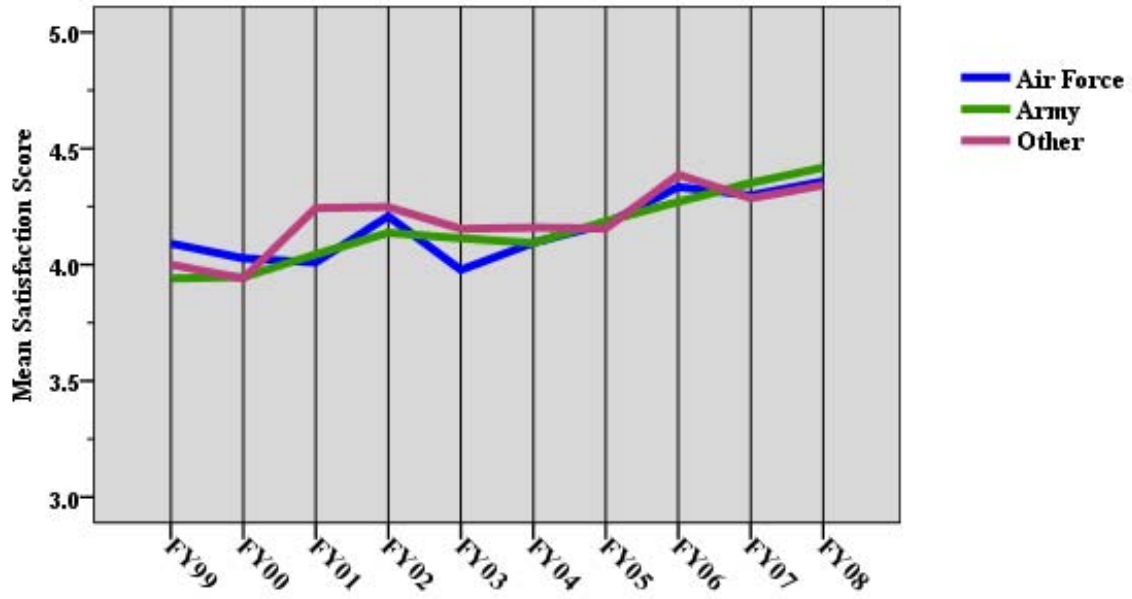
S9: Keeps You Informed



S10: Your Choice in the Future

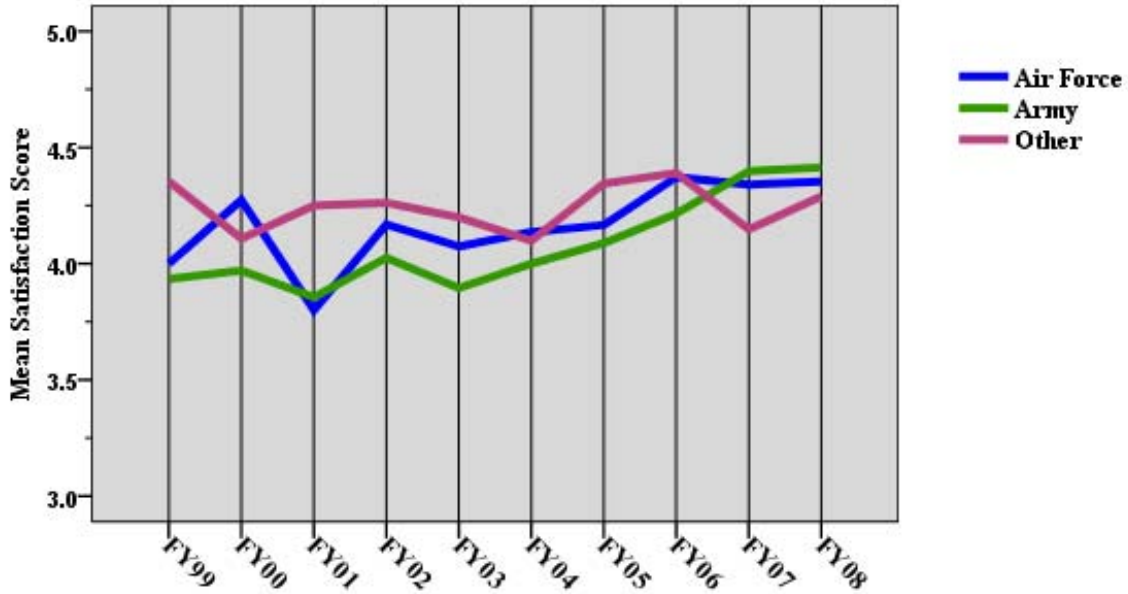


S11: Your Overall Satisfaction

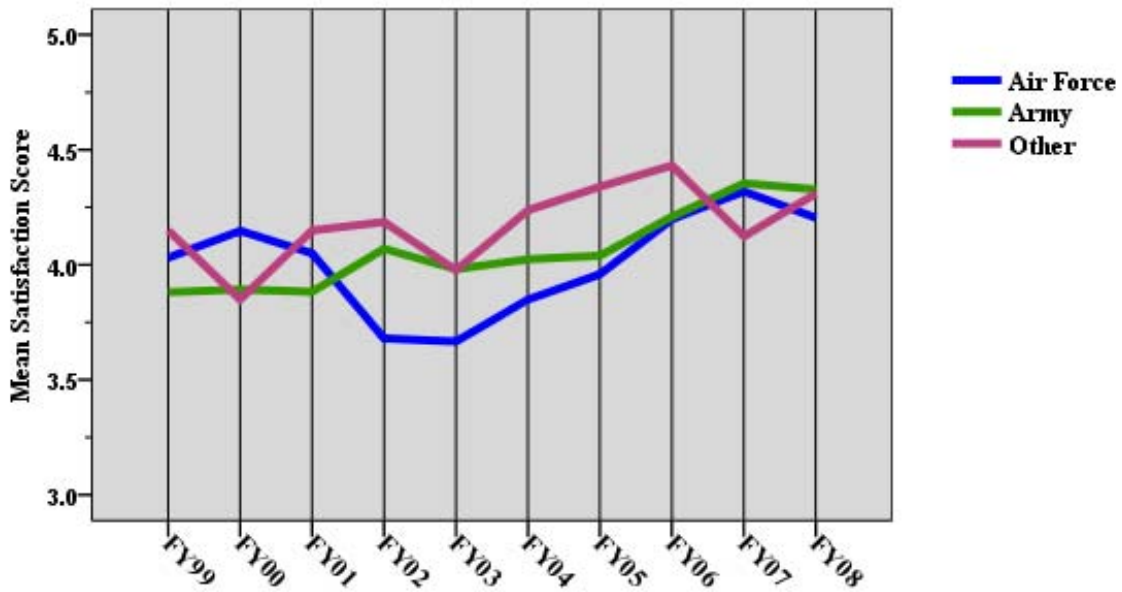


Specific Services

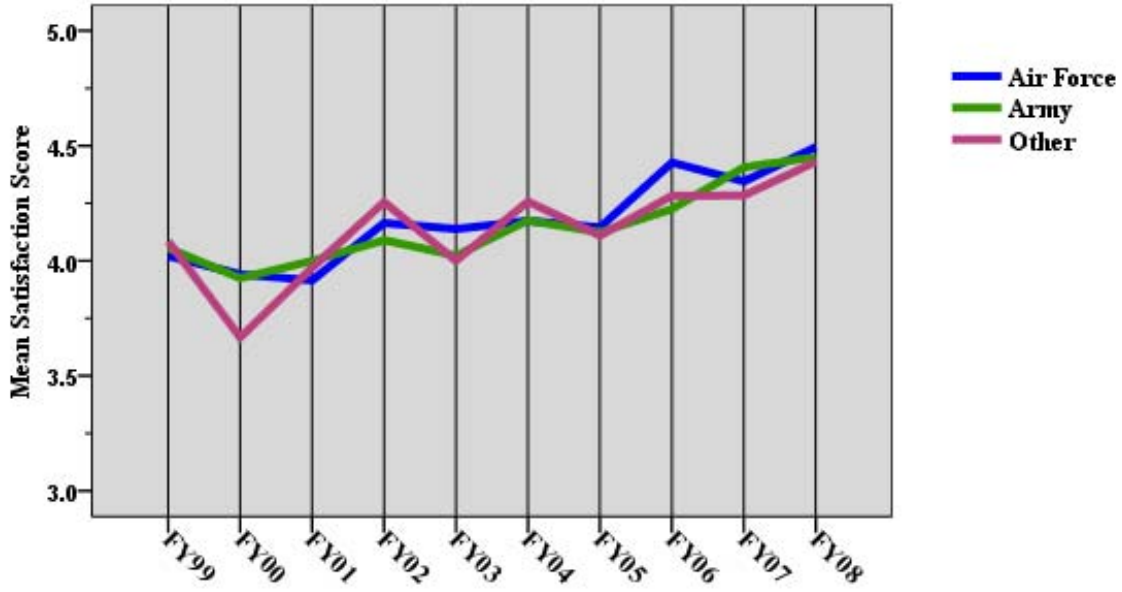
S12: Planning (Charettes, Master..)



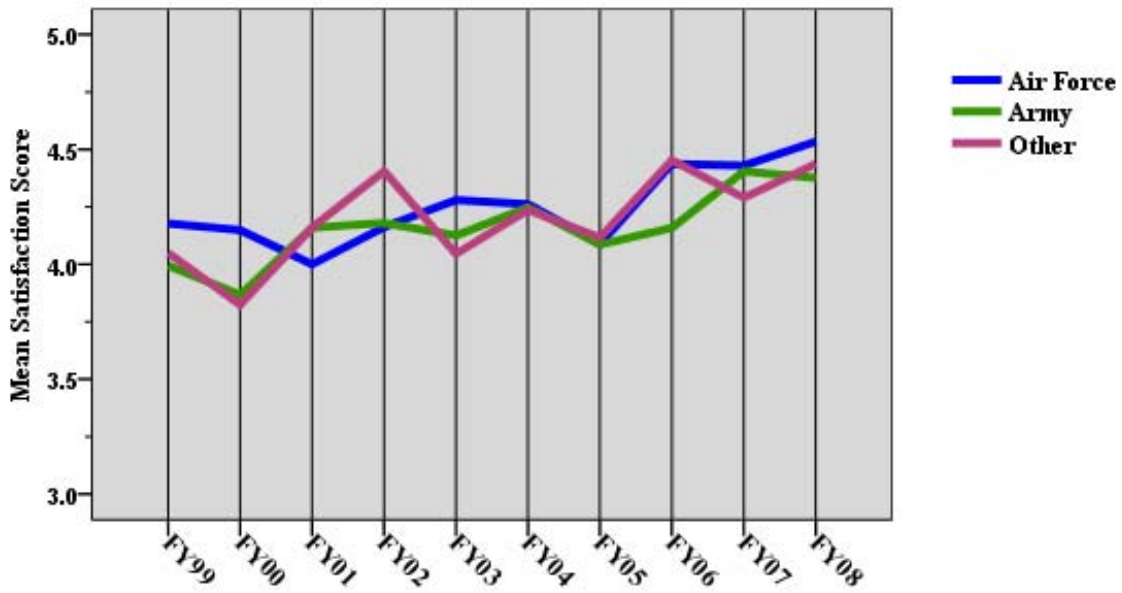
S13: Investigations/Inspections (Non-Envir)



