

**Compensation Board**  
**Survey of Customer Satisfaction**  
Fiscal Year 2002

**November 1, 2002**

## **Preface**

*The mission of the Compensation Board is to determine a reasonable budget for the participation of the Commonwealth toward the total cost of office operations for Constitutional Officers, and to assist those officers and their staff through automation, training and other means, to improve efficiencies and to enhance the level of services provided to the citizens of Virginia.*

– Compensation Board Mission Statement –

Informally, through the years, staff of the Compensation Board has developed three simple rules for Constitutional Officers in dealing with the Board. One of them, “the Compensation Board is the pie-cutter not the pie maker”, is used to emphasize our role as **distributor** of funds and positions **not** as the original source of those resources. We are concerned with the increase in number of comments indicating a lack of this understanding and in low scores of the Board’s proactiveness in addressing concerns of Constitutional Officers (particularly among one program) that we wanted to draw particular attention to this matter.

While emphasized in each session of Deputy Training, it appears that there is still a portion of our customer base who do not understand the line between the Board’s ability to assist an Administration in its dealings with Constitutional Officers and the simple fact that **as** an Executive branch agency , the Board cannot become involved in lobbying or advocacy. Rather than placing this issue within the report’s Action Plan for FY03 we want to draw attention to this concern through this preface while we look for new ways to get this crucial distinction made public.

## **I. Introduction**

The Compensation Board's Customer Satisfaction Survey for FY02 asked Principal Officers in each locality within Virginia how well the Compensation Board met their needs. Questions were asked about how satisfied they were with Staff Interactions, Products, and Liaisons as well as how important these items were to them. Overall satisfaction was also surveyed as well as questions relating specifically to six different offices. There was a significant rewrite of the questionnaire undertaken for the FY00 survey and this year's survey maintained the same questions as found in the last two years.

Like last year's survey, the FY02 survey was conducted solely through the agency's website.

## **II. Survey Responses**

We asked how satisfied the principal officers were with various functions of the Compensation Board. It also asked how each Officer rated the importance of each function. These functions were grouped into three categories: Staff Interactions, Products, and Liaisons.

Appendix D, Chart 1, which compares the FY02, results in Response Rates by office to the responses in FY01 and FY00. The results verify our thought that the FY01 survey was an anomaly with across the board lower response rates than in FY00. From the FY02 response rates we feel comfortable in saying that the digital divide noted in last year's report appears to have been significantly eliminated and is no longer a discussion point in this year's report.

It bears mention that the response rate from circuit court clerks, having fallen 20 percent from FY00 to FY01 and climbing back up 8 percent in FY02 may reflect technology issues with older PCs and incompatible web browsers on equipment supplied by the Supreme Court.

## **III. Overall Satisfaction**

Having noted above the anomaly of the FY01 survey we compared the FY02 responses to those from FY00. Overall satisfaction levels with the Compensation Board increased slightly in Sheriff's and Commissioner's offices and decreased slightly in Regional Jails when compared to FY00. In the offices of Commonwealth's Attorneys, Clerks and Treasurers there was significant improvement with each of the FY02 responses registering greater than a "4" (Somewhat Satisfied) with a "5" being Very Satisfied. The FY00 satisfaction for these three offices were all roughly 3.6 which indicated a neutral rating.

These numbers represents the mean overall satisfaction level of all principal officers. Overall satisfaction levels received by program are located in Chart 2.

## V. Satisfaction and Importance

Section A asked how satisfied the principal officers were with various functions of the Compensation Board. It also asked how each Officer rated the importance of each function. These functions were grouped into three categories: Staff Interactions, Products and Liaisons.

