



Customer Service Survey

FY06 Report

Constitutional Officer
Satisfaction with
Compensation Board
Customer Service,
Training and Activities

Compensation Board
November 15, 2006

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Compensation Board

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EXECUTIVE SUMMARY

Introduction

The Compensation Board annually sends a Customer Satisfaction Survey to all constitutional officers and regional jails. The Survey is comprised of Section A: General Satisfaction and Importance (Customer Service, Products, Liaison Functions and Training Sections), Section B: Overall Satisfaction, Section C: Demographics, Section D: Comments, and Section E: Officer-Specific Satisfaction and Importance. The Overall Satisfaction rating is used as the primary measurement tool for Compensation Board management and staff, and is an integral component of the agency's Strategic and Service Area Plans.

Those solicited to participate in the Survey included: Sheriffs, Regional Jail Superintendents, Commonwealth's Attorneys, Circuit Court Clerks, Treasurers, Commissioners of the Revenue and Directors of Finance.

The Compensation Board conducted the FY06 Survey exclusively through a restricted access portal on its web site at www.scb.virginia.gov.

FY06 Response Rates

- The FY06 average response rate for the participant groups was 77%, up minimally from the FY05 average response rate of 73%. Compensation Board staff worked diligently to encourage greater participation in FY06.
- Sheriffs had the highest response rate at 87%.
- Commonwealth's Attorneys had the lowest response rate at 65%.

Trend Analysis – Response Rates

- A six-year trend of average response rates shows a high average of 77% (FY06) and a low average of 47% (FY04).
- The highest six-year trend response rate for an individual group was in FY03: Sheriffs – 96%.
- The lowest six-year trend response rate for an individual group was in FY04: Commonwealth's Attorneys – 31%.

FY06 General Satisfaction & Importance

- The high score from all participants was from Sheriffs, Commonwealth's Attorneys and Commissioners of the Revenue – 98% in the area of customer service satisfaction.
- The low score from all participants was from Sheriffs, Commonwealth's Attorneys, Treasurers/Directors of Finance and Commissioners of the Revenue – 60% in the area of liaison functions satisfaction and importance.
- The Satisfaction and Importance Survey components are broken down into four major categories each, to include Customer Service, Products, Liaison Functions and Training. The highest average score across all six officer groups was in the area of customer service satisfaction – 88%. The lowest average score across all six officer groups was in the area of liaison function importance – 61%.

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EXECUTIVE SUMMARY, CONTINUED

FY06 Overall Satisfaction

- The FY06 average overall satisfaction rate for the participant groups was 85%, up from the FY05 average overall satisfaction rate of 82%.
- Commonwealth's Attorneys had the highest overall satisfaction rate at 92%.
- Treasurers/Directors of Finance had the lowest overall satisfaction rate at 74%.
- A six-year trend of average overall satisfaction rates shows a high average of 92% (FY01) and a low average of 82% (FY05).
- The highest six-year trend of the overall satisfaction rate for an individual group was in FY01: Sheriffs – 98%; and in FY03: Commonwealth's Attorneys – 98%.
- The lowest six-year trend of the overall satisfaction rate for an individual group was in FY05: Circuit Court Clerks – 72%.

FY06 Demographics

- Of those who responded to the Survey, 79% were the principal officer and 21% were office staff members.
- Of those who responded to the Survey question regarding "number of years employed in current job position," 46% had been in their current position for ten or more years, and only 4% for less than one year.

FY06 Comments

- Survey participants were asked to comment on three specific areas: Customer Service, Training and Activities.
 - Customer Service – The most common response was "Very pleased with Customer Service."
 - Training – The most common response was "Need additional training on COIN."
 - Activities – The most common response was "Very satisfied."

FY06 Office-Specific Satisfaction & Importance

- Section E (FY06 Office-Specific Satisfaction & Importance) asked specific questions that differed from office to office. Survey respondents were asked if they participated in a Compensation Board sponsored optional program (i.e., Sheriffs – Master Deputy Program).

