

# FAS 2014 Customer Survey Results

February 9, 2015



# Executive Summary

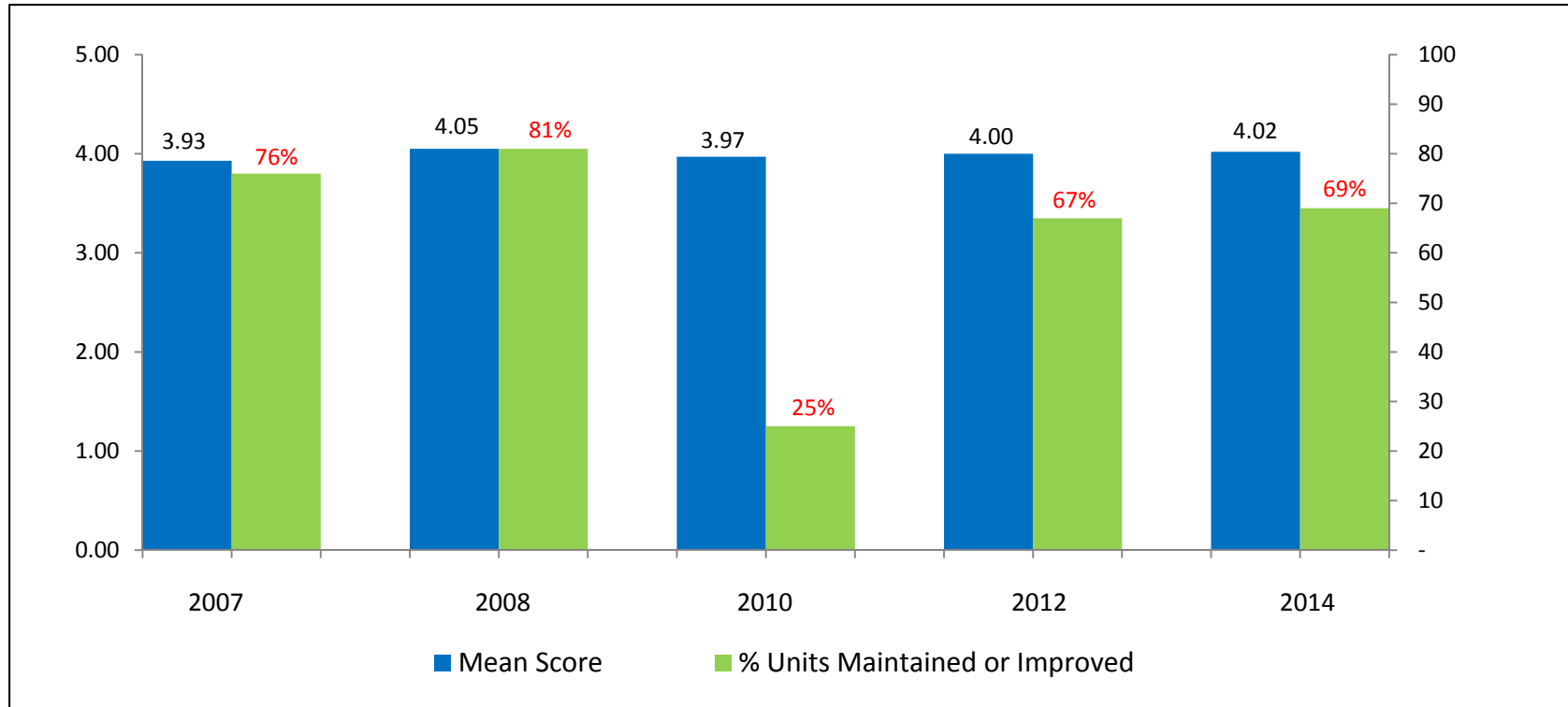
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- FAS consolidated overall satisfaction slightly improved from 4.00 in 2012 to 4.02 in 2014 – this is something to celebrate given all the change
- Cannot look at survey trends in isolation – in many cases, flat or declining satisfaction is the consequence of deliberate financial and consolidation strategies which impact service levels, cost to customers and changing processes / tools / space, e.g. Mission Hall, IT Field Services, Finance3, Rutter Center, etc.
- Our people make a difference –
  - Overall satisfaction with units (75% 4's and 5's) tends to be higher than with campus wide business tools (69% 4's and 5's)
  - Strong employee engagement tends to correlate with high customer satisfaction with those we directly interact (people we do stuff with vs people we do stuff to)
  - Customers can differentiate between personal service and reasonable change – especially when communications are clear
  - Reinforces the need for better change management
- Turning customers into advocates - consider shifting mindset from managing averages to moving targeted groups up the “loyalty ladder,” i.e. where do we want more 5's and what does a 5 mean to those customer groups
- We still largely collect and address customer feedback in our department / unit silos, but results were re-rolled by our 6 FAS strategic goals in an effort to think about our end-to-end impact

