

THE AMERICAN CUSTOMER SATISFACTION INDEX

and

***CSBG'S PERFORMANCE MANAGEMENT
FRAMEWORK***

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Session Goals

- ❑ Learn more about the ACSI
- ❑ Understand the ACSI Methodology
- ❑ Review the Survey of Eligible Entities
- ❑ Know what information to expect and how to identify what action(s) to take

WHY USE THE ACSI?

WHY NOW?

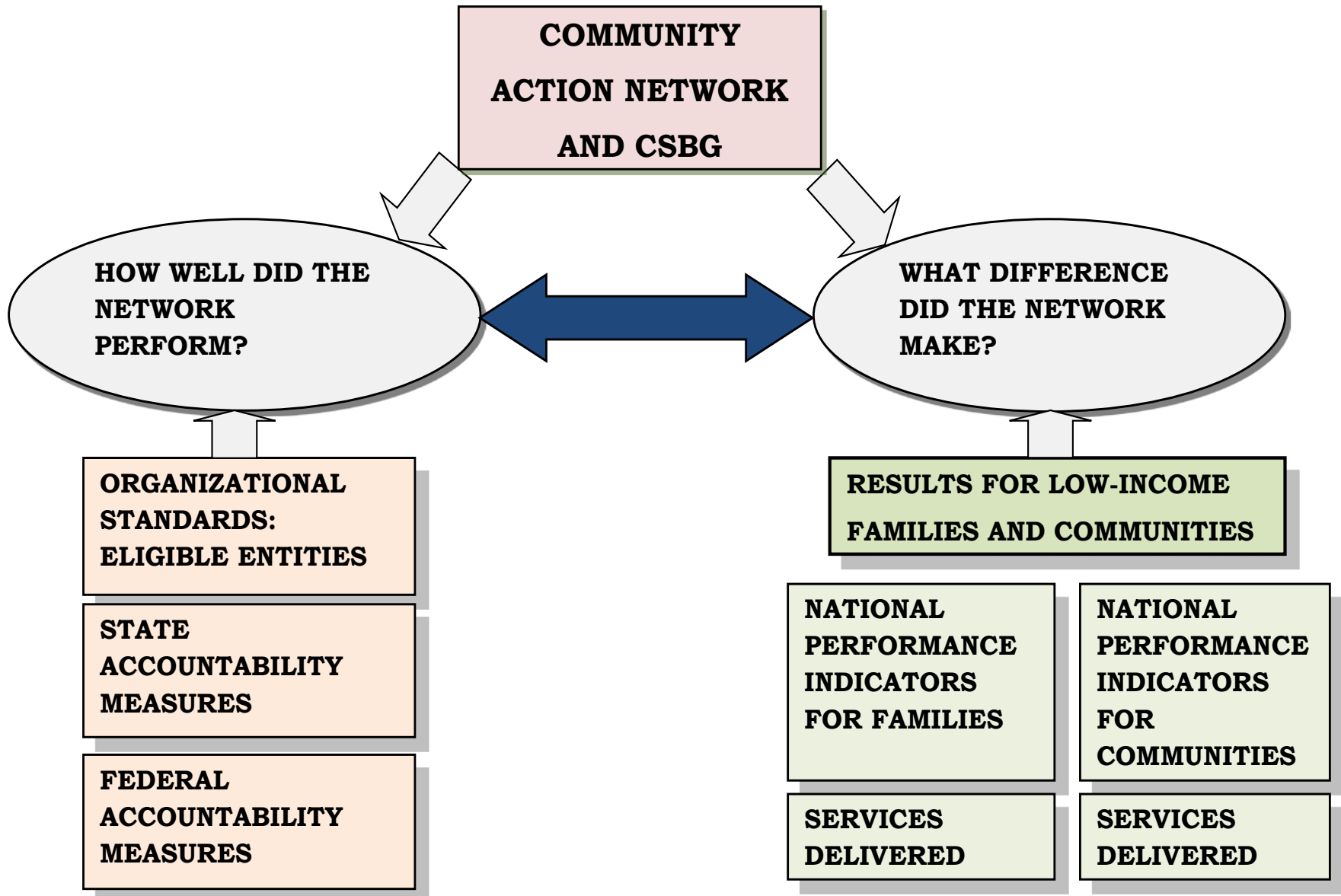
Why OCS is Using the ACSI

- *ACSI methodology is the “gold standard” for customer satisfaction surveys*
- *Independently administered; a third-party research group (CFI) will collect the survey data and conduct an analysis*
- *Cost-effective*
- *Allows for the collection of consistent, uniform information across the network*
- *Help OCS and the States understand our customers’ expectations and measure our performance*
- *Guide OCS and the States to make smart decisions about resource allocation, including our training and technical assistance funds*

Why the ACSI Now

- Integral part of the new CSBG Performance Management Framework
 - **Measure the Success** of Community Action and CSBG
 - **Enhance Accountability-** State and Federal Measures
 - **Drive Improvements** in how the State and Federal Levels of the CSBG Network perform
- Executive Order 13571: Improving Customer Service

MEASURING THE SUCCESS OF COMMUNITY ACTION NETWORK AND CSBG



How well did the network perform?

