

INITIAL HIGH-LEVEL B&F 2013 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, May 2007, March/April 2009, and March/April 2011. In December 2012, the Business and Finance Customer Satisfaction Survey Team (a cross-functional team consisting of Gary Uptigrove, Catherine Lilly, Grant Winston, Kim Wooton, Joan Knight, Kandie Hines, Jennifer Valenich-Mannor, Brittany Galisdorfer, Gerard Heath, Jon Lillemoen, Tim Nestorak (student intern) Paul Parzuchowski and Manu Misra (consultants, ISS) met to administer the survey for the fifth 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 2013 B&F Customer Satisfaction Survey was distributed through an independent online website (Survey Monkey) and was open from March 19 to April 12, 2013. This report contains the high-level results of the 2013 Customer Survey, comparisons with the 2009 and 2011 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 2013 Customer Survey Advisory Team, the 2013 B&F Customer Satisfaction Team continued to use the demographic questions specifying if survey respondents were “faculty, staff, student, visitor, other” as well as questions indicating customer familiarity with the core service they were rating. The team also continued to use ITS Targeted Email for distributing the survey to core services requested customer lists. This year, the Team added examples to questions to help clarify what we wanted customers to rate (i.e. For question #5 below, the following was added “e.g. service types, service levels, costs)? Check N/A if you were unaware of a change in service in the previous 2 years.”). We also moved towards clustering surveys using a webpage format to enable customers to rate core services they knew best, in the hopes of increasing the quality and quantity of responses to core services. Another key change in the administering the survey was the use of Twitter and Ctools to advertised the survey, as well as offering a chance to win 1 of 50 \$10 Blue Bucks gift card when completing the survey in order to increase student response rates. 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 2013 (Reordered since 2011)

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| 1. Understands the customer’s business needs | 5. Communicates service changes effectively |
| 2. Understands and explains University policies and procedures | 6. Implements service changes effectively |
| 3. Communicates service standards | 7. Easily accessible service or service provider |
| 4. Demonstrates functional/technical expertise | 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 2013 Customer Satisfaction measurement process, some for the first time. **Sixty-five B&F core service units** participated in this survey administration, equal to 2011. Four of the 2011 core services did not return, one core service was split into two, eleven core services were combined into five and twelve new services were added (indicated in green and with *).

Facilities and Operations (26 units)

- 1 Architecture, Engineering & Construction (AEC)
- 2 PTS - Fleet and Garage Services
- 3 *Office of Campus Sustainability (OCS)
- 4 OSEH - Biological Safety
- 5 OSEH - Environmental Protection & Permitting
- 6 OSEH - Fire Safety Services
- 7 OSEH - Hazardous Materials Management
- 8 *OSEH – Research Health & Safety
- 9 *OSEH - Operational Health & Safety
- 10 OSEH - Radiation Safety Service
- 11 PTS - Parking Customer Services
- 12 *PTS - Parking Operations & Maintenance
- 13 Plant Ops - Call Center (POCC)
- 14 Plant Ops - Construction Services
- 15 Plant Ops - Custodial Services
- 16 Plant Ops - Facilities Maintenance
- 17 Plant Ops - Moving & Trucking Services
- 18 Plant Ops - Pest Management
- 19 Plant Ops - Plant Academy
- 20 Plant Ops - Plant Payroll/Accounts Payable Office (internal B&F only) (PPAPO)
- 21 Plant Ops - Planet Blue Operations Team
- 22 *Plant Ops – Plant Material Service Unit
- 23 Plant Ops - University Grounds
- 24 Plant Ops - Utilities & Plant Engineering (UPE)

- 25 Plant Ops - Waste Management
- 26 PTS-Transit Services

Finance (14 units)

