

US ARMY CORPS OF ENGINEERS

**FY02 MILITARY PROGRAMS
CUSTOMER SATISFACTION
SURVEY**

JULY 2003

CONTENTS	Page #
Executive Summary.....	1
Section 1: Introduction	
1.1 Background.....	3
1.2 Survey Methodology.....	3
Section 2: Results of FY02 Survey	
2.1 Customer Demographics.....	5
2.2 General Satisfaction Items.....	8
2.3 Specific Services Items.....	11
2.4 Customer Comments.....	14
Section 3: Comparison of Ratings by Customer Subgroups	
3.1 Ratings by Customer Group.....	17
3.2 Ratings by Primary Category of Work.....	32
3.3 Eight-Year Trends by Customer Group.....	40
Section 4 Conclusion.....	70
List of Tables & Figures	
Table 1: Customer Group.....	5
Table 2: DoD Command.....	6
Table 3: Primary Category of Work.....	6
Table 4: Corps Division.....	7
Table 5: Corps District.....	7
Table 6: General Satisfaction Items.....	9
Table 7: Specific Services Items.....	12
Table 8: Summary of Customer Comments.....	14
Table 9: Summary of ANOVAs of Ratings by Customer Group.....	17
Table 10: Summary of ANOVAs of Ratings by Category of Work.....	32
Table 11: 1995-01 Responses by Customer Group & Survey Year.....	40
Figure 1: Ratings vs Importance: Items 1-11.....	10
Figure 2: Ratings vs Importance: Items 12-32.....	13
Figure 3: Ratings by Customer Group, Items 1-32.....	18-31
Figure 4: Ratings by Category of Work.....	33-39
Figure 5: Eight-Year Trends by Customer Group.....	41-69
APPENDIX	
A: Customer Demographics	
A-1: Air Force 'Other' Commands.....	A-1
A-2: Army 'Other' Commands.....	A-1
A-3: 'Other DoD' Commands.....	A-3
A-4: Work Category 'Other'.....	A-4

CONTENTS	Page #
A-5: List of Customer Organizations.....	A-6
B: Statistical Details	
Table B-1: General Satisfaction Items – Details.....	B-1
Table B-2: Specific Services Items– Details.....	B-1
Table B-3: Mean Satisfaction Scores by Customer Group.....	B-2
Table B-4: Mean Satisfaction Scores by Work Category	B-3
Table B-5: 1995-02 Responses by Division & Survey Year.....	B-3
Table B-6: 1995-02 Responses by District & Survey Year.....	B-4

USACE Organization Symbols

Division	Div Name	District	Dist Name
LRD	Great Lakes/OhioRiver	LRB	Buffalo
		LRC	Chicago
		LRE	Detroit
		LRH	Huntington
		LRL	Louisville
		LRN	Nashville
		LRP	Pittsburgh
MVD	Mississippi Valley	MVM	Memphis
		MVN	New Orleans
		MVR	Rock Island
		MVS	St Louis
		MVP	St Paul
		MVK	Vicksburg
NAD	North Atlantic	NAB	Baltimore
		NAN	New York
		NAO	Norfolk
		NAP	Philadelphia
		NAE	New England
		NAU	Europe
NWD	North West	NWK	Kansas City
		NWO	Omaha
		NWP	Portland
		NWS	Seattle
		NWW	Walla Walla
POD	Pacific Ocean	POA	Alaska
		POF	Far East
		POH	Honolulu
		POJ	Japan
SAD	South Atlantic	SAC	Charleston
		SAJ	Jacksonville
		SAM	Mobile
		SAS	Savannah
		SAW	Wilmington
SPD	South Pacific	SPA	Albuquerque
		SPL	Los Angeles
		SPK	Sacramento
		SPN	San Francisco
SWD	South West	SWF	Fort Worth
		SWG	Galveston
		SWL	Little Rock
		SWT	Tulsa
		HQ	HeadQuarters
		TAC	TransAtlantic Prog Ctr

EXECUTIVE SUMMARY

The eighth Annual Military Programs Customer Satisfaction Survey has been completed. The objective of this report is to present a corporate analysis of FY02 customer satisfaction ratings and the 8-year trends in customer ratings since the survey began in 1995. A total of 571 customers participated in the FY02 survey. Army customers comprise the largest proportion of the FY02 sample at 45 percent followed by Air Force (33%), 'Other DoD' (14%) and SFO (8%). Over half of USACE customers (54%) rated construction services; 22 percent rated environmental services.

The survey consists of two customer feedback sections. The first section contains customer demographic information (name, organization, DoD command and primary category of services received). Section two contains 32 satisfaction questions. For each service rated, customers were also asked to rate the level of importance of the particular service so that a gap analysis could be performed comparing satisfaction rating vs. importance rating for each item. Questions 1-11 are of a general nature and also address customer relationship dynamics. Items 12-32 assess specific services and their level of importance.

USACE customers are generally satisfied with products and services provided by the Corps of Engineers. The three most highly rated General Satisfaction items were 'Treats You as a Team Member', 'Seeks Your Requirements' and 'Overall Satisfaction'. The three indices that elicited the most negative responses were; 'Reasonable Cost', 'Provides Timely Services' and 'Would be Your Choice for Future Projects'. Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 77 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of 7 % responded USACE would NOT be their choice for future projects and 16% were non-committal. For customers' overall level of satisfaction (Item 11), 84% responded positively, 5% negatively and 11% fell in the mid-range category.

The overall tenor of customers' opinions of the specific services items was approximately the same as the general satisfaction items. The top three most highly rated items¹ were 'Environmental Compliance', 'Environmental Studies' and 'End-User Satisfaction'. The specific services that received the lowest ratings were Item 25: 'Timely Construction', 'Warranty Support' and 'Engineering Design'.

This report presents several comparative analyses of customer subgroups for FY02 and historically. Customer ratings among Air Force, Army and 'Other' customers were compared. Since the proportion of SFO customers is fairly small, these ratings were combined with the

¹ excluding 'BRAC', 'Privatization Support' & 'IS Checkbook Services' due to low response rates

'Other DoD' customer ratings to form the 'Other' category². Ratings were statistically comparable for most satisfaction indicators. The exceptions were 'Reasonable Cost', 'Studies & Investigations', 'Engineering Design', 'Construction Quality', 'End-User Satisfaction' and 'Maintainability'. Ratings provided by the 'Other' customer group were statistically significantly higher than Air Force and/or Army. Comparing ratings between Air Force and Army customers shows AF customers' ratings consistently higher or the same as Army except in the area of (non-environmental) 'Studies and Investigations'.

Additionally, the eight-year trends in customer ratings by Air Force vs. Army vs. Other are presented. Results show that in general, customer satisfaction has improved since 1995. Army customers' ratings are moving upward in a very consistent pattern over the eight-year survey period. The pattern of Air Force customers' ratings is not quite as consistent. During FY99-FY01 AF ratings begin to stabilize or move downward for a number of satisfaction indicators. However, in FY02 ratings moved higher, meeting or exceeding FY99 levels. It is important to note that for most satisfaction indices, the mean scores for Air Force are higher than Army during the earlier years of the survey administration. That is, there was greater room for improvement in Army ratings than Air Force customer ratings. The pattern of ratings for the 'Other' customers is comparable to Army customers. Except that ratings in FY00 fell noticeably for almost all items. And there were more erratic or indeterminate trends in 'Other' customers' ratings over time.

Statistical comparisons were performed to detect any statistically significant differences between the five work categories with respect to the General Satisfaction questions plus 'Project Management' and 'Funds Management'. A very clear pattern emerged. Ratings provided by the 'Environmental' customer group were statistically significantly higher than 'Construction' customers for almost every satisfaction indicator.

Customers were given the opportunity to provide comments or suggestions for improvement of Corps' services. A total of 349 (44%) customers submitted comments. Of these, 165 (47%) made favorable comments, 57 (16%) made negative comments, 101 (29%) customers' comments contained mixed information (positive and negative statements) and 26 (7%) respondents' comments were purely informational in nature, neither positive nor negative. The two most frequently cited comments were 'Compliments to individuals/staff' (123 customers) and 'Overall good job' (80 customers). The two most frequent negative comments were 'Corps too slow / schedules not met' (34 customers) and 'Poor coordination / communications with customer' (32 customers).

² Although not included in this report, an analysis comparing all four customer groups was conducted. SFO customer ratings proved consistently significantly higher than the other groups in a number of indicators, especially construction items.

§1. INTRODUCTION

§1.1 BACKGROUND

On 21 November 1994, LTG Williams issued a memorandum to all District and Division components directing them to perform a customer satisfaction survey of all their military and civil works customers as part of the USACE Customer Service Initiative. This initiative supports the Corps' goal of close customer/partner coordination and was in accordance with Executive Order 12826 which required all federal agencies to develop a customer service plan and service standards. Executive Order 12826 (FY95) also required agencies to survey their customers annually for three years to verify the extent to which these standards are being met. HQUSACE has decided to continue the customer survey process beyond the requisite 3-year period for military customers.

HQUSACE is the coordinating office for the Corps' survey. An e-mail memorandum from CEMP-MP to all Major Subordinate Commands³, dated 6 March 2003, contained general instructions for administration of the FY02 military customer survey. Corps Districts were to complete administration of their military customer survey by 30 April 2003. All districts were again instructed to include SFO customers in this year's survey. Each District was required to develop a plan to identify the organizations and individuals to be surveyed, a procedure to inform customers of the purpose and process of the survey. Each district is responsible for integrating the survey process into ongoing management activities involving the District and its customers. Districts were instructed to survey installation level customers and Headquarters was to survey their command level equivalents. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback.

§1.2. SURVEY METHODOLOGY

As last year, the survey instrument was posted on the Corps of Engineers Military Programs Division Homepage. Each customer was to be sent an e-mail memo announcing the survey and explaining the survey purpose and process. Customers were to be told they would soon receive an e-mail message containing a URL link that would take them directly to the survey and were given instructions on completing the survey with a requested return date of 30 April 2003.

³ TransAtlantic Center also participates in the Military Programs Survey and is included in this analysis.

The standardized military customer survey instrument consists of two sections. The first section contains customer demographic information (name, organization, DoD Command, and primary category of services received). Section two contains 32 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale from 'Very Low' (1) to 'Very High' (5). For each service rated, customers were also asked to rate the level of importance of the particular service. Questions 1-12 are of a general nature whereas items 12-32 assess specific services and their level of importance. The final portion of the survey solicits customer comments. The survey instrument may be viewed at the following website:

<https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp>.

§2. RESULTS OF FY02 SURVEY

§2.1 CUSTOMER DEMOGRAPHICS

A total of 571 customers participated in the FY02 survey. It is not possible to calculate the response rate since not all Districts have supplied the total number of customers in their population. All data summary tables in this report show only the number of valid responses i.e., the percentage of responses of all participants who answered the question. Since customers left certain fields blank, the totals for each summary are not the same as the total number of survey participants.

USACE customers may be categorized by their organization: Army, Air Force, and 'Other'. The 'Other' category includes other DoD agencies and SFO⁴ customers. The 'Other DoD' category includes the following customers: DLA, SOUTHCOM, USMILGP's, US Marine Corps and US Navy, etc. SFO customers include organizations such as EPA, USGS, FBI, DOE, BOP, State agencies, etc.

Army customers comprise the largest proportion of the FY02 sample at 44.7 percent followed by Air Force (32.8%), 'Other DoD' (14.0%) and SFO (8.4%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC and 'AF-Other'. The greatest number of Air Force customers fall under ACC (48 customers) or AETC (44 customers) commands. The commands specified by the 54 customers who selected 'AF-Other' included AFRC, AFSPC and PACAF. Army customers could select from five categories: AMC, FORSCOM, National Guard, TRADOC and 'Army-Other'. The greatest number of Army customers work under FORSCOM (36 customers), followed by TRADOC (31) and AMC (26). The vast majority of FY02 customers fell into the 'Army-Other' category. The commands specified by the 152 customers who selected 'Army-Other' included Army Reserve, BRAC, IMA, MEDCOM and many others. Since a significantly large number of Army customers specified IMA (42 customers), this category will be added to the available options next year. Customers who selected 'Other DoD' specified organizations such as DLA, SOUTHCOM, Marine Corps and Navy. The entire lists of 'AF-Other' 'Army-Other' as well as 'Other DoD' commands are included in Appendix A. A complete listing of the specific organizations customers provided is also available in Appendix A.

Table 1: Customer Group FY02

<u>CUSTOMER GROUP</u>	<u>#</u>	<u>%</u>
Air Force	186	32.6
Army	256	44.9
Other DoD	80	14.0
SFO	48	8.4
Total	570	100.0

⁴ Support for Others: Non-DoD & 100% reimbursable services.

Table 2: DoD Command FY02

<u>DoD COMMAND</u>	<u>#</u>	<u>%</u>
Air Force - ACC	48	9.2
Air Force - AETC	44	8.4
Air Force - AFMC	26	5.0
Air Force - AMC	14	2.7
Air Force - Other	54	10.3
Army - AMC	26	5.0
Army - FORSCOM	36	6.9
Army - National Guard	10	1.9
Army - Other	152	29.1
Army - TRADOC	31	5.9
Other DoD	81	15.5
Total	522	100.0

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half of USACE customers rated construction services; 21.9 percent rated environmental services. Customers that checked the other area of services typically wrote in a combination of the listed service areas. Most of these customers specified ‘Construction’ combined with another area of service For example ‘Construction & Design’, ‘Construction & Environmental’, etc.

Table 3: Primary Category of Work FY02

<u>WORK CATEGORY</u>	<u>#</u>	<u>%</u>
Construction	308	53.9
Environmental	125	21.9
O&M	22	3.9
Real Estate	28	4.9
Other	88	15.4
Total	571	100.0

The survey included 21 of the 22 Districts who serve military customers⁵ and TransAtlantic Center. These districts work within seven Corps Divisions. The greatest proportion of responses was received from customers served by North Atlantic Division at 20.0 percent followed by Northwest Division at 19.6 percent and South Atlantic Division at 19.3%. Mobile and Omaha had the greatest number of valid responses (78 and 63 customers respectively).

⁵ NAP also serves a small number of military customers but had zero responses to its survey this year.

Table 4: Corps Division FY02

<u>Division</u>	<u>#</u>	<u>%</u>
LRD	34	6.1
NAD	112	20.0
NWD	110	19.6
POD	60	10.7
SAD	108	19.3
SPD	57	10.2
SWD	79	14.1
Total	560	100.0

Table 5: Corps District FY02

<u>District</u>	<u>#</u>	<u>%</u>
LRL	34	6.0
NAB	43	7.5
NAN	6	1.1
NAO	12	2.1
NAE	14	2.5
NAU	37	6.5
NWK	6	1.1
NWO	63	11.0
NWS	41	7.2
POA	19	3.3
POF	14	2.5
POH	6	1.1
POJ	21	3.7
SAM	78	13.7
SAS	30	5.3
SPA	8	1.4
SPL	8	1.4
SPK	41	7.2
SWF	39	6.8
SWL	7	1.2
SWT	33	5.8
HQ	3	0.5
TAC	8	1.4
Total	571	100.0

§2.2 GENERAL SATISFACTION ITEMS FY02

All but one general satisfaction item received a median score of '4' ('High'). Item 3: 'Treats Customer as a Team Member' had a median score of '5' ('Very High'). For purposes of the following discussion, response categories 1 ('Very Low') and 2 ('Low') will be collapsed and referred to as the 'Low' category representing negative responses. Similarly, categories 4 ('High') and 5 ('Very High') will be collapsed and designated the 'High' category, representing positive responses. A score of '3' may be interpreted as mid-range, average or noncommittal. The following table depicts Corps-wide customers' responses to the 11 general satisfaction indicators. The first column beneath each response category represents the number of valid responses i.e., the percentage of responses of all participants who answered the question and the second column shows the percentage of valid responses. The detailed responses (before collapsing categories) to the 11 general satisfaction indicators are in Appendix B, Table B-1.

The majority of responses (60 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 87.4 percent of respondents; 'Seeks Your Requirements' (83.8%) and 'Overall Satisfaction' rated high by 83.7 percent. The three indices that elicited the highest levels of negative responses were; 'Reasonable Cost' rated at 14.1 percent; and 'Provides Timely Services' at 7.2% and 'Would be Your Choice for Future Projects' at 7.1 percent.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 77.3 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of 7.1 % responded USACE would NOT be their choice for future projects and 15.6% were non-committal. For customers' overall level of satisfaction (Item 11), 83.7% responded positively, 5.2% negatively and 11.2% fell in the mid-range category. It is worthwhile to note that the noncommittal customers represent a critical subgroup of customers deserving attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them.

Table 6: General Satisfaction Items FY02

General Items	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
1 Seeks Your Requirements	26	4.7	64	11.5	466	83.8	556	100.0
2 Manages Effectively	35	6.3	76	13.6	446	80.1	557	100.0
3 Treats You as a Team Member	22	3.9	49	8.7	492	87.4	563	100.0
4 Resolves Your Concerns	28	5.0	74	13.1	462	81.9	564	100.0
5 Timely Service	41	7.2	119	21.0	408	71.8	568	100.0
6 Quality Product	25	4.4	81	14.4	458	81.2	564	100.0
7 Reasonable Costs	77	14.1	140	25.6	330	60.3	547	100.0
8 Displays Flexibility	30	5.3	67	11.8	469	82.9	566	100.0
9 Keeps You Informed	29	5.1	92	16.2	447	78.7	568	100.0
10 Your Future Choice	39	7.1	85	15.6	422	77.3	546	100.0
11 Overall Satisfaction	29	5.2	63	11.2	471	83.7	563	100.0

Customers were also asked to rate the importance of each General Satisfaction item. Nearly all respondents rated all general satisfaction items as ‘High’ or ‘Important’. The following is a graphic analysis that compares mean satisfaction rating vs. importance rating for each item. It is important to note all instances where the mean importance rating is significantly higher than the satisfaction rating. A large disparity in these scores where average ‘importance’ is much higher than average ‘rating’ indicates that customer’s needs are not being properly met. A number of items evinced a notable disparity between ‘rating’ and ‘importance’. They include ‘Manages Effectively’, ‘Timely Services’, ‘Quality Product’ and ‘Reasonable Cost’.

FY02 Military Programs Satisfaction Survey

Ratings vs Importance of Service

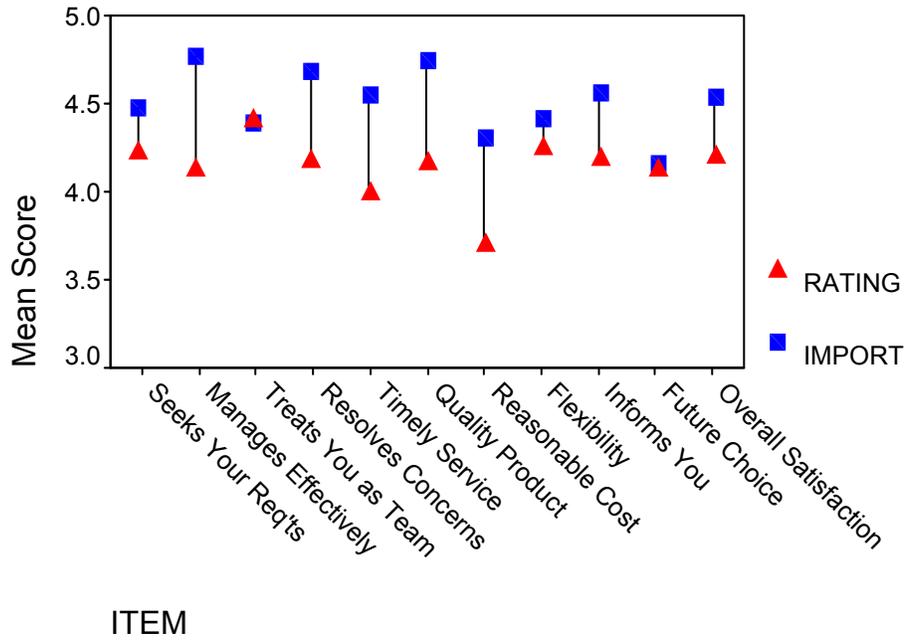


Figure 1: Items 1-11

§2.3 SPECIFIC SERVICES ITEMS FY02

Items 12 through 32 of the Military Customer Survey solicit customers' opinions concerning 21 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All specific services items received median scores of '4' or higher.

Table 7 presents customer evaluations of USACE specific services. Again, for discussion purposes, we will collapse the 'Low' with 'Very Low' and 'High' with 'Very High' categories into 'Low' and 'High' groupings, respectively. The percentages represent the proportions of valid responses, i.e., the percentage of responses of all participants who answered the question. The detailed responses to these 21 indicators (before collapsing categories) are displayed in Table B-2 of Appendix B. A large number of customers left one or more items blank in this section. The average percentage of non-response was 50 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 20.1 percent on Item 18: 'Project Management Services' to a high of 86.3 percent on Item 30: 'Privatization Support'. Due to the very low response rate on this item and Items 16 (BRAC) and Item 31: 'IS Checkbook Services', these items will not be included in the following comparisons among specific services.

The proportion of high ratings for the specific services items (excluding 'BRAC', 'Privatization Support' & 'IS Checkbook Services') ranged from 67.6 percent to 83.6 percent. The top three most highly rated items were 'Environmental Compliance' (83.6% high ratings), 'Environmental Studies' (81.4%) and 'End-User Satisfaction' (80.9%).

The specific services that received the lowest ratings were Item 25: 'Timely Construction' and 'Warranty Support' each rated low by 11.0 percent of respondents, and 'Engineering Design' at 9.7% low ratings.

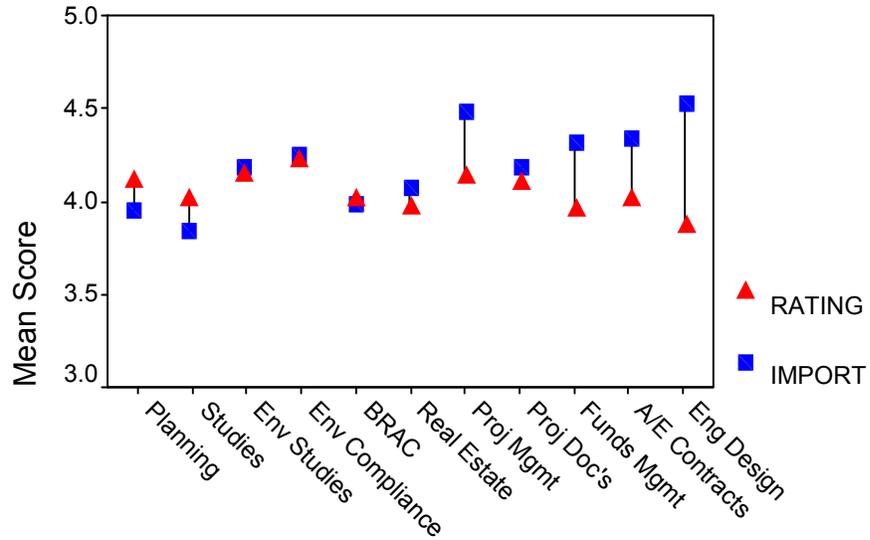
Customers were also asked to rate the importance of each Specific Services item. As was the case with the general satisfaction items, almost all items received a 'High' importance score. Following Table 7 is a graphic analysis that compares mean satisfaction rating vs. importance rating for each item. Again, it is important to note all instances where the mean importance rating is significantly higher than the satisfaction rating. A large disparity in these scores indicates that customer's needs are not being properly met. Significant disparities between satisfaction ratings and importance ratings were seen in several specific services areas. These disparities were particularly striking on 'Engineering Design', 'Construction Quality', 'Timely Construction', 'Warranty Support', 'End-User Satisfaction' and 'Maintainability'.

Table 7: Specific Services Items FY02

Specific Services	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
12. Planning	12	5.2	46	19.8	174	75.0	232	100.0
13. Studies & Investigations	15	6.8	39	17.6	168	75.7	222	100.0
14. Environmental Studies	14	5.0	38	13.6	228	81.4	280	100.0
15. Environmental Compliance	10	4.1	30	12.3	204	83.6	244	100.0
16. BRAC	7	8.0	12	13.8	68	78.2	87	100.0
17. Real Estate	19	8.4	38	16.9	168	74.7	225	100.0
18. Project Management	30	6.6	61	13.4	365	80.0	456	100.0
19. Project Documentation	13	4.6	53	18.7	218	76.8	284	100.0
20. Funds Management	26	6.6	87	22.0	283	71.5	396	100.0
21. A/E Contracts	27	7.4	62	17.0	276	75.6	365	100.0
22. Engineering Design	40	9.7	88	21.3	285	69.0	413	100.0
23. Job Order Contracts	12	6.4	26	13.9	149	79.7	187	100.0
24. Construction Quality	25	5.9	61	14.3	341	79.9	427	100.0
25. Timely Construction	46	11.0	90	21.4	284	67.6	420	100.0
26. Construction Turnover	21	6.2	71	20.8	249	73.0	341	100.0
27. Warranty Support	36	11.0	60	18.4	230	70.6	326	100.0
28. End-user Satisfaction	19	4.5	61	14.6	338	80.9	418	100.0
29. Maintainability	15	4.1	74	20.1	279	75.8	368	100.0
30. Privatization Support	8	10.3	18	23.1	52	66.7	78	100.0
31. IS Checkbook	7	7.1	15	15.3	76	77.6	98	100.0
32. PM Forward	11	7.0	20	12.7	126	80.3	157	100.0

FY02 Military Programs Satisfaction Survey

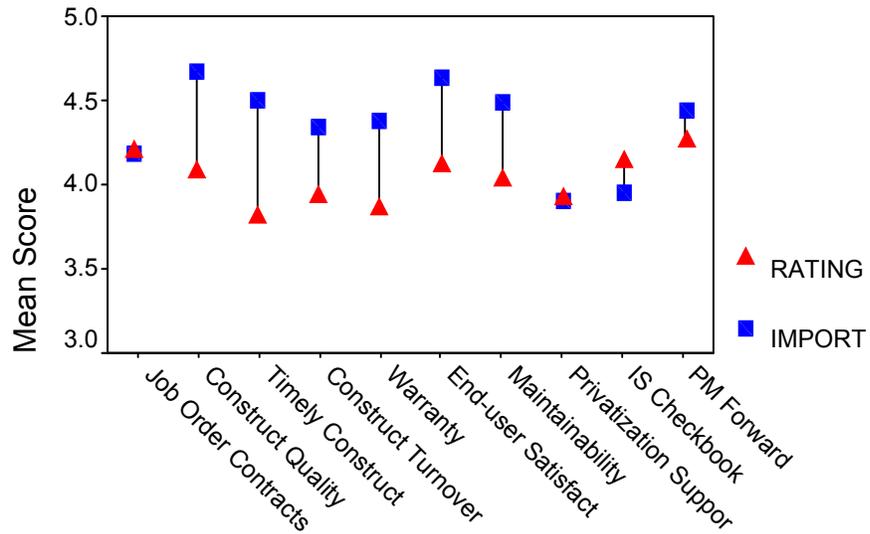
Ratings vs Importance of Service



ITEM

FY02 Military Programs Satisfaction Survey

Ratings vs Importance of Service



ITEM

Figure 2: Items 12 – 32

§2.4 FY02 CUSTOMER COMMENTS FY02

Customers were given the opportunity to provide comments or suggestions for improvement of Corps' services. A total of 349 (44.1%) customers submitted comments. Of these, 165 (47%) made favorable comments; 57 (16%) made negative comments, 101 (29%) customers' comments contained mixed information (positive and negative statements) and 26 (7%) respondents' comments were purely informational in nature, neither positive nor negative. The two most frequently cited comments were 'Compliments to individuals/staff' (123 customers) and 'Overall good job' (80 customers). The two most frequent negative comments were 'Corps too slow / schedules not met' (34 customers) and 'Poor coordination / communications with customer' (32 customers).

A summary of all comments is shown below. Note that the total number of comments exceeds 349 as most customers cited several issues. The complete text of comments sorted by DoD command is included in Appendix C.