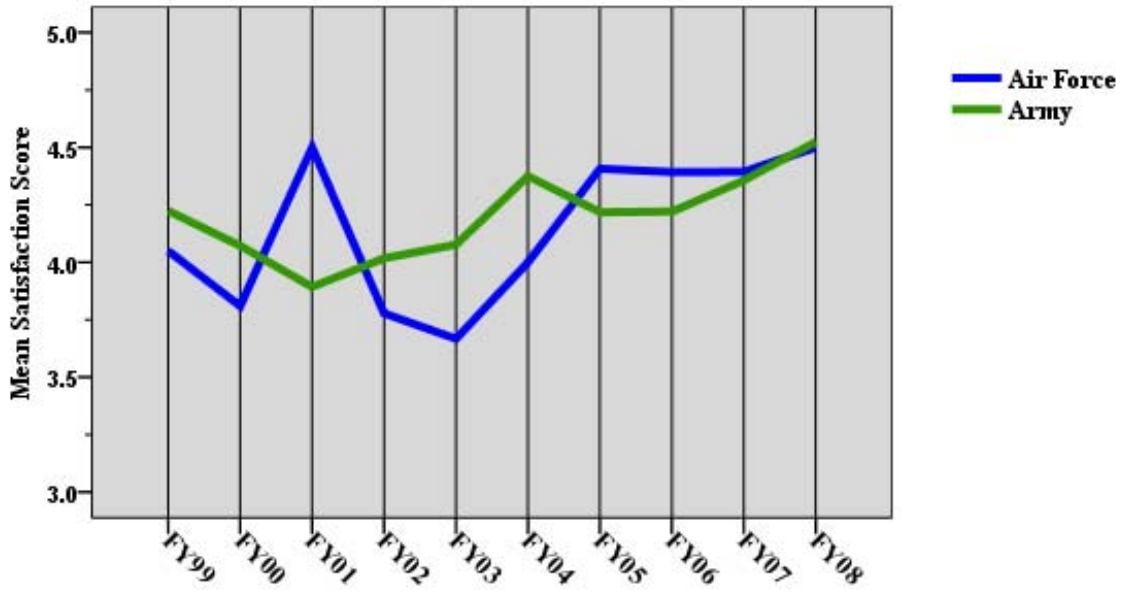
S14: Environmental Studies



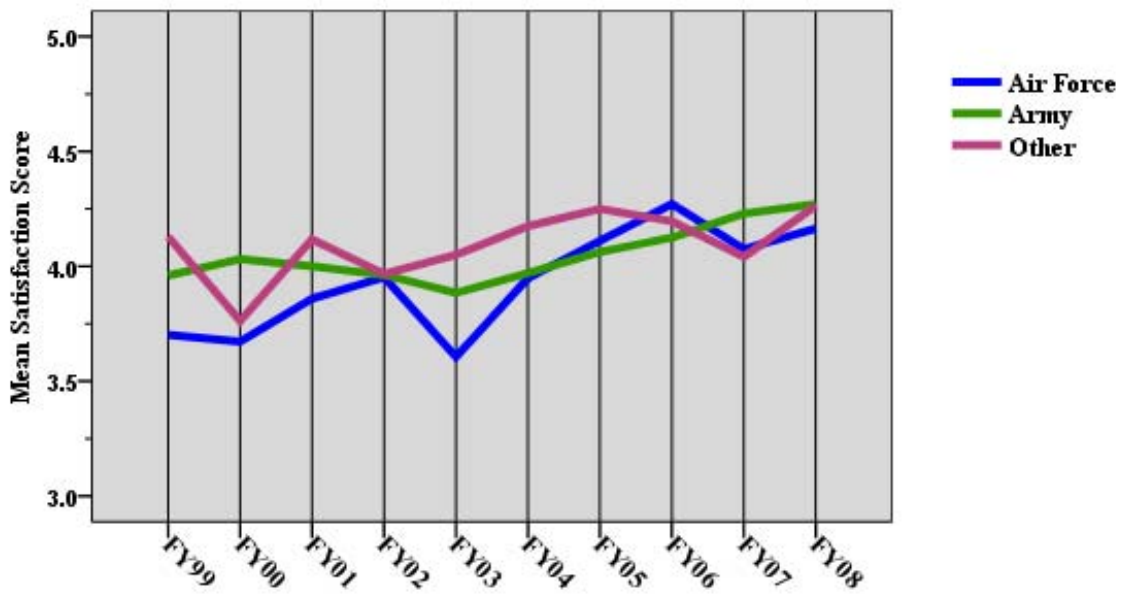
S15: Environmental Compliance



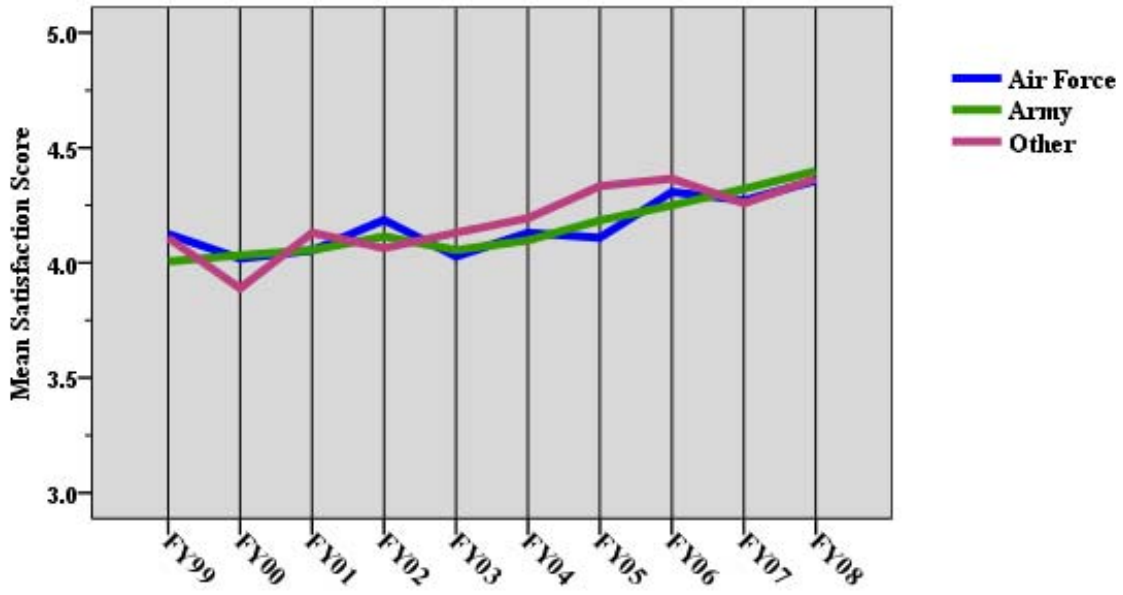
S16: BRAC



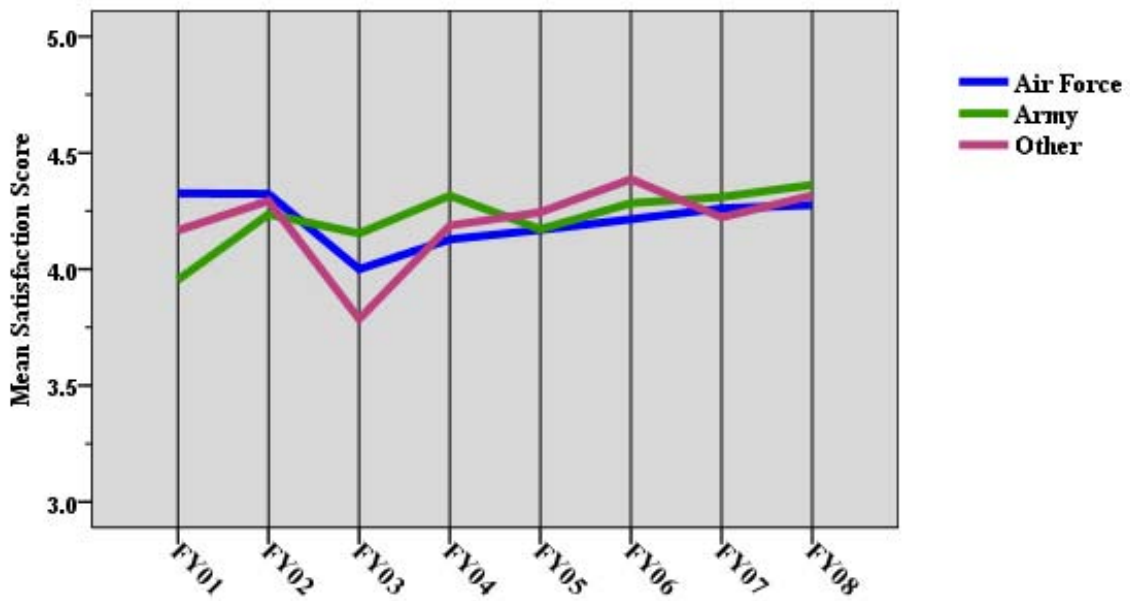
S17: Real Estate Services



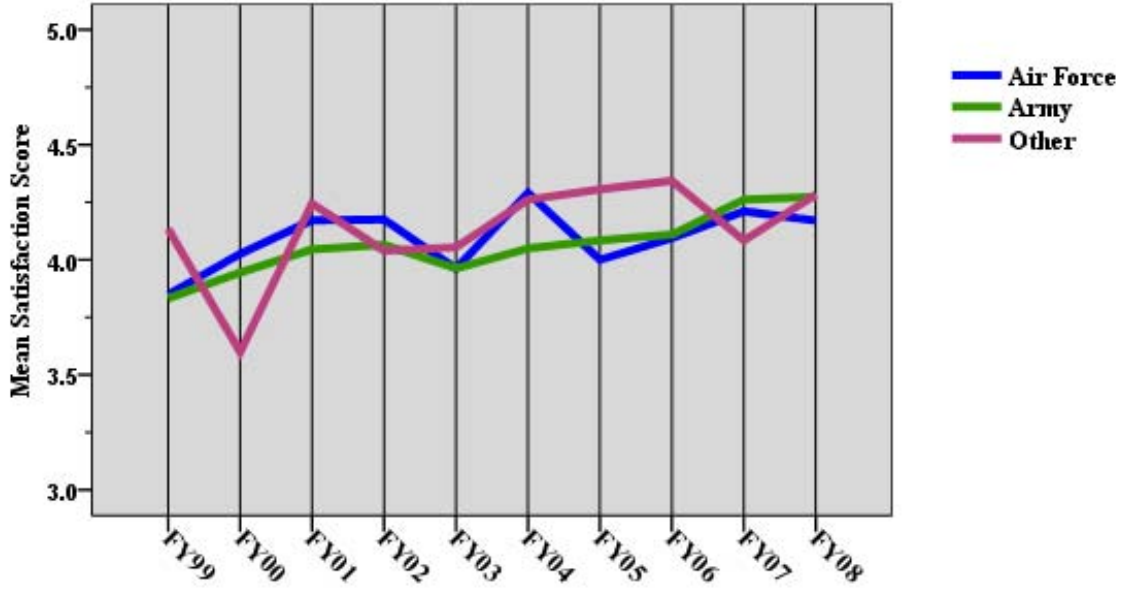
S18: Project Management



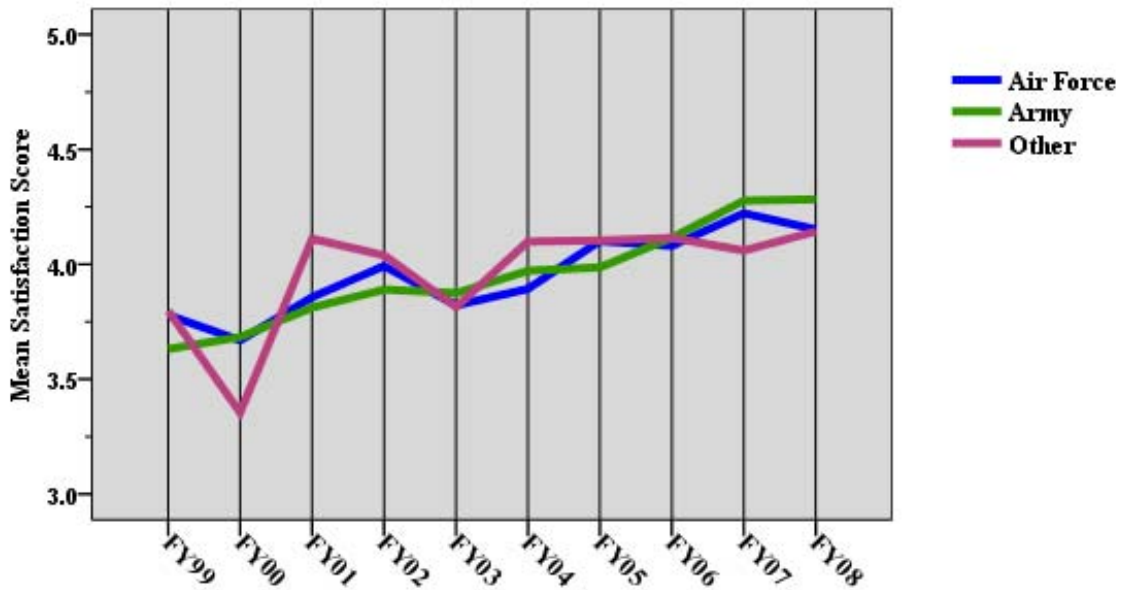
S19: On-Site Project Mgmt



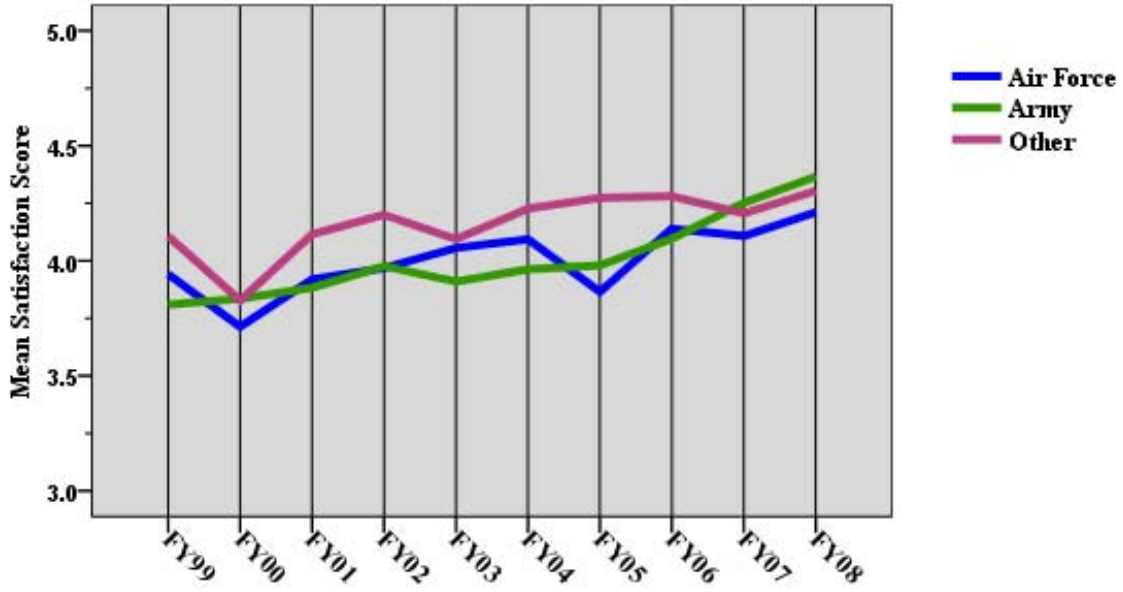
S20: Project Documents (1354s, 1391s..)



