



Arizona Department of Education

(Internal) Customer Satisfaction Survey Report

Fiscal Year 2011
(June 2011)

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Executive Summary

In late May 2011, the ADE Internal Customer Satisfaction Survey was distributed to ADE Executive Team, Associate Superintendents, Deputy Associates and Directors of all internal ADE Divisions, Sections and Units. Of the 73 who were invited to participate, 45 responded (62% response rate). The enclosed report is a summary of Survey results. The purpose of the assessment was to measure internal customer satisfaction on ADE support services, and to identify issues, problems and opportunities for improvement, in order to improve external customer service. This assessment is a critical component in guiding the department to achieve knock your socks off service in the following value-added components of service:

1. Accuracy: the correctness of information and/or advice given by ADE staff through all communications and materials
2. Timeliness: information or assistance needed in specific service areas is available when needed
3. Adequacy: level or sufficiency of support provided by ADE is enough to meet district, charter and school needs
4. Competence: knowledge, experience and professionalism of ADE staff with whom customers interact during the delivery of ADE services
5. Overall: general satisfaction level with the ADE service delivery
6. Importance: overall significance/impact of each service area on the ability of schools to properly educate students

The areas noted above were rated on a five-point scale: Excellent (5); Good (4); Adequate (3); Needs Improvement (2); Poor (1). In addition, respondents were asked to rate the importance of services to the functioning of their school(s), using the following scale: Critically Important (5); Very Important (4); Important (3); Somewhat Important (2); Unimportant (1).

Data Collection Process

The data collection process for the assessment entailed distribution of a confidential, online survey to ADE management levels. A pdf document was provided to facilitate collection of input on Strategic Planning, to maintain confidentiality (surveys submitted in the pdf format was entered manually by an individual outside of Strategic Planning). The survey was designed to reveal consensus of opinion on issues, problems, what is currently working well and improvement opportunities.

Respondents were asked to give feedback (closed and open-ended) on ADE support services in: Human Resources/Payroll; Building Operations; Finance Management; Information Technology (IT); Office of Communication and Innovation (OCI); Government Relations; Research and Evaluation; Strategic Planning.

Data Analysis

Data analysis was accomplished using statistical analysis graphically presented in frequency distributions (histograms) and Pareto analyses. Histogram(s) represent an average opinion score and the distribution of opinions along a numerical scale.

Pareto analyses have been used for non-numeric data; for the purpose of this assessment, stated opinions about what is currently working well, and opportunities for improvement (problems, issues and causes). Pareto analysis is a technique for finding the changes that will lead to the greatest benefits. It is a prioritization method that identifies the most significant items among many and is useful where numerous possible courses of action are competing for attention. This tool helps to prioritize where action and/or process changes should be focused.

Results Overview

Respondents were asked to rate each ADE internal support service in terms of accuracy, timeliness, adequacy, competence and overall satisfaction. Highest and lowest scoring areas are listed below, in addition to areas receiving highest importance ratings of “Critically Important”.

Highest-rated (overall rating) service areas: (Rated on a five-point scale: Excellent (5); Good (4); Adequate (3); Needs Improvement (2); Poor (1))

1. HR/Payroll: **4.29**
2. Government Relations/Promote ADE legislative agenda: **4.11**
3. Building Operations/Mail delivery: **4.10**
4. HR/Timesheets: **4.09**
5. Strategic Planning/Facilitation of ADE Strategic Plan: **4.05**
6. Finance Management/Grants management assistance: **4.04**
7. Building Operations/Print Shop orders: **4.0**
8. Strategic Planning: Training, guidance and/or facilitation in development of division, section, unit plans: **4.0**

Lowest-rated (overall rating) service areas:

1. IT/System development and enhancement: **2.72**
2. HR/Supervisor training: **3.07**
3. Research and Evaluation/Data reporting: **3.21**
4. Finance Management/Procurement support: **3.25**
5. Government Relations/Guidance on implementing specific legislation and policies: **3.27**
6. Government Relations/Communication updates regarding new/changes to legislation and policies: **3.28**
7. HR/Hiring process: **3.30**
8. IT/System accessibility: **3.31**

Critically Important service areas: (Rated on a five-point scale: Critically Important (5); Very Important (4) Important (3); Somewhat Important (2); Unimportant (1))

1. IT/Network availability: **85.70%** (overall rating on services delivery: 3.61)
2. IT/System accessibility: **76.20%** (overall rating on services delivery: 3.31)
3. HR/Payroll: **61.90%** (overall rating on services delivery: 4.29)
4. IT/Help Desk: **59.50%** (overall rating on services delivery: 3.48)
5. HR/Hiring process: **57.10%** (overall rating on services delivery: 3.33)
6. HR/Timesheets: **54.80%** (overall rating on services delivery: 4.09)
7. HR/Position and personnel actions: **52.40%** (overall rating on services delivery: 3.57)
8. Government Relations/Promote ADE legislative agenda: **50.00%** (overall rating on services delivery: 4.11)
9. Research and Evaluation/Data collection and analysis: **50.00%** (overall rating on services delivery: 3.45)
10. Research and Evaluation/Data reporting: **50.00%** (overall rating on services delivery: 3.21)

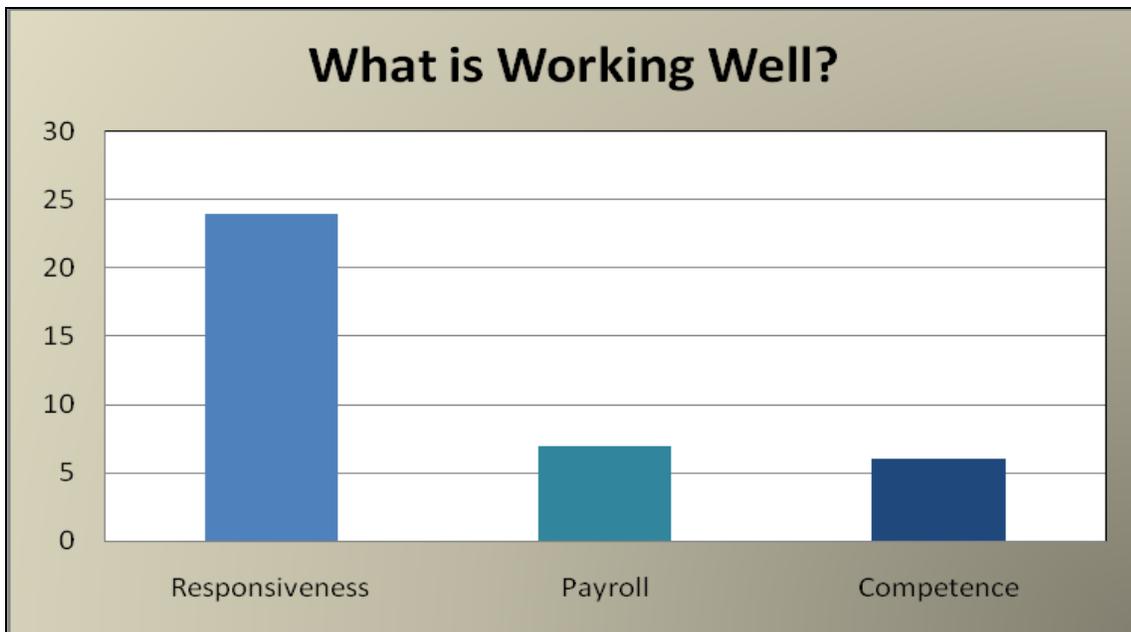
ADE Overall Internal Support Services Performance Rating: (Rated on a five-point scale: Outstanding (5); Excellent (4); Good (3); Satisfactory (2); Poor (1)): 3.19

