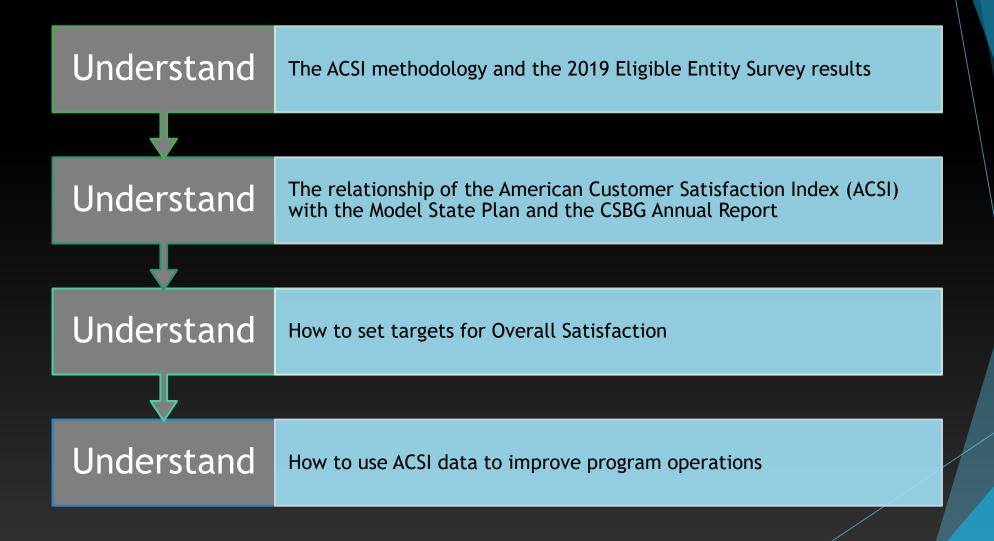
CSBG and THE ACSI AN ORIENTATION

NASCSP CONFERENCE FEBRUARY 25, 2020

Presented by Kate Blunt

Session Objectives



Background
WHAT IS THE ACSI?
WHY USE IT?

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, CED, CSBG) over the past ten years
- www.theacsi.org for more information



The ACSI Methodology

- 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

Why Use the ACSI?







COST EFFECTIVE



CREDIBLE/RELIABLE



COMPARISONS/TRENDS



CUSTOMIZED REPORTS



ACTIONABLE



Informs performance on the Federal and STATE ACCOUNTABILITY MEASURES

Why CSBG Uses the ACSI



The ACSI "cause and effect" model HELPS identify specific improvements WITH the greatest impact on customer service.



AIDS IN **TARGETING** training and **technical assistance** NEEDED TO IMPROVE PERFORMANCE



Performance Management

Accountability

Efficiency and Effectiveness

Measuring the Success of Community Action and CSBG

Performance Management

How well does the network operate?



What difference does the network make?



- Local Organizational Standards
- State and Federal Accountability Measures
- Results Oriented Management and Accountability System

- Individual and Family National Performance Indicators
- Community National Performance Indicators



Ultimate Goal

Better results for individuals, families and communities with low-income nationwide

Focus

Accountability

Efficiency/Effectiveness

at 3 levels (local, state and federal)

Approach

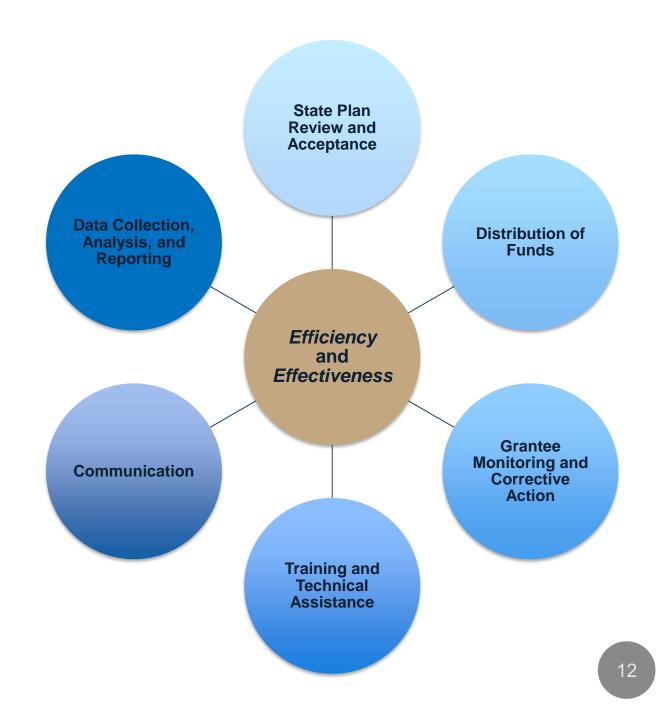
Improve *internal operations* at all levels