- 27 Fin Ops - Accounting Services
- 28 Fin Ops - Sponsored Programs
- 29 Fin Ops - Payroll
- 30 Mail Services
- 31 Office of Financial Analysis
- 32 *Printing Services & Copy Centers
- 33 Procurement Services - Accounts Payable
- 34 *Procurement Services – Procurement (Combined with Contract Management)
- 36 Property Control
- 37 Property Disposition
- 38 Risk Management
- 39 Space Analysis
- 40 Work Connections
- 41 *Treasurer's Office

Information Technology and Services (17 units)

- 42 Business Intelligence Support
- 43 Communications Systems & Data Centers
- 44 Campus Computing Sites
- 45 Computer Showcase
- 46 *Content Management Services (Combination of Document Imaging, Video Content Management & Digital Signage)
- 47 Donor & Alumni Relationship Tool (DART)

- 48 Financial and Physical Resource System
- 49 Service Center
- 50 Human Resource Mgmt. System
- 51 Information & Infrastructure Assurance (IIA)
- 52 *Mobile Application Development Support
- 53 *Productivity & Collaboration
- 54 Research Administration eResearch
- 55 Software Licensing & Distribution
- 56 Student Administration System Support
- 57 Teaching and Learning
- 58 *Infrastructure Services

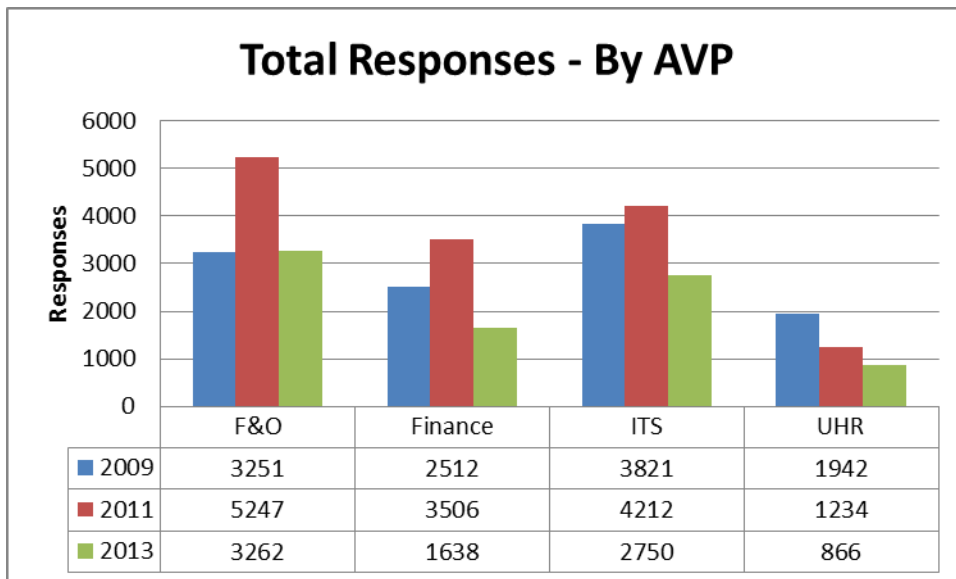
University Human Resources (7 units)

- 58 Academic HR
- 59 Faculty & Staff Assistance Program (FASAP)
- 60 Office of Institutional Equity (OIE)
- 61 Human Resource Development (HRD)
- 62 Records and Information Services
- 63 Staff HR Services
- 64 Work Life Resource Center
- 65 Child Center

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 5-6 core services, similar to 2009 (a decrease from 7-8 in 2011). 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 second time, students were included in the regular-cycle survey, and 1,173 student-completed surveys were submitted (an increase from 925 in 2011).