# Sixty-Nine Percent of FAS's Service Units Maintained or Improved Customer Satisfaction in 2014

## Overall Customer Satisfaction Scores

### FAS



- 3627 surveys received for a response rate of 20% (up from 18% in 2012)
- 20 of 29 survey units with comparable data maintained or improved overall satisfaction
- 29 survey units has comparable data from 2012; the only unit without baseline data is Living Well

Scale: 1 (extremely dissatisfied) to 5 (extremely satisfied)

**Overall Satisfaction by Rating Distribution**

2008 to 2014 UCSF FAS Customer Satisfaction Survey

**Segment Analysis**

Unit	Rating Percentages			Total Answer	Extremely Dissatisfied (1)	2	3	4	Extremely Satisfied (5)
2014 FAS Total	7	18	75	16,231	2	5	18	40	35
2012 FAS Total	7	19	75	17,301	2	5	19	42	33
2010 FAS Total	7	20	73	13,518	2	5	20	40	33
2008 FAS Total	8	16	77	12,850	2	5	16	39	38

- 75.06% of FAS’s customers rated overall satisfaction with 4’s or 5’s, which is a statistically significant improvement over 2012 of 74.97%
- Improvements largely came from converting 4s to 5s



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## ROLL-UP: FAS TOTAL

### Overall Satisfaction by Unit

#### 2014 UCSF FAS Customer Satisfaction Survey

#### Segment Analysis

Unit	Rating Percentages			Total Answer	Extremely Dissatisfied (1)	2	3	4	Extremely Satisfied (5)	2012 Mean	2014 Mean	Diff
FAS Total	7	18	75	16231	2	5	18	40	35	4.0	4.0	0.0
Audit Services	3	25	72	158	0	3	25	40	32	4.0	4.0	0.0
Campus Planning	6	25	69	177	2	4	25	49	20	3.9	3.8	-0.1
Capital Programs	18	32	50	145	5	13	32	39	11	3.6	3.4	-0.2
Controllers Office	8	25	68	1100	2	6	25	46	22	3.8	3.8	0.0
OOS	5	18	78	176	3	2	18	44	34	3.9	4.0	0.1
UCSF PD	4	11	85	644	1	3	11	38	47	4.1	4.3	0.2
Real Estate Services	11	33	57	160	5	6	33	36	21	3.6	3.6	0.0
UCSF IT	9	20	70	2347	2	8	20	40	30	4.0	3.9	-0.1
UCSF PMO	8	28	63	158	2	6	28	37	27	3.8	3.8	0.0
CLS	6	16	78	8895	2	4	16	40	38	4.1	4.1	0.0
BUDGET & RISK MGMT	6	19	76	604	2	4	19	41	35	3.9	4.0	0.1
SUPPLY CHAIN MGMT	7	22	71	1667	2	5	22	37	34	3.9	4.0	0.1

Diff = The difference between the current year mean score and the previous year mean score. A statistically significant positive change in scores is highlighted in green. A statistically significant negative change in scores is highlighted in red. If the change is not statistically significant, then no highlighting is used. Significance tested at 90% confidence level.



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## ROLL-UP: FAS TOTAL

# Overall Satisfaction by Professional Classification

### 2014 UCSF FAS Customer Satisfaction Survey

#### Segment Analysis

Professional Classification	Rating Percentages	Total Answer	Extremely Dissatisfied (1)	2	3	4	Extremely Satisfied (5)	2012 Mean	2014 Mean	Diff
Overall		16231	2	5	18	40	35	4.0	4.0	0.0
Students		1901	1	4	12	39	44	4.2	4.2	0.0
Faculty		1141	4	7	20	40	29	3.9	3.8	-0.1
Other Academic		279	1	7	22	41	29	3.9	3.9	0.0
Dept. Chair/Dean/Director/ Vice Chancellor/Chancellor		217	0	4	16	41	39	3.9	4.1	0.3
Supervisor/Manager		2879	2	6	23	40	28	3.9	3.9	0.0
Staff		8660	2	4	18	40	36	4.0	4.0	0.0
Post Doc/Housestaff/ Resident		946	2	4	16	43	35	4.1	4.1	0.0
Other Community Member		94	1	21	18	24	35	4.1	3.7	-0.4