- ❑ ACSI Surveys are one way for the Network to determine how well it performs.
- ❑ The **Survey of Eligible Entities** is going on this month. This survey will give the States information for improving their performance, and will give OCS insights into what T&TA the States may need.
- ❑ The **second Survey of the States** is scheduled for October. This survey will give OCS information for improving its performance.
- ❑ We will have the results from both surveys by the end of the year.

THE ACSI

A QUICK SNAPSHOT

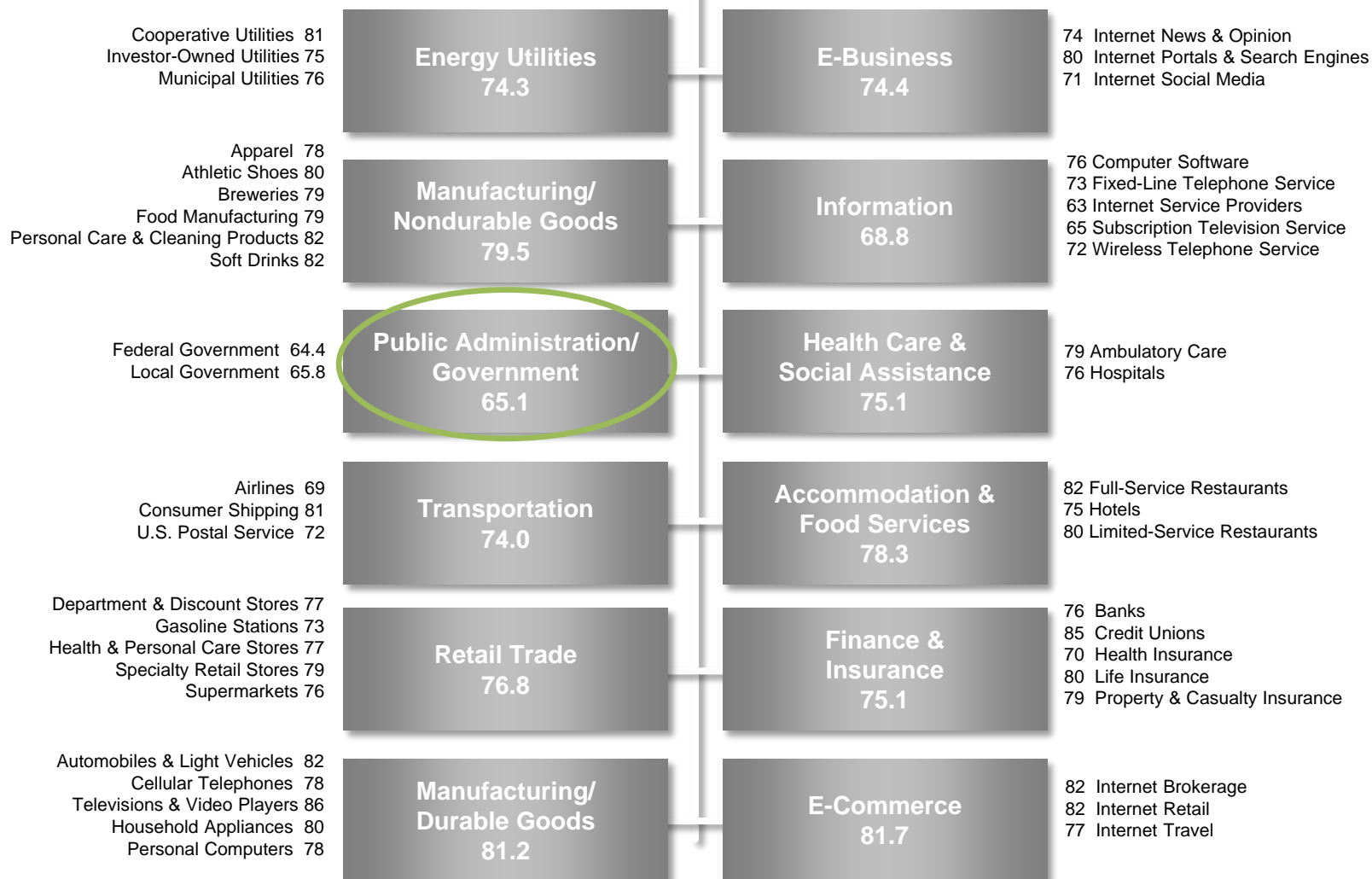
What is the American Customer Satisfaction Index (ACSI)?



The **ACSI** is the only measure of customer satisfaction whose predictive link to results are confirmed by third party independent peer review.

