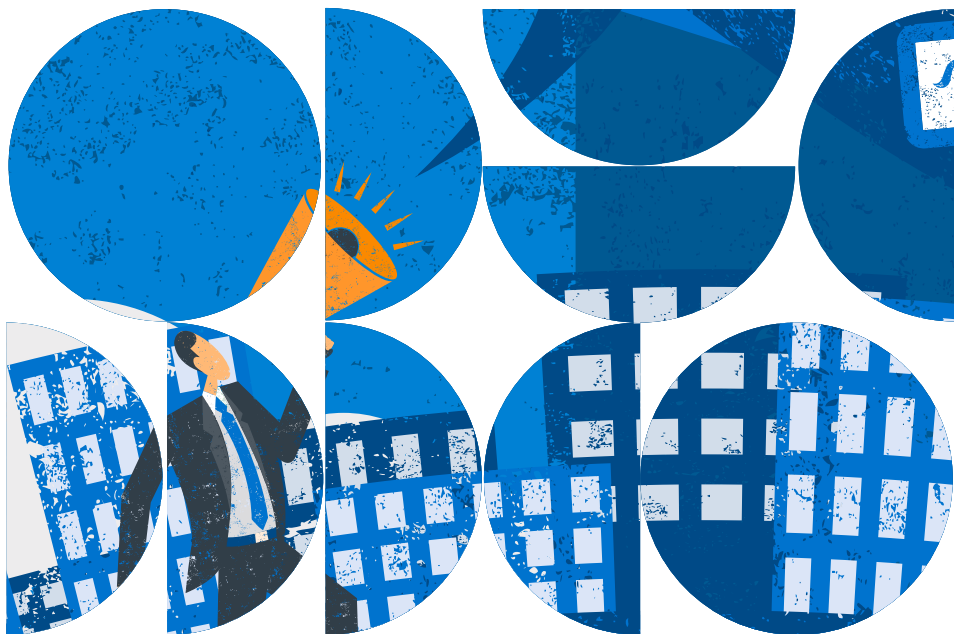




Get the Most Out of Facilities Customer Satisfaction Surveys

10 Lessons to Improve Survey Design, Deployment, and Analysis

Facilities Forum





EAB

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Facilities Forum

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Introduction to Facilities Customer Satisfaction Surveys

Why Conduct a Customer Satisfaction Survey?

In a climate of declining budgets and rising student and faculty expectations, a better understanding of customer wants and needs can help Facilities ensure best use of limited resources. To that end, Facilities departments are increasingly turning to annual customer satisfaction surveys to measure their campuses' views of Facilities performance.

Customer satisfaction surveys vary in length and composition, but they all are designed to help Facilities leaders achieve three unique goals. First, these surveys create a formal method for campus customers to share feedback. Given the importance of shared governance in higher education, providing an avenue for faculty, staff, and students to express their opinions is valuable.

Second, surveys help Facilities gather information to make better resource allocation decisions. By identifying weak points in Facilities operations as well as the issues most important to campus constituents, Facilities leaders can better align day-to-day operations and larger capital renewal decisions with actual campus needs.

Finally, customer satisfaction surveys equip leaders with a better understanding of customers' attitudes toward Facilities services and help Facilities identify ways to improve their operations. Using survey results as a guide, select Facilities departments have improved overall customer relations, surfaced professional development gaps, and fostered a more customer-centric culture among Facilities staff.

Three Goals of Facilities Customer Satisfaction Surveys



1 Create a Formal Method for Campus Customers to Provide Feedback

Survey demonstrates Facilities' commitment to customer service and shared governance.



2 Gather Data to Inform Resource Allocation Decisions

Responses equip Facilities to understand how to better allocate resources toward the most highly-valued functions and projects.



3 Align Facilities Operation with Customer Wants and Needs

Survey data helps Facilities understand what functions are most important, address customer dissatisfaction, and identify areas where Facilities has room to improve.

Overcoming Challenges to an Effective Survey

However, customer satisfaction surveys often fail to deliver on institutions' aspirations. Institutions conducting customer satisfaction surveys often encounter three major challenges, outlined below.

First, institutions fail to set clear goals for their survey, and as a result, they do not get useful information.

Second, surveys fail to reach important customers and garner response rates that allow for a comprehensive analysis. Even a well-designed survey will not provide value if it does not reach customers whose feedback is critical to understanding diverse campus needs.

Finally, even when institutions have well-designed surveys with high response rates, they are often not sure how to analyze the data to isolate actionable information and make meaningful improvements to Facilities operations.

Challenges

Institutions fail to set clear goals for their survey, and as a result, do not get good information

Surveys struggle to reach important constituents and achieve reasonable response rates

Even when institutions have well-designed surveys, they don't know how to analyze the data to inform operational decision making

Solutions

Survey Design: Ask Targeted Questions to Get the Right Data

Survey Deployment: Create an Outreach Plan to Maximize Response Rates

Survey Analysis: Use Feedback to Make Customer-Centric Decisions

To see value from customer satisfaction surveys, institutions must address all three challenges. Facilities leaders must clearly outline their aspirations for the survey upfront so they can better identify questions that yield actionable responses. Then, leaders must create an outreach plan that includes all necessary constituents and provides a full picture of campus opinions. Finally, Facilities units should use more strategic analyses to understand responses and ultimately make informed, customer-centric decisions about resource allocation, investments, and more.

10 Lessons to Improve Customer Satisfaction Surveys

The remainder of this brief is divided into three sections that explore each solution in greater detail. The first section provides guidance on selecting the survey questions that will yield valuable customer satisfaction data. The second section focuses on survey deployment tactics, helping institutions determine when and how to deploy a survey for maximum reach. The third section helps institutions understand how to analyze and share survey results.

The framework below presents the three-part strategy and 10 lessons for improving customer satisfaction surveys in Facilities management.

Survey Design

Ask Targeted Questions to Get the Right Data

Lesson 1

Select Demographic Questions That Expand Analysis Options

Lesson 2

Measure Satisfaction and Value with Likert-Scale Questions

Lesson 3

Solicit Immediately Actionable Information Through Comments

Survey Deployment

Create an Outreach Plan to Maximize Response Rates

Lesson 4

Target a Diverse and Inclusive Respondent Pool

Lesson 5

Promote Survey Through Multiple Channels

Lesson 6

Maximize Response Rates Through Timing and Incentives

Survey Analysis

Use Feedback to Make Customer-Centric Decisions

Lesson 7

Use Internal Benchmarks to Measure Facilities Performance

Lesson 8

Analyze Quantitative Responses to Identify Areas for Improvement

Lesson 9

Address Comments from Open-Ended Questions Directly

Lesson 10

Communicate Results and Plan of Action to Campus Community

Customer Satisfaction Surveys One of Many Tools to Inform Facilities Performance

While no survey can provide all necessary customer service information, a well-designed survey (in conjunction with other measures such as post-work order surveys and regular face-to-face conversations with campus customers) can help institutions make progress toward these goals and meet a baseline level of customer satisfaction. For more information on **post-work order surveys**, please see pages 47-51.



Survey Design

Ask Targeted Questions to Get the Right Data

- Lesson 1: Select Demographic Questions That Expand Analysis Options
- Lesson 2: Measure Satisfaction and Value with Likert-Scale Questions
- Lesson 3: Solicit Immediately Actionable Information Through Comments
- Customer Satisfaction Survey Question Bank

Ask Targeted Questions to Get the Right Data

Different types of survey questions provide complementary information. To that end, a good survey strikes a balance among three types of questions: demographic, Likert-scale, and open-ended. The following three lessons explore each question type in detail.



Lesson 1: Select Demographic Questions That Expand Analysis Options

Demographic questions provide context and background about each respondent to facilitate analysis of particular interest groups or areas of campus



Lesson 2 : Measure Satisfaction and Value with Likert-Scale Questions

Questions with Likert-scale response options (ranging from “very satisfied” to “very dissatisfied”) provide general information about campus attitudes toward Facilities and measure satisfaction and value



Lesson 3 : Solicit Immediately Actionable Information Through Comments

Comment boxes provide space for customers to articulate specific praise or complaints and equips Facilities with immediately actionable feedback

Lesson 1: Select Demographic Questions That Expand Analysis Options

The first type of survey question captures demographic information about survey respondents, helping Facilities pinpoint the location of specific customer service issues or identify a dissatisfied constituent group. Although some institutions worry that demographic questions compromise the anonymity of the survey, excluding demographic questions severely limits analysis options.



Ensuring Anonymity

Anonymity is a critical concern, as some respondents may hesitate to give honest feedback if they have to provide identifying information. However, it is possible to design demographic questions that do not compromise anonymity. Asking for name or contact information is unnecessary for most analyses. The demographic questions suggested in this section do not request personally identifiable information. Still, institutions can assuage potential concerns by including a note in the survey explaining the reasons for requesting demographic information, affirming their commitment to the respondent’s privacy, and pledging not to publicly share any individual survey responses.

Demographic questions allow Facilities to isolate responses from a particular department or respondent group or compare responses across groups. Successful surveys have two important categories of demographic questions that help institutions better analyze results:



Campus Role. The first category asks about the respondent’s role on campus. It can be helpful to know if the respondent is a student, faculty, or staff member, as the groups will likely have different interests. Respondents’ level at the institution can also be valuable for filtering responses. For example, some institutions may want to consider adjunct faculty responses separately from full-time faculty responses. Furthermore, most survey interfaces allow for skip logic, meaning the survey can adjust in real time to eliminate questions less applicable to certain groups. For example, SurveyGizmo and SurveyMonkey surveys can be designed so that if a respondent selects “student,” the survey will not ask questions about offices.



Physical Location. The second category identifies the respondent’s physical location. Institutions that conduct customer satisfaction surveys report that one of the biggest challenges is pinpointing responses to specific areas on campus. Including questions about the respondent’s physical location ensures that Facilities can map responses to buildings, providing a better idea of where customer service is faltering without compromising anonymity.

