



## **2020 Customer Satisfaction Survey Executive Summary**

With the goal of better serving the campus community, the division of Human Resources, Diversity and Inclusion (HRDI) launched the first annual Customer Satisfaction Survey in 2020. The survey was developed to assist all HRDI units in planning and prioritizing initiatives related to improving service, quality, and processes.

### **Objectives**

With the confidential survey responses, departments are better able to understand the needs of their customers, and focus on enhancing customer service, shortening response times, and improving quality.

By identifying the strength and opportunity in each unit, HRDI can make the customer's experience better and enhance the service quality in the more efficient and effective approach.

The survey evaluated the satisfaction level within HRDI units from four aspects including Quality of Service, Time of Completion, Responsiveness of Staff, and Professionalism of Staff. The survey also applied the Service Quality Measurement (SQM) models to quantify the improvement priority.

The survey also included the option for open-ended questions. Exploring the opinions and recommendation from the open-ended questions will create an open and interactive communication channel in broadening the comprehension of how HRDI performs, what HRDI can improve on and what matters from the customer's expectation.

### **Survey population**

All of the active state employees of CSU Fullerton (N=6,133) were invited to participate the Customer Satisfaction Survey. At the beginning of survey, only 5,696 invitees had activated the duo authentication and only those who had single sign-on established could access to the survey.

748 unduplicated questionnaires were collected at the close of survey on 05/13/2020.

The response rate is 13.13% and the margin of error is 3.34% with 95% confidence level and sample proportion of 0.5.

### **Survey instrument**

An online questionnaire was utilized from Qualtrics XM platform. 13 general questions were presented to get the respondent's satisfaction level, agreement on performance, time of processing and suggestions toward the HRDI operations. Seven sets of customized questions were constructed for the assessment in CHRS Recruiting (PageUP), Class/Compensation Action Request (CCAR), Payroll Activities, Total Wellness programs, Academic Talent Management, Diversity Inclusion & Equity Programs, and Engagement and Learning activities.

### **Survey communication**

A dedicated survey website (<https://hr.fullerton.edu/satisfaction.php>) served as the hub for information sharing, progress update and the communication channel.

Survey reminder was sent out weekly by sending the email to the campus-wide distribution list. Toward the end of survey week, two customized Qualtrics emails were sent to the population who had not completed the survey.

Each complete respondent had the chance to win a prize of an Amazon Echo Dot, a CSUF Sweatshirt or a pair of Apple AirPods.

### **Survey analysis**

Descriptive statistics was provided for all responses.

General Linear Model was analyzed for means difference, analysis of variance and hypothesis testing.

Performance/Impact Analysis and Service Quality Measurement Models were used to identify the strength and opportunity for each service unit and quality improvement for service excellence.

### **Methodology**

The survey included two sections: a) 13 standard questions rated on 6 to 10 scale or open-ended feedback was included for each HRDI unit; b) 7 sets of customized questions that were optional.

Respondents were provided the opportunity to provide feedback on all 10-service units within the division of HRDI. Feedback from these customers help the division identify service improvements.

Performance/Impact Analysis and Service Quality Measurement Models were used to identify the strength and opportunity for each service unit and quality improvement for service excellence.

### **Results**

With the implementation of Qualtrics survey under Single Sign-On (Duo Authentication), the survey received 748 responses with a response rate of 13.3%.

82.7% of respondents expressed a high degree of satisfaction (range from 69.2% to 88.9% in all units) toward the overall HRDI satisfaction in the past 12 months. All units received an Excellent NPS (Net Promoter Scores from 55 to 84) which indicates a strong customer relationship between HRDI and the campus.

There is a significant difference between *Understood Customer's Need/Requirement* and *Result met Customer's Need/Requirement* from the Labor and Employment Relations unit.

There is gap between the *customer's expectation towards time to complete a request and the actual time of completion* from the units of Talent Acquisition, Academic Talent Management, Compensation Services, Labor and Employee Relations, and Risk Management.

Overall, almost 80% of requests were responded within 3 days (79.3%) and 90% were responded within 1 week (91.4%). Average response time is more than 1 day but between 2 and 3 days.

Quality of Service is the highest ranked performance evaluator while comparing to the other three factors (Responsiveness of Staff, Time of Completion and Professionalism of Staff).