- The only uniform measure of customer satisfaction in the U.S. economy
- A quarterly measure of the national economy's health; complementary to measures such as inflation and unemployment
- More than 200 companies, 41 industries in 7 economic sectors; companies measured account for roughly one-third of the total U.S. GDP
- Since 1999, the ACSI is the only standardized, cross-agency measure of customer satisfaction in the federal government; measured annually
- 200+ departments, agencies, programs and websites of the U.S. Federal Government
- Used by OCS programs (AFI, LIHEAP, CSBG) over the past five years
- www.theacsi.org for more information

ACSI Scores – National, Sector & Industry



THE ACSI METHODOLOGY

The ACSI Methodology



The **ACSI** is the only measure of customer satisfaction whose predictive link to results are confirmed by third party independent peer review.

- Proven methodology that provides credible, precise, and reliable data
- Uses multiple-item indicators to assess drivers of satisfaction
- Explains the linkage between satisfaction and desired outcomes
- Allows for apples-to-apples comparison across the private and public sectors
- Utilizes a cause-and-effect methodology to generate actionable recommendations to improve performance
- Recognized by academia, media and business as the gold standard for measuring customer satisfaction

A Few Definitions

Quality Attribute: Specific measure which may contribute to Satisfaction. Each Quality Attribute reflects a question from the survey.

Quality Component: Set of Quality Attributes that fit together conceptually and empirically. Also known as a Latent Variable.

Quality Attributes



The bill is accurate
The bill is easy to read
Etc...

The connection is reliable
The connection is fast
Etc...

Quality Components



Billing

Product
Quality

Example

Scores and Impacts

- Attribute Score:** Average respondent score for questions asked in the survey. Questions are asked on 1–10 scale, translated to 0–100. Also known as a Manifest Variable Score.
- Component Score:** Average of Attributes that make up a Component. Scores range from 0–100; note that scores are *averages, not percentages*. Also known as a Latent Variable Score.
- Impact:** Increase in Satisfaction expected from a 5-point increase in a Quality Component Score.

A Note About Score Calculation

Attributes (questions on the survey) are typically answered on a 1-10 scale

- Social science research shows 7-10 response categories are optimal
- Customers are familiar with a 10 point scale

Before being reported, scores are transformed from a 1-10 to a 0-100 scale

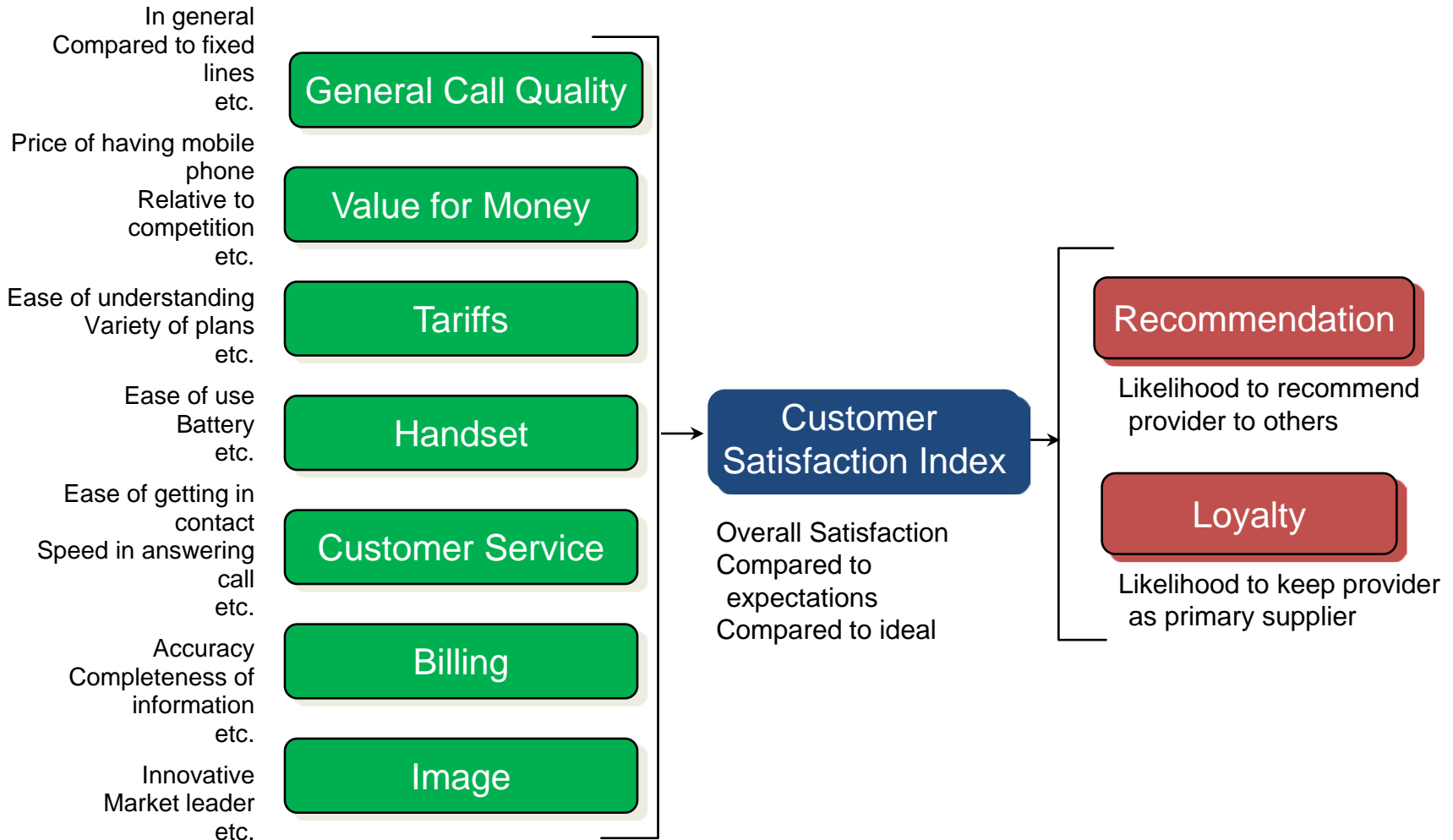
- The transformation is strictly algebraic; e.g.

