

INITIAL HIGH-LEVEL B&F 2011 CUSTOMER SATISFACTION

SURVEY RESULTS

I. BACKGROUND

The Business and Finance Strategic Framework identifies **Provider of Choice** as one of the three main goals for Business and Finance, with Customer Satisfaction being the main metric for this goal. A measurement was first taken through a B&F customer satisfaction survey administered during June, 2005 and again during May 2007 and March/April 2009. In December 2010, the Business and Finance Customer Satisfaction Survey Team (a cross-functional team consisting of Christine Nedrow, Jon Lillemoen, Catherine Lilly, Kay Bressler, Robert Thomas/Kim Wooton, Gary Uptigrove, Grant Winston, Karen Zelby, intern and Paul Parzuchowski, consultant) met to administer the survey for the fourth time. The team was charged with maintaining or increasing the participation rate for all returning core services while also identifying new core services to survey.

The 2011 B&F Customer Satisfaction Survey was distributed through an independent online website (Zoomerang) and was open from March 21 to April 15, 2011. This report contains the high-level results of the 2011 Customer Survey, comparisons with the 2009 and 2007 results, and describes the next steps in distribution of results and data analysis.

II. SURVEY ADMINISTRATION

Based on feedback from B&F Senior Staff and the 2011 Customer Survey Advisory Team, the 2011 B&F Customer Satisfaction Team added several new features to the survey and the reporting tool. Specifically, we added the demographic “faculty, staff, student, visitor, other” as well as added a question for customers to indicate their level of familiarity with the service they are rating. We also made a concerted attempt to gather student feedback during the survey cycle. The team also continued with several improvements made in 2009, such as increasing the number of identified targeted customers, adding and revising unit additional questions, updating Core Service descriptions, including Core Service websites with each core description, and providing more access to surveys for customers who wished to give feedback. This year we continued the use of the ITS targeted email process, which helped to keep email survey invitations from being blocked by firewalls and minimized duplicate messages.

SURVEY DESIGN: SERVICE ATTRIBUTES LIST FOR 2011 (UNCHANGED FROM 2009)

1. Understands the customer’s business needs
2. Understands and explains University policies and procedures
3. Communicates service standards
4. Demonstrates functional/technical expertise
5. Communicates service changes effectively
6. Implements service changes effectively
7. Easily accessible service or service provider
8. Provides friendly and courteous service
9. Overall Satisfaction



SURVEY DESIGN: B&F CORE SERVICES LIST

Below is a list of the B&F Core Services who participated in the 2011 Customer Satisfaction measurement process, some for the first time. **Sixty-five B&F core service units** participated in this survey administration, compared with the 48 core services who participated in 2009. One of the 2009 core services did not return and eighteen new services were added. The eighteen new core services are indicated in green and with (1).