- 4.8% rating Outstanding
- 4.8% rating Poor

Customer Feedback

1. Human Resources/Payroll: (overall rating/percent rated Critically Important)

- A. Position and personnel actions (classification and compensation): **3.57/52.40%**
- B. Disciplinary action guidance for managers: **3.47/21.4%**
- C. Hiring Process: **3.30/57.10%**
- D. New Employee Orientation: **3.46/21.40%**
- E. Supervisor Training: **3.07/21.40%**
- F. Special REACH Events: **3.55/0.0%**
- G. Benefits enrollment and support: **3.91/26.20%**
- H. Management reports: **3.63/9.50%**
- I. Payroll: **4.29/61.90%**
- J. Timesheets: **4.09/54.80%**
- K. HR/Payroll Intranet Website: **3.84/19.50%**



1. Responsiveness:

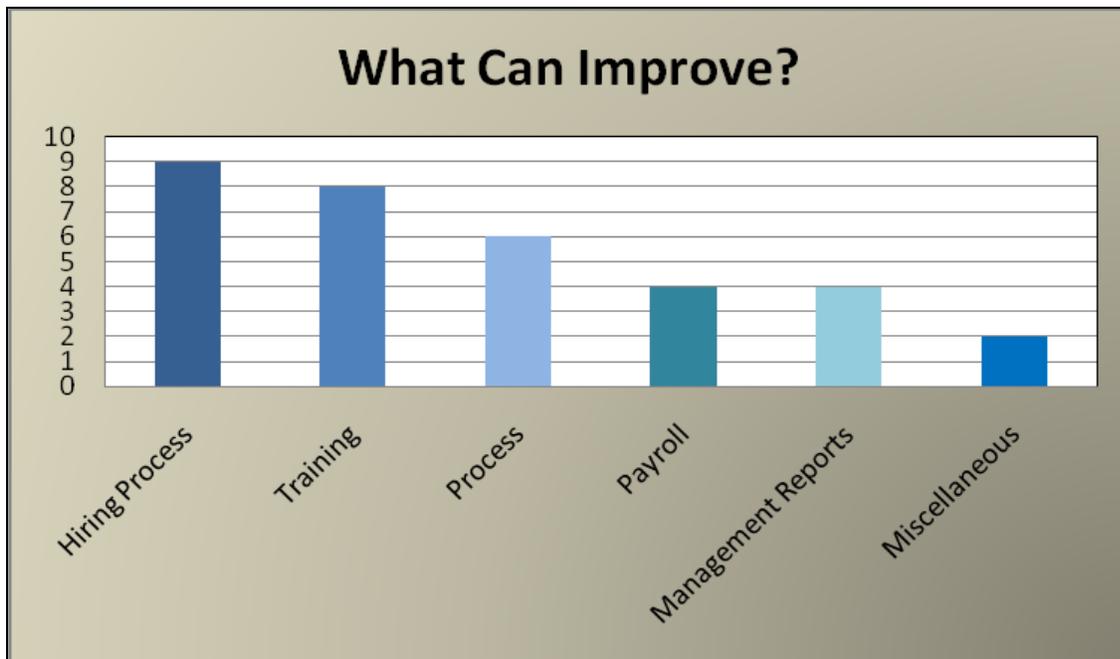
- Staff are very helpful, quick to respond and provide prompt and personalized assistance when needed
- Provide timely updates on critical information and notifications of potential problems
- Improved relationship with HR; more of a partnership

2. Payroll:

- Staff is professional
- Responsive and timely in returning calls, answering questions
- Process is user-friendly

3. Competence:

- Staff provides good technical assistance
- Staff are professional and competent
- HR does a great job of resolving issues with benefits, hiring or payroll



1. Hiring Process:

- Process is cumbersome and often confusing; takes too much time to fill a position
- Updates on status of new hires would be helpful
- Empower supervisor decisions regarding selection and budget

2. Training:

- Provide more hands-on resources for supervisors, including handbook and checklists
- Improve/energize New Employee orientation
- Develop leadership training, to include team roles and responsibilities

3. Process

- Improve user-friendly access to benefits and YES site
- Provide more access to 1-on-1 assistance/meetings
- Processes overcomplicated; simplify, communicate reasons for rules that appear unnecessary

4. Payroll

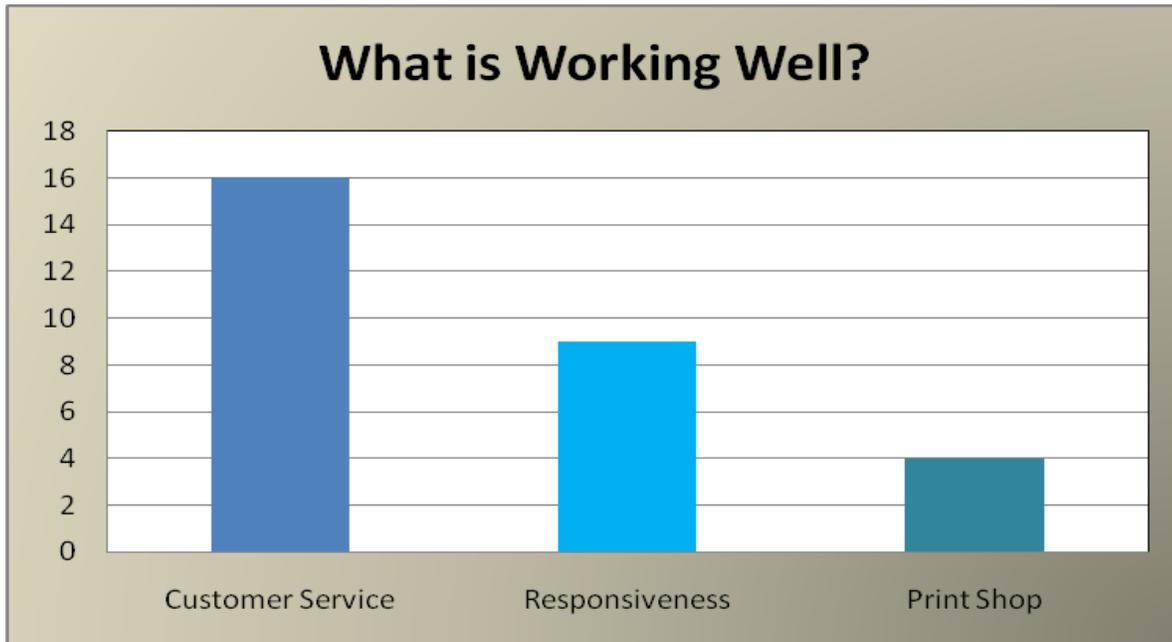
- Confusion on hours re. flex and 40 hours/week versus 80hours/pay period
- Timeliness and confusion on shifting or removing employees to or from supervisors for timesheet reporting