Orig. (1-10)	Trans. (0-100)
1	0
2	11.1
3	22.2
8	77.8
9	88.9
10	100

- The 0-100 scale simplifies reporting:
 - > Often no need to report many, if any, decimal places
 - > 0-100 scale is useful as a management tool

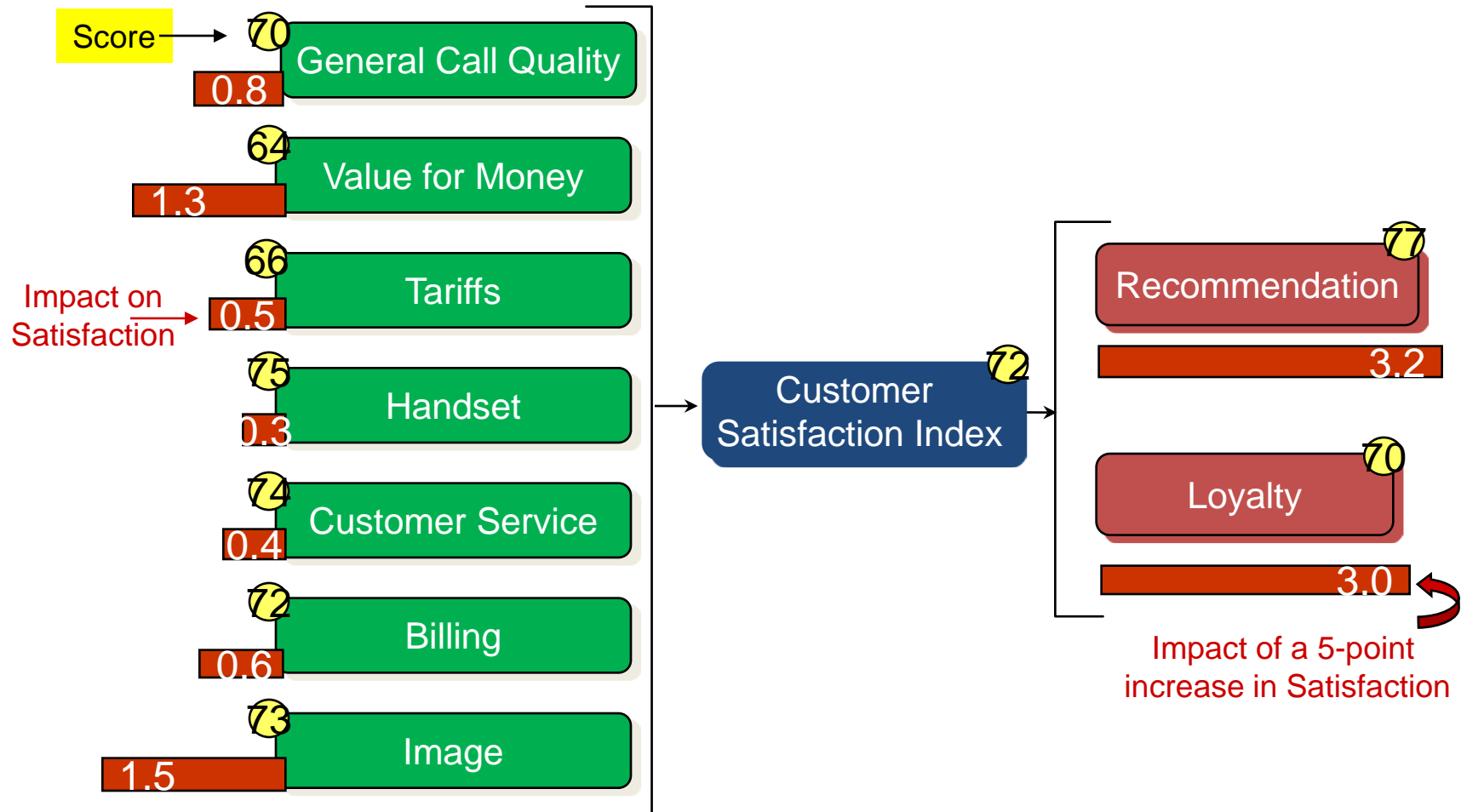
Customer Satisfaction Model

An Example



Customer Satisfaction Model

An Example



USDA Forest Service Research & Development

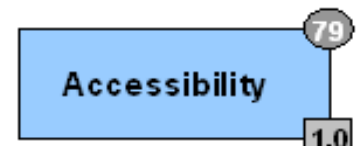
Accurate and up-to-date
Easy to understand
Scientifically sound
Authoritative source
Unbiased
Comprehensive



Ease of scheduling
Clarity of information
Usefulness of information
Knowledge of subject matter
Ability to answer questions



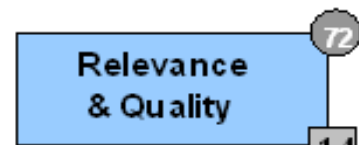
Ease of finding information
Organization of material
Design and presentation



Informing you about new products
Informing you about recently released articles
Providing schedules for conferences
Products being identified as from FS R&D



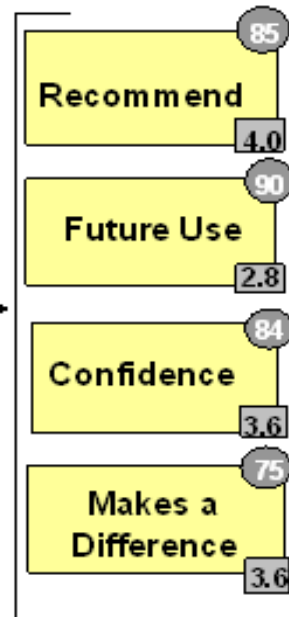
Addresses problems you face
Provides detailed and actionable solutions
Provides solutions that are workable
Helps anticipate emerging problems



Courteousness
Timeliness in responding
Knowledge



75



ACSI methodology designed to understand...

1. **How satisfied** customers are overall
2. **What improvements** have the greatest effect on satisfaction (programs/products, customer service, technical support, billing, pricing, etc.)
3. **How to define and implement action plans**

**QUESTIONS?
COMMENTS?**



American Customer
Satisfaction Index®

LISTENING TO CUSTOMERS AND ACTING ON THE RESULTS USING THE ACSI

ACSI SURVEY

OF THE

ELIGIBLE ENTITIES

Goals for the First Survey of Eligible Entities

- ❑ Establish a **baseline measure** of satisfaction using the methodology of the ACSI
- ❑ Better understand and determine where OCS would best **focus its training and technical assistance** efforts for the State CSBG Lead Agencies
- ❑ **Provide data** to inform the 2017 State Plan

Provide OCS and the States with **actionable insights** to improve the customer experience and boost program results (*in the context of the State and Federal Accountability Measures*)