Table 8: FY02 Summary of Customer Comments

Customer Satisfied with:	#
Staff / Individuals Performance	123
Overall Performance	80
Improvement in Services	22
Responsive to Customer Needs	22
Customer Well Informed (status reports, meetings)	21
Product Quality	19
Teamwork	18
PM Forward Services	16
Schedule / Budget-Met	15
Project Mgmt	13
Customer Focused	10
Real Estate Services	9
Funds Mgmt	6
Flexibility	5
Environmental / Remediation Work	5
AE Services	4
Eng/Tech Services	4
Innovative Solutions	4
Contracting Services	4
Design Services	3
Charrettes	3
Construction Services	2
Acquisition/Disposal Services	1

Customer Satisfied with:	#
Communication / Coordination	1
Year-end Delivery Orders	1
Installation Support Program	1
Legal Services	1
IS Checkbook Services	1
Privatization Support	1
CX for Historical Bldgs & Historical Bldgs Conference	1

Customer Dissatisfied with:	#
Too Slow / Schedules not met	34
Communications / Coordination w/ Customer	32
Costs / Funds Mgmt	19
Design Quality	18
QA/QC Construction	17
Closeout (financial/punchlist items)	16
COE Understaffed to Accomplish Work	15
Mgmt Not Proactive / innovative	14
Mods / Changes (Customer needs excluded, too slow etc)	14
Contractor services	13
Contracting Services	11
Warranty Support	10
Hold Contractor Accountable	8
Provide detailed & Projected Cost Accounting	8
Staff Changes Cause Problems	8
Technical / Mechanical Quality	8
Overall Services Declining / Poor	7
Staff / Individuals Poor Performance	7
Flexibility	6
Construction Support	5
Designs / RFP's Don't Incorporate Customer Needs	5
Environmental services	5
OH / S&A too high	5
Poor Coordination Among District Functions	5
Will use other agencies than COE / District	5
HVAC Quality	4
Poor Coordination Between Districts	4
Project Mgmt Services	4
Real Estate Services	4
Roof Construction Quality	4
Staff Not Knowledgeable/Trained	4
Use Innovative Contracting Tools (SABER,IDIQ,Tool Box)	4
Legal Services	3
MATOC Contracting Process	3
Small Project Designs	3

Customer Dissatisfied with:	#
As-Built' Process	2
Design Charettes	2
Design/Construction deficiencies repeated	2
GIS Support	2
Language Problems	2
Maintainability problems	2
Need a Web-based Project Status System	2
Need More Strategic Planning	2
Project Documentation Poor Quality	2
5-Yr Rule Causes problems	1
Have Regular Visitor's Badge Available	1
Interior Design Services "non-existent"	1
Land Survey Products	1
Master Planning services Too Costly	1
PM Forward Services	1
Pre-Design Surveys/Investigations	1
Scope of Services Doc's	1
Studies & Investigations	1
Told by Other District That Fees Are Negotiable	1

§3.0 Comparison of Ratings by Customer Subgroups

§3.1 Ratings by Customer Group FY02

The objective of this analysis is to compare customer satisfaction ratings for Air Force vs. Army vs. ‘Other’ customers for the current year. Since the proportion of SFO customers is fairly small (8.4%), these ratings were combined with the ‘Other DoD’ customer ratings⁶. Statistical comparisons were performed to detect any statistically significant differences between the three customer groups for all satisfaction indicators. Ratings among the three agencies were statistically comparable for most satisfaction indicators. The exceptions were ‘Reasonable Cost’, ‘Studies & Investigations’, ‘Engineering Design’, ‘Construction Quality’, ‘End-User Satisfaction’ and ‘Maintainability’. In nearly every case ratings provided by the ‘Other’ customer group were statistically significantly higher than Air Force and/or Army. Comparing ratings between Air Force and Army customers shows AF customers’ ratings consistently higher or the same as Army. In only one instance were AF ratings lower than Army. This was in the area of (non-environmental) ‘Studies and Investigations’. The following table summarizes these results. Mean customer ratings by agency are depicted in the following graphs. A detailed table presenting mean Air Force, Army and Other item scores and sample sizes is located in Appendix Table C-3.

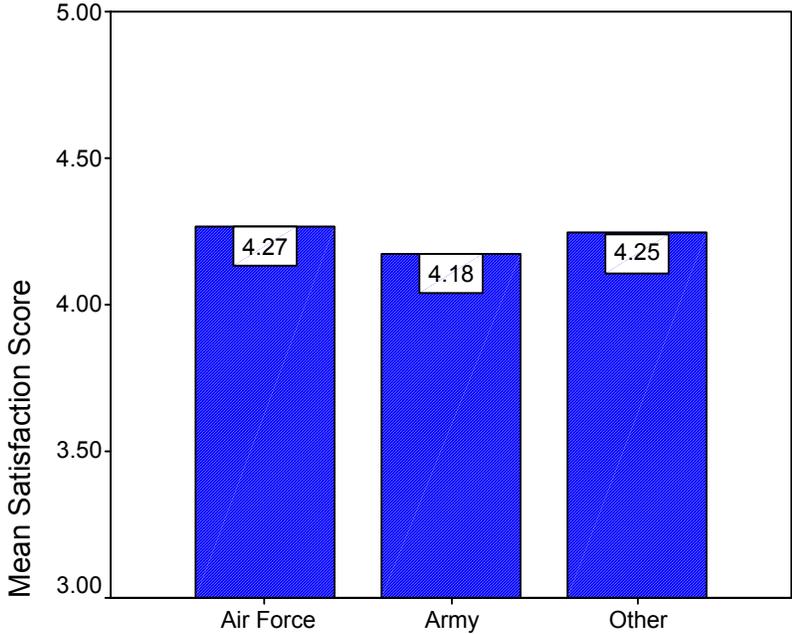
Table 9: Summary of ANOVA’s of Ratings by Group FY02

<u>Item</u>	<u>Statistically Significant Results⁷</u>
7. Reasonable Cost	AF & Other > Army
13. Studies & Investigations	Army & Other > AF
22. Engineering Design	Other > AF & Army
24. Construction Quality	Other > AF & Army
28 End-User Satisfaction	Other > Army
29. Maintainability	Other > Army

⁶ Although not included in this report, an analysis comparing all four customer groups was conducted. SFO customer ratings proved consistently significantly higher than the other three groups in a number of indicators, especially construction items.

⁷ Tests were performed at $\alpha = .05$ level of significance.

Item 1: Seeks Your Requirements



Item 2: Manages Effectively

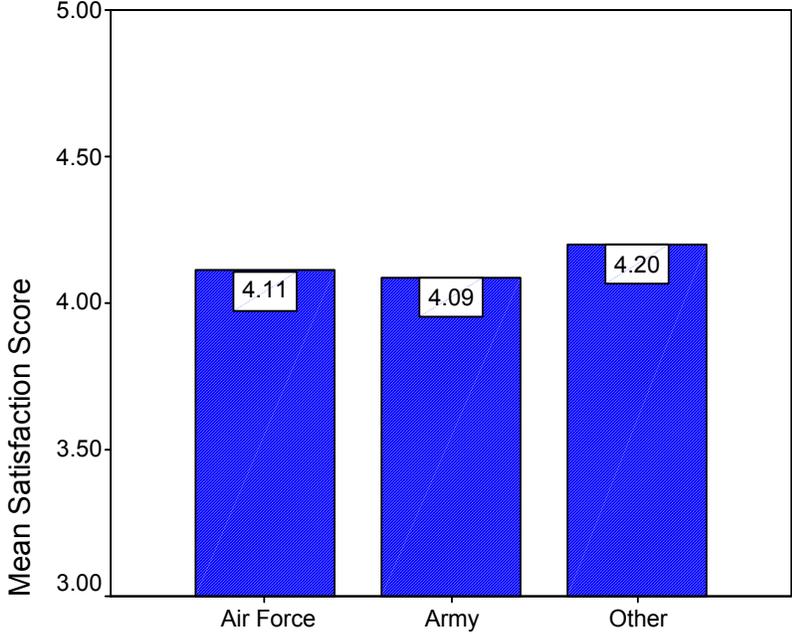
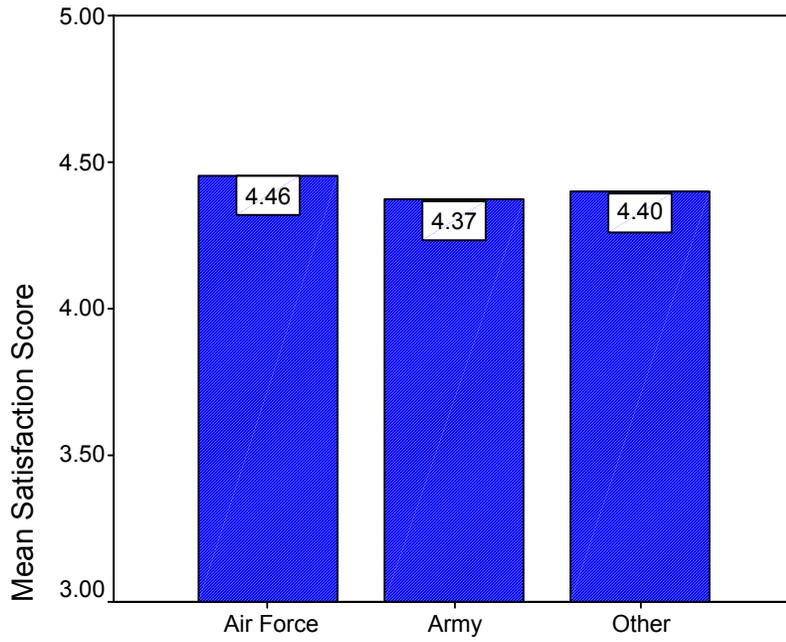
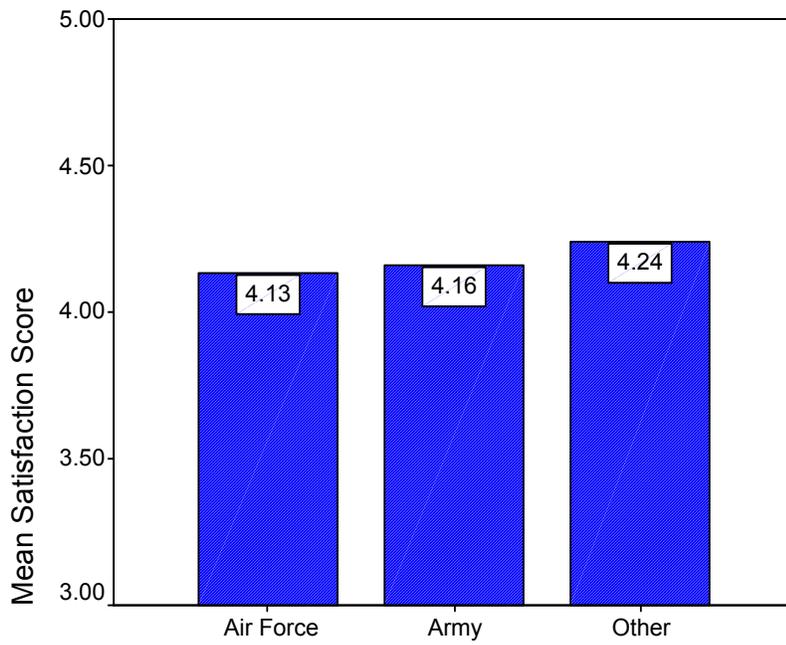


