MILITARY SURFACE DEPLOYMENT & DISTRIBUTION COMMAND

INDUSTRY PARTNERSHIP SURVEY RESULTS 2011

Overview

- Survey results demonstrated a leveling off of positive scores for overall satisfaction

- No significant increases in dissatisfaction

- Relocation of operations staff impacted service and support scores

- Industry partners disgruntled with Personal Property Program

- Satisfaction with systems and applications improved significantly

  - Potential factors: purposeful reduction in HHG move respondents and revision of survey instrument

Overview: Industry Improvement Priorities

Improvement priorities as defined by the respondents

| Industry Survey	LOE/Task Alignment
1. **Improved collaboration between SDDC and industry partners**	1.2 Improve surface deployment and distribution capabilities and business practices **(ALL Sub-Tasks)** 2.1.2 Positioning SDDC in the Logistics COI
2. **Simpler processes**	**All LOE 1 & 2 Supporting Tasks & Sub-Tasks** 2.2.1 Focus: Document SDDC business processes
3. **Better communication**	1.2 Improve surface deployment and distribution capabilities and business practices **(ALL Sub-Tasks)** 2.1.2 Positioning SDDC in the Logistics COI
4. **Better understanding of my business**	1.2 Improve surface deployment and distribution capabilities and business practices **(ALL Sub-Tasks)** 2.1.2 Positioning SDDC in the Logistics COI
5. **Improved SDDC website**	**Web based enhancements** 1.1.3 Integrate improved ITV 1.2.1 Develop enhanced decision support toolkit 2.1.1 Merge virtual & physical infrastructure in support of E2E network

High level alignment to tasks to improve services with additional alignment to LOE 3 for strategies aligned to personnel performance – training and standards

Agenda
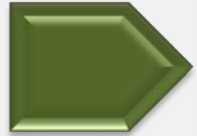
Background
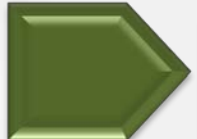
Summary Results

Way Ahead

Background

- Conducted annually to assess performance factors and to realize opportunities for improvement and alignment with strategic initiatives

- Two distinct groups are surveyed
  - Warfighter/DOD/DTS (Distribution Service Customers)
  - Industry Partners
  - TEA Customers and Industry/Agency Partners were surveyed independently in the 2011 cycle

- 2011 represents the 7th year of the survey

- Part of SDDC's Metrics Program
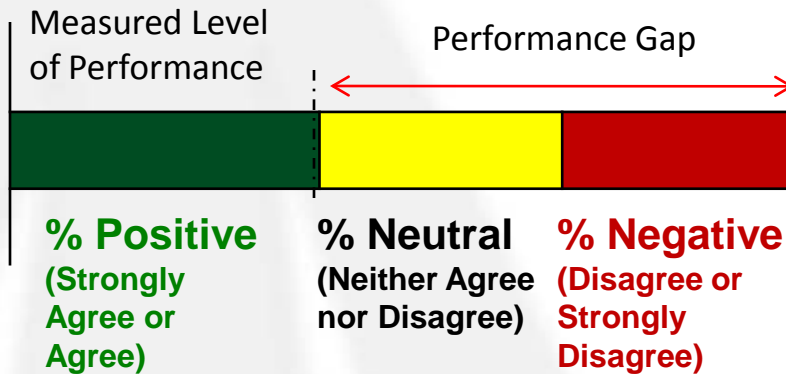 - SNG/ITG contracted to assist with survey tasks

Background

- Survey conducted from 23 May – 24 June 2011

- Analysis conducted from 27 June – 1 August 2011

- Industry Survey - 1,532 valid responses (18% response rate)

- Potential respondents from ETA users and individual partner lists

- Removed potential respondents with only a personal HHG move

Background:
Characterizing Performance

Performance gaps identified graphically (hypothetical graph shown)

Measured Level of Performance   Performance Gap

% Positive
(Strongly Agree or Agree)

% Neutral
(Neither Agree nor Disagree)

% Negative
(Disagree or Strongly Disagree)

In most cases, a neutral response is identified as part of the performance gap – respondent does not feel strongly enough to "pick a side."

Scale for characterizing performance in Government functions and programs

Percent of Positive Responses	Characterization
90-100	Excellent
80-89	Very Good
70-79	Good
60-69	Average
50-59	Fair
40-49	Marginal
0-39	Poor

Minimum goal*

*Source: American Customer Satisfaction Index for U.S. Federal Government.

2010 aggregated average 65.4

Industry Survey: SWOT Analysis

Strengths

- Overall satisfaction scores ranged from good to excellent in all areas except PP
- Strong belief SDDC is committed to providing reliable services
- Improvement in overall satisfaction with systems and applications

Weaknesses

- Managing expectations to provide 100% ITV
- Staff turnover
- Cross-functional flow of information
- SME directory
- Carrier/contract management
- Risk mitigation planning
- Communication

Opportunities

- Improve collaboration; listen
- Improve ability to reach the correct office and communication in general
- DPS remains a strong issue with Industry Partners
- Continue to improve IT infrastructure
- Offer personnel training opportunities for knowledge and skill enhancement
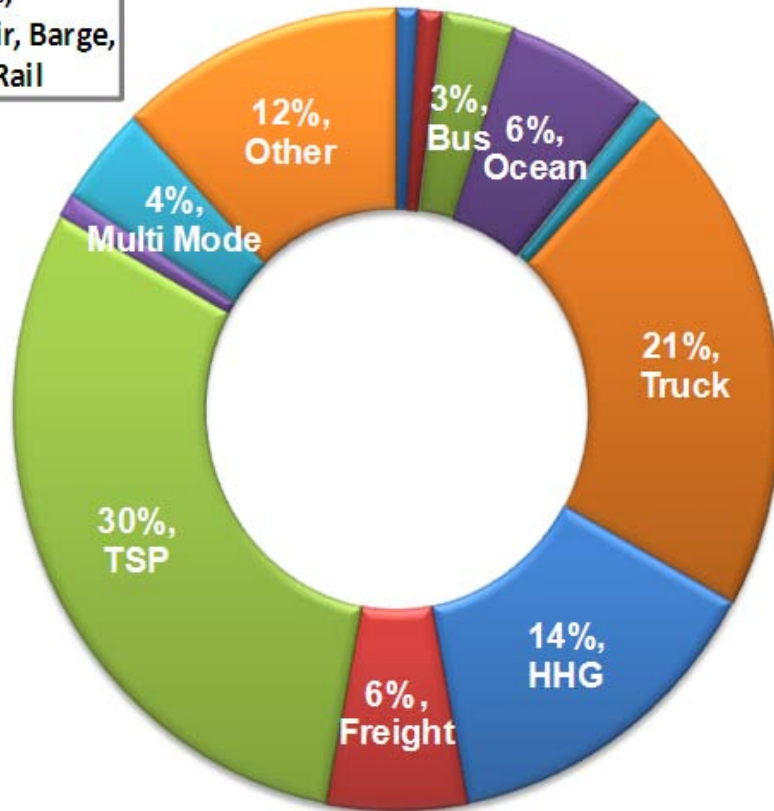- Provide better understanding of SDDC operations; understand impact on business