- The Satisfaction and Importance Items Are Listed in Charts 3, 4 and 5. For each item listed the mean is shown. This mean is based upon a five-point scale ranging from 1 to five, 1 being defined as “Very Dissatisfied” and 5 being defined as “Very Satisfied”.
- The questions are broken down by satisfaction and importance levels and compared to the levels received in the FY00 questionnaire.
- Overall the ratings were very favorable towards the Compensation Board. Almost all items scored higher than 4.50 on average.
- As it relates to our Liaison functions, Circuit Court Clerks rated their satisfaction level lower than all of the other offices. In particular, Clerks rated the Board’s ability to allocate funds in a fair and reasonable manner at just over 2.5 (just over “somewhat dissatisfied”) with an importance rating of 4.3.
- A second liaison function that Clerks responded to with significantly lower satisfaction ratings was the Board’s proactiveness in addressing issues affecting their office. Satisfaction with that task was barely over neutral at 3.2 with a 4.1 rating for its importance.

Satisfaction with Staff interactions and Products were consistently above 4.5 with minor exceptions (Charts 3 and 4). As a result we recommend that the Board concentrate on improving liaison functions in FY03.

## VI. Open Ended Questions/Comments

Reviews of the statements submitted in this section were remarkably consistent across all offices. Again this year we received numerous requests for SNIP training: *Refresher courses on SNIP*, is typical of the statements. For the first time there were also numerous requests to provide more spaces and to continue with Lawful Employment training: *We need additional Lawful Employment classes and classes for deputies, and larger classes*. Finally, in terms of training needs, we note an increase in requests for “budget” training with emphasis on how to maximize their Compensation Board budget and how to successfully build and negotiate a budget with their locality.

As mentioned in the section above, we noted dissatisfaction from the Clerks on the Board’s proactiveness in addressing office matters. Of the thirty six total comments in C3 (“most important change the Board could make to improve its service”) seventeen related to two issues outside the Board’s control: funding and an increase in the number of positions: *Re-grade Deputy Clerk Salaries comparable to District Courts, Update it's archaic policies regarding*

*number of employees and compensating offices and lobbying. It would be nice if the Comp Board would be an advocate for court clerks,. Do a better job of lobbying the Legislators in behalf of the Clerks' Association..*

As follow-up to past year's concerns about the response time for return phone calls by Compensation Board staff, open-ended statements indicate improvement with only three mentions of telephone response and one which said to *Continue working on returning phone calls in a timely manner*. Below we have noted some specific comments by office type.

**Sheriffs:**

*Would like to see a class/session on overall operation of sheriff's office, to include suggestions for office procedures such as, a review of the operating budget categories, transfer options, etc. as well as general records management, bookkeeping, etc.*

**Regional Jail Superintendents:**

*Pay LIDS revenue more promptly - monthly instead of quarterly - same schedule as SNIP.*

*More jail cost report training*

**Commonwealth's Attorneys:**

*The SCB should look into providing victim-witness positions instead of the current DCJS grant administration.*

*Provide aid to us not just in getting in a budget in a form acceptable to the CB, but in understanding how it translates into our particular city or county budget.*

**Circuit Court Clerks:**

*Recognize the demands of a fast-growing County and allocating funding to those localities that are trying to handle increasing workloads and rapid population increases. Offices with older pc's cannot down load the SCB manual. We need funds to upgrade.*

**Treasurers:**

*The Budget estimates should be more than a document to meet the code.*

*Refresher training to review operating manual, budget process, CB10's etc..*

**Commissioners of the Revenue:**

*I found the New Officers Training to be of great benefit. I think the Board has done an excellent job.*

*Provide easier & less confusing method to calculate the Cafeteria Plan for officer & employees.*

## **VII. Agency-Specific Questions**

Section D asks specific questions that relate only to a particular office. The purpose of the questions differed from office to office. Officers were asked about the satisfaction of certain programs in their office and whether or not other specific programs had been implemented.

- The agency-specific questions are grouped into two types for the purposes of presentation. The first type includes those items related to usefulness, helpfulness and satisfaction. These items are found in Table 1 also included with the mean values of each question is the actual number of people who responded to the question (N).
- The second type of Agency Specific questions, found in Table 2 consists of primarily 'Yes' or 'No' responses. Again, the actual number of people who answered the question (N) is included.

A review of the responses to these questions indicates general satisfaction with products and services the Board provides to individual offices.