5. Management Reports:

- Improve timeliness on special requests for information
- Would appreciate notice when limited appointment about to expire

2. Building Operations: (overall rating/percent rated Critically Important)

- A. Mail delivery: **4.10/28.60%**
- B. Print Shop orders: **4.00/43.90%**
- C. Facilities maintenance: **3.50/34.10%**
- D. Conference room management and set-up: **3.63/26.80%**
- E. Supplies management and delivery: **3.71/12.50%**



1. Customer Service:

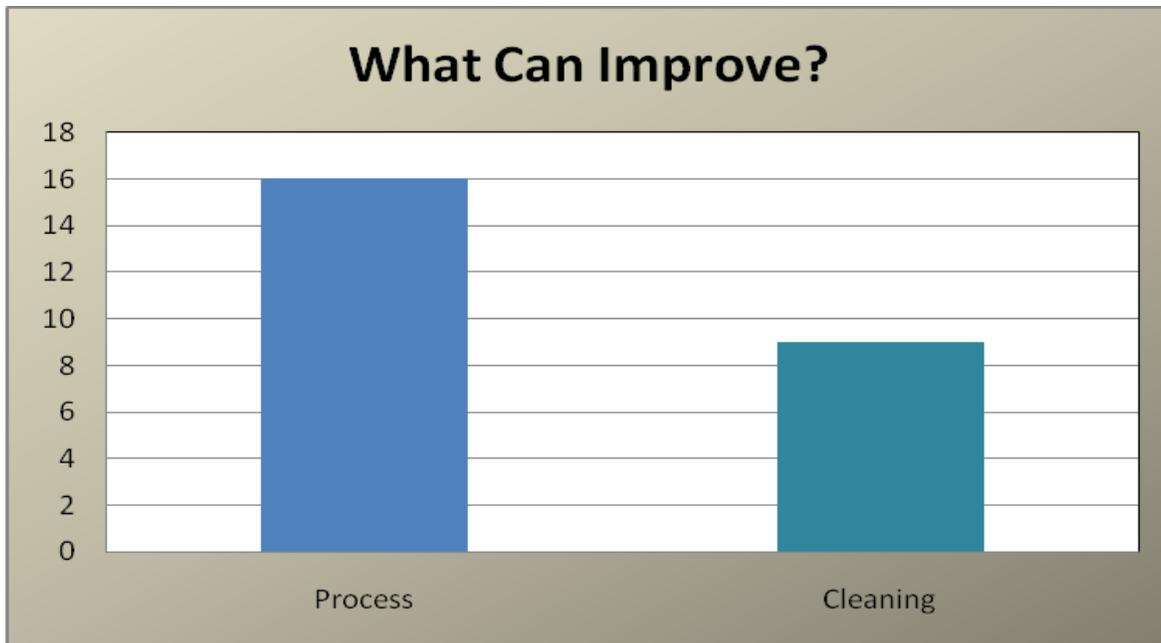
- Assistance with moves, transitions and meeting room set-up
- Personable, friendly, attentive service to customers
- Timeliness, reliability and updates on issues

2. Responsiveness:

- Great responsiveness on all services

3. Print Shop:

- Works collaboratively to meet needs, even on short notice



1. Process:

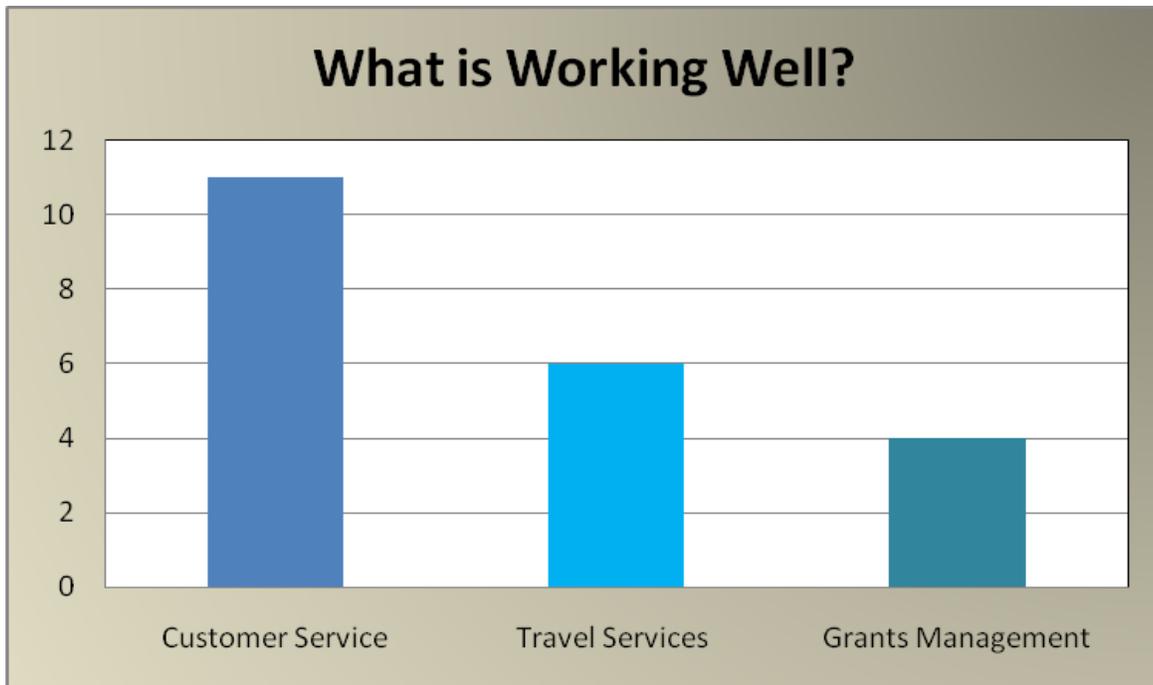
- Communicate standardized, streamlined user-friendly meeting room availability criteria and procedures; enhance efficiency of technology set-up and operation
- Develop informational and checklist sheets related to facilities functions; make available on the website
- Improve parking lot security and front desk attentiveness to customers
- Ensure procedures encompass what the customer values

