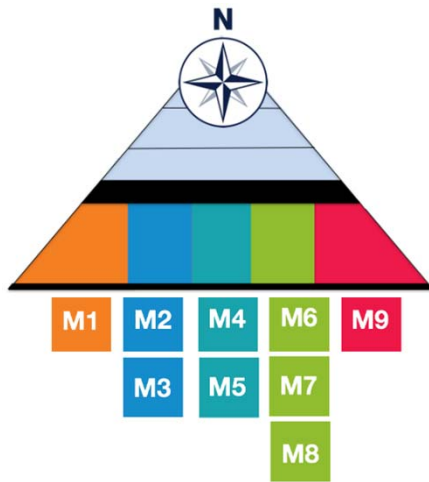


Customer Service Survey

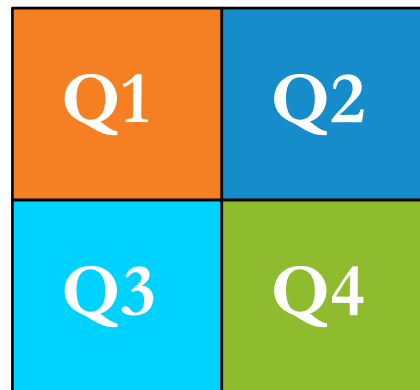
Becky Daro
Manager FAS Strategy
and Administration

FAS Customer Satisfaction Survey Overview

Serves as True North metric for **Customer Experience pillar**



Uses a **quarterly sampling approach** to balance survey fatigue with need for data to support continuous improvement