## **VIII. Respondent Demographics**

Section E asked who completed the questionnaire: the principal officer or another member of the staff. The respondent was also asked how long he/she had been employed in the office for which they presently work. Lastly, the respondent was asked to list any additional comments they may have about the survey.

- Table 3 displays who completed the survey both overall and by specific office. The Clerks of the Circuit Court were most likely to fill out the questionnaire themselves and they did so at a rate of 87.69%, followed by the Commissioners of the Revenue (83.16%). The principal officer least likely to fill out the questionnaire at the offices of the Sheriffs (45.12%).

## **IX. Response Rate**

- The response rate by office for fiscal year 2001 varied substantially (Chart 1). Sheriffs responded at the highest rate of 90% with just under half the Commonwealth's Attorneys bothering to respond. This gives an overall response rate of 68%, a satisfactory level of response for an office-to-office survey.

## **X. FY01 Action Plan Results**

As a result of the responses to the FY 01 Customer Satisfaction Survey, staff of the Compensation Board identified six tasks, which should facilitate improvement in delivering services to our constituents. Below each task are the actions staff took during FY01.

- 1) In order to promote the transition from paper documents/service delivery to web enabled services, the FY02 customer satisfaction survey will continue to be offered only through the website. At some point during the window for responses, all non-respondents could receive a written reminder from association presidents asking that they complete the survey with the goal of increasing the response rate.

**Compensation Board staff extended the response deadline by one week when analysis revealed only a 50% response rate. E-mail and telephone reminders were used to solicit additional survey responses.**

- 2) In addition to Compensation Board training events, we will partner with the Weldon Cooper Center at UVA to promote all constitutional officer training registrations via a web enabled method.

**All training events sponsored by the Compensation Board utilize web-based registration. We have not carried this forward to include other agency's training offerings for constitutional officers.**

- 3) In order to make the SNIP screens easier to read, we have changed the colors on the emulation software, and are in the process of customizing browser-based emulation software. Due to the increase in the number of comments regarding SNIP (40%) we recommend that the agency proceed with focus groups to assist in the SNIP re-design process. In addition, we believe that our customers would be best served by our offering some limited form of SNIP training in response to numerous requests.

**As a result of comments received in the FY01 survey, SNIP screen colors were changed in August, 2001. Browser based emulation software will be available by April 2003. We again note the demand by our customers for SNIP training.**

## **XI. FY03 Action Plan**

Analysis of this year's responses lead Compensation Board staff to propose the following task to improve not only FY03 survey responses but to enhance the delivery of our services.

The core of this survey has remained un-changed since original implementation in 1996. Many new products such as the Lawful Employment Training program and the Jail Cost Report for example, are not included in the survey. We recommend a re-design of survey content prior to the FY03 survey cycle.

Again this year we note many comments on the Board's training program requesting either refresher SNIP training or SNIP training for newly hired staff of Constitutional Officers. While we have seen these comments over the years – and provide some “one on one” training – we strongly suggest at minimum, a quarterly schedule of SNIP training and staff resources to accomplish it.

One way in which we may be able to generate a better understanding of the Board's functions and dispel the “lobbying” myth is to establish some continuity of communication between the Board and our constituent's Associations. Rather than informing only the current President of each Association on significant matters we suggest expanding that network to include all Association leadership.

## **XII. Long Term Action Plan**

The following should be considered long term goals consistent with the agency's strategic plan and are contingent on staffing and funding being made available.

- 1) As a result of the precipitous decline in response rates by Governing Bodies, we feel it is important to develop either or both alternative methods of communicating with them and surveying their satisfaction with our performance.

**Past years response rates from governing bodies were so low that for the second year in a row we did not solicit their input through our survey. Our effort to forward this goal in FY02 was restricted to gathering e-mail addresses for contacts in local administration to foster communication between the Board and cities and counties.**

- 2) Comments suggest the need for some level of technical support among our constituents. The Compensation Board, among other agencies, encouraging the move to e-government, leads us to believe it imperative that we closely examine what level of support is required and what we could offer particularly in small to medium size localities.