Use of the ACSI

Embedded in Federal and State Accountability Measures

A critical data source

Federal Accountability Measures



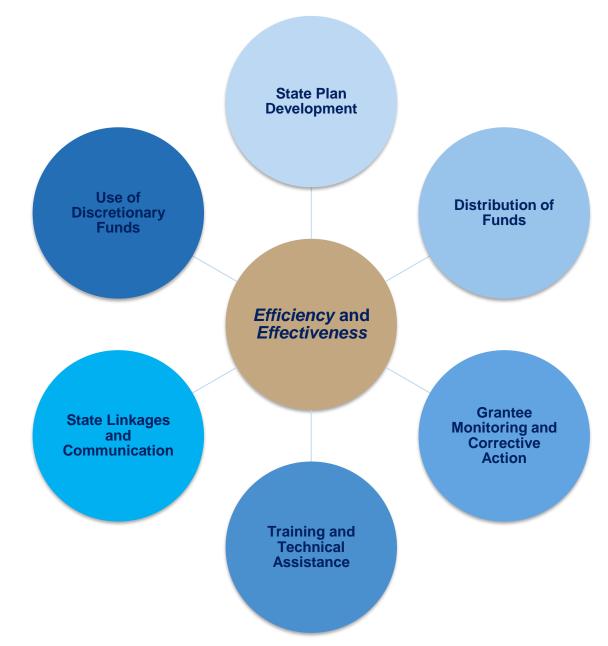
Federal Accountability Measures and the ACSI

ACSI Survey Drivers
Track the Accountability
Measures

Survey Questions Focus on Specific Dimensions

- Clarity
- Consistency
- Usefulness
- Ease
- Timeliness
- Responsiveness
- Frequency
- Relevance
- Cost

State Accountability Measures



CSBG State Plans: The ASCI



As part of the State Plan, States present:

- The State's most current ACSI Overall Satisfaction Score
- Its updated target for Overall Satisfaction of the local agencies in the State
- What actions the state plans to take to improve service delivery based on ACSI driver scores.

The ACSI and State Accountability Measures

Seven of the State Accountability
Measures specify use of ACSI
survey data and other feedback,
as appropriate, to adjust the
State Plan to improve
performance.

State Accountability Measures 1Sb, 2Sb, 3Sb, 3Sd, 4Sb, 7Sb and 8S are measures of eligible entity satisfaction with the state's performance of critical elements of the State Plan.

CSBG Annual Report: The ASCI

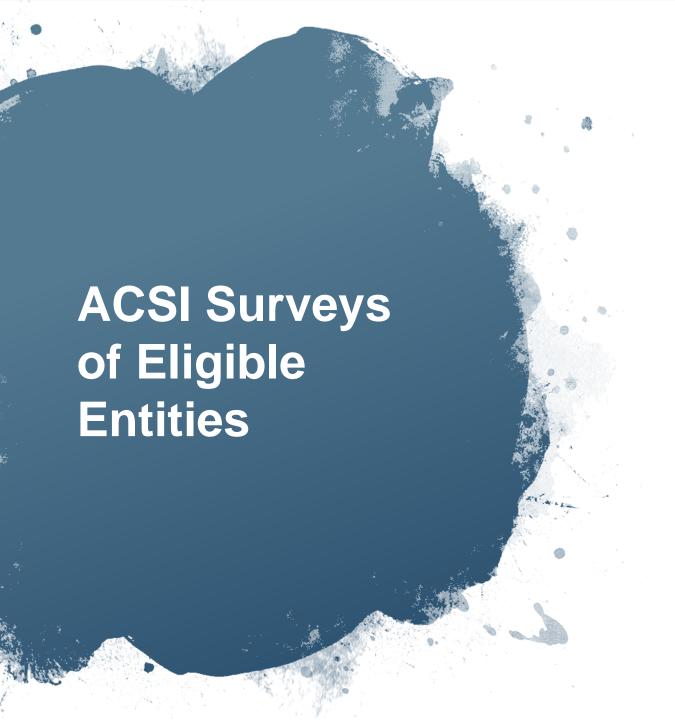


As part of the Annual Report submissions, States report on

- The State's most current ACSI
 Overall Satisfaction Score
- How the State considered feedback from its local agencies
- What actions were taken as a result of that feedback
- Its updated target for Overall Satisfaction of the local agencies in the State

