National Aeronautics and Space Administration

Executive Summary
Broad-Based Survey Results for NSSC Services

NSSC Broad-Based Customer Satisfaction Surveys
July 2010

Contents

Introduction

Background

- The NASA Shared Services Center (NSSC) began operations in March 2006 and has continued to add new services since its opening

- Services have transitioned from all ten NASA Centers to the NSSC in the areas of:

    – Financial Management

    – Human Resources

    – Procurement

- The NSSC is using annual customer surveys to measure performance on services that it began performing since fiscal year 2006

    – The surveys cover many transactional and non-transactional services across the three functional areas (a full list of the services covered is provided in the appendix)

    – More frequent transactional surveys are also being used to collect customer feedback

Objectives

- To measure customer perceptions of the delivery of services at the NSSC

- To understand customer perceptions of the importance and usage patterns of services

- To compare against the baseline performance that was measured prior to the transition of services from the Centers

- To compare against the previous Broad-Based customer satisfaction surveys measured after the transition

- To continue ongoing measurement of customer satisfaction

Introduction – About the Surveys

- The NSSC Broad-Based Customer Satisfaction Surveys are customer assessments of the NSSC's current service quality
    - The surveys follow a similar format to the baselines that were conducted in 2005, 2006, and 2007 as well as the Broad-Based Surveys conducted in 2007 and 2008
- Fifteen separate surveys were deployed:
    - General HR
    - Leave Donor and Advanced Sick Leave
    - SES Case Documentation
    - Financial Disclosure – Filers
    - Financial Disclosure – Legal
    - Personnel Action Processing
    - Employee Recognition and Awards
    - On-Site Training
    - Off-Site Training
    - Grants & Cooperative Agreements
    - SBIR and STTR
    - PCS
    - Foreign Travel
    - Extended TDY
    - Accounts Receivable

All service areas have either baseline or prior Broad-Based Survey data to enable a comparison with past performance. These comparisons are included in the reports.

Introduction – About the Surveys (Cont'd)

- In order to diminish "survey fatigue" among NSSC customers, the majority of respondents received only one survey invitation

  - About 4% of respondents were sent two invitations in order to maximize the samples for surveys with many common customers

- Most questions use a five-point response scale

- Inquisite, a web-based methodology, was utilized to administer the surveys by ScottMadden

- In most surveys, respondents were asked to identify their Center, Mission Directorate or Mission Support area, grade level, and length of employment with NASA

- The surveys were open for just over three weeks beginning June 16, 2010 through July 9, 2010; reminders were sent on June 23th and June 20th to those invitees who had not responded

- Separate invitations were sent for each of the fifteen surveys

- At the close of the survey, 1,583 responses were obtained representing a 18% response rate across all surveys (response rates for each survey are shown on the next page)

  - While the overall response rate across all surveys is somewhat low, response rates on a number of the surveys are higher

Introduction – About the Surveys (Cont'd)

A total of fifteen surveys were deployed for the 2010 Broad-Based Surveys. The following table shows the number of invitations sent and responses received for each of the surveys:

Functional Area	Survey #	Survey	Total Population	Number Invited	Desired Response Rate	Final as of 7/12	Response Rate	Margin of Error*
HR	1	General HR	19087	1203	30%	267	22%	5%
HR	2	Leave Donor and Advanced Sick Leave	537	505	30%	175	35%	5%
HR	3	SES Case Documentation	50	50	30%	16	32%	17%
HR	4	Financial Disclosure - Filers	10233	1523	30%	262	17%	5%
HR	5	Financial Disclosure - Legal	119	119	30%	30	25%	13%
HR	6	Personnel Action Processing	242	237	30%	75	32%	8%
HR	7	Employee Recognition and Awards	1601	799	30%	112	14%	8%
PR	8	On-Site Training	45	45	30%	11	24%	22%
PR	9	Off-Site Training	4987	858	30%	200	23%	6%
PR	10	Grants & Cooperative Agreements	218	217	30%	28	13%	15%
PR	11	SBIR and STTR	1426	923	30%	80	9%	9%
FM	12	PCS	515	512	30%	119	23%	7%
FM	13	Foreign Travel	1826	790	30%	107	14%	8%
FM	14	Extended TDY	1225	787	30%	87	11%	8%
FM	15	Accounts Receivable	50	50	30%	14	28%	19%
		TOTAL		**8618**		**1583**	**18%**	

* at 90% confidence interval

Note: The following surveys have margins of error that are at or close to traditionally desired levels of statistical significance:
- General HR
- Leave Donor and Advanced Sick Leave
- Financial Disclosure – Filers

Response rates for the other surveys are not large enough to meet traditionally desired levels of statistical significance.
However, results provide directional guidance for the NSSC and should be used for that purpose. For small population surveys (< = 50 in population), a response rate of more than 80% would have been required to achieve a statistically significant sample.

Introduction – About the Analysis

- The analysis includes presentation of the current satisfaction levels as well as comparison to the 2008 and 2007 Broad-Based or prior baseline performance, where applicable

- For purposes of this analysis, all unanswered and "NA" responses are excluded from the percentages and means. This provides a truer picture of the results than if these items were included

- Demographic differences in overall satisfaction were examined for Center, Mission Directorate or Mission Support area, grade level, and length of tenure with NASA. Charts showing these differences are included in the report

- Personal references in the verbatim comments are omitted. Typographical errors and spelling errors are corrected in the comments

Overall Findings

- Across the fifteen surveys, performance on most services has improved from either the 2008 broad based surveys or the baselines for those services which were not part of the 2008 broad based surveys. Only three surveys show a decline in overall satisfaction and none of the declines are statistically significant.
    - Customer satisfaction ratings are higher than prior surveys for many service areas and the changes are statistically significant to indicate a substantial improvement in customer satisfaction:
        - » In the General HR survey, overall satisfaction, the effectiveness of the NSSC Customer Service Website, professionalism of drug testing collectors, and many aspects of employee notices show a significant improvement
        - » For Leave Donor and Advanced Sick Leave Processing, ratings for all questions in the survey significantly improved
        - » SES Case Documentation shows improvements in the timeliness and quality of case documentation, delivering services when needed, showing willingness to help, and customer confidence in SES case documentation personnel
        - » Financial Disclosure ratings from filers significantly improved for the performance of the service, overall satisfaction, the effectiveness of the NSSC Customer Service Website, and many customer service drivers
        - » Financial Disclosure ratings from legal customers show improvement in nearly all areas of the survey
        - » In the Personnel Action Processing survey, ratings for all questions in the survey show a significant improvement from the baseline ratings, however, the respondent groups for the surveys differed, so this comparison is limited
        - » For PCS, many ratings significantly improved, with several related to the PCS Relocation service and many related to the PCS Travel Voucher Processing service (*Note: While overall satisfaction for Travel Voucher Processing has increased from the 2008 overall satisfaction score, the 2008 question on overall satisfaction had both dimensions (relocation and travel voucher processing) combined, which limits the comparison*)

Overall Findings (Cont'd)

- Additional areas showed statistically significant increases in satisfaction:
  - » For Off-Site Training, the overall satisfaction score increased significantly
  - » SBIR and STTR Award Processing showed significant improvement in NSSC personnel delivering error-free service
  - » Foreign Travel satisfaction increased for providing personalized attention and customers knowing who to call or where to go for support, however, the prior questions dealt with NSSC Financial Management personnel in general, so this comparison is limited
- Customer satisfaction ratings show a statistically significant decline for only one area:
  - » Foreign Travel performance ratings for the resolution of disputed claims declined significantly
- Overall satisfaction ratings are mostly positive with all mean scores for overall satisfaction falling in the positive range of the rating scale (above 3) and the lowest mean score being 3.50
- Feedback from Center executives is largely positive and they demonstrate continued support and provide some suggestions for continuing to improve the NSSC
- Benchmarking overall satisfaction scores against the survey provider's database of internal customer satisfaction surveys in shared services shows that eleven of the sixteen overall satisfaction scores fall above the median and five fall below the median (PCS had two separate overall satisfaction scores)
- The two most common areas cited for improvement are **knowing where to go for support** and **delivering error-free service**
  - These two improvement areas are evident across almost all of the surveys
  - Other areas in need of improvement for some service areas are process efficiency and communication
- The effectiveness of the NSSC Customer Service Website was rated fairly low compared to many of the other survey questions, but overall, 60% of respondents provided favorable ratings and only 12% provided unfavorable ratings

Overall Findings (Cont'd)

- Consistent with the past broad based survey results, NSSC staff continue to receive high scores for exhibiting positive customer service attitudes such as courtesy, willingness to help, and showing an interest in solving their customers' problems.

- Most service areas show alignment of importance and performance ratings for specific services.