**While we continue to believe that there is a need for technical support – particularly in smaller localities – we believe it prudent to monitor the implementation of the Governor’s “Strategic Plan for Technology” before embarking on this goal.**

## APPENDIX A SURVEY QUESTIONS

### SECTION A: *SATISFACTION AND IMPORTANCE*

**Instructions:** Please evaluate the Compensation Board on the following service activities over the last fiscal year (July 1999 – June 2000).

A) Using the 1-5 scale on the left, rate your satisfaction with each service activity by circling the appropriate number.

B) Using the 1-5 scale on the right, rate the importance of each service activity by circling the appropriate number.

		<b>Satisfaction</b>					<b>Importance</b>					
<b>SERVICE ACTIVITY</b>		Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Not at all Important	Of Little Importance	Somewhat Important	Very Important	Extremely Important	
<b>Staff Interactions</b>												
{S1A}	Responding to requests from my office promptly.	1	2	3	4	5	1	2	3	4	5	{S1B}
{S2A}	Responding to requests from my office with appropriate information.	1	2	3	4	5	1	2	3	4	5	{S2B}
{S3A}	Providing assistance in solving problems that require attention by my office.	1	2	3	4	5	1	2	3	4	5	{S3B}
{S4A}	Knowledge of Board policies and procedures.	1	2	3	4	5	1	2	3	4	5	{S4B}
{S5A}	Effectiveness in troubleshooting problems with SNIP and the online budget system.	1	2	3	4	5	1	2	3	4	5	{S5B}
<b>Products</b>												
{P1A}	Providing an Operating Manual (available May 1, 2000) that clearly states Board Policy.	1	2	3	4	5	1	2	3	4	5	{P1B}
{P2A}	Presenting Budget Estimates (available on March 27, 2000) in an understandable fashion.	1	2	3	4	5	1	2	3	4	5	{P2B}
{P3A}	Producing Fiscal Year Budgets (available May 1, 2000) that are understandable and readable.	1	2	3	4	5	1	2	3	4	5	{P3B}
{P4A}	Effectiveness of SNIP in handling routine payroll and expense reimbursements.	1	2	3	4	5	1	2	3	4	5	{P4B}

		Satisfaction					Importance					
SERVICE ACTIVITY		Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Not at all Important	Of Little Importance	Somewhat Important	Very Important	Extremely Important	
<b>Liaison Functions</b>												
{L1A}	Allocating funds approved by the General Assembly in a fair and reasonable manner.	1	2	3	4	5	1	2	3	4	5	{L1B}
{L2A}	Applying Board policies in a consistent way.	1	2	3	4	5	1	2	3	4	5	{L2B}
{L3A}	Proactiveness of Compensation Board in addressing issues affecting my office.	1	2	3	4	5	1	2	3	4	5	{L3B}
{L4A}	Effective training sessions and/or conference presentations.	1	2	3	4	5	1	2	3	4	5	{L4B}
{L5A}	Usefulness of the Compensation Board's website.	1	2	3	4	5	1	2	3	4	5	{L5B}

**SECTION B: OVERALL SATISFACTION**

B1. Overall, how satisfied are you with all services provided by the Compensation Board over the last year (July 1999-June 2000)?

- 1 Very Dissatisfied
- 2 Somewhat Dissatisfied
- 3 Neutral
- 4 Somewhat Satisfied
- 5 Very Satisfied
- 9 *Don't Know / No Opinion*

B2. Compared with the 1998-1999 fiscal year, has your overall level of satisfaction with the Compensation Board increased, decreased, or remained the same?

1 Increased

2 Decreased

3 Remained the Same

9 Don't Know / No Opinion

**SECTION C: OPEN-ENDED QUESTIONS**

C1. Is there any additional training that the Compensation Board might provide to assist you and your staff in improving the services delivered by your office?

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C2. List any additional services (aside from staff and money) that you believe the Compensation Board should provide. [Please limit your answer to the two most important services.]

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C3. What is the most important change that the Compensation Board could make to improve its current services?

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C4. Please list any additional comments you have regarding the Compensation Board, its staff, its products, and its services.