Figure 3: Ratings by General Customer Group

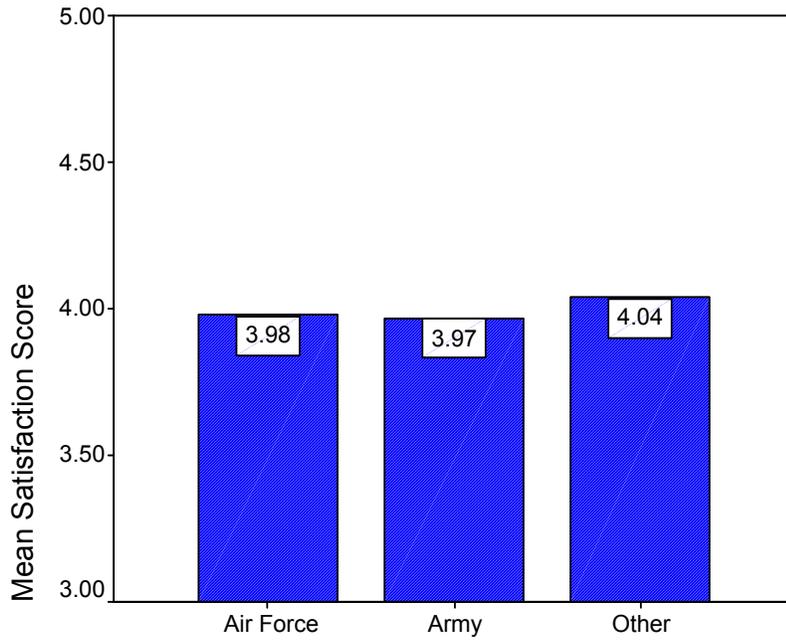
Item 3: Treats You as Team Member



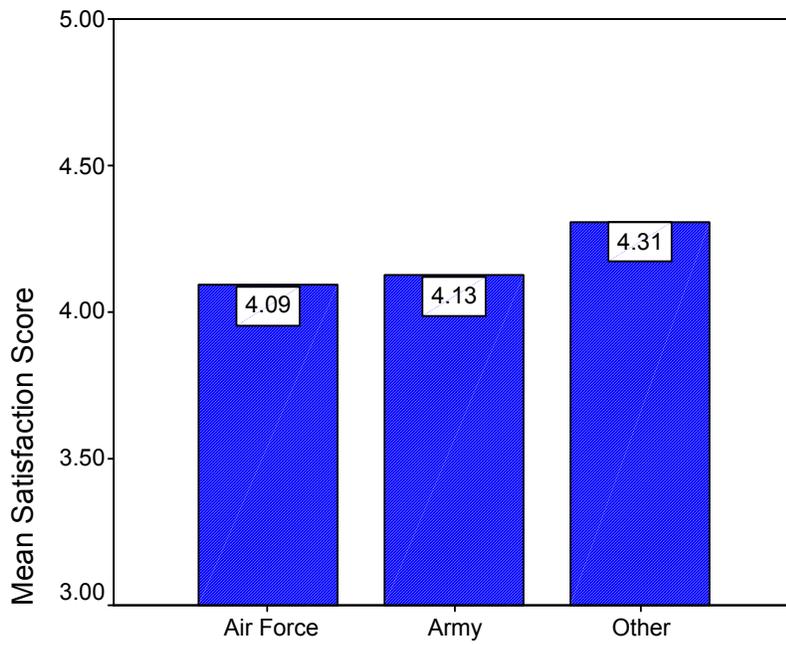
Item 4: Resolves Your Concerns



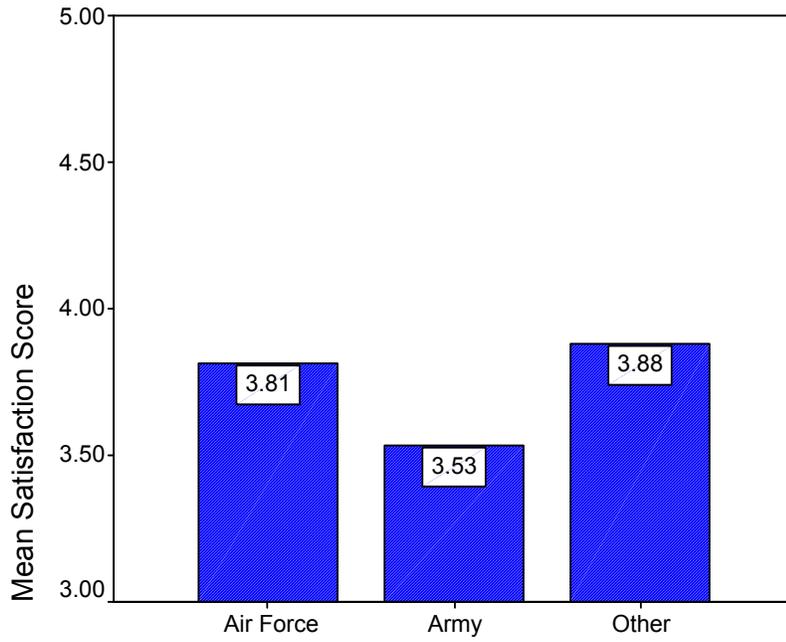
Item 5: Provides Timely Services



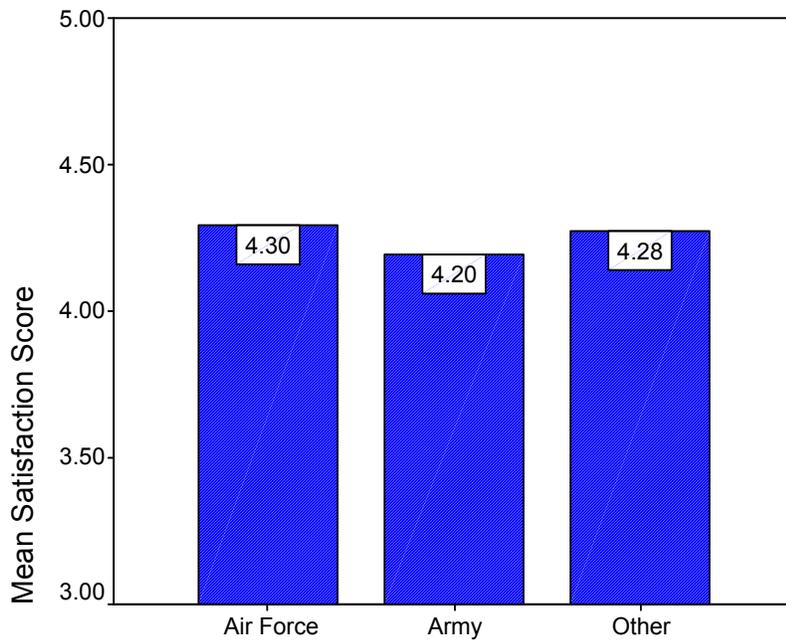
Item 6: Delivers Quality Products



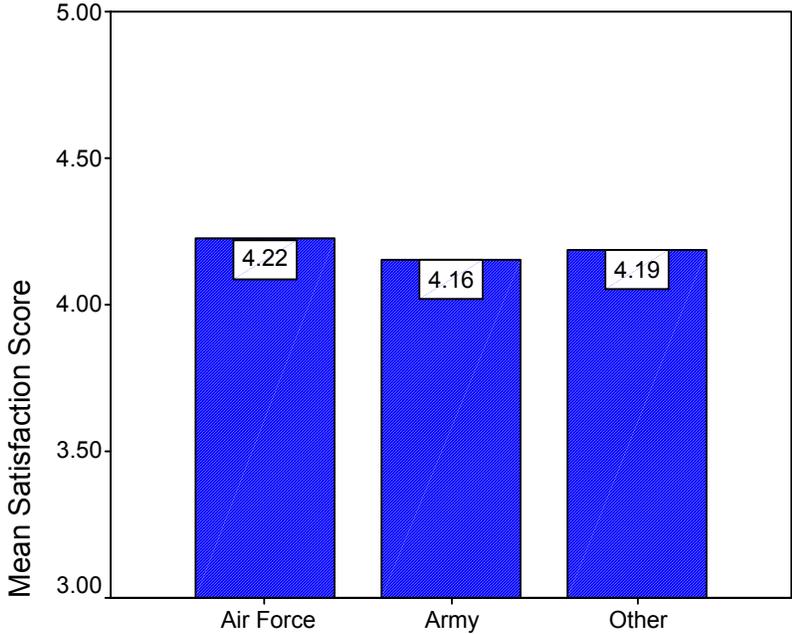
Item 7: Products at Reasonable Cost



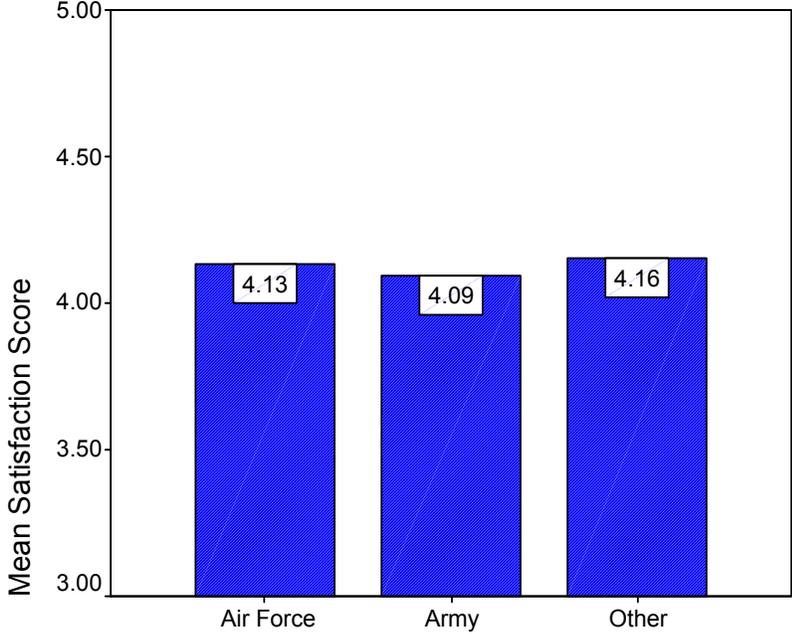
Item 8: Flexible to Your Needs



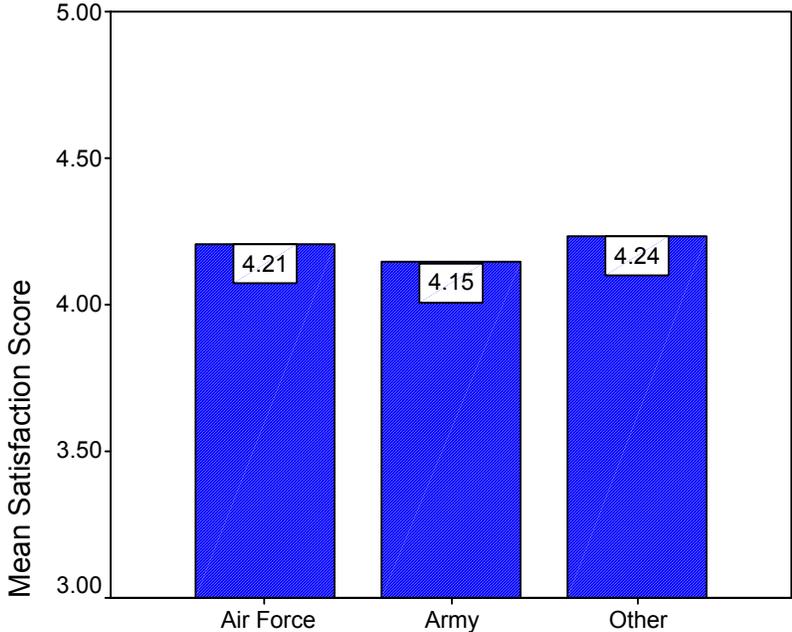
Item 9: Keeps You Informed



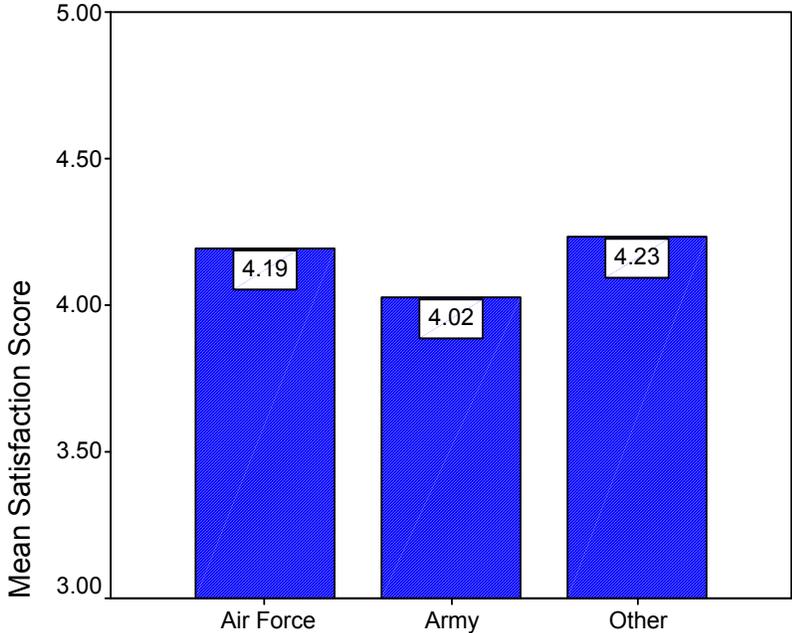
Item 10: Your Choice in the Future



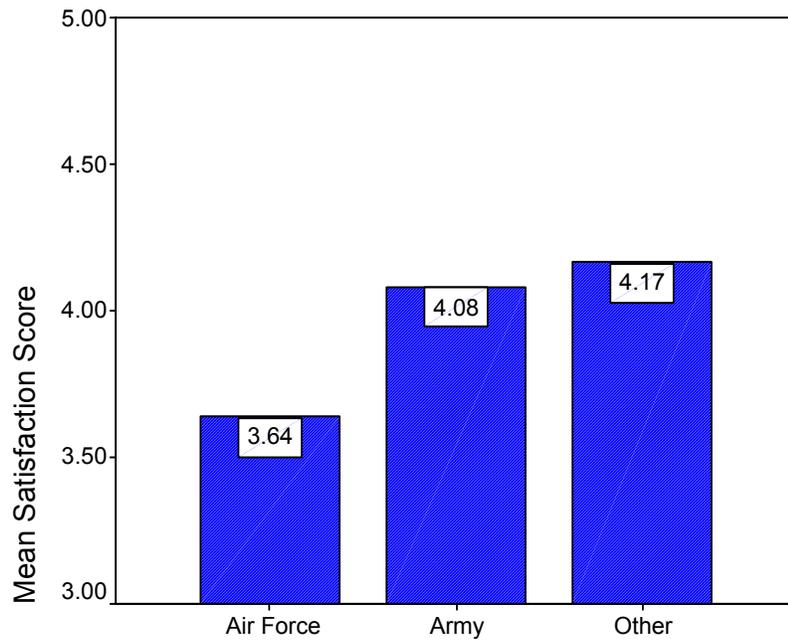
Item 11: Your Overall Satisfaction



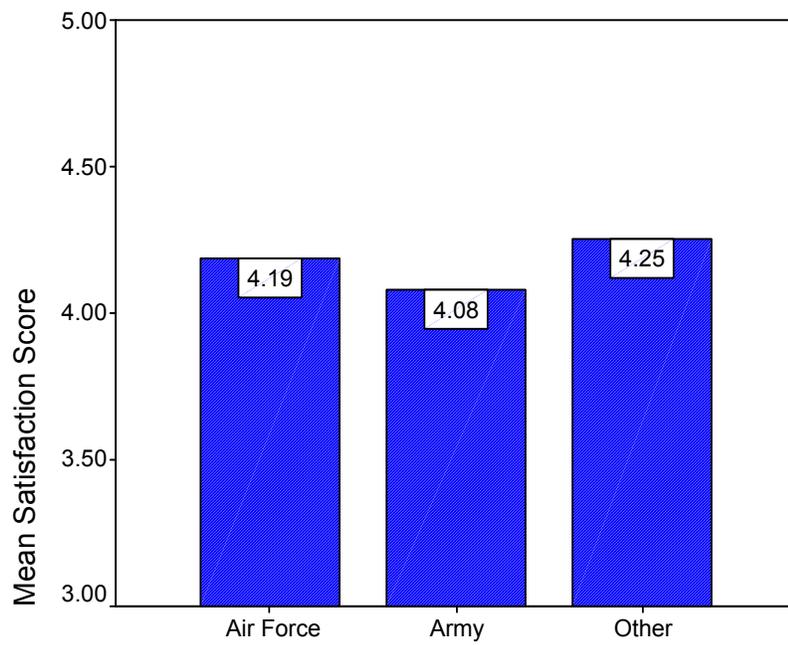
Item 12: Planning Services



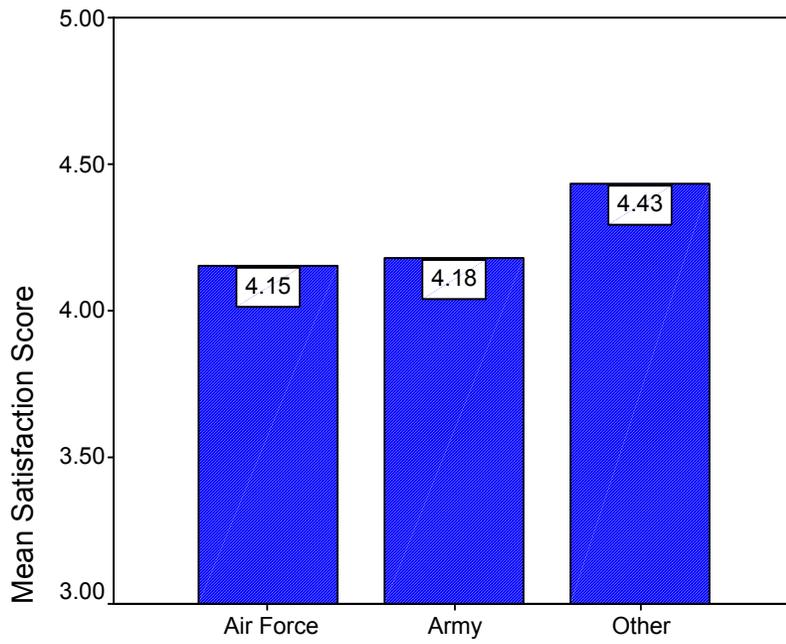
Item 13: Studies & Investigations



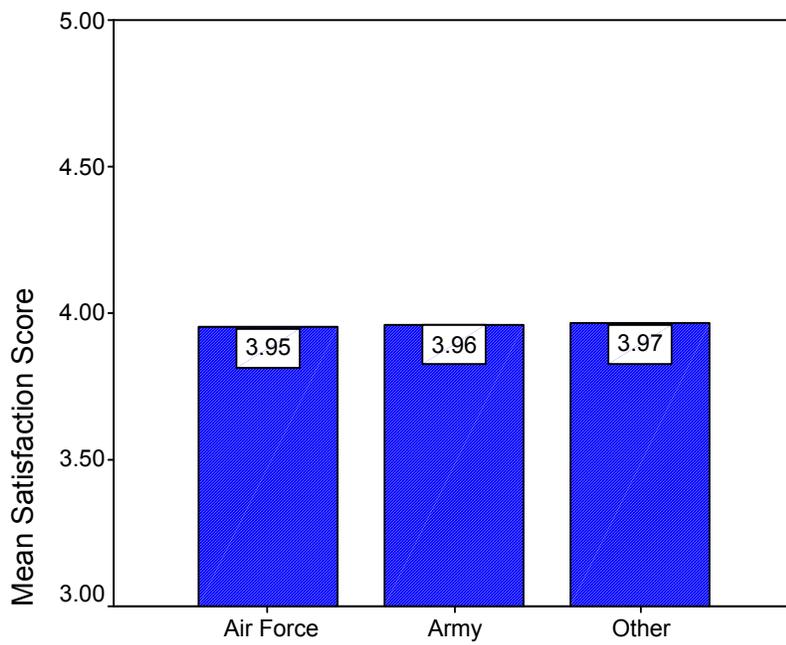
Item 14: Environmental Studies



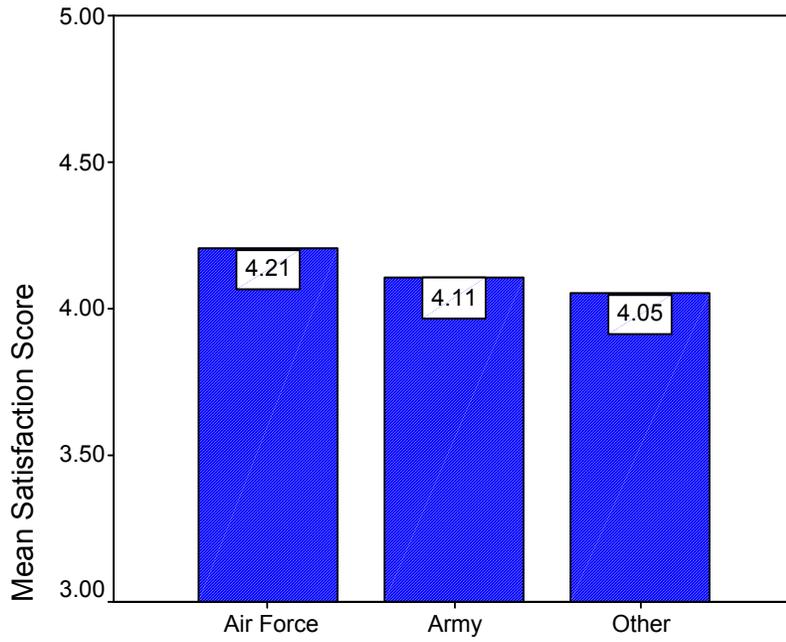
Item 15: Environmental Compliance



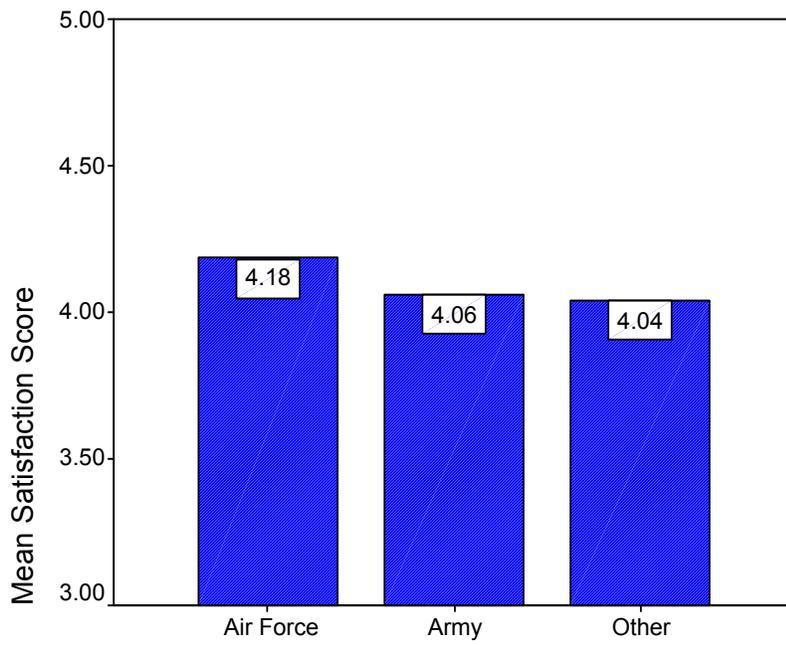
Item 17: Real Estate Services



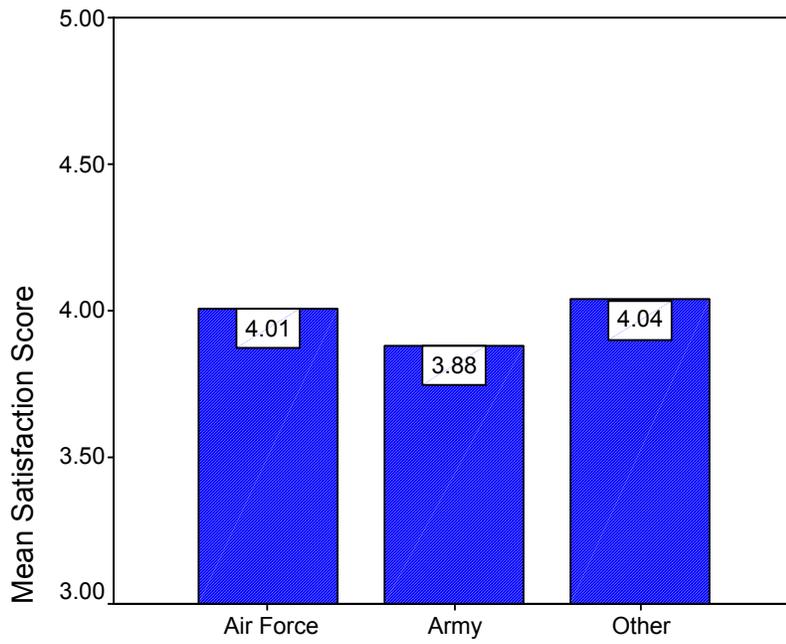
Item 18: Project Management



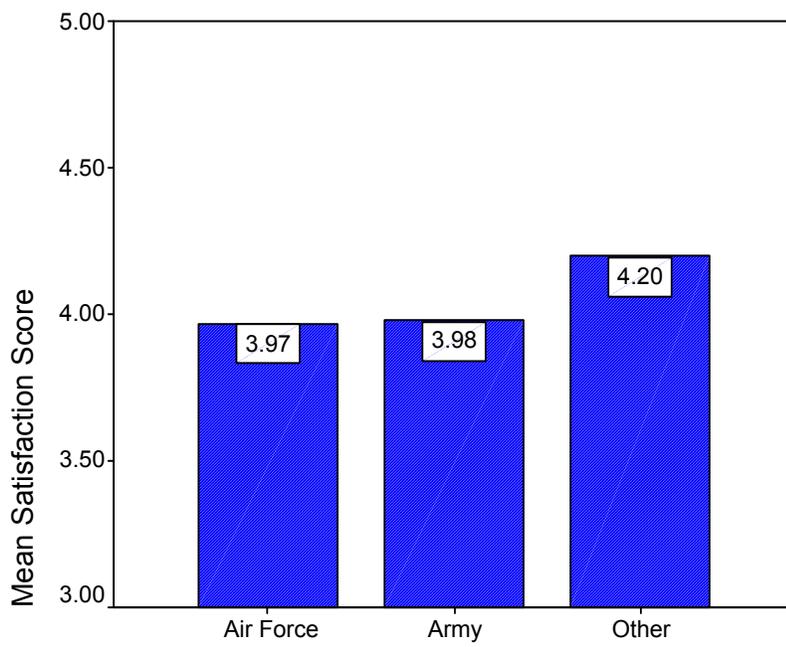
Item 19: Project Documents



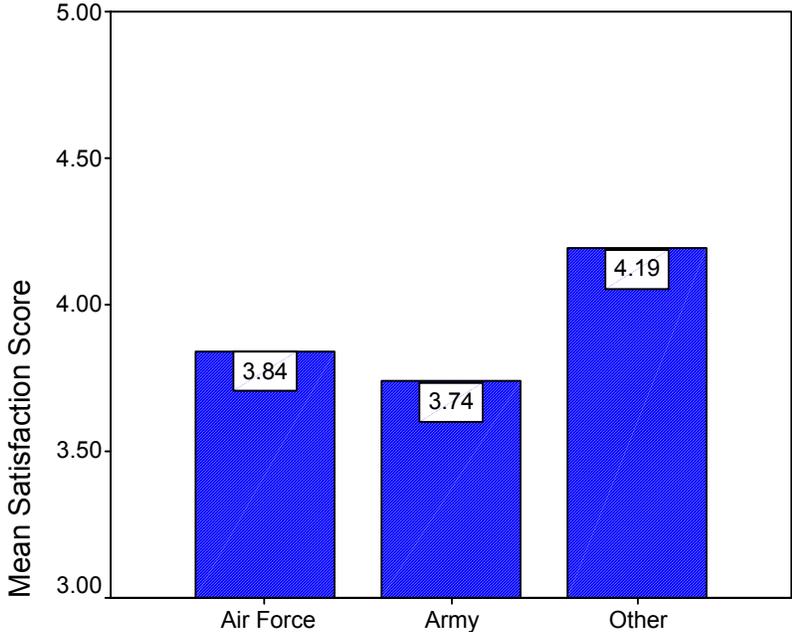
Item 20: Funds Management



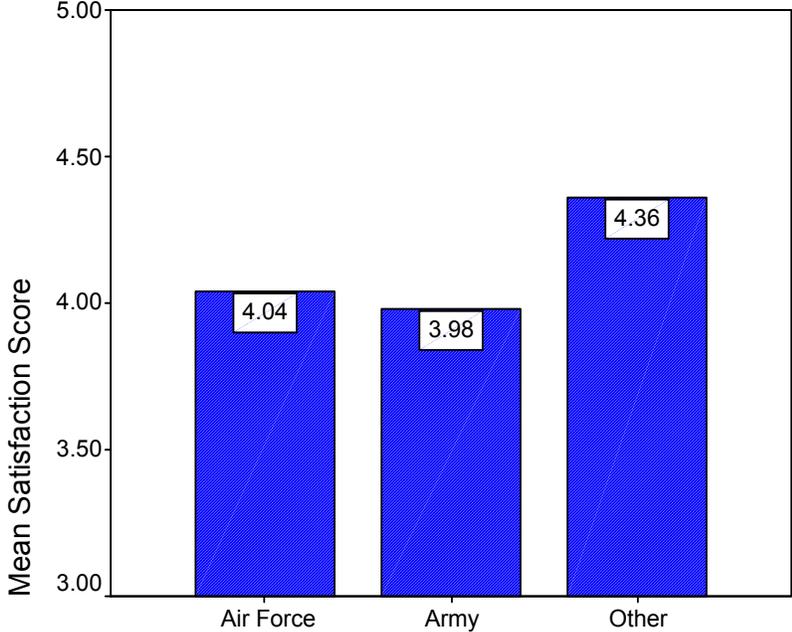
Item 21: A/E Contracts



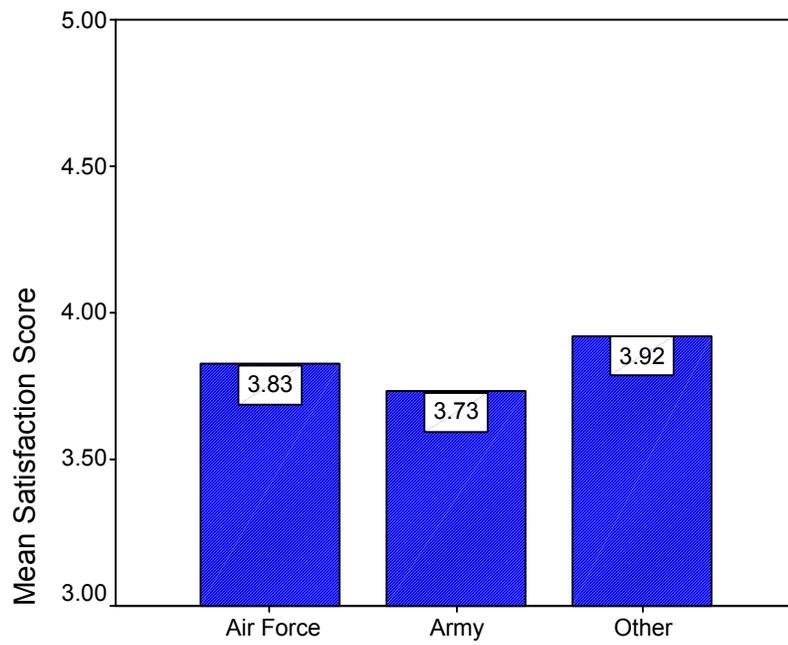
Item 22: Engineering Design Quality



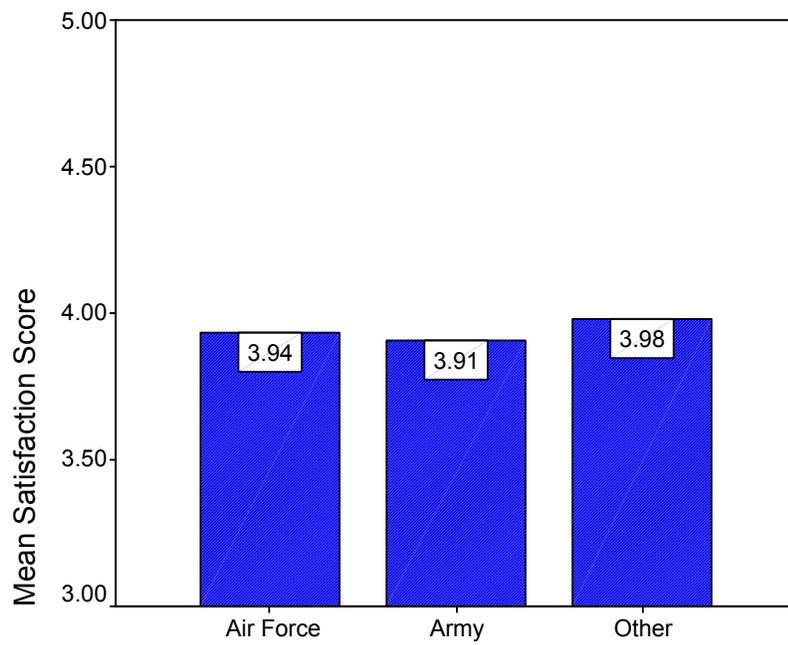
Item 24: Construction Quality



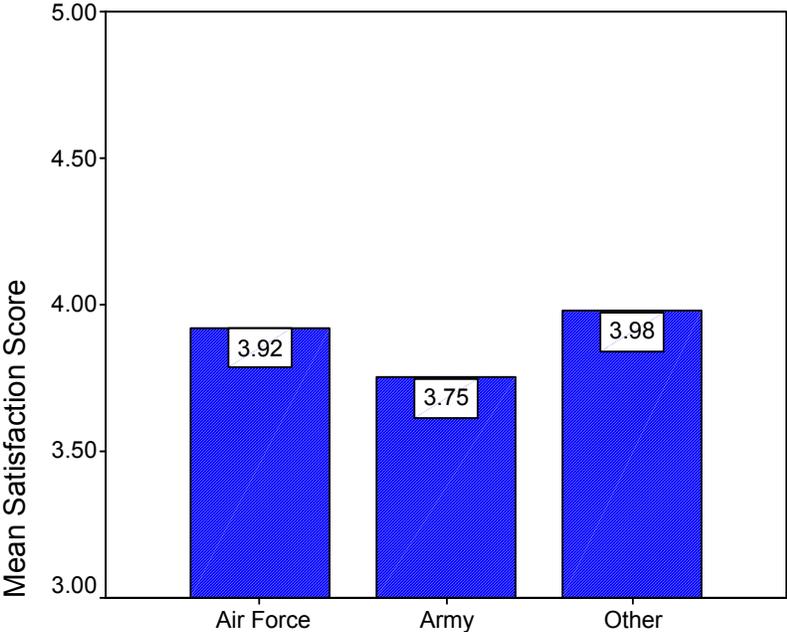
Item 25: Timely Construction



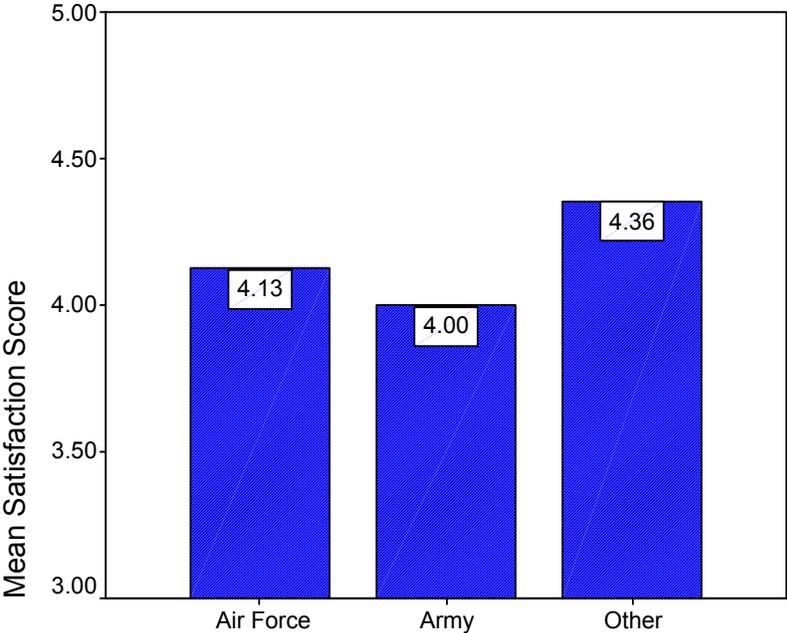
Item 26: Construction Turnover



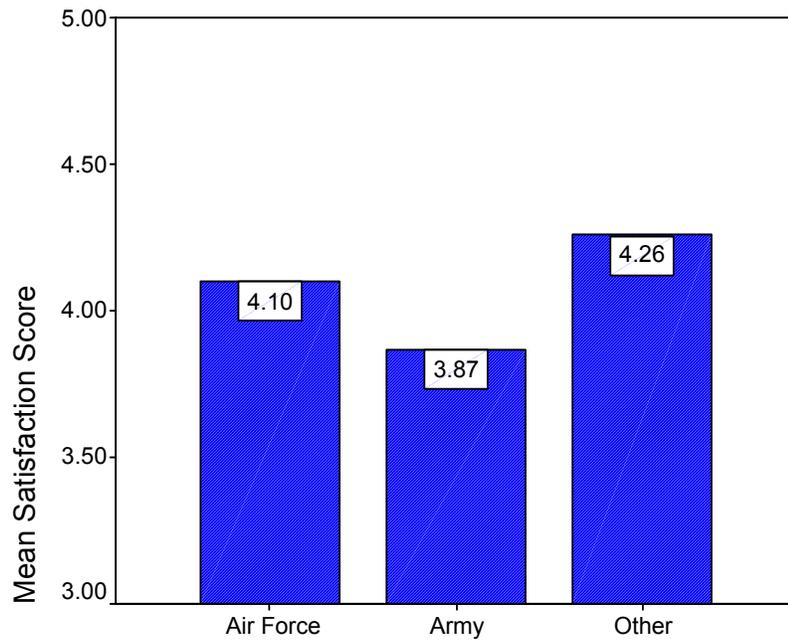
Item 27: Contract Warranty Support



Item 28: End-User Satisfaction



Item 29: Construction Maintainability



3.2 Ratings by Primary Category of Work FY02

Customers were asked to identify the primary category of services (work) they receive from the Corps. This data provides the District a more in-depth context in which to evaluate customer ratings individually and in the aggregate. The following analysis looks only at the General Satisfaction questions plus two of the Specific Services items that are applicable to all areas of work: ‘Project Management’ and ‘Funds Management’.

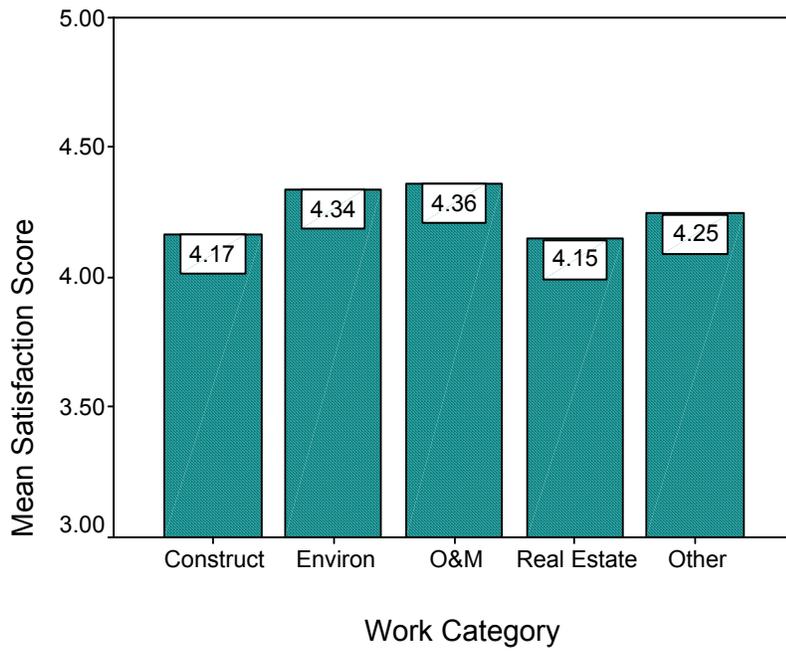
Statistical comparisons were performed to detect any statistically significant differences between the five work categories. Statistically significant differences in ratings were found for almost every satisfaction indicator. The only areas where ratings by work category were the same were ‘Seeks Your Requirements’, ‘Treats You as a Team Member’, ‘Keeps You Informed’ and ‘Funds Management’. In every case ratings provided by the ‘Environmental’ customer group were statistically significantly higher than ‘Construction’ customers. Recall that construction customers comprise 54 percent of the customer base and environmental 22 percent. The following table summarizes these results. Mean customer ratings by agency are depicted in the graphs that follow. A definite pattern emerges and is illustrated in the graphs of mean satisfaction scores by work category. In almost every case Construction customer ratings were the lowest of the five work categories. In the area of ‘Reasonable Costs’ however, O&M customers’ ratings were almost as low as Construction customers. These results are much different from last FY where O&M ratings were consistently lower than the other work categories. Table B-4 in Appendix B displays mean subgroup scores and sample sizes.

Table 10: Summary of ANOVA’s of Ratings by Work Category

<u>Item</u>	<u>Statistically Significant Results⁸</u>
2. Manages Effectively	Environmental > Construction
4. Resolves Your Concerns	Environmental > Construction
5 Timely Services’	Environmental > Construction
6. Quality product’	Environmental > Construction
7. Reasonable Cost	Environmental > Construction
8. Flexibility	Environmental > Construction
10. Future Choice	Environmental > Construction
11. Overall Satisfaction	Environmental > Construction
18. Project Management	Environmental > Construction

⁸ Tests were performed at $\alpha = .05$ level of significance.