  - However, for a few services in Extended TDY, Foreign Travel, HR, and PCS there is some disparity in the alignment of importance and performance ratings

    » For Extended TDY, the service which is rated lowest on performance (Explanation of Tax Consequences of Travel Over One Year) is relatively high in importance

    » For Foreign Travel, customers view Foreign Travel – Expense Report (reimbursement) processing and resolution of disputed claims as very important but the performance ratings are not very positive, especially for resolution of disputed claims

    » For HR and Training websites, the service received the lowest performance rating but is considered among the more important HR services, and is also among the most often used services

    » For PCS, Property Management Services and Agency Customization Services are considered important and are not as well-rated in terms of performance

- For all but two of the surveys, customers ranked "perform services accurately" as the most important objective for NSSC personnel. The two surveys that differed ranked the following highest:

  - "Provide excellent customer service" (On-Site Training)

  - "Communicate information about services and methods of contact" (Extended TDY)

Overall Recommendations

- Recognize the positive achievements of the NSSC staff for improving customer satisfaction in many areas over the last two years

- Share detailed feedback with the NSSC teams in each functional area to ensure they understand customer satisfaction with their support

- Review detailed feedback for each service area when developing improvement plans and use verbatim comments to further understand customer ratings

  - Develop action plans within functional areas to address error rates on services, efficiency of processes, communication effectiveness, and staff knowledge

- Develop a communications plan to re-educate customers on who to contact for support

  - Recognize that customers need periodic reminders since the NSSC has been operating for several years

  - Ensure points-of-contact are clearly identified and communicated for various types of customers (e.g., customers from functional areas at the Centers versus general employees)

- Review the functionality and organization of the NSSC Customer Service Website to improve usability by customers

- Continue to support a strong customer service culture, which is valued by customers

- Investigate alternate methods (focus groups, interviews, etc.) other than surveys for gathering feedback for On-Site Training, Accounts Receivable, and SES Case Documentation services since survey responses were limited

- Share the results of the surveys with NSSC personnel, survey participants and key stakeholders as planned

Summary of Changes in Performance

Functional Area	Survey	Prior Score[1]	2010 Score[1]	Change	Direction	% Change	Quartile[2]
Human Resources	General HR	3.21	3.81	0.60	⬆ (green)	19%	2nd
	Leave Donor and Advanced Sick Leave	3.74	4.16	0.42	⬆ (green)	11%	1st
	SES Case Documentation	4.44	4.73	0.29	⬆ (yellow)	7%	1st
	Financial Disclosure – Filers	3.60	3.90	0.30	⬆ (green)	8%	2nd
	Financial Disclosure – Legal	3.56	4.46	0.90	⬆ (green)	25%	1st
	Personnel Action Processing	3.63*	4.20	0.57	⬆ (green)	16%	1st
	Employee Recognition and Awards[4]	3.21	3.80	0.59	⬆ (yellow)	18%	3rd
Procurement	On-Site Training	4.29	4.18	-0.11	⬇ (orange)	-3%	1st
	Off-Site Training	3.78	3.95	0.17	⬆ (green)	4%	2nd
	Grants & Cooperative Agreements	3.82	3.85	0.03	⬆ (yellow)	1%	2nd
	SBIR and STTR Award Processing	3.69	3.76	0.07	⬆ (yellow)	2%	3rd
Financial Management	PCS Travel Voucher Processing[4]	3.55	4.05	0.50	⬆ (yellow)	14%	1st
	PCS Relocation Service[4]	3.55	3.80	0.25	⬆ (yellow)	7%	3rd
	Foreign Travel[4]	3.57	3.60	0.03	⬆ (yellow)	1%	3rd
	Extended TDY	3.55	3.50	-0.05	⬇ (orange)	-1%	4th
	Accounts Receivable	4.17*	4.08	-0.09	⬇ (orange)	-2%	1st

⬆ (green) = Increase – statistically significant[3]
⬆ (yellow) = Increase – NOT statistically significant[3]
⬇ (orange) = Decrease – NOT statistically significant[3]
⬇ (red) = Decrease – statistically significant[3]

Notes:
1. Survey questions have a five point response scale (1 = "Strongly Disagree", 5 = "Strongly Agree"); mean scores are shown
2. Quartile comparisons are based on previous service provider surveys, with rankings applicable at time of survey
3. Statistical significance is determined by conducting a t-test (95% confidence)
4. Since the overall satisfaction question in the 2008 survey differed from the 2010 survey, the test for statistical significance is not relevant

* Prior score is from the baseline survey

Overall Satisfaction by Survey

Overall Satisfaction by Survey Group - % Favorable

- For most surveys, the majority of survey respondents provided favorable ratings on overall satisfaction; the lowest scores are from the Extended TDY respondents with 50% favorable

Survey Group	% Favorable
SES Case Documentation	100%
Personnel Action Processing	88%
Grants/Cooperative Agreements	85%
Leave Donor and/or ASL Processing	84%
Financial Disclosure - Legal	82%
On-Site Training	81%
PCS Travel Voucher Processing	79%
Off-site training	78%
Accounts Receivable	75%
Financial Disclosure - Filers	73%
SBIR/STTR Award Processing	71%
Awards and Recognition Processing and NAAS	70%
PCS Relocation service	69%
Human Resources	69%
Foreign Travel	65%
Extended TDY	50%

Overall Satisfaction by Survey Group

- The level of satisfaction seems to be varied across all surveys, with SES Case Documentation customers reporting the most positive satisfaction ratings

Survey Group	(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree	Mean
SES Case Documentation			27%		73%	4.73
Financial Disclosure - Legal	4%	14%	14%		68%	4.46
Personnel Action Processing	8%	5%		48%	40%	4.20
On-Site Training			18%	45%	36%	4.18
Leave Donor and/or ASL Processing	2%	2%	12%	44%	40%	4.16
Accounts Receivable			25%	42%	33%	4.08
PCS Travel Voucher Processing	3%	6%	12%	42%	37%	4.05
Off-site training	2%	5%	16%	52%	26%	3.95
Financial Disclosure - Filers	1%	3%	22%	52%	21%	3.90
Grants/Cooperative Agreements	4%	4%	7%	74%	11%	3.85
Human Resources	2%	4%	25%	49%	20%	3.81
PCS Relocation service	6%	10%	15%	36%	33%	3.80
Awards and Recognition Processing and NAAS	2%	6%	22%	51%	19%	3.80
SBIR/STTR Award Processing	1%	6%	22%	56%	15%	3.76
Foreign Travel	7%	9%	19%	45%	20%	3.60
Extended TDY	3%	8%	39%	36%	14%	3.50

Legend: ■ (1) Strongly Disagree   ■ (2) Disagree   ■ (3) Neutral   ■ (4) Agree   ■ (5) Strongly Agree

Summary of Customer Service Website Satisfaction

Website Satisfaction – Across All Surveys

- Effectiveness ratings on the website are generally positive or neutral with 60% providing positive scores and only 12% reporting negative scores

Mean

The NSSC Customer Service Website is effective

Rating	Value
(1) Strongly Disagree	3%
(2) Disagree	9%
(3) Neutral	31%
(4) Agree	43%
(5) Strongly Agree	17%

Mean: **3.61**

Legend:
- (1) Strongly Disagree
- (2) Disagree
- (3) Neutral
- (4) Agree
- (5) Strongly Agree
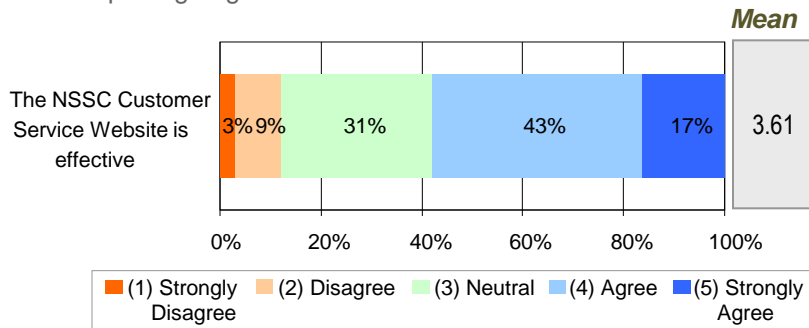
Website Satisfaction by Survey Group

- The level of satisfaction with the website varies across surveys, with SES Case Documentation respondents reporting the highest level of satisfaction with the website

Mean

Survey Group	(1) Strongly Disagree	(2) Disagree	(3) Neutral	(4) Agree	(5) Strongly Agree	Mean
SES Case Documentation			20%	50%	30%	4.10
Leave Donor and/or ASL Processing	1%	5%	24%	46%	24%	3.87
Personnel Action Processing		4%	26%	53%	16%	3.81
Financial Disclosure - Filers	2%	5%	30%	50%	13%	3.67
Awards and Recognition Processing and NAAS	1%	6%	30%	52%	11%	3.65
Off-site Training	2%	5%	31%	53%	10%	3.65
SBIR/STTR Award Processing		8%	32%	46%	14%	3.64
PCS	4%	9%	28%	42%	17%	3.59
Financial Disclosure - Legal	12%	8%	23%	27%	31%	3.58
On-Site Training		22%	22%	33%	22%	3.56
Human Resources	1%	9%	36%	43%	10%	3.53
Accounts Receivable		17%	33%	33%	17%	3.50
Foreign Travel	1%	6%	47%	36%	10%	3.47
Extended TDY		12%	47%	33%	9%	3.40
Grants/Cooperative Agreements	8%	13%	33%	46%		3.17

Legend:
- (1) Strongly Disagree
- (2) Disagree
- (3) Neutral
- (4) Agree
- (5) Strongly Agree

Overall Findings, Service Ratings, and Example Charts by Functional Area – Human Resources

Overall Findings for Human Resources

- Seven surveys were conducted to collect feedback on NSSC Human Resources services

- Satisfaction with NSSC Human Resources services has increased for all the surveys, and in many areas these increases are statistically significant

- None of the HR services had questions with statistically significant decreases in customer satisfaction

- For overall satisfaction scores, 4 surveys fall in the 1st quartile, 1 survey falls in the 2nd quartile, and 2 surveys fall in the 3rd quartile compared to the service provider's database of customer satisfaction benchmarks

- Services receiving the **highest** performance ratings in HR are:

  - SES Case Documentation

  - Drug Testing Administration

  - Development of Informational Materials

- Services receiving the **lowest** performance ratings in HR are:

  - NASA Awards and Recognition Processing

  - NAAS System

  - HR and Training Websites

Overall Findings for Human Resources (Cont'd)

- NSSC Human Resources is consistently rated **higher** for:

    - Exhibiting sincerity and willingness to help customers

    - Showing courtesy when interacting with customers

    - Providing personalized attention

- NSSC Human Resources is consistently rated **lower** for:

    - Providing an effective customer service website

    - Delivering error-free service

    - Ensuring customers know who to call or have easy access to support

- Some customers also rated process efficiency and communication lower than other aspects of services

- Staff knowledge was rated highly in some areas (Leave Donor and Advanced Sick Leave Processing) and less favorably in others (Personnel Action Processing)

- Across all surveys, HR customers indicate that "performing services accurately" should be the most important objective for NSSC staff

Comparison of Performance Across HR Services

Performance Ratings by Service

Service	Mean	Percent Favorable*
SES Case Documentation	4.81	100%
Drug Testing Administration	4.55	91%
Development of Informational Materials	4.54	92%
Maintaining EPTS (Legal)	4.50	93%
Human Resources Information Systems	4.26	78%
Surveys and Studies	4.25	83%
Leave Donor Processing	4.25	83%
Benefits Processing	4.20	83%
Personnel Action Processing - PAP	4.20	81%
Financial Disclosure Administration (Filers)	4.19	80%
Financial Disclosure Administration (Legal)	4.15	81%
Advanced Sick Leave Processing	4.14	81%
Preparation and Distribution of Employee Notices	4.10	81%
Maintaining EPTS (Ethics Performance and Tracking System) (Filers)	3.98	70%
HR and Training Web Sites	3.91	68%
NAAS System	3.76	67%
NASA Awards and Recognition Processing	3.60	60%

Legend: (1) Very dissatisfied · (2) Dissatisfied · (3) Neutral · (4) Satisfied · (5) Very satisfied

* Percent Favorable = (% Agree) + (% Strongly Agree)

RELEASED - Printed documents may be obsolete; validate prior to use.