Threats

- Current environment and resulting operational impact
- Diminishing resources
- Authority commensurate with responsibility – operating with contracts that are managed outside of SDDC
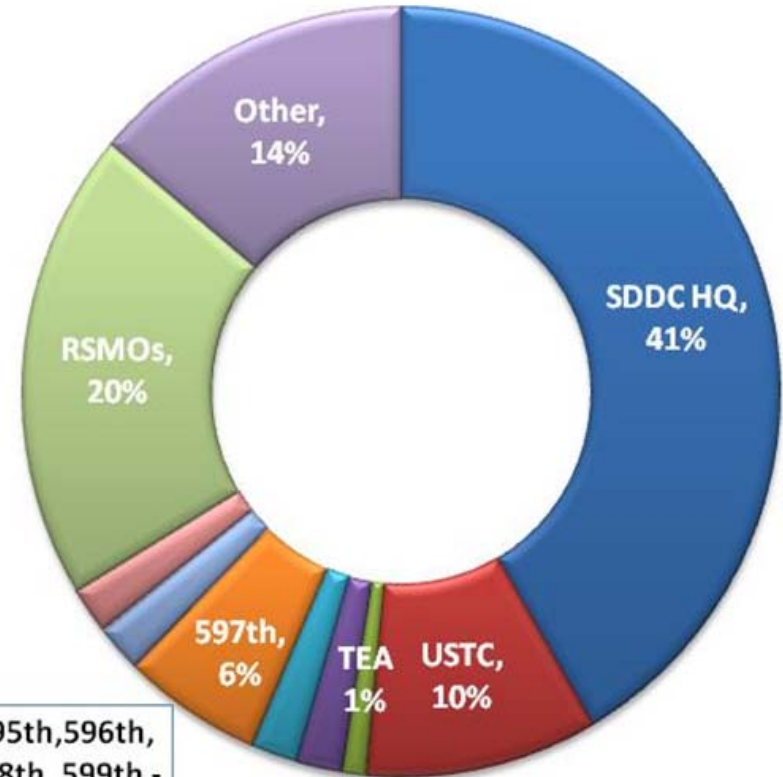- Managing industry partner's concerns with contract, rules, DPS, and Menlo
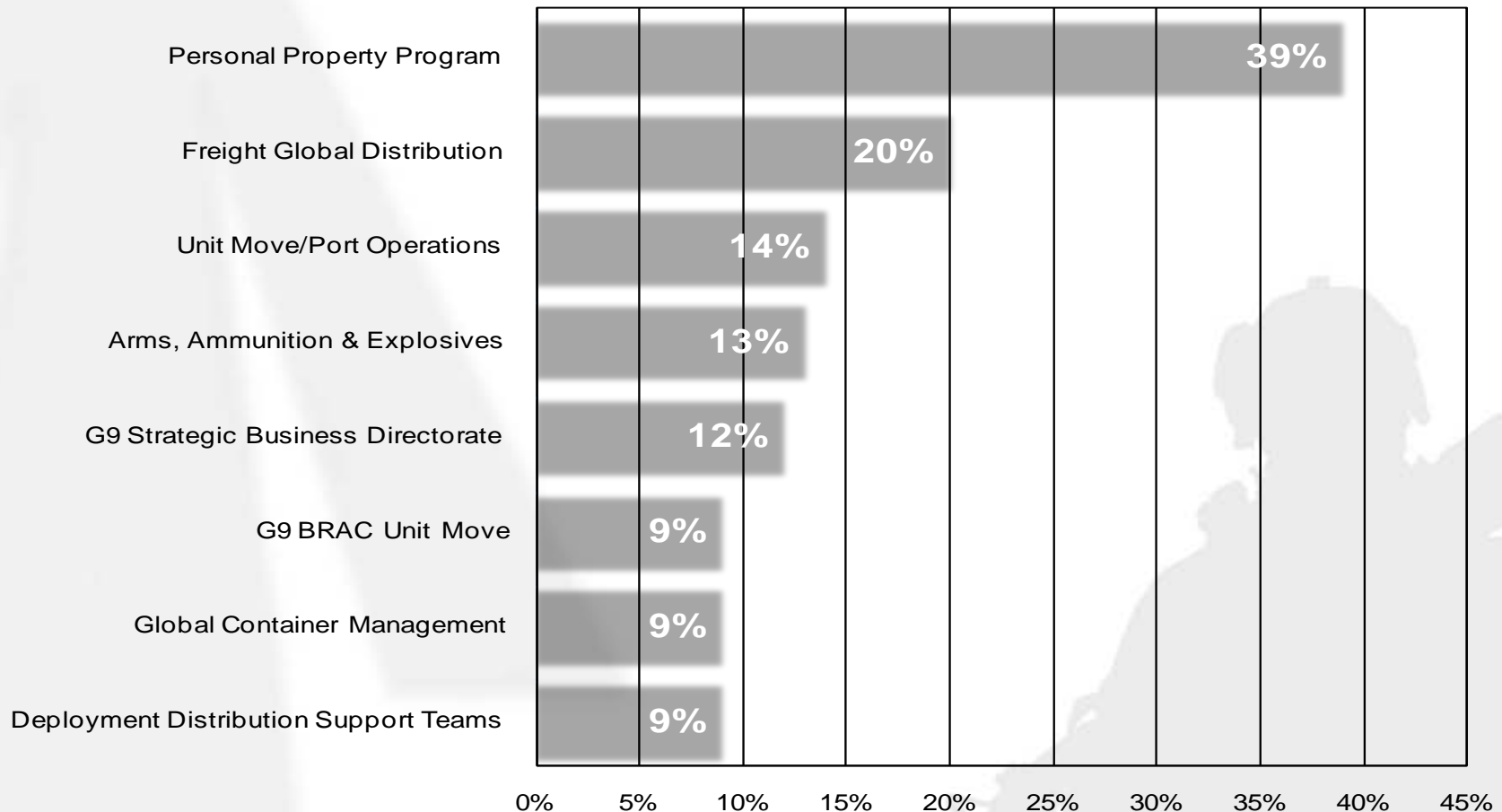
8