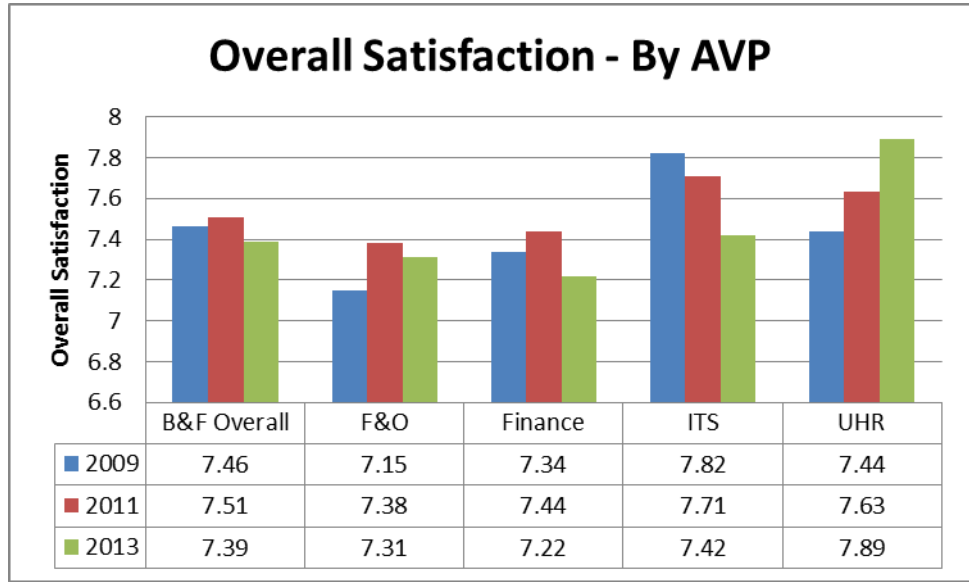
III. B&F RESULTS AND COMPARISONS 2009 – 2011 – 2013

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 and 2013. 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, 2009, 2011, and 2013.



OVERALL MEAN SATISFACTION SCORE DIFFERENCES

UNIT	2009 avg	2011 avg	2013 avg	Difference 2011-2013
B&F Overall	7.46	7.51	**7.39	0.12-
Facilities and Operations	7.15	*7.38	7.31	0.07-
Finance	7.34	7.44	**7.22	0.22-
University Human Resources	7.44	7.6	**7.89	0.29+
Information Technology & Services	7.82	7.7	**7.42	0.28-
Total Completed Surveys	11,526	14,199	8,516	-5683

* The change in B&F Overall and Finance Overall scores from 2009 to 2011 are statistically significant.

** The change in B&F Overall, F&O Overall and Finance Overall scores from 2011 to 2013 are statistically significant.

B&F OVERALL SERVICE ATTRIBUTE RATINGS 2009 TO 2013

B&F SERVICE ATTRIBUTE RATINGS	2009 Mean	2011 Mean	2013 Mean	Diff 2011-2013	Correlation with Satisfaction
Q1 Understanding of customer's business needs	7.43	7.45	7.3	*-.15	.89
Q2 Explanation of University policies and procedures	7.42	7.40	7.26	*-.14	.83
Q3 Communication of service standards	7.32	7.32	7.19	*-.13	.87
Q4 Functional/technical expertise	7.71	7.65	7.57	-.08	.87
Q5 Communication of service changes	7.15	7.08	6.99	-.09	.87
Q6 Implementation of service changes**	7.21	7.19	6.96	*-.23	.89
Q7 Accessibility of service and/or service provider	7.47	7.56	7.6	+.04	.83
Q8 Level of courtesy	8.19	8.04	8.13	*+.09	.78