Provide OCS, the States, and Eligible Entities with:

- ***Information about priority areas*** needing focus and assistance
- ***Information about best practices*** in the areas covered by the survey

Help the States **become better at what they do—partnering** with the local agencies to improve the lives of low-income people.

Opportunity for the Eligible Entities to:

- **Provide constructive feedback**
- **Open a dialogue** about program improvements

26 Questions Developed Around Five of the State Accountability Measures

1. Development of the State Plan: Participation of Local Entities
2. Grant Administration: Distribution of Funds
3. Use of Remainder/Discretionary Funds including Training and Technical Assistance provided to local entities
4. Grant Monitoring and Corrective Action
5. Linkages and Communication Efforts

Open-Ended Questions

- How could the process of the developing the State Plan be improved?
- What training and technical assistance for developing the State Plan would you recommend OCS provide to the State CSBG Lead Agency?
- What technical assistance would you recommend OCS provide to the state regarding its grant award process?
- What technical assistance would you recommend OCS provide to the state regarding its use of discretionary funds?
- What training and technical assistance needs do you want OCS to address?
- What, if any, additional training and technical assistance needs do you want the State CSBG Lead Agency to address?

Open-Ended Questions, cont.

- What, if any, suggestions do you have for how the State CSBG Lead Agency could improve its monitoring process?
- What technical assistance would you recommend OCS provide to the State CSBG Lead Agency regarding its grant monitoring process?
- What kinds of information, if any, would you like to receive from the State CSBG Lead Agency that you are not now getting?
- What technical assistance would you recommend OCS provide to the CSBG Lead Agency regarding its communication efforts?
- What more could OCS do to help the states and eligible entities meet the needs of low-income people in the state?