Facilities and Operations (25 units)	24 Plant Ops - Waste Management (1)	47 Financial and Physical Resource System Support (1)
1 Architecture, Engineering & Construction (AEC)	25 PTS-Transit Services	48 Service Center (Help Desk) Support
2 Department of Public Safety (DPS)	Finance (15 units)	49 Human Resource Mgmt. System Application Support
3 PTS - Fleet and Garage Services	26 Copy Centers (1)	50 Information & Infrastructure Assurance
4 Office of Emergency Preparedness (OEP) (1)	27 Financial Operations - Accounting Services	51 Network Services (1)
5 OSEH - Biological & Laboratory Safety	28 Financial Operations - Sponsored Programs	52 Research Application (eResearch) Support
6 OSEH - Environmental Protection & Permitting (1)	29 Financial Operations - Payroll	53 Software Licensing Mgmt. (1)
7 OSEH - Fire Safety Services	30 Mail Services	54 Student Administration System Support
8 OSEH - Hazardous Materials Management (1)	31 Office of Financial Analysis	55 Teaching and Learning (1)
9 OSEH - Industrial Hygiene & Safety (1)	32 Printing Services (1)	56 University Development Application Support
10 OSEH - Operational Safety & Community Health (1)	33 Procurement Services - Accounts Payable	57 User Communication, Documentation & Training Support
11 OSEH - Radiation Safety Service	34 Procurement Services - Procurement	University Human Resources (8 units)
12 PTS - Parking Services	35 Procurement Services - Contract Management	58 Academic HR
13 Plant Ops - Call Center POCC	36 Property Control (1)	59 Child Care Centers
14 Plant Ops - Construction Services	37 Property Disposition	60 Faculty & Staff Assistance Program (FASAP)
15 Plant Ops - Custodial Services	38 Risk Management	61 Office of Institutional Equity (OIE)
16 Plant Ops - Facilities Maintenance	39 Space Analysis	62 Human Resource Development (HRD)
17 Plant Ops - Moving & Trucking Services	40 Work Connections	63 Records and Information Services
18 Plant Ops- Pest Management (1)	Information Technology and Services (17 units)	64 Staff HR Services
19 Plant Ops - Plant Academy (1)	41 Access Services	65 Work Life Resource Center
20 Plant Ops - Plant Payroll/Accounts Payable Office (internal B&F only) (PPAPO)	42 Business Intelligence Support	
21 Plant Ops - Planet Blue (1)	43 Campus Computing Sites (1)	
22 Plant Ops - University Grounds	44 Computer Showcase (1)	
23 Plant Ops - Utilities & Plant Engineering (UPE)	45 Document Imaging Services	
	46 Education Services (1)	

SURVEY ADMINISTRATION: TARGETED CUSTOMER ACCESS TO SURVEYS

Each core service unit was encouraged to develop a list of knowledgeable customers to whom to target their surveys. This could include groups like BAG, APADG (Associate Provost/Associate Dean Group), FUN (Facilities Users Networks), UMHS Administrators, P-Card users, and lists of recent customers. We encouraged customers to forward surveys to others they knew were knowledgeable about our services. To increase response rates and at the request of the team, a few managers personally solicited input directly from customer groups mid-cycle.

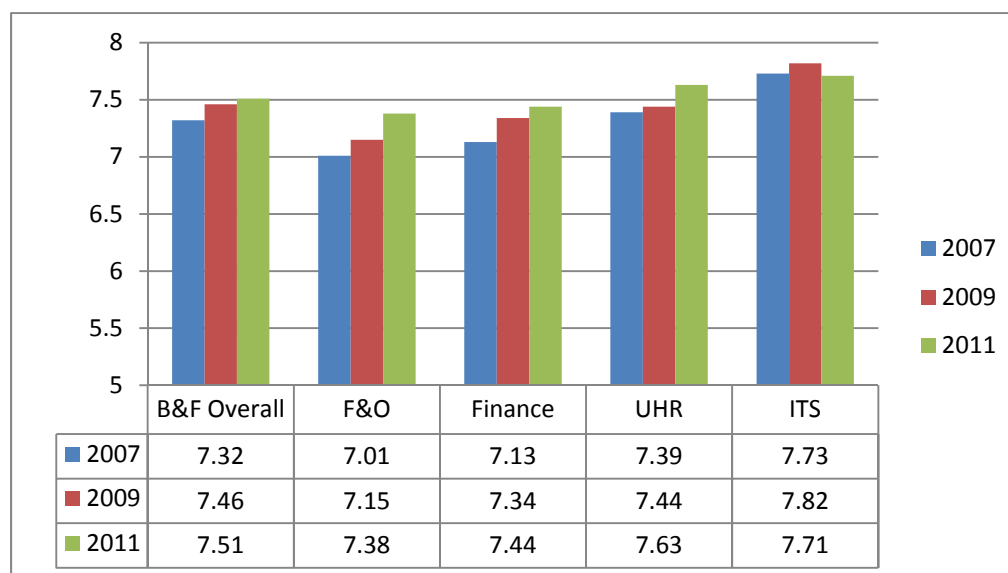
We gave all survey takers the added option to complete as many additional surveys as they would like from an internal website listing of all core services. Finally, surveys were distributed to customers in clustered groups of 8-9 core services (an increase from 5-6 in 2009). We used a survey administration technique (skip logic) that allowed customers to easily skip past units about which they had no knowledge or feedback. For the first time, students were included in the regular-cycle survey, and 925 student-completed surveys were submitted.