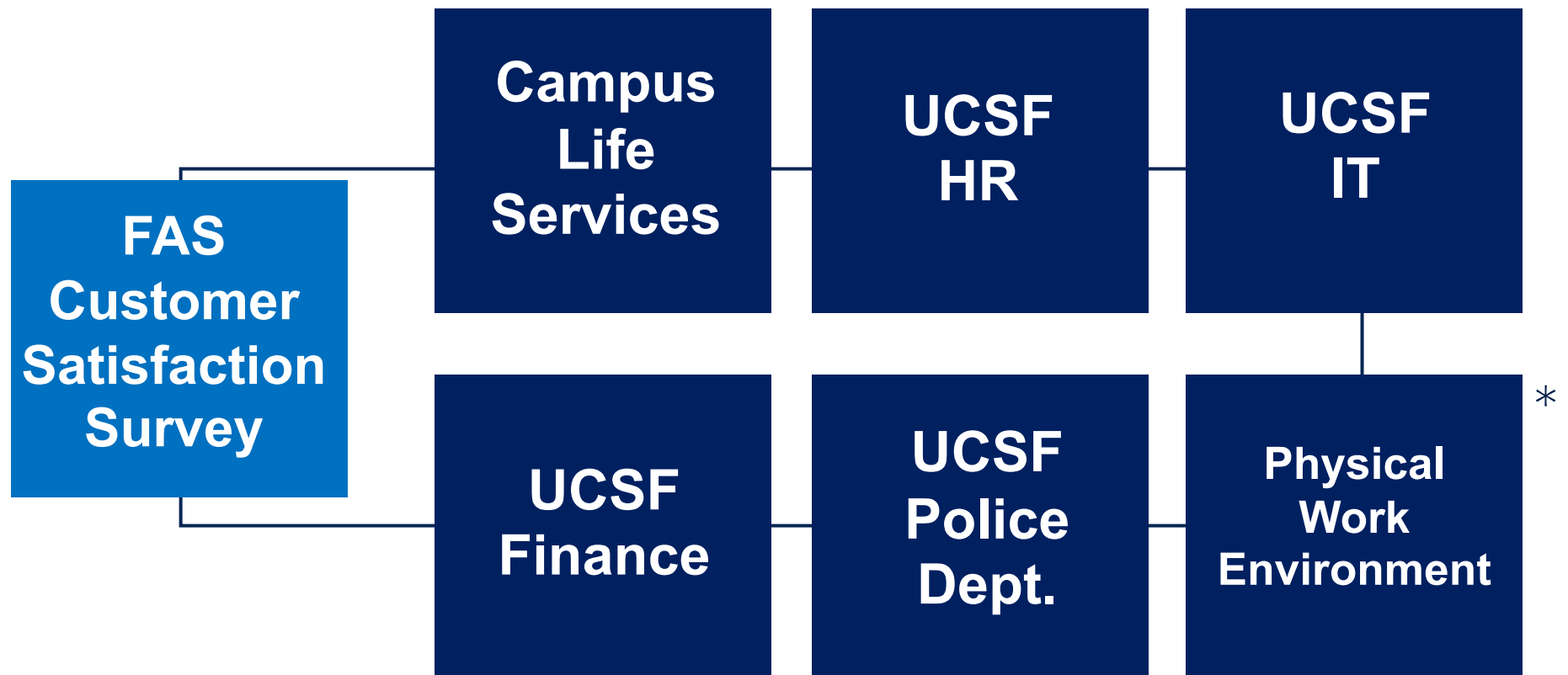


Flexible survey questionnaire **facilitates experimentation**



FAS Customer Satisfaction Survey Overview

Surveys customer experience in 6 major service areas that support the UCSF work environment, a shift from surveying 30 units from prior survey.



*Combines Facilities and Real Estate services

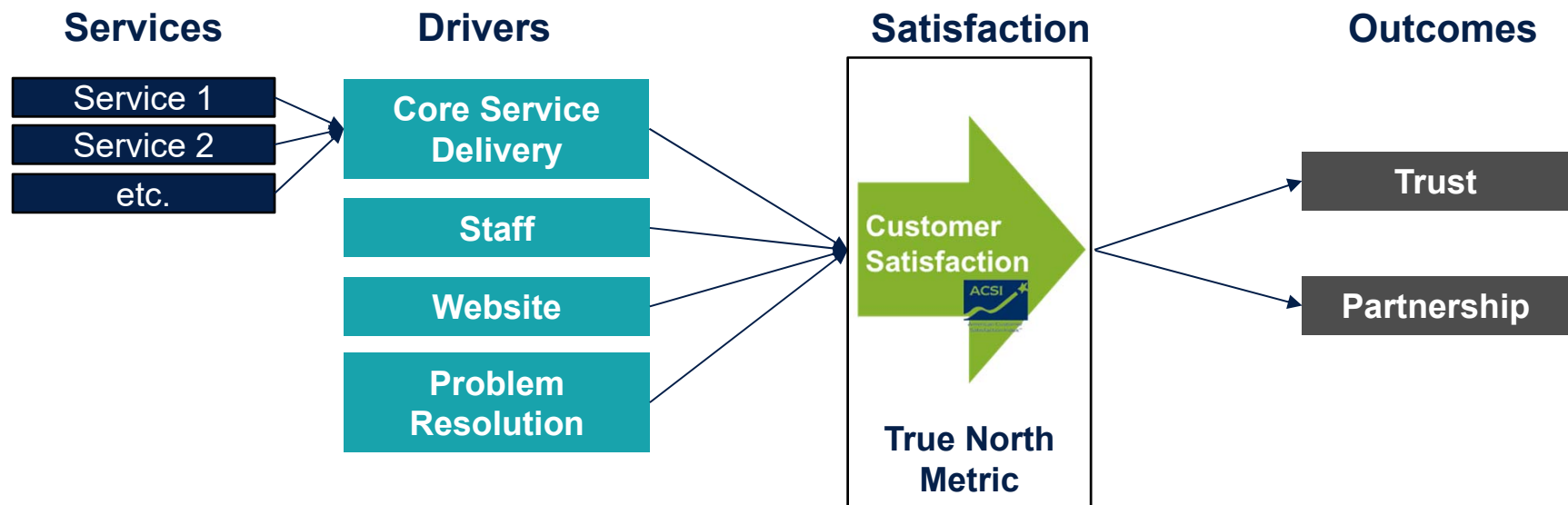
Customer Satisfaction Index Basics



- Based on the American Customer Satisfaction Index (ACSI)
- Average of 3 questions on a 10-point scale:
 - Overall satisfaction
 - Compared to expectations
 - Compared to ideal