Industry Survey:
Response by Program Area

Respondents routinely conduct business with more than one program area

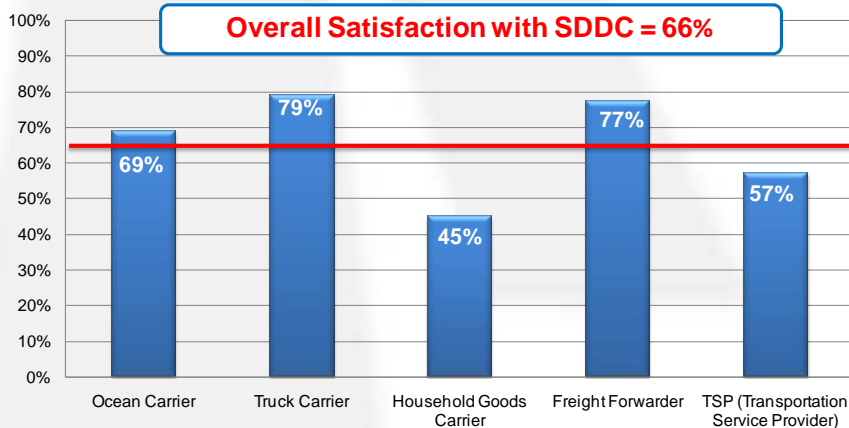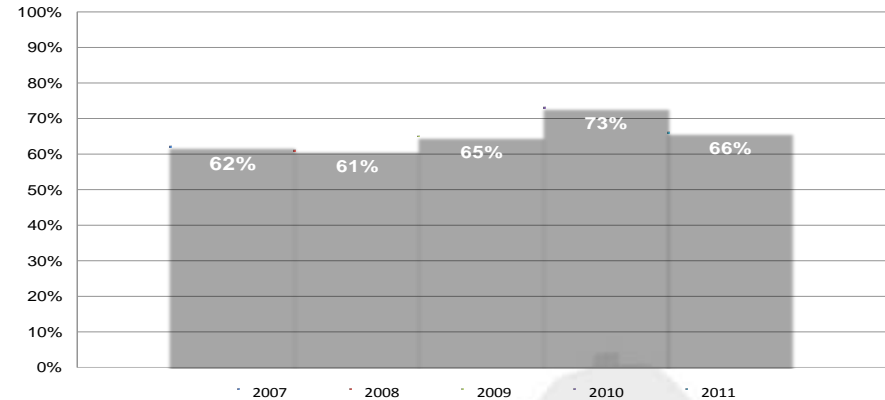| Program Area	Percentage
Personal Property Program	39%
Freight Global Distribution	20%
Unit Move/Port Operations	14%
Arms, Ammunition & Explosives	13%
G9 Strategic Business Directorate	12%
G9 BRAC Unit Move	9%
Global Container Management	9%
Deployment Distribution Support Teams	9%

Industry Survey:
Overall Satisfaction with Support

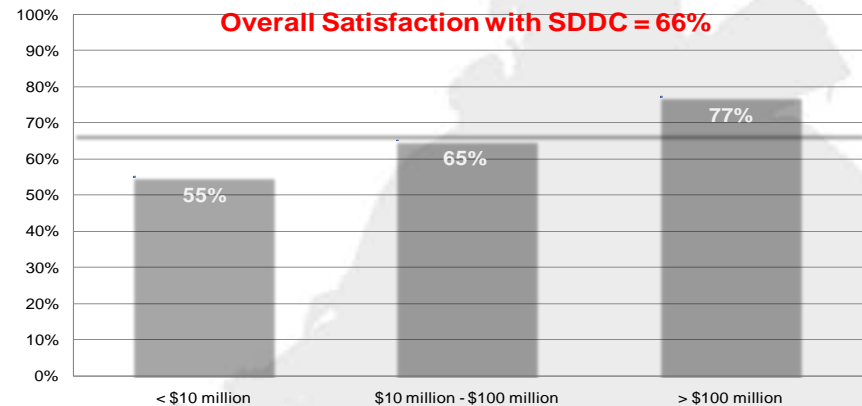**Overall, to what extent were you satisfied or dissatisfied with the relationship between your organization and SDDC?**

66% 22% 12%

2011

62% 61% 65% 73% 66%

2007 2008 2009 2010 2011

Overall Satisfaction with SDDC = 66%

69% 79% 45% 77% 57%

Ocean Carrier | Truck Carrier | Household Goods Carrier | Freight Forwarder | TSP (Transportation Service Provider)

Top 5 Respondent Groups

Overall Satisfaction with SDDC = 66%

55% 65% 77%

< $10 million | $10 million - $100 million | > $100 million
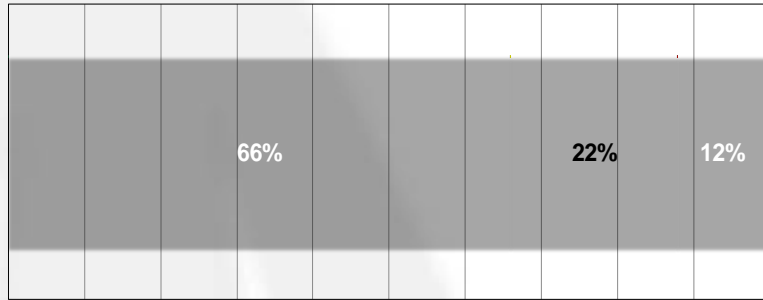
Satisfaction displayed by annual volume

11

Industry Survey: Communication Scores

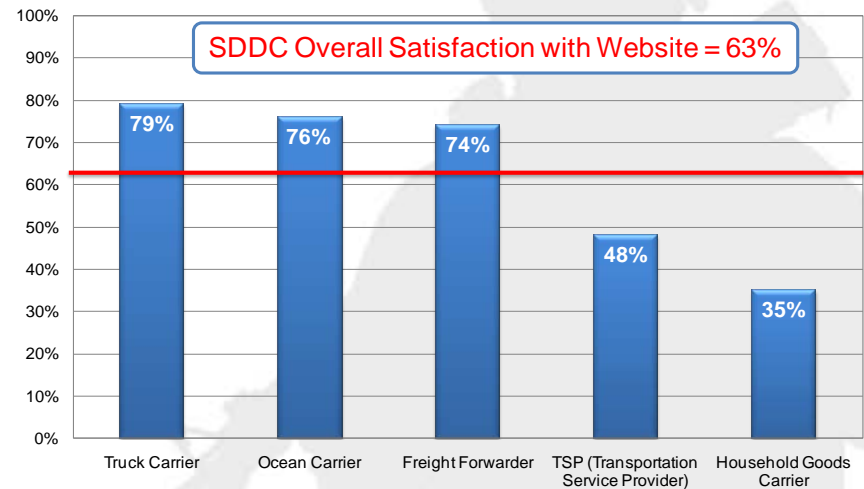**Information necessary to do business with SDDC is communicated to me in a timely manner**
- 2008: 55%
- 2009: 56%
- 2010: 68%
- 2011: 61%

Information about SDDC organizational and policy changes is clearly communicated to me
- 2008: 46%
- 2009: 46%
- 2010: 59%
- 2011: 52%