Overall Satisfaction

- How satisfied are you with the services provided by the State CSBG Lead Agency as it relates to CSBG?
- How well do the services from the State CSBG Lead Agency meet your expectations?
- How do the services from the State CSBG Lead Agency compare to an ideal grant awarding agency?

Outcome Behaviors

- ❑ How confident are you that the State CSBG Lead Agency is fulfilling its mission of supporting eligible entities in their mission of helping low-income individuals out of poverty?
- ❑ How much do you trust the CSBG State Lead Agency to work with you to meet your organization's needs?

**QUESTIONS?
COMMENTS?**

ACSI SURVEY

ACTING ON THE RESULTS

*The ACSI is a tool, used by high-performing organizations, to gain **actionable information** for improving client/partner experiences and boosting program results.*

OCS 2012 Survey of the States Survey

Survey Results indicated OCS should focus on improving:

- Timeliness of grant award information
- Grant Reporting Requirements
- Training and Technical Assistance

Acting on the Survey Results

Actions Taken by OCS

- Frequent Dear Colleague Letters and Webinars to the Network
- Revisions and Automation to the State Plan and Annual Report
- Training and Technical Assistance (T/TA)
 - Organizational Standards Center of Excellence
 - Learning Communities Resource Center
 - Risk Mitigation T/TA Center
 - Legal T/TA Center
- Efforts to get out grant award information more quickly
- Federal Accountability Measures
- Grant Monitoring Improvements (Working Group)

Acting on the Survey Results

- ❑ **Second State Survey in October**

- ❑ ***Questions Developed About Performance on the Federal Accountability Measures***
 1. State Plan Review and Acceptance
 2. Grant Monitoring and Corrective Action
 3. Data Collection, Analysis, and Reporting
 4. Training and Technical Assistance
 5. Communication

Key Points to Remember

- ❑ The survey results are an integral part of the Federal and State Accountability Measures.
- ❑ The ACSI is a sophisticated “cause and effect” model that identifies where to focus improvement efforts.
- ❑ This is an opportunity!! Encourage your local agencies to participate in the survey.

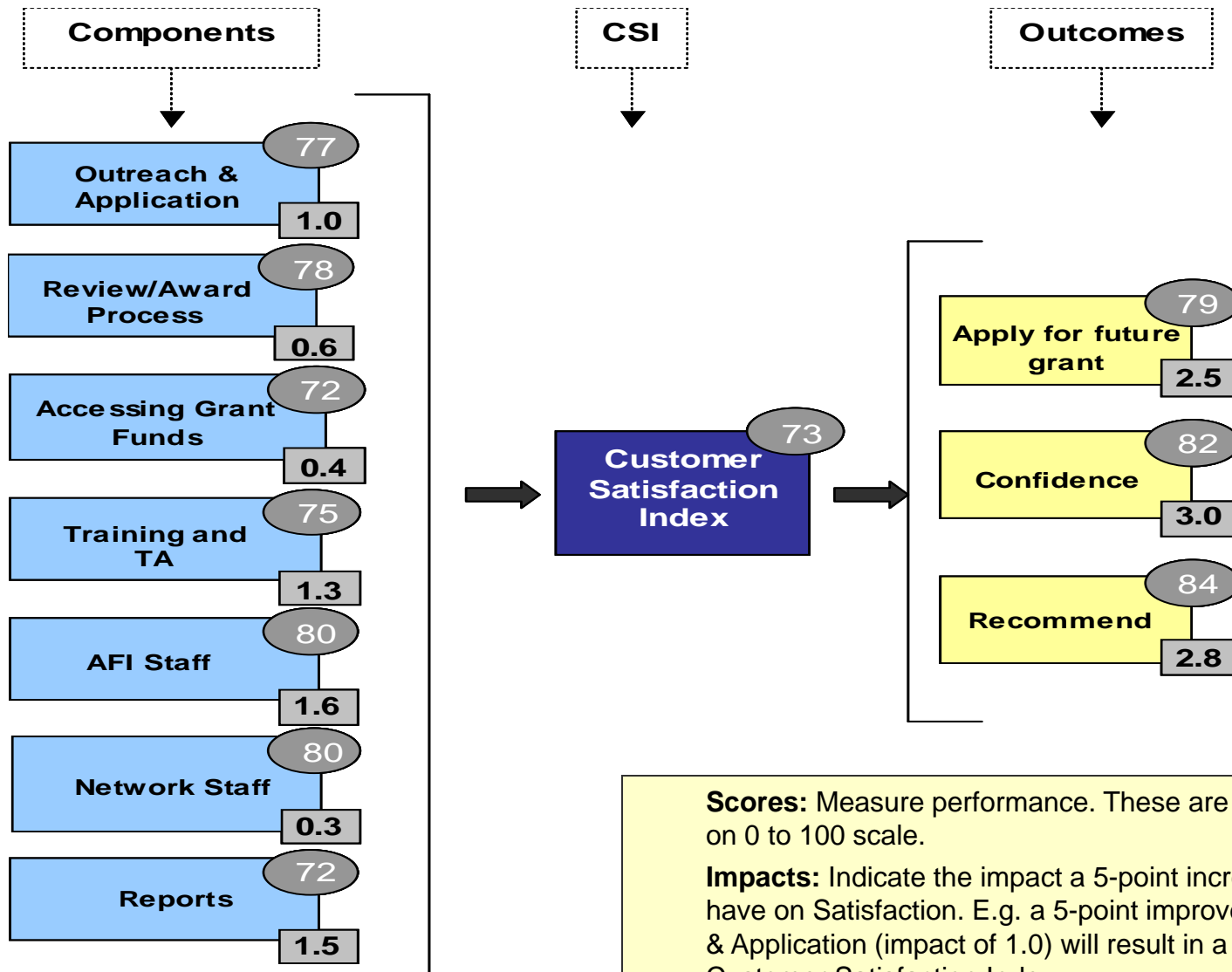
The Survey Report will...