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## SECTION D: AGENCY-SPECIFIC QUESTIONS

D1. HOW SATISFIED ARE YOU WITH GERONIMO/CASEFINDER FOR MEETING YOUR OFFICE'S LEGAL RESEARCH NEEDS?

- 1 Very Satisfied
- 2 Somewhat Satisfied
- 3 Neutral
- 4 Somewhat Dissatisfied
- 5 Very Dissatisfied
- 9 *Don't Know / No Opinion*

D2. Do you have the CAREER PROSECUTOR PROGRAM in your office?

- 1 Yes →
- 2 No
- 9 *Don't Know*

D2b. How helpful has the CAREER PROSECUTOR PROGRAM been to your office?

- 1 Very Helpful
- 2 Somewhat Helpful
- 3 Not Helpful at all
- 9 *Don't Know / No Opinion*

D2c. Please explain why the CAREER PROSECUTOR PROGRAM has not been implemented in your office.

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**SECTION E: DEMOGRAPHICS**

E1. Was this questionnaire filled out by

- 1 Commonwealth's Attorney
- 2 Another member of the staff

E1b. How long have you been the Commonwealth's Attorney?

- 1 Less than one year
- 2 One to four years
- 3 Five to ten years
- 4 Ten or more years

E1c. How long have you been employed in the office for which you presently work?

- 1 Less than one year
- 2 One to four years
- 3 Five to ten years
- 4 Ten or more years

E2. Please list any additional comments you have regarding this survey.

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**APPENDIX B  
ADDITIONAL AGENCY SPECIFIC QUESTIONS**

**SECTION D: AGENCY-SPECIFIC QUESTIONS**

D3. How helpful has the Compensation Board's administration and support of the TECHNOLOGY TRUST FUND been for serving your constituents?

- 1 Very Helpful
- 2 Somewhat Helpful
- 3 Not Helpful at all
- 9 *Don't Know / No Opinion*

D4. Have you begun implementation of your land records automation plan?

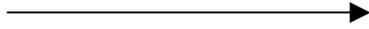
- 1 Yes
- 2 No
- 9 *Don't Know*

D4b. I have delayed the automation of my office with TECHNOLOGY TRUST FUNDS because of:

- 1 Availability of funds
- 2 Delay with procurement
- 3 Lack of information from vendors
- 4 Other (Specify:)
- 9 *Don't Know / No Opinion*

**SECTION D: AGENCY-SPECIFIC QUESTIONS**

D5. Do you have the MASTER OFFICER program in your office?

- 1 Yes  **Skip to D7**
- 2 No
- 9 *Don't Know*  **Skip to D7**

D6. Please explain why the MASTER OFFICER program has not been implemented in your office? [List up to two reasons.]

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D7. How helpful has the performance of the JAIL COST REVIEW process been to your office for managing jail costs?

- 1 Very Helpful
- 2 Somewhat Helpful
- 3 Not Helpful at all
- 9 *Don't Know / No Opinion*

D8. How useful are the management reports provided by LIDS?

- 1 Very Useful
- 2 Somewhat Useful
- 3 Not Useful at all
- 9 *Don't Know / No Opinion*

D9. Have you had at least one LIDS audit of your jail?

- 1 Yes
- 2 No  **Skip to Section E**
- 9 *Don't Know / No Opinion*

D10. How helpful are the LIDS audits for the financial administration of your jail?

1 Very Helpful

2 Somewhat Helpful

3 Not Helpful at all

9 *Don't Know / No Opinion*

**SECTION D: AGENCY-SPECIFIC QUESTIONS**

D13. Do you have the MASTER DEPUTY program in your office?

- 1 Yes
- 2 No
- 9 *Don't Know*

D13b. Please explain why the MASTER DEPUTY program has not been implemented in your office? [List up to two reasons.]

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D14. Does your office operate a local jail facility (i.e., not a regional jail)?

- 1 Yes
- 2 No → ***Skip to Section E***

D15. How helpful has the performance of the JAIL COST REVIEW process been to your office for managing jail costs?