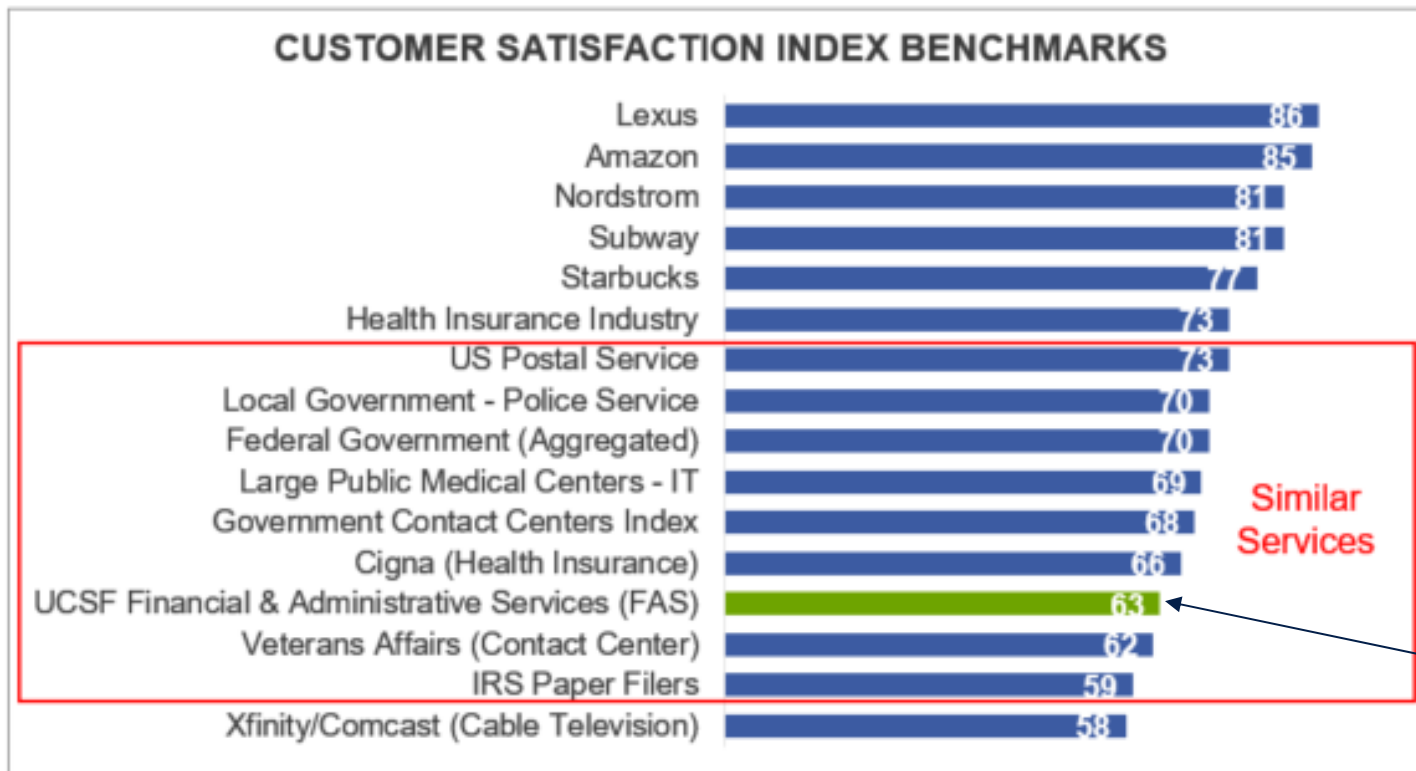
Customer Satisfaction Model

- Cause and effect model measures drivers of customer experience
- For public and internal services important outcomes are feelings of trust and partnership
- Each FAS service area has flexibility to customize and change its model
- Regression provides input into priorities