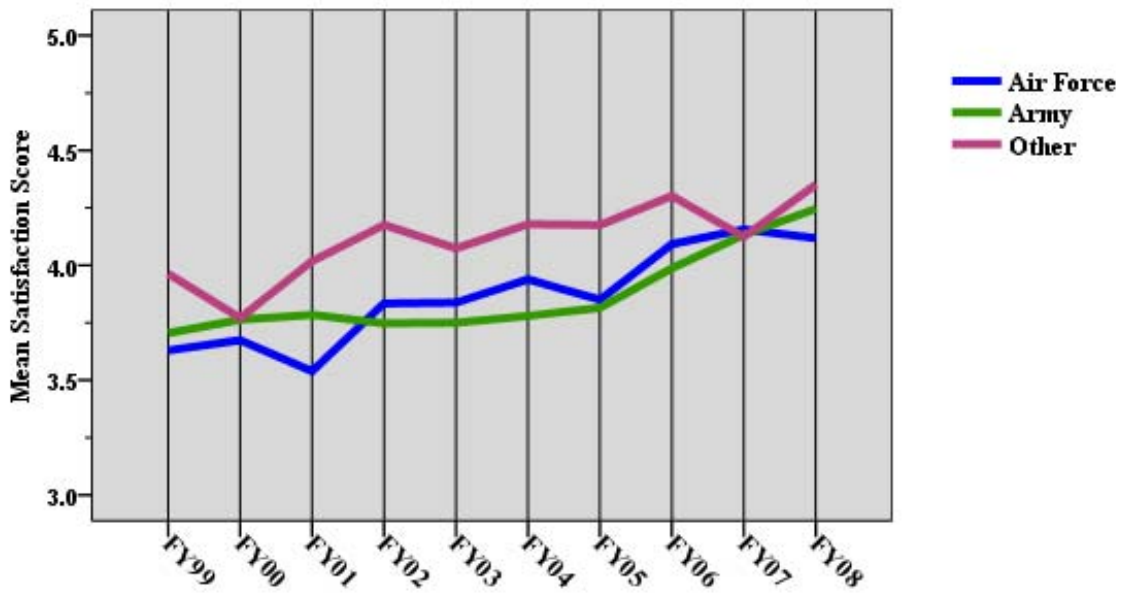
S21: Funds Management



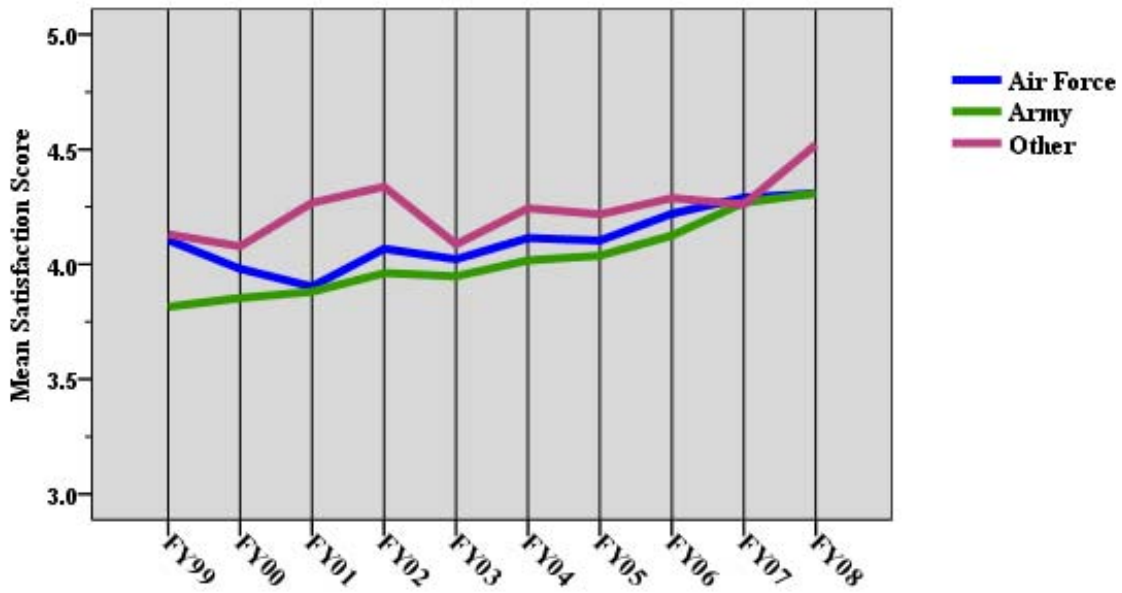
S25: A/E Services



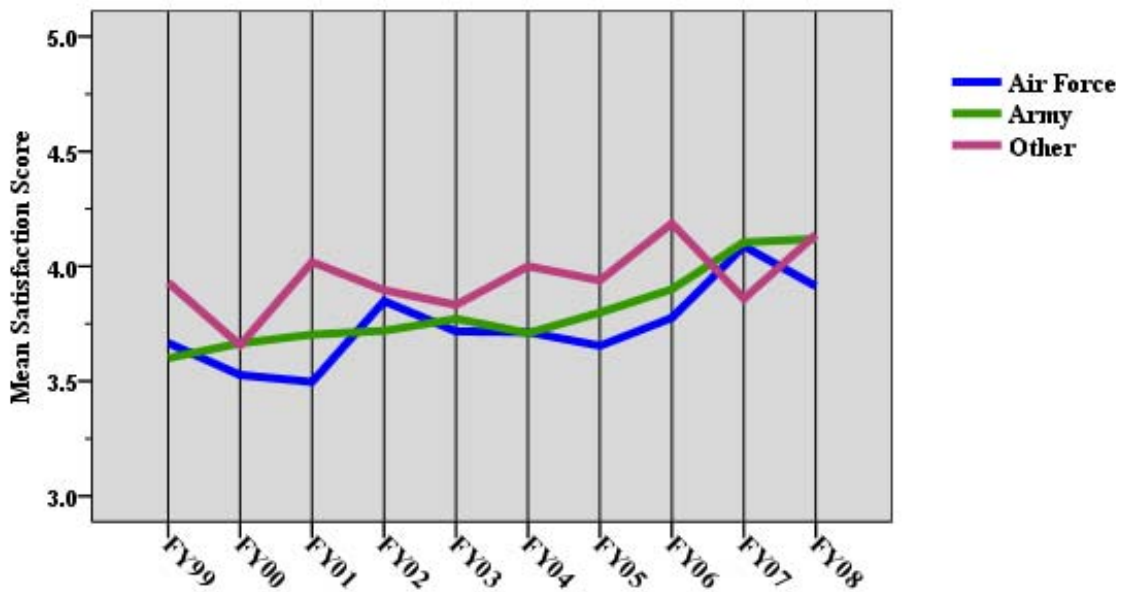
S26: Engineering Design



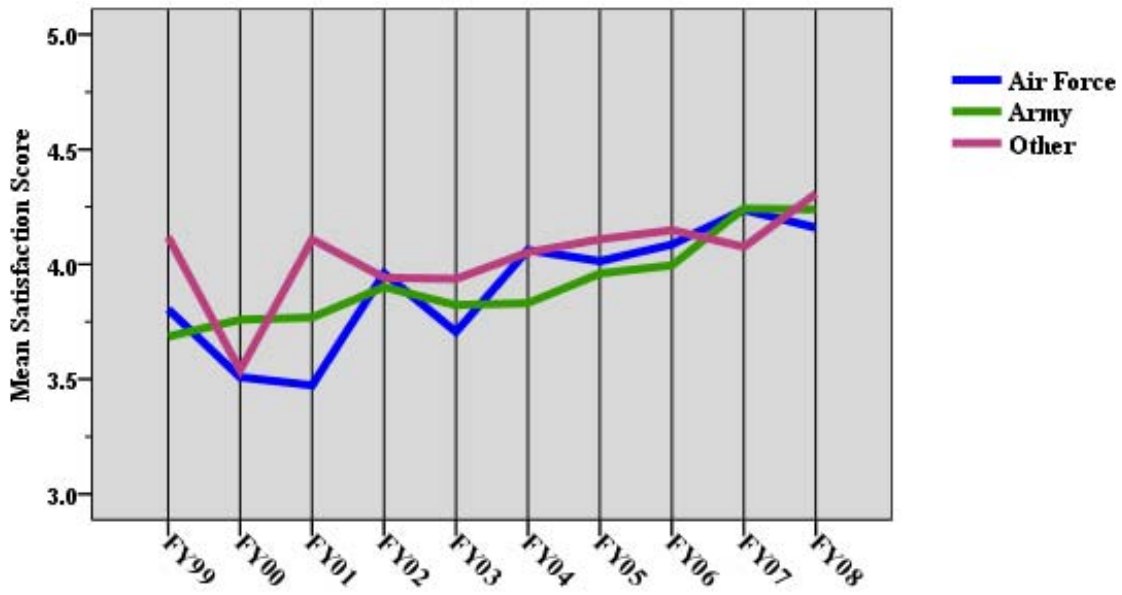
S27: Construction Quality



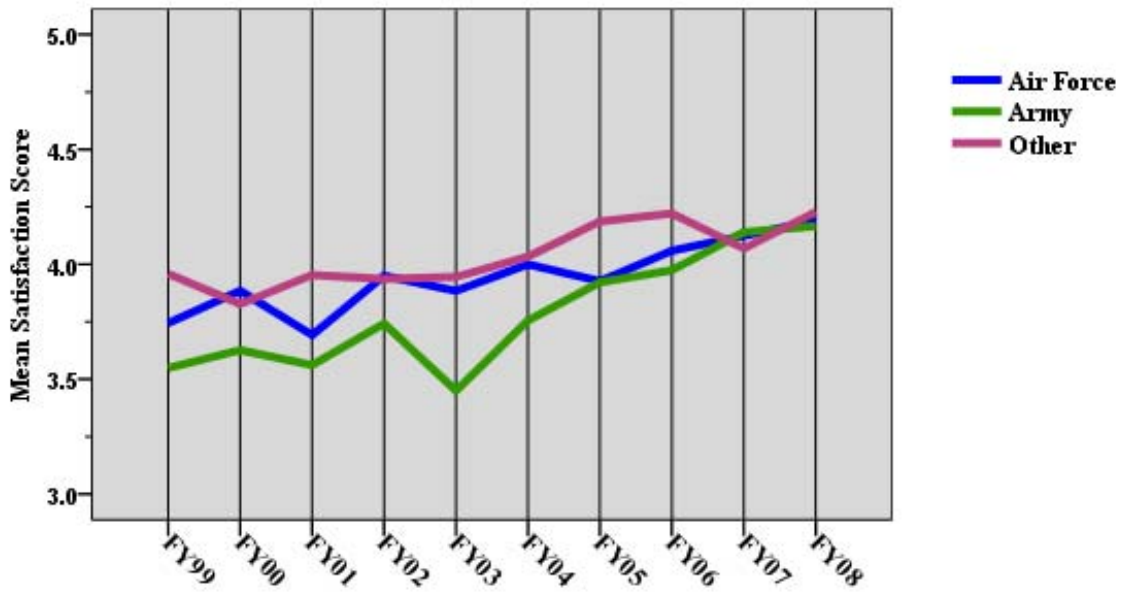
S28: Timely Construction



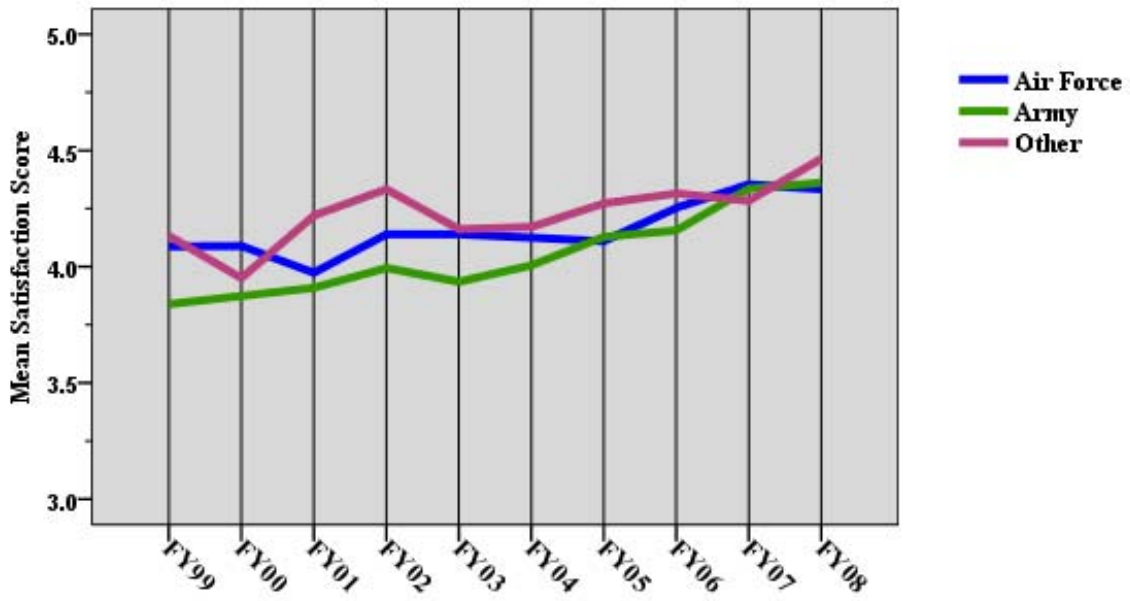
S29: Construction Turnover



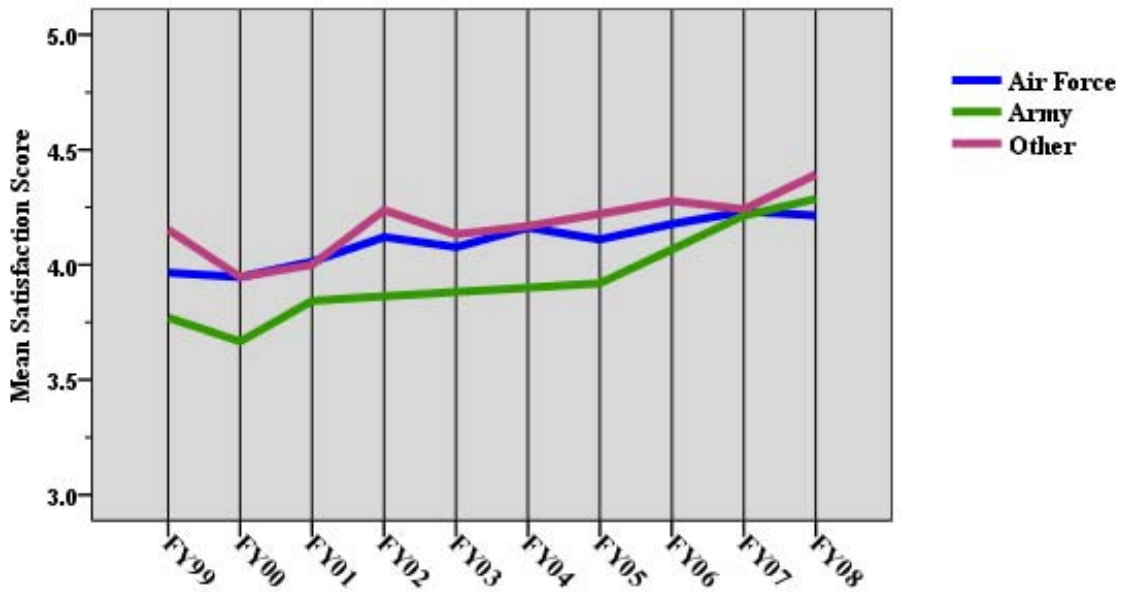
S30: Warranty Support



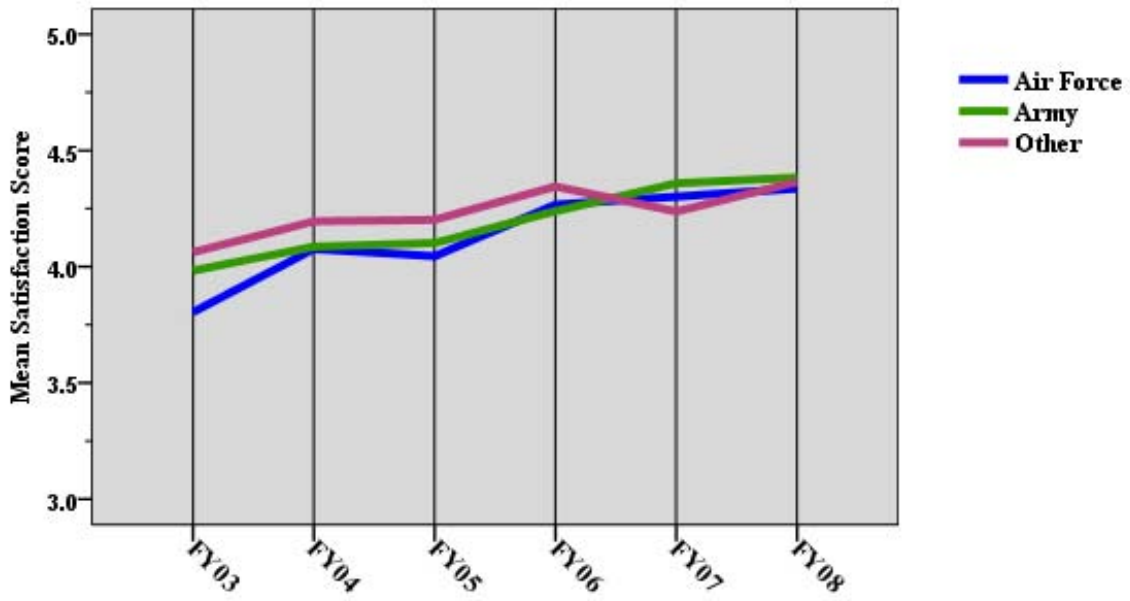
S31: End-User Satisfaction



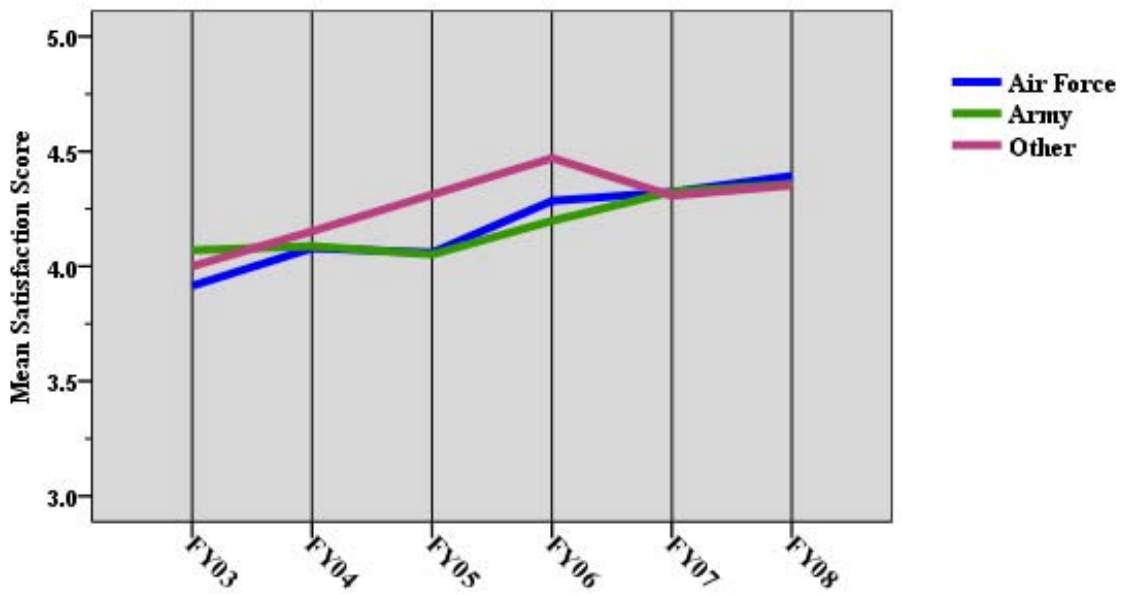
S32: Construction Maintainability



S33: Value of S & R



S34: Value of S & A



4. CONCLUSION

A total of 958 customers participated in the FY08 survey. The Corps-wide response rate was 60.2 percent for an estimated sampling error of two percent. Response rates varied greatly among districts. Of the 36 participating districts, the majority (26 districts) had response rates above 50 percent, and only five below 40%. Response rates for smaller districts (populations < 35) ranged from 27% to 100 percent. Districts serving the largest populations of Military Program customers saw response rates from 33 to 87 percent.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS⁶ customers. The 'Other DoD' category includes US Navy, US Marine Corps, Joint/Combat Commands, DLA, DODEA, DeCA, MDA, etc. IIS customers include organizations such as VA, DHS, EPA, DOE, National Park Service, Coast Guard etc.