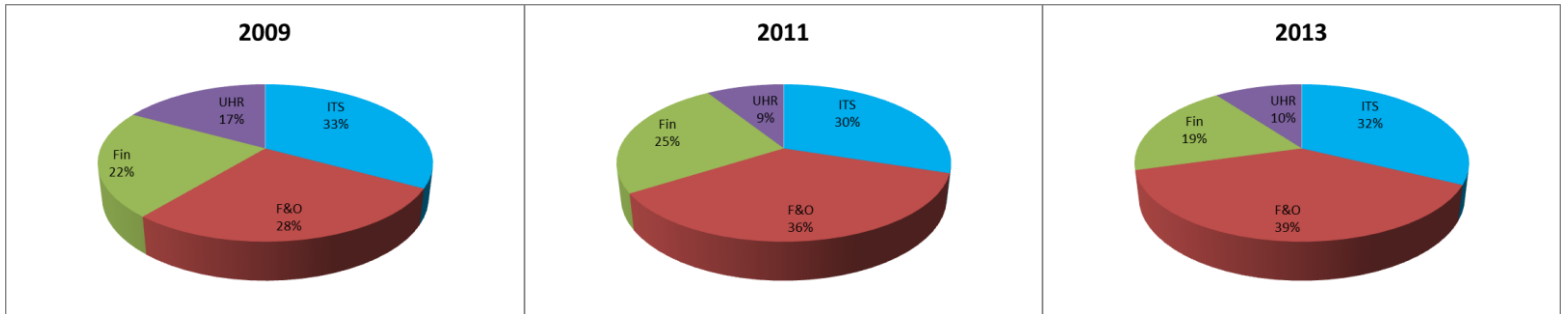
Q9 Overall Customer Satisfaction	7.46	7.51	7.39	*-.12	1.0
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* Indicates statistically significant difference between 2011 and 2013 at $p < .05$

** Q6-Implementation of Service Changes 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

8,516 individual surveys were completed in 2013 (a decrease of 40% from 2011). The charts below represent the changing makeup of the overall survey response pool, broken out by AVP area, from 2009 (11,526 surveys), 2011 (14,199 surveys) and 2013 (8,516 surveys).



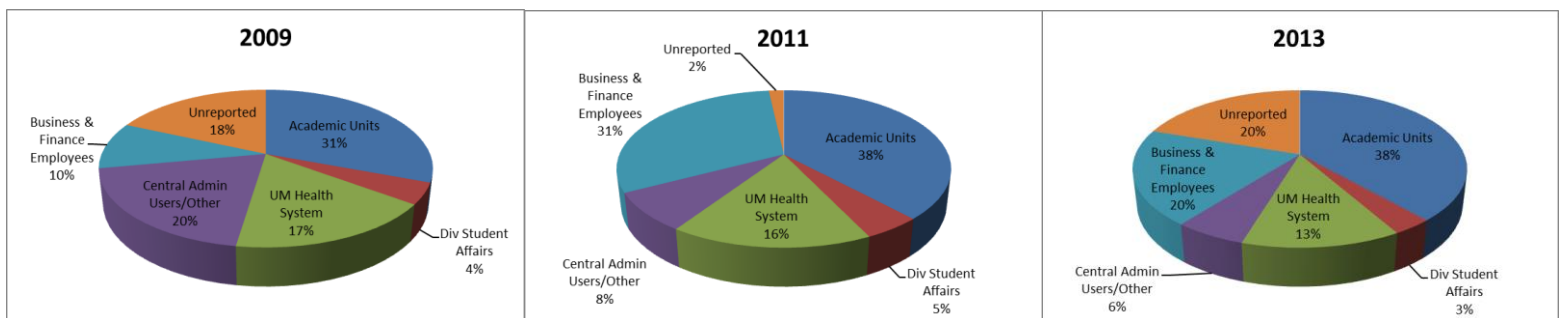
Total Responses by AVP Area	2009	2011	2013	% Change 2011-2013
B&F Overall	11,526	14,199	8,516	-40%
Facilities & Operations	3,251	5,247	3,262	-37%
Finance	2,512	3,506	1,638	-53%
University Human Resources	1,942	1,234	866	-29%
Information and Technology Services	3,821	4,212	2,750	-34%

CUSTOMER SEGMENT: CUSTOMER – OVERALL SATISFACTION MEAN SCORES

SATISFACTION RATING	2009	2011	2013
Total Responses by Customer Type	*7.46	7.51	*7.39
Academic Units	*7.56	7.47	7.37
Div Student Affairs	7.40	7.34	7.24
UM Health System	7.53	7.50	*7.27
Central Admin Users/Other	7.59	*7.21	*7.56
Business & Finance Employees	*7.47	*7.66	7.55
Unreported	7.09	7.85	*7.32