2. Cleaning:

- Vacuum and clean carpet and floors, stairwells more frequently
- Improve condition of bathrooms and water fountains

3. Finance Management: (overall rating/percent rated Critically Important)

- A. Financial Management Training: **3.35/19.0%**
- B. Procurement Support: **3.25/42.90%**
- C. Budget development assistance: **3.58/19.0%**
- D. Purchasing: **3.43/31.0%**
- E. Invoice Processing: **3.39/24.40%**
- F. Grants Management assistance: **4.04/23.80%**
- G. Travel processing: **3.69/36.60%**
- H. Receivable processing: **3.60/11.90%**



1. Customer Service:

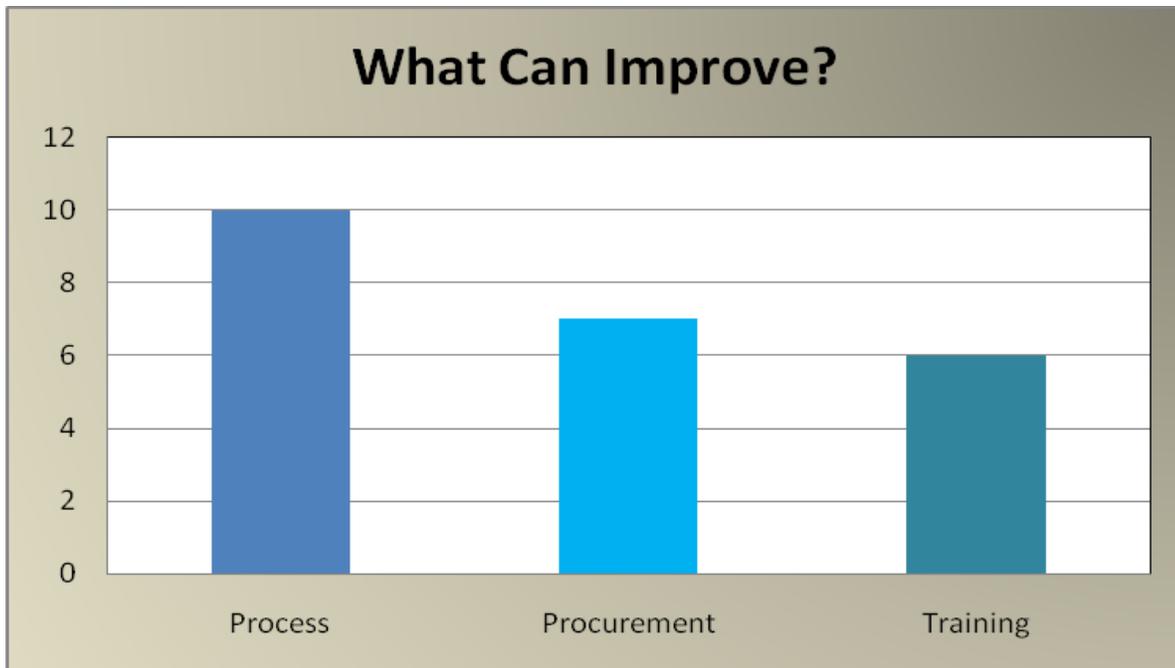
- Overall good customer service
- Staff is helpful in answering questions, providing information
- Timely service, staff is competent

2. Travel Services:

- Claims reimbursed in a timely manner
- Responsive, timely service from staff

3. Grants Management:

- Staff does an excellent job in supporting program areas, very responsive



1. Process:

- Initiate general process efficiency improvements, including:
 - Travel
 - Invoicing
 - Purchasing
 - Payments

2. Procurement:

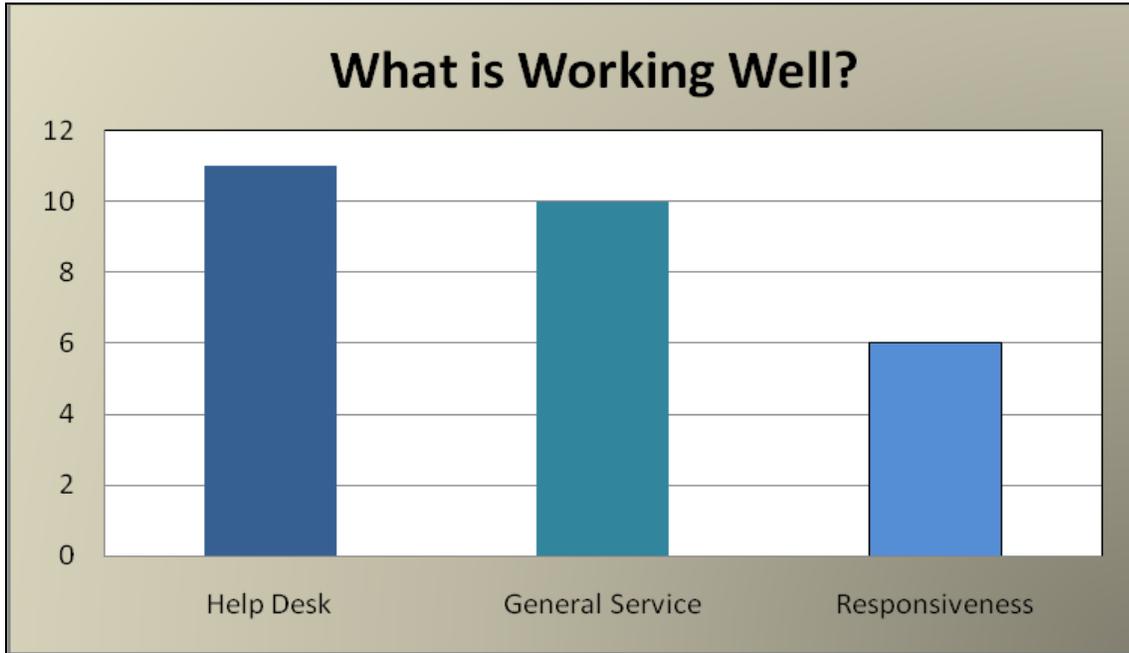
- Improve service and processes; make them customer-focused and efficient
- New ProcureAZ system is frustrating, cumbersome and a nightmare

