Customer Service Survey

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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

Diagram:
- Services: Service 1, Service 2, etc.
- Drivers: Core Service Delivery, Staff, Website, Problem Resolution
- Satisfaction: Customer Satisfaction
- Outcomes: Trust, Partnership

True North Metric
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: 
\[
(\text{CSI} - 1/9) \times 100
\]

<table>
<thead>
<tr>
<th>Rating</th>
<th>CSI</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 = Poor</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>3</td>
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<td>9</td>
<td>89</td>
</tr>
<tr>
<td>10 = Excellent</td>
<td>100</td>
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</tbody>
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Rating CSI

\[6.7\]
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?

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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