Army customers comprise the largest proportion of the FY08 sample at 45 percent followed by Air Force (26%), 'Other DoD' (15%) and IIS (14%). Customers were asked to identify their DoD Command. Air Force customers could select from seven categories: ACC, AETC, AFCEE, AFMC, AMC, PACAF and 'AF-Other'. The greatest number of Air Force customers fall under AFCEE (47 customers) and AF-ACC (43 customers). The commands specified by the 44 customers who selected 'AF-Other' included AFRC, AFSPC, AFSOC, AFRPA, USAFE and others. Army customers could select from the six IMCOM organizations based on geographic locations plus the Army Reserves, Army AMC, SDDC, Army National Guard and 'Army-Other'. The greatest number of Army customers work was under IMCOM Southeast (45 customers), followed by IMCOM West (43), and IMCOM-Northeast (38). The vast majority of FY08 Army customers fell into the 'Army-Other' category. The commands specified by the 96 customers who selected 'Army-Other' consisted of USACE, MEDCOM, USAREC, HQDA and many others. There were a total of 23 Marine Corps customers and 34 Navy customers. The 23 Joint/Combat Command customers included those from SOCOM, SOUTHCOM, CENTCOM, ARCENT, and SWA. Customers who selected 'Other DoD' specified organizations such as DLA, DODEA, MDA, DeCA and others.

Customers were asked to identify the primary category of service they received from the Corps organization they rated. The majority of CEMP customers (52 percent) receive primarily Construction services; 19 percent Environmental services, 11 percent Real Estate, six percent O&M and 12 percent receive 'Other' areas of service. Customers that selected the 'Other' area of services typically specified a combination of services such as 'Design and Construction'. A number of others specified 'Contracting Services', 'Design', 'Planning' or a specialized service such as Reachback services.

The survey included all Military Districts and TransAtlantic Center. In addition a small number of customers from Civil Works Districts provide services to military and federal IIS customers so were included in the FY08 survey. These districts work within ten Corps Divisions. The three Gulf Region Division districts were again treated as a single unit. The greatest proportion of responses was received from customers served by South Atlantic and North West Divisions

⁶ Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services.

(19 % respectively). Mobile, Omaha, Seattle and Savannah Districts had the greatest number of valid responses.

The survey includes general satisfaction indicators that address customer relationship dynamics and general characteristics of services (e.g. overall quality, cost, timeliness) as well as a number of items that solicit customers' opinions concerning specific services and products. The lowest mean score for the general satisfaction items was a very positive 4.12 (S5: Reasonable Cost). The majority of responses (77 percent or more) were positive for all eleven general performance questions. The two most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 91 percent of respondents and 'Seeks Your Requirements', 'Provides a Quality Product', and 'Displays Flexibility' at 88 percent high ratings each. The items that elicited the greatest proportion of low ratings were 'Timely Services' at 7 percent and 'Reasonable Costs' at 6 percent.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 85 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, only 4 percent responded USACE would NOT be their choice for future projects and 11 percent were non-committal. For customers' overall level of satisfaction, 87 percent responded positively, 4 percent negatively and 9 percent fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers needing attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them.

The proportion of high ratings for the specific services items ranged from 77 to 90 percent. The most highly rated items were 'BRAC' at 90 percent, and 'Environmental Studies', 'Construction Quality' and 'End-User Satisfaction' at 88 percent each. The specific services that received the largest proportion of low ratings were 'Timely Construction' at 8 percent and 'On-Site Project Management' and 'Cost Estimating' at 5 percent each. 'Timely Construction' has consistently been the lowest rated service over time.

The survey instrument includes a blank 'explanation' field for each item. Customers could use this field to qualify their ratings but were specifically asked to explain any low ratings (below 3). Customers could also provide general comments or suggestions concerning Corps services at the end of the survey. All comments should be reviewed carefully for two reasons. First, survey participants rarely take the time to offer comments and when they do, they typically feel fairly strongly about the issue they are addressing. And secondly, each comment may represent up to eight additional customers who feel the same way but simply don't take the time to provide a comment.

A total of 695 customers (73%) submitted comments. Of these, 386 (56%) made overall favorable comments, 108 (16%) made negative comments and 182 (26%) customers' comments contained mixed information (positive and negative statements). A small

number of customer comments (19 customers) were neither positive nor negative but were informational in nature only (e.g. description of project details).

The survey item which received the greatest number of positive comments was 'Overall Satisfaction' (299 customers). The area of service that received the next highest number of positive comments was 'Your Choice for Future Work' (106 customers) followed by 'Project Management' (85 Customers). As in previous years, there were a large number of positive comments about 'On-site Project Management' (76 customers).

The two items receiving the largest number of negative comments were 'Timely Service' (116 customers) and 'Reasonable Cost' (68 customers). The other areas of services that received a large number of negative comments were 'Manages Effectively' (81 customers), 'Keeps You Informed' (78 customers) and 'Timely Construction' (63 customers).

In the General Comments portion of the survey the most frequent positive comment was 'Compliments to Individuals/Staff' (248 customers). This outcome is seen year after year. The numerous compliments to Corps staff are particularly important given that customer loyalty engendered from strong relationships is at the heart of customer satisfaction. The next most frequent General Comments concerned 'Professionalism (55 customers) and 'Responsiveness' (51).

Similar to last year a number of general comments addressed workload management issues ('Staff continuity/adequacy'). Fortunately the number of complaints regarding project closeout problems (completions of 1354s and resolution of punch-list items) has decreased.

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

The first analysis compares customer satisfaction ratings for Air Force, Army, and 'Other' where 'Other' includes Other DoD and IIS customers. Ratings for all satisfaction indicators were examined. Ratings among the customer groups were very comparable for almost all satisfaction indicators. Statistically significant differences in ratings were found for only two services: 'Engineering Design' and 'Construction Quality'. For 'Engineering Design' ratings provided by the 'Other' customer group were statistically greater than the Air Force group. In 'Construction Quality' ratings provided by the 'Other' customer group were statistically greater than the Air Force and Army groups. These findings indicate that services are increasingly delivered with consistency among major customer groups.

Comparisons of ratings of Construction vs. Environmental vs. 'Other'⁷ customers were performed to detect any differences among the work categories for selected satisfaction indicators and to determine whether any of these differences are statistically significant. This analysis includes only the General Satisfaction questions (Items 1-12) plus the Specific Services items that are applicable to all work categories: 'Project Management', 'Project Documents', 'Funds Management', 'Cost Estimating', 'Change Management', 'Contracting Services', and 'A/E Contracts'. A very clear pattern emerges in these comparisons. Environmental customers were consistently the most satisfied and Construction the least satisfied. Ratings provided by the Environmental customer group and 'Other' were consistently significantly higher than Construction customers. The overall pattern of these results are consistent with previous years however, the gaps between the customer group scores have narrowed a great deal. Our data show a clear move to greater consistency across service areas.

Analyses of trends in ratings are one of most important outcomes of the survey. This data can provide leading indicators of successes or failures in Corps business processes. This report tracks the past ten years in customers' satisfaction data juxtaposing the trends in Air Force, Army and 'Other' customer ratings. The 'Other' group represents IIS and 'Other DoD' responses combined. This analysis summarizes up to 2050 Air Force customer responses; 3,224 Army and 1,598 'Other' responses.

Results show that in general, there has been a gradual upward trend over the previous ten years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1999. Ratings for all groups show a slight decline in FY03 but recovered in FY04 and have been largely increasing through FY08. No evidence of decreasing trends in customer satisfaction is visible in any area. Overall ratings in FY08 are at the highest level since the survey began.

An unusual pattern existed for Air Force customers until FY06. Air Force ratings had displayed a three-year cyclic pattern where ratings rose over the course of three years then dropped significantly and began to rise again. This pattern had occurred for three full cycles from FY97 thru FY05. It was expected that ratings would again fall in FY06. This did not occur as the increase in ratings that began in FY03 continued through FY06 for almost all services. The Air Force customer satisfaction was at its highest level in 2006 and remained relatively stable at a high level through FY08.

Army customers' ratings display very stable trends, moving upward in a very consistent pattern over the first six years then showing a very slight decline in FY03. The increasing trend continues after FY03. The greatest improvement in customer satisfaction has clearly been demonstrated among Army customers. In FY08 ratings for Army customers attained the highest level of satisfaction in all areas since the survey began. Furthermore there were no areas of decreasing ratings. In summary, although Army customers began as the least satisfied customer group, they have slowly but steadily become very satisfied with Corps services.

⁷ 'Other' customers include Real Estate customers, O&M and those that checked the 'Other' area of service and specified services such as 'Project management', 'Design', 'Planning' or a combination of the listed service areas.

Historically there have been more erratic or indeterminate trends in 'Other' customer ratings over time. This may be explained by the fact that the composition of the IIS customer base is more variable from year to year. However, beginning in FY03 there has been a consistent upward trend in customer ratings in all service areas

Currently the Military Program Directorate's customers are well satisfied with Corps' services. Timeliness is consistently the greatest source of Military Programs customer dissatisfaction however ratings in this area have vastly improved over time. Measures of relationship dynamics tend to consistently receive the highest ratings. This is likely largely attributable to the strong relationships between Corps staff and their customers as is demonstrated by the number of compliments paid to Corps staff. It is widely believed that customer loyalty can outweigh other areas of dissatisfaction. From a historical perspective, there appears to be a direct link between the degree of custom focus within the Corps organization and their customer satisfaction. Overall customer satisfaction has steadily increased over time. The proportion of dissatisfied customers continues to shrink. Furthermore, customer ratings have become more homogeneous across customer demographic groups and Corps organizations. This clearly indicates USACE is attaining the goal of consistency in services. Overall FY08 Military Program customer satisfaction is at its highest level since the survey began.