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

% OF B&F TOTAL SURVEYS, BY CUSTOMER TYPE



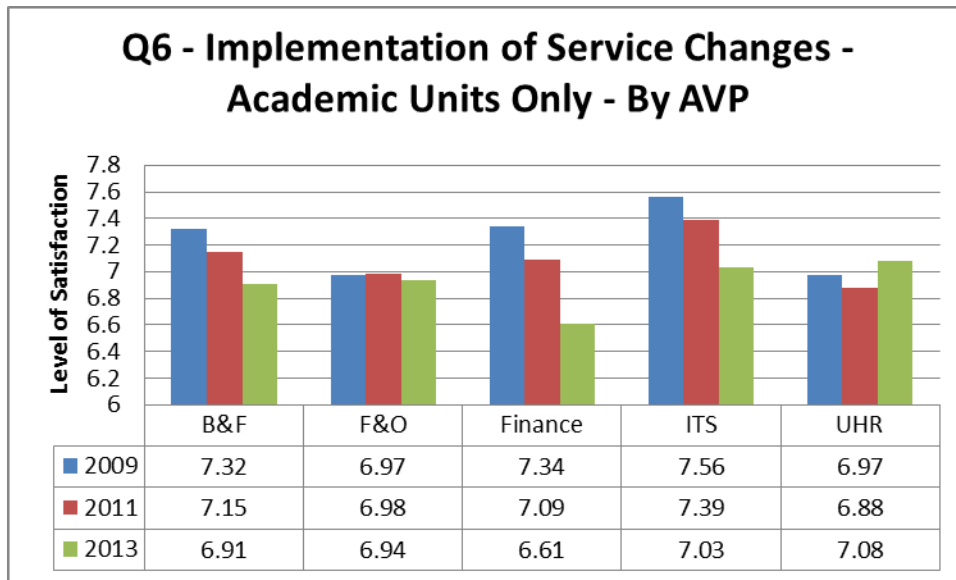
DETAIL: CUSTOMER SEGMENT– ACADEMIC UNITS ONLY – MEAN SCORES

Service Attribute Ratings B&F Overall - Academic Units Only	2009 Mean	2011 Mean	2013 Mean	Diff from 2011	Correlation with Satisfaction
1 Understanding of customer's business needs	7.5	7.39	7.24	*-.15	.88
2 Explanation of University policies and procedures	7.5	7.36	7.18	*-.18	.8
3 Communication of service standards	7.4	7.29	7.17	-.12	.84
4 Functional/technical expertise	7.8	7.60	7.47	-.13	.87
5 Communication of service changes	7.2	7.01	6.9	-.11	.86
6 Implementation of service changes	7.3	7.15	6.91	*-.24	** .88
7 Accessibility of service and/or service provider	7.6	7.52	7.55	+.03	.82
8 Level of courtesy	8.3	8.05	8.07	+.02	.78
9 Overall Customer Satisfaction	7.5	7.47	7.37	-.10	1.0
# Surveys received	3542	5411	3,273		