- Show only aggregated results in order to preserve the anonymity of the survey respondents.
- Be provided to the CSBG Lead Agencies and eligible entities in early 2016 to use in developing the 2017 State Plans.

The Survey Report will...

- Identify key drivers of satisfaction for the eligible entities that the State serves.
- Evaluate performance in each of these driver areas where enough data has been collected
- Include the responses to the open-ended questions.
- Give you an overall satisfaction score. (Not to be published or be part of a ranking).

The Survey Report: An Example

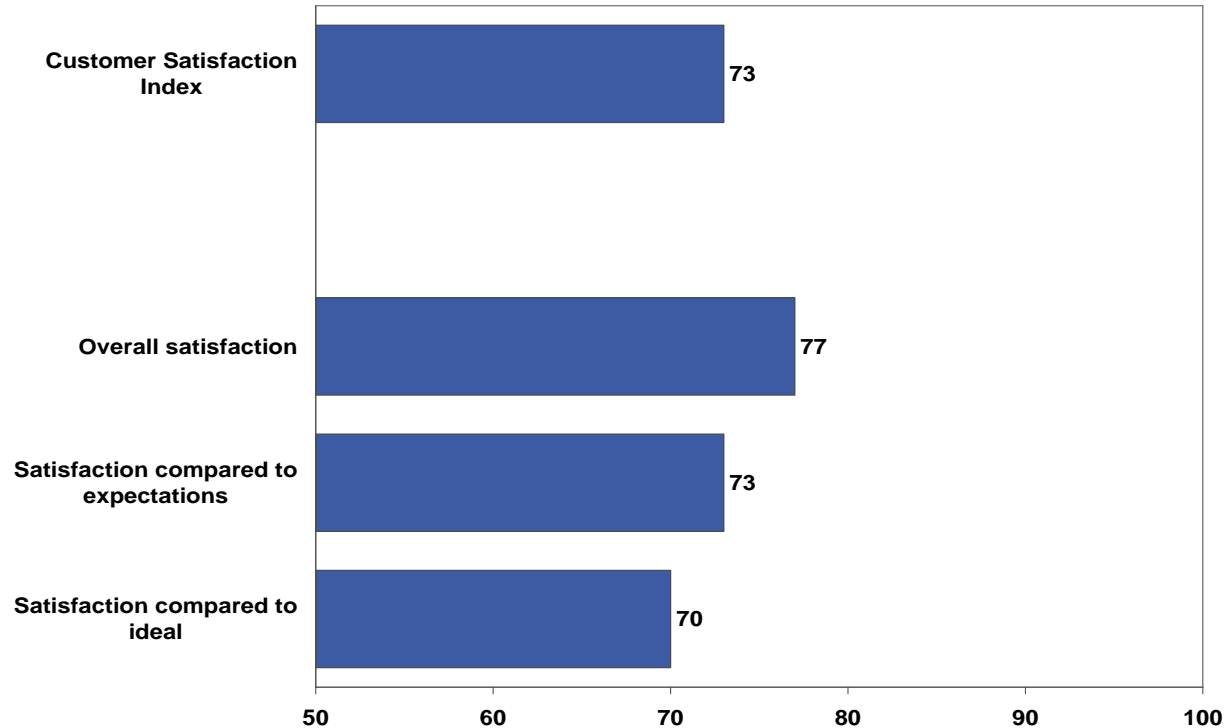


Scores: Measure performance. These are averages reported on 0 to 100 scale.

Impacts: Indicate the impact a 5-point increase in a driver will have on Satisfaction. E.g. a 5-point improvement in Outreach & Application (impact of 1.0) will result in a 1.0 improvement in Customer Satisfaction Index.