APPENDIX A

Survey Instrument⁸

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



US Army Corps
of Engineers®

USACE Home

HQUSACE Home

Military Programs

We at the U.S. Army Corps of Engineers are committed to improving our services to you and would like to know how well we are doing. Please rate your level of satisfaction with our performance for fiscal year 2008. Your straight forward answers will help us identify areas needing improvement. Thank you for your time and comments. [Detailed Statement of Purpose](#)

Section I - Customer Information

Name: Last: First:

Your Email Address:

Office Telephone:

Installation / Organization:

Command:
(Skip if you are not DoD)

Primary Category of Service Received: **(required)** If Other, Specify:

Please select the USACE Organization that you will be rating. If you are rating more than one Organization, you will need to submit a separate survey for each one.

Organization: (District/TAC) **(required)**

Section II - Customer Survey

Please rate your level of satisfaction for each area.

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

5.	Provides timely services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
6.	Delivers quality products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
7.	Delivers products/services at a reasonable cost.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
8.	Is flexible in responding to your needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
9.	Keeps you informed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
10.	Would be your choice for future products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
11.	Your overall level of satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
12.	Planning (Charettes, Master Planning, Mobilization Plans, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
13.	Investigations and Inspections (Non-environmental such as Structural Inspections, GIS Surveys, Transportation Studies, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
14.	Environmental Studies and Surveys.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
15.	Environmental Compliance and Restoration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
16.	Base Realignment and Closure Support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
17.	Real Estate Services (e.g., Acquisition, Disposal, Leases, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
18.	Project Management Services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
19.	On-site project management (PM Forward, Area Engineer, Resident Engineer).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
20.	Project Documentation (DD 1391, 1354, etc.) (Quality and completeness of documents).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
21.	Funds Management and Cost Accounting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

22.	Cost Estimating.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
23.	Change Management (handling mods etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
24.	Contracting Services (All types).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
25.	Architect-Engineer Contracts (Quality of AE services).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
26.	Engineering Design Quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
27.	Construction Quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
28.	Timely Completion of Construction (Meet Beneficial Occupancy Dates, etc).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
29.	Construction Turnover.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
30.	Contract Warranty Support.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
31.	End-User Satisfaction with Facility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
32.	Maintainability of Construction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
33.	Value of Corps' management services during design, planning or environmental investigations (S&R).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
34.	Value of Corps' management services during construction or environmental remediation (S&A).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Overall Comments/Suggestions

APPENDIX B

Customer Demographics

Table B-1: Air Force ‘Other’ Commands -Details

<u>Air Force Other Cmd</u>	<u>#</u>	<u>%</u>
AF District Of Washington	1	2.3
AF Med Services	1	2.3
AFCENT	3	6.8
AFDW	1	2.3
AFOSI	3	6.8
AFPC	2	4.5
AFRC	12	27.3
AFRPA	5	11.4
ANG	4	9.1
HFPA	1	2.3
HQAF	3	6.8
JPRA	1	2.3
Recruiting Service	2	4.5
USAFE	5	11.4
Total	44	100.0

Table B-2: Army ‘Other’ Commands -Details

<u>Army Other Cmd</u>	<u>#</u>	<u>%</u>
AMDC	1	1.0
RDECOM	1	1.0
AOSA	1	1.0
ARCENT	3	3.1
ATEC	3	3.1
BRAC	6	6.3
CECOM	5	5.2
DENTAC	1	1.0
FMWRC	2	2.1
FORSCOM	3	3.1
HQDA	13	13.5
Human Resources Command	1	1.0
IMCOM	8	8.3
Inactive	1	1.0
INSCOM	3	3.1
Joint Munitions Cmd	1	1.0
MRMC	1	1.0
OACSIM	1	1.0
SDDC	2	2.1
SMDC	2	2.1
SOCOM	6	6.3
TRADOC	8	8.3
Unknown	1	1.0
USAAC	1	1.0
USAMRIID	2	2.1
USARAK	2	2.1
USAREUR	5	5.2
USARPAC	1	1.0
USASOC	3	3.1
USFK	7	7.3
USMA	1	1.0
Total	96	100.0

Table B-3: Joint/Combat Commands –Details

<u>DoD Joint/Combat Cmds</u>	<u>#</u>	<u>%</u>
AFRICOM	2	8.7
DTRA	1	4.3
EUCOM	3	13.0
NORTHCOM	1	4.3
SOCOM	7	30.4
SOUTHCOM	8	34.8
Task Force Guardian	1	4.3
Total	23	100.0

Table B-4: ‘Other DoD’ Commands -Details

<u>Other DoD Commands</u>	<u>#</u>	<u>%</u>
DARPA	1	1.8
DCMA	1	1.8
DECA	4	7.1
Defense Media Activity	1	1.8
DIA	3	5.4
DISA	3	5.4
DLA	14	25.0
DODEA	12	21.4
MDA	9	16.1
NDU	1	1.8
NGA	2	3.6
NSA	2	3.6
OSD	1	1.8
USMA	1	1.8
WHS	1	1.8
Total	56	100.0

Table B-5: Work Category ‘Other’

<u>Work Category - Other</u>	<u>#</u>	<u>%</u>
Admin support	1	0.9
Aerial Survey	1	0.9
Ag/grazing and forestry	1	0.9
All except Environmental	1	0.9
All Army Reserve Centrally Managed Programs	1	0.9
All services	11	9.7
Archaeology Services	1	0.9
Archives Conservation	1	0.9
Bridge Inspection	1	0.9
Brownfields	1	0.9
Charrette Support	1	0.9
Construction Inspection	1	0.9
Contracting Services	12	10.6
Cost Engineering	1	0.9
DD 1391 Support	1	0.9
Demo Program	1	0.9
Design Services	5	4.4
Design/Project Management	1	0.9
dredging – design & construction	1	0.9
Electrical Service	2	1.8
Emergency Mgmt	1	0.9
Engineering	2	1.8
ENV & CONSTRUCTION	1	0.9
Environmental, O&M and Design	1	0.9
Flood Risk Mgmt	2	1.8
Forest Products Sales	1	0.9
Forestry Management	1	0.9
GATER Program	4	3.5
GIS Services	2	1.8
GRD Support	1	0.9
Health Care Planning (AE)	1	0.9
historic preservation	1	0.9
Historical Search	1	0.9
Housing Privatization	1	0.9
Hurricane Evacuation Study	1	0.9
Hydraulic Modeling	1	0.9

<u>Work Category - Other</u>	<u>#</u>	<u>%</u>
HYDROPOWER & other AREAS	1	0.9
Imagery	1	0.9
Iraqi Security Force Funding	1	0.9
IT Support	1	0.9
IT Infrastructure Installation	1	0.9
ITAM	1	0.9
LIDAR mapping contracting services	1	0.9
Mapping Services	1	0.9
Master Planning	7	6.2
MILCON & O&M	3	2.7
MILCON Programming	1	0.9
MIS information	1	0.9
NAGPRA Consultation	1	0.9
National Park	1	0.9
NEPA, EP/HP	1	0.9
Planning & construction	1	0.9
Planning Services	7	6.2
Planning/Historic Architectural Evaluation	1	0.9
PM and AE services	1	0.9
PPMD, E&C	1	0.9
Project Management	3	2.7
Reachback	1	0.9
Real Estate and MILCON	1	0.9
Recreation	1	0.9
Roofing Consultation	1	0.9
Signal Communications Utilities	1	0.9
Site Development/Env	1	0.9
Technical Support	1	0.9
Vulnerability Analyses	1	0.9
Total	113	100.0

Table B-6: List of Customer Organizations by Major Customer Group

Air Force Customer Organizations	#	%
AF Med Services	1	0.4
AF Recruiting Service	2	0.8
AF Reserves	4	1.6
AFMOA	1	0.4
Air Nat'l Guard	4	1.6
Altus AFB	1	0.4
Andrews AFB	4	1.6
Arnold AFB	4	1.6
Aviano AB	1	0.4
Bagram Airfield	2	0.8
Balad AB	1	0.4
Beale AFB	2	0.8
Bolling AFB	1	0.4
Brooks AFB	43	17.3
Buckley AFB	1	0.4
Cannon AFB	3	1.2
CENTCOM	1	0.4
Columbus AFB	1	0.4
Davis Monthan AFB	1	0.4
Dobbins ARB	1	0.4
Dover AFB	1	0.4
DYESS AFB	1	0.4
Edwards AFB	1	0.4
Eglin AFB	5	2.0
Eielson AFB	3	1.2
Ellsworth AFB	2	0.8
Elmendorf AFB	5	2.0
Fairchild AFB	4	1.6
Ft Bragg	1	0.4
Grand Forks AFB	1	0.4
Hickam AFB	4	1.6
Hill AFB	1	0.4
Holloman AFB	3	1.2
Homestead ARB	1	0.4
HQAF	2	0.8
HQAF, Pentagon	1	0.4
Hurlburt Field	12	4.8

<u>Air Force Customer Organizations</u>	#	%
Incirlik AB	1	0.4
Kadena AB	1	0.4
Kirtland AFB	5	2.0
Kunsan AB	2	0.8
Lackland AFB	7	2.8
Langley AFB	7	2.8
Laughlin AFB	1	0.4
Little Rock AFB	5	2.0
MacDill AFB	4	1.6
Malmstrom AFB	4	1.6
Manas AB	1	0.4
Maxwell-Gunter Annex	1	0.4
Maxwell AFB	2	0.8
McChord AFB	3	1.2
McConnell AFB	3	1.2
McGuire AFB	3	1.2
Minot AFB	3	1.2
Moody AFB	3	1.2
Mountainhome AFB	1	0.4
Nellis AFB	5	2.0
Niagara Falls ARS	1	0.4
Offutt AFB	1	0.4
Osan AB	2	0.8
Peterson AFB	3	1.2
Pope AFB	3	1.2
Ramstein AFB	1	0.4
Randolph AFB	7	2.8
Robins AFB	5	2.0
Scott AFB	6	2.4
Seymour Johnson AFB	3	1.2
Shaw AFB	6	2.4
Sheppard AFB	1	0.4
Spangdahlem AFB	1	0.4
Tinker AFB	1	0.4
Travis AFB	1	0.4
Tyndall AFB	2	0.8
Unspecified	1	0.4
Vance AFB	3	1.2
Vandenberg AFB	2	0.8

<u>Air Force Customer Organizations</u>	#	%
Warren AFB	1	0.4
Whiteman AFB	2	0.8
Wright Patterson AFB	4	1.6
Yokota AB	2	0.8
Total	248	100.0

<u>Army Customer Organizations</u>	#	%
Aberdeen Proving Ground	4	0.9
Aberdeen Test Center	1	0.2
ACSIM-ODR	2	0.5
ACSIM BRAC	1	0.2
AEC	8	1.9
AK ARNG	1	0.2
AL ARNG	1	0.2
Anniston Army Depot	2	0.5
Ansbach	1	0.2
Arlington National Cemetery	1	0.2
Army Reserves	24	5.6
Army Soldier Systems Center, Natick	1	0.2
Asst Sec Army I&E	1	0.2
Badger Army Ammunition Plant	1	0.2
Baghram FOB	1	0.2
Bagram Airfield	1	0.2
Balad AB	1	0.2
Bamberg	1	0.2
Baumholder	1	0.2
Benelux	1	0.2
Blue Grass Army Depot	1	0.2
C-RAM Program Office	1	0.2
CA ARNG	3	0.7
Camp Arifjan	1	0.2
Camp Henry	1	0.2
Camp Shelby	1	0.2
Camp Zama	3	0.7
Carlisle Barracks	2	0.5
CENTCOM	2	0.5
CJTF-101	4	0.9