Customer Satisfaction Index (CSI)

- 10 pt scale converted to 0-100 - score reflects average score (not percent satisfied or top box)
- Internal service scores lower, usually 50s, 60s and 70s
- Benchmarks available: theacsi.org and cfigroup.com



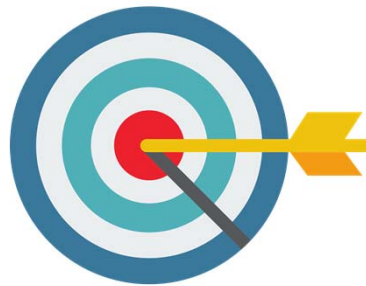
CSI conversion:
 $((\text{CSI} - 1/9) * 100)$

| Rating | CSI |
|----------------|-----|
| 1 = Poor | 0 |
| 2 | 11 |
| 3 | 22 |
| 4 | 33 |
| 5 | 44 |
| 6 | 56 |
| 7 | 67 |
| 8 | 78 |
| 9 | 89 |
| 10 = Excellent | 100 |

6.7

It's not about the numbers, it's about the conversations

The True North target for FY18 was to establish a CSI baseline...



...our real goal is to learn how to improve

Early Learnings

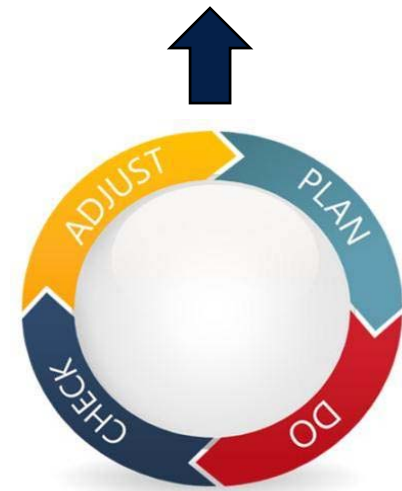
- Our people and demonstrating PRIDE values are a key strength
- Generally, highest leverage for improvement in core service delivery
 - 8 of 76 services surfaced as higher priority to impact satisfaction
- Another common area for improvement is helping customers find information
- Generally, the more services used, the lower the CSI– this is common for internal service providers
 - Customers using 5+ services have CSI 10 to 20 pts lower than customers using 3 or less services
 - The exception is CLS where CSI increases as services used increase
- First contact resolution of problems have scores equal to those with no problems

Moving Forward

- **Prioritize**
 - Don't boil the ocean
 - Involve customers early and often
- **Gather more information**
 - Strategic use of open ended comments
 - Find descriptive / transactional data
 - Gemba – go see
- **Engage staff**
 - Early indication that making results transparent to service teams leads to improvements
 - Start with stories – Would you do that to your mother?
 - Identify what customers do, then have staff go do it
- **Problem solve (PDCA)**
- **Communicate**
 - With customers – repeat responders give lower scores if do not experience improvement
 - With staff – What is the intended experience? Celebrate successes!
 - With FAS – What worked or didn't work?

*The “make mom proud”
standard*

Customer Value



Survey Schedule 2018-19



- July 2018
- October 2018
- January 2019
- April 2019

Results:

- Portal updated daily with responses
- Analysis briefing and team discussions within 5 weeks

Thank You!

- **Katharine Tull**
- **Jason Stout**
- **Ann Rodriguez (CJ Frosh)**
- **Christine Shaff**
- **Paul Landry**
- **Bruce Lanyon**
- **Jodi Soboll**
- **Dani Cambier**
- **Cathleen Stugard**
- **Sian Shumway**
- **Erik Wieland**
- **Frederick Parsons**
- **Greg Macway**