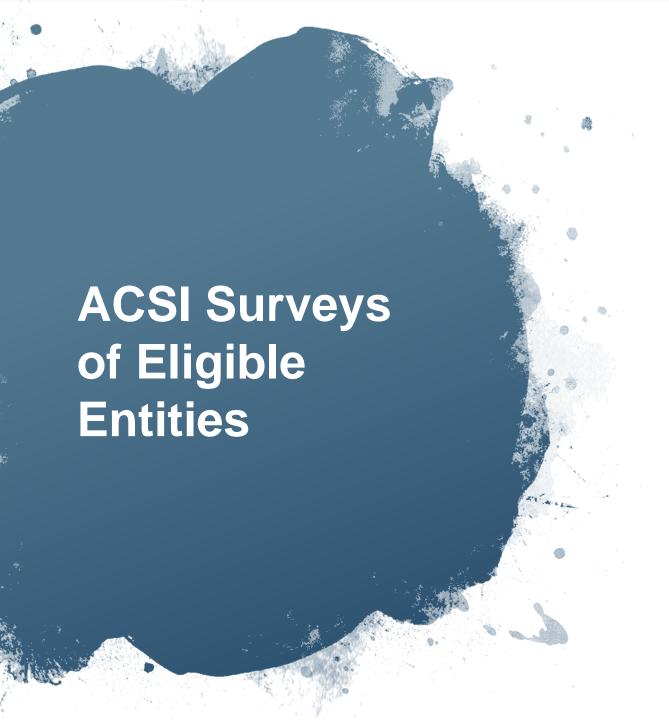


ACSI Surveys of Eligible Entities



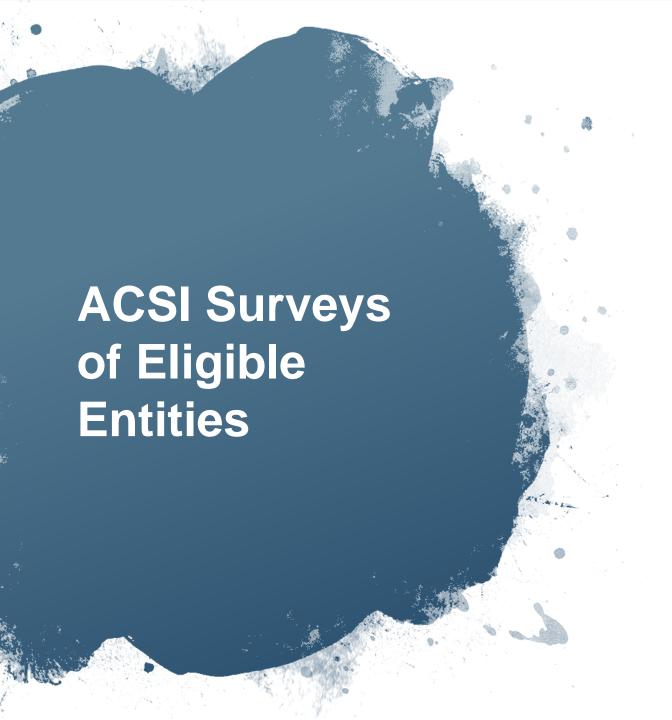
2015—1st Survey of Eligible Entities

- Expanded ACSI: surveyed the 1000 local agencies to measure their satisfaction with the State Offices.
- Tracked the State Accountability Measures and used to focus the federal T&TA efforts.
- Integrated ACSI score, targets, planned improvement activities into the state planning process and annual reporting.
- A Best Practices Work Group formed by NASCSP to identify improvement strategies.



2017—2nd Survey of Eligible Entities

- Improvement strategies pay off.
 Significant increase in CSI.
- Every driver saw significantly improved scores.
- Only three states saw a decline in scores.
- The ACSI is here to stay.