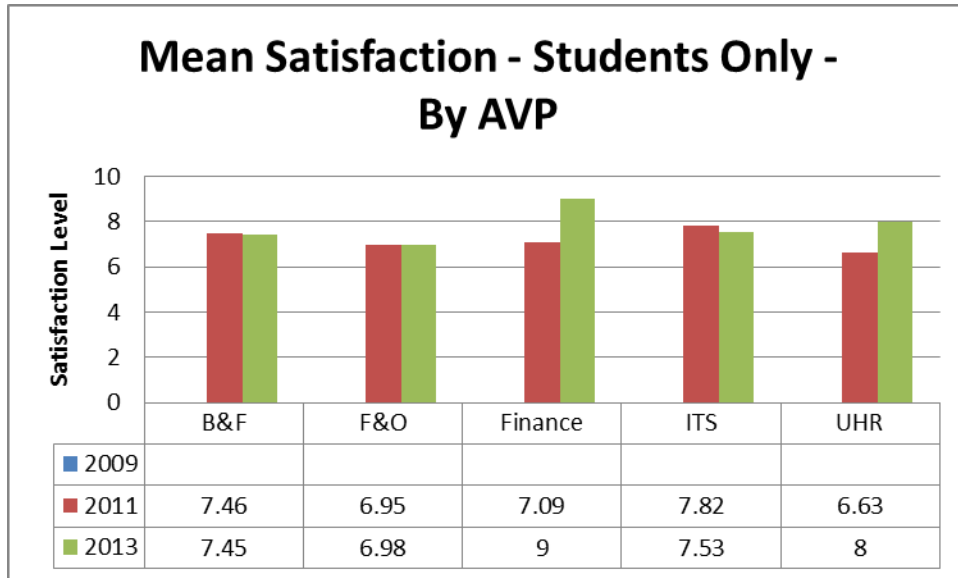
* Indicates statistically significant difference at p<.05, also indicated in red.