III. B&F RESULTS AND COMPARISONS 2007 – 2009 – 2011

OVERALL SATISFACTION

In 2010, as a measure of our Provider of Choice goal, Business and Finance Senior Staff set a target of maintaining or improving the B&F Overall Customer Satisfaction score in 2011. This target was achieved, as the Overall Satisfaction score that was reported in 2009 was 7.46 on a 10 point scale and most recently in 2011 the overall satisfaction score was 7.51. While not a statistically significant improvement at $p < .05$, it is trending in the right direction and meets the goal. One must keep in mind that the 2011 data represents almost 30% additional units who did not participate in 2009, and therefore were not included in the goal setting or 2009 benchmark. 23 of the 48 B&F Core Services units from 2009 scored lower in 2011.

OVERALL SATISFACTION, MEAN SCORES BY UNIT



This chart represents data from the three most recent administrations of the B&F Customer Satisfaction Survey, 2007, 2009 and 2011

OVERALL MEAN SATISFACTION SCORE DIFFERENCES

UNIT	2007 avg	2009 avg	2011 avg	Difference 2007-2011
B&F Overall	7.32	*7.46	**7.51	0.19+
Facilities and Operations	7.01	7.15	**7.38	0.37+
Finance	7.13	*7.34	**7.44	0.31+
University Human Resources	7.39	7.44	7.63	0.24+
Information Technology & Services	7.73	7.82	7.71	0.02-
Total Completed Surveys	6121	11,526	14,199	+2,673

* The increases in B&F Overall and Finance Overall scores from 2007 to 2009 are statistically significant.

** The increases in B&F Overall, F&O Overall and Finance Overall scores from 2007 to 2011 are statistically significant.

B&F OVERALL SERVICE ATTRIBUTE RATINGS 2007 TO 2011

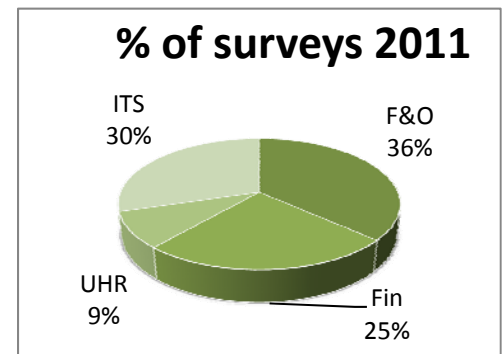
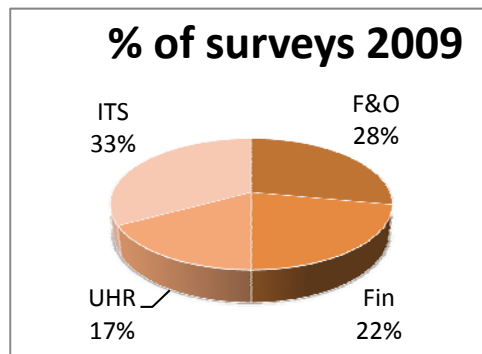
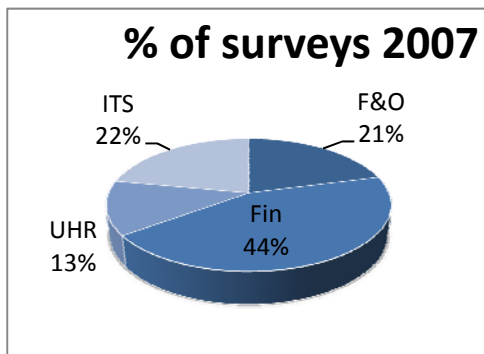
B&F SERVICE ATTRIBUTE RATINGS	2007 Mean	2009 Mean	2011 Mean	Diff 2009-2011	Diff 2007-2011	Correlation with Satisfaction
Q1 Understanding of customer's business needs	7.33	7.43	7.45	+0.02	↑*+.12	.89
Q2 Explanation of University policies and procedures	7.32	7.42	7.40	-0.02	+0.08	.85
Q3 Communication of service standards	7.17	7.32	7.32	-	↑*+.16	.88
Q4 Functional/technical expertise	7.64	7.71	7.65	-0.06	+0.01	.88
Q5 Communication of service changes	7.07	7.15	7.08	-0.07	+0.02	.85
Q6 Implementation of service changes	7.06	7.21	7.19	-0.02	↑*+.14	** .90
Q7 Accessibility of service and/or service provider	7.37	7.47	7.56	↑*+.12	↑*+.19	.86
Q8 Level of courtesy	8.14	8.19	8.04	↓*-.15	↓*-.10	.79
Q9 Overall Customer Satisfaction	7.32	7.46	7.51	+0.06	↑*+.19	1.00