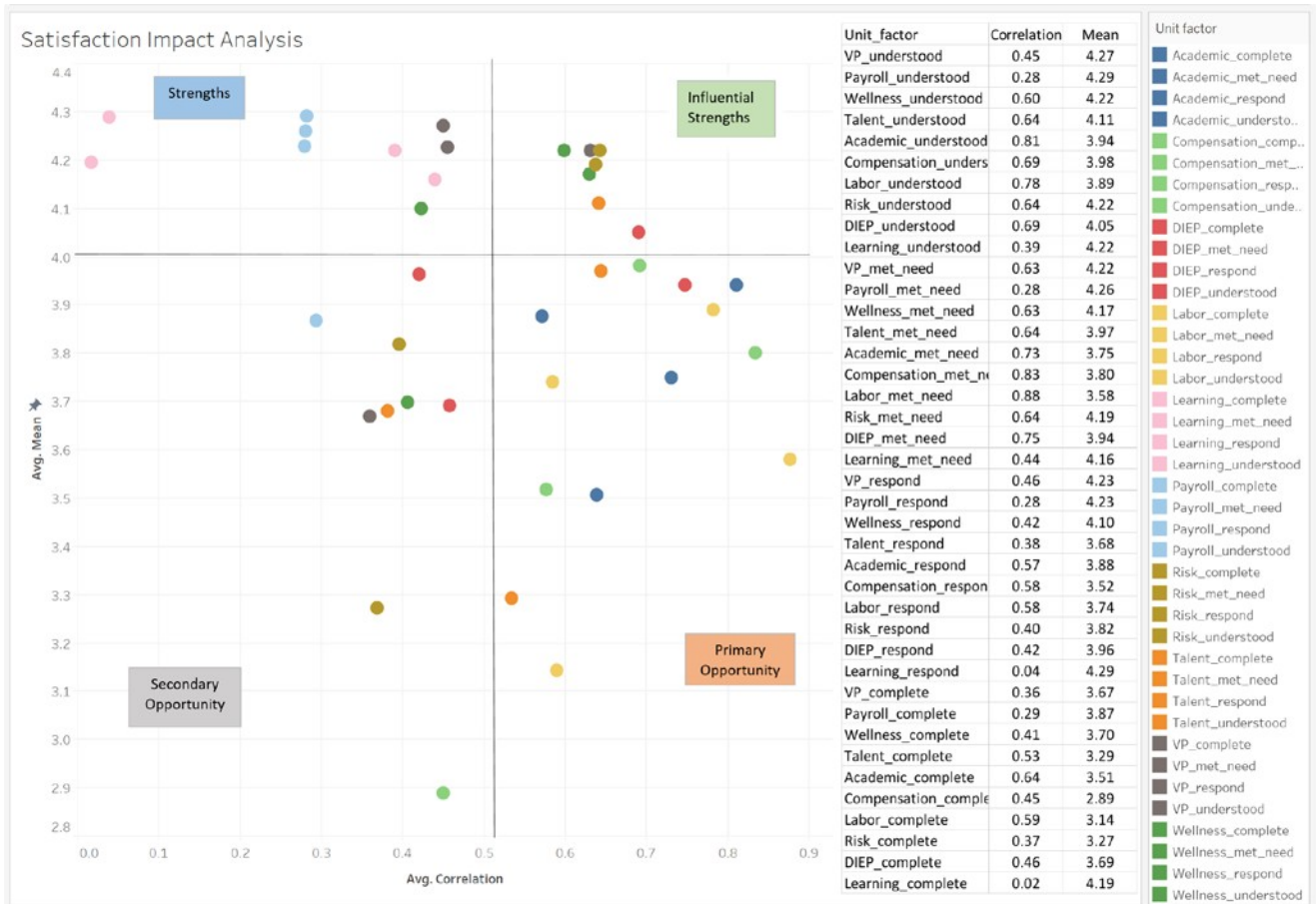
The following table is the **summary of mean score** on each question asked by operating unit. Either green or red arrow indicates the performance for each unit against the overall HRDI performance rating. The green shaded cell indicates the specific topic listed on the 1<sup>st</sup> column has the above- average performance from each unit while it is comparing with the overall HRDI score. On the contrary, the orange zone is the below-average performance.

For example, the score of 4.17 for Total Wellness under “Result met the need” means Total Wellness is above the overall HRDI performance of 4.08 for “Result met the need”. The score of 3.31 for Talent Acquisition under “Time to respond a request” is below the Overall HRDI performance score of 2.73.