Seeks Your Requirements



Manages Effectively

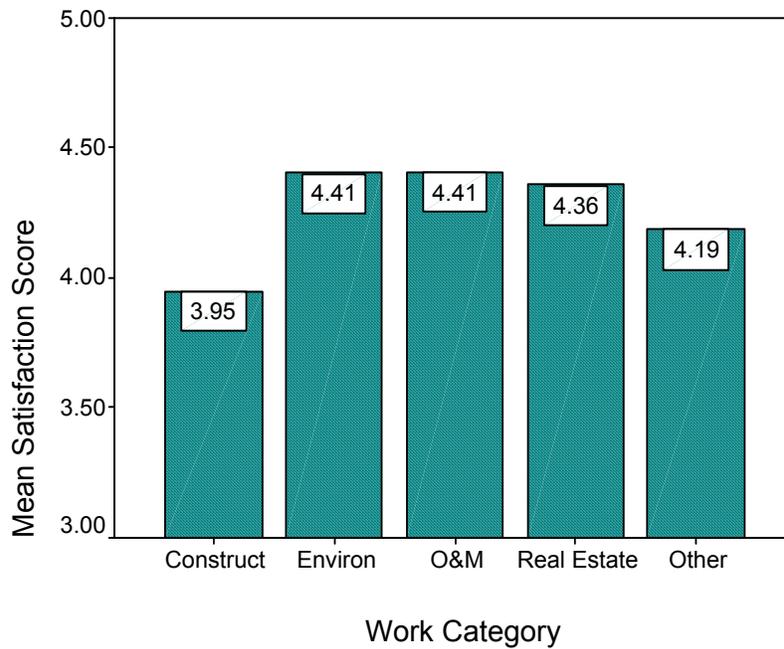
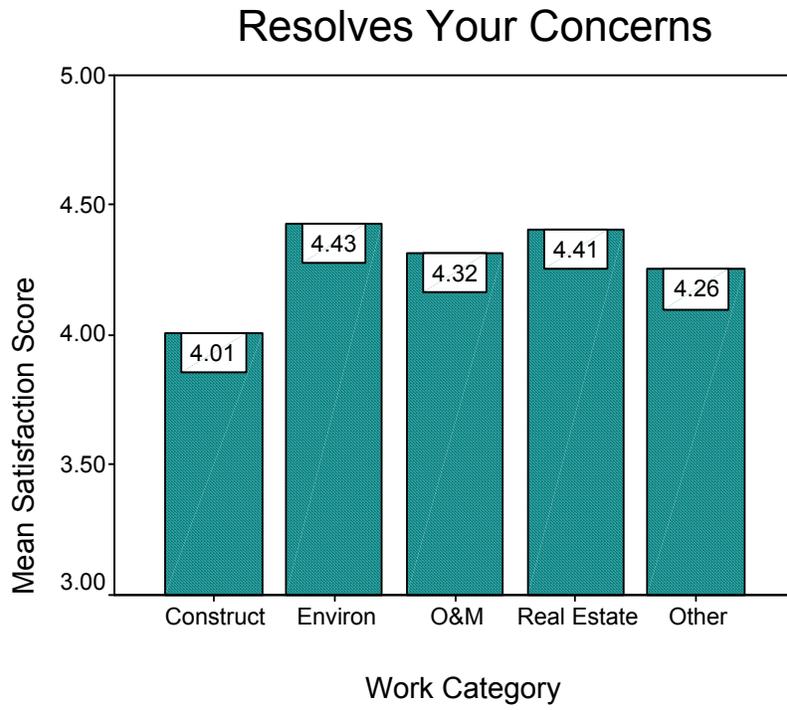
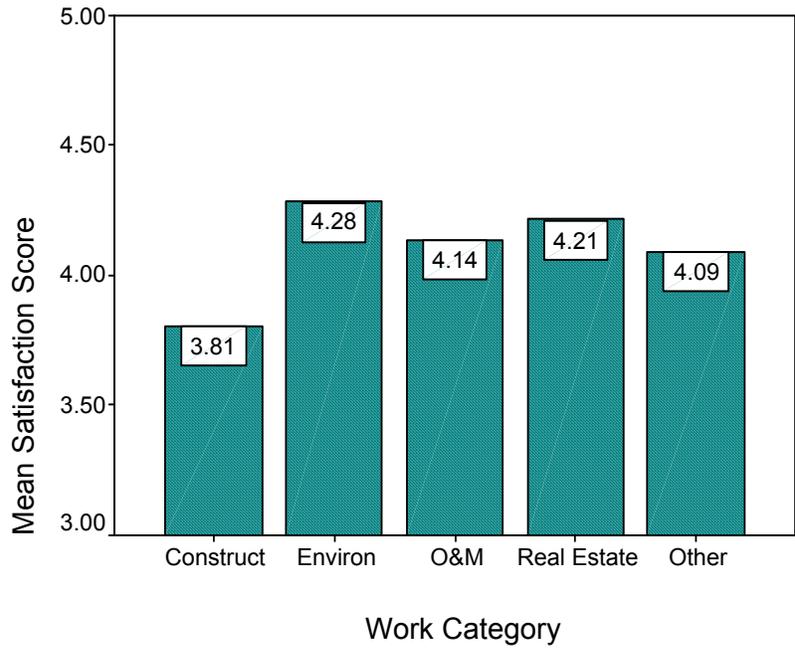


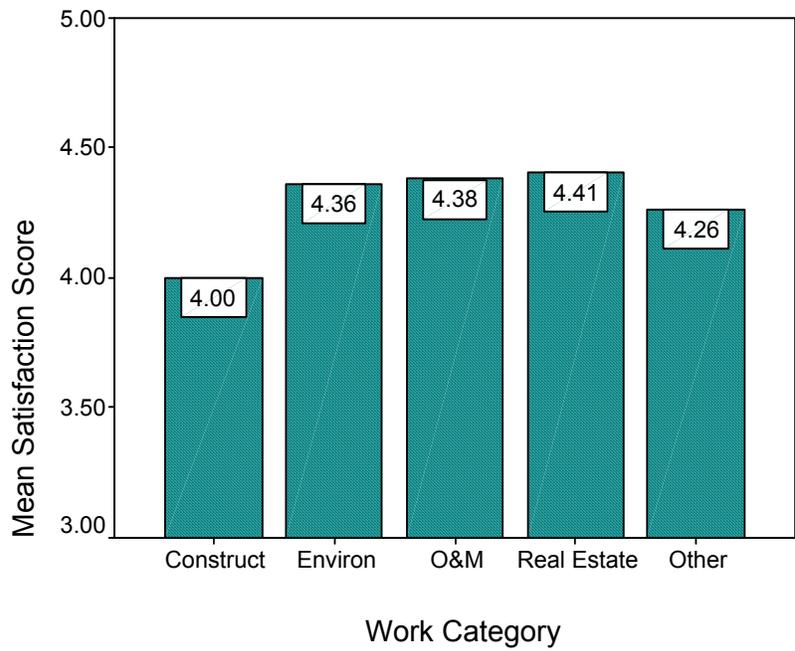
Figure 4: Graphic Comparisons of Ratings by Category of Work



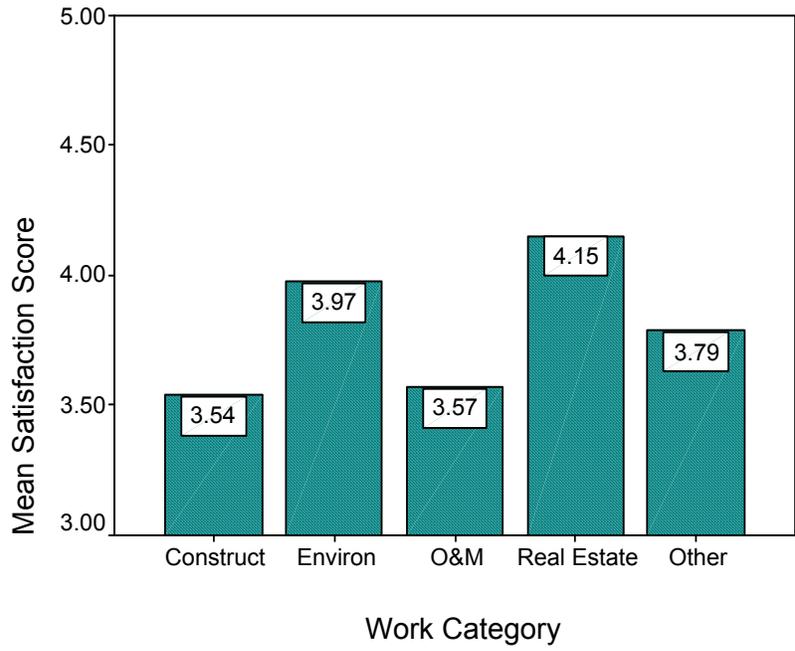
Provides Timely Services



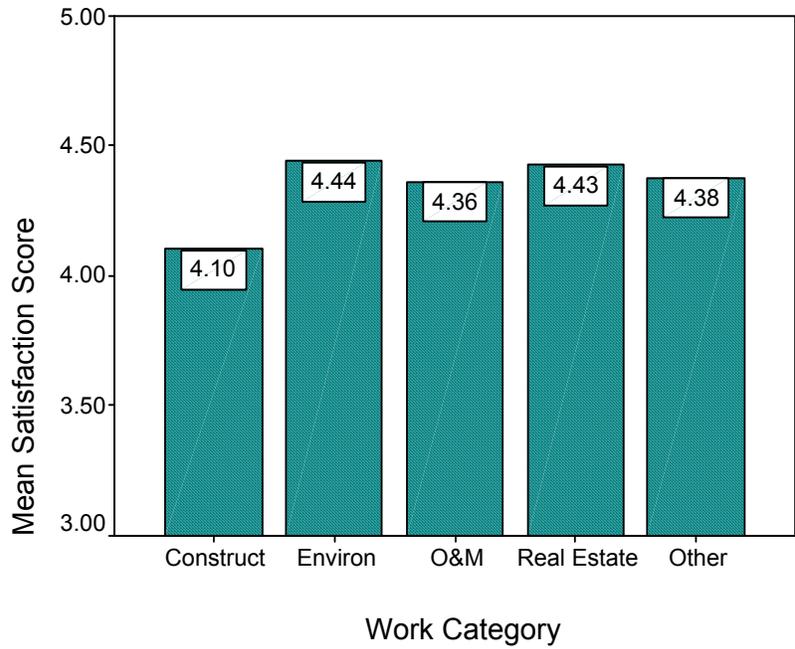
Delivers Quality Products



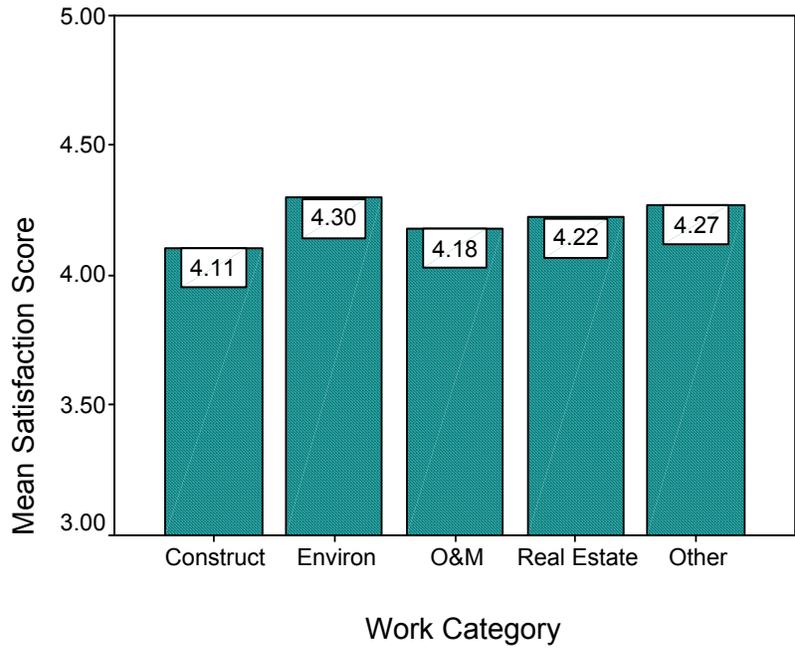
Products at Reasonable Cost



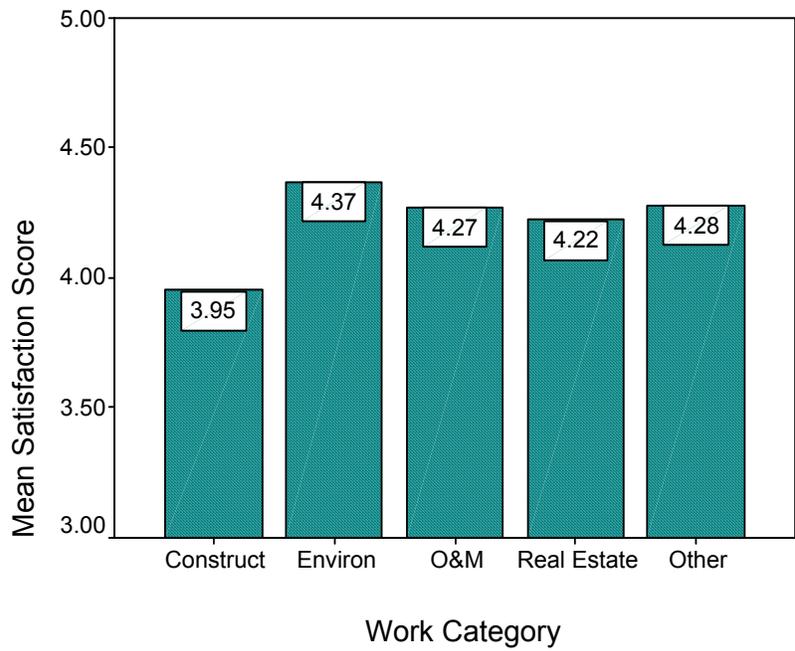
Flexible to Your Needs



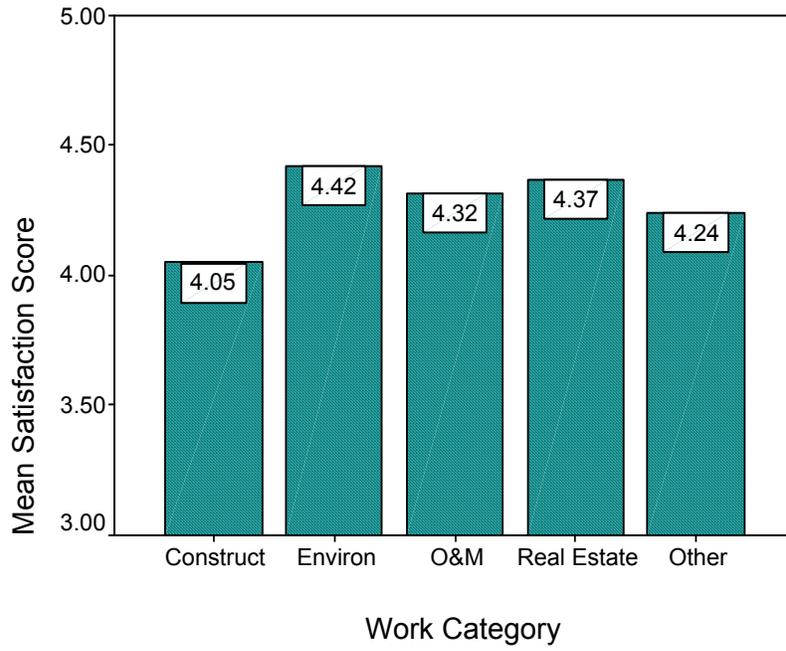
Keeps You Informed



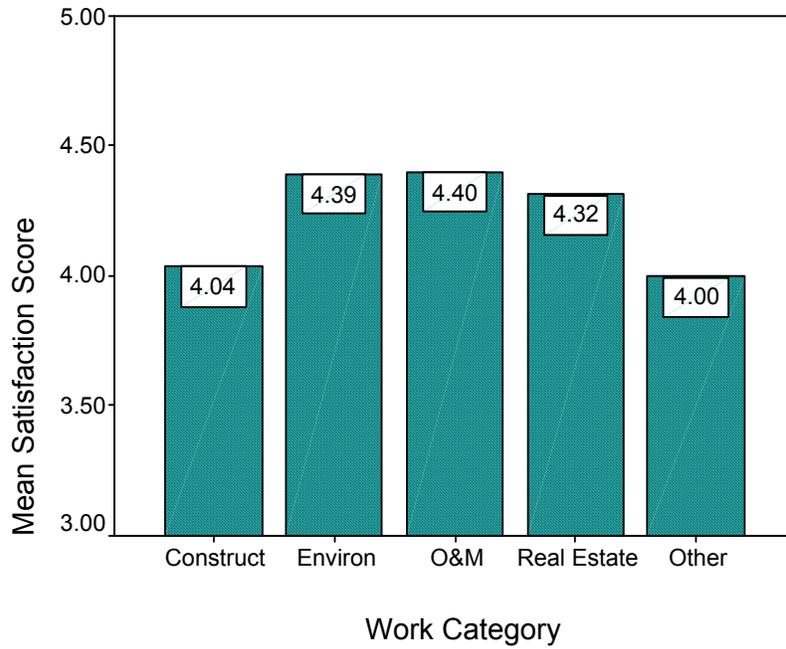
Your Choice in Future



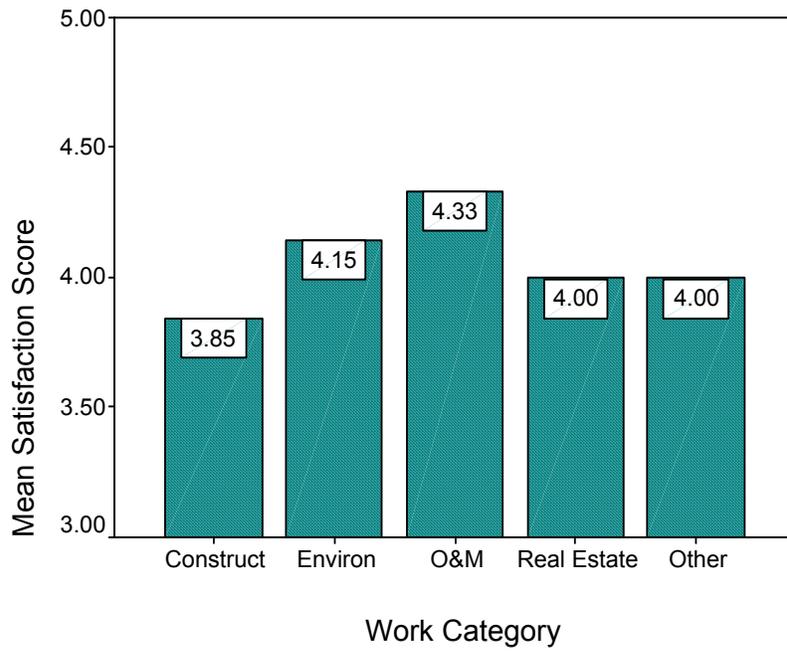
Overall Satisfaction



Project Management



Funds Management



3.3 Eight-Year Trends by Customer Group

The Corps Military Customer Satisfaction Survey has been administered for a total of eight years. The following analysis tracks the eight-year trends in customers' assessment of Corps performance juxtaposing the trend in Air Force vs. Army vs. Other customer ratings over time. This analysis summarizes up to 1,507 Air Force, 2,308 Army and 982 Other customers. The numbers of actual valid responses vary by item. The number of surveys received by customer group by year is displayed in Table 11. Additional demographic information, such as the number of responses by Division and District, is shown in Appendix Tables B-5 and B-6.

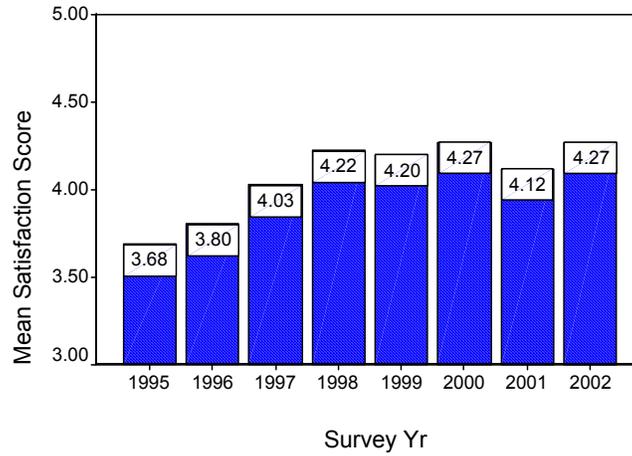
Table 11: 1995-02 Responses by Group & Survey Year

	1995	1996	1997	1998	1999	2000	2001	2002	Total
Air Force	139	169	241	193	190	184	205	186	1507
Army	243	209	326	341	405	302	226	256	2308
Other	108	79	159	161	150	105	92	128	982
Total	490	457	726	695	745	591	523	570	4797

Results show that in general, there has been a gradual upward trend at least over the first three years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1995. Army customers' ratings are moving upward in a very consistent pattern over the eight-year survey period. The pattern of Air Force customers' ratings is not quite as consistent. During FY99-FY01 AF ratings begin to stabilize or move downward for a number of satisfaction indicators. However, in FY02 ratings moved higher, meeting or exceeding FY99 levels. It is important to note that for most satisfaction indices, the mean scores for Air Force are higher than Army during the earlier years of the survey administration. That is, there was greater room for improvement in Army ratings than Air Force customer ratings. The pattern of ratings for the 'Other' customers is comparable to Army customers. Except that in almost all items ratings in FY00 fell noticeably. And there were more erratic or indeterminate trends in 'Other' customers' ratings over time. The graphs of mean customer responses by year for each customer satisfaction measure follow.

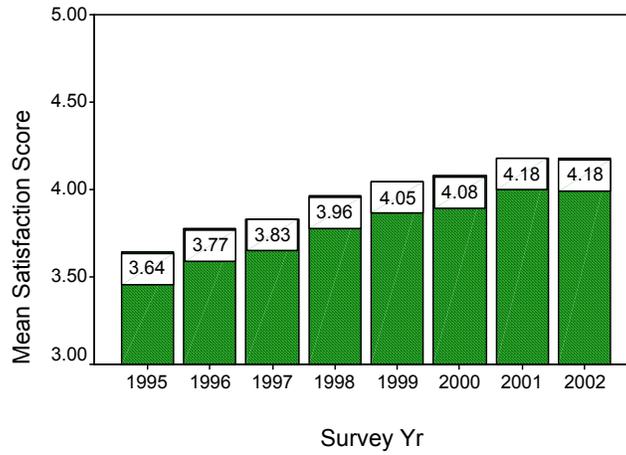
Item 1: Seeks Your Requirements

AF Customers



Item 1: Seeks Your Requirements

Army Customers



Item 1: Seeks Your Requirements

Other Customers

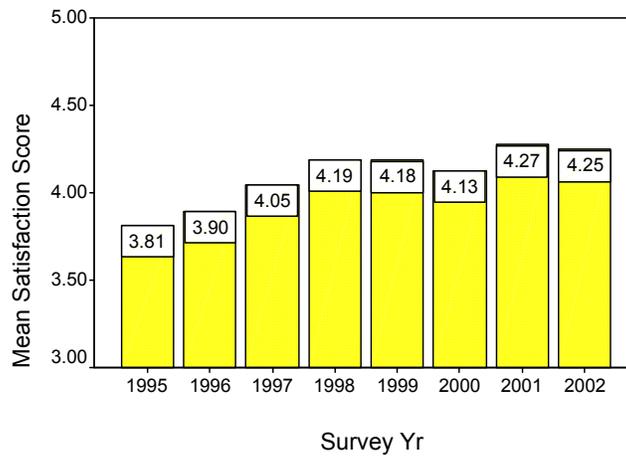
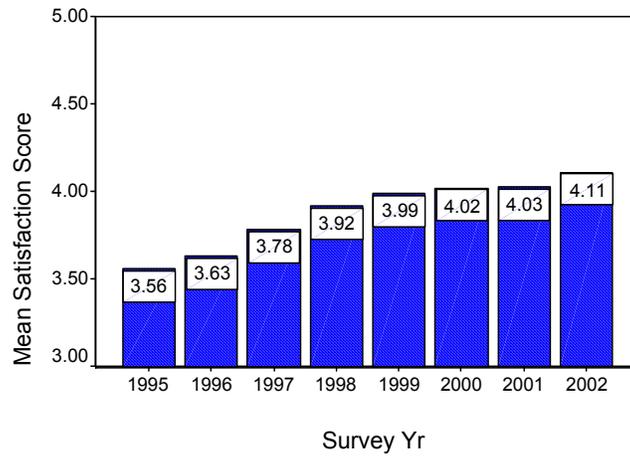