- 1 Very Helpful
- 2 Somewhat Helpful
- 3 Not Helpful at all
- 9 *Don't Know / No Opinion*

D16. How useful are the management reports provided by LIDS?

- 1 Very Useful
- 2 Somewhat Useful
- 2 Not Useful at all
- 9 *Don't Know / No Opinion*

D17. Have you had at least one LIDS audit of your jail?

1 Yes

2 No  *Skip to Section E*

9 *Don't Know*

D18. How helpful are the LIDS audits for the financial administration of your jail?

1 Very Helpful

2 Somewhat Helpful

3 Not Helpful at all

9 *Don't Know / No Opinion*

## Appendix C

**Table 1 Mean of Agency-Specific Questions**

	<u>Mean</u>	<u>N</u>
<b>Commonwealth’s Attorneys</b>		
D1 Sat. with Geronimo-Casefinder	4.41	58
D2b Helpfulness of Career Prosecutor Program	1.54	26
<b>Clerks of the Circuit Court</b>		
D3 Helpfulness of Technology Trust Fund	1.42	51
<b>Regional Jail Superintendents</b>		
D7 Helpfulness of Jail Cost Review	1.60	10
D8 Usefulness of LIDS Management Reports	4.00	12
D10 Helpfulness of LIDS Audits	1.10	10
<b>Sheriffs</b>		
D15 Helpfulness of Jail Cost Review	1.75	28
D16 Usefulness of LIDS Management Reports	1.33	34
D18 Helpfulness of LIDS Audits	1.40	30

*Legend*

D1 and D8 measure general level of satisfaction and is based upon a five-point scale.

D2b, D3, D7, D10, D15 and D18 measure perceptions of helpfulness and are based upon a reverse three-point scale (“one” being the highest rating).

D16 measure perceptions of usefulness and are based upon a reverse three-point scale.

## Appendix C

**Table 2 : FREQUENCIES OF AGENCY SPECIFIC QUESTIONS**

		<u>%</u>	<u>N</u>
<b>Commonwealth's Attorneys</b>			
D2 Has the Career Prosecutor Program	Yes	61.54	32
	No	38.46	20
<b>Clerks of the Circuit Court</b>			
D4 Implementation of Land Records Automated Plan	Yes	93.65	59
	No	6.35	4
D4b Reason for Delay of TTF			
Availability of Funds		32.00	8
Delay with Procurement		28.00	7
Lack of Information from Vendors		12.00	3
Other		28.00	7
<b>Regional Jail Superintendents</b>			
D4 Have the Master Officer Program	Yes	70.00	7
	No	30.00	3
D9 Had at least one LIDS Audit of the Jail	Yes	100.00	9
	No		0
<b>Sheriffs</b>			
D13 Have the Master Deputy Program	Yes	61.43	43
	No	38.57	27
D14 Operate a Local Jail Facility	Yes	48.68	37
	No	51.32	39