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## ROLL-UP: FAS TOTAL

### Overall Satisfaction by Business Unit

2014 UCSF FAS Customer Satisfaction Survey

#### Segment Analysis

Business Unit	Rating Percentages							Total Answer	Extremely Dissatisfied (1)	2	3	4	Extremely Satisfied (5)	2012 Mean	2014 Mean	Diff
Overall	7	18	75					16231	2	5	18	40	35	4.0	4.0	0.0
Office of the Chancellor	2	32	66					94	0	2	32	36	30	4.9	3.9	-1.0
Development	9	25	65					194	2	8	25	38	28	3.9	3.8	-0.1
Executive Vice Chancellor	6	23	71					1476	1	4	23	41	30	4.0	3.9	-0.1
Financial & Admin	6	17	77					3342	1	5	17	40	37	4.0	4.1	0.1
Medical Center	5	21	75					708	2	3	21	41	34	4.0	4.0	0.0
School of Dentistry	8	18	74					513	4	4	18	41	33	4.1	4.0	-0.1
School of Medicine	7	20	73					6765	2	5	20	40	33	3.9	4.0	0.0
School of Nursing	4	13	82					282	1	3	13	46	36	3.8	4.1	0.3
School of Pharmacy	9	22	69					632	3	6	22	41	29	3.9	3.9	-0.1
Students	4	12	84					1633	1	3	12	40	44	4.3	4.2	-0.1
UCOP	6	10	84					114	2	4	10	33	51	4.3	4.3	0.0
University Relations	11	17	72					133	2	8	17	38	34	4.3	3.9	-0.4
Other	7	10	83					345	3	4	10	36	48	4.0	4.2	0.2
FAS	6	17	77					3342	1	5	17	40	37	4.0	4.1	0.1
Non-FAS	7	19	75					12889	2	5	19	40	34	4.0	4.0	0.0

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ROLL-UP: FAS TOTAL

Overall Satisfaction by Location

2014 UCSF FAS Customer Satisfaction Survey

Segment Analysis

Location	Rating Percentages			Total Answer	Extremely Dissatisfied (1)	2	3	4	Extremely Satisfied (5)	2012 Mean	2014 Mean	Diff
Overall	7	18	75	16231	2	5	18	40	35	4.0	4.0	0.0
654 Minnesota	7	20	73	660	2	5	20	48	26	3.9	3.9	0.0
Buchanan	7	10	83	42	5	2	10	40	43	4.3	4.1	-0.1
China Basin	5	20	75	179	1	4	20	45	31	4.0	4.0	0.0
Emeryville	0	48	52	23	0	0	48	17	35	-	3.9	-
Parnassus Campus	6	17	77	6356	2	4	17	41	36	4.0	4.0	0.0
Laurel Heights	7	17	76	1787	1	6	17	41	34	4.0	4.0	0.0
Mission Ctr Building	4	15	81	1262	1	3	15	39	42	4.0	4.2	0.2
Mission Bay	9	23	68	3000	3	6	23	36	32	4.0	3.9	-0.1
Mount Zion	5	17	78	780	1	4	17	41	37	3.9	4.1	0.2
SFGH	7	20	73	1080	2	5	20	40	33	4.0	4.0	0.0
SFVAM/CN/CIRE	6	12	83	104	2	4	12	41	41	4.2	4.2	0.0
Fresno	0	27	73	11	0	0	27	64	9	4.9	3.8	-1.0
Other	8	18	75	818	1	7	18	40	35	4.0	4.0	0.0

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## Campus-Wide Business Tools