Figure 5: Eight-Year Trends by Customer Group

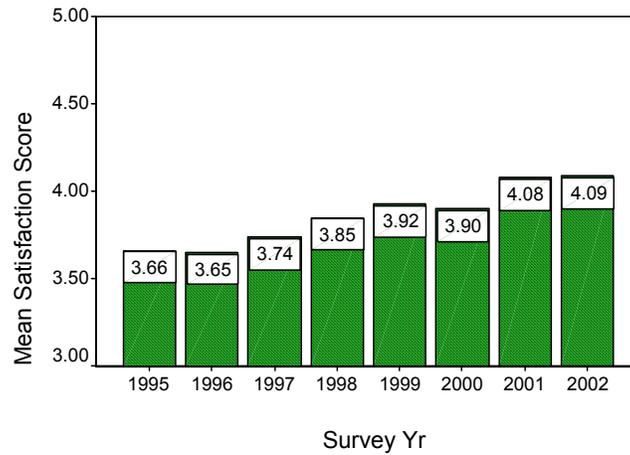
Item 2: Manages Effectively

AF Customers



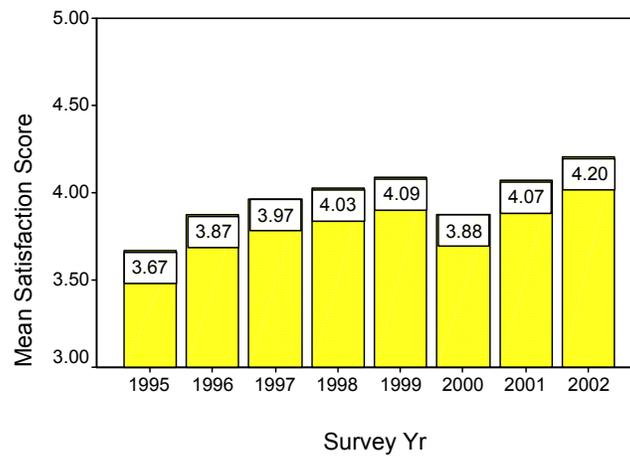
Item 2: Manages Effectively

Army Customers



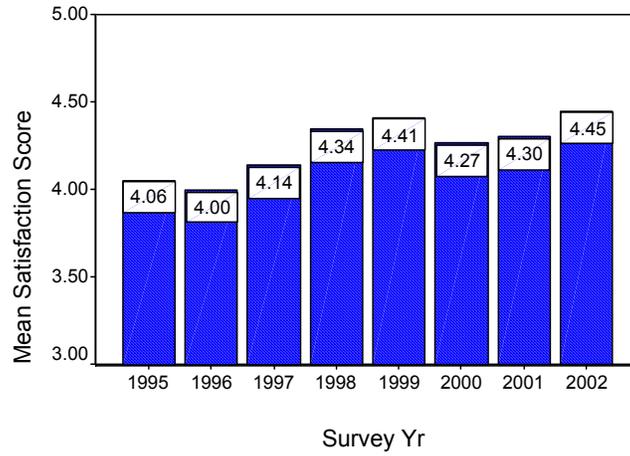
Item 2: Manages Effectively

Other Customers



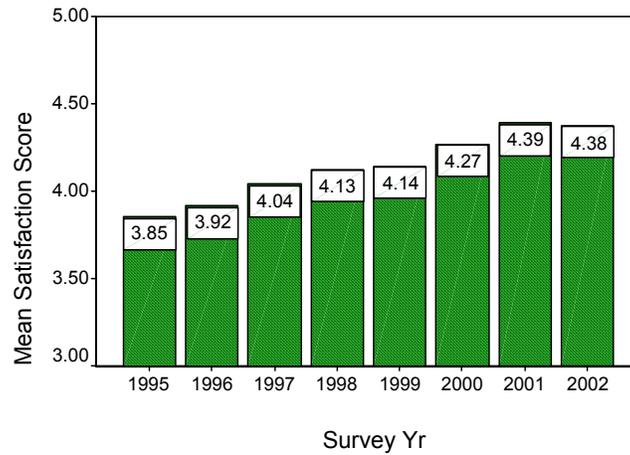
Item 3: Treats You as Team Member

AF Customers



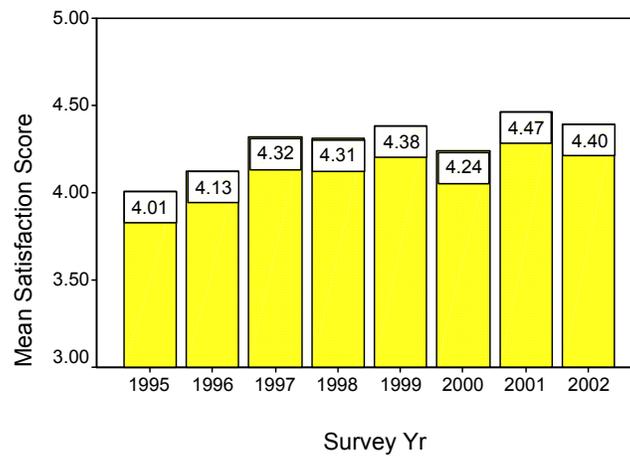
Item 3: Treats You as Team Member

Army Customers



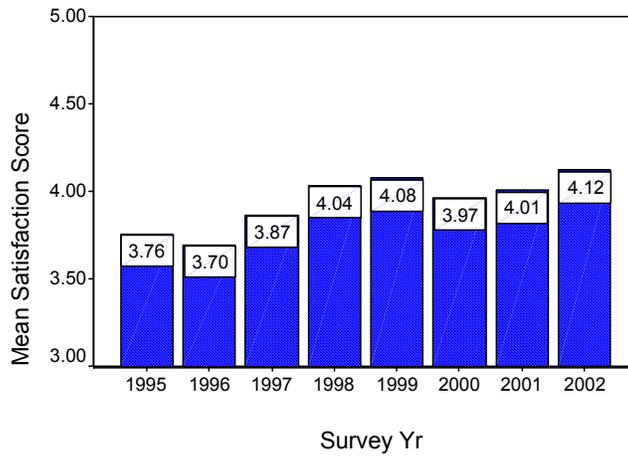
Item 3: Treats You as Team Member

Other Customers



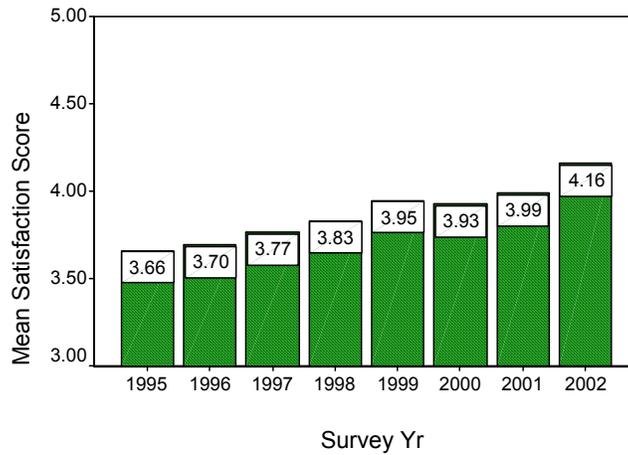
Item 4: Resolves Your Concerns

AF Customers



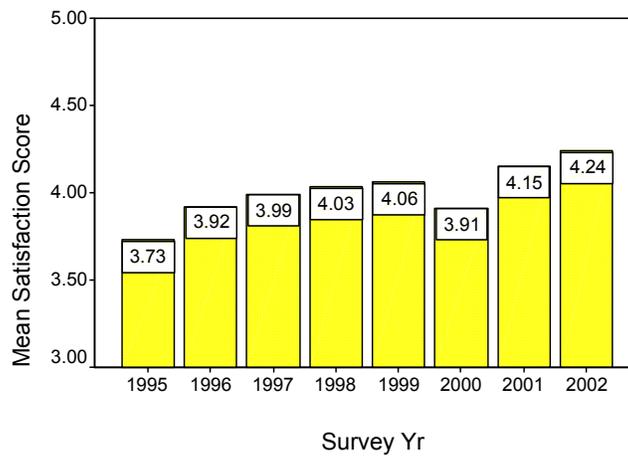
Item 4: Resolves Your Concerns

Army Customers



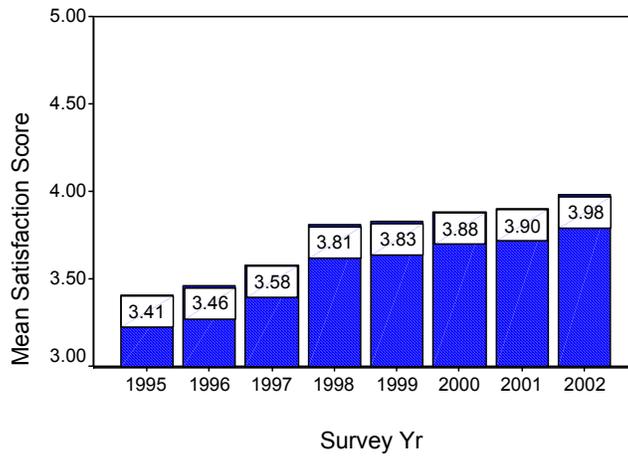
Item 4: Resolves Your Concerns

Other Customers



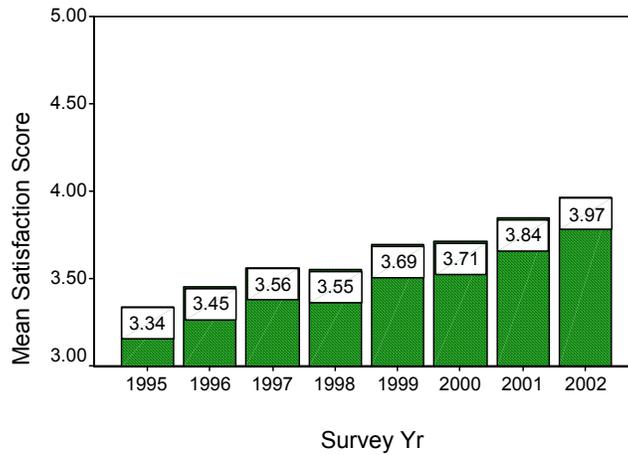
Item 5: Provides Timely Services

AF Customers



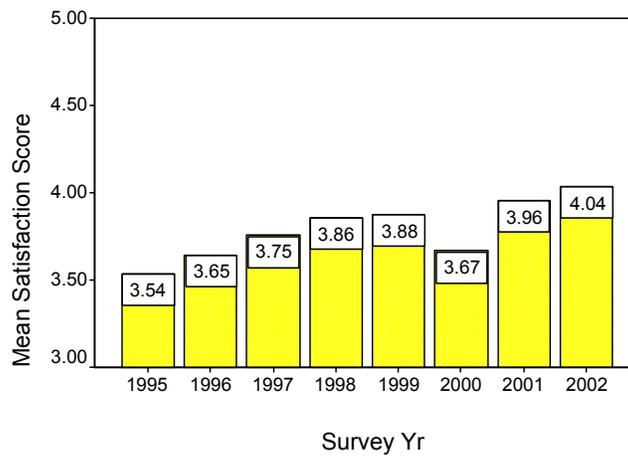
Item 5: Provides Timely Services

Army Customers



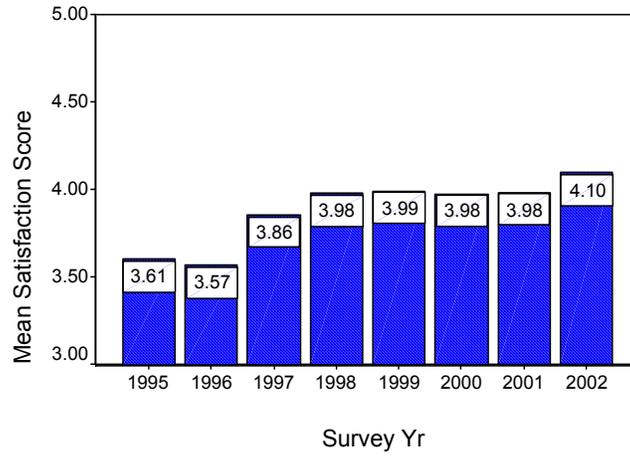
Item 5: Provides Timely Services

Other Customers



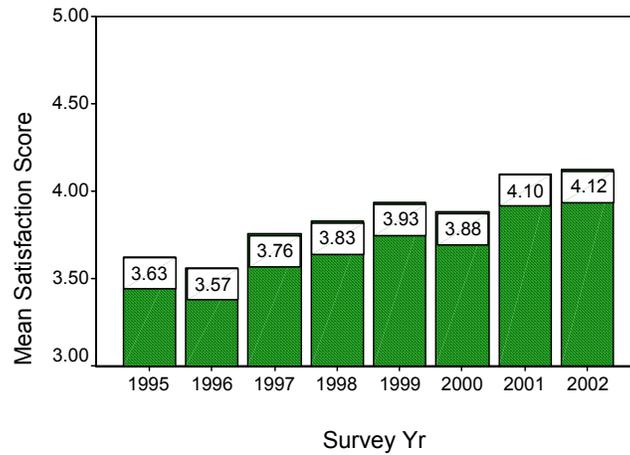
Item 6: Delivers Quality Products

AF Customers



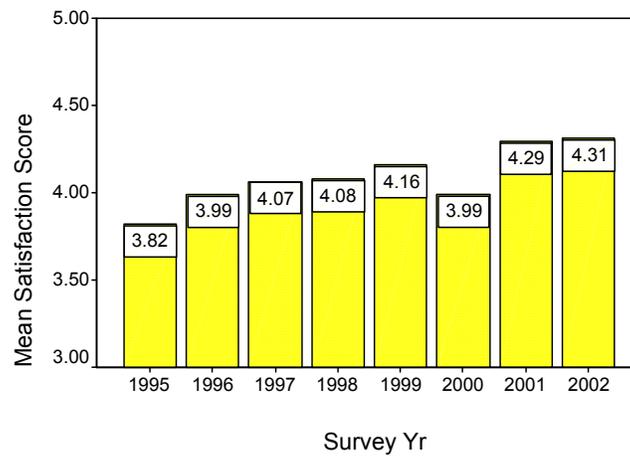
Item 6: Delivers Quality Products

Army Customers



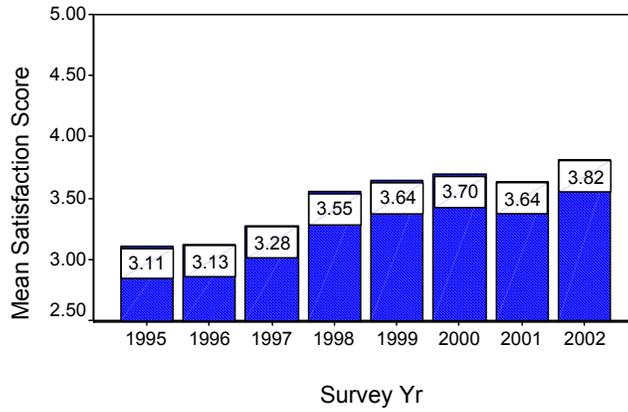
Item 6: Delivers Quality Products

Other Customers



Item 7: Products at Reasonable Cost

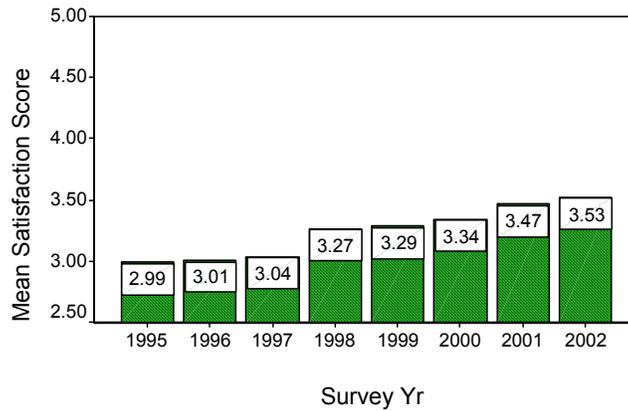
AF Customers



Note: Change in Scale

Item 7: Products at Reasonable Cost

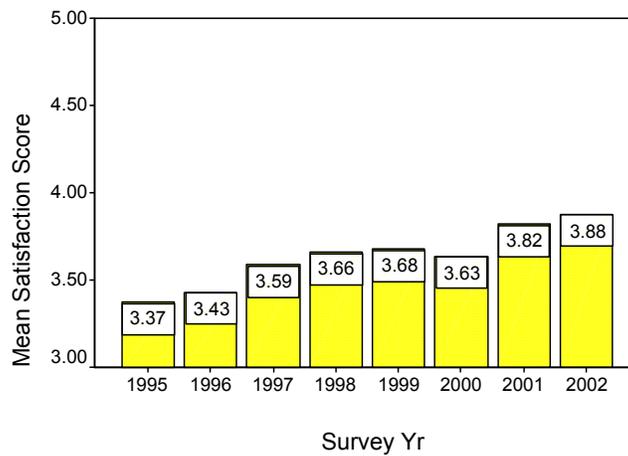
Army Customers



Note: Change in Scale

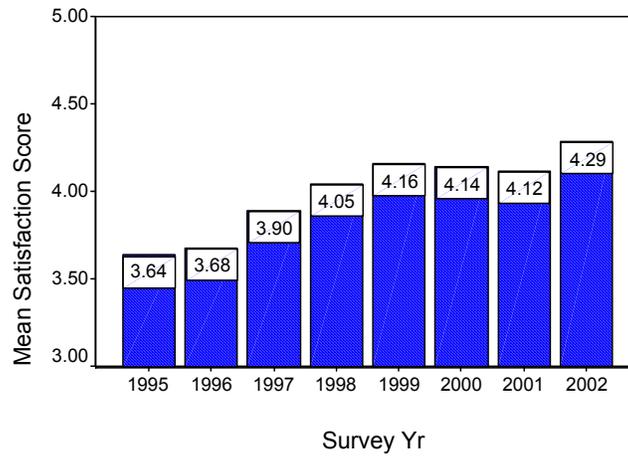
Item 7: Products at Reasonable Cost

Other Customers



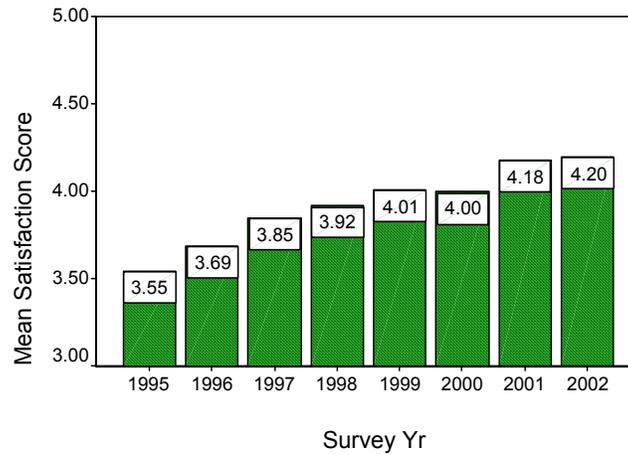
Item 8: Flexible to Your Needs

AF Customers



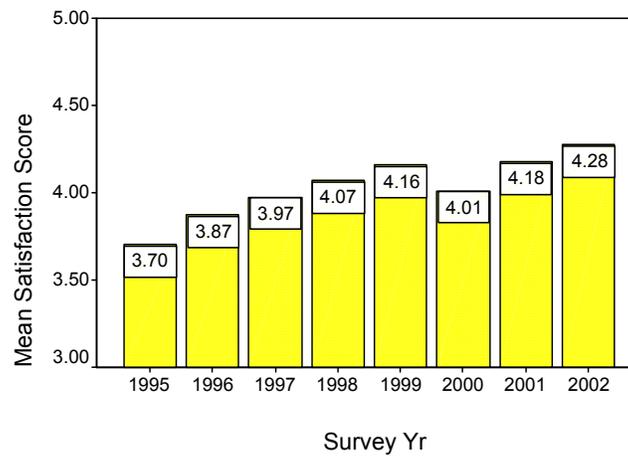
Item 8: Flexible to Your Needs

Army Customers



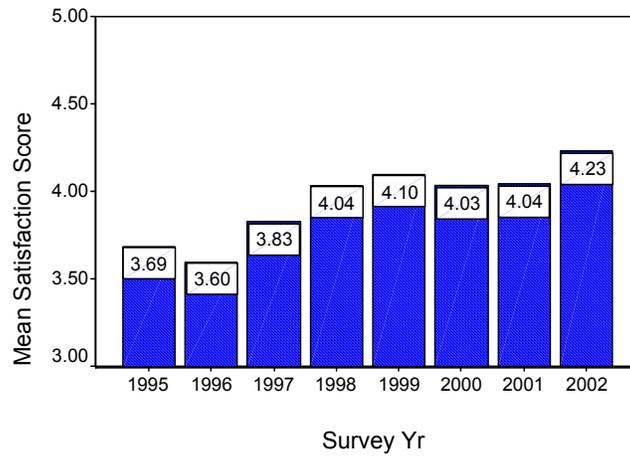
Item 8: Flexible to Your Needs

Other Customers



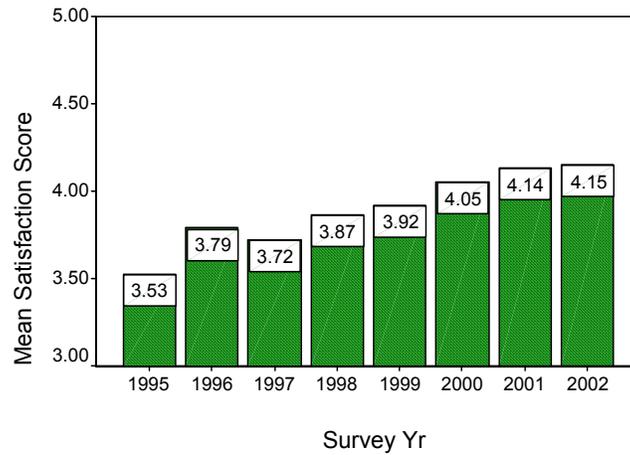
Item 9: Keeps You Informed

AF Customers



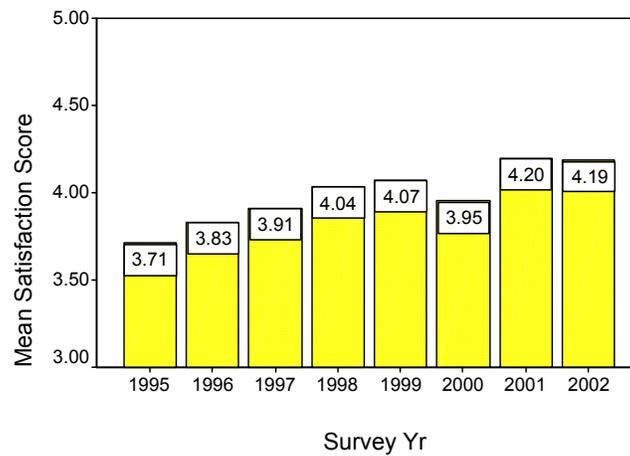
Item 9: Keeps You Informed

Army Customers



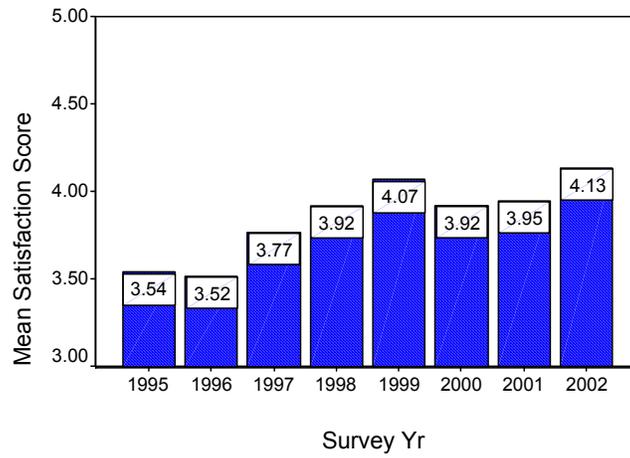
Item 9: Keeps You Informed

Other Customers



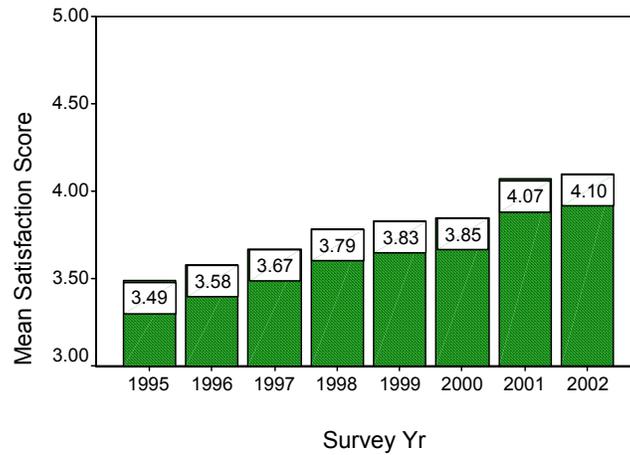
Item 10: Your Choice in the Future

AF Customers



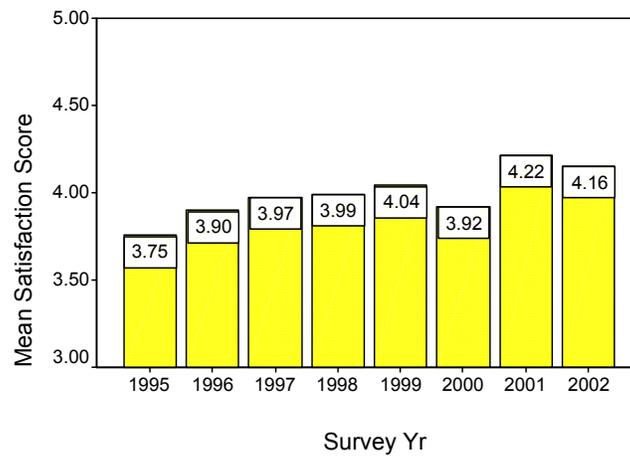
Item 10: Your Choice in the Future

Army Customers



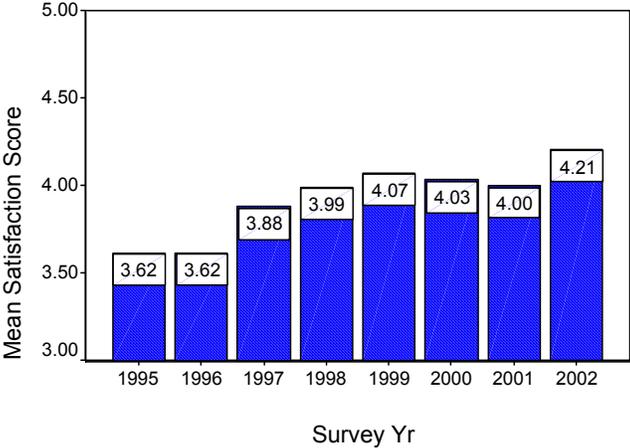
Item 10: Your Choice in the Future

Other Customers



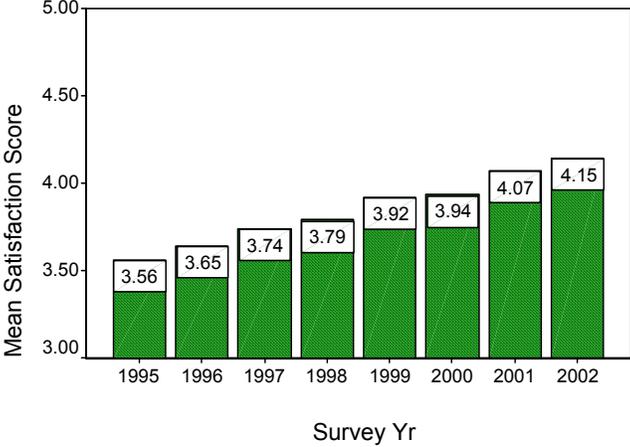
Item 11: Your Overall Satisfaction

AF Customers



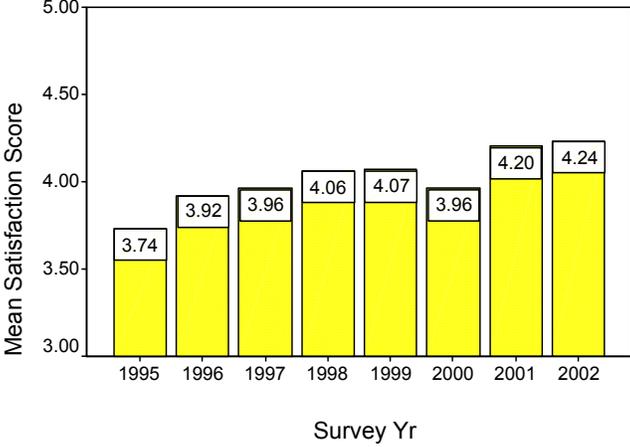
Item 11: Your Overall Satisfaction

Army Customers



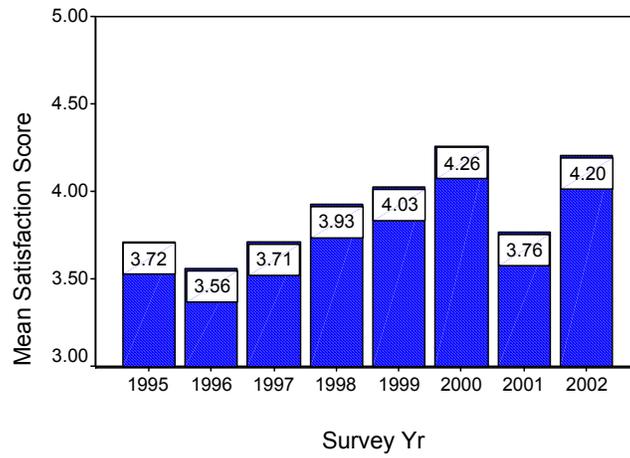
Item 11: Your Overall Satisfaction

Other Customers



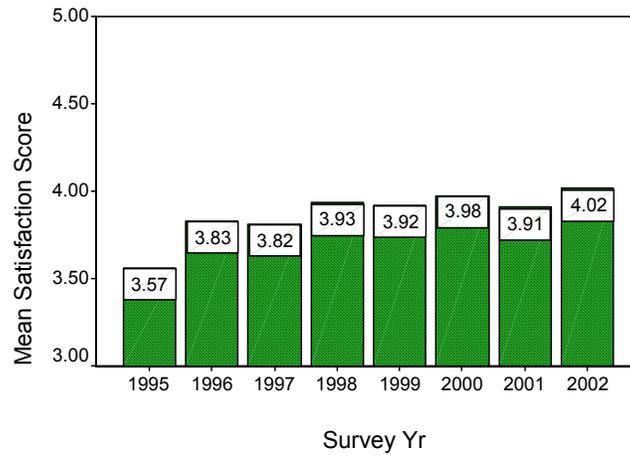
Item 12: Planning Services

AF Customers



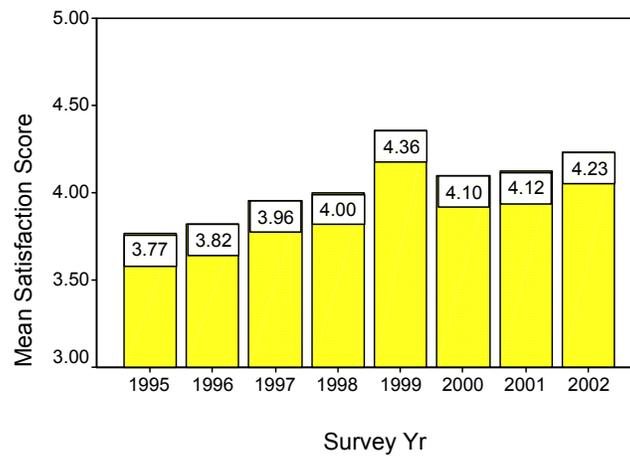
Item 12: Planning Services

Army Customers



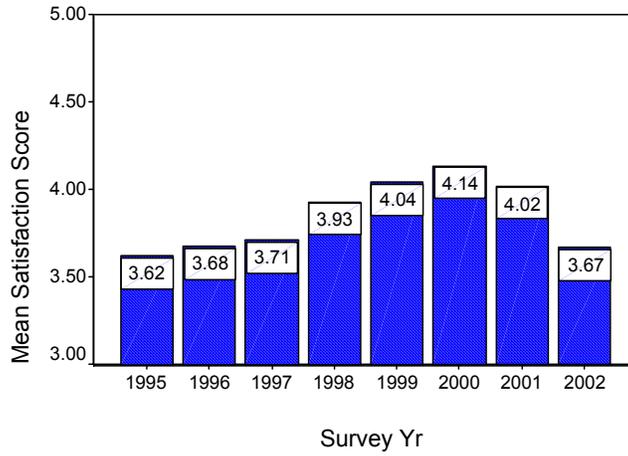
Item 12: Planning Services

Other Customers



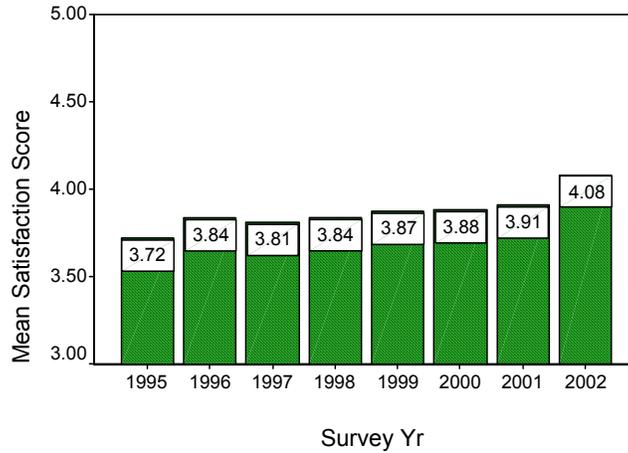
Item 13: Studies & Investigations

AF Customers



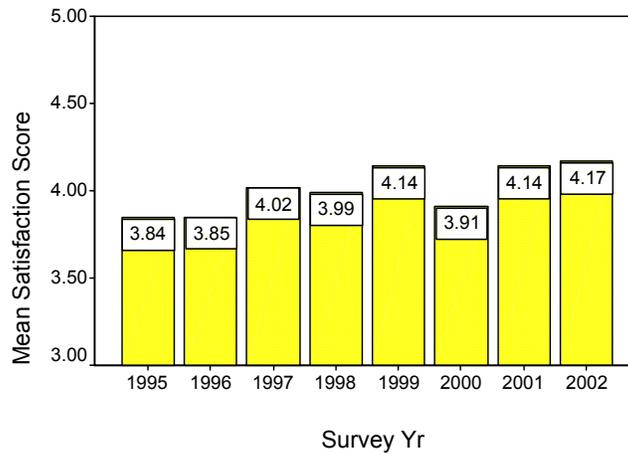
Item 13: Studies & Investigations

Army Customers



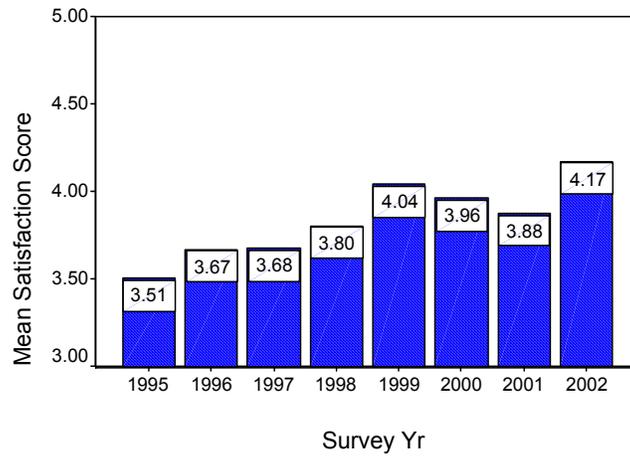
Item 13: Studies & Investigations

Other Customers



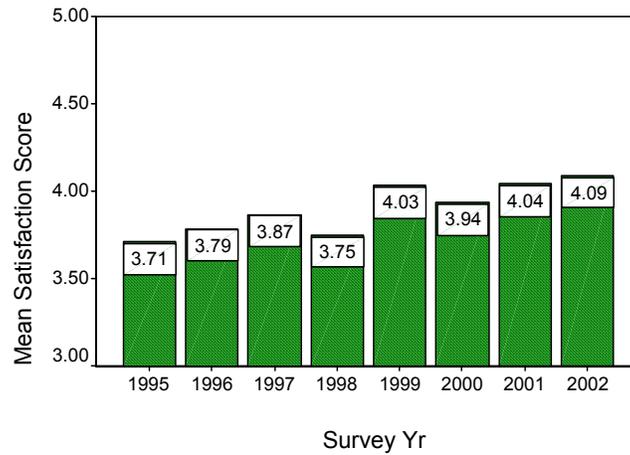
Item 14: Environmental Studies

AF Customers



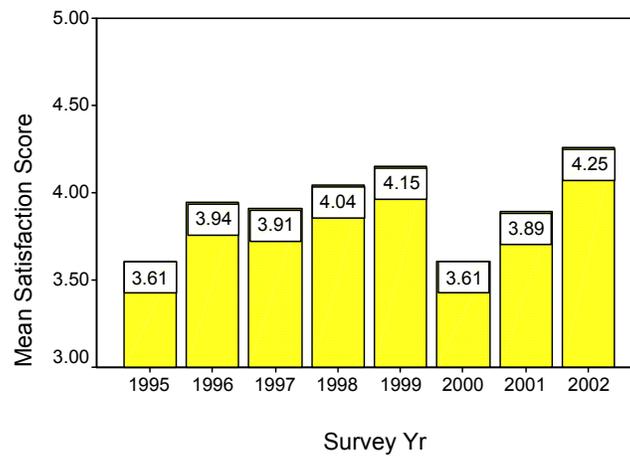
Item 14: Environmental Studies

Army Customers



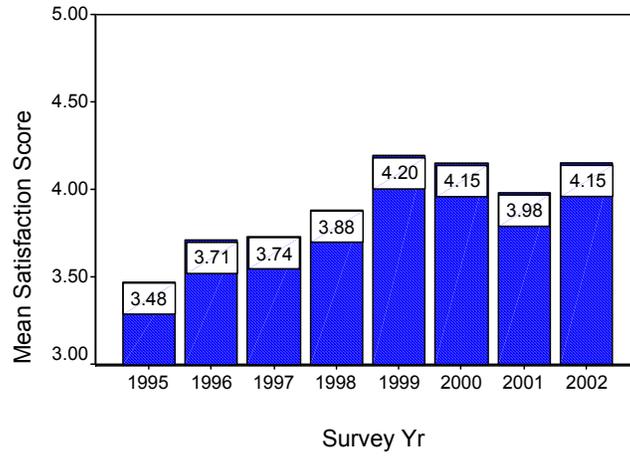
Item 14: Environmental Studies

Other Customers



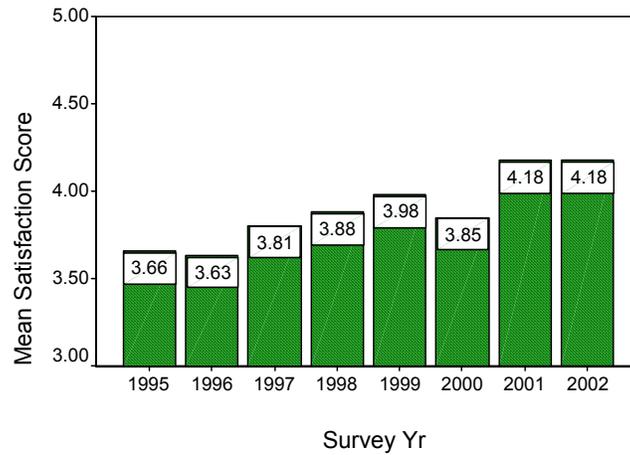
Item 15: Environmental Compliance

AF Customers



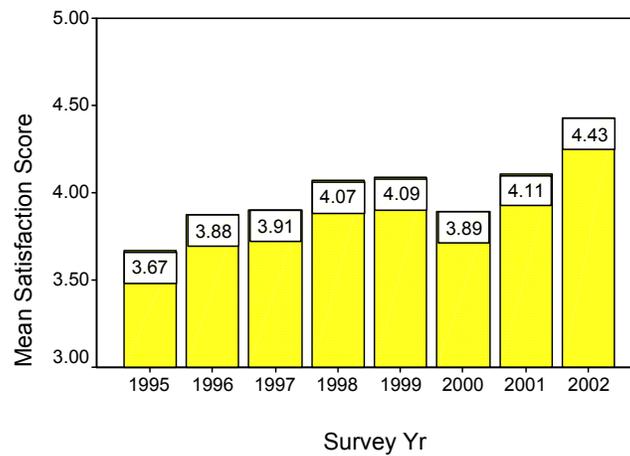
Item 15: Environmental Compliance

Army Customers



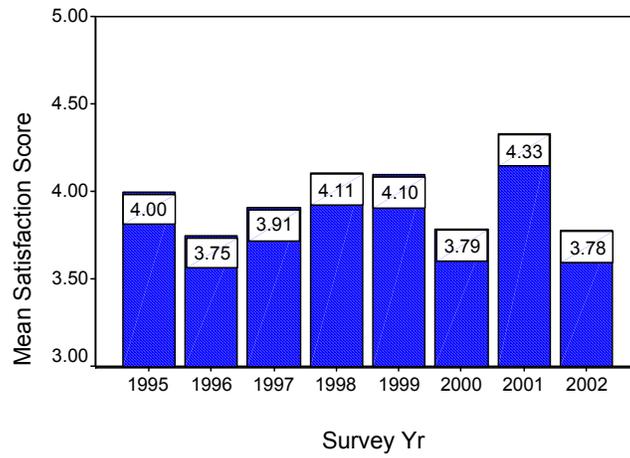
Item 15: Environmental Compliance

Other Customers



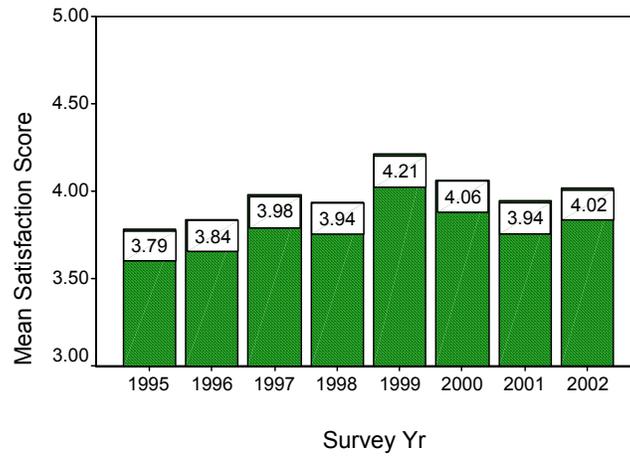
Item 16: BRAC

AF Customers



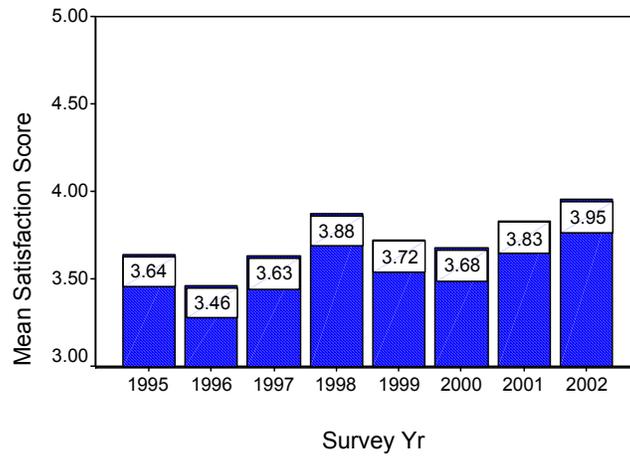
Item 16: BRAC

Army Customers



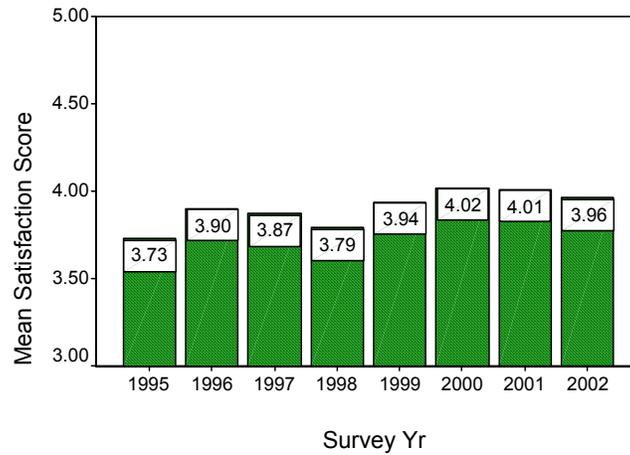
Item 17: Real Estate Services

AF Customers



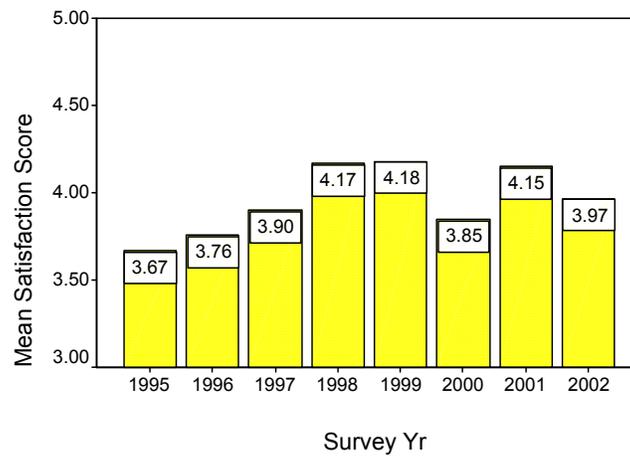
Item 17: Real Estate Services

Army Customers



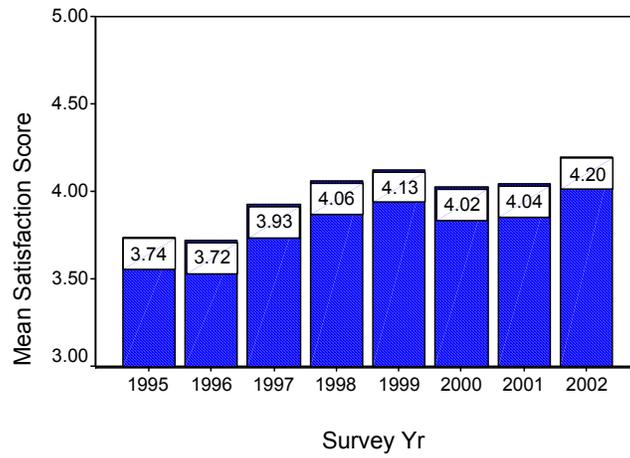
Item 17: Real Estate Services

Other Customers



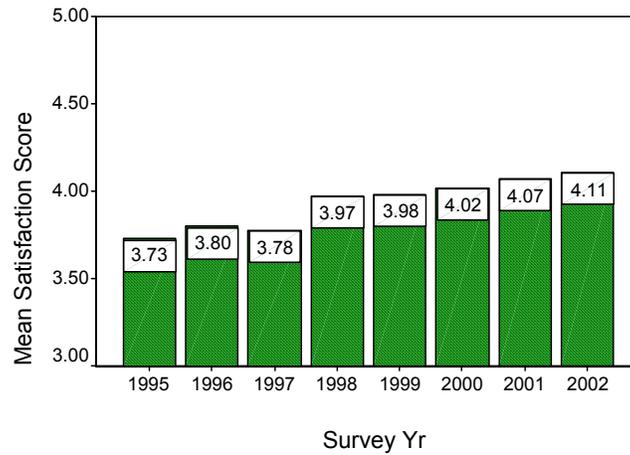
Item 18: Project Management

AF Customers



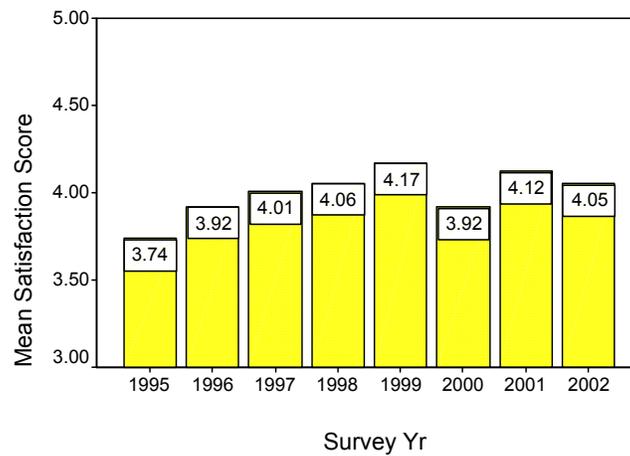
Item 18: Project Management

Army Customers



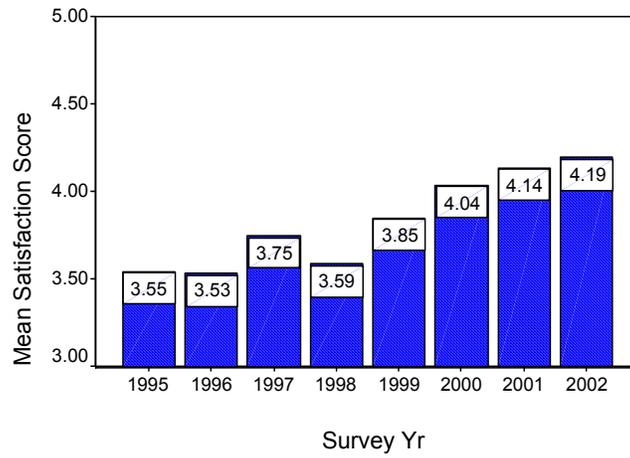
Item 18: Project Management

Other Customers



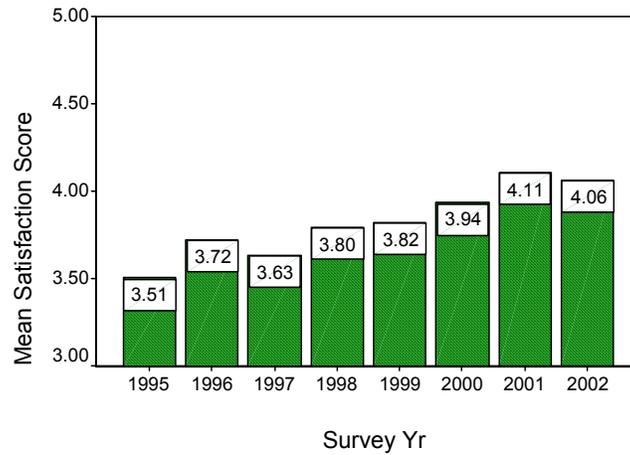
Item 19: Project Documents

AF Customers



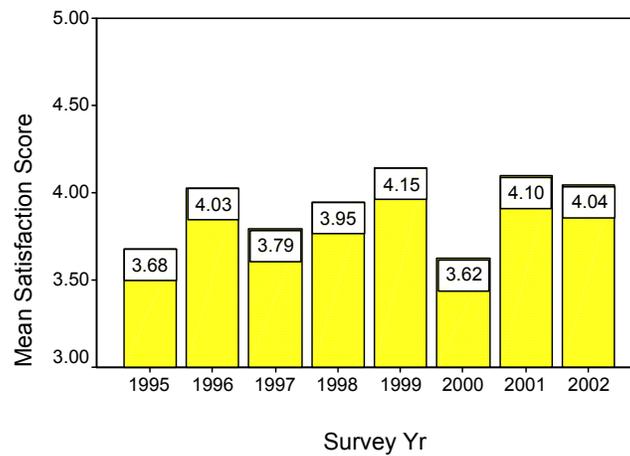
Item 19: Project Documents

Army Customers



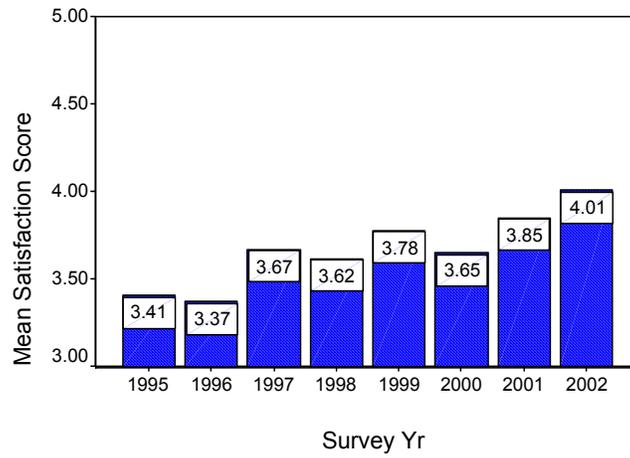
Item 19: Project Documents

Other Customers



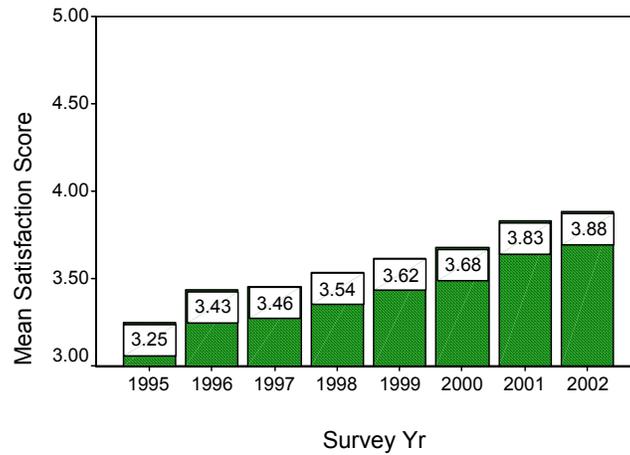
Item 20: Funds Management

AF Customers



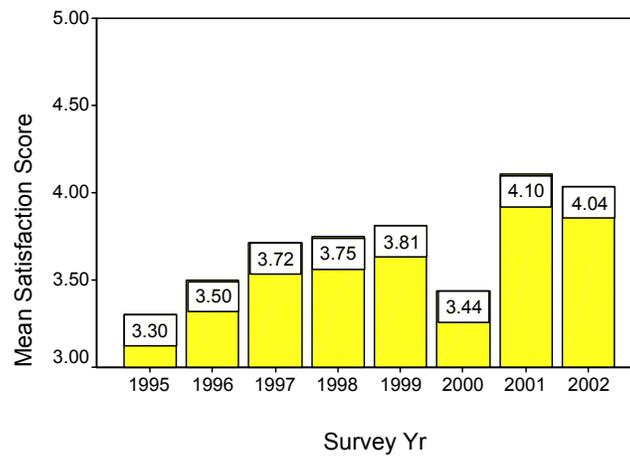
Item 20: Funds Management

Army Customers



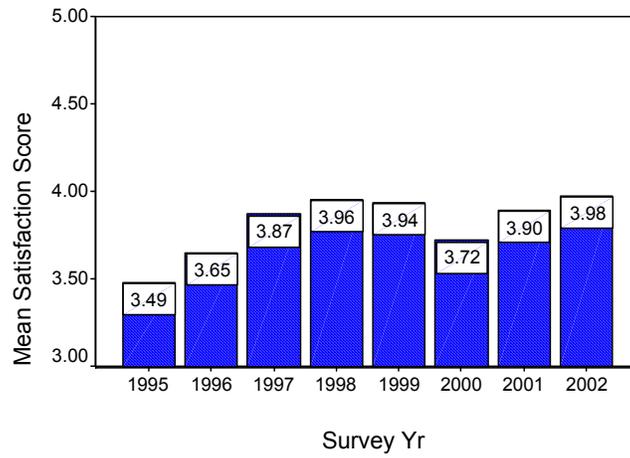
Item 20: Funds Management

Other Customers



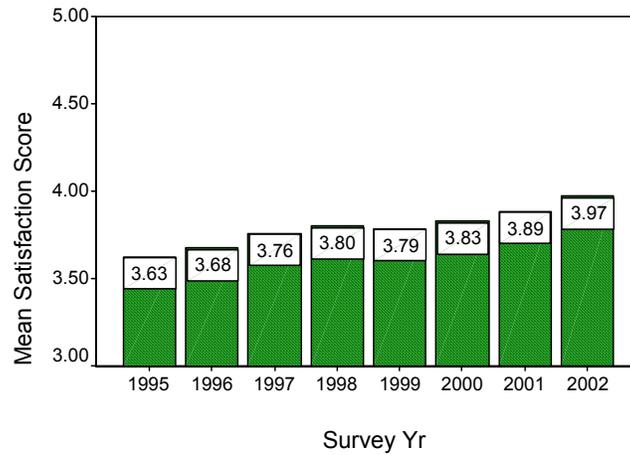
Item 21: A/E Contracts

AF Customers



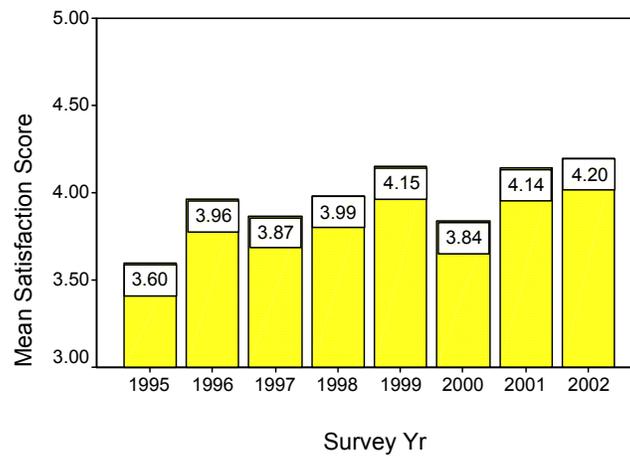
Item 21: A/E Contracts

Army Customers



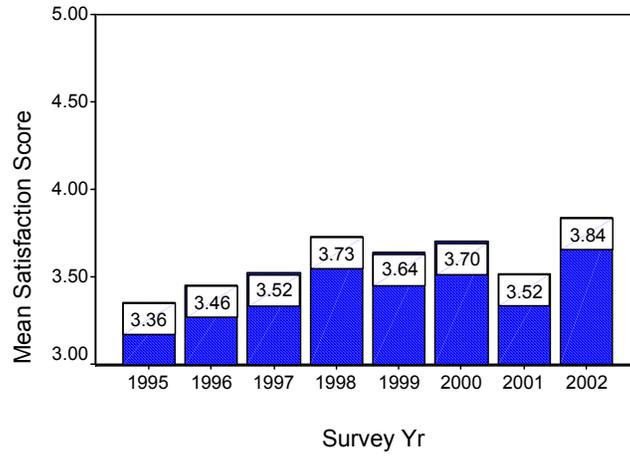
Item 21: A/E Contracts

Other Customers



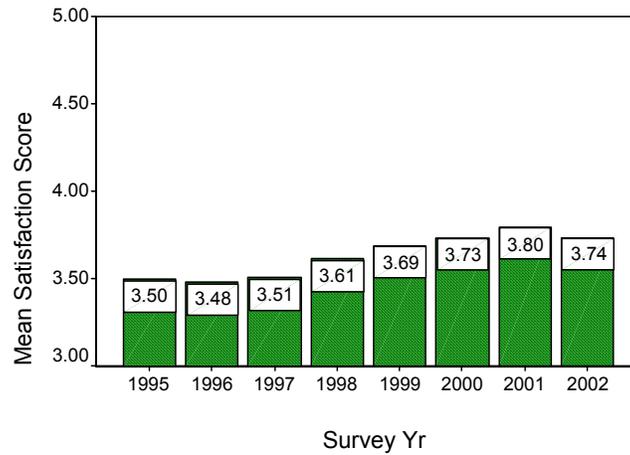
Item 22: Engineering Design Quality

AF Customers



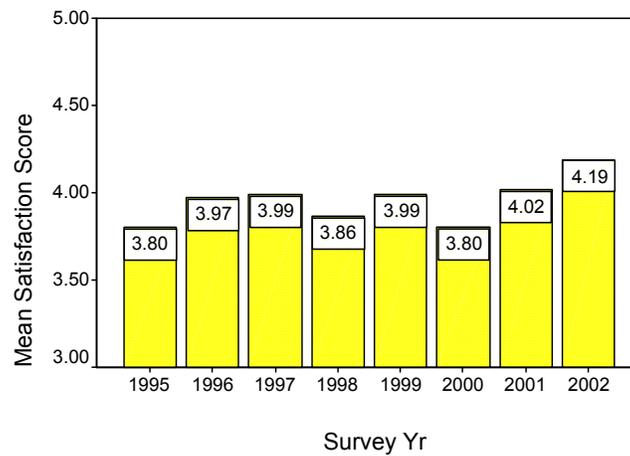
Item 22: Engineering Design Quality

Army Customers



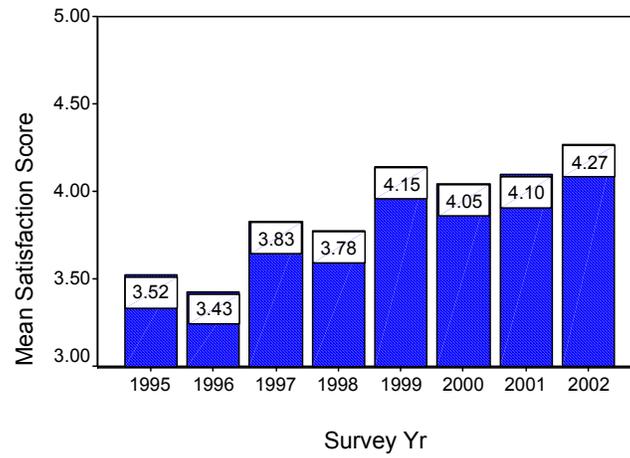
Item 22: Engineering Design Quality

Other Customers



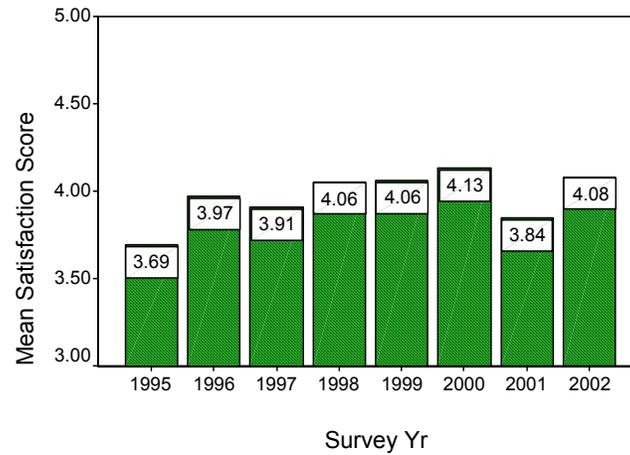
Item 23: Job Order Contracts

AF Customers



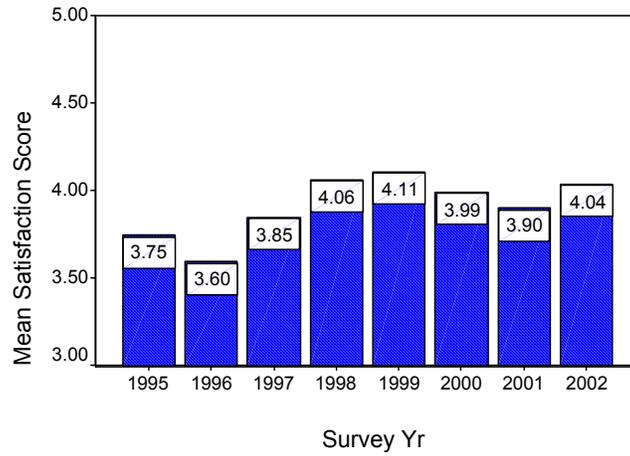
Item 23: Job Order Contracts

Army Customers



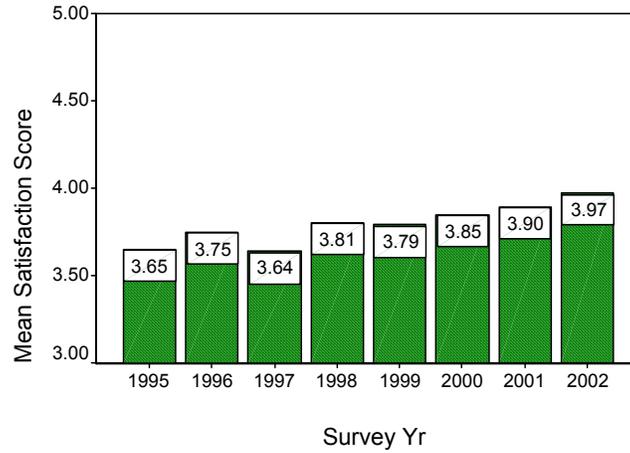
Item 24: Construction Quality

AF Customers



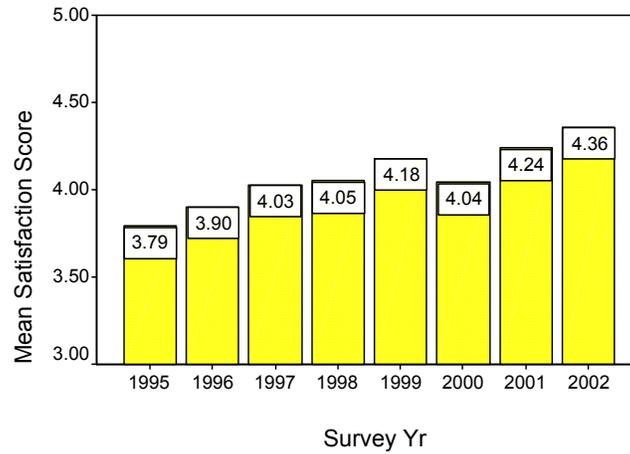
Item 24: Construction Quality

Army Customers



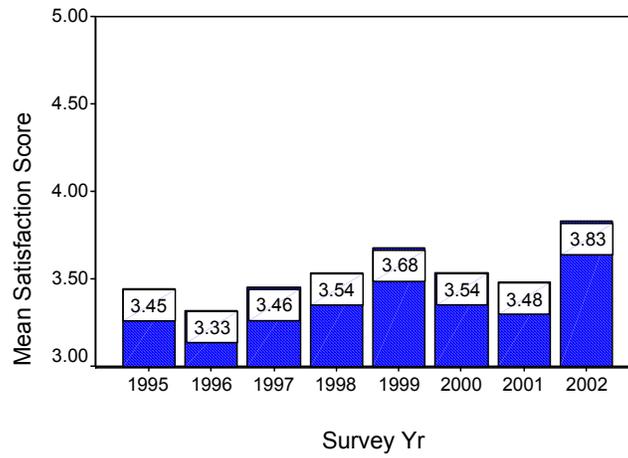
Item 24: Construction Quality

Other Customers



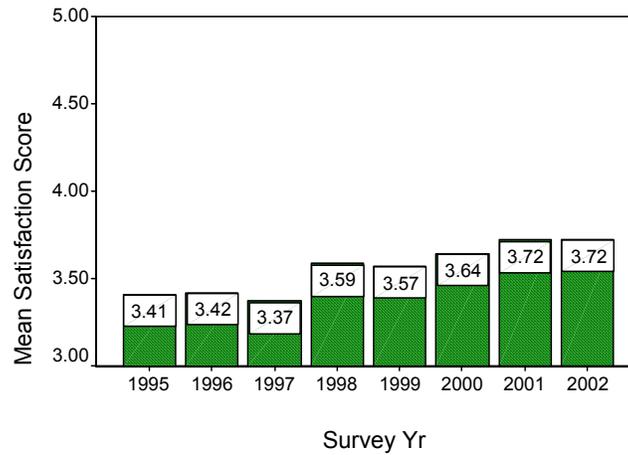
Item 25: Timely Construction

AF Customers



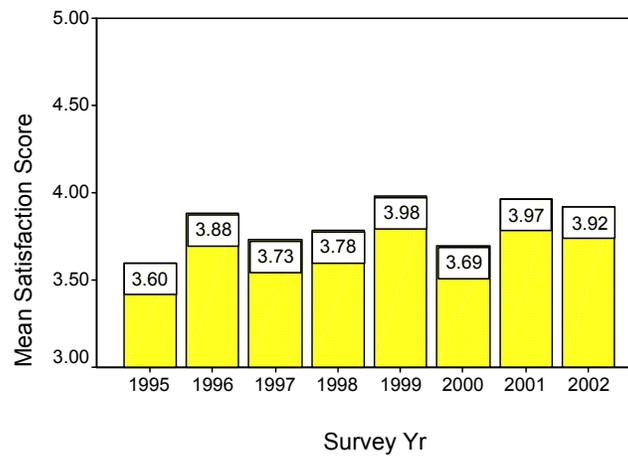
Item 25: Timely Construction

Army Customers



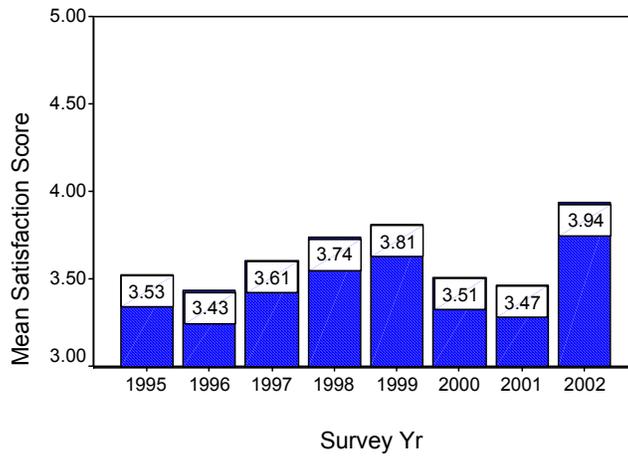
Item 25: Timely Construction

Other Customers



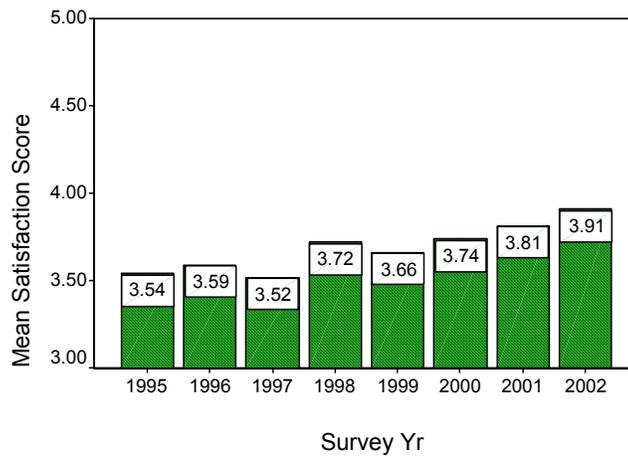
Item 26: Construction Turnover