Most institutions identify physical location by asking the respondent to select either their department or primary building from a dropdown menu. Using a dropdown menu for these questions (instead of free response boxes) allows for automated rather than manual response sorting. The survey may not garner enough responses from a particular building for the results to be statistically significant, but even limited data allows for general comparisons of performance across campus. It can also help Facilities identify places to follow up with customers or where zone maintenance staff needs to improve.

Sample Demographic Questions

Role	Level	Department Affiliation
Student	Undergraduate	History
Faculty	Graduate	Biology
Staff	Adjunct Professor	Engineering
	Associate Professor	Theater
	Full Professor	Chemistry
	Dean	Finance and Administration
	Manager	Advancement Office
	Director	Student Affairs
	AVP	Financial Aid

Demographic questions should have dropdown response options rather than free space to simplify response sorting

Source: Facilities Forum interviews and analysis.

Lesson 2: Measure Satisfaction and Value with Likert- Scale Questions

The second type of question is multiple choice with Likert-scale response options. Responses typically range from “very dissatisfied” to “very satisfied.” These questions will make up the majority of the survey and can provide useful information about campus attitudes toward Facilities, as well as quantifiable data to compare performance trends across units and time. To improve trending analysis, institutions should ask the same questions each year.

A typical set of Likert-scale questions about custodial services is shown below. Importantly, institutions should use the same response scale on every question; if the scale varies across questions, respondents may not notice the changes and respond incorrectly.

Sample Likert-Scale Questions for Custodial Services

Please rate your satisfaction with the following services:

	Very Dissatisfied		Very Satisfied			N/A
Overall cleanliness of campus buildings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of restrooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Response time to custodial service calls	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Courtesy and professionalism of custodial staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question phrasing is also important. When writing questions, institutions should avoid technical language to ensure respondents who are not Facilities experts can easily understand the questions. Vetting the survey with a non-Facilities colleague can help ensure readability.

Most institutions divide their surveys into several sections, with each section containing questions regarding one Facilities unit (e.g., custodial services, grounds and landscaping, maintenance). Common themes within each section include functional performance, professionalism of staff, and timeliness of service.

For sample Likert-scale questions organized by Facilities functions, please see page 16.

Measuring Value from Facilities Services

In addition to measuring customer satisfaction, some institutions use Likert-scale questions to measure how much customers value each service. Asking paired satisfaction and value questions allows institutions to determine where Facilities is already meeting customer needs and where improvement is necessary. Examples of paired satisfaction and value questions are shown below.

Sample Likert-Scale Questions Measuring Satisfaction and Value

Lesson 8 details a proposed method for analyzing responses to paired satisfaction and value questions (page 28).

Satisfaction	Value
How satisfied are you with the overall cleanliness of campus buildings?	How important is the overall cleanliness of campus buildings to you?
How satisfied are you with the temperature inside campus buildings?	How important is building temperature to you?

However, when deciding whether to include both satisfaction and value questions, institutions must consider the tradeoff between the benefit of these questions and the length of the survey. Though longer surveys may seem more thorough, long surveys may cause respondents to lose interest and rush through or skip questions.

For this reason, shorter surveys will likely generate larger response rates. A SurveyMonkey [study](#) found that surveys longer than eight minutes see a significantly higher drop-off rate—the percentage of people who start the survey but do not finish—than shorter surveys. Thirty to forty questions is usually a good upper limit, but before launching the survey, Facilities should have a few staff members test the survey for completion time.

Three Considerations for Developing an Effective Set of Survey Questions



Align questions to survey goals.



Focus on areas where Facilities is most likely to make adjustments in response to customer feedback.

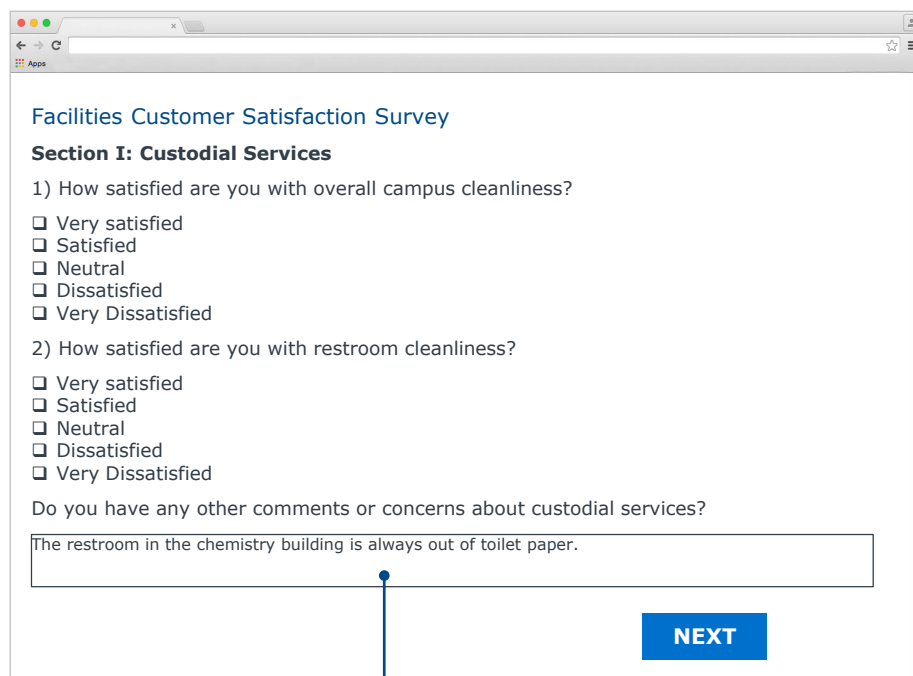


Consider metrics of greatest interest to senior leaders, and include the questions necessary to track those metrics.

Source: "How Much Time are Respondents Willing to Spend on Your Survey?" SurveyMonkey Blog, February 14, 2011, https://www.surveymonkey.com/blog/2011/02/14/survey_completion_times/; Facilities Forum interviews and analysis.

Lesson 3: Solicit Immediately Actionable Information Through Comments

The third type of question is open-ended comments. Many institutions that conduct customer satisfaction surveys find some of the most actionable responses come from comments (rather than Likert-scale questions). Comments allow respondents to provide specific praise or complaints, so Facilities can easily pinpoint and resolve problems. Including a comment box at the end of each section ensures ample opportunities for people to provide specific feedback.



The screenshot shows a web browser window displaying a survey titled "Facilities Customer Satisfaction Survey". The current section is "Section I: Custodial Services". It contains two Likert-scale questions:

- 1) How satisfied are you with overall campus cleanliness?
 Very satisfied
 Satisfied
 Neutral
 Dissatisfied
 Very Dissatisfied
- 2) How satisfied are you with restroom cleanliness?
 Very satisfied
 Satisfied
 Neutral
 Dissatisfied
 Very Dissatisfied

Below the questions is a text input field with the prompt "Do you have any other comments or concerns about custodial services?". The field contains the text: "The restroom in the chemistry building is always out of toilet paper." A blue "NEXT" button is located to the right of the comment box. A blue line connects the comment box to a callout box below it.

Comment box included at the end of each section to allow for comments on a particular topic

Even though only about 25% of respondents leave comments (and those respondents generally only give comments in about 25% of comment boxes), this self-selection process can benefit Facilities. People who write comments usually have the strongest opinions—either positive or negative—which can help Facilities focus on their greatest strengths and weaknesses.

To ensure customers who leave comments know that Facilities is addressing their concerns, institutions can include an optional question at the end of the survey asking for respondent's email address if they wish to be contacted about any of their responses. This allows Facilities to directly contact respondents who use comments to voice a highly specific concern that requires unique follow up. Because the question is optional, it does not compromise privacy for respondents who prefer to remain anonymous.

Customer Satisfaction Survey Question Bank

To assist institutions in building or improving their customer satisfaction survey, the Facilities Forum has compiled a question bank. Most institutions will not ask every question listed here and will add questions beyond the ones listed. However, this question bank is a good starting point for creating an effective customer satisfaction survey for Facilities departments.

Demographic Questions

The following questions provide the demographic information needed for most basic analyses.

Note: the survey should be designed so that respondents can only select one option for each prompt. The options should be pre-populated in a drop-down or multiple choice format so that responses use consistent language to reference roles, departments, and buildings.

What is your role at the institution?

- Student
 - Undergraduate
 - Graduate
 - Master's
 - Doctoral
- Faculty
 - Full-time
 - Adjunct
 - Visiting
- Staff
 - VP/AVP
 - Dean
 - Department Chair
 - Department Manager
 - Administrative Staff

In which department do you work?

In which campus building do you spend most of your time? (If you split your time among multiple buildings, please choose one building to primarily consider while responding to the survey.)

Do you live on or off campus? [students only]

Likert-Scale Questions

The tables below provide common questions that measure customer satisfaction. The response options for these questions should be on a five-to seven-point scale, ranging from “very dissatisfied” to “very satisfied.” It is not necessary to label every response option in the range, only the two extremes. Frame survey questions consistently so they can be answered with the same response scale.

Custodial Services

How satisfied are you with the following services?

Overall cleanliness of campus buildings
The cleanliness of _____
- Restrooms (excluding dorm restrooms)
- Classrooms
- Labs
- Offices
- Student Center
- Public space (corridors)
- Residence Halls
- Dining Facilities
Frequency of cleaning
Courtesy and professionalism of custodial staff

Facilities Administration and Customer Service

How satisfied are you with the following services?

Ease of contacting Facilities Services
Courtesy and professionalism of Facilities staff
Usefulness of the Facilities website
Facilities responsiveness to inquiries and requests
Frequency of communications on Facilities projects in progress
Knowledgeability of Facilities staff
Facilities help desk

Maintenance and Building Environment

How satisfied are you with the following services?