**Satisfaction/Agreement on Performance**

Mean Score	Indicator is better	Overall HRDI	Vice President Operations/Data Analytics	Payroll Services	Total Wellness	Talent Acquisition	Academic Talent Management	Compensation Services	Labor and Employee Relations	Risk Management	Diversity, Inclusion & Equity Programs	Engagement and Learning
Overall Satisfaction	↑	5.74	6.14	5.94	5.83	5.46	5.33	5.34	5.22	5.79	5.57	5.90
Net Promoter Score	↑	74.30	78.40	82.30	75.90	60.80	56.90	55.00	55.10	76.70	66.20	84.50
Staff understood the need	↑	4.17	4.27	4.29	4.22	4.11	3.94	3.98	3.89	4.22	4.05	4.22
Result met the need	↑	4.08	4.22	4.26	4.17	3.97	3.75	3.80	3.58	4.19	3.94	4.16
Time to respond a request	↓	2.73	2.41	2.50	2.57	3.31	2.96	3.60	3.20	3.07	2.82	2.25
Actual time of completion	↓	3.34	3.33	2.98	3.28	3.99	3.61	4.70	4.25	4.02	3.29	2.41

**Satisfaction Impact Analysis** shown below indicates the strengths and opportunities of current service satisfaction from 4 aspects (Staff understood the need, Result met the need, Time to respond to a request, and Actual time of completion) by each unit. Primary Opportunity (PO) = recommended for the related unit to make improvement to enhance customer’s satisfaction. Influential Strengths (IS) = operation that the unit still needs to watch even though it is unit shows satisfaction. Strengths (ST) =Unit is doing good work. Secondary Opportunity (SO) = low priority to follow up.



**2020 HRDI Customer Satisfaction Survey- Strengths and Opportunities**

Impact Analysis	Vice President Operations/ Data Analytics	Payroll Services	Total Wellness	Talent Acquisition	Academic Talent Management	Compensation Services	Labor and Employee Relations	Risk Management	Diversity, Inclusion & Equity Programs	Engagement and Learning
Staff understood the need	ST	ST	IS	IS	PO	PO	PO	IS	IS	ST
Result met the need	IS	ST	IS	PO	PO	PO	PO	IS	PO	ST
Time to respond a request	ST	ST	ST	SO	PO	PO	PO	SO	SO	ST
Actual time of completion	SO	SO	SO	PO	PO	SO	PO	SO	SO	ST



\*All the related variables are re-scaled into 5 Likert scales for statistical analysis purposes.

The following matrix highlights the priority of goals from four different dimensions within the operating unit and among all HRDI operations. This Service Quality Measurement mode is recommended to serve as a guideline for not only enhancing the quality of operations but also continuously meeting the customer's expectation and satisfaction.