### Overall Satisfaction by Tool

#### 2014 UCSF FAS Customer Satisfaction Survey

Tool	Rating Percentages			Total Answer	Extremely Dissatisfied (1) (2) (3) (4) (5)					2012 Mean	2014 Mean	Diff
	1	2	3		4	5						
Overall	10	22	69	8828	3	7	22	40	29	3.9	3.9	0.0
Advance	12	24	64	516	4	8	24	40	24	3.6	3.7	0.2
AP Recruit	10	27	63	108	5	5	27	44	19	-	3.7	-
BearBuy	10	22	68	1289	3	7	22	44	24	3.8	3.8	0.0
CHR/RIS	15	26	58	554	3	12	26	39	19	3.5	3.6	0.1
ERS	12	32	56	291	2	10	32	39	17	3.5	3.6	0.1
e-Proposal	19	29	53	304	9	10	29	32	21	-	3.5	-
HBS	6	15	79	2192	1	5	15	38	41	4.1	4.1	0.1
IDR	9	18	72	11	9	0	18	36	36	3.0	3.9	0.9
MPM	9	23	68	130	1	8	23	39	29	3.7	3.9	0.2
MyExpense	6	18	76	1481	2	4	18	40	36	4.1	4.0	-0.1
MyResearch	12	24	64	202	2	10	24	39	25	3.8	3.8	0.0
PeopleSoft	4	19	77	436	1	3	19	45	32	4.0	4.0	0.0
RAS	7	24	69	214	0	7	24	40	29	3.8	3.9	0.2
RIO	11	24	66	269	4	7	24	49	17	-	3.7	-
UCReX	0	53	47	15	0	0	53	20	27	-	3.7	-
UPLAN	36	36	29	149	13	23	36	21	8	-	2.9	-
MyReports	17	31	52	667	5	12	31	37	15	3.8	3.4	-0.4

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## FAS Strategic Goals

# What Does Future Success look like for FAS?

**UCSF VISION:** *To be the world's pre-eminent health sciences innovator.*

**FAS Mission:** *Provide enterprise-wide and financially sustainable strategic, administrative and operational support services that advance UCSF's mission, safeguard University assets and assure public trust.*

1

**Provide unparalleled care to our patients**

2

**Improve health worldwide through innovative science**

3

**Attract and support the most talented and diverse trainees in the health sciences**

- I. **Create an exceptional campus physical infrastructure and space management program with the lowest total cost of ownership**
- II. **Provide a high value system of information technology required to enable UCSF's transformation to a unified, collaborative, data driven organization**

4

**Be the workplace of choice for diverse, top-tier talent**

- III. **Be the highest quality provider of human resource services to enable UCSF to attract, retain and develop top-tier talent**
- IV. **Cultivate a safe, sustainable and healthy campus community**

5

**Create a financially sustainable enterprise-wide business model**

- V. **Provide UCSF with effective and efficient financial and supply chain management solutions to advance fiscal health and sustainability**
- VI. **Build innovation muscle to revolutionize administration and operation services**

## Customer Satisfaction Survey Trends By Goal

	2007	2008	2010	2012		2014	Total Completed Surveys
Overall Survey Participation Rate		24%	18%	18%		20%	3,627

Overall Customer Satisfaction	Mean					Mean	Total Answers By Survey Unit
Units	2007	2008	2010	2012		2014	2014

<b>Financial &amp; Administrative (FAS) Total</b>	<b>3.93</b>	<b>4.05</b>	<b>3.97</b>	<b>4.00</b>		<b>4.02</b>	<b>16,231</b>
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Goal 1: Create an exceptional campus physical infrastructure and space management program with the lowest total cost of ownership							
Campus Planning	-	-	3.93	3.88		3.82	177
Capital Programs	3.71	3.72	3.49	3.59		3.38	145
Real Estate Services	-	-	3.56	3.60		3.62	160
Facilities Services - Custodial Services	3.93	3.91	3.86	3.85		3.89	679
Facilities Services - Landscape Services	4.29	4.26	4.21	4.10		4.04	67
Facilities Services - Lock Shop and Access Control	3.75	4.05	3.70	3.95		4.04	348
Facilities Services - Maintenance Services	3.88	3.96	3.83	3.97		3.97	576
Facilities Services - Utility Services	-	-	3.78	4.04		4.06	159
<b>Rollup</b>	<b>3.86</b>	<b>3.96</b>	<b>3.80</b>	<b>3.89</b>		<b>3.89</b>	<b>2,311</b>

Goal 2: Provide a high value system of information technology required to enable UCSF's transformation to a unified, collaborative, data driven organization							
UCSF IT	-	3.95	3.90	3.97		3.89	2,347
<b>Rollup</b>	<b>-</b>	<b>3.95</b>	<b>3.90</b>	<b>3.97</b>		<b>3.89</b>	<b>2,347</b>