General HR Survey:

Significant Increases in Customer Satisfaction from the 2008 Broad-Based Survey

The following questions show statistically significant increases in customer satisfaction from the 2008 Broad-Based Survey to the 2010 Broad-Based Survey. There were no questions showing a significant decrease in satisfaction from the 2008 Broad-Based Survey.

Areas of Significant Improvement

Legend: ■ 2010 ■ 2008

Question	2010	2008	Category
Overall, I am satisfied with NSSC's Human Resources services	3.81	3.21	*Overall Satisfaction*
The NSSC Customer Service Website is effective	3.53	3.12	*Customer Service Website*
Collectors are professional (Drug Testing)	4.38	3.75	*Drug Testing*
Overall Performance – Preparation and Distribution of Employee Notices	4.10	3.59	*Employee Notices*
The employee notices are easily accessible	4.04	3.4	
The employee notices clearly communicate the information I need	4.04	3.53	
The employee notices contain accurate information	4.14	3.62	
I know where to go to find employee notices	3.66	2.89	

Scale: 1 Strongly Disagree — 5 Strongly Agree
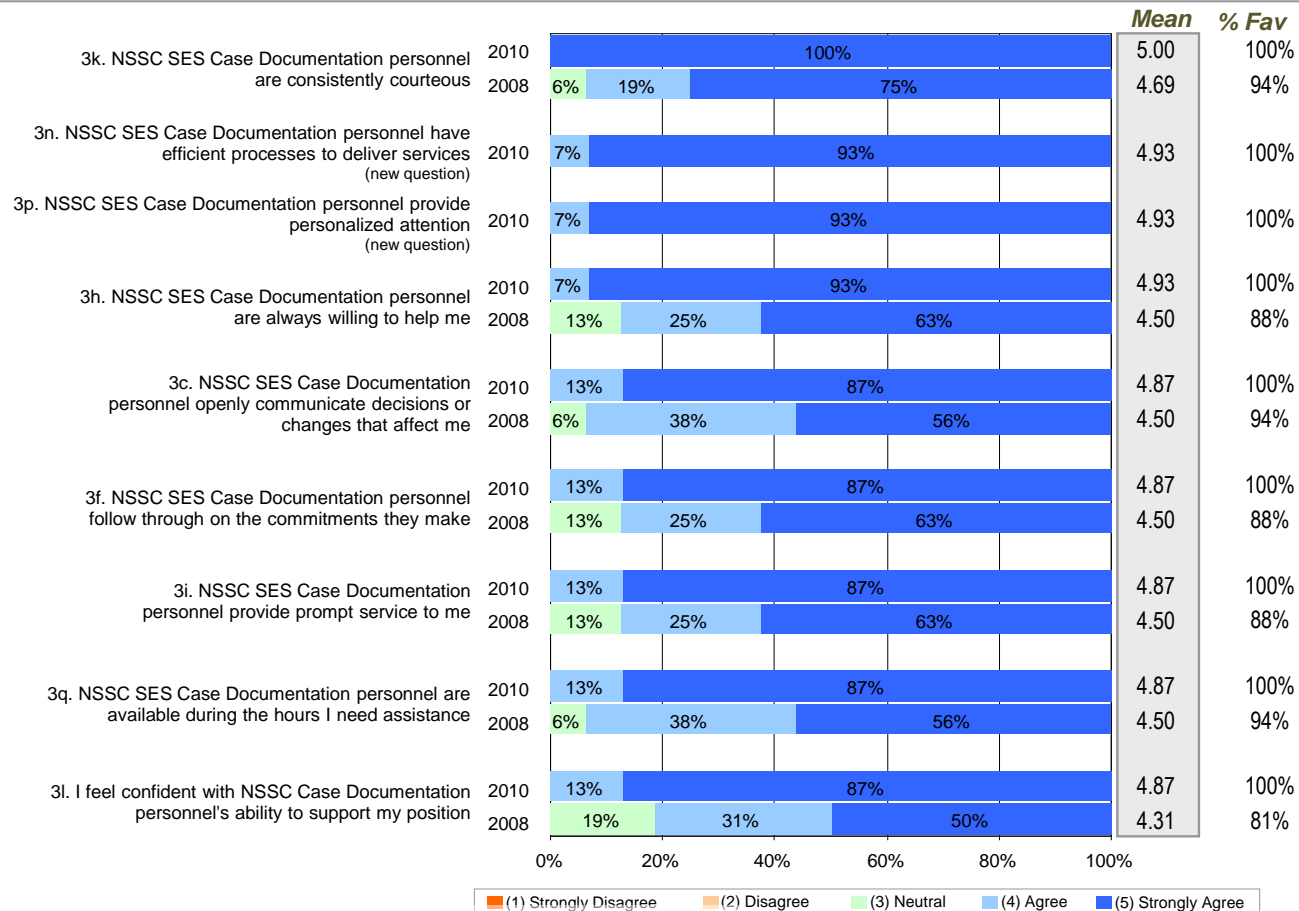
These results are based on statistically testing the differences between the question means of the current and previous survey results using a t-test at the 95% confidence interval. This test is an accurate way to observe any "real" improvement/decline in customer satisfaction.

SES Case Documentation Survey:

Customer Satisfaction Drivers

Please rate your level of agreement with the following statements
(Questions are listed in descending order, by mean)

		Mean	% Fav
3k. NSSC SES Case Documentation personnel are consistently courteous	2010	5.00	100%
	2008	4.69	94%
3n. NSSC SES Case Documentation personnel have efficient processes to deliver services (new question)	2010	4.93	100%
3p. NSSC SES Case Documentation personnel provide personalized attention (new question)	2010	4.93	100%
3h. NSSC SES Case Documentation personnel are always willing to help me	2010	4.93	100%
	2008	4.50	88%
3c. NSSC SES Case Documentation personnel openly communicate decisions or changes that affect me	2010	4.87	100%
	2008	4.50	94%
3f. NSSC SES Case Documentation personnel follow through on the commitments they make	2010	4.87	100%
	2008	4.50	88%
3i. NSSC SES Case Documentation personnel provide prompt service to me	2010	4.87	100%
	2008	4.50	88%
3q. NSSC SES Case Documentation personnel are available during the hours I need assistance	2010	4.87	100%
	2008	4.50	94%
3l. I feel confident with NSSC Case Documentation personnel's ability to support my position	2010	4.87	100%
	2008	4.31	81%

Legend: (1) Strongly Disagree | (2) Disagree | (3) Neutral | (4) Agree | (5) Strongly Agree

Payoff Index for NASA Awards and Recognition Processing and NAAS Service Customers

- The Payoff Index provides a systematic way to identify and prioritize areas for improvement

- The Payoff Index range for the survey was from 0.11 to 0.01. Below are the ten questions that have the highest Payoff Index values. They represent the areas where improvement would have the largest potential impact on improving overall customer satisfaction (Payoff)

- In summary, ensuring personnel openly communicate changes that affect customers, are easy to contact, and deliver error-free service represent the greatest potential for improving overall customer satisfaction with NSSC NASA Awards and Recognition Processing (A&RP) and NAAS service

Efforts to improve the following areas would result in the greatest payoff for NSSC NASA A&RP and NAAS service customers	Importance (Correlation with Overall Satisfaction with NSSC A&RP services)		Weight (Unfavorable Response Percentage*)		Payoff Index
3c. NSSC NASA A&RP and NAAS personnel openly communicate changes that affect me	0.71	x	15%	=	0.11
3b. NSSC NASA A&RP and NAAS personnel are easy to contact	0.77	x	12%	=	0.09
3d. NSSC NASA A&RP and NAAS personnel deliver error-free service	0.74	x	12%	=	0.09
3n. NSSC NASA A&RP and NAAS personnel have efficient processes to deliver services	0.83	x	10%	=	0.08
3l. I feel confident with NSSC NASA A&RP and NAAS personnel's ability to support my position	0.80	x	10%	=	0.08
3o. NSSC NASA A&RP and NAAS personnel understand my specific needs	0.78	x	10%	=	0.08
3j. NSSC NASA A&RP and NAAS personnel tell me when services will be performed	0.75	x	10%	=	0.07
3a. I know who to call or where to go for my NSSC NASA A&RP and NAAS questions or issues	0.51	x	13%	=	0.07
3p. NSSC NASA A&RP and NAAS personnel provide personalized attention	0.72	x	9%	=	0.06
3q. NSSC NASA A&RP and NAAS personnel are available during the hours I need assistance	0.71	x	8%	=	0.06