Legend: 2008 · 2009 · 2010 · 2011
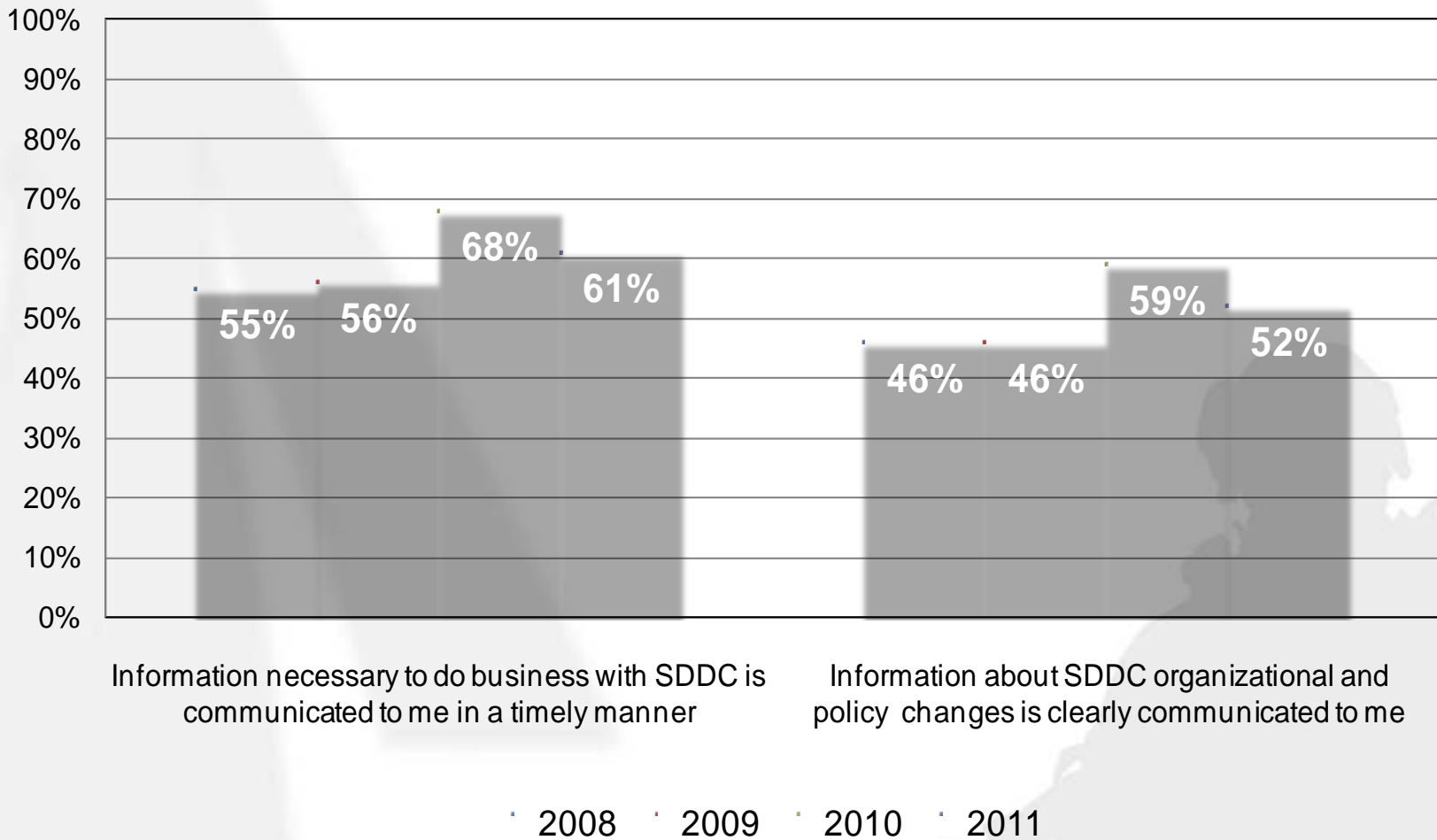
Industry Survey: Satisfaction with SDDC Public Website

The information on the Website is useful — 73% | 22% | 5%

The information on the Website is updated regularly — 63% | 25% | 12%

Overall, I am satisfied with the SDDC Website — 63% | 21% | 17%

The information on the Website meets my needs — 62% | 27% | 11%

The Website is easy to navigate — 57% | 22% | 21%

Overall, I am satisfied with the SDDC Public Website

2009: 64% | 2010: 71% | 2011: 63%

- 2009
- 2010
- 2011

≤ Monthly   > Monthly

Overall, I am satisfied with the SDDC Website: 64% / 51%
The Website is easy to navigate: 59% / 42%
The information on the Website is updated regularly: 65% / 50%
The information on the Website is useful: 75% / 52%
The information on the Website meets my needs: 64% / 47%

Overall satisfaction based on frequency of use

SDDC Overall Satisfaction with Website = 63%

Truck Carrier: 79%
Ocean Carrier: 76%
Freight Forwarder: 74%
TSP (Transportation Service Provider): 48%
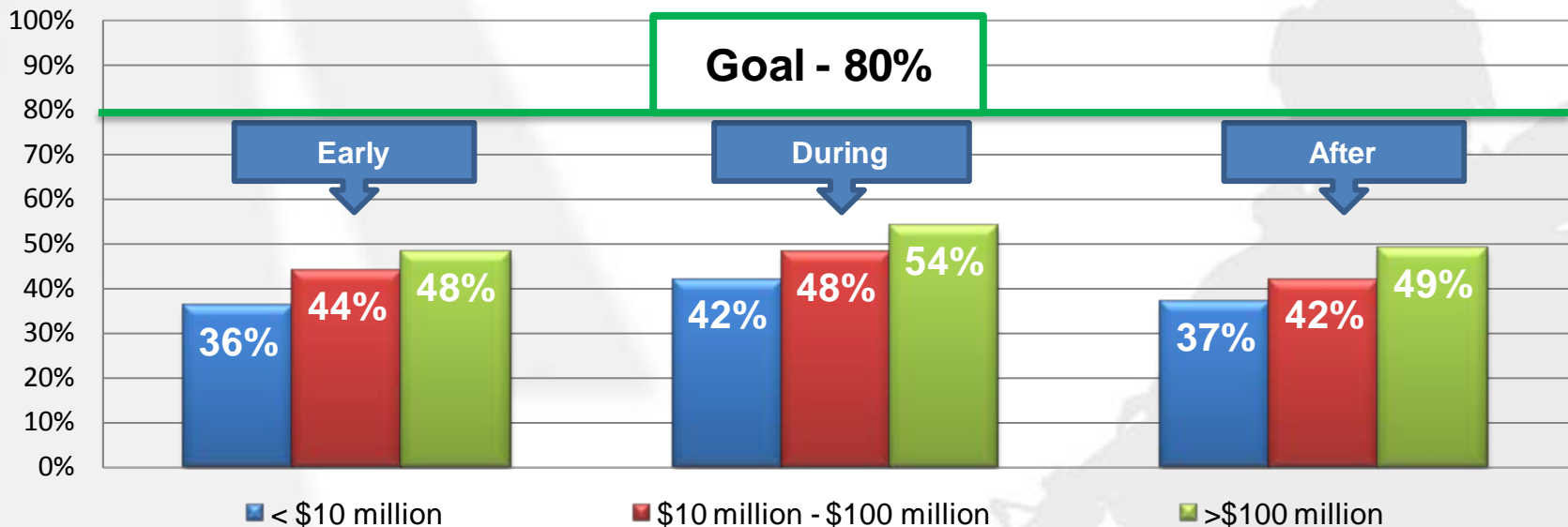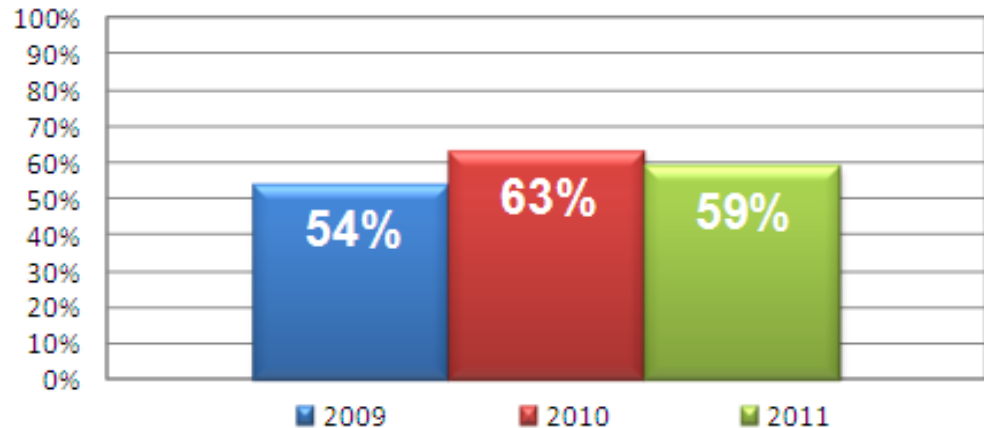Household Goods Carrier: 35%