## Appendix D Charts

### Chart 1 - Response Rates by Office

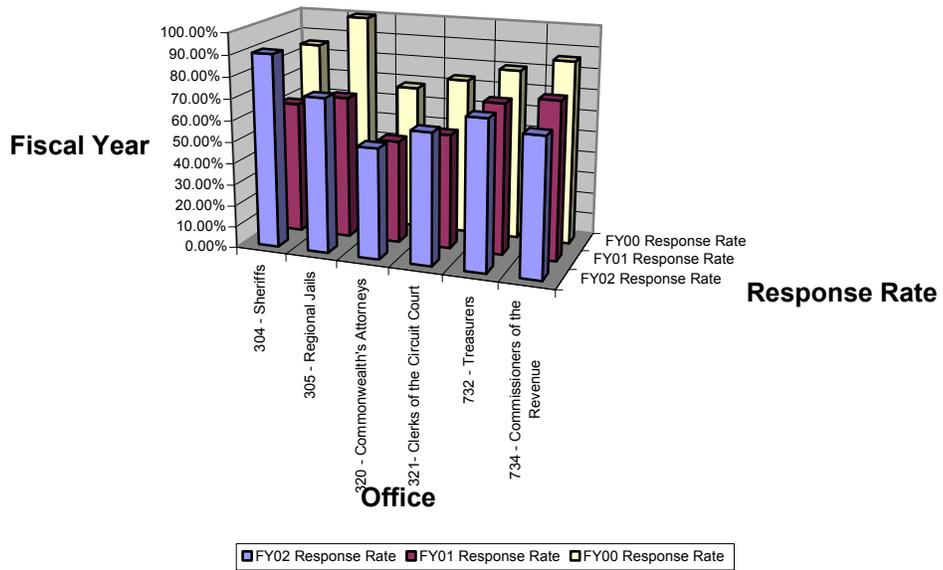
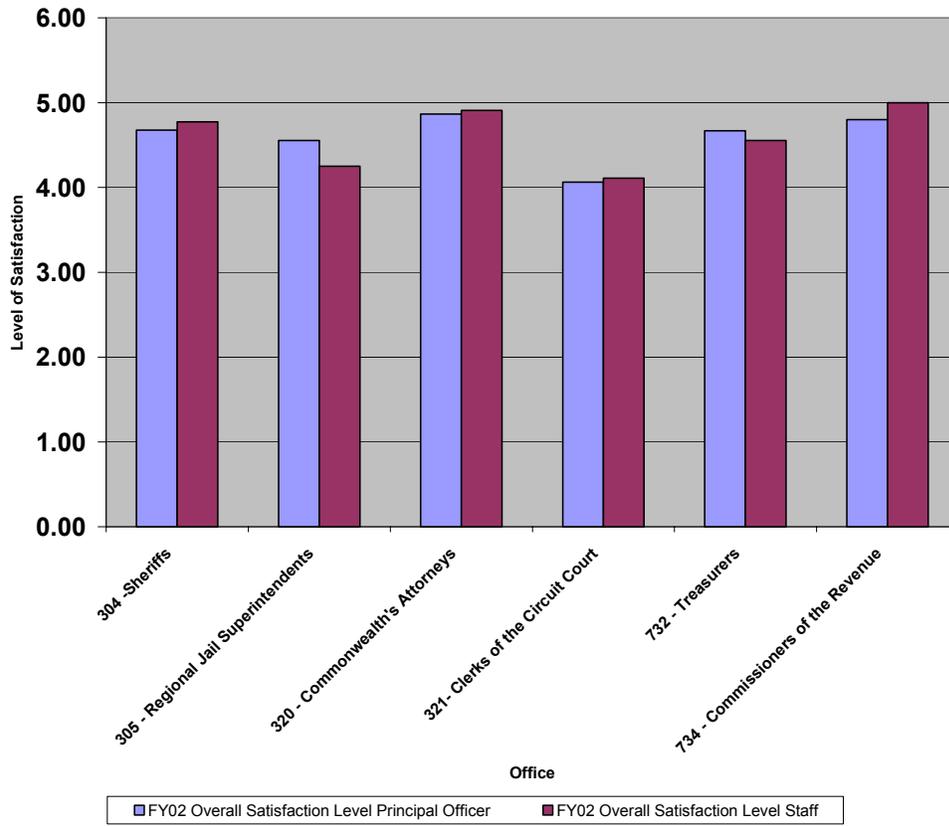
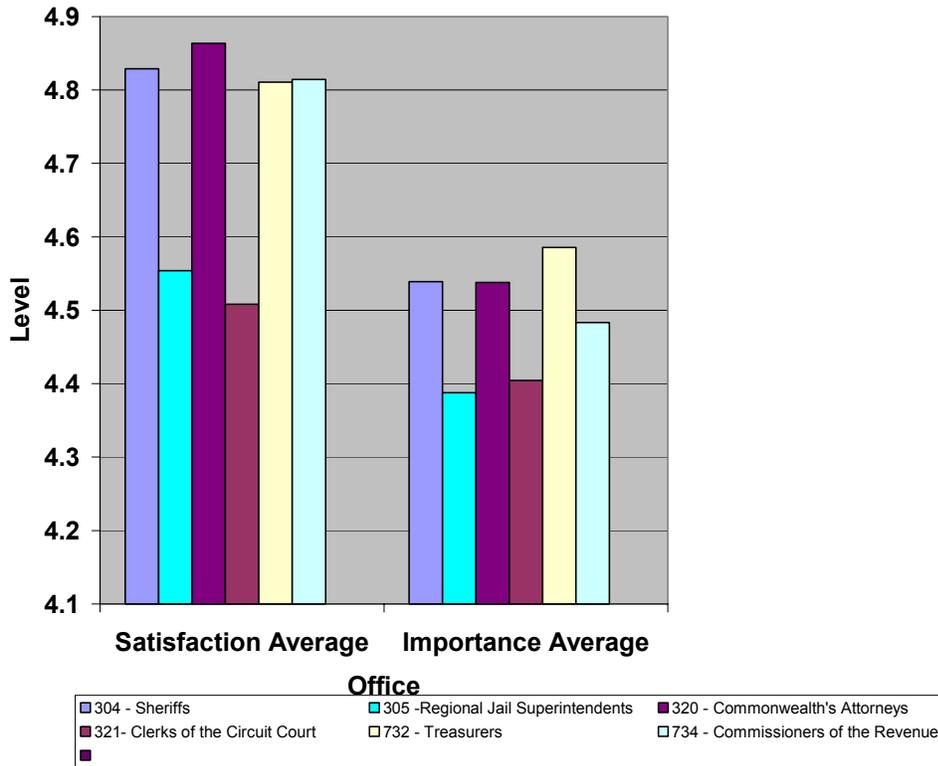