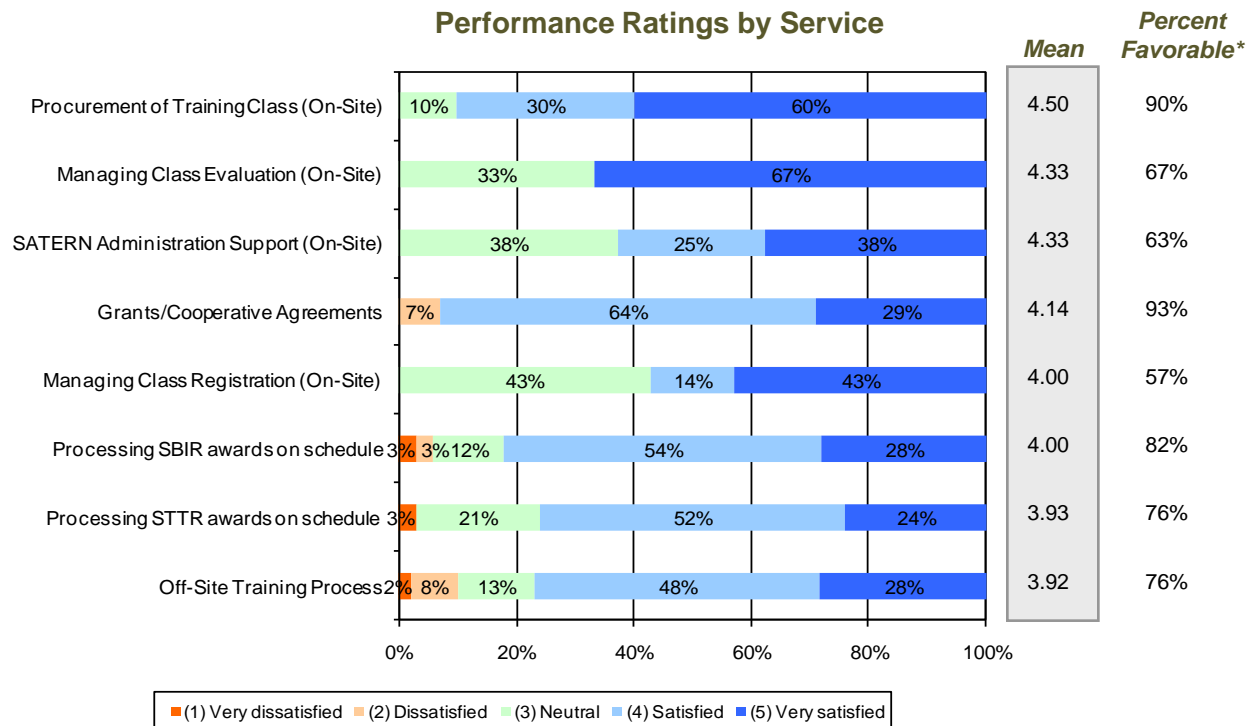* Percent Unfavorable = (% Disagree + % Strongly Disagree)

Overall Findings for Procurement

- Four surveys were conducted to collect feedback on NSSC Procurement services

- Satisfaction with NSSC Procurement services has increased for three of the four surveys and declined for one survey, but the decline is not statistically significant and still shows a high level of satisfaction

- Most of the survey questions did not show significant changes in satisfaction from the 2008 surveys; On-Site training scores improved in many areas, but are not significant due to the small sample size

- For overall satisfaction scores, 1 survey falls in the 1st quartile, 2 surveys fall in the 2nd quartile, and 1 surveys falls in the 3rd quartile compared to the service provider's database of customer satisfaction benchmarks

- Services receiving the **highest** performance ratings in Procurement are:

    - Procurement of Training Class (On-Site)

    - Managing Class Evaluation (On-Site)

    - SATERN Administration Support (On-Site)

- Services receiving the **lowest** performance ratings in Procurement are:

    - Off-Site Training Process

    - Processing STTR Awards

    - Processing SBIR Awards

Overall Findings for Procurement (Cont'd)

- NSSC Procurement is consistently rated **higher** for:

  - Exhibiting sincerity and willingness to help customers

  - Showing courtesy when interacting with customers

- Some customers also rated Procurement highly for providing prompt service and performing work on schedule

- NSSC Procurement is consistently rated **lower** for:

  - Providing an effective customer service website

  - Ensuring customers know who to call or have easy access to support

  - Delivering error-free service

- Some customers also rated process efficiency, understanding customer needs, and staff knowledge lower than other aspects of services

- Across most surveys, Procurement customers indicate that "performing services accurately" should be the most important objective for NSSC staff

  - On-Site Training customers ranked "provide excellent customer service" as the most important objective

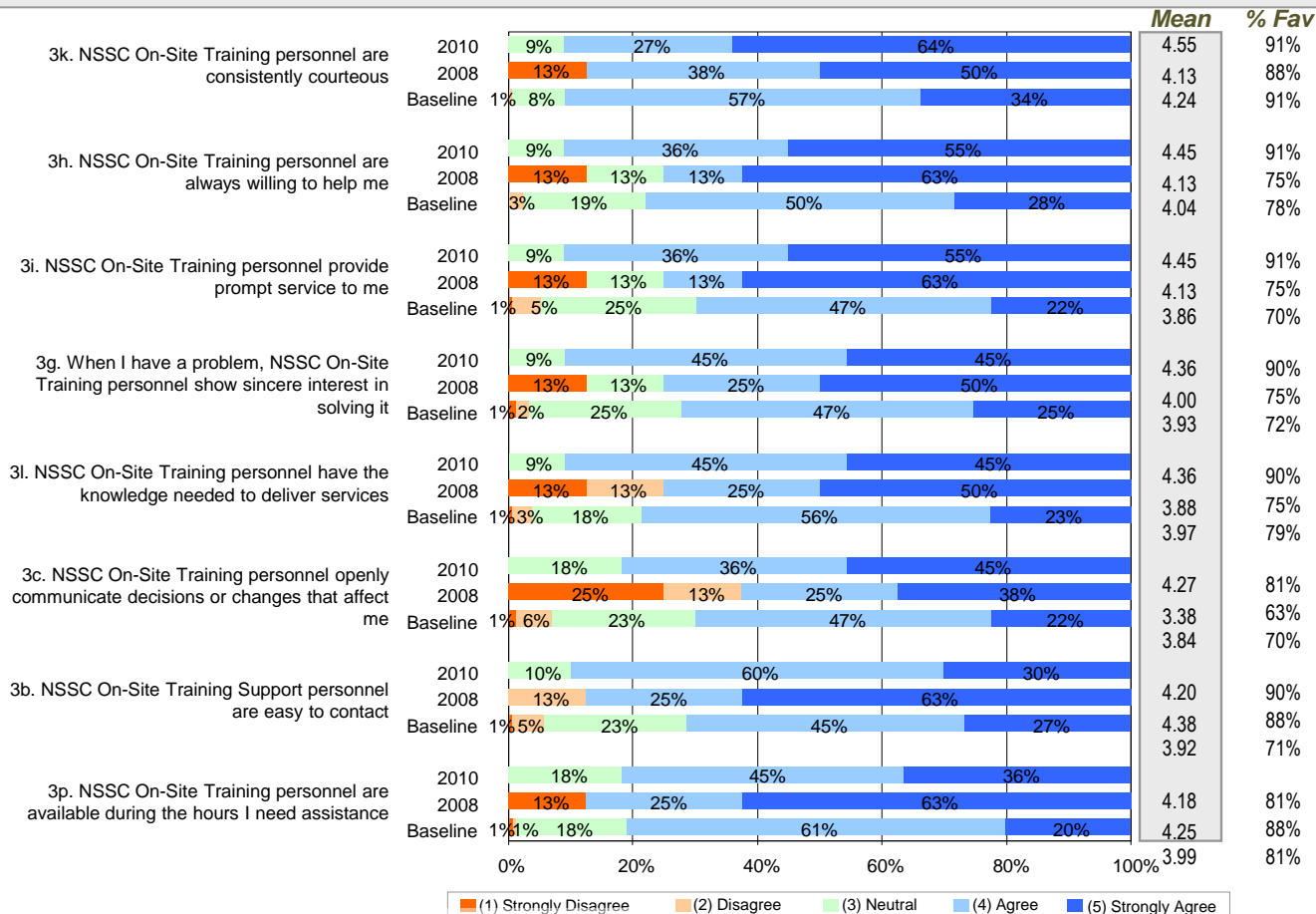# Comparison of Performance Across Procurement Services

Performance Ratings by Service

Service	Mean	Percent Favorable*
Procurement of Training Class (On-Site)	4.50	90%
Managing Class Evaluation (On-Site)	4.33	67%
SATERN Administration Support (On-Site)	4.33	63%
Grants/Cooperative Agreements	4.14	93%
Managing Class Registration (On-Site)	4.00	57%
Processing SBIR awards on schedule	4.00	82%
Processing STTR awards on schedule	3.93	76%
Off-Site Training Process	3.92	76%

Chart data (Performance Ratings by Service):
- Procurement of Training Class (On-Site): Neutral 10%, Satisfied 30%, Very satisfied 60%
- Managing Class Evaluation (On-Site): Neutral 33%, Very satisfied 67%
- SATERN Administration Support (On-Site): Neutral 38%, Satisfied 25%, Very satisfied 38%
- Grants/Cooperative Agreements: Dissatisfied 7%, Satisfied 64%, Very satisfied 29%
- Managing Class Registration (On-Site): Neutral 43%, Satisfied 14%, Very satisfied 43%
- Processing SBIR awards on schedule: Very dissatisfied 3%, Dissatisfied 3%, Neutral 12%, Satisfied 54%, Very satisfied 28%
- Processing STTR awards on schedule: Very dissatisfied 3%, Neutral 21%, Satisfied 52%, Very satisfied 24%
- Off-Site Training Process: Very dissatisfied 2%, Dissatisfied 8%, Neutral 13%, Satisfied 48%, Very satisfied 28%

Legend: ■ (1) Very dissatisfied ■ (2) Dissatisfied ■ (3) Neutral ■ (4) Satisfied ■ (5) Very satisfied