Top 5 Respondent Groups

13

Industry Survey: Collaboration Trending

Response to: SDDC effectively collaborates with industry partners to meet mission objectives

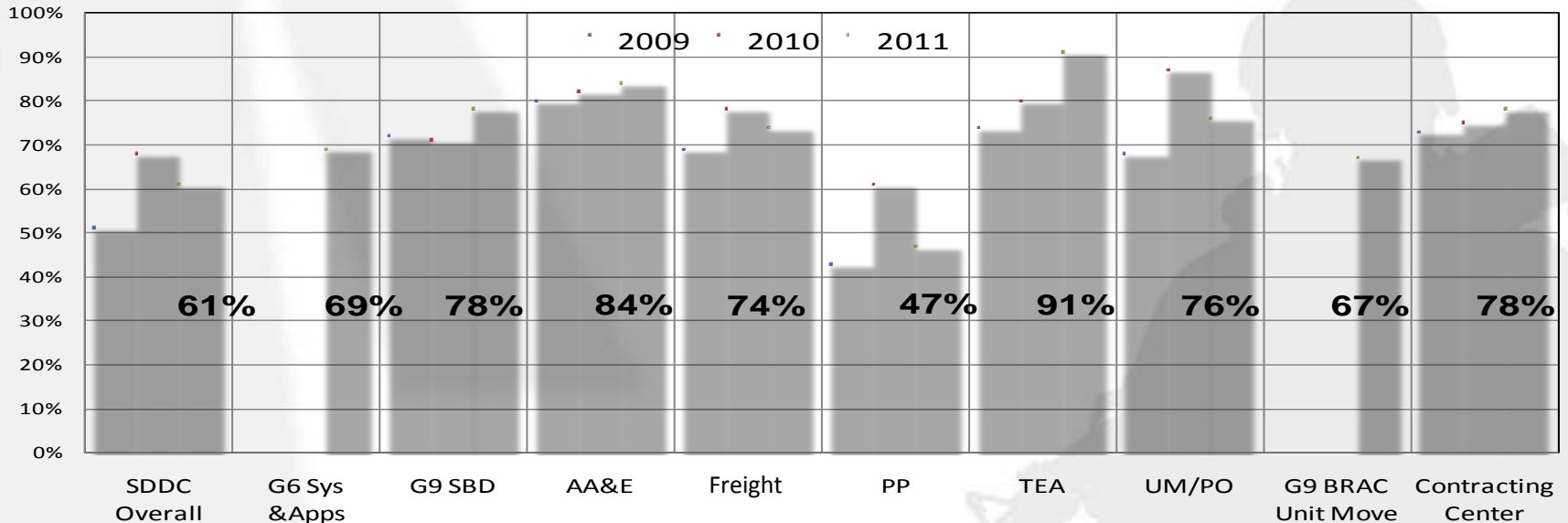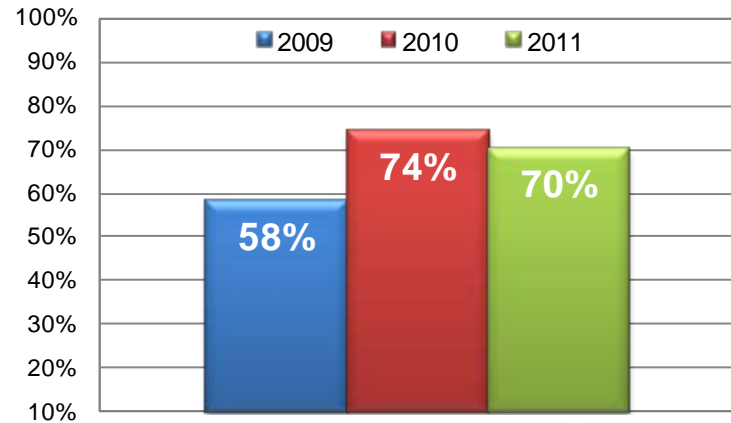Show below: Response to same questions - before, during, and after mission

Chart 1 (top right):
- 2009: 54%
- 2010: 63%
- 2011: 59%

Chart 2 (bottom):

Goal - 80%

Category	< $10 million	$10 million - $100 million	>$100 million
Early	36%	44%	48%
During	42%	48%	54%
After	37%	42%	49%