Condition of campus buildings (e.g., floors, walls, ceilings, infrastructure)
Condition of campus furniture
Temperature in campus buildings
Lighting in campus buildings
Handicap accessibility of buildings on campus
Courtesy and professionalism of maintenance staff
Responsiveness of maintenance staff
Quality of work completed by maintenance staff

Grounds and Landscaping

How satisfied are you with the following services?

Overall <i>appearance</i> of campus grounds
Overall <i>cleanliness</i> of campus grounds
Pest control
Courtesy of grounds staff
Trash and recycling management

Sustainability

How satisfied are you with the following services?

Institution’s efforts to promote environmental sustainability [<i>Institutions may wish to ask about specific sustainability programs</i>]
Recycling Program

To ask value questions to facilitate a satisfaction and value analysis, selectively pair satisfaction questions with the question: “How important is the following service to you?” Value questions should have use the same scale as the satisfaction questions, with response options ranging from “very unimportant” to “very important.” It is not necessary to include a value question paired to every satisfaction question, but value questions should be distributed evenly across the different sections of the survey to facilitate the satisfaction and value analysis described on page 28.

Source: Facilities Forum interviews and analysis.

Open-Ended Comments

Include a simple comment box at the end of each section of the survey:

Do you have any additional comments, concerns, or explanations for your responses about [section title]?

In addition to comment boxes at the end of each section, some institutions choose to include optional open-ended questions at the end of the survey. Examples include:

What can Facilities do to improve your campus experience?

Do you have any further comments or concerns with Facilities services that you wish to share?

Do you wish to be contacted about any of your responses? If so, please provide your email address.

Ranking Questions

Institutions looking to prioritize specific functions or space types can ask respondents to rank items in order of importance. An example is below:

Please rank the following spaces in order of how important their cleanliness and upkeep is to you:

- Classrooms
- Labs
- Offices
- Restrooms
- Student Center
- Public space (corridors)
- Residence Halls
- Dining Facilities
- Outdoor areas

Please rank the following services in order of their importance to you:

- Wi-Fi connectivity
- HVAC (room temperature)
- Campus cleanliness
- Grounds cleanliness
- Maintenance and building upkeep
- Accessibility
- Sustainability
- Campus Safety
- Space Management
- Design and Construction

Please rank the following potential renovation projects in order of their importance to you:

- *[List three to five potential renovation projects currently under serious consideration]*



Survey Deployment

Create an Outreach Plan to Maximize Response Rates

- Lesson 4: Target a Diverse and Inclusive Respondent Pool
- Lesson 5: Promote Survey Through Multiple Channels
- Lesson 6: Maximize Response Rates Through Timing and Incentives

Create an Outreach Plan to Maximize Response Rates

Once Facilities has designed the survey, the next step is to create a deployment plan that will achieve healthy response rates. Even a 10% response rate can yield valuable information, but a good survey plan can help institutions reach a target rate of 30%. More importantly, a thorough survey deployment plan can reach survey respondents from a broad range of campus constituencies. This section provides three lessons on creating an effective deployment plan.

Lesson 4: Target a Diverse and Inclusive Respondent Pool

To maximize response rates, institutions should send the survey to as large a pool of people as possible. At most institutions, the best way to do this is to send the survey to the entire campus community. In the age of digital surveys, deploying a survey to the whole campus rather than a limited sample adds little additional cost. In addition, sending the survey to the entire campus will maximize the number of responses, ensure everyone has the chance to voice an opinion, and demonstrate that Facilities takes customer service seriously. Ultimately, Facilities can filter responses after the survey closes to gauge satisfaction from specific groups. As a result, most institutions choose to maximize the number of potential respondents and clean up the data on the back end.

While almost every institution includes faculty and staff in the respondent pool, institutions are divided on whether to include students. Many institutions choose not to include students because they are more interested in faculty and staff responses. Some Facilities leaders worry that students are less likely to take the survey seriously or do not know enough about campus services to give valuable answers.

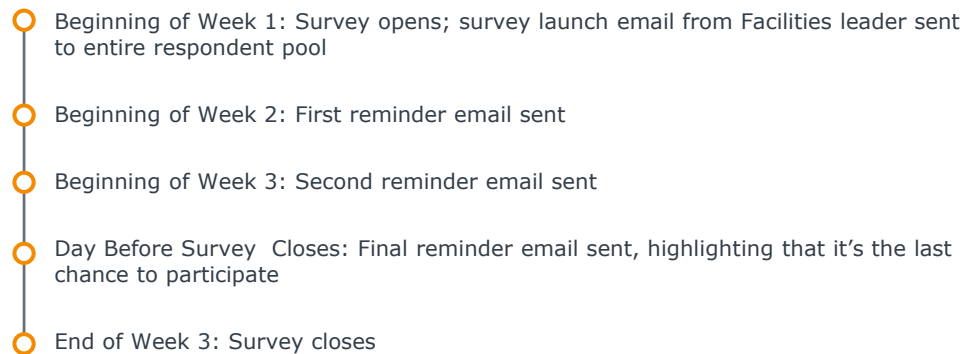
However, student responses can actually yield important information about how student preferences differ from those of other campus customers. For example, at **St. John's University** in New York City, a survey found that faculty members were most concerned about HVAC issues that affected room temperature. When they broke out student responses, they found that students were most concerned with Wi-Fi access and availability of electrical outlets for charging their mobile devices. The Wi-Fi and outlet issues would not have surfaced had St. John's not included students in the respondent pool.

Lesson 5: Promote Survey Through Multiple Channels

After determining the survey pool, institutions must develop a plan to promote the survey to potential respondents. Most institutions primarily promote their survey through email. Institutions typically launch their survey with an email from the senior-most Facilities leader. An executive sender lends importance to the survey and signals to respondents that Facilities will take results seriously.

In addition to a survey launch email, institutions should send one reminder per week over the course of the survey period and a final reminder email the day before the survey closes. This will keep the survey on customers' radars without overwhelming their inbox. A sample email schedule for a three-week survey is shown below.

Sample Email Schedule for a Three-Week Survey



While an email campaign is the most common way to publicize a survey, the Facilities department should take advantage of all promotion opportunities, including:

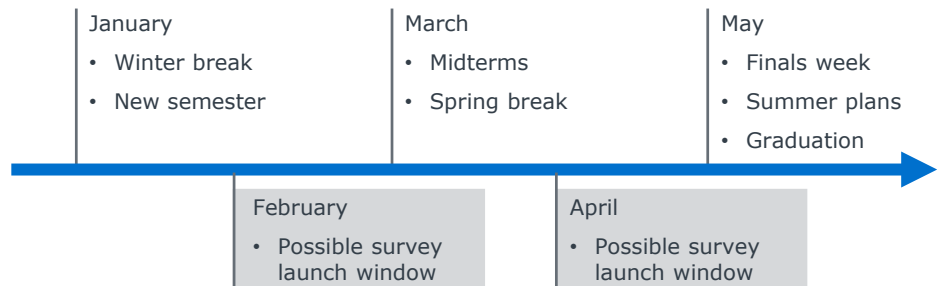
- **Informing Facilities staff about the survey** so that they can mention it in their interactions with customers.
- **Providing a link to the survey in any Facilities correspondence**, including work order follow-up or emails from Facilities staff. Encourage staff to add a line to their email signature with a link to the survey, or if possible, add the link to their signatures centrally.
- **Posting flyers or digital advertisements** in heavily-trafficked areas.
- **Targeting important constituents** with personal emails. For example, the **University of Arkansas** specifically targets student leaders actively involved in student government and other student groups, as they are more likely than other students to regularly interact with Facilities.
- **Asking staff members in supervisory roles to remind their staff to complete the survey.** A reminder from a direct supervisor is one of the most effective ways to generate responses. Asking the provost or chief business officer to promote the survey can also be effective.

Facilities departments also report that articulating how they plan to use the results helps improve response rates. Informing customers that Facilities will address their concerns through a formal strategic plan when initiating the survey signals to respondents that their feedback will have an impact.

Lesson 6: Maximize Response Rates Through Timing and Incentives

Determining when to launch a survey can be tricky, since faculty and staff are often busy with other commitments. Surveys deployed in particularly busy times are likely to become lost in the shuffle and have lower response rates. The timeline below shows possible survey deployment times.

Sample Spring Semester Schedule



Beyond the academic calendar, Facilities should consider that their survey will compete with other departments for campus attention. Facilities leaders may need to coordinate with other departments to avoid inundating recipients with multiple surveys in a short period. This practice helps ensure that the Facilities survey takes center stage while it is open.

Leveraging the Institutional Research Department

Institutional research (IR) departments can provide guidance in survey design, deployment, and analysis. IR departments generally have expertise in designing questions, sending surveys, and analyzing the results, and furthermore, they can coordinate surveys across departments. Some institutions may choose to embed the annual Facilities customer satisfaction survey in a broader administrative survey. Either a standalone Facilities survey or a Facilities section of a broader survey is viable as long as the questions are well designed and Facilities can access all results.

Most institutions leave their survey open for approximately three weeks. The majority of results come early in that period. A SurveyMonkey [study](#) found that for most surveys, 80% of responses are collected within the first seven days. Most institutions find a concentrated publicity push over the course of a few weeks yields sufficient responses.

Source: "How Many Days Does It Take for Respondents to Respond to Your Survey?" SurveyMonkey Blog, June 8, 2011, <https://www.surveymonkey.com/blog/2011/06/08/time-to-respond/>; Facilities Forum interviews and analysis.