* Percent Favorable = (% Agree) + (% Strongly Agree)
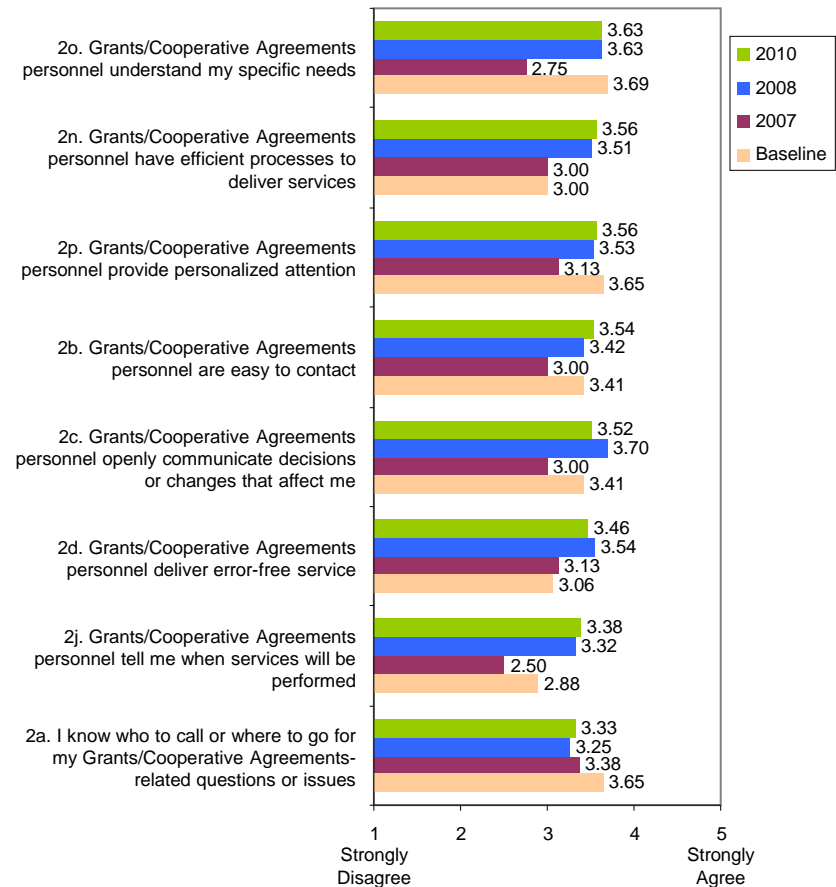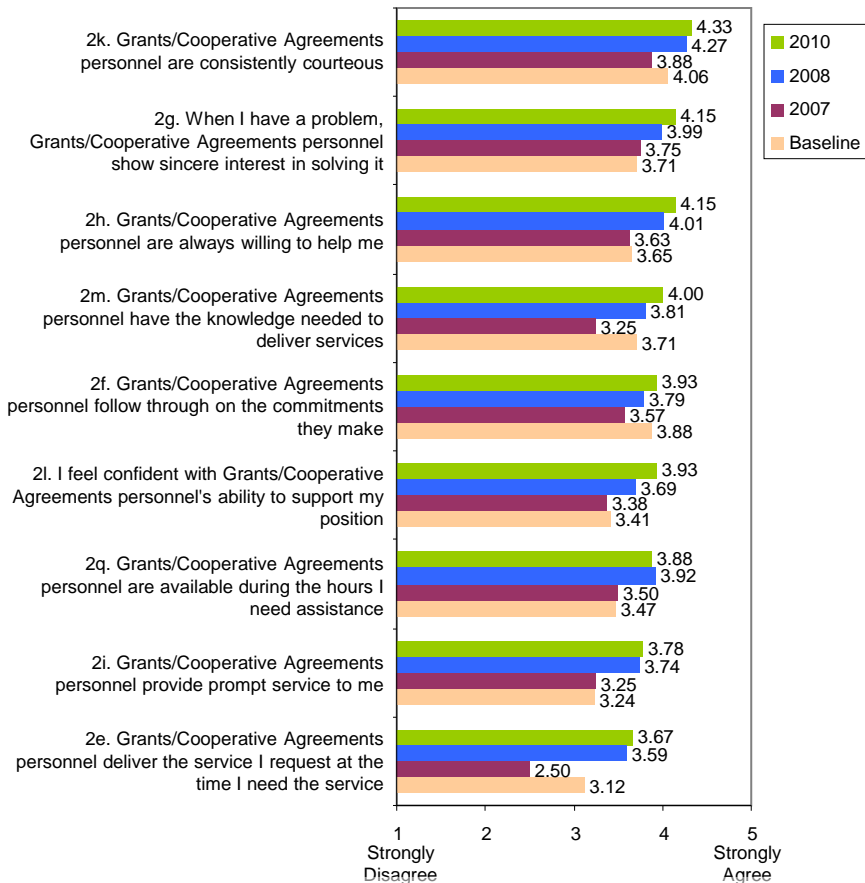
Customer Satisfaction Drivers – NSSC On-Site Training

Please rate your level of agreement with the following statements.
(Questions are listed in descending order, by mean)

Question	Year	Mean	% Fav
3k. NSSC On-Site Training personnel are consistently courteous	2010	4.55	91%
	2008	4.13	88%
	Baseline	4.24	91%
3h. NSSC On-Site Training personnel are always willing to help me	2010	4.45	91%
	2008	4.13	75%
	Baseline	4.04	78%
3i. NSSC On-Site Training personnel provide prompt service to me	2010	4.45	91%
	2008	4.13	75%
	Baseline	3.86	70%
3g. When I have a problem, NSSC On-Site Training personnel show sincere interest in solving it	2010	4.36	90%
	2008	4.00	75%
	Baseline	3.93	72%
3l. NSSC On-Site Training personnel have the knowledge needed to deliver services	2010	4.36	90%
	2008	3.88	75%
	Baseline	3.97	79%
3c. NSSC On-Site Training personnel openly communicate decisions or changes that affect me	2010	4.27	81%
	2008	3.38	63%
	Baseline	3.84	70%
3b. NSSC On-Site Training Support personnel are easy to contact	2010	4.20	90%
	2008	4.38	88%
	Baseline	3.92	71%
3p. NSSC On-Site Training personnel are available during the hours I need assistance	2010	4.18	81%
	2008	4.25	88%
	Baseline	3.99	81%

Legend: (1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

Grants and Cooperative Agreements Survey:

Customer Satisfaction Drivers – Four-Year Trends (Mean Scores)

Please rate your level of agreement with the following statements
(Questions are listed in descending order, by mean)

Left chart:

Question	2010	2008	2007	Baseline
2k. Grants/Cooperative Agreements personnel are consistently courteous	4.33	4.27	3.88	4.06
2g. When I have a problem, Grants/Cooperative Agreements personnel show sincere interest in solving it	4.15	3.99	3.75	3.71
2h. Grants/Cooperative Agreements personnel are always willing to help me	4.15	4.01	3.63	3.65
2m. Grants/Cooperative Agreements personnel have the knowledge needed to deliver services	4.00	3.81	3.25	3.71
2f. Grants/Cooperative Agreements personnel follow through on the commitments they make	3.93	3.79	3.57	3.88
2l. I feel confident with Grants/Cooperative Agreements personnel's ability to support my position	3.93	3.69	3.38	3.41
2q. Grants/Cooperative Agreements personnel are available during the hours I need assistance	3.88	3.92	3.50	3.47
2i. Grants/Cooperative Agreements personnel provide prompt service to me	3.78	3.74	3.25	3.24
2e. Grants/Cooperative Agreements personnel deliver the service I request at the time I need the service	3.67	3.59	2.50	3.12

Right chart:

Question	2010	2008	2007	Baseline
2o. Grants/Cooperative Agreements personnel understand my specific needs	3.63	3.63	2.75	3.69
2n. Grants/Cooperative Agreements personnel have efficient processes to deliver services	3.56	3.51	3.00	3.00
2p. Grants/Cooperative Agreements personnel provide personalized attention	3.56	3.53	3.13	3.65
2b. Grants/Cooperative Agreements personnel are easy to contact	3.54	3.42	3.00	3.41
2c. Grants/Cooperative Agreements personnel openly communicate decisions or changes that affect me	3.52	3.70	3.00	3.41
2d. Grants/Cooperative Agreements personnel deliver error-free service	3.46	3.54	3.13	3.06
2j. Grants/Cooperative Agreements personnel tell me when services will be performed	3.38	3.32	2.50	2.88
2a. I know who to call or where to go for my Grants/Cooperative Agreements-related questions or issues	3.33	3.25	3.38	3.65