Industry Survey:
Customer Service Trending

Average of positive responses to service specific questions that are within the control of SDDC personnel (courteous, business-like, timely)
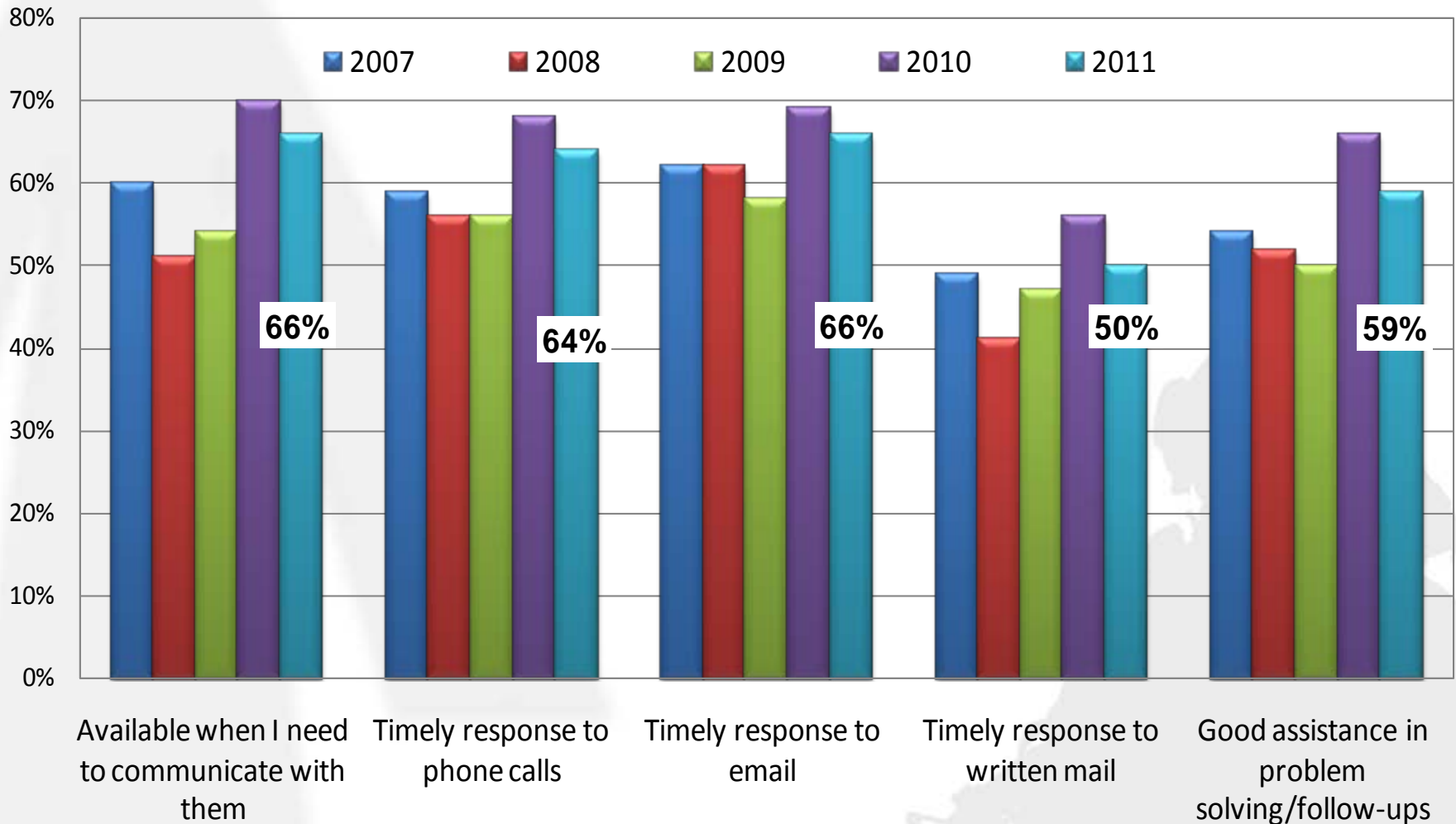
TEA scores not included in overall average

Chart legend: 2009, 2010, 2011 — 58%, 74%, 70%

	SDDC Overall	G6 Sys &Apps	G9 SBD	AA&E	Freight	PP	TEA	UM/PO	G9 BRAC Unit Move	Contracting Center
	61%	69%	78%	84%	74%	47%	91%	76%	67%	78%

Industry Survey:
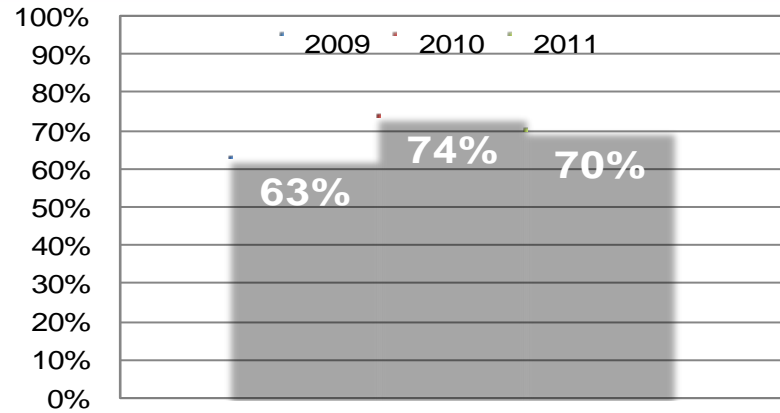# Customer Service Scores Trending
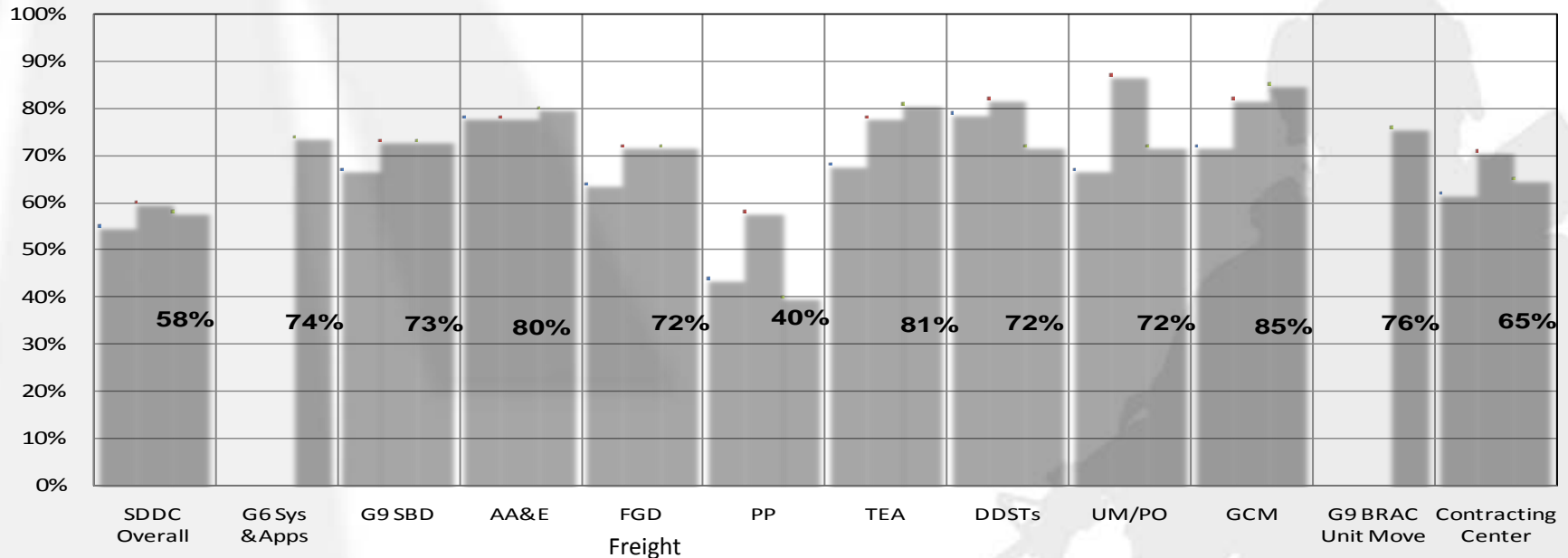
Industry Survey:
Quality of Support Trending