3. Training:

- Provide training on accessing information electronically
- Provide “refresh” training on procurement and financial management rules
- Provide budget overview training in a more timely manner to staff who are new to the process

4. IT: (overall rating/percent rated Critically Important)

- A. System accessibility: 3.31/76.20%
- B. Network availability: 3.61/85.70%
- C. Help Desk: 3.48/59.50%
- D. Systems development and enhancement: 2.72/48.80%



1. **Help Desk:**

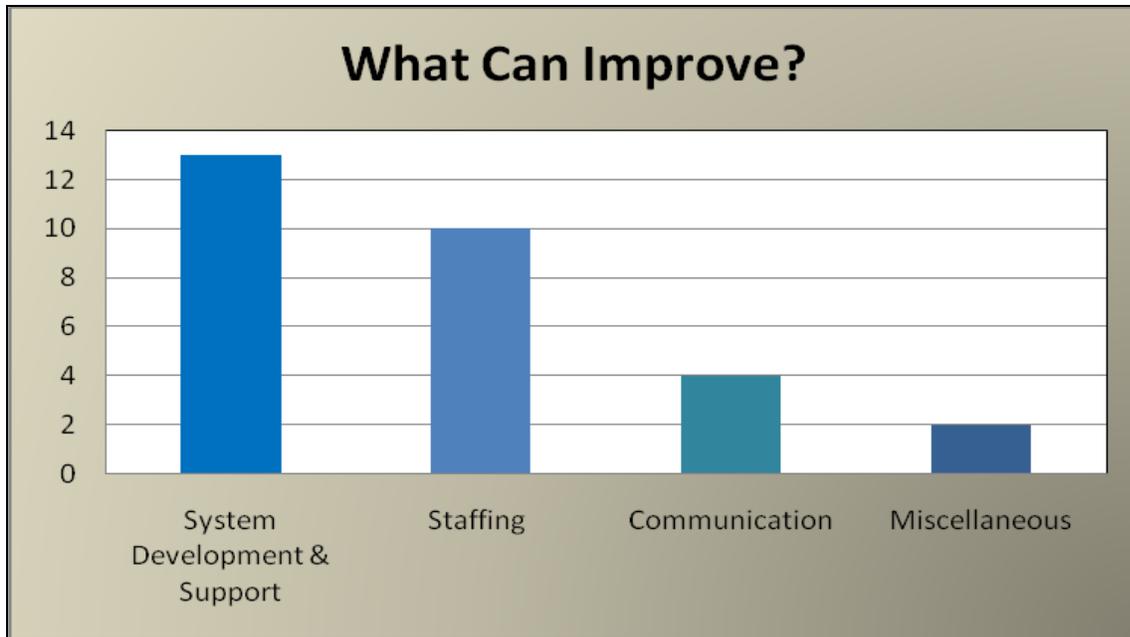
- Ray Adams and Darla Dickerson always provide outstanding support
- Help Desk staff are consistently helpful, competent

2. **General Service:**

- IT is moving in the right direction
- Processes and service are improving with current leadership

3. **Responsiveness:**

- IT staff are very responsive and patient in resolving issues
- Working hard to maintain availability to the field
- Provide tools, realistic expectations on what is and is not possible



1. System Development and Support:

- Internal build support is improving, but still needs work
- Internal application development taking back seat to SAIS; should improve over time
- General issues, i.e. system speed, wireless access, SAIS support
- Allow staff to perform software updates (would minimize need for IT support)

2. Staffing:

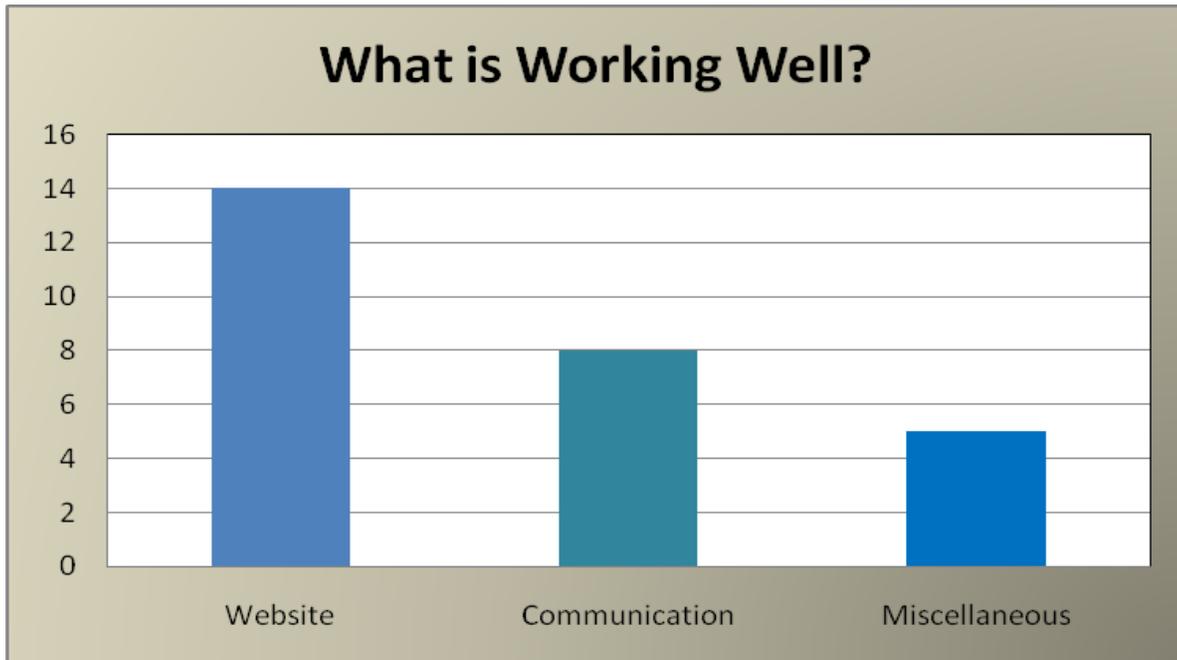
- IT needs more staff in order to achieve higher turn-around times on problem resolution, timeliness of response and support
- Increase IT staff institutional knowledge in order to provide better support

3. Communication:

- Decide priorities and communicate to internal customers in a timely manner
- Send timely notices when there are network issues
- Need accurate database for LEA addresses
- Provide customer information sheets on “IT vocabulary”, including examples

5. Office of Communication and Innovation (OCI): (overall rating/percent rated Critically Important)

- A. Internal information-sharing 3.34/28.60%
- B. Website development and maintenance: 3.33/42.90%
- C. Conference operations management: 3.74/14.30%