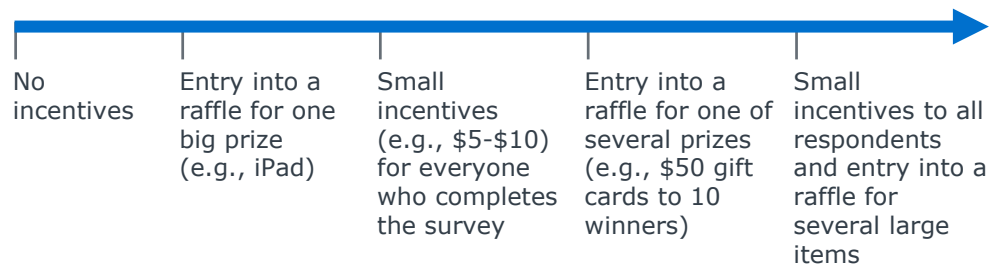
Increasing Response Rates Through Incentives

Increasingly, institutions that struggle to raise response rates have turned to incentives. There is a broad range of possible incentives to offer in exchange for participation, from small gift cards to raffle entry for large prizes such as an iPad. Incentives have varying degrees of effectiveness, illustrated below. The most effective incentives tend to be more expensive, but even low-cost incentives can still increase response rates.

Weighing Incentive Options

Least Effective

Most Effective



Quick Incentive Checklist

- Determine overall budget
- Identify incentives that resonate with respondents
- Ensure incentives are easy to distribute (e.g., online gift card codes instead of cash)
- Create an electronic form to collect respondent contact information that protects respondent anonymity
- Distribute incentives during or immediately after the survey



Survey Analysis

Use Feedback to Make Customer-Centric Decisions

- Lesson 7: Use Internal Benchmarks to Measure Facilities Performance
- Lesson 8: Analyze Quantitative Responses to Identify Areas for Improvement
- Lesson 9: Address Comments from Open-Ended Questions Directly
- Lesson 10: Communicate Results and Plan of Action to Campus Community
- Customer Satisfaction Survey Results from New Mexico State University

Use Feedback to Make Customer-Centric Decisions







Even institutions with well-designed surveys and high response rates may still struggle to use the data to improve their operations. The following lessons provide guidance on analyzing and disseminating survey results to ensure Facilities departments realize the survey’s full value.


Lesson 7: Use Internal Benchmarks to Measure Facilities Performance

Many institutions have attempted to use external benchmarks to judge performance, inform reorganization decisions, or advocate for additional resources. However, even when institutions have access to customer service data from other campuses, comparisons are often unhelpful, as most institutions use different surveys with incomparable questions. Furthermore, customers at different institutions may have different preferences or standards for Facilities performance.

Instead, internal benchmarking of customer satisfaction data is often far more useful. Year-over-year analysis of both aggregate and unit-level scores clearly demonstrates whether customer service is improving or faltering. It also allows Facilities leaders to focus improvement efforts on the lowest-performing units.

Benefits and Limitations of Internal Benchmarks

<i>Benefits</i>	<i>Limitations</i>
<ul style="list-style-type: none">  Data nearly always attainable  Benchmarking within system or institution ensures standardized metric definitions  Internal benchmarks more reflective of campus performance year-over-year 	<ul style="list-style-type: none">  Purely internal comparison may lead to stagnation  Internal focus may restrict perception of attainable performance  Senior leaders often seek external benchmarks to assess performance and funding

 To conduct year-over-year analysis, institutions must ask the same questions each year. If questions vary significantly from year to year, accurate comparisons of performance levels over time are difficult.

Rigorous statistical analysis can help Facilities draw meaningful conclusions about performance trends. For example, the **University of Alaska Fairbanks** (UAF) not only compares the performance of different Facilities units over time, but also uses statistical analysis to ensure changes in satisfaction from year to year are statistically significant at the 95% confidence level. Especially when response rates are low, a perceived change in performance levels from year to year might not reflect an actual change in how customers feel about Facilities services.

Lesson 8: Analyze Quantitative Responses to Identify Areas for Improvement

In addition to undertaking internal benchmarking, institutions can identify underperforming and excelling departments and build appropriate improvement plans by comparing the responses to Likert-scale questions from a single year across functions or sub-functions. Furthermore, as noted in Lesson 1, if the survey includes appropriate demographic questions, Facilities can compare service levels across different buildings and zones of campus, identifying which areas need the most attention.

The **University of Alaska Fairbanks** uses a regression analysis to see what factors have the biggest influence on customer satisfaction. This analysis has helped them isolate specific causes contributing to lower-than-expected customer satisfaction scores. For example, UAF had received consistently low custodial scores. Custodians were cleaning offices and common spaces at night to minimize disruption to faculty, staff, and students. Based on the data, UAF decided to flip custodians' schedules so they cleaned during the day to increase their visibility and create relationships with customers. The Facilities leader points to this increased interaction between custodians and customers as one of the reasons for improved custodial scores. In addition, customers can now raise any concerns with the custodians directly rather than by phone or computer.



Improving Customer Communication

One of the most common takeaways from customer satisfaction surveys across institutions is the importance of staying in touch with customers. Through their surveys, many institutions found that communication measures could significantly improve customer satisfaction:

- Keeping open lines of communication between Facilities and the customer during work requests as well as larger campus projects
- Letting the customer know if Facilities is running late
- Giving accurate estimates of how long a project will take to complete
- Updating customers on project progress

Meanwhile, another institution sorts customer satisfaction survey responses by building and analyzes results alongside work order and building condition information. By identifying correlations among customer satisfaction, work orders, and building condition, Facilities can see where deferred maintenance is affecting the customer experience and take this information into account when making renewal prioritization decisions. Other institutions have suggested including FCI¹ data in this analysis to identify the most critical buildings from a customer perspective.

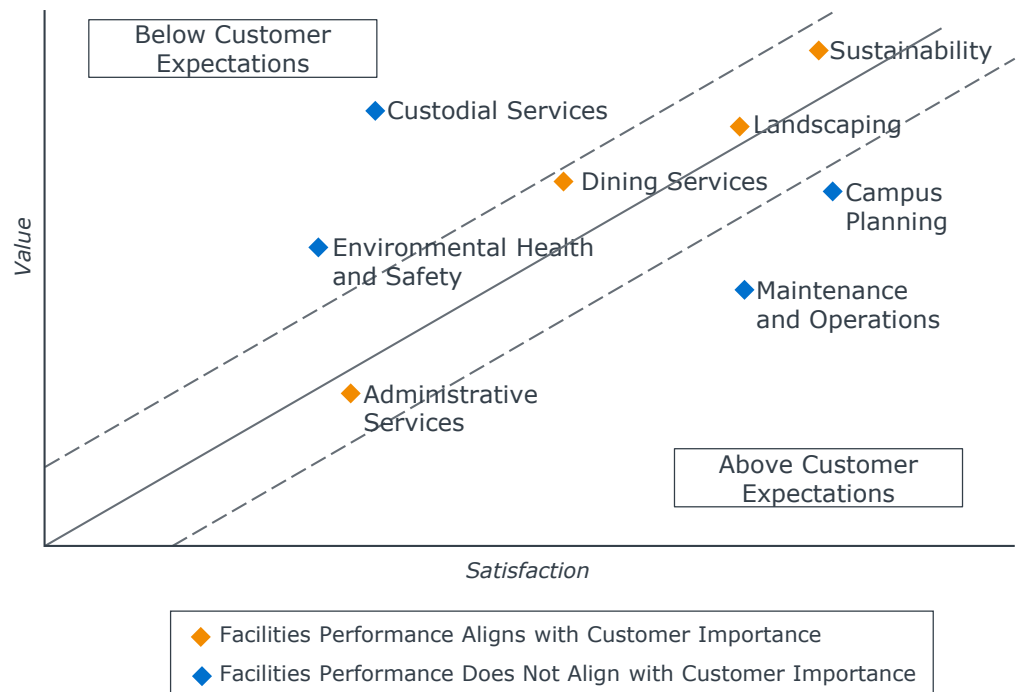
1) Facility condition index.

Satisfaction and Value Analysis

To identify whether Facilities is investing in the services most important to customers, institutions can conduct an analysis using the responses to paired questions about satisfaction and value (as explained in Lesson 2 on page 13). The graph below visualizes this analysis, showing the relationship between satisfaction on the x-axis and value on the y-axis.

Each dot is a Facilities subunit or function plotted according to how customers scored them on each metric. The area between the two dashed lines signifies an acceptable range in which respondents have similarly rated their satisfaction with a service and how much they value it. The lighter, orange dots between the two dashed lines are units where satisfaction and value are rated at reasonably similar levels. Institutions should aim to have as many dots as possible within this range, as these lighter dots indicate that Facilities is performing to campus expectations. Meanwhile, services outside the lines are darker and blue. Units in the upper left, such as custodial services, are performing below expectations; they received high value scores, but low satisfaction scores. Units in the lower right, like maintenance and operations, are performing above expectations, with high effectiveness but low importance scores.

Proposed Satisfaction and Value Analysis



While there are likely other factors at play, this analysis serves as a great starting point for resource allocation discussions. Units in the lower right of the graph are places of potential overinvestment, while the units on the upper left are areas of potential underinvestment.

Lesson 9: Address Comments from Open-Ended Questions Directly

While data gathered from Likert-scale questions is useful for making broad comparisons and tracking trends, comments can yield some of the most actionable information from customer satisfaction surveys because they surface specific problems that Facilities can directly address. They also provide insight into respondents' reasoning for their satisfaction scores. By complementing multiple choice questions with qualitative comments, institutions can better understand broader customer service trends.