* Indicates statistically significant difference between 2007 and 2011 at p<.05

** While there has been a significant increase since 2007 in Q6-Implementation of Service Changes, it currently has the second lowest score overall and the highest correlation with overall satisfaction, offering the greatest strategic opportunity for improvement.

% OF B&F TOTAL SURVEYS, BY AVP AREA

14,199 individual surveys were completed in 2011 (an increase of 23% from 2009). The charts below represent the changing makeup of the overall survey response pool, broken out by AVP area, from 2007 (6121 surveys), 2009 (11,526 surveys) and 2011 (14,199 surveys).



Total Responses by AVP Area	2007	2009	2011
B&F Overall	6,085	11,526	14,199
Facilities & Operations	1,157	3,251	5,247
Finance	2,411	2,512	3,506
University Human Resources	740	1,942	1,234
Information and Technology Services	1,777	3,821	4,212

CUSTOMER SEGMENT: CUSTOMER – OVERALL SATISFACTION MEAN SCORES

SATISFACTION RATING	2007	RATING	2009	RATING	2011	RATING
Total Responses by Customer Type	6,121	7.32	11,526	*7.46	14,199	7.51
Academic Units	2,530	7.29	3,542	*7.56	5,411	7.47
Div Student Affairs	332	7.54	502	7.40	677	7.34
UM Health System	1,065	7.41	1,994	7.53	2,340	7.50
Central Admin Users/Other	544	7.23	2,269	7.59	1,131	*7.21
Business & Finance Employees	1,614	7.27	1,109	*7.47	4,393	*7.66
Unreported	-	-	2,110	7.09	**247	7.85

* Indicates a statistically significant change from the previous reporting period.

** Utilizing web programming and a new feature in Zoomerang, in most cases we were able to anonymously link demographic information (e.g. Customer Type and Customer Role) to the option to complete individual surveys on the survey website, thus lessening the number of surveys with unreported demographic data.