** 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

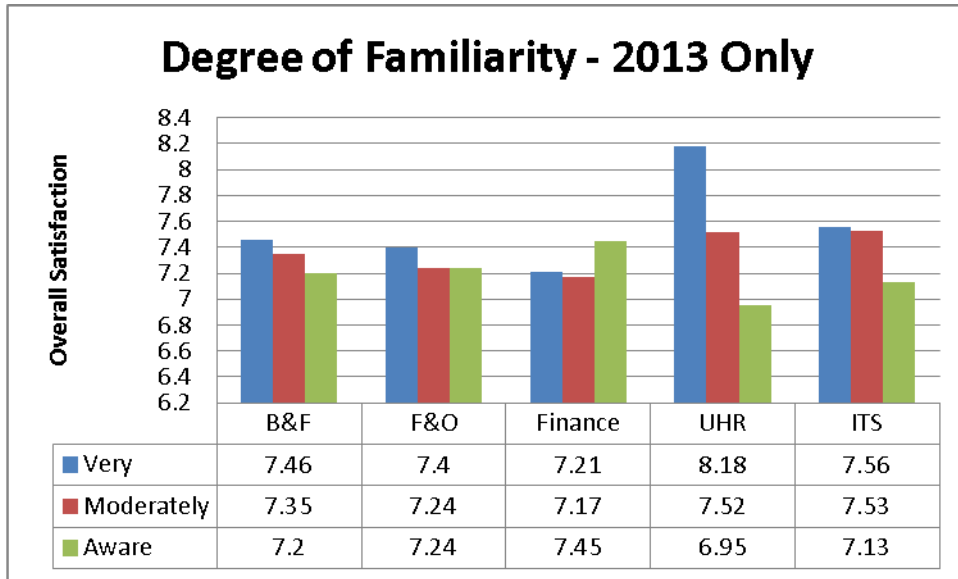


DETAIL: CUSTOMER SEGMENT– STUDENTS ONLY – MEAN SCORES



CUSTOMER SEGMENT: Familiarity – Overall Satisfaction Mean Scores

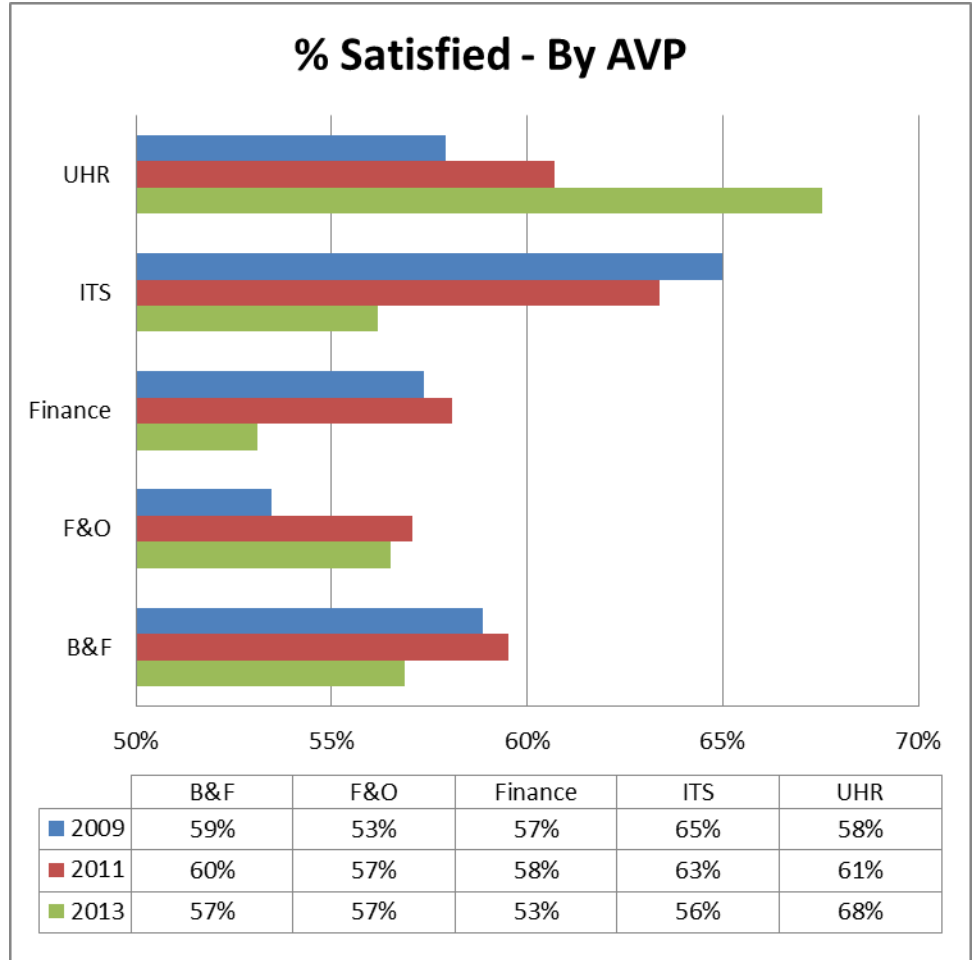
This year we implemented a familiarity designation once again asking respondents to rate their familiarity with core services by selecting amongst the following options: very familiar, moderately familiar, aware. For most Core Services, the most familiar customers are the most satisfied. However, the most satisfied customers in Finance were those that were only Aware of those core services.



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, this strategic improvement is blurred.”

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



V. MOVING FORWARD

ROLLING OUT THE 2013 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. Twelve 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 2013.
- 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 1, 2013.

SPECIAL THANKS TO THE 2013 B&F CUSTOMER SATISFACTION ADVISORY Group

Thanks to the 2013 B&F Customer Satisfaction Advisory Group for their advice and support. Their input has been invaluable. Members include:

- Bill Brushaber - Medical School
- Susan Monroe - Literature, Science & Arts
- Marti Moon - Atmospheric, Oceanic & Space Sciences
- Jody Reynolds - Institute for Social Research
- Candace Terhune-Flannery - School of Social Work
- Mary Tresh - North Campus Research Complex
- Doug Wolgat - UMHS Capital Construction

2013 TEAM RECOMMENDATIONS

- Core services need to create well defined Action Plans in light of the 2013 Customer Satisfaction results and managers must be held accountable for achieving results.
- As was done in 2005 and 2011, 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 Group 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.
- We ought to return 7-8 core services clustered together into one survey to ensure that every customer at least reads the core service description page.