AF Customers



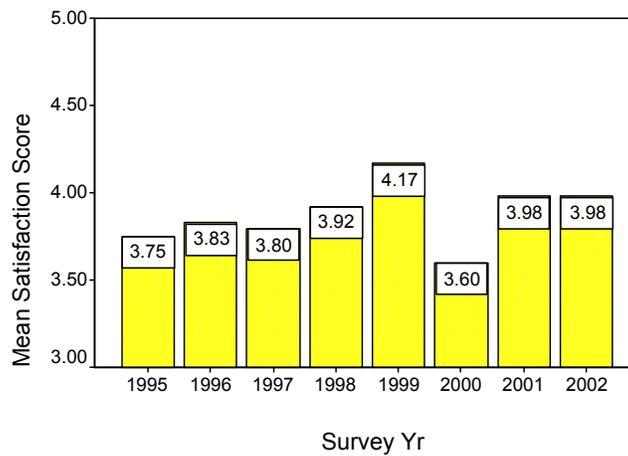
Item 26: Construction Turnover

Army Customers



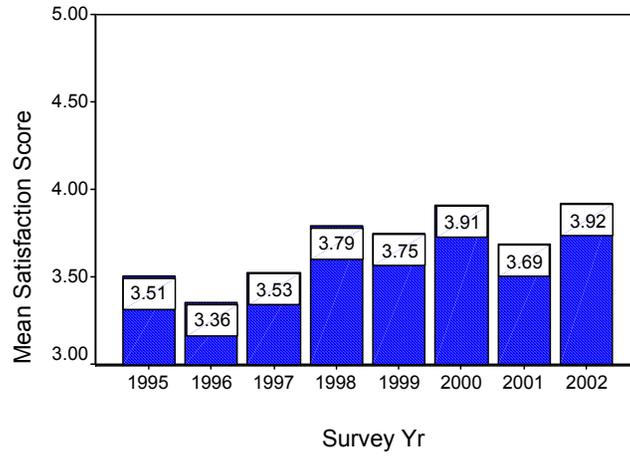
Item 26: Construction Turnover

Other Customers



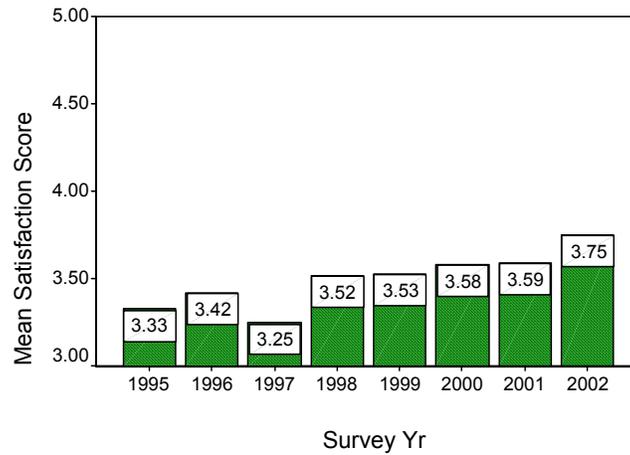
Item 27: Contract Warranty Support

AF Customers



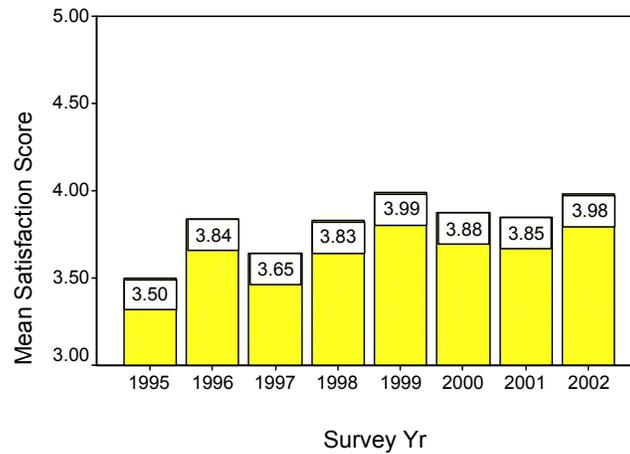
Item 27: Contract Warranty Support

Army Customers



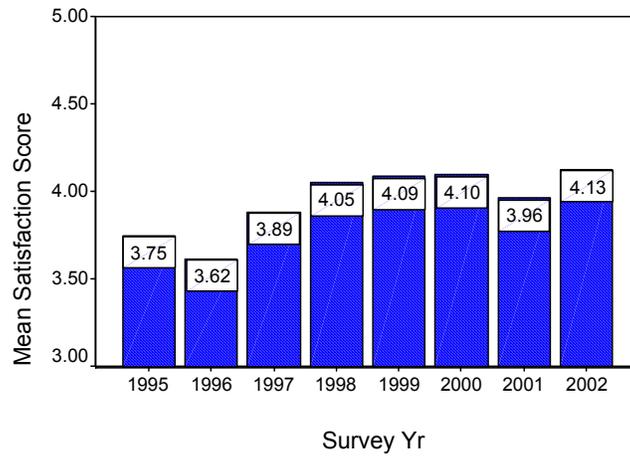
Item 27: Contract Warranty Support

Other Customers



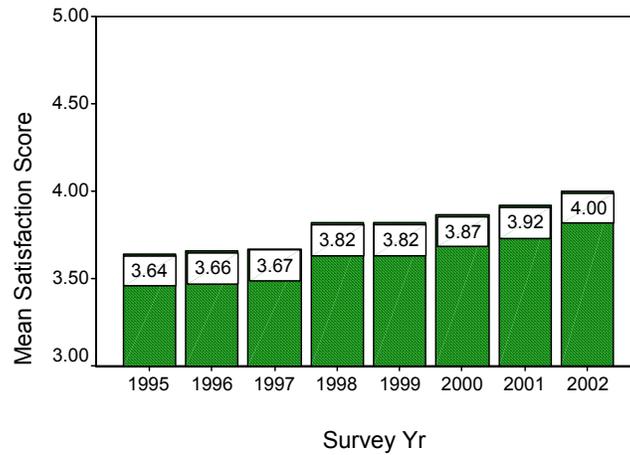
Item 28: End-User Satisfaction

AF Customers



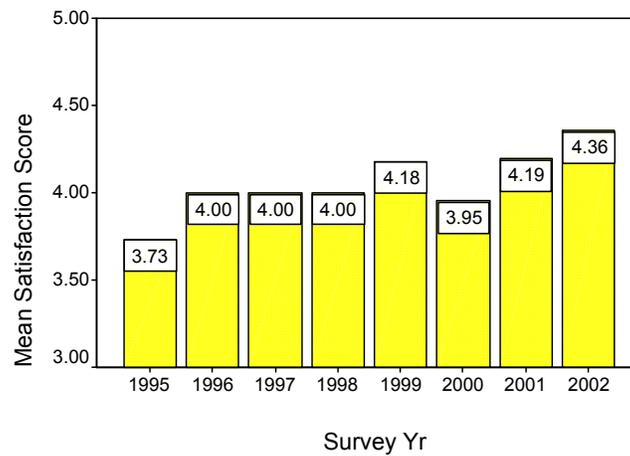
Item 28: End-User Satisfaction

Army Customers



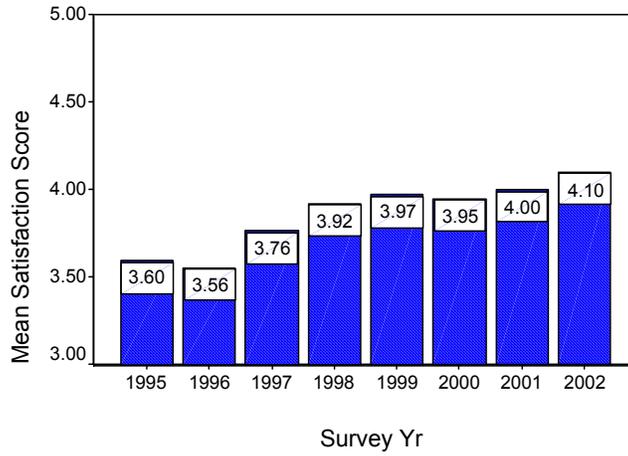
Item 28: End-User Satisfaction

Other Customers



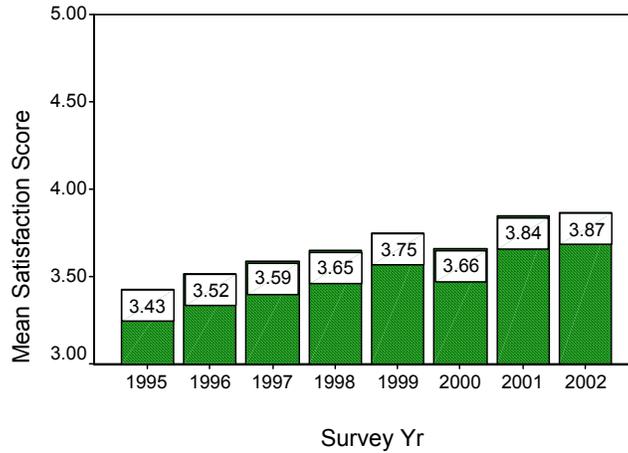
Item 29: Construction Maintainability

AF Customers



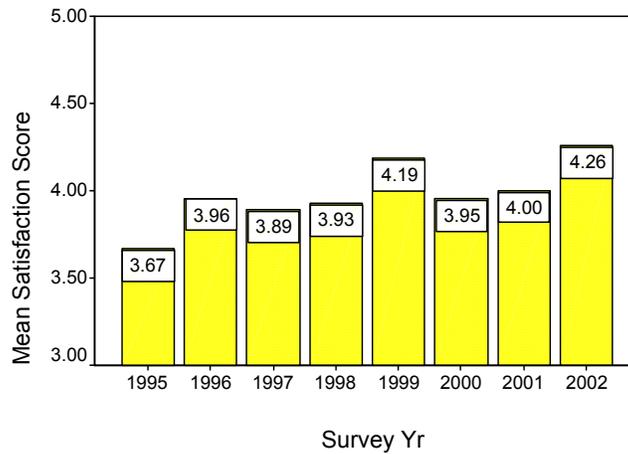
Item 29: Construction Maintainability

Army Customers



Item 29: Construction Maintainability

Other Customers



§4. CONCLUSION

The eighth Annual Military Programs Customer Satisfaction Survey has been completed. The objective of this report is to present a corporate analysis of FY02 customer satisfaction ratings and the 8-year trends in customer ratings since the survey began in 1995. A total of 571 customers participated in the FY02 survey. It is not possible to calculate the response rate since not all Districts have supplied the total number of customers in their population. USACE customers may be categorized by their organization: Army, Air Force, and 'Other'. The 'Other' category includes other DoD agencies and SFO⁹ customers. The 'Other DoD' category includes the following customers: DLA, SOUTHCOM, USMILGP's, US Marine Corps and US Navy, etc. SFO customers include organizations such as EPA, USGS, FBI, DOE, BOP, State agencies, etc.

Army customers comprise the largest proportion of the FY02 sample at 45 percent followed by Air Force (33%), 'Other DoD' (14%) and SFO (8%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC and 'AF-Other'. The greatest number of Air Force customers fall under ACC (48 customers) or AETC (44 customers) commands. The commands specified by the 54 customers who selected 'AF-Other' included AFRC, AFSPC and PACAF. Army customers could select from five categories: AMC, FORSCOM, National Guard, TRADOC and 'Army-Other'. The greatest number of Army customers work under FORSCOM (36 customers), followed by TRADOC (31) and AMC (26). The vast majority of FY02 customers fell into the 'Army-Other' category. The commands specified by the 152 customers who selected 'Army-Other' included Army Reserve, BRAC, IMA, MEDCOM and many others. Since a significantly large number of Army customers specified IMA (42 customers), this category will be added to the available options next year. Customers who selected 'Other DoD' specified organizations such as DLA, SOUTHCOM, Marine Corps and Navy.

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half of USACE customers (54%) rated construction services; 22 percent rated environmental services. Customers that checked the other area of services typically wrote in a combination of the listed service areas. Most of these customers specified 'Construction' combined with another area of service For example 'Construction & Design', 'Construction & Environmental' etc.

The survey included 21 of the 22 Districts who serve military customers¹⁰ and TransAtlantic Center. These districts work within seven Corps Divisions. The greatest proportion of responses was received from customers served by North Atlantic Division at 20.0 percent followed by Northwest Division at 19.6 percent and South Atlantic Division at 19.3%. Mobile and Omaha had the greatest number of valid responses (78 and 63 customers respectively).

⁹ Support for Others: Non-DoD & 100% reimbursable services.

¹⁰ NAP also serves a small number of military customers but had zero responses to its survey this year.

The survey consists of two customer feedback sections. The first section contains customer demographic information (name, organization, DoD command and primary category of services received). Section two contains 32 satisfaction questions. For each service rated, customers were also asked to rate the level of importance of the particular service. Questions 1-11 are of a general nature and also address customer relationship dynamics. Items 12-32 assess specific services and their level of importance. Items are rated on a scale of 1 to 5 where '1'='Very low' and '5'='Very High'.

USACE customers are generally satisfied with products and services provided by the Corps of Engineers. All but one general satisfaction item received a median score of '4' ('High'). Item 3: 'Treats Customer as a Team Member' had a median score of '5' ('Very High'). The majority of responses (60 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 87 percent of respondents and 'Seeks Your Requirements' and 'Overall Satisfaction' rated high by 84 percent each. The three indices that elicited the most negative responses were; 'Reasonable Cost' rated low by 14 percent of customers and 'Provides Timely Services' and 'Would be Your Choice for Future Projects' each by 7 percent.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 77 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of 7 % responded USACE would NOT be their choice for future projects and 16% were non-committal. For customers' overall level of satisfaction (Item 11), 84% responded positively, 5% negatively and 11% fell in the mid-range category. It is worthwhile to note that the non-committal customers represent a critical subgroup of customers deserving attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them.

Customers were also asked to rate the importance of each General Satisfaction item so that a gap analysis could be performed comparing satisfaction rating vs. importance rating for each item. The purpose of the gap analysis is to identify instances where the mean importance rating is notably higher than the satisfaction rating. A large disparity in these scores where 'importance' is much higher than 'rating' indicates that customer's needs are not being properly met. A number of items evinced a notable disparity between 'rating' and 'importance'. They include 'Manages Effectively', 'Timely Services', 'Quality Product' and 'Reasonable Cost'.