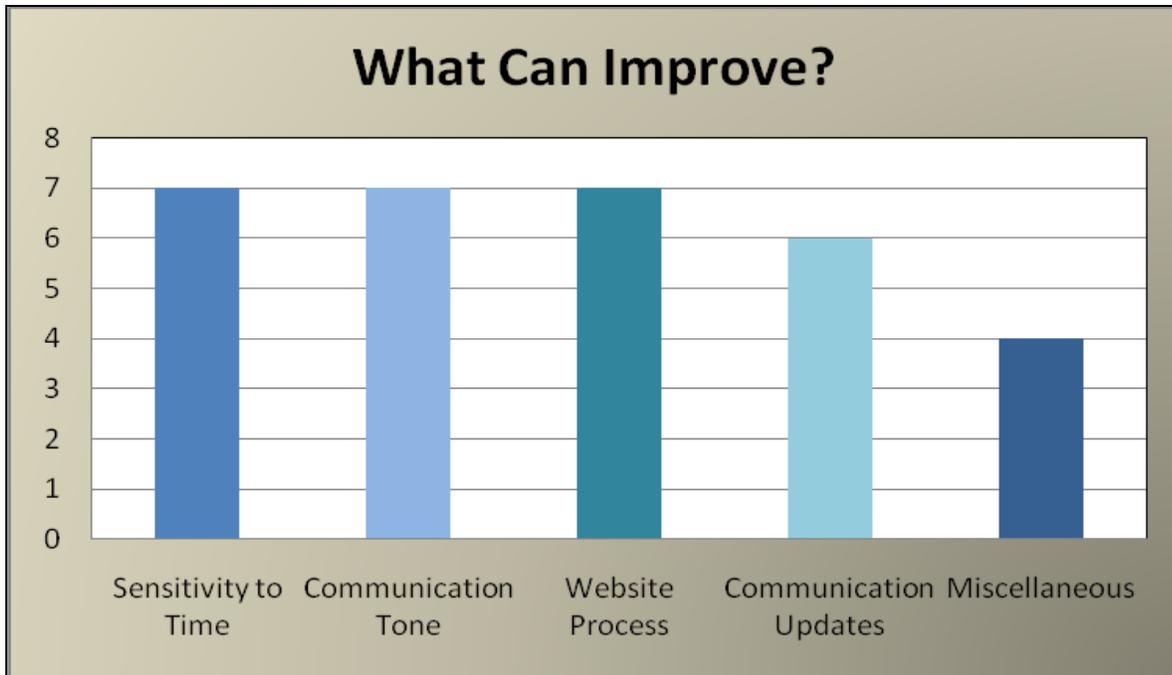


1. Website:

- Good inclusion on website discussions
- Redesign is excellent
- Website is more attractive and accessible

2. Communication:

- Keeping people informed of activities
- Good communication to internal staff
- Working to improve internal communication



1. Sensitivity to Time:

- Develop greater awareness of needs of Divisions, Sections, Units, end meetings on time
- Requested timeframes not sensitive to existing priorities; be more aware of ADE critical calendar issues
- Be clear in requests to avoid need for multiple clarifications, negative impact on efficiency

2. Communication Tone:

- Ask more questions, improve listening skills
- Although intent may be good, communication often comes across as condescending; be respectful of staff knowledge, expertise and professionalism

3. Website Process:

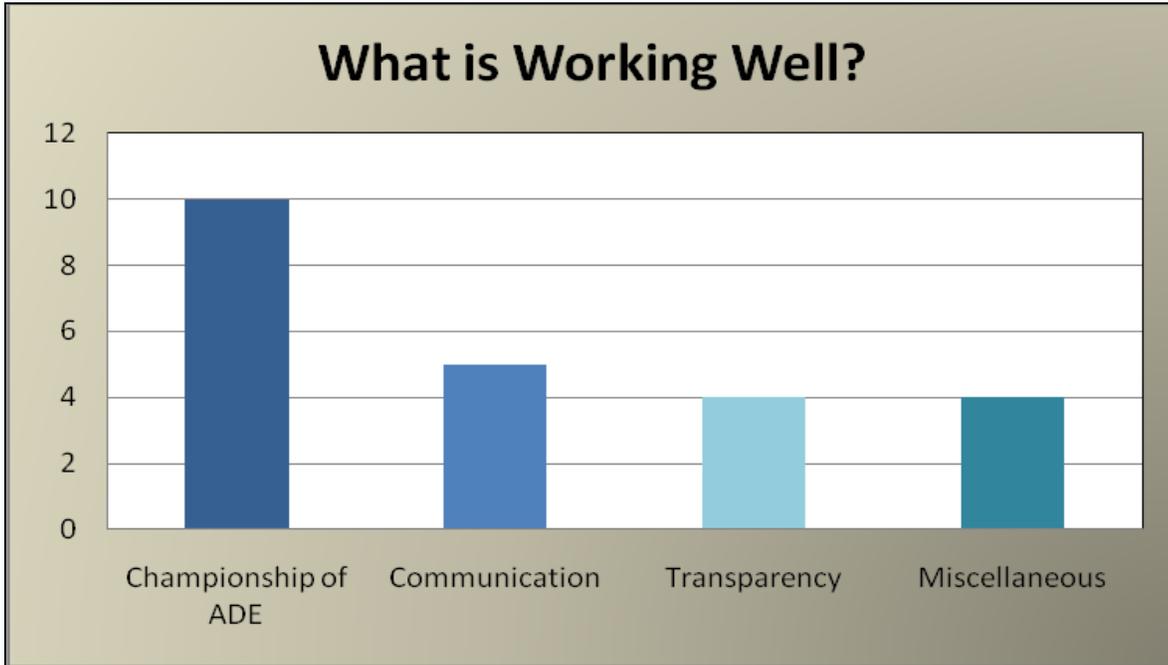
- Improve process to get corrections and/or updates on the website
- Provide more flexibility and empowerment for Units to update their pages
- Some problems with Search features

4. Communication Updates:

- Provide additional information on conference operations process
- Initiate biweekly email highlighting events, Units, Superintendent items of interest

6. Government Relations: (overall rating/percent rated Critically Important)

- A. Promote ADE legislative agenda: **4.11/50.0%**
- B. Monitor Federal activities affecting ADE: **3.75/40.50%**
- C. Guidance on implementing specific legislation and policies: **3.27/38.10%**
- D. Communication and updates regarding new/changes to legislation and policies: **3.28/42.90%**