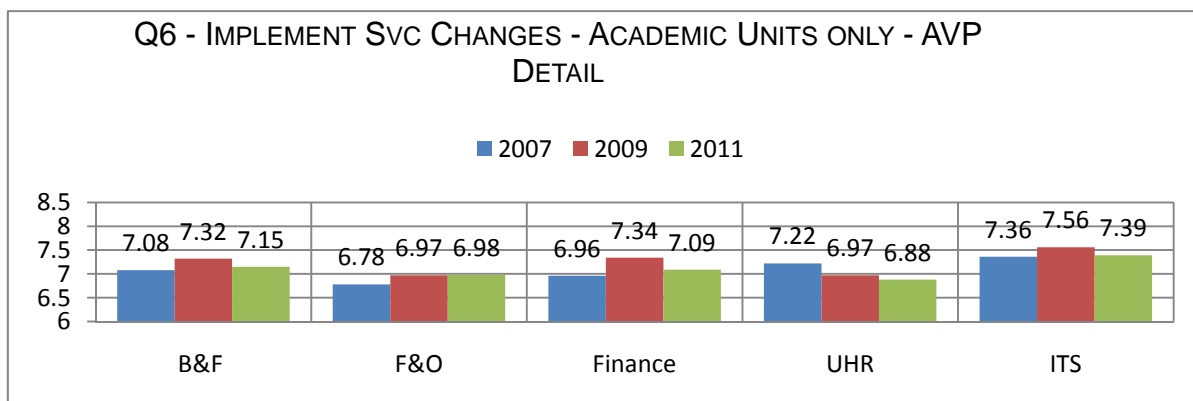
DETAIL: CUSTOMER SEGMENT– ACADEMIC UNITS ONLY – MEAN SCORES

Service Attribute Ratings B&F Overall - Academic Units Only	2007 Mean	2009 Mean	2011 Mean	Diff from 2009	Correlation with Satisfaction
1 Understanding of customer's business needs	7.31	7.53	7.39	*-.14	.88
2 Explanation of University policies and procedures	7.33	7.53	7.36	*-.17	.84
3 Communication of service standards	7.16	7.46	7.29	*-.17	.87
4 Functional/technical expertise	7.66	7.83	7.60	*-.23	.87
5 Communication of service changes	7.10	7.28	7.01	*-.27	.84
6 Implementation of service changes	7.08	7.32	7.15	*-.17	** .90
7 Accessibility of service and/or service provider	7.38	7.63	7.52	-.11	.85
8 Level of courtesy	7.20	8.37	8.05	*-.32	.76
9 Overall Customer Satisfaction	7.28	7.56	7.47	-.09	1.0
# Surveys received	2530	3542	5411		

* Indicates statistically significant difference at p<.05, also indicated in red.

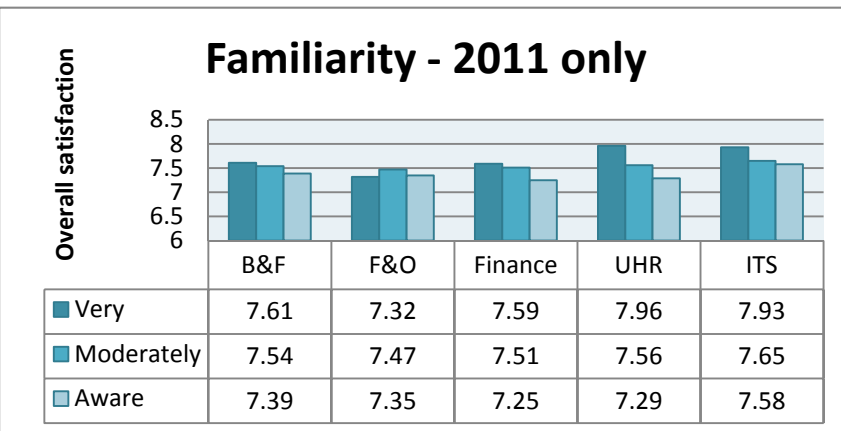
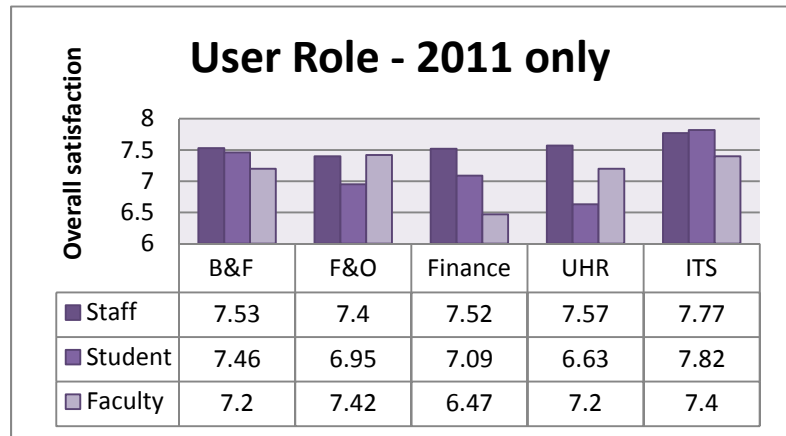
** With this group as well, Q6-Implementation of Service Changes, has the second lowest score overall and the highest correlation with overall satisfaction.