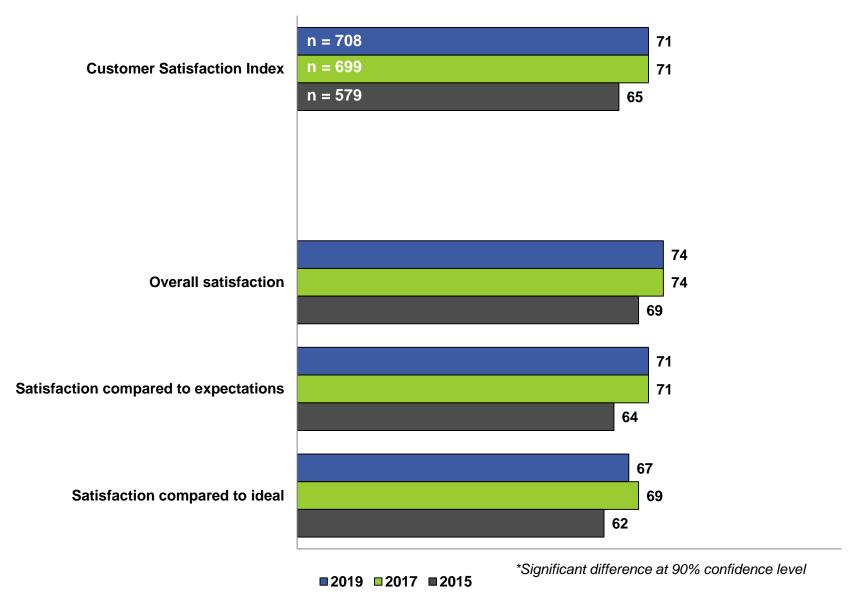


2019—3rd Survey of Eligible Entities

- A leveling off: Overall CSI remained at 71.
- Eight states saw a significant improvement in CSI score.
- Nine states saw a significant decrease in CSI score.
- Continuous improvement is required.

2019 Survey of Eligible Entities The Results

Customer Satisfaction Index – States/Eligible Entities



- The Customer Satisfaction Index (CSI) was 71 in 2019, the same score achieved in 2017.
- The Customer Satisfaction Index score is comprised of a weighted average of three questions; overall satisfaction, satisfaction compared to expectations, and satisfaction compared to the ideal.

2017 vs 2019 State CSI Score Changes

Average CSI Score Increase: 17 points There was notable improvement in eight states in 2019 as compared to 2017. These improvements ranged from 10 to 27 points.

8 STATES RECEIVED A CSI SCORE SIGNIFICANTLY HIGHER IN 2019 Average CSI Score Decrease: 15 points

2017

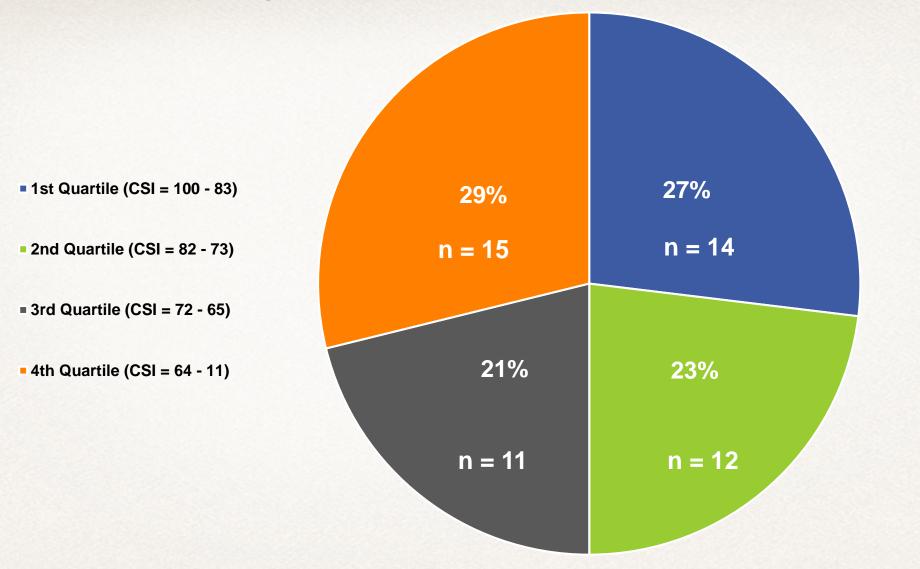


Most Improved States

Eight states improved their CSI scores by 10 or more points:

- ✓ Arizona
- ✓ Arkansas
- ✓ Indiana
- ✓ Maine
- Maryland
- ✓ Missouri
- ✓ North Dakota
- Wyoming

Percentage of States in Each Quartile (2019)



Top Tier States

Fourteen states scored in the top quartile scoring 83 or above on the CSI:

- ✓ Arizona
- ✓ Delaware
- ✓ District of Columbia
- ✓ Hawaii
- ✓ lowa
- ✓ Kentucky
- ✓ Minnesota
- ✓ New Hampshire
- ✓ Rhode Island
- ✓ Utah
- ✓ Vermont
- ✓ Virginia
- Washington
- ✓ Wisconsin

States/Eligible Entities Satisfaction Model (n=708)



Key Findings & Actionable Suggestions

Key Findings

Communication

- Communication is a relative strength. Based on feedback from the eligible entities, it is among the highest rated drivers and has a strong influence on the CSI score.
- The score for this driver (74) is unchanged from 2017.
- Usefulness of feedback and Clarity of communication are the lowest rated attributes related to this driver.

Actionable Suggestions

- Communication continues to be the highest impact driver and offers the best opportunity for increasing the CSI score. While it is among the highest scoring drivers, a score of 74 suggests there is still room for improvement.
- Attribute scores suggest that improved clarity of communication and usefulness of feedback are most in need of improvement. Additional feedback provided through the open-end responses suggests improved timeliness of communication is needed, especially when changes are being made. Communication regarding funding and the distribution of funds is also mentioned as an area for improvement by some respondents.

Key Findings & Actionable Suggestions

Key Findings

Monitoring and Corrective Action

Monitoring and Corrective Action has the second highest impact in 2019. Performance in this area remained stable after showing notable improvement in 2017. Consistency of monitoring and usefulness of visits receive the lowest ratings and are topics addressed in the open end responses.

Actionable Suggestions

Working to achieve as much consistency as possible in the monitoring process is recommended. Suggestions from survey respondents include working towards a more consistent process as well as more consistency in monitor staffing. Comments suggest that the process is too dependent on the individual monitor and that more specific guidance is needed to ensure that findings are consistent.

Linkages

As reported in 2017, Linkages is among the higher impact drivers and among the lowest performing. As in the past, respondent comments suggest that more should be done to facilitate partnerships and strengthen relationships at all levels. Interest is expressed in gaining a better understanding of how current partnerships are working, what benefits they provide and how they are helping provide opportunities for low income families. Continued focus on identifying opportunities and raising awareness of current efforts for developing partnerships will help improve performance scores in the future.



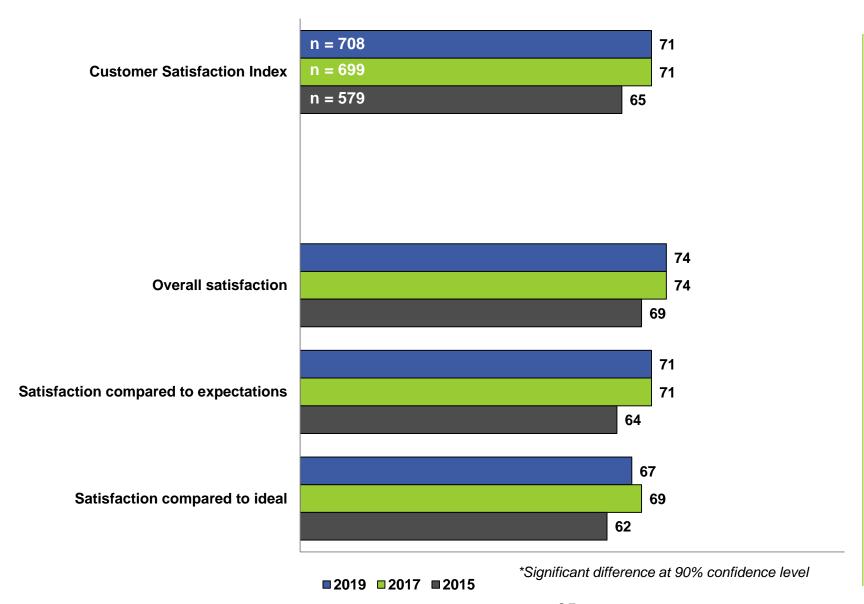
ACSI Customer Satisfaction Index Setting Targets



The **Customer Satisfaction Index** score is comprised of a weighted average of three questions:

- I. Overall satisfaction.
- 2. Satisfaction compared to expectations.
- 3. Satisfaction compared to the ideal.