The overall tenor of customers' opinions of the specific services items (Items 12-32) was approximately the same as the general satisfaction items. A large number of customers left one or more items blank in this section. The average percentage of non-response was 50 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 20 percent on Item 18: 'Project Management Services' to a

high of 86 percent on Item 30: 'Privatization Support'. Due to the very low response rate on this item and Items 16 (BRAC) and Item 31: 'IS Checkbook Services', these items will not be included in comparisons among specific services.

All specific services items received median scores of '4' or higher. The proportion of high ratings for the specific services items (excluding 'BRAC', 'Privatization Support' & 'IS Checkbook Services') ranged from 68 percent to 84 percent. The top three most highly rated items were 'Environmental Compliance (84% high ratings) and 'Environmental Studies' and 'End-User Satisfaction' (81% each). The specific services that received the lowest ratings were Item 25: 'Timely Construction' and 'Warranty Support' each rated low by 11 percent of respondents, and 'Engineering Design' at 10 percent low ratings. Customers were also asked to rate the importance of each Specific Services item. As was the case with the general satisfaction items, almost all items received a 'High' importance score. Significant disparities between satisfaction ratings and importance ratings were seen in several specific services areas. These disparities (rating lower than importance) were particularly striking on 'Engineering Design', 'Construction Quality', 'Timely Construction', 'Warranty Support', 'End-User Satisfaction' and 'Maintainability'.

This report presents several comparative analyses of customer subgroups for FY02 and historically. Customer ratings by customer group were compared. Since the proportion of SFO customers is fairly small (8%), these ratings were combined with the 'Other DoD' customer ratings¹¹. Statistical comparisons were performed to detect any statistically significant differences between the three customer groups for all satisfaction indicators. Ratings among the three groups were statistically comparable for most satisfaction indicators. The exceptions were 'Reasonable Cost', 'Studies & Investigations', 'Engineering Design', 'Construction Quality', 'End-User Satisfaction' and 'Maintainability'. In nearly every case ratings provided by the 'Other' customer group were statistically significantly higher than Air Force and/or Army. Comparing ratings between Air Force and Army customers shows AF customers' ratings consistently higher or the same as Army. In only one instance were AF ratings lower than Army. This was in the area of (non-environmental) 'Studies and Investigations'.

Additionally, the eight-year trends in customer ratings by Air Force vs. Army vs. Other are presented. Results show that in general, there has been a gradual upward trend at least over the first three years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1995. Army customers' ratings are moving upward in a very consistent pattern over the eight-year survey period. The pattern of Air Force customers' ratings is not quite as consistent. During FY99-FY01 AF ratings begin to stabilize or move downward for a number of satisfaction indicators. However, in FY02 ratings moved higher, meeting or exceeding FY99 levels. It is important to note that for most satisfaction indices, the

¹¹ Although not included in this report, an analysis comparing all four customer groups was conducted. SFO customer ratings proved consistently significantly higher than the other three groups in a number of indicators, especially construction items.

mean scores for Air Force are higher than Army during the earlier years of the survey administration. That is, there was greater room for improvement in Army ratings than Air Force customer ratings. The pattern of ratings for the 'Other' customers is comparable to Army customers. Except that in almost all items ratings in FY00 fell noticeably. And there were more erratic or indeterminate trends in 'Other' customers' ratings over time.

Statistical comparisons were performed to detect any statistically significant differences between the five work categories. This analysis looks only at the General Satisfaction questions plus two of the Specific Services items that are applicable to all areas of work: 'Project Management' and 'Funds Management'. A very clear pattern emerged. Statistically significant differences in ratings were found for almost every satisfaction indicator. The only areas where ratings by work category were the same were 'Seeks Your Requirements', 'Treats You as a Team Member', 'Keeps You Informed' and 'Funds Management'. In every case ratings provided by the 'Environmental' customer group were statistically significantly higher than 'Construction' customers. In almost every comparison Construction customer ratings were the lowest of the five work categories. And generally, the other four category ratings were nearly comparable. In the area of 'Reasonable Costs' however, O&M customers' ratings were almost as low as Construction customers. These results are much different from last FY where O&M ratings were consistently lower than the other work categories.

Customers were given the opportunity to provide comments or suggestions for improvement of Corps' services. A total of 349 (44%) customers submitted comments. Of these, 165 (47%) made favorable comments, 57 (16%) made negative comments, 101 (29%) customers' comments contained mixed information (positive and negative statements) and 26 (7%) respondents' comments were purely informational in nature, neither positive nor negative. The two most frequently cited comments were 'Compliments to individuals/staff' (123 customers) and 'Overall good job' (80 customers). The two most frequent negative comments were 'Corps too slow / schedules not met' (34 customers) and 'Poor coordination / communications with customer' (32 customers). All comments made by a number of individuals should be reviewed carefully. Survey respondents rarely take the time to write comments. When they do, this usually means they feel very strongly about the issue on which they are commenting. In addition, each comment may likely represent up to eight other customers who feel the same but simply didn't take the time to record their opinions.