B&F CUSTOMER SATISFACTION SURVEY 2011
Overall Satisfaction Scores
Comparison 2009 to 2011
(includes only the Core Services collecting data in both years)

	Name of Core Service	2011	2013	Change
F&O	AEC	6.97	6.79	-0.18
	OSEH – Biological Safety	7.71	8.23	0.52
	OSEH- Environmental Protection & Permitting	7.45	8.24	0.79
	OSEH – Fire Safety Svcs.	8.17	8.03	-0.14
	OSEH – Hazardous Materials Management	7.91	8.05	0.14
	OSEH – Radiation Safety Svcs.	8.72	8.21	-0.51
	Plant Ops. – Pest Management	7.99	8.68	0.69
	Plant Ops. – Payroll & A/P Office	6.75	7.05	0.3
	Plant Ops. – Utilities & Plant Eng.	8	7.35	-0.65
	Plant Ops. – Construction Svcs.	7.23	7.06	-0.17
	Plant Ops. – Custodial Svcs.	6.43	6.59	0.16
	Plant Ops. – Facilities Maintenance	6.6	6.62	0.02
	Plant Ops. – Moving & Trucking	8	8.39	0.39
	Plant Ops. – Planet Blue Operations Team	7.47	7.51	0.04
	Plant Ops. – Plant Academy	7.25	8.23	0.98
	Plant Ops. – Call Center	7.55	7.89	0.34
	Plant Ops. – Univ. Grounds	7.59	7.57	-0.02
	Plant Ops. – Waste Management	8.24	8.79	0.55
	Fleet & Garage Svcs.	7.9	7.61	-0.29
	Parking Customer Services.	6.89	7.29	0.4
	Transit Svcs.	7.55	7.26	-0.29

High-Level Results – B&F Customer Satisfaction Survey 2009, 2011 & 2013

FINANCE	Fin. Ops. – Acctg. Svcs.	7.4	7.7	0.3
	Fin. Ops. – Payroll	7.99	8.02	0.03
	Fin. Ops. – Sponsored Programs	7.57	6.8	-0.77
	Mail Svcs.	7.41	7.76	0.35
	Office of Fin. Analysis	7.8	7.56	-0.24
	Printing Services & Copy Centers	7.98	8.97	0.99
	Procurement – A/P	6.55	6.45	-0.1
	Procurement – Procurement	6.84	5.93	-0.91
	Property Control	7.75	7.7	-0.05
	Property Disposition	7.04	7.63	0.59
	Risk Mgt.	7.9	7.3	-0.6
	Space Analysis	7.55	8.06	0.51
	Work Connections	6.95	7.08	0.13
UHR	Academic HR	7.75	7.69	-0.06
	FASAP	8.14	8.05	-0.09
	Human Resource & Development	6.92	7.42	0.5
	OIE	7.93	7.29	-0.64
	Records & Info. Svcs.	7.82	8.43	0.61
	Staff HR Svcs.	7.14	7.38	0.24
	Work Life Resource Center	7.74	7.92	0.18
ITS	Business Intelligence Support	7.16	7.28	0.12
	Campus Computing Sites	7.8	7.67	-0.13
	Communications Systems & Data Centers	7.7	7.5	-0.20
	Content Management	7.3	7.29	-0.01
	Fin. & Physical Resource System Support	7.3	6.75	-0.55
	HR Mgt. System	7.7	7.49	-0.21
	Teaching & Learning	8.16	7.41	-0.75
	Service Center	8.06	7.69	-0.37
	IIA (formally ITSS)	7.74	6.95	-0.79
	Research Administration eResearch	7.65	7.09	-0.56
	Software Licensing & Distribution	7.33	7.3	-0.03

High-Level Results – B&F Customer Satisfaction Survey 2009, 2011 & 2013

	Student Admin. System	7.96	6.58	-1.38
	U-M Computer Showcase	7.90	7.70	-0.20
	Donor & Alumni Relationship Tool	6.7	6.26	-0.44