Customer Satisfaction Index – States/Eligible Entities



- The Customer Satisfaction Index (CSI) was 71 in 2019, the same score achieved in 2017.
- The Customer Satisfaction Index score is comprised of a weighted average of three questions; overall satisfaction, satisfaction compared to expectations, and satisfaction compared to the ideal.



- In August 2019, each state received an Overall Satisfaction score as part of its individual State ACSI Report.
- ☐ This is the score to report in both the upcoming State Plan and in the 2019 Annual Report.
- ☐ You will be asked to set a target for next year's Overall Satisfaction score that either maintains or improves upon the baseline score.



What is Attainable?

Keep in mind--

There are <u>no</u> "perfect" scores of 100—different customers have different expectations, and some are easier to satisfy than others. And, the ACSI sets a very high bar.



Set Reasonable Objectives

- For ACSI scores currently in the 80s, a 1-point gain might be realistic;
- ☐ For ACSI scores in the 70s, a 2-3 point gain is reasonable;
- ☐ For ACSI scores in the 60s, 3-5 points may be attainable;
- □ For ACSI scores in the 50s, 5-10 points or more should be possible.



Share Experiences

- Use benchmarks to set realistic targets.

 Compare yourself to other similar states based on geography, type of population served or other appropriate considerations.
- Sharing best practices across states—knowing what works and what does not—in terms of the State Accountability Measures can be key to long-term success.



Remember--

- Not all program improvements have the same impact on overall satisfaction.
- □ Program improvements made in the "high impact" areas recommended in the individual State ACSI Report will most likely result in higher Overall Satisfaction scores than improvements in areas of less impact.



Remember--

- □ It is important to think "long-term" when working with the ACSI. ACSI scores typically do not jump overnight.
- □ It is best to track trends over time up two points one year, down two points the next is not success.
- Knowing that ACSI scores might not move immediately and provide only a snapshot, look to other internal metrics as well.
- ☐ Focused, continuous improvement is the key to success.



Remember--

- Ask what percentage of the customer base will be affected by any improvements undertaken.
 - o If you improve the use of discretionary funds, for example, but only 25% of customers are affected in any given year, it might have a limited effect on ACSI (even though it might also be the right thing to do).
- Also remember that any positive changes can also affect the customer experience, which can have successful "spillover" effects.



- If Communication has an impact of 2.2, you would expect overall satisfaction to increase by 2.2 points when the Communication score increases 5 points.
- So, if the State's Communication score is currently 69 and its Overall Satisfaction score is 70; and,
- ☐ The State makes improvements in this area and is thus able on next year's ACSI survey to increase the Communication score to 74, then
- ☐ You would expect the State's Overall Satisfaction score to increase to 72.



- The State's Monitoring and Corrective Action score is currently 56 and its Overall Satisfaction score is 65.
- ☐ The State focuses improvements in this area and is thus able to increase the Monitoring/Corrective Action score to 61.
- ☐ You would expect the State's Overall Satisfaction score to increase to 66 (as Monitoring/Corrective Action has an impact of 0.7).



- The State's Development of the CSBG State Plan score is currently 50 and its Overall Satisfaction score is 70.
- ☐ The State focuses major improvements in this area and is thus able to increase the Development of the State Plan by ten points--to 60.
- ☐ You would expect the State's Overall Satisfaction score to remain unchanged (as Development of the State Plan has an impact of only 0.1).