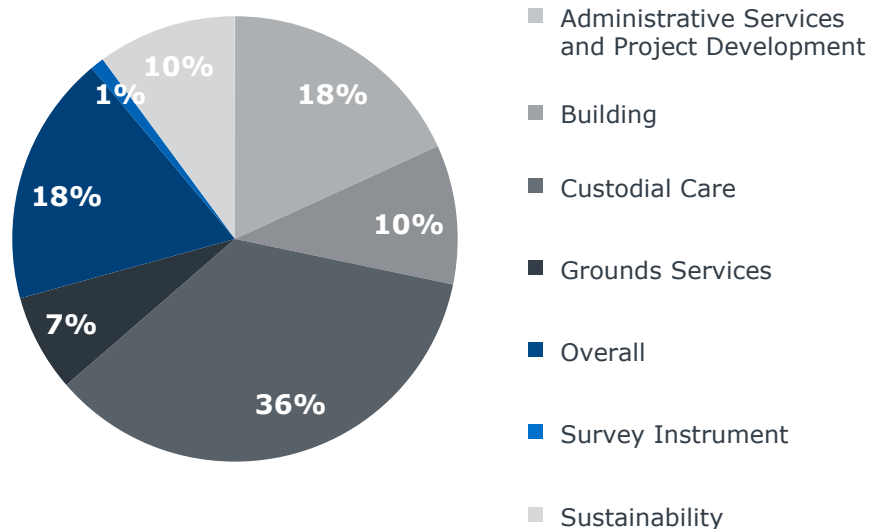
New Mexico State University (NMSU) has developed a successful process, outlined below, for reviewing customer comments, ultimately assigning responsibility for developing and implementing solutions to Facilities department heads.

NMSU's Process for Addressing Customer Comments

- 1 Facilities sorts comments by department. By seeing which department receives the most comments, Facilities can identify the services most important to customers.
- 2 Comments are distributed to the relevant department head, who is tasked with generating a plan to address the comments.
- 3 Department heads submit their plan for addressing the comments to the Facilities leader, who approves them for execution.

New Mexico State's visualization of comments by department is shown below.

NMSU's Comment Themes, Fall 2015



Source: New Mexico State University, Las Cruces, NM; Facilities Forum interviews and analysis.

Lesson 10: Communicate Results and Plan of Action to Campus Community

Reviewing information from comments can be more time consuming since each comment must be processed individually. Most institutions recommend having a lower-level staff member do an initial review to weed out unhelpful comments (e.g., incomplete comments, comments too general to be useful) and pass the remaining comments on to a Facilities leader.

Facilities should balance customer feedback from comments with their own expertise. While customers' opinions of Facilities performance are vital information to consider in Facilities decision making, customers lack a complete understanding of Facilities operations. For this reason, relying too heavily on customer feedback can backfire. For example, customers at one institution demanded that Facilities use more sustainable herbicides to control weeds on campus grounds, but after Facilities made the change, customers were disappointed when the new chemicals were less effective than the old ones.

The final step of survey analysis is to communicate the results and the plan for addressing them to campus customers. Importantly, institutions must create a plan for disseminating survey results before deploying the survey. While the plan will likely shift as the process gets underway, it is important to keep the survey goals at the forefront during survey development and deployment. The graphic below identifies questions and guidance institutions should consider when developing a results dissemination plan.

Creating a Results Dissemination Plan

Timeline

- How long will it take to analyze the data?
- When can the community expect to see the results?

Review

- What results should be shared?
- Who should review the results before they are shared?
- With whom should the results be shared?

Access

- How should the results be shared?
- What campus and community partners could help quickly disseminate the survey results?
- How can interested groups access the results and information about the survey in the future?



Be Proactive

Share the steps Facilities will take as a result of the survey findings and how the survey fits into the institution's strategic plan



Be Flexible

Tailor reporting to different campus audiences; consider sharing high-level results with the public and detailed reports for involved staff

Facilities should always pair survey results with corresponding planned changes and improvements. Demonstrating that Facilities is using customer data to inform decision making is important to make customers feel heard and ensure the campus will take the survey seriously in future years. Furthermore, sharing a plan publicly can hold Facilities accountable for following through on the desired changes.

Targeting Reports to Different Campus Constituents

Facilities departments need to share customer satisfaction results and action plans with three main constituent groups. Because each group has different priorities, each report should be tailored to its audience.



Senior Leadership

Reports to **senior leaders** should highlight year-over-year trends as well as Facilities' plan of action for improving the lowest scores. These reports should be succinct so that senior leaders with limited time can quickly digest the most relevant information. A one- to two-page document is usually sufficient to communicate the highlights, but a longer report can be useful for those seeking more detail. **New Mexico State University** created a 13-page report to share survey results. This report devotes one page to responses pertaining to each Facilities unit in the survey, summarizing findings and reporting data. The report has been shared with both campus leaders and the institution more broadly.

For a full version of New Mexico State University's survey report, please see pages 33-46 of this brief.



Facilities Staff

Sharing results with **Facilities staff** is crucial to making Facilities a more customer-centric operation. Seeing feedback from customers can be a more effective incentive for frontline staff to change behavior than a simple request from a supervisor. If Facilities staff members are unaware of their own strengths and weaknesses, they will be unable to adjust performance accordingly. For the most part, the data from a customer satisfaction survey is not specific enough to point to specific problems in individual shops, but the data provides a good starting point for conversations about potential areas of improvement.

When sharing survey results with staff, Facilities should not use results to reprimand staff but rather to identify opportunities for growth for individuals or teams. For instance, at the **University of Alaska Fairbanks**, the Facilities leader presents results to department supervisors and asks what they can do to help improve scores. This approach allows the Facilities leader to discuss problems and develop a plan to solve them without pointing fingers. This approach has led to a culture shift at UAF, where Facilities staff members are always striving to get their customer service scores higher on the next survey.



Campus Community

Finally, institutions should share the survey results and the plan of action for addressing them with the **entire campus**. If nothing else, this helps demonstrate to respondents that the time they took to respond to the survey was worthwhile. An open report can also help increase Facilities visibility on campus. Results shared with the campus community do not need to be overly specific, but they should highlight a few important findings to show that Facilities is listening to campus customers.

Facilities can share survey results with campus by posting the results online or including highlights in a campus newsletter. If possible, send an email specifically to those who responded to the survey to share highlights.

How Are Institutions Sharing Findings?



Written report



Press release



Dedicated webpage



Email blasts



Infographics



Word of mouth

UAF estimates that publishing their results and linking to them when promoting subsequent surveys raised response rates by 35%, as people saw that their responses helped inform important decisions.

New Mexico State University's Customer Satisfaction Survey Results



Fall 2015 Facilities and Services Customer Satisfaction Survey Results

New Mexico State University – Las Cruces

Office of Institutional Analysis



Source: New Mexico State University, Las Cruces, NM.

NMSU's Customer Satisfaction Survey Results (cont.)

Fall 2015: Facilities & Services Customer Satisfaction Survey Results

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NMSU's Customer Satisfaction Survey Results (cont.)

Fall 2015: Facilities & Services Customer Satisfaction Survey Results

About This Survey:

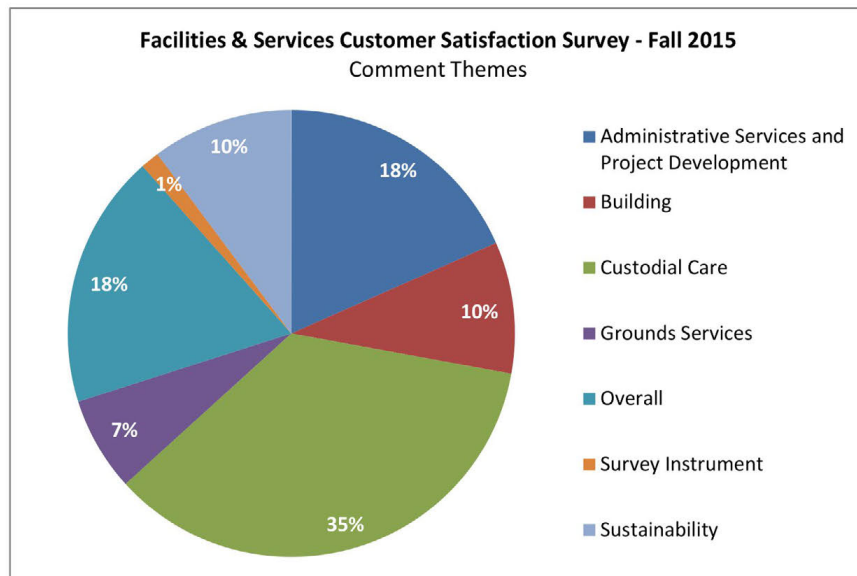
New Mexico State University's (NMSU) Facilities and Services Office (FS) worked with the Office of Institutional Analysis (OIA) to administer the FS Customer Satisfaction Survey. The original survey was designed according to specifications of a Facilities and Services audit and standards set by APPA, the facilities professional organization to which NMSU belongs. The 2015 survey contains the same content areas as in the 2014 version.

General Response Rates and Summary of Results:

The Fall 2015 survey administration received 467 total responses. This marks a slight increase from the 447 responses received for the Fall 2014 survey. Each section of the survey received a different number of responses as few respondents completed all questions listed on the entire survey. Responses ranged from 377 responding to the questions on custodial care to just 30 for the most recent service by the University Architect's Office.

Approximately 150 respondents provided comments in the last question in the survey regarding the work provided by FS. The comments were categorized into seven themes (Figure 1). There were more comments this year regarding custodial care, and fewer on buildings and sustainability. All comments were provided verbatim to Associate Vice President Haubold.

Figure 1: Comment Themes



NMSU's Customer Satisfaction Survey Results (cont.)

Fall 2015: Facilities & Services Customer Satisfaction Survey Results

Section 1: General Satisfaction Scale

"How would you rate your overall satisfaction level with the work you have seen completed by Facilities and Services in the last twelve (12) months?"