APPENDIX A

Customer Demographics

Table A-1: 'AF-Other' Command

AF-OTHER COMMAND	#	%
61ABG	1	1.9
AFCEE	2	3.7
AFOTEC	1	1.9
AFRC	11	20.4
AFSPC	12	22.2
AFSV	1	1.9
Elmendorf AFB	5	9.3
HFO ER	1	1.9
Niagra Falls	1	1.9
PACAF	10	18.5
Patrick AFB	1	1.9
Real Property Agency	2	3.7
SOUTHCOM	1	1.9
Surgeon General	1	1.9
USAF Academy	1	1.9
USAFE	1	1.9
USJFCOM	1	1.9
Westover ARB	1	1.9
Total	54	100.0

Table A-2: 'Army-Other' Command

ARMY-OTHR COMMAND	#	%
100th ASG	2	1.3
222 BSB	1	0.7
22ND ASG	1	0.7
26th ASG	1	0.7
409 BSB	1	0.7
98TH ASG	1	0.7
ACSIM	2	1.3
AEC	2	1.3
ARC	10	6.6
ARCENT	1	0.7
Arlington Nat'l Cemetery	1	0.7
Army Broadcasting	1	0.7
ATEC	1	0.7
BRAC	8	5.3
CARLISLE BARRACKS	2	1.3
DOD Military Working Dog Vet Svc	1	0.7
DOIM	1	0.7
FMMC	2	1.3
Ft AP Hill	1	0.7
Ft Bragg	2	1.3
Ft Dix	1	0.7
Ft Hamilton	2	1.3

ARMY-OTHR COMMAND	#	%
Ft Lee	1	0.7
Ft Meade	1	0.7
Ft Polk	1	0.7
Garrison Cmd, SERO	3	2.0
HFPO-Alaska	1	0.7
IMA	42	27.6
INSCOM	1	0.7
Iowa AAP	2	1.3
ISMA	2	1.3
Joint Munitions Cmd	1	0.7
Longhorn AAP	1	0.7
Malmstrom AFB	1	0.7
MDW	4	2.6
MEDCOM	9	5.9
MTMC	1	0.7
Nike Missile C-70	1	0.7
Pueblo Chemical Depot	1	0.7
Redstone Arsenal	1	0.7
Regional Support Command`	1	0.7
US Army Rctg Bn - Portland	1	0.7
USACE	4	2.6
USACFSC	1	0.7
USAG Ft A.P. Hill	1	0.7
USAG Ft Detrick	2	1.3
USAG MIAMI	1	0.7
USARAK	2	1.3
USAREUR	3	2.0
USARPAC	1	0.7
USASOC	4	2.6
USFK	5	3.3
USMA	2	1.3
USMILGP-Honduras	1	0.7
USMLGP-Belize	1	0.7
USSOCOM	1	0.7
Walter Reed Medical Center	1	0.7
White Sands Missile Range	1	0.7
Total	152	100.0

Table A-3: 'Other' DoD Command

'OTHER DoD' COMMAND	#	%
CENTCOM	1	1.2
CNFK	1	1.2
DeCA	5	6.2
Defense Threat Reduction Agency	2	2.5
Dept of Veterans Affairs	1	1.2
DESC	1	1.2
DFAS	1	1.2
DLA	15	18.5
DODDS	1	1.2
EUCOM	5	6.2
Marine Corps	9	11.1
MDA	2	2.5
Navy	16	19.8
NDU	2	2.5
NIMA	1	1.2
SOUTHCOM	10	12.3
TSPMO	1	1.2
USFJ	2	2.5
USMILGP-El Salvador	1	1.2
USPACOM	1	1.2
USSOCOM	3	3.7
Total	81	100.0

Table A-4: Work Category ‘Other’

<u>‘OTHER’ CATEGORY</u>	#	%
1391 Prep	1	1.4
1391 Support	1	1.4
Public housing programs	1	1.4
A&E & construction	1	1.4
AIR FORCE MUSEUM	1	1.4
All Services	4	5.5
Audits	1	1.4
Collective Protection	1	1.4
Const & Contracting	1	1.4
Const & O&M	1	1.4
Const & Programming/Design	1	1.4
Const & Real Estate	1	1.4
Const, O&M & Environ	1	1.4
Construct & Environ	2	2.7
Construct & O&M	1	1.4
Construct,A&E, MCA, Real Estate	1	1.4
Consultant	1	1.4
Contract Administration	1	1.4
DD1391	1	1.4
Design-Build Management	1	1.4
Design	2	2.7
Design mgmt	1	1.4
Design, Constr Mgmt Eng Services	1	1.4
Design, Construction, PM	1	1.4
Design, PPM, Constr Mgmt for JFIP	1	1.4
Design,Energy,JOC,Nat. Res.	1	1.4
Environ, Real Estate& Construct	2	2.7
Environ & Real Estate	1	1.4
Equip. Decontam. Facility -Clear Creek	1	1.4
FIP SUPPORT	1	1.4
Former Fort Ord Trailhead Improv.	1	1.4
Former Fort Ord Latrine Removal	1	1.4
FUDS Program Manager	1	1.4
GPS/GIS Technical Support	1	1.4
Health Facility Life Cycle Mgmt	1	1.4
Historic Preservation Training	1	1.4
HTRW	1	1.4
IDIQ/FIRM FIX	1	1.4
Information / Assistance	1	1.4
Infrastructure Assessment	1	1.4

<u>'OTHER' CATEGORY</u>	#	%
Inspect Facilities, Maintain	1	1.4
Installation Management Support	1	1.4
JFIP Project Management	1	1.4
Master Planning	1	1.4
Master Planning & Real Estate	1	1.4
MCA & O&M Work + Services	1	1.4
MCA Program Management	1	1.4
MEDCOM Support Team	1	1.4
MILCON DESIGN	1	1.4
museum	1	1.4
Planning	1	1.4
Planning & Design	2	2.7
Presentation	1	1.4
Programming Support	1	1.4
Project Management	2	2.7
Project Management, Technical Support	1	1.4
Public Works	2	2.7
RE and OMAR	1	1.4
Real Estate & O&M	1	1.4
Real Estate, Engineering & Const	1	1.4
Reuse, Excess Army Properties	1	1.4
Reviews/Inspections/Audits	1	1.4
Survey/Study	1	1.4
Technical Support	1	1.4
Total	73	100.0

Table A-5: List of Customer Organizations

CUSTOMER ORGANIZATION	#	%
100th ASG, 409th BSB (Vilseck)	1	0.2
100th ASG, 410th BSB (Vilseck)	1	0.2
100th ASG, Grafenwoehr	1	0.2
101st ASG, Grafenwoehr	1	0.2
102nd ASG, Grafenwoehr	1	0.2
103rd ASG, Grafenwoehr	1	0.2
104th ASG, Grafenwoehr	1	0.2
104th ASG, Hanau	1	0.2
222d BSB	1	0.2
22d ASG	1	0.2
26th ASG	1	0.2
61 ABG	1	0.2
6th ASG	1	0.2
914 AW, Niagra Falls	1	0.2
98th ASG, 279th BSB	1	0.2
98th ASG, 417 BSB	1	0.2
ACC	2	0.4
ACC, 366 CES	1	0.2
ACC, Avon Park AFB	1	0.2
ACC, Beale AFB	4	0.7
ACC, Cannon AFB	3	0.5
Acc, Davis-Montham AFB	1	0.2
ACC, Dyess AFB	3	0.5
ACC, Ellsworth AFB	1	0.2
ACC, Holloman AFB	2	0.4
ACC, Kirtland AFB	1	0.2
ACC, Langley AFB	11	1.9
ACC, Minot AFB	2	0.4
ACC, Moody AFB	2	0.4
ACC, Mt. Home AFB	1	0.2
ACC, Nellis AFB	4	0.7
ACC, NRLAM	1	0.2
ACC, Offut AFB	2	0.4
ACC, Seymour Johnson AFB	2	0.4
ACC, Shaw AFB	2	0.4
ACC, Soto Cano AB	1	0.2
ACC, Whiteman AFB	1	0.2
ACSIM-AR	2	0.4
ACSIM-ARD	2	0.4
ACSIM BRACO	1	0.2
AEC APGEA	2	0.4
AETC, Little Rock AFB	2	0.4

CUSTOMER ORGANIZATION	#	%
AETC, Vance AFB	2	0.4
AETC, Altus AFB	6	1.1
AETC, Columbus AFB	2	0.4
AETC, Former Lowry Training Annex	1	0.2
AETC, Ft Sill	1	0.2
AETC, Goodfellow AFB	1	0.2
AETC, Lackland AFB	1	0.2
AETC, Laughlin AFB	2	0.4
AETC, Little Rock AFB	1	0.2
AETC, Maxwell AFB	3	0.5
AETC, Randolph AFB	13	2.3
AETC, Sheppard AFB	3	0.5
AETC, Tyndall AFB	2	0.4
AETC, USAF Recruiting	2	0.4
AETC, Vance AFB	2	0.4
AFCEE, Brooks AFB	2	0.4
AFMC, Arnold AFB	2	0.4
AFMC, Brooks City Base	1	0.2
AFMC, Eglin AFB	3	0.5
AFMC, Hanscom AFB	1	0.2
AFMC, Hill AFB	5	0.9
AFMC, Kirtland AFB	5	0.9
AFMC, Offut AFB	1	0.2
AFMC, Tinker AFB	2	0.4
AFMC, Wright Patterson AFB	5	0.9
AFMC, Wright Patterson AFB Museum	1	0.2
AFOTEC, Kirtland AFB	1	0.2
AFRC	1	0.2
AFRC 939 ARW, Portland	1	0.2
AFRC Europe	1	0.2
AFRC, 440th Airlift Wing	1	0.2
AFRC, 452MSG March ARB	1	0.2
AFRC, Dobbins AFB	1	0.2
AFRC, Robins AFB	1	0.2
AFRC, Westover ARB	1	0.2
AFRPA	2	0.4
AFSPC	2	0.4
AFSPC, Buckley AFB	2	0.4
AFSPC, Cape Cod AFS	1	0.2
AFSPC, Malmstrom AFB	2	0.4
AFSPC, New Boston AFS	1	0.2
AFSPC, Peterson AFB	2	0.4
AFSPC, Schriever AFB	2	0.4
AFSPC, Warren AFB	1	0.2

CUSTOMER ORGANIZATION	#	%
AFSV	1	0.2
AL Army Natl Guard	1	0.2
Alabama Emergency Mgmt Agency	2	0.4
Alaskan Cmd, Elmendorf AFB	1	0.2
AMC APGEA	1	0.2
AMC OSC	1	0.2
AMC, Adelphi Lab Center	1	0.2
AMC, Army Research Lab	1	0.2
AMC, Army Soldier Systems Center	1	0.2
AMC, Blue Grass Army Depot	1	0.2
AMC, Fairchild AFB	3	0.5
AMC, Grand Forks AFB	1	0.2
AMC, Hawthorne Army Depot	1	0.2
AMC, Joliet AAP	1	0.2
AMC, Letterkenny Army Depot	1	0.2
AMC, Lima Army Tank Plant	1	0.2
AMC, MacDill AFB	2	0.4
AMC, McAlester AAP	1	0.2
AMC, McChord AFB	1	0.2
AMC, McGuire AFB	1	0.2
AMC, Milan AAP	1	0.2
AMC, Newport Chemical Depot	1	0.2
AMC, PBCA	1	0.2
AMC, Pine Bluff Arsenal	2	0.4
AMC, Pope AFB	2	0.4
AMC, Radford AAP	1	0.2
AMC, Redstone Arsenal	1	0.2
AMC, Rock Island Arsenal	1	0.2
AMC, Scott AFB	4	0.7
AMC, Sierra Army Depot	1	0.2
AMC, Tobyhanna Army Depot	1	0.2
AMC, Tooele Army Depot	2	0.4
AMC, USAGAPG	1	0.2
AMC, McConnell AFB	2	0.4
Anonymous	1	0.2
ARC, 70th Regional Support Cmd	1	0.2
ARC, 89th Regional Support Cmd	1	0.2
ARC, 89th RSC	1	0.2
ARC, 94th Regional Support Cmd	3	0.5
ARC, 96th Regional Support Cmd	1	0.2
ARC, Ft Dix	1	0.2
Architect of the Capitol	1	0.2
Arlington National Cemetery	1	0.2
Army Broadcasting, Frankfurt	1	0.2

CUSTOMER ORGANIZATION	#	%
Army National Guard	3	0.5
ATEC, Dugway Proving Ground	1	0.2
BLM, Butte Field Office	1	0.2
BLM, Hollister Field Office	2	0.4
BLM, Hollister Filed Office	1	0.2
BRAC, Ft Sill	1	0.2
BRACO	1	0.2
Bureau of Prisons	1	0.2
CA Army National Guard	1	0.2
CA Department of Transportation	1	0.2
Camp As Sayliyah, Qatar	1	0.2
CENTCOM, OMC Cairo	1	0.2
City of Benicia, CA	1	0.2
CNFK	1	0.2
CO Dept. of Public Health and Env.	1	0.2
DeCA	5	0.9
Defense Finance and Accounting Service	1	0.2
Defense Threat Reduction Agency	2	0.4
Dept of Homeland Security	3	0.5
Dept Veterans Affairs	1	0.2
DLA	4	0.7
DLA Support Services Pacific	1	0.2
DLA, DDJC	5	0.9
DLA, DDSP	2	0.4
DLA, Defense Supply Center	1	0.2
DLA, DESC	2	0.4
DLA, Ft. Belvoir	1	0.2
DOD Military Working Dog Vet Svc	1	0.2
DODDS Pacific	1	0.2
DOE	3	0.5
DOI	1	0.2
DOIM, Ft Lewis	1	0.2
Drug Enforcement Adm	1	0.2
Elmendorf AFB	1	0.2
EPA	9	1.6
EUCOM	5	0.9
Europe Regional Medical Cmd	1	0.2
FBI	1	0.2
FEMA	1	0.2
FL Army Natl Guard	1	0.2
FMMC	2	0.4
FORSCOM, 280th BSB Schweinfurt	1	0.2
FORSCOM, 80th ASG	2	0.4
FORSCOM, Camp Doha	1	0.2

CUSTOMER ORGANIZATION	#	%
FORSCOM, Devens BRAC	1	0.2
FORSCOM, Ft Bragg	1	0.2
FORSCOM, Ft Campbell	5	0.9
FORSCOM, Ft Carson	1	0.2
FORSCOM, Ft Dix	1	0.2
FORSCOM, Ft Drum	1	0.2
FORSCOM, Ft Hood	5	0.9
FORSCOM, Ft Irwin	1	0.2
FORSCOM, Ft Lewis	3	0.5
FORSCOM, Ft McPherson	1	0.2
FORSCOM, Ft Polk	7	1.2
FORSCOM, Ft Riley	1	0.2
FORSCOM, Ft Stewart	3	0.5
FORSCOM, Ft Wainwright	1	0.2
FORSCOM, Hamilton Army Air Field	1	0.2
Ft Belvoir	1	0.2
Ft Bragg	2	0.4
Ft Chaffee	1	0.2
Ft Detrick	2	0.4
Ft Dix	1	0.2
Ft Hamilton	2	0.4
Ft Harrison	1	0.2
Ft Indiantown Gap	1	0.2
Ft McNair National Defense Univ	1	0.2
Ft Meade	1	0.2
Garrison Transition Force, Redstone Arsenal	1	0.2
HFO-ER, Brooks AFB	1	0.2
HFPO-Alaska	1	0.2
HI Department of Transportation	1	0.2
HQ AFRC	3	0.5
HUD	2	0.4
IMA, 282 BSB	1	0.2
IMA, AR	1	0.2
IMA, ARD	1	0.2
IMA, AST Garmisch	1	0.2
IMA, Camp Bullis	1	0.2
IMA, Camp Henry	1	0.2
IMA, EURO	1	0.2
IMA, Ft Belvoir	1	0.2
IMA, Ft Bliss	2	0.4
IMA, Ft Bragg	2	0.4
IMA, Ft Buchanan	1	0.2
IMA, Ft Drum	1	0.2
IMA, Ft Gordon	1	0.2

CUSTOMER ORGANIZATION	#	%
IMA, Ft Knox	2	0.4
IMA, Ft McPherson	2	0.4
IMA, Ft Meade	1	0.2
IMA, Ft Monroe	1	0.2
IMA, Ft Sill	3	0.5
IMA, Ft Wainwright	1	0.2
IMA, NERO	1	0.2
IMA, NWRO	1	0.2
IMA, PWBC	1	0.2
IMA, SERO	4	0.7
IMA, SWRO	1	0.2
IMA, USAG-Hawaii	1	0.2
INS, US Border Patrol	1	0.2
INSCOM	1	0.2
Iowa AAP	2	0.4
ISMA, Jefferson Proving Ground	1	0.2
ISMA, Nat'l Capital Region	1	0.2
Jefferson Proving Ground	1	0.2
Joint Munitions Cmd, Iowa AAP	1	0.2
Longhorn AAP	1	0.2
Marine Corps 12th District	1	0.2
Marine Corps, Beaufort	1	0.2
Marine Corps, Butler	2	0.4
Marine Corps, Camp Butler	2	0.4
Marine Corps, Camp Fuji	1	0.2
Marine Corps, Iwakuni	1	0.2
Marine Corps, RS Salt Lake City	1	0.2
Marine Forces Reserve	1	0.2
MDA, Ft Richardson	1	0.2
MDA, Ground-Based Midcourse Defense Program	1	0.2
MDW, Ft AP Hill	2	0.4
MDW, Ft Belvoir	1	0.2
MDW, Ft Myer	1	0.2
MDW, RavenRock	1	0.2
MEDCOM	6	1.1
MEDCOM, Ft Detrick	1	0.2
MEDCOM, PWBC	1	0.2
MEDCOM, Reynolds Army Hospital	1	0.2
MS Army Natl Guard	1	0.2
MTMC, Sunny Point	1	0.2
National Defense University	1	0.2
National Guard Bureau	1	0.2
National Park Service, Pacific West Region	2	0.4
Navy El Centro	1	0.2

CUSTOMER ORGANIZATION	#	%
Navy Recruiting District Seattle	3	0.5
Navy, Atsugi	2	0.4
Navy, COMNAVFORJAPAN	1	0.2
Navy, COMUSNAVSO	1	0.2
Navy, Fleet Activities Sasebo	1	0.2
Navy, Kadena	1	0.2
Navy, Naval Hospital, Okinawa	1	0.2
Navy, Navy Region SW	1	0.2
Navy, NRD Portland	1	0.2
Navy, Puget Sound Naval Shipyard	1	0.2
Navy, SouthDivNavFacEngCom	1	0.2
Nike Missile C-70	1	0.2
NIMA	1	0.2
Omaha Housing Authority	1	0.2
Osan AB	2	0.4
PACAF, Eielson	1	0.2
PACAF, Elmendorf AFB	5	0.9
PACAF, Hickam AFB	2	0.4
PACAF, Misawa AB	1	0.2
PACAF, Osan AB	1	0.2
PACAF, Yokota AB, Japan	1	0.2
PACOM J1HPS	1	0.2
Panama Canal Authority	1	0.2
Patrick AFB	1	0.2
Pueblo Chemical Depot	2	0.4
Radford AAP	1	0.2
Redstone Arsenal	2	0.4
Savanna Army Depot	2	0.4
SOUTHCOM	3	0.5
SOUTHCOM SCEN	1	0.2
SOUTHCOM, US ODR San Jose	1	0.2
SOUTHCOM, USMAAG-Peru	1	0.2
Surgeon General, Ramstein AB	1	0.2
TRADOC, Carlisle Barracks	3	0.5
TRADOC, Former Ft Ord	1	0.2
TRADOC, Ft Benning	1	0.2
TRADOC, Ft Bliss	3	0.5
TRADOC, Ft Jackson	1	0.2
TRADOC, Ft Leavenworth	1	0.2
TRADOC, Ft Lee	2	0.4
TRADOC, Ft Leonard Wood	1	0.2
TRADOC, Ft McClellan	1	0.2
TRADOC, Ft Monroe	3	0.5
TRADOC, Ft Rucker	7	1.2

CUSTOMER ORGANIZATION	#	%
TRADOC, Ft Sill	4	0.7
TRADOC, Ft. Knox	1	0.2
TRADOC, ORD Military Community	1	0.2
TRADOC, Presidio of Monterey	4	0.7
TSPMO, Buckner	1	0.2
US Army Garrison-Miami	1	0.2
US Army Rctg Bn - Portland	1	0.2
US Embassy Belize	1	0.2
US Embassy Costa Rica	1	0.2
US Embassy Lima - Narcotics Affairs	1	0.2
US Embassy Montevideo	1	0.2
US Holocaust Memorial Museum	1	0.2
US Military Academy	1	0.2
USACE-LRL	1	0.2
USACE-NWD	2	0.4
USACE	1	0.2
USACFSC-CO	1	0.2
USAF Academy	1	0.2
USAFE, Ramstein AB	1	0.2
USAG, Ft A.P. Hill	1	0.2
USAID, Colombia	2	0.4
USAID, El Salvador	1	0.2
USARAK, Ft Richardson	2	0.4
USARC	1	0.2
USAREUR, 414th BSB Hanau	1	0.2
USAREUR, Heidelberg	1	0.2
USARPAC, Ft Richardson	1	0.2
USASOC	1	0.2
USASOC, 5th Special Forces Group	1	0.2
USASOC, Ft Bragg	3	0.5
USASOC, Ft Lewis	1	0.2
USASOC, Torii Station	1	0.2
USDA	1	0.2
USFJ, Yokota Air Base	2	0.4
USFK, Camp Carrol	1	0.2
USFK, Camp Casey	1	0.2
USFK, Korea	4	0.7
USJFCOM, Fairchild AFB	1	0.2
USMA, West Point	1	0.2
USMILGP Bolivia	1	0.2
USMILGP El Salvador	1	0.2
USMILGP, Argentina	1	0.2
USMILGP, Belize	1	0.2
USMILGP, Colombia	1	0.2

CUSTOMER ORGANIZATION	#	%
USMILGP, El Salvador	1	0.2
USMILGP, Honduras	1	0.2
USMILGP, Nicaragua	1	0.2
USSOCOM	1	0.2
Walter Reed Army Medical Center	1	0.2
Westover ARB	1	0.2
White Sands Missile Range	1	0.2
Total	571	100.0

APPENDIX B

Statistical Details

Table B-1: General Satisfaction Measures – Details

	Very Low		Low		Mid-range		High		Very High		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
General Services Items	6	1.1	20	3.6	64	11.5	220	39.6	246	44.2	556	100.0
1 Seeks Your Requirements	8	1.4	27	4.8	76	13.6	225	40.4	221	39.7	557	100.0
2 Manages Effectively	4	0.7	18	3.2	49	8.7	167	29.7	325	57.7	563	100.0
4 Resolves Your Concerns	11	2.0	17	3.0	74	13.1	226	40.1	236	41.8	564	100.0
5 Timely Service	12	2.1	29	5.1	119	21.0	202	35.6	206	36.3	568	100.0
6 Quality Product	8	1.4	17	3.0	81	14.4	231	41.0	227	40.2	564	100.0
7 Reasonable Costs	19	3.5	58	10.6	140	25.6	180	32.9	150	27.4	547	100.0
8 Displays Flexibility	5	0.9	25	4.4	67	11.8	197	34.8	272	48.1	566	100.0
9 Keeps You Informed	6	1.1	23	4.0	92	16.2	187	32.9	260	45.8	568	100.0
10 Your Future Choice	14	2.6	25	4.6	85	15.6	180	33.0	242	44.3	546	100.0
11 Overall Satisfaction	7	1.2	22	3.9	63	11.2	238	42.3	233	41.4	563	100.0

Table B-2: Specific Services Items– Details

Specific Services Items	Very Low		Low		Mid-range		High		Very High		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
12. Planning	3	1.3	9	3.9	46	19.8	75	32.3	99	42.7	232	100.0
13. Studies & Investigations	4	1.8	11	5.0	39	17.6	94	42.3	74	33.3	222	100.0
14. Environmental Studies	3	1.1	11	3.9	38	13.6	120	42.9	108	38.6	280	100.0
15. Environmental Compliance	4	1.6	6	2.5	30	12.3	99	40.6	105	43.0	244	100.0
16. BRAC	5	5.7	2	2.3	12	13.8	37	42.5	31	35.6	87	100.0
17. Real Estate	7	3.1	12	5.3	38	16.9	94	41.8	74	32.9	225	100.0
18. Project Management	7	1.5	23	5.0	61	13.4	178	39.0	187	41.0	456	100.0
19. Project Documentation	6	2.1	7	2.5	53	18.7	107	37.7	111	39.1	284	100.0
20. Funds Management	5	1.3	21	5.3	87	22.0	157	39.6	126	31.8	396	100.0
21. A/E Contracts	7	1.9	20	5.5	62	17.0	148	40.5	128	35.1	365	100.0
22. Engineering Design	9	2.2	31	7.5	88	21.3	167	40.4	118	28.6	413	100.0
23. Job Order Contracts	2	1.1	10	5.3	26	13.9	62	33.2	87	46.5	187	100.0
24. Construction Quality	5	1.2	20	4.7	61	14.3	194	45.4	147	34.4	427	100.0
25. Timely Construction	19	4.5	27	6.4	90	21.4	166	39.5	118	28.1	420	100.0
26. Construction Turnover	4	1.2	17	5.0	71	20.8	156	45.7	93	27.3	341	100.0
27. Warranty Support	13	4.0	23	7.1	60	18.4	135	41.4	95	29.1	326	100.0
28. End-user Satisfaction	7	1.7	12	2.9	61	14.6	185	44.3	153	36.6	418	100.0
29. Maintainability	2	0.5	13	3.5	74	20.1	165	44.8	114	31.0	368	100.0
30. Privatization Support	4	5.1	4	5.1	18	23.1	21	26.9	31	39.7	78	100.0
31. IS Checkbook	1	1.0	6	6.1	15	15.3	32	32.7	44	44.9	98	100.0
32. PM Forward	3	1.9	8	5.1	20	12.7	40	25.5	86	54.8	157	100.0

Table B-3: Mean Satisfaction Scores BY customer Group FY02

Items	Air Force		Army		Other		Total	
	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.27	180	4.18	249	4.25	126	4.22	555
S2 Manages Effectively	4.11	182	4.09	250	4.20	124	4.12	556
S3 Treats You as Team	4.45	183	4.38	253	4.40	126	4.40	562
S4 Resolves Your Concerns	4.12	185	4.16	253	4.24	125	4.17	563
S5 Timely Service	3.98	185	3.97	254	4.04	128	3.99	567
S6 Quality Product	4.10	184	4.12	253	4.31	126	4.16	563
S7 Reasonable Cost	3.82	183	3.53	247	3.88	116	3.70	546
S8 Flexibility	4.29	184	4.20	254	4.28	127	4.25	565
S9 Informs You	4.23	184	4.15	255	4.19	128	4.19	567
S10 Future Choice	4.13	180	4.10	243	4.16	122	4.12	545
S11 Overall Satisfaction	4.21	183	4.15	252	4.24	127	4.19	562
S12 Planning	4.20	69	4.02	120	4.23	43	4.11	232
S13 Studies & Investigations	3.67	48	4.08	132	4.17	42	4.00	222
S14 Environmental Studies	4.17	70	4.09	158	4.25	51	4.14	279
S15 Environmental Compliance	4.15	67	4.18	140	4.43	37	4.21	244
S16 BRAC	3.78	18	4.02	56	4.23	13	4.00	87
S17 Real Estate	3.95	63	3.96	132	3.97	30	3.96	225
S18 Project Mgmt	4.20	156	4.11	205	4.05	94	4.13	455
S19 Project Doc's	4.19	77	4.06	157	4.04	49	4.09	283
S20 Funds Mgmt	4.01	134	3.88	186	4.04	75	3.95	395
S21 A/E Contracts	3.98	124	3.97	176	4.20	65	4.01	365
S22 Engineering Design	3.84	152	3.74	187	4.19	73	3.86	412
S23 Job Order Contracts	4.27	52	4.08	100	4.37	35	4.19	187
S24 Construction Quality	4.04	160	3.97	186	4.36	81	4.07	427
S25 Timely Construction	3.83	162	3.72	181	3.92	77	3.80	420
S26 Construction Turnover	3.94	125	3.91	163	3.98	53	3.93	341
S27 Warranty	3.92	116	3.75	161	3.98	49	3.85	326
S28 End-user Satisfaction	4.13	159	4.00	182	4.36	76	4.11	417
S29 Maintainability	4.10	137	3.87	169	4.26	62	4.02	368
S30 Privatization Support	4.06	18	3.81	53	4.29	7	3.91	78
S31 IS Checkbook Services	4.15	13	4.13	80	4.40	5	4.14	98
S32 PM Forward	4.34	32	4.24	107	4.22	18	4.26	157

Table B-4: FY02 Customer Ratings by Work Category –

Item	Construct		Environ		O&M		Real Estate		Other		Total	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
Seeks Your Reqts	4.17	304	4.34	118	4.36	22	4.15	27	4.25	85	4.22	556
Manages Effectively	3.95	306	4.41	116	4.41	22	4.36	28	4.19	85	4.12	557
Treats You as Team	4.33	307	4.52	121	4.48	21	4.48	27	4.47	87	4.40	563
Resolves Your Concerns	4.01	308	4.43	121	4.32	22	4.41	27	4.26	86	4.17	564
Timely Service	3.81	307	4.28	124	4.14	22	4.21	28	4.09	87	3.99	568
Quality Product	4.00	305	4.36	124	4.38	21	4.41	27	4.26	87	4.16	564
Reasonable Cost	3.54	297	3.97	119	3.57	21	4.15	26	3.79	84	3.70	547
Flexibility	4.10	305	4.44	124	4.36	22	4.43	28	4.38	87	4.25	566
Informs You	4.11	307	4.30	124	4.18	22	4.22	27	4.27	88	4.18	568
Future Choice	3.95	295	4.37	116	4.27	22	4.22	27	4.28	86	4.12	546
Overall Satisfaction	4.05	306	4.42	121	4.32	22	4.37	27	4.24	87	4.19	563
Project Mgmt	4.04	265	4.39	89	4.40	20	4.32	19	4.00	63	4.13	456
Funds Mgmt	3.85	226	4.15	89	4.33	12	4.00	12	4.00	57	3.95	396

Table B-5: 1995-02 # Responses by Division & Survey Year

DIVISION	1995	1996	1997	1998	1999	2000	2001	2002	Total
LRD	17	35	57	25	57	25	19	34	269
MVD	0	0	0	0	5	0	0	0	5
NAD	74	99	178	161	154	119	75	112	972
NWD	121	58	104	108	124	150	162	110	937
POD	47	56	79	98	109	84	92	60	625
SAD	65	58	87	78	95	75	90	108	656
SPD	35	26	47	58	69	72	15	57	379
SWD	52	32	55	54	72	48	50	79	442
Total	411	364	607	582	685	573	503	560	4285

Table B-6: 1995-02 # Responses by District & Survey Year

DISTRICT	1995	1996	1997	1998	1999	2000	2001	2002	Total
LRL	17	35	57	25	57	25	19	34	269
MVR	0	0	0	0	1	0	0	0	1
MVP	0	0	0	0	4	0	0	0	4
NAB	43	30	36	52	30	20	32	43	286
NAN	15	19	17	13	15	20	16	6	121
NAO	3	31	35	34	38	37	18	12	208
NAP	0	5	5	9	1	1	0	0	21
NAE	0	0	0	0	0	1	6	14	21
NAU	13	14	85	53	70	40	3	37	315
NWK	9	18	17	4	14	6	10	6	84
NWO	50	20	26	23	26	67	68	63	343
NWS	62	20	61	81	84	77	84	41	510
POA	0	19	22	32	18	9	32	19	151
POF	0	4	17	13	32	12	19	14	111
POH	17	11	15	20	27	36	17	6	149
POJ	30	22	25	33	32	27	24	21	214
SAM	51	43	38	37	47	47	50	78	391
SAS	14	15	49	41	48	28	40	30	265
SPA	7	2	20	15	17	14	3	8	86
SPL	8	8	15	21	18	26	9	8	113
SPK	20	0	12	22	34	32	3	41	164
SPN	0	16	0	0	0	0	0	0	16
SWF	22	15	30	36	47	28	13	39	230
SWL	8	6	13	9	10	11	9	7	73
SWT	22	11	12	9	15	9	28	33	139
HQ	79	88	119	81	53	14	5	3	442
TAC	0	5	0	32	7	4	15	8	71
Total	490	457	726	695	745	591	523	571	4798