MAKING THE MOST OF THE ACSI

Continuous Improvement

The Overall Strategy

1

Imbed the ACSI into your performance framework



Conduct the survey on a regular basis



Plan ahead for how you will take follow-on actions



Involve the right people in making improvements



Implement the changes

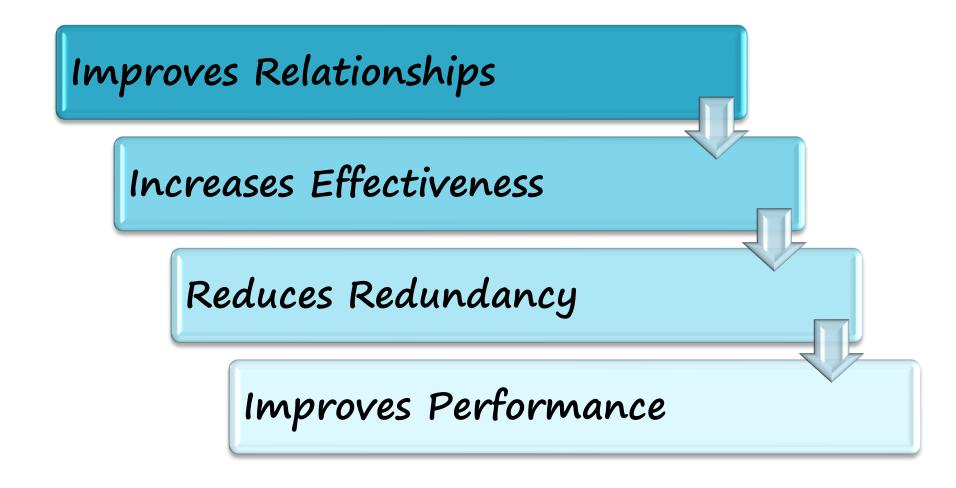


Communicate the results of the survey and planned follow-on actions



Keep at it!!





To Begin

Read the ACSI Report

Develop the Action Plan

Organize and assess the survey data

Involve local agencies

Read the Report

- Determine the top 2-3 impact areas
- List the comments from those driver sections to gain more insight.

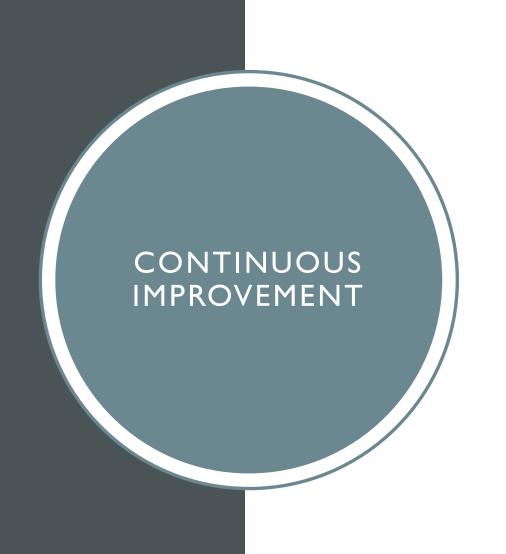


Organize and Assess the Survey Data

Categorize and Identify

- ✓ What are the high impact areas?
- ✓ What should be tackled first?
- ✓ What changes were already made?
- ✓ What still needs to be done?
- ✓ What's unclear and needs more info?





- The key is to focus on the high impact areas where scores are comparatively lower to achieve a higher Overall Satisfaction score.
- Improvements in more than one area will have cumulative impact on the Overall Satisfaction score.

Involve Local Agencies

Get input

- Surveys
- Workgroups
- Network Sessions



How to present the data

- Identify key areas
- Describe:
 - Concern
 - Action taken or to be taken
 - Ask for clarification if unsure



Working collaboratively with the local agencies and state association to make improvements and communicating what improvements are made will likely have a positive impact on the ACSI score.

Action Planning

- ✓ Develop the Action Plan
- ✓ Utilize Best Practices from other states
- ✓ Determine what, how, who, when



Action Plan to Include

- Accountability Measures
 - Assessment
- State CSBG Plan
 - What do I plan to do in 2020
- State T&TA Plan
 - What T&TA would help
- Annual Report
 - Summarize outcomes
 - Set CSI target





Share the Action Plan

- Understand how quickly changes can be perceived.
- Customers might not immediately recognize the changes made if they do not have a relevant support experience in the near term.
- ☐ Communicate, communicate



NEXT STEPS: A Summary

- □ Share the ACSI survey results with the eligible entities, if you haven't already done so.
- Working with the eligible entities and your State Association determine what area(s) to make improvements, keeping in mind what will have the most impact on Overall Satisfaction.
- □ **Implement** the improvements.
- □ **Communicate** what you have done.
- □ Spend time determining the ACSI Overall Satisfaction target for next year.