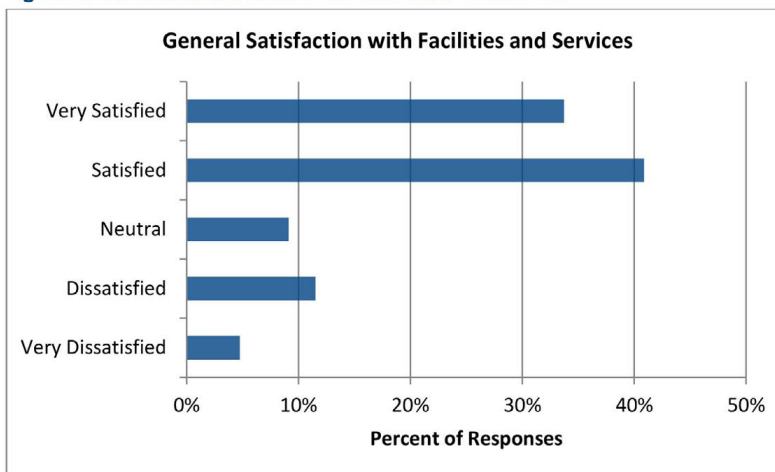
Three of every four respondents indicated they were satisfied with FS services; 75% of respondents indicated they were either satisfied or very satisfied with the service they had received (Table 1). This was a slight decrease from the prior year's survey (78%, Fall 2014). Seventeen percent of respondents reported being either dissatisfied or very dissatisfied with the overall quality of FS services. These results are slightly more critical when compared to Fall 2014, when less than 10% of respondents had registered some level of dissatisfaction. Respondents from 29 buildings expressed some level of dissatisfaction compared to 19 buildings in Fall 2014.

Twenty-seven (18%) comments referred to general FS services. Many of these comments were positive. Some comments suggested providing better equipment and transportation for FS staff. Other respondents felt communication with FS was an issue and/or that FS is understaffed. These findings are similar to those observed in prior iterations of the survey.

Table 1: General Satisfaction with Facilities and Services, Respondent Percentages

	Responses	Percent
Very Dissatisfied	12	5%
Dissatisfied	29	12%
Neutral	23	9%
Satisfied	103	41%
Very Satisfied	85	34%
Total	252	100%

Figure 2: General Satisfaction with Facilities and Services



NMSU's Customer Satisfaction Survey Results (cont.)

Fall 2015: Facilities & Services Customer Satisfaction Survey Results

Section 2: Primary Building

"In order to better meet your facilities service needs, it is important that we be able to evaluate responses to see which areas of campus may need special attention. With this in mind, please choose your primary building on NMSU from the following drop-down list."

Over 80 buildings/areas were represented in the survey responses, compared to 50 reported in last year's survey. The Educational Services Center, Health and Social Services Building, Gerald Thomas Hall, and Hadley Hall had the highest building affiliation totals with 22, 20, 18, and 18 responses respectively (Table 3). The number and diversity of buildings represented implies the responses represent the entire Las Cruces campus.

Table 2: Number of Responses by Building Affiliation

Building	Responses	Building	Responses
ABQ Center	1	Goddard Hall	7
Academic Research A, B, C	14	Guthrie Hall	9
Agricultural Science Center at Clovis	1	Hadley Hall	18
Agricultural Science Center at Farmington	1	Hardman Hall	3
All Buildings	2	Health and Social Services Building	20
Alumni & Visitors Center	1	J. Gordon Watts Lab	1
American Indian Student Center	1	Jacobs Hall	1
Anderson Hall (PSL)	15	James B. Delamater Activity Center	5
ASNMSU Center for the Arts	1	Jett Hall	1
Astronomy Building	4	John Whitlock Hernandez Hall	2
Barnes & Noble	5	Jornada USDA Exp. Range HQ	5
Beef Office	1	Knox Hall	5
Biological Control Insectary	1	Materials and Services Warehouse	3
Branson Library	9	Milton Hall	9
Breland Hall	17	Music Building	1
Business Complex Building	11	Natatorium	2
Campus Police/Ag Institute	2	New Mexico Dept. of Agriculture	7
Central Utilities Plant	2	O'Donnell Hall	10
Cervantes Village, Bldg A (Children's Village)	2	Off Campus	1
Cervantes Village, Bldg C (Children's Village)	1	O'Laughlin House	1
Chemistry Building	11	Parking Lots	1
Clara Belle Williams Hall	3	PGEL Headhouse/Lab	2
Computer Center	7	Regents Row	8
Corbett Center	9	Rentfrow Gym	1
Corona Cabin	1	Rhodes Garret Hamiel	1
Dan W. Williams Hall	3	Roberts Hall	2
Dominici Hall	2	Science Hall	7
Dove Hall	3	Skeen Hall	10
Ed and Harold Foreman Engineering Complex	6	Softball Office and Locker Room	1
Educational Services Center	22	Speech Building	4
Engineering Complex I	3	Sports Offices	2
Fabian Garcia Science Center	1	Stan Fulton Center	7
Facilities and Services Construction	3	Stucky Hall	3
Facilities and Services Electric Shop	1	Student Health Center	4
Facilities and Services Office	2	Thomas & Brown Hall	2
Fire Station	1	Veterinary Diagnostic Services	1
Foster Hall	3	Vista del Monte	1
Garcia Annex	7	Walden Hall	2
Gardiner Hall	6	Wells Hall	1
Genesis Center C	2	William B. Conroy Honors Center	1
Gerald Thomas Hall	18	Young Hall	1

NMSU's Customer Satisfaction Survey Results (cont.)

Fall 2015: Facilities & Services Customer Satisfaction Survey Results

Section 3: Custodial Care

"Facilities and Services provides basic cleaning, recycling, and routine pest control services for Instruction and General Buildings on the Las Cruces Campus. This is done according to a published schedule on the FS website. Please rate your level of satisfaction with the following custodial care areas as they pertain to the building you identified as your primary building."

Approximately 70% of respondents were satisfied or very satisfied with the overall quality of custodial services, lower than the 78% reporting satisfaction in Fall 2014. At that time, 43% of respondents were very satisfied with the overall quality of custodial services, while in Fall 2015, only 35% report being very satisfied. However, most respondents (62%) continue to indicate they are very satisfied with the courtesy of the custodial staff (Table 4).

Although nearly 75% of the Fall 2014 respondents were satisfied/very satisfied with the frequency of custodial services, only 61% of the Fall 2015 respondents reported such satisfaction. Frequency was of concern to roughly one out of every five respondents. Over 60% of respondents cited satisfaction with the cleanliness of offices and classrooms; however, this area reported the highest level of dissatisfaction (20% dissatisfied to very dissatisfied). Cleanliness of restrooms was another area of concern with 12% of respondents dissatisfied with restroom cleanliness and 4% very dissatisfied. Overall, respondents were less satisfied across all areas this year compared to last year, possibly implying that custodial staff are getting stretched too thinly across their areas.

More than 35% of respondents were satisfied with the effectiveness of the recycling program and an additional 34% were very satisfied. Satisfaction with the recycling program is higher when compared to last year's survey results (45% satisfied and 22% very satisfied).

Fifty-two (35%) comments referred to Custodial Services, which is almost twice as many comments as last year. Comments singled out employees and buildings where custodians perform above (or below) expectations. In general, comments on custodial care tended to be more negative this year than in Fall 2014, and more detailed regarding the issues.

Table 3: Satisfaction with Facilities and Services Custodial Services, Respondent Percentages

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Cleanliness of public areas (entryways, lobbies, lounges, etc.)	37.2%	38.6%	11.2%	9.8%	3.2%	376
Cleanliness of restrooms	33.2%	39.6%	10.9%	12.2%	4.0%	376
Cleanliness of offices and classrooms	27.3%	36.9%	15.5%	14.2%	6.1%	374
Courtesy of custodial staff	61.9%	25.3%	9.1%	1.9%	1.9%	375
Frequency of custodial services	32.4%	28.2%	19.4%	14.1%	5.9%	376
Overall quality of custodial services	34.7%	34.2%	18.3%	8.2%	4.5%	377
Sustainability						
Please rate the effectiveness of the Recycling program	34.3%	35.7%	19.8%	5.8%	4.3%	207

NMSU's Customer Satisfaction Survey Results (cont.)

Fall 2015: Facilities & Services Customer Satisfaction Survey Results

Section 4: Building and Environment

"Facilities and Services strives to maintain a comfortable and functional environment for all members of the NMSU community. Please rate your level of satisfaction with the following building and environmental utilities areas of the building you identified as your primary building."

Lighting is a positive feature of buildings at NMSU. Approximately 32% of respondents were very satisfied with the lighting in their building (Table 5). When respondents expressed dissatisfaction with an area, it was usually related to temperature. Twenty-six percent of respondents were dissatisfied or very dissatisfied with the temperature in their buildings, which is slightly higher than last year (22% in Fall 2014). Several comments addressed buildings as too hot or too cold, and an apparent lack of understanding by FS of why correct temperatures are important. Satisfaction/dissatisfaction regarding handicap access is about the same as last year with about one-fourth of respondents neutral on this topic. Also, reliability of utilities had response percentages similar to last year. A few comments recognized the valiant efforts by heating and cooling staff to quickly repair aging units when necessary.

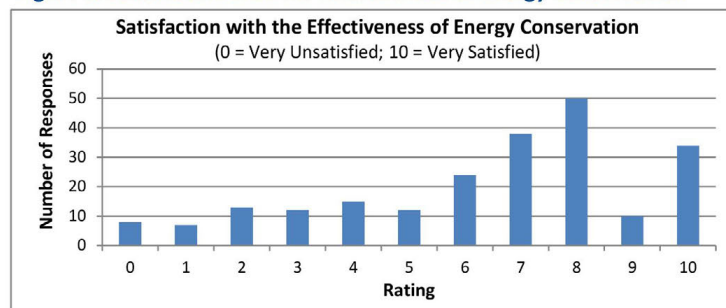
Of the roughly 220 responses to the question on the effectiveness of energy conservation, most respondents were satisfied to very satisfied (Figure 3). Also, the share of very satisfied respondents was higher this year when compared to the 2014 iteration of the survey (15% in 2015; 10% in 2014).

There were very few comments this year regarding building repair. Garcia Annex was mentioned, as were water fountains in need of repair. There were a few comments that mentioned it would be nice to be kept in the loop about planned repairs.