Goal 3: Be the highest quality provider of human resource services to enable UCSF to attract, retain and develop top-tier talent							
Human Resources	3.86	3.90	3.72	-		-	-
<b>Rollup</b>	<b>3.86</b>	<b>3.90</b>	<b>3.72</b>	<b>0.00</b>		<b>-</b>	<b>-</b>

Goal 4: Cultivate a safe, sustainable and healthy campus community							
Office of Sustainability				3.90		4.04	176
UCSF PD	3.98	4.17	4.15	4.07		4.28	644
Arts and Events	4.34	4.42	4.30	4.27		4.27	637
Documents and Media Services	4.37	4.38	4.22	4.27		4.38	616
Family Services	3.87	4.02	4.36	4.53		4.60	15
Fitness & Recreation	-	4.27	4.25	4.25		4.18	957
Housing Services	3.95	4.04	4.20	4.25		4.28	158
Living Well at UCSF						4.04	484
Millberry Union Event and Meeting Center	4.30	4.17	4.22	4.27		4.34	330
Retail Services	0.00	0.00	0.00	3.91		3.97	990
Conference Center at Mission Bay	3.78	3.99	4.06	4.04		3.98	289
Parking Operations	3.88	3.95	3.91	3.88		3.87	882
Shuttle/Rideshare/Campus Fleet Management	4.07	4.24	4.26	4.12		4.16	1,708
<b>Rollup</b>	<b>4.08</b>	<b>4.21</b>	<b>4.19</b>	<b>4.11</b>		<b>4.14</b>	<b>7,886</b>

Goal 5: Provide UCSF with effective and efficient financial and supply chain management solutions to advance fiscal health and sustainability							
Audit Services	3.51	3.66	3.58	3.98		4.01	158
Controllers Office	3.63	3.72	3.63	3.82		3.80	1,100
Budget and Resource Management	3.85	3.87	3.67	3.68		3.89	231
UCSF Risk Management & Insurance Services	4.01	3.96	4.02	4.15		4.13	373
Campus Procurement and Contracts (CPC)	-	3.53	3.44	3.66		3.71	478
Distribution and Storage	4.23	4.31	3.95	4.10		4.10	448
Mail Services	4.05	4.18	3.87	3.97		4.02	741
<b>Rollup</b>	<b>3.79</b>	<b>3.88</b>	<b>3.72</b>	<b>3.88</b>		<b>3.92</b>	<b>3,529</b>

Goal 6: Build innovation muscle to revolutionize administration and operation services							
UCSF Program Management Office	3.87	3.91	3.78	3.79		3.80	158
<b>Rollup</b>	<b>3.87</b>	<b>3.91</b>	<b>3.78</b>	<b>3.79</b>		<b>3.80</b>	<b>158</b>

Campus-Wide Business Tools							
Overall Customer Satisfaction						Mean	Total Answer By Survey Unit
Tools	2007	2008	2010	2012		2014	2014
Advance			3.56	3.55		3.73	516
AP Recruit						3.69	108
BearBuy (formerly P2P)		3.24	3.00	3.77		3.78	1,289
CHR/IRIS			3.56	3.52		3.59	554
eProposal-IRIS						3.47	304
Effort Reporting System (ERS)		3.31	3.55	3.52		3.58	291
HBS Time Reporting			3.60	4.07		4.13	2,192
IDR			3.47	3.00		3.91	11
MPM (Automated PAF)				3.66		3.88	130
MyExpense				4.11		4.04	1,481
MyReports						3.44	667
MyResearch			3.47	3.76		3.75	202
PeopleSoft Financials/Journals		3.89	3.66	4.03		4.04	436
Research Administration System (RAS)		3.59	3.60	3.75		3.92	214
Research Information Online (RIO)						3.68	269
UC ReX						3.73	15
UPLAN						2.89	149
Weblinks		3.76	3.83	3.80		0.00	-

## Next Steps

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1. SVC high level communications to customers
2. Department communications to staff and customers – for DHs to decide
3. Department customer service improvement action plans are due 5/30/15 – serves as a FY16 Performance Goal:
  - Duration of plan does not need to be constrained by FY16 – next survey 10/16
  - Action plans are intended to be high impact improvement efforts to address customer feedback (from survey or other sources) and can be: 1) a newly conceived initiative(s), 2) an existing initiative e.g. process or system improvement, or 3) an add-on effort to an existing initiative, e.g. communications or change management