<u>Army Customer Organizations</u>	#	%
COB Adder	1	0.2
COB Speicher	1	0.2
Corpus Christi Army Depot	1	0.2
CSTC-A	4	0.9
Darmstadt	1	0.2
DCMA	1	0.2
Detroit Arsenal	3	0.7
DLA	1	0.2
DoDEA	1	0.2
Dover AFB	1	0.2
Dugway Proving Ground	2	0.5
FMWRC	1	0.2
FOB Iskan	1	0.2
Ft A.P. Hill	2	0.5
Ft Belvoir	3	0.7
Ft Benning	6	1.4
Ft Bliss	6	1.4
Ft Bragg	15	3.5
Ft Buchanan	1	0.2
Ft Campbell	1	0.2
Ft Carson	5	1.2
Ft Detrick	2	0.5
Ft Dix	2	0.5
Ft Drum	6	1.4
Ft Eustis	1	0.2
Ft Gillem	2	0.5
Ft Gillem/Ft McPherson	1	0.2
Ft Gordon	3	0.7
Ft Greely	1	0.2
Ft Hamilton	2	0.5
Ft Hood	2	0.5
Ft Huachuca	1	0.2
Ft Irwin	3	0.7
Ft Jackson	5	1.2
Ft Knox	4	0.9
Ft Leavenworth	1	0.2
Ft Lee	8	1.9
Ft Leonard Wood	2	0.5
Ft Lewis	11	2.6

<u>Army Customer Organizations</u>	#	%
Ft MacPherson	1	0.2
Ft McClellan	1	0.2
Ft McClellan/Volunteer AAP	1	0.2
Ft McCoy	1	0.2
Ft McPherson	2	0.5
Ft Meade	1	0.2
Ft Monmouth	1	0.2
Ft Monroe	7	1.6
Ft Ord	1	0.2
Ft Polk	1	0.2
Ft Richardson	3	0.7
Ft Riley	1	0.2
Ft Rucker	3	0.7
Ft Sam Houston	8	1.9
Ft Shafter	2	0.5
Ft Sill	3	0.7
Ft Stewart	5	1.2
Ft Wainwright	2	0.5
Grafenwoehr	3	0.7
Hawthorne Army Depot	2	0.5
Heidelberg	1	0.2
HFPA	2	0.5
Hohenfels	1	0.2
Holston AAP	1	0.2
HQ USAREUR	1	0.2
HQDA	2	0.5
HQDA BRAC	2	0.5
HQDA Reserves	2	0.5
HQUSACE	1	0.2
Humphreys	4	0.9
ID ARNG	1	0.2
IMCOM Korea	1	0.2
IN ARNG	1	0.2
INSCOM	1	0.2
Iowa Army Ammunition Plant	2	0.5
Jefferson Proving Ground	1	0.2
Joliet Army Ammunition Plant	1	0.2
Kaiserslautern	1	0.2
Kwajalein Atoll	1	0.2

Army Customer Organizations	#	%
Landstuhl Med Center	1	0.2
Letterkenny Army Depot	1	0.2
Livorno	1	0.2
Lone Star Army Ammunition Plant	1	0.2
Mannheim	2	0.5
McAlester Army Ammunition Plant	2	0.5
MEDCOM	8	1.9
Milan Army Ammunition Plant	1	0.2
Military District of Washington	1	0.2
MN ARNG	2	0.5
MNFI - CJ	1	0.2
MNSTC-I	1	0.2
MOTSU	1	0.2
MS ARNG	1	0.2
National Guard Bureau	3	0.7
Natl Ground Intell Ctr	1	0.2
NGIC	1	0.2
NJ ARNG	1	0.2
NJ Dept of Military and Veterans	1	0.2
NM ARNG	2	0.5
OACSIM	1	0.2
Picatinny Arsenal	2	0.5
Pine Bluff Arsenal	1	0.2
Presidio of Monterey	2	0.5
Pueblo Chemical Depot	1	0.2
Qatari Armed Forces	1	0.2
Radford AAP	2	0.5
Ramstein AFB	1	0.2
Ravenna Army Ammunition Plant	1	0.2
Red River Army Depot	3	0.7
Redstone Arsenal	10	2.3
Redstone Technical Test Ctr	1	0.2
Rock Island Arsenal	4	0.9
Savanna Army Depot	2	0.5
Schweinfurt	1	0.2
SDDC	1	0.2
Seneca Army Depot	1	0.2
Sierra Army Depot	1	0.2
Tobyhanna Army Depot	4	0.9

<u>Army Customer Organizations</u>	<u>#</u>	<u>%</u>
Tooele Army Depot	3	0.7
Torii Station	1	0.2
Tripler Army Medical Center	1	0.2
Twin Cities AAP	1	0.2
Umatilla Chemical Depot	1	0.2
US Army Accessions Command	1	0.2
US Army Logistics Innovation Agency	2	0.5
USACE	25	5.9
USAG-HI	2	0.5
USAMRIID	1	0.2
USARCENT	3	0.7
USAREC	18	4.2
USAREUR	4	0.9
USARPAC	1	0.2
USARSO	1	0.2
USASOC	1	0.2
USFK	2	0.5
USMA	1	0.2
VA ARNG	1	0.2
Vicenza	1	0.2
WA ARNG	1	0.2
Walter Reed	1	0.2
White Sands Missile Range	2	0.5
Wiesbaden	1	0.2
WV ARNG	1	0.2
Yakima Training Center	2	0.5
Yongsan	6	1.4
Yuma Proving Ground	2	0.5
Unspecified	1	0.2
Total	426	100.0

<u>Other DoD Customer Organizations</u>	<u>#</u>	<u>%</u>
AFRICOM	2	1.4
CENTCOM	1	0.7
DARPA	1	0.7
DCMA	1	0.7
DECA	4	2.9
Defense Media Activity	1	0.7
DIA	3	2.2
DISA	3	2.2
DLA	13	9.4
DoDEA	10	7.2
DTRA	1	0.7
FOB Camp Bucca	1	0.7
Ft Bragg	1	0.7
Ft Knox	1	0.7
Ft Leonard Wood	1	0.7
MacDill AFB	4	2.9
Marine Corps	23	16.5
MDA	9	6.5
MILGRP Ecuador	1	0.7
MILGRP Nicaragua	1	0.7
MNC-I	4	2.9
MNSTC-I	1	0.7
National Defense University	1	0.7
Navy	34	24.5
NGA	2	1.4
NSA	2	1.4
OMC-Egypt	1	0.7
OSD	1	0.7
Patch Barracks	2	1.4
SOUTHCOM	3	2.2
Task Force 134	1	0.7
USMILGP Bolivia	1	0.7
USMILGP Guatemala	1	0.7
USSOCOM	1	0.7
Washington HQ Services	1	0.7
West Point	1	0.7
Total	139	100.0

<u>IIS Customer Organizations</u>	<u>#</u>	<u>%</u>
AL Dept of Environmental Mgmt	1	0.7
Alabama Emergency Mgmt	1	0.7
Architect of the Capitol	1	0.7
Bureau of Alcohol, Tobacco, Firearms & Explosives	1	0.7
Bureau of Indian Affairs	4	2.9
Bureau of Land Mgmt	1	0.7
Bureau of Prisons	1	0.7
City of Redding	1	0.7
Coast Guard	8	5.8
Customs & Border Protection	4	2.9
Delaware Water Gap Natl Rec Area	1	0.7
DHS	5	3.6
Dickenson Co.	1	0.7
DOE	14	10.1
DOT	1	0.7
Egyptian Air Force	2	1.4
Egyptian Engineering Authority	1	0.7
EPA	17	12.3
FAA	2	1.4
FEMA	7	5.1
FHA	1	0.7
Fish and Wildlife Service	1	0.7
Forest Service	2	1.4
GAO	1	0.7
GPO	1	0.7
GSA	1	0.7
IL Dept of Natural Resources	1	0.7
Internatl Med Ctr, Egypt	1	0.7
Israeli MoD	1	0.7
Israeli AF	1	0.7
Jordan KADDB	1	0.7
Jordan RJAF	1	0.7
Jordan SOF	1	0.7
Logan County Commission	1	0.7
Missouri Dept of Natural Resources	1	0.7
NASA	1	0.7
National Park Service	5	3.6

<u>IIS Customer Organizations</u>	#	%
National Weather Service	1	0.7
NGA	1	0.7
NOAA	4	2.9
Southwestern Power Administration	1	0.7
State Dept	4	2.9
The Presidio Trust	1	0.7
TN Valley Authority	1	0.7
U.S. Fish and Wildlife Service	2	1.4
USAID	2	1.4
USDA	1	0.7
VA	24	17.4
Total	138	100.0

Table B-7: Organization Acronyms

<u>Acronym</u>	<u>Description</u>
AFDW	AF District of Washington
AFMOA / AFMS	AF Med Operations Agency / AF Med Services
AFOSI	AF Office of Special Investigations
AFOTEL	AF Operational Test & Evaluation Center
AFPC	AF Personnel Cmd
AFRC	AF Reserve Cmd
AFRPA	AF Real Property Agency
AFSVA	AF Services Agency
AMDC	Army Air & Missile Defense Cmd
AMRDEC	Aviation, Missile research, Dev & Engineering Center (under RDECOM)
AOSA	Army Overseas Service Association ?
APG	Aberdeen Proving Ground
ASC	army Sustainment Cmd - under Army-AMC
ATEC	Army Test & Evaluation Command
ATFP	Antiterrorist Force Protection
CECOM	Communication Electronics Command
CEMP	Corps of engineers Military Programs Directorate
DARPA	Defense Adv Research Projects Agency
DCMA	Defense Contract Management Agency
DMA	Defense Media Activity
DSCR	Defense Supply Center Richmond
DTRA	Defense Threat Reduction Agency
FGGM	Ft George G Meade
FMWRC	Family Morale, Welfare, and Recreation Command (formerly CFSC)
INSCOM	Intelligence & Security Command
JMC	Joint Munitions Cmd
JPra	Joint Personnel Recovery Agency
MDA	Missile Defense Agency
MDW	Military District at Washington
MRMC	Medical Research & Materiel Cmd
MTMC	Military Training Management Command
NGA	Natl Geospatial Intelligence Agency
NGIC	Natl Ground Intelligence Agency - under Army INSCOM
RDECOM	Army Research Development & Engineering Cmd
RRC	Regional Readiness Command - Army
RTTC	Redstone Tech Test Ctr - Under ATEC
SDDC	Surface Deployment & Dist Command
SMDC	Space & Missile Defense Command
SUSLAK	Spec US Liaison Activity Korea
TSAK	Training Support Activity Korea
USAAC	US Army Accessions Cmd - Under TRADOC
USACIL	Army Criminal Investigation Lab
USALIA	US Army Logistics Innovation Agency

<u>Acronym</u>	<u>Description</u>
USAMRID	US Army Med Research Inst. of Infectious Disease
USAREC	Army Recruiting Command
USARJ	US Army Japan
USARSO	US Army South
USASOC	Army Special Operations Command
USFK	US Forces Korea (8 th Army)
WHS	Washington HQ services

APPENDIX C

Statistical Details

Table C-1: General Satisfaction Items – Details

General Services Item	Very Low		Low		Mid-range		High		Very High		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	9	1.0	12	1.3	91	9.8	300	32.2	521	55.8	933	100.0
S2 Manages Effectively	16	1.7	35	3.7	104	11.1	295	31.5	487	52.0	937	100.0
S3 Treats You as a Team Member	14	1.5	18	1.9	54	5.7	221	23.4	637	67.5	944	100.0
S4 Resolves Your Concerns	13	1.4	28	2.9	85	8.9	281	29.6	543	57.2	950	100.0
S5 Timely Service	24	2.5	41	4.3	129	13.6	290	30.6	465	49.0	949	100.0
S6 Quality Product	8	0.9	14	1.5	91	9.8	274	29.5	542	58.3	929	100.0
S7 Reasonable Costs	13	1.4	38	4.2	162	17.9	302	33.4	390	43.1	905	100.0
S8 Displays Flexibility	11	1.2	18	1.9	88	9.3	260	27.5	568	60.1	945	100.0
S9 Keeps You Informed	16	1.7	28	3.0	89	9.4	247	26.2	563	59.7	943	100.0
S10 Your Future Choice	20	2.2	15	1.6	105	11.4	252	27.3	531	57.5	923	100.0
S11 Overall Satisfaction	13	1.4	21	2.2	89	9.4	299	31.6	524	55.4	946	100.0