Table 4: Satisfaction with Facilities and Services Building, Environmental and Utilities Services, Respondent Percentages

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Temperature	15.3%	38.4%	20.2%	18.3%	7.9%	367
Lighting (is it adequate for the task?)	32.2%	48.9%	12.3%	4.9%	1.6%	366
Handicap access	25.3%	41.8%	23.1%	6.9%	3.0%	364
Reliability of utilities (electrical power, heating, cooling, meet our needs and have minimal interruptions)	27.6%	45.5%	15.7%	7.3%	3.8%	369

Figure 3: Satisfaction with the Effectiveness of Energy Conservation



NMSU's Customer Satisfaction Survey Results (cont.)

Fall 2015: Facilities & Services Customer Satisfaction Survey Results

Section 5: Grounds Services

"Facilities and Services provides landscape and grounds maintenance, exterior trash receptacle management and concrete and asphalt maintenance. In addition, Facilities and Services maintains the walkways and roadways around campus and is responsible for the care of lawns, trees, and shrubs. Facilities and Services is also founded to maintain campus drainage systems. Please rate your level of satisfaction with the following areas as they relate to Facilities and Services grounds maintenance in your area of the university."

The ratings of almost all areas related to Grounds Services were very high. As reported in past surveys, the Grounds staff are seen as very courteous, with almost 54% of respondents very satisfied with the courtesy of the Grounds staff (Table 6). At least 80% of respondents were also satisfied or very satisfied with the maintenance of grounds, the quality of landscape design and overall quality of Grounds Services. Litter management and management of recycling and recycling receptacles were the only areas in which at least 10% of respondents were dissatisfied to very dissatisfied. Recycling and recycling receptacles dropped in satisfaction this year, with 15% of respondents reporting dissatisfaction, up from 9% last year. Comments suggested the impression that recycling is not taken as seriously as in the past. About one in five respondents were neutral on the question of quality of pest control, up slightly from last year. There were also fewer comments related to pest control this year.

There were six comments related to landscaping this year and four related to parking lots. Trees, weeds, potholes and signage were mentioned as needing care. However, there were also several comments commending the Grounds staff for the work they accomplished this year.

Table 5: Satisfaction with Facilities and Services Ground Services, Respondent Percentages

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Maintenance of grounds (mowing, weeding, trimming, edging, etc.)	38.7%	43.5%	9.9%	5.4%	2.4%	372
Quality of landscape design and maintenance (trees, flowerbeds, etc.)	39.6%	41.0%	12.9%	5.1%	1.3%	371
Litter management	30.1%	43.5%	14.2%	9.4%	2.7%	372
Management of recycling and recycling receptacles	29.1%	38.3%	17.8%	11.1%	3.8%	371
Quality of pest control (indoors and outdoors)	27.9%	41.8%	21.7%	6.2%	2.4%	373
Overall quality of Grounds services	34.9%	45.8%	14.2%	3.8%	1.3%	373
Courtesy of Grounds staff	53.9%	33.0%	11.3%	1.3%	0.5%	373
Sustainability						
Please grade the effectiveness of the water efficient landscaping and our other water conservation measures	26.8%	40.5%	20.5%	8.9%	3.2%	190

NMSU's Customer Satisfaction Survey Results (cont.)

Fall 2015: Facilities & Services Customer Satisfaction Survey Results

Section 6: Office of Sustainability

"Please rate your level of satisfaction with the following areas as they relate to sustainability at the university."

As in the past, a relatively small number of respondents answered the questions in this section (86 in Fall 2015, 86 in Fall 2014 survey and 90 for the 2013 survey). Many of those who did respond selected "neutral." More than 80% of respondents were satisfied to very satisfied with the courtesy of the sustainability staff. Although about 40% of respondents reported "neutral" on the educational programs and the Environmental Education Center (EEC), the percentage of "very satisfied" responses increased this year, especially for the EEC (17% compared to 12% last year). Satisfaction with the Toner Recycling Program, the Energy Reduction Program, and the website all declined slightly. Responses to the Energy Reduction Program were more neutral than in the past with 28% reporting neutral this year compared to 18% in Fall 2014. It is not clear if "neutral" implies a lack of knowledge of the program, or a lack of satisfaction. A slightly higher percentage of respondents also selected "neutral" when asked about the overall quality of sustainability at NMSU (27% in Fall 2015 compared to 19% in 2014). The percentage of satisfied to very satisfied on this question dropped to 69% from the 75% reported in 2014.

Fifteen (10%) comments addressed issues of sustainability on campus; however, most referred to the recycling program. A few mentioned displeasure with the new lightbulbs.

Table 6: Satisfaction with the Office of Sustainability, Respondent Percentages

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Educational programs (tabling, one-on-one meetings, campus presentations)	18.6%	38.4%	39.5%	3.5%	0.0%	86
Website	18.8%	43.5%	32.9%	3.5%	1.2%	85
Toner Recycling Program	24.4%	43.0%	26.7%	4.7%	1.2%	86
Environmental Education Center	17.4%	36.0%	40.7%	5.8%	0.0%	86
Energy Reduction Program	20.5%	43.2%	28.4%	5.7%	2.3%	88
Overall quality of sustainability at NMSU	22.1%	46.5%	26.7%	4.7%	0.0%	86
Courtesy of sustainability staff	43.0%	39.5%	15.1%	1.2%	1.2%	86

NMSU's Customer Satisfaction Survey Results (cont.)

Fall 2015: Facilities & Services Customer Satisfaction Survey Results

Section 7: Project Development

"Facilities modifications and enhancements are provided on reimbursable basis when requested by the user. Please evaluate Project Development and Engineering if you have used their services. In the last twelve months, have you/your office utilized any of these types of projects and engineering services?"

Approximately 77 responses were received for the Project Development section, slightly fewer than the 90 received in 2014, and less than the 103 in 2013. Satisfaction levels—regarding both staff and finished projects—dipped slightly this year, mostly moving from very satisfied to satisfied. Respondents were most satisfied with the knowledge and skill of project staff (67% satisfied or very satisfied) and least satisfied with the final budget of the project (47% satisfied or very satisfied). However, the percent of respondents who were dissatisfied with the final budget dropped from 10% in 2014 to 4%. Nearly half (45%) of respondents were neutral on the final budget. Satisfaction with communication regarding the project increased slightly (57% to 61%) and dissatisfaction dropped from 13% to 9%.

The general theme across most of the comments related to project development was “better communication.” This includes lack of timeliness because there was an underlying question regarding communication in one direction or another. Efficiency or perceived lack thereof, was also a topic for the comments.

Fewer responses were received regarding the importance of sustainability to the project. The mean rating of 3.8 (1-not important at all to 5-very important) suggests that, on average, respondents believe sustainability is somewhat important. This mean value has increased slightly over the past three years, from 3.5 in 2013, to 3.7 in 2014 to 3.8 this year.

Table 7: Satisfaction with Facilities and Services Special Projects and Engineering Services, Respondent Percentages

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Satisfaction with Staff						
Initial response time for estimating cost	16.7%	44.9%	24.4%	10.3%	3.8%	78
Preparedness of Project Managers/Estimators	17.7%	45.6%	19.0%	13.9%	3.8%	79
Knowledge and skill of Project staff	24.1%	43.0%	19.0%	8.9%	5.1%	79
Satisfaction with Finished Project						
Satisfaction with the finished project	20.8%	44.2%	23.4%	9.1%	2.6%	77
The timeliness of the project (on time)	14.3%	35.1%	26.0%	13.0%	11.7%	77
Final budget of project	13.0%	33.8%	45.5%	3.9%	3.9%	77
Communication from Project Development and Engineering throughout the project	20.8%	40.3%	22.1%	9.1%	7.8%	77
			Responses		Mean	
How important is sustainability to your project? (5 stars = very important, 1 star = not at all important)			51		3.8	

NMSU's Customer Satisfaction Survey Results (cont.)

Fall 2015: Facilities & Services Customer Satisfaction Survey Results

Section 8: Facilities and Services Administrative Services

"In the last twelve months, have you had contact with Facilities and Services business office staff regarding the administrative side of any maintenance project or Special Projects or Engineering Work?"

Approximately 100 responses were received for the questions on FS administrative services (Table 9). The professional attitude of FS employees received a slightly higher satisfaction rating than in 2014. The knowledge and skill of FS staff as well as the courtesy of FS staff towards the customer were also seen as strengths. Although the percent of "very satisfied" responses regarding accuracy of information increased to 39% from 31%, the percent of dissatisfied/very dissatisfied responses also increased from 10% to 17%. Timeliness continues to be the biggest issue. Approximately 21% of respondents were dissatisfied to very dissatisfied on the timeliness of response to inquiries about work status. In 2014, less than 6% of respondents were dissatisfied with the timeliness of responses to billing inquiries; however, this doubled to 13% in 2015. Timeliness was mentioned as an issue several times in the comments.

Table 8: Satisfaction with Facilities and Services Administrative Service Areas, Respondent Percentages

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Timeliness of response to inquiries about work status	31.1%	37.9%	9.7%	15.5%	5.8%	103
Timeliness of responses to inquiries about billing	25.0%	33.0%	29.0%	7.0%	6.0%	100
Courtesy of Facilities and Services staff towards customer	48.6%	33.3%	14.3%	2.9%	1.0%	105
Accuracy of information provided by Facilities and Services employees	38.8%	35.0%	8.7%	11.7%	5.8%	103
Professional attitude of Facilities and Services employees	49.0%	35.6%	11.5%	2.9%	1.0%	104
Knowledge and skill of Facilities and Services staff	40.4%	37.5%	15.4%	4.8%	1.9%	104

NMSU's Customer Satisfaction Survey Results (cont.)

Fall 2015: Facilities & Services Customer Satisfaction Survey Results

Section 9: Environmental Health and Safety

"Please rate your level of agreement with the following statements pertaining to Environmental Health & Safety Services."