**The Service Quality Measurement by Priority**

Unit	Focus	Importance			Satisfaction			SQM			
		Mean	Std Dev.	Ranking	Mean	Std Dev.	Ranking	li	I-S Area	Priority in Unit	Priority in Division
VP Operations	Quality of Service	3.14	0.98	1	4.220	1.263	3	0.3439	EX	1	15
	Time of Completion	2.22	1.101	3	3.670	1.150	4	0.6531	CF	3	27
	Responsiveness of Staff	2.88	0.909	2	4.225	0.861	2	0.4671	EX	2	20
	Professionalism of Staff	1.76	0.951	4	4.270	1.172	1	1.4261	SU	4	37
Payroll Services	Quality of Service	3	1.008	1	4.260	1.038	2	0.4200	EX	1	17
	Time of Completion	2.36	1.05	3	3.868	1.016	4	0.6390	CF	3	26
	Responsiveness of Staff	2.91	0.963	2	4.229	0.883	3	0.4534	EX	2	19
	Professionalism of Staff	1.74	0.972	4	4.290	1.025	1	1.4655	SU	4	39
Total Wellness	Quality of Service	3.11	0.894	1	4.170	1.160	2	0.3408	EX	1	14
	Time of Completion	2.19	1.022	3	3.699	1.109	4	0.6889	CF	3	28
	Responsiveness of Staff	2.9	0.953	2	4.100	0.868	3	0.4138	EX	2	16
	Professionalism of Staff	1.8	1.071	4	4.220	1.127	1	1.3444	SU	4	36
Talent Acquisition	Quality of Service	2.8	0.902	2	3.970	1.210	2	0.4179	IM	3	11
	Time of Completion	2.52	1.083	3	3.291	1.283	4	0.3061	IM	2	8
	Responsiveness of Staff	3.07	0.934	1	3.681	1.143	3	0.1991	IM	1	4
	Professionalism of Staff	1.61	0.991	4	4.110	1.096	1	1.5528	SU	4	40
Academic Talent Management	Quality of Service	3.04	0.947	1	3.750	1.417	3	0.2336	IM	1	5
	Time of Completion	2.34	1.042	3	3.506	1.136	4	0.4984	CF	3	25
	Responsiveness of Staff	3	0.904	2	3.877	1.178	2	0.2924	IM	2	7
	Professionalism of Staff	1.62	0.967	4	3.940	1.295	1	1.4321	CF	4	32
Compensation Services	Quality of Service	2.87	0.94	2	3.800	1.429	2	0.3240	IM	2	10
	Time of Completion	2.3	1.034	3	2.889	1.477	4	0.2559	CF	3	22
	Responsiveness of Staff	3.11	1.008	1	3.517	1.408	3	0.1309	IM	1	2
	Professionalism of Staff	1.72	0.959	4	3.980	1.283	1	1.3140	CF	4	31
Labor Employee Relations	Quality of Service	3.19	0.908	1	3.580	1.426	3	0.1223	IM	1	1
	Time of Completion	2.1	0.995	3	3.143	1.437	4	0.4966	CF	3	24
	Responsiveness of Staff	2.83	1.004	2	3.741	1.205	2	0.3219	IM	2	9
	Professionalism of Staff	1.88	1.06	4	3.890	1.217	1	1.0691	CF	4	30
Risk Management	Quality of Service	2.89	0.964	2	4.190	1.065	2	0.4498	EX	2	18
	Time of Completion	2.42	1.091	3	3.272	1.240	4	0.3522	CF	3	23
	Responsiveness of Staff	2.96	0.977	1	3.817	1.029	3	0.2896	IM	1	6
	Professionalism of Staff	1.73	1.014	4	4.220	1.044	1	1.4393	SU	4	38
Diversity Inclusion Equity Program	Quality of Service	3.31	0.916	1	3.940	1.231	3	0.1903	IM	1	3
	Time of Completion	1.91	0.989	4	3.692	1.249	4	0.9330	CF	3	29
	Responsiveness of Staff	2.54	0.968	2	3.962	1.055	2	0.5599	IM	2	12
	Professionalism of Staff	2.24	1.091	3	4.050	1.142	1	0.8080	SU	4	33
Engagement and Learning	Quality of Service	3.43	0.775	1	4.160	0.945	4	0.2128	EX	1	13
	Time of Completion	1.99	0.985	4	4.194	0.809	3	1.1077	SU	4	35
	Responsiveness of Staff	2.57	0.998	2	4.288	0.783	1	0.6686	EX	2	21
	Professionalism of Staff	2.01	1.043	3	4.220	0.892	2	1.0995	SU	3	34

Means of Importance: 2.5

Means of Satisfaction: 3.99

EX - Excellent area

IM - To be improved area

SU - Surplus area

CF - Care free area

\*All the related variables are re-scaled into 5 Likert scale for statistical analysis purposes.

## **Conclusion**

This first HRDI Customer Satisfaction Survey received great feedback from our customers. The survey has provided an insight of how we operated, what operational improvements can be made in the future, and satisfaction level the division needs to maintain and keep customer satisfaction high.

HRDI is committed to serving the campus community and will continue to conduct the HRDI Customer Satisfaction Survey annually.

## **Recommendations**

Not every operation unit has the same satisfaction level or focus for improvement. Further analysis on sub-operating unit by incorporating internal information resources will provide management better guidelines or highlights for improvement.

Additional questions may be asked in the future to broaden the current four dimensions into hyper dimensions for more opportunities for feedback.

More sub-units may be evaluated separately in the future to prevent the double barrel question or to enhance the operating effectiveness.

Advance planning with IT to set up the customized Single Sign-On for survey participation in the future will increase the questionnaire completion rate and survey response rate.

Look at the possibility of a longer survey period without the impact of survey fatigue. This could lead to receiving additional feedback for service improvement.