Average of positive responses to quality of support specific questions that are related to support but not personnel/customer service driven

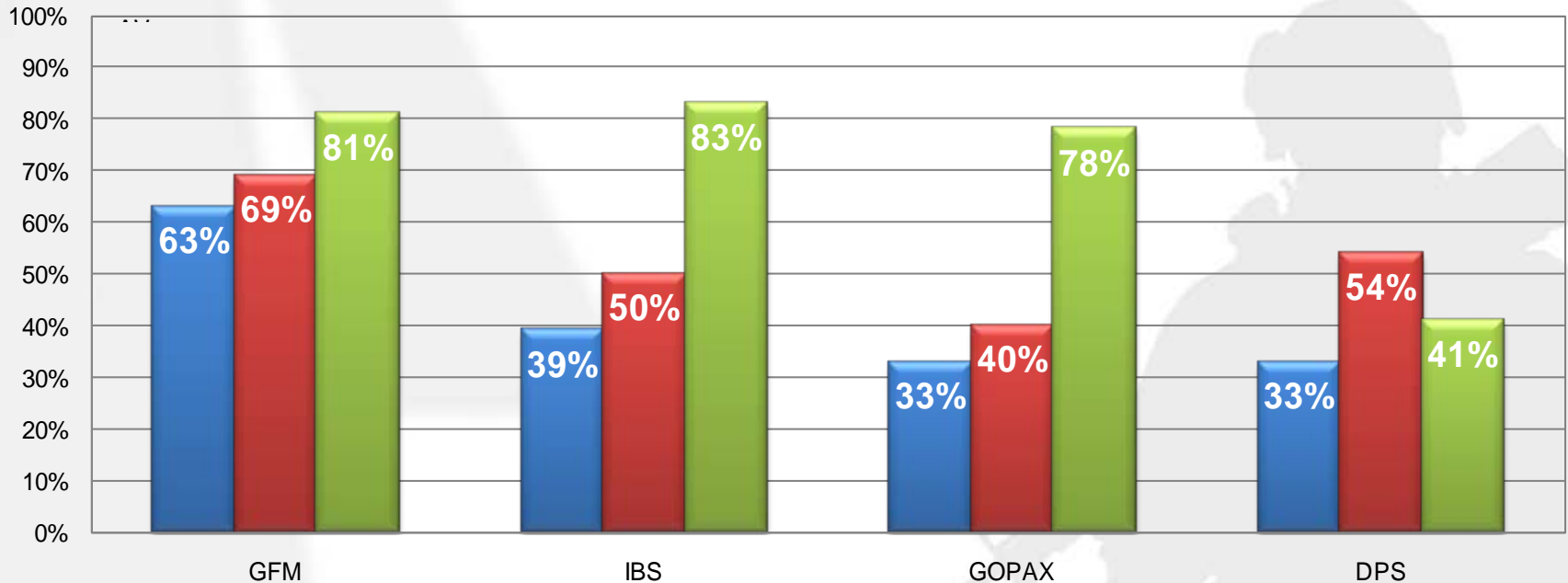*TEA scores not included in overall average*

2009 2010 2011

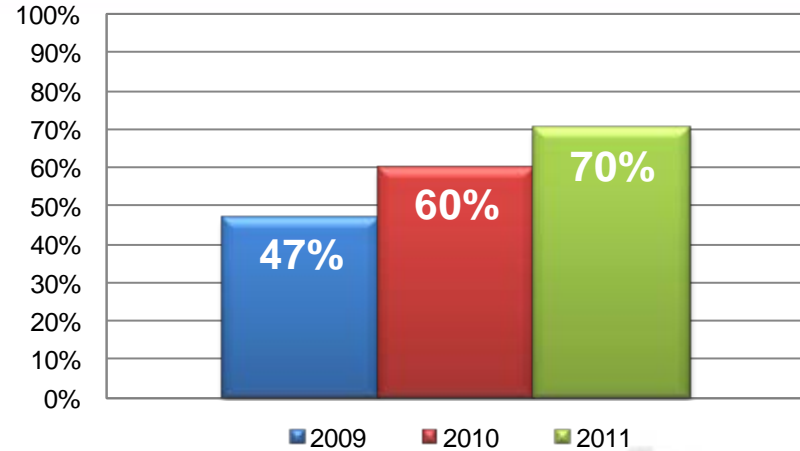| SDDC Overall	G6 Sys &Apps	G9 SBD	AA&E	FGD Freight	PP	TEA	DDSTs	UM/PO	GCM	G9 BRAC Unit Move	Contracting Center
58%	74%	73%	80%	72%	40%	81%	72%	72%	85%	76%	65%