1. **Championship of ADE:**

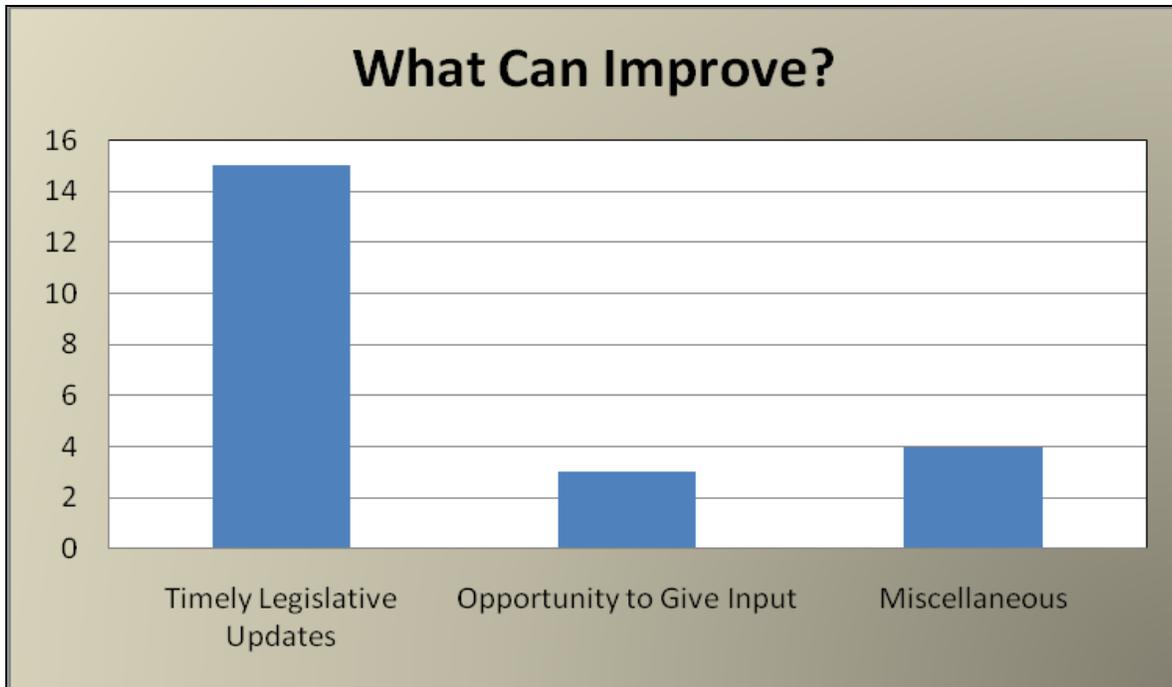
- Developing strong working relationship between ADE, Legislature and Governor
- Great job getting ADE legislative agenda through Legislature
- Professional, competent staff

2. **Communication:**

- Timely replies to questions
- Keep staff updated

3. **Transparency:**

- More transparency than before; appreciate consideration of staff concerns by sharing information
- Willingness to share information



1. Timely Legislative Updates:

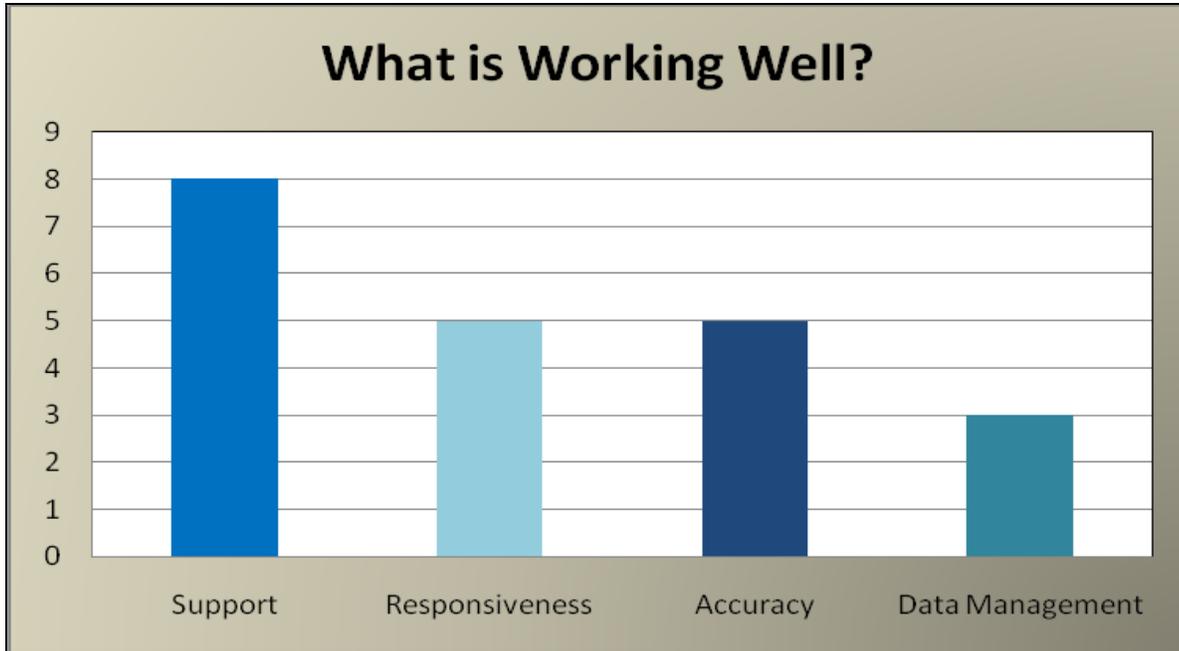
- Provide staff updates on ADE legislative agenda
- Provide regular bill-tracking updates during the legislative session
- Inform Units/staff on changes that may impact their program
- Focus more communication on what is/will be happening

2. Opportunity to Give Input:

- Provide additional information during legislative sessions, allowing program areas opportunity to provide feedback to liaisons
- Solicit staff input

7. Research and Evaluation: (overall rating/percent rated Critically Important)

- A. Data collection and analysis: **3.45/50.0%**
- B. Data reporting: **3.21/50.0%**
- C. Special projects: **3.36/24.40%**



1. Support:

- Provide help and support when needed, including special projects
- Provide competent service
- Excellent resource for constituents