DETAIL: CUSTOMER SEGMENT– ACADEMIC UNITS ONLY – Q6 BY AVP AREA



**NEW CUSTOMER SEGMENT:
USER ROLE –
OVERALL SATISFACTION MEAN
SCORES**

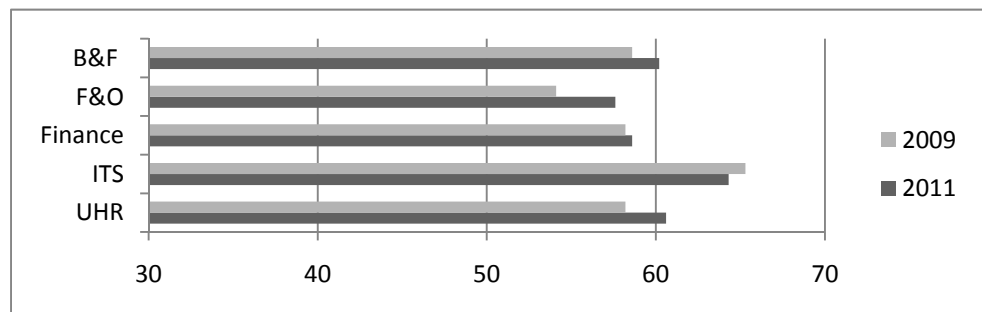
With regards to B&F Overall Scores, the difference between staff and faculty is statistically significant in terms of Overall Satisfaction, as well as all attributes with the exception of Level of Courtesy.



**NEW CUSTOMER SEGMENT:
FAMILIARITY –
OVERALL SATISFACTION MEAN
SCORES**

This year, upon request from B&F Core Service managers, we implemented a familiarity designation: very familiar, moderately familiar, aware. For most Core Services, the most familiar customers are the most satisfied.

IV. % SATISFIED, % DISSATISFIED



“Achieving a 70% satisfied score is a reasonable standard as an indicator of organizational health.

The rationale behind this standard is that when satisfaction dips below 70%, focus groups can usually clearly identify specific areas for quality improvement initiatives. If satisfaction is above 70%, focus groups have difficulty pinpointing quality improvement initiatives, thus strategic improvement is blurred.”

Aaron Sorenson, Sibson-Segal customer satisfaction B&F consultant 2009 report

V. MOVING FORWARD

ROLLING OUT THE 2011 DATA

The B&F Customer Satisfaction Survey team is currently analyzing the customer survey data as well as the implications of the survey administration changes we implemented, and preparing for unit presentations. Eighteen units are new to the process and will require some special support. Our next steps include:

- Sharing detailed data results with directors and senior unit leaders during June 2011.
- Rolling out the updated CSA (Customer Satisfaction Analysis) reporting tool.
- Rolling out the open-ended survey comments (and other results, where applicable).
- Encouraging celebrations for the units who met or exceeded the target.
- Posting the updated CSA tool on the B&F Website July 7, 2011.

SPECIAL THANKS TO THE 2011 B&F CUSTOMER SATISFACTION ADVISORY TEAM

Thanks to the 2011 B&F Customer Satisfaction Advisory Team for their advice and support. Their input has been invaluable. Members include:

- Heather Adams – Cancer Center
- Bill Brushaber – Medical School
- Susan Campos - Rackham Graduate School
- Hyungi Jang – Undergraduate Student (LS&A)
- Susan Monroe - Literature, Science & Arts
- Marti Moon - Atmospheric, Oceanic & Space Sciences
- Lara Nelson - School of Natural Resources & Environment
- Jody Reynolds - Institute for Social Research
- Candace Terhune-Flannery - School of Social Work

2011 TEAM RECOMMENDATIONS

- Require the use of a common action planning and reporting template, with periodic updates and reporting. Tracking on progress and reporting on actions taken in response to survey results continues to be challenging.
- As was done in 2005, provide focus group assistance to the lowest-scoring units in Overall Satisfaction and % Satisfied, to assist managers in focused action planning based on “deeper dive” customer input.
- Continue with the B&F Customer Satisfaction Advisory Team and with a mixture of old and new members.
- As much as possible, continue with 50% of the same team members on the B&F Customer Satisfaction Survey Team.