Approximately 128 responses were received regarding Environmental Health and Safety (EHS) (Table 10). EHS continues to improve on the level of satisfaction for all questions in this section. The high level of satisfaction noted with this unit in past surveys continued with this survey. Nearly half of respondents were very satisfied with the knowledge of EHS staff and with the friendly and helpful nature of the staff. The percent of respondents saying they were very satisfied regarding the timeliness of response increased from 38% to 45%, and accessibility rose from 38% to 41%. The effectiveness of training also showed slight improvements to 37% for very satisfied from 34%. Although the satisfaction ratings for the usefulness of the website improved slightly (32% very satisfied up from 27%), this was the one area in which the percent of dissatisfied ratings rose slightly to about 5% compared to 2% in 2014. Overall, EHS is a shining example of an FS unit for customer satisfaction.

Table 9: Satisfaction with Environmental Health and Safety (EHS), Respondent Percentages

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Environmental Health & Safety understands my needs and the requirements of my department	37.7%	48.5%	10.8%	2.3%	0.8%	130
Environmental Health & Safety is accessible to its customers (phone, voice mail, email, etc.)	41.4%	49.2%	7.8%	1.6%	0.0%	128
When contacted, an Environmental Health & Safety consultation helped facilitate resolution of my problem or issue	39.7%	44.4%	14.3%	1.6%	0.0%	126
The Environmental Health & Safety website is user friendly and helpful in providing access to information, forms, manuals, etc. that I need	31.7%	38.9%	22.2%	4.8%	2.4%	126
Environmental Health & Safety staff provide effective training	37.0%	44.9%	16.5%	1.6%	0.0%	127
When contacted, Environmental Health & Safety staff responded to my requests, or problems, in a timely manner	44.9%	40.2%	12.6%	1.6%	0.8%	127
Overall, Environmental Health & Safety staff are knowledgeable in their areas of specialty	47.3%	41.9%	8.5%	2.3%	0.0%	129
Environmental Health & Safety staff are friendly and helpful when I contact them for services	48.4%	41.4%	8.6%	1.6%	0.0%	128

NMSU's Customer Satisfaction Survey Results (cont.)

Fall 2015: Facilities & Services Customer Satisfaction Survey Results

Section 10: NMSU Fire Department

"Please rate your satisfaction level with the NMSU Fire Department."

Despite the continued improvements noted for Environmental Health & Safety, the NMSU Fire Department is still the FS unit with the highest satisfaction ratings (Table 11). Although more than 90 to 95% of respondents were satisfied with all areas related to the department, the percent reporting as very satisfied dropped slightly in 2015 compared to 2014. The shift was towards "satisfied" rather than "very satisfied" and may be related to the increase in responses this year (approximately 82 compared to 64 last year).

Table 10: Satisfaction with NMSU Fire Department, Respondent Percentages

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Timeliness of service	63.1%	31.0%	3.6%	1.2%	1.2%	84
Quality of service	65.1%	32.5%	2.4%	0.0%	0.0%	83
Courtesy of staff	68.3%	28.0%	1.2%	1.2%	1.2%	82
Professionalism of staff	69.5%	28.0%	1.2%	1.2%	0.0%	82
Service expectation	61.3%	35.0%	3.8%	0.0%	0.0%	80

Section 11: NMSU Office of University Architect and Campus Planning

"Please rate your satisfaction with the NMSU Office of University Architect and Campus Planning."

The NMSU Office of University Architect and Campus Planning (UACP) was one FS area that saw a noticeable drop in satisfaction in Fall 2015. Although 80% of respondents were very satisfied or satisfied with the courtesy and professionalism of staff, this is a drop from 85% in Fall 2014. Satisfaction with the quality of service dipped from 78% to 67%. The percent of respondents reporting dissatisfaction with both the overall quality of service and the quality of recent service increased to more than 16% from 10% or less in 2014. Dissatisfaction ratings for service expectation more than doubled this year, from 7% to 18%. Satisfaction ratings of the Annual Space Survey, while never very high, did not change much.

Table 11: Satisfaction with NMSU Office of University Architect and Campus Planning, Respondent Percentages

Area	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total Responses
Timeliness of service	21.2%	42.3%	19.2%	11.5%	5.8%	52
Quality of service	28.8%	38.5%	15.4%	9.6%	7.7%	52
Courtesy of staff	41.2%	39.2%	13.7%	2.0%	3.9%	51
Professionalism of staff	36.5%	42.3%	17.3%	1.9%	1.9%	52
Service expectation	25.5%	35.3%	21.6%	13.7%	3.9%	51
Annual Space Survey	15.7%	37.3%	39.2%	3.9%	3.9%	51
Quality of recent service	33.3%	43.3%	6.7%	13.3%	3.3%	30

NMSU's Customer Satisfaction Survey Results (cont.)

Fall 2015: Facilities & Services Customer Satisfaction Survey Results

Section 12: Final Question and Comments

"If you have any further concerns or comments regarding the work provided by Facilities and Services, or recommendations for services you feel Facilities and Services should explore providing in the future, please feel free to share them here."

The final question provided respondents the opportunity to comment on questions or suggestions they had about FS services. Responses were limited to 5,000 characters. The six themes from prior years were visible again this year. Overall, the comments have not changed much over time, although it appeared that more comments were made about problems with custodial services, less about watering issues, and more about timeliness of work orders. Respondents often took advantage of this comment section to praise FS workers by name, and to state their appreciation for work well done by the various FS units.

The comments were sorted by comment category and by building affiliation and provided to Associate Vice President Haubold.



Addendum: Post–Work Order Surveys

- Post–Work Order Surveys as a Complement to Customer Satisfaction Surveys
- Rochester Institute of Technology’s Work Order Satisfaction Survey
- University of Kansas Medical Center’s Facilities Management Customer Survey
- University of Massachusetts Amherst’s Facilities Customer Satisfaction Survey for Alterations Services

Post–Work Order Surveys as a Complement to Customer Satisfaction Surveys




One of the most common tools complementing customer satisfaction surveys is the post–work order survey. Typically, post–work order surveys are sent automatically to the requester once their work has been completed. While post–work order surveys have some limitations, they are well-positioned to provide timely and specific feedback.

Drawbacks and Benefits of Post–Work Order Surveys

Drawbacks

-  **Focuses on Specific Events**
Work order surveys only provide information from those who request a service; they do not collect information on overall satisfaction with Facilities
-  **Relies on Non-Experts**
Most people on campus do not know appropriate time frames for completing work, so satisfaction may be unfairly affected by perceptions of slow service
-  **Elicits Extreme Feedback**
Customers are most likely to respond when extremely satisfied or dissatisfied with Facilities performance or staff member providing their service

Benefits

-  **Evaluates Individual Staff Members**
Feedback on specific staff members allows managers to commend high performers and target training for poor performers
-  **Tracks Performance on Work Order Responses**
Surveys ensure Facilities is adequately responding to customer requests before closing work orders
-  **Aids Short-Term Planning**
Analysis of survey results can surface trends that help Facilities see how to better meet immediate customer needs

Pages 49-51 share post–work order surveys from **Rochester Institute of Technology**, **University of Kansas Medical Center**, and **University of Massachusetts Amherst**.

In addition, the **University of Alaska Fairbanks (UAF)** has created a unique ten-question survey that they use as a post–work order survey and for general Facilities feedback. The survey is constantly available on the [home page of the UAF Facilities website](#), so that Facilities can direct customers to the survey after any service interaction to provide immediate feedback. In particular, UAF is using this survey as a post–work order survey for work completed in residence halls. They are designing a paper door hanger for Facilities employees to leave behind when they have completed work. The door hanger will include information about who completed the work, what they did, when it was completed, and most importantly, a QR code that students can scan to go directly to the online survey.

Rochester Institute of Technology's Work Order Satisfaction Survey

Work Order Satisfaction Survey

Request Information

Work Order Number:

How was your request submitted?

- Email
- In Person
- Online Form
- Phone

How did we do?

The work I requested was completed to my satisfaction (5-Best)

- 1
- 2
- 3
- 4
- 5

The work was completed in a timely fashion (5-Best)

- 1
- 2
- 3
- 4
- 5

Staff completing the request were professional (5-Best)

- 1
- 2
- 3
- 4
- 5

Staff completing the request were courteous (5-Best)

- 1
- 2
- 3
- 4
- 5

Additional Comments or Suggestions?

University of Kansas Medical Center's Facilities Management Customer Survey

Facilities Management Customer Survey

With 5 being the best and 1 being the worst please answer the following questions. If we are not rated the best, please let us know what we can do next time to deserve the highest rating.

Did we respond to your request for work in a timely manner?

- 1 (worst)
- 2
- 3
- 4
- 5 (best)

Was the work completed to your satisfaction?

- 1 (worst)
- 2
- 3
- 4
- 5 (best)

Were we courteous and professional?

- 1 (worst)
- 2
- 3
- 4
- 5 (best)

How would you rate your overall experience with Facilities Customer Service?

- 1 (worst)
- 2
- 3
- 4
- 5 (best)

Your name is optional, but we would appreciate your including a building and room number, as it may be helpful in pinpointing mechanical or structural problem areas.

Full Name:

Building:

Room Number:

Additional Comments:

University of Massachusetts Amherst's Facilities Customer Satisfaction Survey for Alterations Services

Facilities & Campus Services (F&CS) Customer Satisfaction Survey for Alterations Services Projects

Thank you for giving us the opportunity to serve you better. Please help us improve our services by taking a few moments to tell us about the service you received.

Name:
Department:
Email:
Phone:
Project:

1. Overall, are you satisfied with the quality of our work?

- Exceeded expectations
- Met expectations
- Did not meet expectations

2. Were we responsive to your needs?

- Exceeded expectations
- Met expectations
- Did not meet expectations

3. Were we prompt, courteous, and professional?

- Exceeded expectations
- Met expectations
- Did not meet expectations

4. Are there steps we could take to improve your experience with F&CS?

5. If you would like to share any additional comments or concerns regarding your experience, please enter them below.

Advisors to Our Work

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Senior Advisor, Special Projects

Concordia University

Michel Nadeau
Associate Vice-President,
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The best
practices are
the ones that
work for **you.**SM



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