Industry Survey:
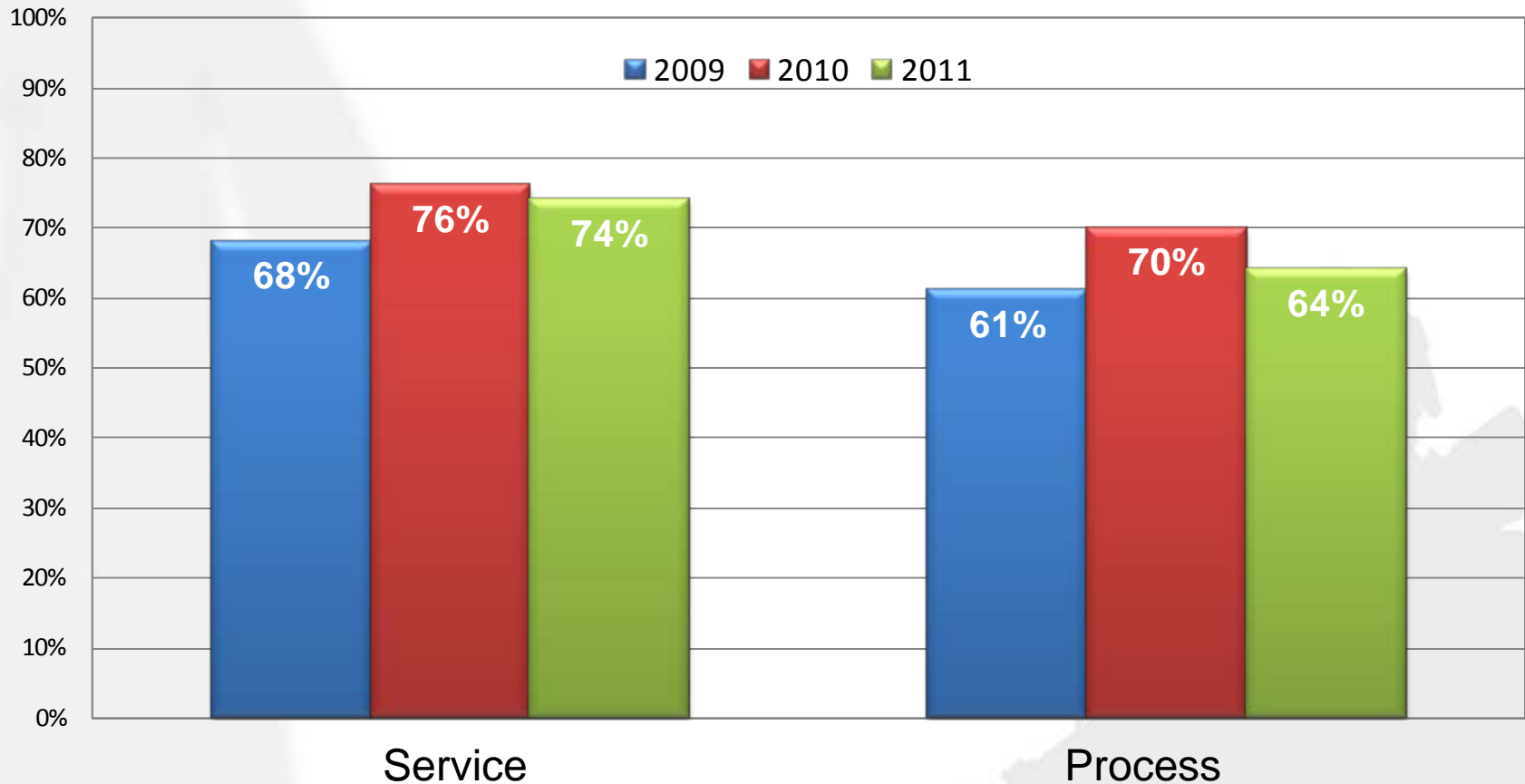# Systems and Applications Score

Average positive scores for all
system or application questions

18

Industry Survey:
Contracting Service Scores

Average scores for all contracting centers who handle SDDC products/services
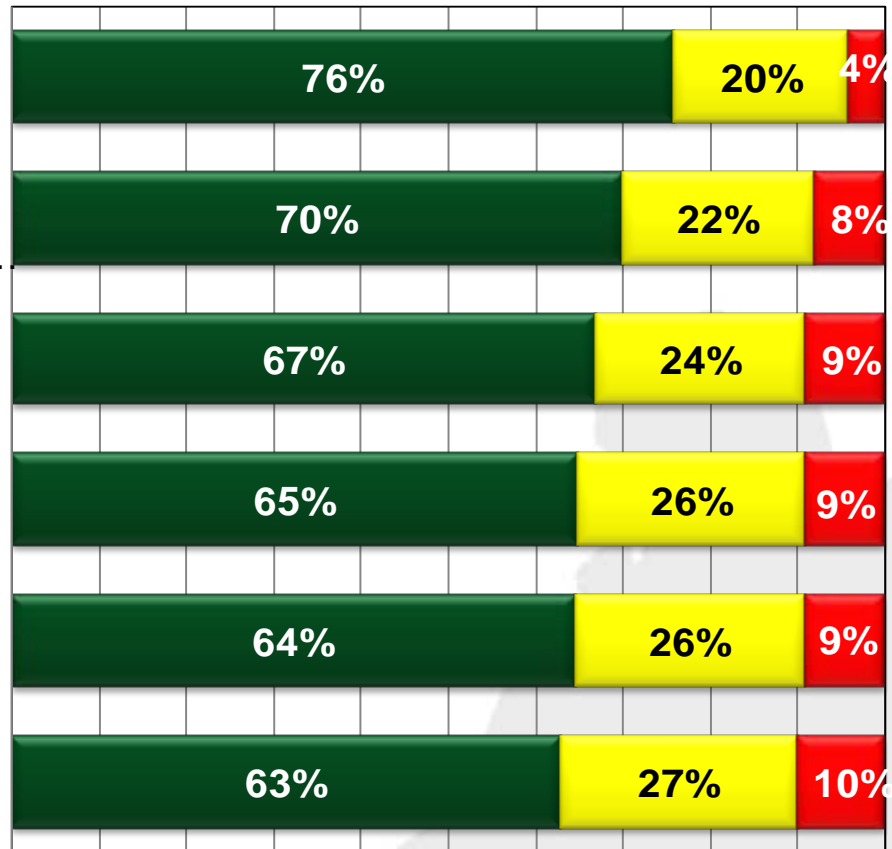Respondents may deal with one or more contracting center.

Industry Survey:
G9 BRAC Unit Moves Scores

New section to assess G9 performance relative to BRAC Unit Moves –
Average Score 67% Positive

Question	Positive	Neutral	Negative
Walkthroughs were recommended at origin and destination sites	76%	20%	4%
To facilitate walkthroughs, G9 representatives provided direction & recommendations for questions about the…	70%	22%	8%
G9 representatives effectively served as a laison to provide directions & facilitation for disputes between my organization (as the…	67%	24%	9%
The BRAC move was a collaborative effort between my organization, the unit, and SDDC	65%	26%	9%
G9 representatives provided Tender clarification & recommended negotiation solutions where issues and/or…	64%	26%	9%
G9 provided guidance/recommendations to tailor the solicitation based on customer requirements & BRAC movement…	63%	27%	10%

Recap: Industry Improvement Priorities

Improvement priorities as defined by the respondents

Industry Survey	Associated Score
1. Improved collaboration between SDDC and industry partners	Overall satisfaction with collaboration – **59% positive**
2. Simpler processes	Not Scored. Representative Comment: - *DPS issues* - *Concern with Menlo business practices and fairness*
3. Better communication	Overall satisfaction with communication – **57% positive**
4. Better understanding of my business	Average score – **74% positive**
5. Improved SDDC website	Overall Satisfaction with website – **63% positive**

Action Items:
Way Ahead

- Develop action plans tied to LOEs

- Establish qualitative goals for program areas

- Communicate results, action plans, and goals to SDDC personnel, stakeholders, and partners

- Suggestions for next survey cycle:

  – Enhance list of potential respondents – may not be reaching targeted respondent group for Industry

  – Conduct reach-out with directorates to ensure questions are targeting the desired information