2. Responsiveness:

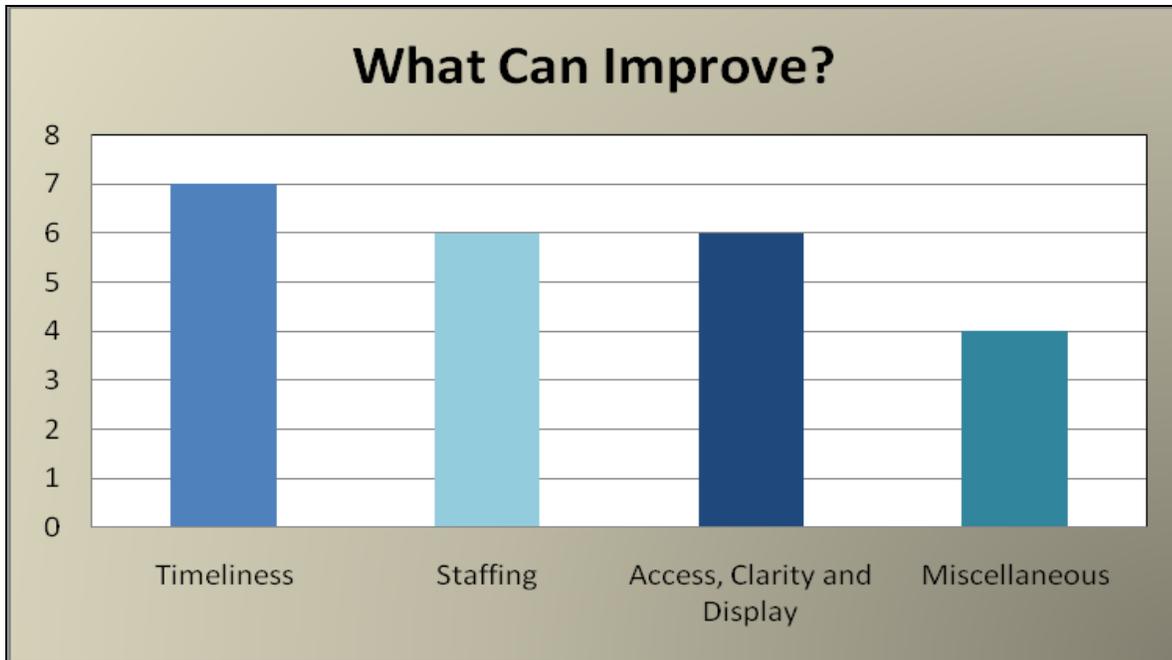
- Listen well
- Very responsive to requests for assistance
- Provide special information when requested

3. Accuracy:

- Verify data quickly and accurately
- Accuracy has improved

4. Data Management:

- Staff is managing a great deal of data, attempting to streamline



1. Timeliness:

- Please shorten reporting time; time to receive, review and release school data seems excessive
- Update school report cards more quickly
- Define R & E reporting needed to support ADE goals

2. Staffing:

- Need more staff to support data projects throughout ADE
- Ramp up staff, reduce turnover to improve timeliness on projects

3. Access, Clarity and Display:

- Provide a directory of available data/evaluation that has been done
- Improve access to current special projects, school report card

8. Strategic Planning: (overall rating/percent rated Critically Important)

- A. Training, guidance and/or facilitation in development of Division, Section, Unit Plans: **4.00/24.40%**
- B. Facilitation of ADE Strategic Plan: **4.05/22.0%**
- C. Facilitation of Employee Satisfaction Survey: **4.05/10.0%**
- D. Facilitation of External Customer Survey: **3.61/17.10%**
- E. Facilitation of Internal Customer Survey: **3.68/10.0%**
- F. Facilitation/support on special projects: **3.44/7.30%**



1. Strategic Planning Process:

- Process interactive, transparent and well-planned
- “Real work” aligned to planning; inclusion of staff in implementation
- Internal accountability with support

2. Facilitation and Support:

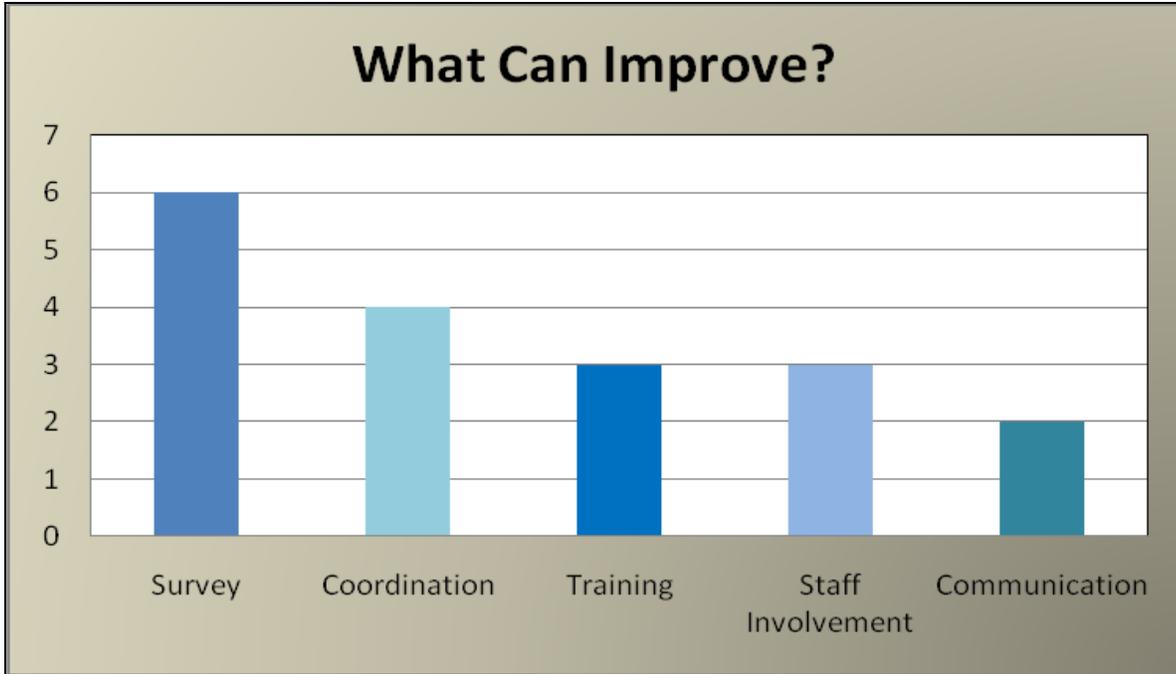
- Facilitation, guidance and support in developing meaningful goals and objectives

3. Staff:

- Skill set
- Competent, knowledgeable staff

4. Survey:

- Welcome changes to employee survey, including sharing results



1. Survey:

- This survey is too long
- Provide opportunity to give specific feedback on each category

2. Coordination:

- At times seems there is a disconnect between Administration Vision and ADE program plans; provide opportunities and processes for line-level staff to be viewed and included as partners
- Eliminate duplication of effort; coordinate with other changes under implementation

3. Training:

- Provide training in strategic planning to all levels, including Associates; individualized and small group
- Be sensitive to the learning curve

4. Staff Involvement:

- Include more staff levels in strategic planning; provide opportunities for input at all stages
- Provide overview (with directions) to staff at the beginning of the process

5. Communication:

- Communicate the big picture; understand that strategic planning is not the only priority
- Provide information sheet that includes all new people and titles, with explanation of responsibilities