CSA 2.0 Tool Web Address: <http://av-it-csrsurvey/CSA-2011/Main.aspx> (unlinked until July 7)

Appendix A – Overall Satisfaction Scores Comparison 2009-2011

B&F CUSTOMER SATISFACTION SURVEY 2011

Overall Satisfaction Scores

Comparison 2009 to 2011

(includes only the Core Services collecting data in both years)

		2009	2011	Change	
F&O	AEC	6.26	6.97	+ 0.71	
	DPS	7.73	7.5	- 0.23	
	OSEH – Biological Lab. Safety	7.96	7.71	- 0.25	
	OSEH – Fire Safety Svcs.	7.78	8.17	+ 0.39	
	OSEH – Radiation Safety Svcs.	7.72	8.72	+ 1.00	
	Plant Ops. – Payroll & A/P Office	6.01	6.75	+ 0.74	
	Plant Ops. – Utilities & Plant Eng.	7.33	8	+ 0.67	
	Plant Ops. – Construction Svcs.	6.58	7.23	+ 0.65	
	Plant Ops. – Custodial Svcs.	6.42	6.43	+ 0.01	
	Plant Ops. – Facilities Maintenance	7.24	6.6	- 0.64	
	Plant Ops. – Moving & Trucking	8.19	8	- 0.19	
	Plant Ops. – Call Center	7.69	7.55	- 0.14	
	Plant Ops. – Univ. Grounds	7.69	7.59	- 0.10	
	Fleet & Garage Svcs.	8.25	7.9	- 0.35	
	Parking Svcs.	6.33	6.89	+ 0.56	
	Transit Svcs.	7.37	7.55	+ 0.18	
	FINANCE	Fin. Ops. – Acctg. Svcs.	7.64	7.4	- 0.24
Fin. Ops. – Payroll		7.64	7.99	+ 0.35	
Fin. Ops. – Sponsored Programs		7.53	7.57	+ 0.04	
Mail Svcs.		7.59	7.41	- 0.18	
Office of Fin. Analysis		7.67	7.8	+ 0.13	
Procurement – A/P		6.69	6.55	- 0.14	
Procurement – Contract Mgt.		7.24	7.16	- 0.08	
Procurement – Procurement		6.68	6.84	+ 0.16	
Property Disposition		7.3	7.04	- 0.26	
Risk Mgt.		8.12	7.9	- 0.22	
Space Analysis		8.06	7.55	- 0.51	
Work Connections		6.93	6.95	+ 0.02	
UHR		Academic HR	7.45	7.75	+ 0.30
		Child Care Centers	8.1	8.21	+ 0.11
		FASAP	8	8.14	+ 0.14
	HRD & Training	7.14	6.92	- 0.22	
	OIE	7.19	7.93	+ 0.74	
	Records & Info. Svcs.	7.78	7.82	+ 0.04	
	Staff HR Svcs.	7.11	7.14	+ 0.03	
	Work Life Resource Center	7.61	7.74	+ 0.13	
ITS	Access Svcs.	7.63	7.28	- 0.35	
	Business Intelligence Support	7.65	7.16	- 0.49	
	Document Imaging Svcs.	7.34	7.3	- 0.04	
	Fin. & Physical Resource System Support	7.73	7.3	- 0.40	
	HR Mgt. Application Support	7.46	7.7	+ 0.24	
	Help Desk Support	8.22	8.06	- 0.16	
	IIA (formally ITSS)	7.65	7.74	+ 0.09	
	Research Application Support	7.49	7.65	+ 0.16	
	Student Admin. Application Support	8.03	7.96	- 0.17	
	University Development Application Support	7.33	6.7	- 0.63	
User Communication, Documentation & Training Support	7.88	7.51	- 0.37		