Scale: 1 Strongly Disagree — 5 Strongly Agree

Most Important Objectives – Customer View

Please rank your three most important priorities for SBIR and STTR Award Processing personnel.
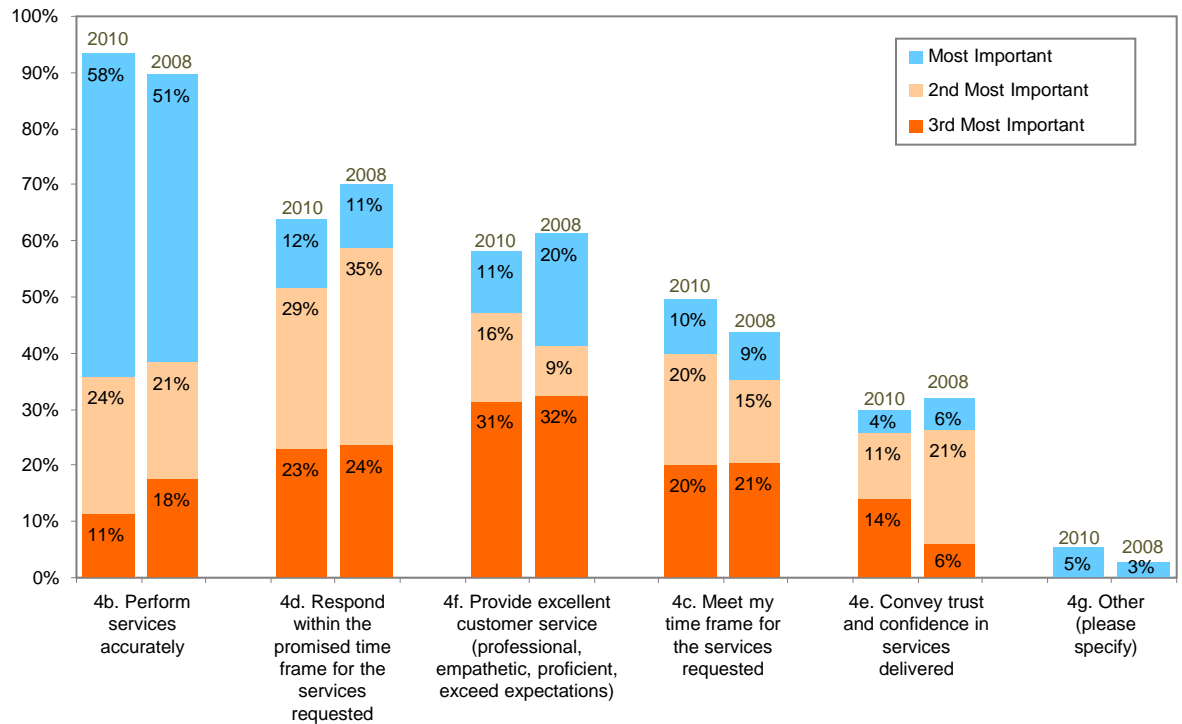
Response for "other" states "Contract Officer in person I most come in contact with" and "Need institution support (providing resources such as appropriate charge #) to complete the request in time."

(How to read this chart: 58% of customers who answered this question thought "perform services accurately" should be the most important objective, 24% thought it should be the second most important objective, and 11% thought it should be the third most important objective)

Overall Findings for Financial Management

- Four surveys were conducted to collect feedback on NSSC Financial Management services

- Satisfaction with NSSC Financial Management services has increased for two of the surveys and decreased for two of the surveys, but none of the changes in overall satisfaction are significant changes

- Likewise, changes for specific questions vary across surveys, with some showing many increasing areas (PCS) and others showing some declining areas (Accounts Receivable) and some relatively few changes

- For overall satisfaction scores, 2 surveys/services fall in the 1st quartile, 2 surveys fall in the 3rd quartile, and 1 survey falls in the 4th quartile compared to the service provider's database of customer satisfaction benchmarks

- Services receiving the **highest** performance ratings in Financial Management are:

    - PCS – Voucher Payment Services

    - ETDY – Employee Assistance Training

    - PCS – Move Management Services

- Services receiving the **lowest** performance ratings in Financial Management are:

    - PCS – Property Management Services

    - PCS – Agency Customization Services

    - PCS – Additional Services

Overall Findings for Financial Management (Cont'd)

- NSSC Financial Management is consistently rated **higher** for:

  - Exhibiting sincerity and willingness to help customers

  - Showing courtesy when interacting with customers

  - Following through on commitments with customers

- NSSC Financial Management is consistently rated **lower** for:

  - Ensuring customers know who to call or have easy access to support

  - Providing efficient processes

  - Providing communication and keeping customers informed of status

- Some customers also rated accuracy of services, the effectiveness of the Customer Service Website, and knowledge of staff lower than other aspects of services

- Across most surveys, Financial Management customers indicate that "performing services accurately" should be the most important objective for NSSC staff

  - Extended TDY customers ranked "communicating information about services and methods of contact" as the most important objective

Comparison of Performance Across Financial Management Services

Performance Ratings by Service

Service	Mean	Percent Favorable*
PCS - Voucher Payment Services	4.11	80%
ETDY - Employee Assistance Training	4.00	78%
PCS - Move Management Services	3.92	74%
ETDY - Employee Personal Assistance	3.88	72%
NASA Accounts Receivable	3.80	80%
PCS - Home Sale Services	3.70	75%
ETDY - Explanation of Lodging and Per Diem Allowances	3.68	58%
Foreign Travel - Expense report (reimbursement) processing	3.64	68%
ETDY - Explanation of Periodic Trips Home	3.63	47%
ETDY - Explanation of Secondary Travel Process	3.58	53%
PCS - Home Marketing Assistance	3.50	50%
PCS - Destination Area Services	3.31	52%
Foreign Travel - Expense report (reimbursement) resolution of disputed claims	3.27	42%
ETDY - Explanation of Tax Consequences of Travel Over One Year	3.25	25%
PCS - Additional Services	3.09	42%
PCS - Agency Customization Services	2.73	27%
PCS - Property Management Services	2.44	22%

Legend: (1) Very dissatisfied · (2) Dissatisfied · (3) Neutral · (4) Satisfied · (5) Very satisfied

* Percent Favorable = (% Agree) + (% Strongly Agree)

Permanent Change of Station (PCS) Survey:

Evaluation of PCS Services – Four-Year Trends

Mean scores on the performance of PCS services

Service	2010	2008	2007	Baseline
1h. Voucher Payment Services	4.11	3.90	4.24	
1g. Move Management Services	3.92	3.62	4.17	3.75
1a. Home Sale Services	3.70	3.43	4.17	3.61
1b. Home Marketing Assistance	3.50	3.20	3.35	2.92
1c. Destination Area Services	3.31	3.18	3.56	2.84
1e. Additional Services	3.09	2.98	3.94	2.87
1f. Agency Customization Services	2.73	2.82	4.00	3.12
1d. Property Management Services	2.44	3.33	2.75	3.10

1 = Very Dissatisfied, 5 = Very Satisfied

Mean scores on the use of PCS services

Service	2010	2008	2007	Baseline
1h. Voucher Payment Services	2.62	2.65	2.67	
1g. Move Management Services	2.08	2.10	2.06	2.11
1e. Additional Services	1.43	1.43	1.42	1.50
1c. Destination Area Services	1.38	1.52	1.77	1.66
1a. Home Sale Services	1.32	1.58	1.66	1.64
1b. Home Marketing Assistance	1.21	1.36	1.40	1.43
1f. Agency Customization Services	1.10	1.12	1.17	1.17
1d. Property Management Services	1.07	1.09	1.03	1.15

1 = Did Not Use, 2 = Used Once, 3 = Used Multiple Times

Mean scores on the importance of PCS services

Service	2010	2008	2007	Baseline
1h. Voucher Payment Services	4.90	4.87	4.78	
1g. Move Management Services	4.85	4.83	4.74	4.89
1a. Home Sale Services	4.68	4.75	4.81	4.76
1e. Additional Services	4.38	4.42	4.22	4.42
1f. Agency Customization Services	4.30	3.92	4.00	4.23
1b. Home Marketing Assistance	4.24	4.38	4.28	4.36
1c. Destination Area Services	4.20	4.39	4.44	4.57
1d. Property Management Services	4.04	4.00	4.31	4.14

1 = Unimportant, 5 = Very Important

Note: Voucher Payment Services were not included in the baseline

Significant Changes in Customer Satisfaction from the 2008 Survey

Statistically significant increases in satisfaction were found in areas of personalized service and knowing who to contact for support. Performance of Foreign Travel (reimbursement) resolution of disputed claims is an area in which performance has significantly declined from the 2008 Broad-Based Survey.

Significant Increases in Satisfaction

2p. NSSC Foreign Expense Report (reimbursement) Processing personnel provide personalized attention — 2010: 3.65, 2008: 3.43

2a. I know who to call or where to go for my NSSC Foreign Expense Report (reimbursement) Processing-related questions or issues — 2010: 3.34, 2008: 3.01

1 — Strongly Disagree   5 — Strongly Agree

Significant Decrease in Satisfaction

1b. Foreign Travel - Expense report (reimbursement) resolution of disputed claims - Performance — 2010: 3.27, 2008: 3.82

1 — Very Dissatisfied   5 — Very Satisfied

Note: The two questions showing a significant increase dealt with NSSC Financial Management personnel in the 2008 survey versus specifically NSSC Foreign Expense Report (reimbursement) Processing personnel in the 2010 survey which limits the comparison.
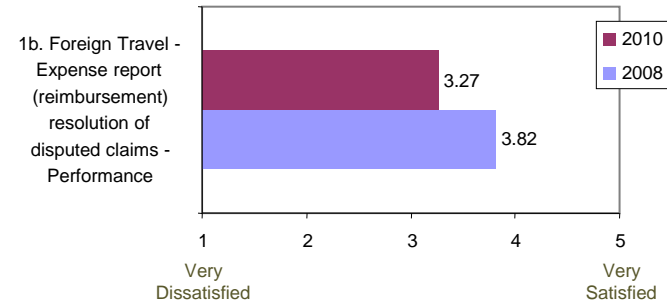
These results are based on statistically testing the differences between the question means of the baseline and current survey results using a t-test at the 95% confidence interval. This test is an accurate way to observe any "real" improvement/decline in customer satisfaction.