Satisfaction Index: Other Data (TBD)

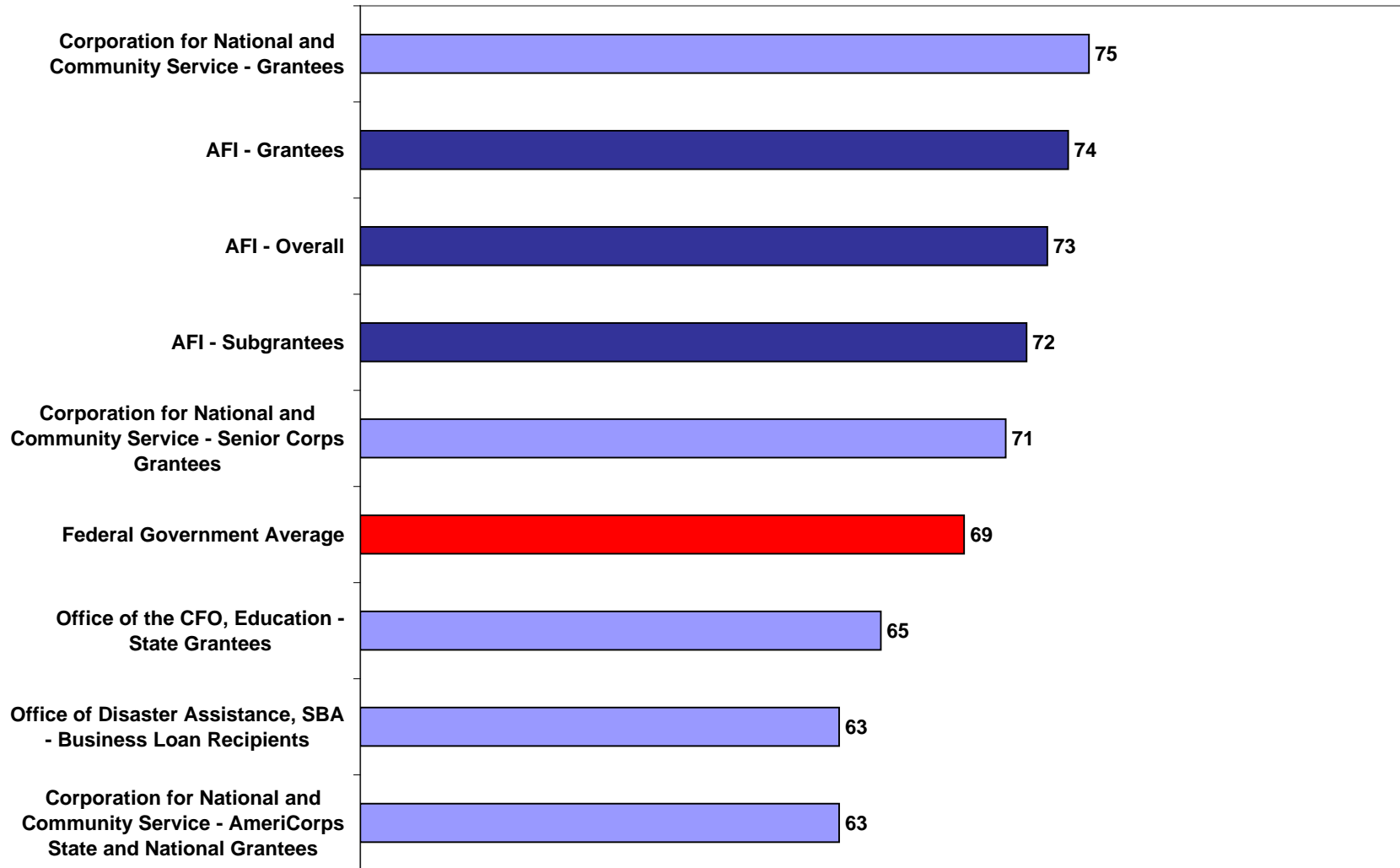
Satisfaction Index is 73 overall. No significant difference between Grantee (74) and Subgrantee (72) satisfaction.



	Grantee	Sub-Grantee/ Contractor
Customer Satisfaction Index	74	72
Overall satisfaction	77	76
Satisfaction compared to expectations	74	72
Satisfaction compared to ideal	71	67
Sample Size	132	99

Satisfaction Index: Benchmarks

AFI compares favorably to other Grantee benchmarks.



The Goal: Continuous Improvement

- ❑ Discussions with OCS/Eligible Entities

- ❑ Refine 2017 State Plan

“Using data from a nationally administered survey of eligible entities, and feedback for OCS and other sources, the State adjusted its plan to improve...”

Final Word

The survey is now in the field. It's was sent to all the eligible entities and the state associations on Monday.

The more people that respond to the survey, the better the data.

The better the data, the more actionable information you will have to work with.

So, now is the time to encourage your local agencies to participate in the survey. You want to get their feedback. Their responses will be anonymous.

**QUESTIONS?
COMMENTS?**