Table C-2: Specific Services Items– Details

Specific Services Item	Very Low		Low		Mid-range		High		Very High		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
S12 Planning (Charettes, Master..)	4	0.7	10	1.8	64	11.6	179	32.4	295	53.4	552	100.0
S13 Investigations/Inspections	7	1.8	9	2.3	50	12.5	130	32.6	203	50.9	399	100.0
S14 Environmental Studies	1	0.3	1	0.3	44	11.2	121	30.7	227	57.6	394	100.0
S15 Environmental Compliance	2	0.5	5	1.3	43	11.0	115	29.5	225	57.7	390	100.0
S16 BRAC	3	1.2	1	0.4	21	8.7	72	29.8	145	59.9	242	100.0
S17 Real Estate	3	0.9	11	3.3	50	14.8	108	32.0	166	49.1	338	100.0
S18 Project Management	8	1.1	21	2.8	71	9.5	233	31.1	415	55.5	748	100.0
S19 On-Site Project Mgmt	6	1.0	22	3.6	77	12.6	168	27.6	336	55.2	609	100.0
S20 Project Documents (1391s, 1354s..)	5	0.9	16	2.9	79	14.2	194	34.9	262	47.1	556	100.0
S21 Funds Management	10	1.4	21	2.9	100	14.0	263	36.9	319	44.7	713	100.0
S22 Cost Estimating	10	1.4	23	3.2	120	16.5	279	38.4	295	40.6	727	100.0
S23 Change Mgmt (Mods etc)	6	0.9	20	2.9	94	13.6	238	34.3	335	48.3	693	100.0
S24 Contracting Services	9	1.2	17	2.3	77	10.2	274	36.3	378	50.1	755	100.0
S25 AE Services	5	0.9	9	1.6	68	11.8	221	38.2	275	47.6	578	100.0
S26 Engineering Design	3	0.5	17	3.0	69	12.1	237	41.6	244	42.8	570	100.0
S27 Construction Quality	2	0.4	4	0.7	63	11.2	214	37.9	281	49.8	564	100.0
S28 Timely Construction	15	2.7	29	5.2	86	15.5	202	36.3	224	40.3	556	100.0
S29 Construction Turnover	6	1.2	8	1.6	68	14.0	190	39.0	215	44.1	487	100.0
S30 Warranty Support	7	1.7	7	1.7	71	16.8	155	36.6	183	43.3	423	100.0
S31 End-user Satisfaction	3	0.6	4	0.7	60	11.2	188	35.1	280	52.3	535	100.0
S32 Maintainability of Construction	1	0.2	6	1.2	63	13.0	195	40.2	220	45.4	485	100.0
S33 Value of S & R	10	1.5	10	1.5	72	10.5	228	33.2	367	53.4	687	100.0
S34 Value of S & A	6	1.0	9	1.4	69	11.0	214	34.0	332	52.7	630	100.0

Table C-3: Mean Satisfaction Scores by Customer Group FY08

Item	Air Force		Army		Other		Total	
	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.44	241	4.41	417	4.37	268	4.41	926
S2 Manages Effectively	4.27	243	4.33	420	4.24	267	4.29	930
S3 Treats You as Team Member	4.55	247	4.57	418	4.50	272	4.54	937
S4 Resolves Your Concerns	4.31	248	4.41	421	4.44	274	4.39	943
S5 Timely Service	4.13	248	4.25	420	4.18	274	4.20	942
S6 Quality Product	4.38	243	4.46	413	4.44	267	4.43	923
S7 Reasonable Cost	4.14	237	4.14	402	4.10	260	4.13	899
S8 Displays Flexibility	4.42	242	4.46	422	4.43	274	4.44	938
S9 Keeps You Informed	4.39	241	4.45	420	4.33	275	4.40	936
S10 Your Future Choice	4.38	242	4.41	413	4.31	261	4.37	916
S11 Overall Satisfaction	4.36	243	4.42	421	4.34	275	4.38	939
S12 Planning (Charettes, Master ...)	4.35	150	4.41	244	4.29	152	4.36	546
S13 Investigations/Inspections (Non-Env)	4.20	98	4.33	174	4.31	123	4.29	395
S14 Environmental Studies	4.49	83	4.45	202	4.43	107	4.45	392
S15 Environmental Compliance	4.53	88	4.38	197	4.44	103	4.43	388
S17 Real Estate	4.16	73	4.27	185	4.26	76	4.25	334
S18 Project Management	4.36	204	4.40	333	4.37	205	4.38	742
S19 On-site Project Mgmt	4.28	167	4.36	273	4.32	164	4.33	604
S20 Project Documents (1354, 1391...)	4.17	147	4.27	252	4.28	152	4.25	551
S21 Funds Management	4.15	197	4.28	308	4.14	203	4.21	708
S22 Cost Estimating	4.06	203	4.17	321	4.16	197	4.14	721
S23 Change Mgmt (Mods etc)	4.15	199	4.31	310	4.33	180	4.27	689
S24 Contracting Services	4.26	197	4.33	337	4.35	218	4.32	752
S25 A/E Services	4.21	161	4.37	265	4.30	148	4.31	574
S26 Engineering Design Quality	4.12	161	4.25	260	4.35	145	4.24	566
S27 Construction Quality	4.31	159	4.31	249	4.52	152	4.37	560
S28 Timely Construction	3.91	150	4.12	243	4.14	159	4.07	552
S29 Construction Turnover	4.16	138	4.24	218	4.31	127	4.23	483
S30 Warranty Support	4.19	125	4.17	193	4.23	101	4.19	419
S32 Maintainability	4.21	135	4.29	216	4.39	130	4.30	481
S33 Value of S&R	4.34	193	4.38	310	4.37	178	4.37	681
S34 Value of S&A	4.39	183	4.36	282	4.35	159	4.37	624

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

Table C-4: Mean Satisfaction Scores by Work Category FY08

Item	Construction		Environmental		Other		Total	
	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.35	493	4.57	175	4.41	265	4.41	933
S2 Manages Effectively	4.15	494	4.52	178	4.37	265	4.28	937
S3 Treats You as Team Member	4.50	497	4.64	180	4.52	267	4.53	944
S4 Resolves Your Concerns	4.26	499	4.58	179	4.48	272	4.38	950
S5 Timely Service	4.07	495	4.39	181	4.28	273	4.19	949
S6 Quality Product	4.32	489	4.59	178	4.53	262	4.43	929
S7 Reasonable Cost	3.97	482	4.32	176	4.29	247	4.12	905
S8 Displays Flexibility	4.34	495	4.60	178	4.50	272	4.43	945
S9 Keeps You Informed	4.32	495	4.48	179	4.46	269	4.39	943
S10 Your Future Choice	4.25	485	4.53	177	4.46	261	4.36	923
S11 Overall Satisfaction	4.25	496	4.59	177	4.46	273	4.37	946
S18 Project Management	4.33	452	4.49	132	4.40	164	4.37	748
S20 Project Documents (1354, 1391...)	4.23	370	4.38	69	4.21	117	4.24	556
S21 Funds Management	4.13	417	4.32	145	4.30	151	4.21	713
S22 Cost Estimating	3.98	437	4.48	132	4.27	158	4.14	727
S23 Change Mgmt (Mods etc)	4.13	419	4.50	129	4.45	145	4.26	693
S24 Contracting Services	4.19	440	4.54	146	4.46	169	4.32	755
S25 A/E Services	4.21	380	4.56	81	4.41	117	4.30	578

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

Table C-5: FY98-08 Responses by Division & Survey Year

MSC	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	Total
AED	0	0	0	0	0	0	0	5	7	13	25
GRD	0	0	0	0	0	0	0	11	5	18	34
HQ	53	14	5	3	11	2	1	0	0	0	89
LRD	57	25	19	34	47	46	33	39	26	82	408
MVD	5	0	0	0	4	0	0	0	17	31	57
NAD	154	119	74	112	103	114	137	168	151	164	1296
NWD	124	150	162	110	105	92	120	101	170	186	1320
POD	109	84	90	60	96	112	101	91	99	87	929
SAD	95	75	90	108	92	111	151	192	183	185	1282
SPD	69	72	14	57	23	47	71	42	79	89	563
SWD	72	48	50	79	72	81	58	66	61	65	652
TAC	7	4	13	8	11	21	23	62	38	38	225
Total	745	591	517	571	564	626	695	777	836	958	6880

Note: TAC is actually designated a Center but is included for completeness.

Table C-6: FY98-08 Responses by District & Survey Year

District	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	Total
AED	0	0	0	0	0	0	0	5	7	13	25
GRD	0	0	0	0	0	0	0	11	5	18	34
HQ	53	14	5	3	11	2	1	0	0	0	89
LRB	0	0	0	0	0	0	0	0	0	5	5
LRC	0	0	0	0	0	0	0	0	0	3	3
LRE	0	0	0	0	0	1	0	0	0	7	8
LRH	0	0	0	0	0	0	0	1	0	19	20
LRL	57	25	19	34	44	45	32	38	26	40	360
LRN	0	0	0	0	0	0	1	0	0	7	8
LRP	0	0	0	0	3	0	0	0	0	1	4
MVN	0	0	0	0	2	0	0	0	0	0	2
MVP	4	0	0	0	0	0	0	0	5	10	19
MVR	1	0	0	0	1	0	0	0	8	6	16
MVS	0	0	0	0	1	0	0	0	4	15	20
NAB	30	20	32	43	29	32	29	29	48	35	327
NAE	0	1	6	14	9	7	2	5	3	3	50
NAN	15	20	15	6	8	18	9	23	17	23	154
NAO	38	37	18	12	18	29	27	39	34	31	283
NAP	1	1	0	0	0	0	8	22	16	30	78
NAU	70	40	3	37	39	28	62	50	33	42	404
NWK	14	6	10	6	10	7	15	7	15	20	110
NOW	26	67	68	63	52	43	61	61	83	92	616
NWS	84	77	84	41	43	42	44	33	72	74	594
POA	18	9	32	19	48	59	43	37	30	39	334
POF	32	12	18	14	14	13	12	19	23	22	179
POH	27	36	16	6	11	15	21	13	18	8	171
POJ	32	27	24	21	23	25	25	22	28	18	245
SAC	0	0	0	0	0	0	0	0	0	1	1
SAJ	0	0	0	0	1	1	1	0	2	8	13
SAM	47	47	50	78	65	90	96	124	106	106	809
SAS	48	28	40	30	26	20	53	64	74	64	447
SAW	0	0	0	0	0	0	1	4	1	6	12
SPA	17	14	3	8	6	7	18	18	24	17	132
SPK	34	32	3	41	9	30	36	9	33	42	269
SPL	18	26	8	8	7	10	17	13	22	30	159
SPN	0	0	0	0	1	0	0	2	0	0	3
SWF	47	28	13	39	38	39	31	36	28	27	326
SWL	10	11	9	7	4	7	6	5	4	14	77
SWT	15	9	28	33	30	35	21	25	29	24	249
TAC	7	4	13	8	11	21	23	62	38	38	225
Total	745	591	517	571	564	626	695	777	836	958	6880

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