Payoff Index for Extended TDY Customers

- The Payoff Index provides a systematic way to identify and prioritize areas for improvement

- The Payoff Index range for the survey was from 0.17 to 0.02. Below are the ten questions that have the highest Payoff Index values. They represent the areas where improvement would have the largest potential impact on improving overall customer satisfaction (Payoff)

- In summary, receiving the ETDY Orientation Package via mail in a timely manner, NASA having efficient processes to deliver Extended TDY services, and the performance of Explanation of Tax Consequences of Travel Over One Year (ITRA) represent the greatest potential for improving overall customer satisfaction with Extended TDY services

Efforts to improve the following areas would result in the greatest payoff for Extended TDY customers	Importance (Correlation with Overall Satisfaction with Extended TDY)		Weight (Unfavorable Response Percentage*)		Payoff Index
3a. I received the ETDY Orientation Package via mail in a timely manner	0.67	x	25%	=	0.17
2m. NASA has efficient processes to deliver Extended TDY services	0.73	x	21%	=	0.15
1e. Explanation of Tax Consequences of Travel Over One Year (ITRA) - Performance	0.91	x	16%	=	0.15
3b. The ETDY Orientation Package was useful	0.71	x	20%	=	0.14
2e. NSSC Extended TDY assistance personnel deliver the service I request at the time I need the service	0.73	x	17%	=	0.12
1c. Explanation of Lodging and Per Diem Allowances - Performance	0.82	x	15%	=	0.12
2d. NSSC Extended TDY assistance personnel deliver error-free service	0.71	x	17%	=	0.12
2c. NSSC Extended TDY assistance personnel openly communicate decisions or changes that affect me	0.71	x	16%	=	0.11
2a. I know who to call or where to go for my Extended TDY-related questions or issues involving reimbursement	0.36	x	27%	=	0.10
2n. NSSC Extended TDY assistance personnel understand my specific needs	0.69	x	14%	=	0.10

* Percent Unfavorable = (% Disagree + % Strongly Disagree), or (% Dissatisfied + % Very Dissatisfied)

Benchmark Comparison

The results on overall satisfaction are compared to the survey provider's benchmarks for other internal customer satisfaction surveys which include some other NSSC baseline surveys.

- Seven of the overall satisfaction scores for this year's surveys fall among the highest scores in the top quartile of the benchmarks

	Survey	Score	Rank
	NASA SES Case Documentation	**4.73**	**1**
	Utility 6 Media Productions	4.69	2
	Federal Agency Treasury Accounting	4.50	3
	NASA Financial Disclosure - Legal	**4.46**	**4**
	Utility 7 Treasury	4.31	5
	Pharmaceutical 1 Facilities	4.28	6
	Utility 6 Communications	4.24	7
	Federal Agency Career Fair Support	4.23	8
	NASA Personnel Action Processing	**4.20**	**9**
	Utility 5 IT	4.19	10
	Utility 7 Print Shop	4.19	11
Top quartile	**NASA On-site Training**	**4.18**	**12**
	NASA Leave Donor and/or ASL Processing	**4.16**	**13**
	Federal Agency Procurement 3	4.14	14
	Utility 7 Regulatory Affairs	4.13	15
	Utility 7 Environmental	4.11	16
	Utility 1 Travel	4.11	17
	Industrial - Relocation *	4.10	18
	Manufacturing Multi-Function Shared Services - Exec	4.10	19
	NASA Accounts Receivable	**4.08**	**20**
	Aerospace/Defense 1 Finance/Admin A	4.08	21
	Utility 7 Corporate Security	4.08	22
	Utility 7 Government Relations	4.07	23
	NASA PCS Travel Voucher Processing	**4.05**	**24**
	Aerospace/Defense 1 Finance/Admin B	4.04	25
	Utility 7 Corporate Communications	4.02	26
	Utility 6 Operational Support	4.00	27

	Survey	Score	Rank
	Federal Agency Procurement 1	4.00	28
	High Tech 2 Shared Services *	4.00	29
	Utility 7 Legal & Governance Services	3.97	30
	Utility 7 Corporate Controller	3.96	31
	Utility 7 Public Affairs	3.96	32
	NASA Off-Site Training	**3.95**	**33**
	Utility 7 Facilities Management	3.94	34
	Utility 7 Real Estate	3.94	35
	Utility 7 Tax Services	3.93	36
	Oil & Gas IT	3.93	37
	Utility 7 Project Services	3.92	38
2nd quartile	Utility 6 Payroll	3.91	39
	Utility 6 IT (Applications)	3.91	40
	NASA Financial Disclosure - Filers	**3.90**	**41**
	Utility 6 Supply (Operations)	3.90	42
	Utility 6 IT (End User)	3.88	43
	Utility 2 CADD	3.88	44
	Automotive AP (Customers)	3.87	45
	NASA Grants/Cooperative Agreements	**3.85**	**46**
	Utility 8 HR	3.85	47
	Aerospace/Defense 1 Accounting A	3.85	48
	Travel/Hospitality Finance *	3.85	49
	Utility 1 Document Mgt.	3.83	50
	Federal Agency HRIS	3.82	51
	Utility 7 Supply Chain and Fleet Services	3.82	52
	Utility 7 Finance and Accounting	3.81	53
	NASA Human Resources	**3.81**	**54**

Source: Survey Provider Data
* Represent surveys gathered from contacts in the shared services industry. All other surveys were developed and administered by the survey provider

Red = 2010 Surveys

Note: Benchmark scores represent a variety of maturity levels for shared services organizations

Benchmark Comparison (Cont'd)

– Five of the overall satisfaction scores for this year's surveys fall in the third and fourth quartile of the benchmarks

	Survey	Score	Rank
	NASA Awards and Recognition Processing and	**3.80**	**55**
	Federal Agency Procurement 2	3.80	56
	Utility 2 Real Estate	3.80	57
	NASA PCS Relocation Service	**3.80**	**58**
	Utility 7 IT - Desktop Support / Help Desk	3.79	59
	Utility 1 (Mgt)	3.79	60
	Utility 6 Supply (Strategic Sourcing)	3.78	61
	Utilty 1 IT	3.77	62
	Utility 2 Electronic Document Mgt.	3.77	63
	Utility 6 Finance	3.77	64
	NASA SBIR/STTR Award Processing	**3.76**	**65**
3rd quartile	Utility 2 Document Management	3.76	66
	Federal Agency HR Web Support	3.76	67
	Utility 2 Facilities	3.75	68
	Utility 6 A/P	3.74	69
	Utility 7 IT - Technology Support	3.73	70
	Travel/Hospitality IT *	3.73	71
	Utility 7 Internal Audit	3.72	72
	Utility 7 Human Resources	3.71	73
	Utility 4 Office Services	3.69	74
	Utility 2 Environmental Affairs	3.68	75
	Utility 2 IT	3.66	76
	Utility 2 Telecom	3.65	77
	Aerospace/Defense 1 Accounting B	3.63	78
	Utility 7 IT - Application Development	3.62	79
	Utility 1 HR (Employees)	3.61	80
	NASA Foreign Travel	**3.60**	**81**

	Survey	Score	Rank
	Manufacturing Multi-Function Shared Services	3.60	82
	Federal Agency New Hire Processing	3.59	83
	Federal Agency Finance	3.57	84
	Utility 1 Telecom	3.57	85
	Pharmaceutical 2 IT	3.56	86
	Utility 1 A/P	3.55	87
	Utility 7 Business Performance Group	3.54	88
	Utility 4 Real Estate	3.51	89
	NASA Extended TDY	**3.50**	**90**
	High Tech 1 - IT	3.50	91
	Utility 1 Real Estate	3.50	92
	Automotive AP (Customers)	3.50	93
4th quartile	Utility 6 HR Manager Feedback	3.50	94
	Utility 1 Fleet	3.47	95
	Utility 4 Fleet	3.41	96
	Utility 3 HR	3.39	97
	Utility 6 HR Employee Feedback	3.32	98
	Pharmaceutical 1 HR	3.27	99
	Industrial - IT *	3.23	100
	Industrial - Payroll *	3.23	101
	Utility 2 Supply Chain	3.23	102
	Automotive AP (Internal Partners)	3.18	103
	Utility 1 Supply Chain	3.16	104
	Entertainment 1	3.05	105
	Aerospace/Defense 1 HR (mgrs/generalists)	2.93	106
	High Tech 1 - Europe	2.87	107
	Aerospace/Defense 1 HR (employees)	2.76	108

Note: Benchmark scores represent a variety of maturity levels for shared services organizations

Red = 2010 Surveys

Customer Service Examples

The following verbatim comments provide examples of positive and negative customer service practices that exist today.

Positive Customer Service

- Our awards personnel are courteous, easy to work with, and always responds to our inquiries quickly (Awards and Recognition Processing and NAAS)

- I am extremely satisfied with the NSSC Financial Disclosure Administration. All of the NSSC HR personnel who work with EPTS are outstanding, customer service oriented, and professional. We are very pleased with the two-way communication established between OGC and the NSSC in weekly calls and with the final EPTS product (Financial Disclosure – Legal)

- I am amazed at how professional, courteous, and knowledgeable your people are. Thank you for offering this service, it is well worth the cost as the amount of stress your specialists take away from employees moving is amazing. I can't thank you enough for walking me through this process with NASA. I wish all of the Federal government would do this (PCS)

- Outstanding service and very friendly people there at NSSC (General HR)

Negative Customer Service

- The services have improved in the HR area, but not the financial and change of station area. It is one size fits all approach which is so customer unfriendly and frustrating. We don't understand why the NSSC continues to be lagging in this area when trying and making significant progress to improve HR (General HR)

- My recent experience with the Leave Donor and/or Advanced Sick Leave was a nightmare. I entered the program in early November 2009. Due to a lack of response from personnel, I received LWOP and had a very difficult time getting this resolved. I was finally able to meet with a supervisor who assisted me. I received inaccurate information and added stress (Leave Donor)

- The NSSC needs to work on providing timely and accurate information and quicker approvals for off-site training requests (Off-Site Training)

- Initial contact failed to communicate relation with Center ETDY support teams, leaving traveler in middle trying to figure out specific entry contacts. (Extended TDY)

Executive Interview Feedback

In conjunction with the broad based satisfaction surveys, phone interviews were conducted with four NASA Center Directors[1] to collect executive-level feedback on the services included in the 2010 surveys.

Background

- Executives from Ames, Glenn, Headquarters, and Stennis were interviewed

- Rick Arbuthnot contacted the Center Directors to request their participation in the interview

- The interviews were conducted by the survey provider and lasted about 30 minutes

- Interview guides were sent to the participants in advance

Overall Observations

- Center executives are generally satisfied with the support from the NSSC

- With a few exceptions, they note high levels of satisfaction with services

- All dimensions of service quality were highly rated while some inconsistency in service is noted in a few areas

- Center executives recognize the challenges the NSSC faces and feels good progress has been made

- Costs are clear and in most cases are deemed appropriate

- Center executives have offered a number of positive suggestions for continuing to improve the NSSC and its acceptance within NASA

[1] The term Center Directors is used to refer to those interviewed. In one case, the Deputy Center Director was interviewed instead.