Chart 2 - Overall Satisfaction Level



**Chart 3 Staff Interactions**



**Chart 4 Products**

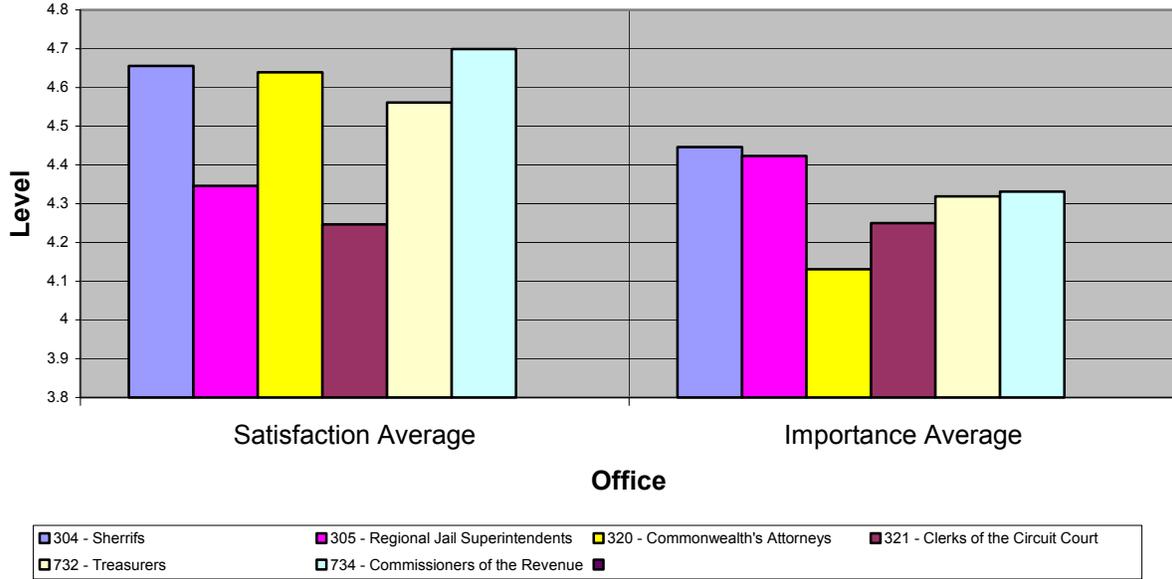


Chart 5 Liasion Functions