Executive Interview Feedback (Cont'd)

Overall Impressions of Service Quality

- Impressions of current service quality are mostly positive, higher ratings were more consistently given for Procurement and Human Resource, while Financial Management received some positive and some mixed reviews

  - Human Resources – Executives indicate the HR is doing well and are fairly satisfied overall with the service. Improvement has been seen in this area and one executive indicated that the NSSC really learns from its mistakes.

  - Procurement – Feedback on Procurement was very positive with a few comments on opportunities to improve timeliness and breadth on knowledge.

  - Financial Management – Financial Management services are generally viewed as okay with some challenges noted on different services by different executives.

Executive Interview Feedback (Cont'd)

Service Quality for Specific Services

- **Human Resources**

    - **Drug Testing Administration** – Feedback was provided by one executive that the parameters for who should be tested is not uniform throughout the Agency which creates some issues at the Center with employee perceptions.

    - **SES Case Documentation** – One executive indicated that improvement is needed on the SES Case Documentation service. He indicated that the NSSC does not have the same vested interest for ensuring the write-ups meet the expectations of the candidate and Agency as the Centers do, and noted that the candidate only gets two tries with the process.

    - **Personnel Action Processing –** One executive noted that they occasionally experience an issue with PAP, but overall it is running very well.

- While the other HR services were reviewed with the executives, no other specific feedback was provided for those services covered by the surveys

- Executives provided positive feedback on other HR services:

    - One executive noted significant improvement in the administrative assistance productivity tools provided by the NSSC

    - Another executive stated that the hands-on counseling from HR has come a long way and he was pleased the NSSC recognized the need for extra special treatment for services like retirement counseling and death benefits

Executive Interview Feedback (Cont'd)

Service Quality for Specific Services

- **Procurement**

  - **Grants and Cooperative Agreements** – Feedback on this service is positive, however some concern was expressed by one executive on the length of time for getting grants and cooperative agreements in place. There was also feedback that the breadth and scope of the applications may go beyond the intellectual awareness of the NSSC compared to a specific Center, given the wide range of applications received.

- While the other Procurement services were reviewed with the executives, no other specific feedback was provided for those services covered by the surveys

Executive Interview Feedback (Cont'd)

Service Quality for Specific Services

- **Financial Management**

    – **Permanent Change of Station** – Some challenges were noted with PCS due to customers not following the procedures and not due to NSSC support. Also, one executive noted some issues and dissatisfaction with PCS, especially from SES level employees whose perceptions can often influence others at the Center.

    – **Foreign Travel** – One executive noted some real challenges with foreign travel, often due to the system that was adopted across the Agency.

    – **Extended TDY** – One executive indicated the ETDY modules are great and felt the NSSC has done a great job of trying to standardize this service which was previously handled very differently at the ten Centers. There may also be some issues with employees not following procedures here as with PCS.

    – **Accounts Receivable** – Executives noted occasional issues with accounts receivable, but the feedback is that they have been handled well. One executive described accounts receivable as "stellar."

Executive Interview Feedback (Cont'd)

Feedback on Service Quality Dimensions

Area	Score*	Feedback
Reliability *(accuracy, meeting timeframes, following through on commitments)*	4.3	• The NSSC is viewed as doing these aspects well • Executives noted periodic breaks in service, but proper corrective actions are put in place; for high-volume services, the NSSC is 98-99% accurate • Some concern was noted that sometimes the services that are not met are important or high dollar items and that customers may have to repeat their inquiry to multiple people before it is resolved
Responsiveness *(prompt response to requests, willingness to help, availability)*	4.3	• Executives feel the NSSC does well in this area • One executive had very positive feedback from a personal perspective and indicated the NSSC seems to meet commitments
Assurance *(instilling trust and confidence, knowledge of staff, courtesy and friendliness, process efficiency)*	4.2	• Executives provided positive feedback on Assurance • Some noted that there are some NSSC staff who are better than others which can impact perceptions of staff knowledge • Executives felt that the NSSC has to do this very well to overcome reluctance with using remote support and first impressions are important
Empathy *(understanding customer/Center needs, convenience of doing business)*	4.3	• Most executives feel the NSSC does well in this area but note some strengths and weaknesses across individual staff members • An executive gave praise to Rick Arbuthnot for going above and beyond in positing the NSSC as a service-based organization
Tangibles *(ease of access, professionalism, open and clear communication)*	4.3	• The NSSC is rated highly in this area • Executives note proactive communications with the Centers and knowledge of contact methods

Executive Interview Feedback (Cont'd)

Feedback on Other Customer Service Dimensions

Area	Feedback
Meeting Center Needs	• The executives feel that the services meet the needs of the Centers and the NSSC is doing essential services • Executives recognize the difficult job the NSSC has in meeting the needs of ten unique customer groups
Clarity and Appropriateness of Costs	• Costs for the most part are clear, except that some are bundled and the Centers' lack of historical costs makes it hard to determine whether they are appropriate • Specific services noted as high cost are grants and executive services • Executives want to ensure that processes continue to be reviewed in order to continue to improve costs and advise that the NSSC needs to figure out capital investments instead of just relying on IT or they will need to raise prices
Clear Points of Contact	• Executives believe that points of contact are very clear and that their staff know who to contact

Comments on How Satisfaction has Changed

• Most executives note that satisfaction has improved as the NSSC has had more stability with staff and experience with services; likewise, the Agency has come a long way in acceptance of the services during this time

• One executive commented that his satisfaction has not changed – he has believed in the NSSC and continues to believe in the organization

Executive Interview Feedback (Cont'd)

Suggestions for Improvement

- The feedback includes a number of suggestions for improving the quality of services provided

    - Keep beating the drum and sharing feedback with your customer base. Continue to look for opportunities to get involved with all-hands meetings as feasible. There's nothing better than putting a face to the organization to build trust.

    - Share more about the things the NSSC is doing and lessons learned, not just in a report, but telling customers about them.

    - Review the metrics that are used – most of the metrics are very objective but there are not a lot of quality metrics. You need to look at the level of quality you have. The clock seems to be reset when someone has a question which may prevent the NSSC from seeing what is driving them to be late. Efforts to improve service using metric data are not evident and should be considered.

Other Feedback for the NSSC

- Overall, services we are getting are pretty good

- No news is good news as they will hear about it if there are problems

- It has been a difficult journey for both sides, but the NSSC's taken it on as a challenge to improve. The NSSC is worthwhile continuing. They do good job. It's a tough job. The commitment to doing better has really helped.

- The NSSC is well-positioned for more expansion

- The Grants area seems as though it may be staffed high and should be reviewed to help improve efficiency and keep costs down

Executive Interview Feedback (Cont'd)

Other Feedback for the NSSC (cont'd)

• The performance metrics are appreciated. Center leaders may not share this information as they should which could contribute to less acceptance. Too many metrics can take away from the purpose of serving people. If you answer quickly but put someone on hold, is that good?

• Even though there was a decision to retract the Center liaison role, most of the issues that arise today are around communication and it would be good to have someone who really understands the Center. They do a pretty good job without, but this would help.

• The NSSC should not be in Mississippi and they will have turnover issues. The NSSC would do better in an urban area.

Appendix

Statistical Definitions

Definitions

- Margin of Error

  - A measurement of the accuracy of the results of a survey

  - A margin of error of plus or minus 5% means that the responses of the target population as a whole would fall somewhere between 5% more or 5% less than the responses of the sample (a 10% spread)

  - Lower margin of error requires a larger sample size

- Confidence Level

  - A measure of the precision of an estimated value. In sampling, the confidence level (usually expressed as a percentage) indicates how often the true value can be expected to be within the margin of error

  - A 90% confidence level means that if all possible samples of the same size were taken, 90% of them would include the true population mean within the interval created by the margin of error around the sample mean

  - Higher confidence level requires a larger sample size

- Example

  - If a poll reports that 78% of Americans eat peanut butter and the margin of error is stated to be 5% and the confidence interval is 90%, we can expect that the true value of peanut butter eaters is somewhere between 73% and 83% for 90% of the samples

List of Services in 2010 Broad-Based Surveys

Area	Survey	Service	
Human Resources	1. General HR	Benefits Processing	
		Drug Testing	
		Surveys and Studies	
		Development of Informational Materials	
		Preparation and Distribution of Employee Notices	
		HR and Training Websites	
		Human Resources Information Systems	
	2. Leave Donor and Advanced Sick Leave	Leave Donor and Advanced Sick Leave (Caseworker Services)	
	3. SES Case Documentation	Senior Executive Service Candidate Development Program	
		Senior Executive Service Appointments	
	4. Financial Disclosure - Filers	Financial Disclosure Processing	
	5. Financial Disclosure - Legal		
	6. Personnel Action Processing	Personnel Transaction Processing	
	7. Employee Recognition and Awards	Employee Recognition & Awards	
		NASA Agency Awards System	
Procurement	8. On-Site Training	Training Purchases	
		Processing Training Notices	Some training services are covered by both surveys
		Training Website Development	
	9. Off-Site Training	Registration/Reimbursement for Individual Training (Offsite)	
		Training Information Systems	
		Administration of Training Data Systems	

List of Services in 2010 Broad-Based Surveys (Cont'd)

Area	Survey	Service
Procurement	10. Grants and Cooperative Agreements	Grants & Cooperative Agreements Award and Administration
	11. SBIR and STTR	Small Business Innovation Research/Small Business Technology Transfer Award and Administration
Financial Management	12. PCS	Permanent Change of Station & Temporary Change of Station Support
	13. Foreign Travel	International Travel Voucher Processing (Foreign Travel)
	14. Extended TDY	Extended Temporary Duty Assistance (Caseworker Services)
	15. Accounts Receivable	Accounts Receivable Processing