Strategic Plan

- The Compensation Board's strategic plan incorporates goals, objectives and strategies that are focused on providing outstanding customer service support to constitutional officers through the agency's products and services.
- The annual customer service survey is a tool used in measuring the effectiveness of the Board and staff in meeting these goals, objectives and strategies, as well as in identifying and responding to the needs of these officers.

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FY06 SURVEY ELEMENTS

Section A - General Satisfaction and Importance

The Compensation Board asked the six officer groups to evaluate their general satisfaction in FY06 (July 1, 2005 to June 30, 2006) in four areas, including Customer Service, Products, Liaison Functions and Training. There were twenty-one questions. Respondents were also asked to rate the importance level of each of the four areas, so the total number of questions in this section numbered forty-two. The five-point scales for both satisfaction and importance were based upon a range from one to five, one being defined as "Very Dissatisfied" and five being defined as "Very Satisfied". The Appendix contains the FY06 Customer Service Survey template.

Section B - Overall Satisfaction

The Compensation Board asked the six officer groups to evaluate their overall satisfaction in FY06 in the same four areas: Customer Service, Products, Liaison Functions and Training. A second question asked the respondents to compare their satisfaction in FY06 with that of the previous year, FY05. The five-point scale was used for both questions. **Overall Satisfaction is one of the agency's Performance Measures on the Virginia Results website.**

Section C - Demographics

The Compensation Board asked the six officer groups to identify themselves as either the principal officer or an office staff member. A second question asked the respondents to give the number of years they had held their current job position.

Section D - Comments

The Compensation Board asked the six officer groups three open-ended questions to elicit comment on improving customer service, current activities, and suggestions for additional training.

Section E - Office-Specific Satisfaction and Importance

Officer groups were specifically targeted with a question and comment window regarding their participation in optional programs made available by the Compensation Board. In addition, a five-point scale of satisfaction and importance was provided for each of the optional programs.

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FY06 RESPONSE RATES

FY06 Participation Rate of the Customer Service Survey

Table 1 - FY06 Customer Service Survey Participation

<i>Response Rates by Office</i>	<i>Total Offices</i>	<i>Number of Responses</i>	<i>Response Rate</i>
Sheriffs	123	107	87%
Regional Jail Superintendents	20	16	80%
Commissioners of the Revenue	129	103	80%
Treasurers / Directors of Finance	134	108	81%
Commonwealth's Attorneys	120	78	65%
Circuit Court Clerks	120	83	69%
TOTALS	646	495	77%

All percentages are rounded to the nearest percent.

In FY06, Sheriffs had the highest response rate with 87 percent, followed by the Treasurers/Directors of Finance at 81 percent. Regional Jail Superintendents and Commissioners of the Revenue both responded at 80 percent. The Circuit Court Clerks responded with 69 percent and the Commonwealth's Attorneys responded at the lowest rate of 65 percent.

Six-Year Participation Trend in Customer Service Survey

The response rate for Fiscal Year 2006 (77%) was higher than the FY05 response rate (73%).

Table 2 - Six-Year Comparison of Customer Service Survey Participation

<i>Response Rates by Office</i>	<i>FY01</i>	<i>FY02</i>	<i>FY03</i>	<i>FY04</i>	<i>FY05</i>	<i>FY06</i>
Sheriffs	62%	90%	96%	42%	87%	87%
Regional Jail Superintendents	67%	72%	72%	32%	84%	80%
Commonwealth's Attorneys	48%	51%	55%	31%	60%	65%
Circuit Court Clerks	54%	61%	66%	47%	58%	69%
Treasurers / Directors of Finance	70%	70%	76%	56%	76%	81%
Commissioners of the Revenue	74%	64%	71%	61%	81%	80%
TOTALS AVERAGE RESPONSE RATE	62%	68%	73%	47%	73%	77%

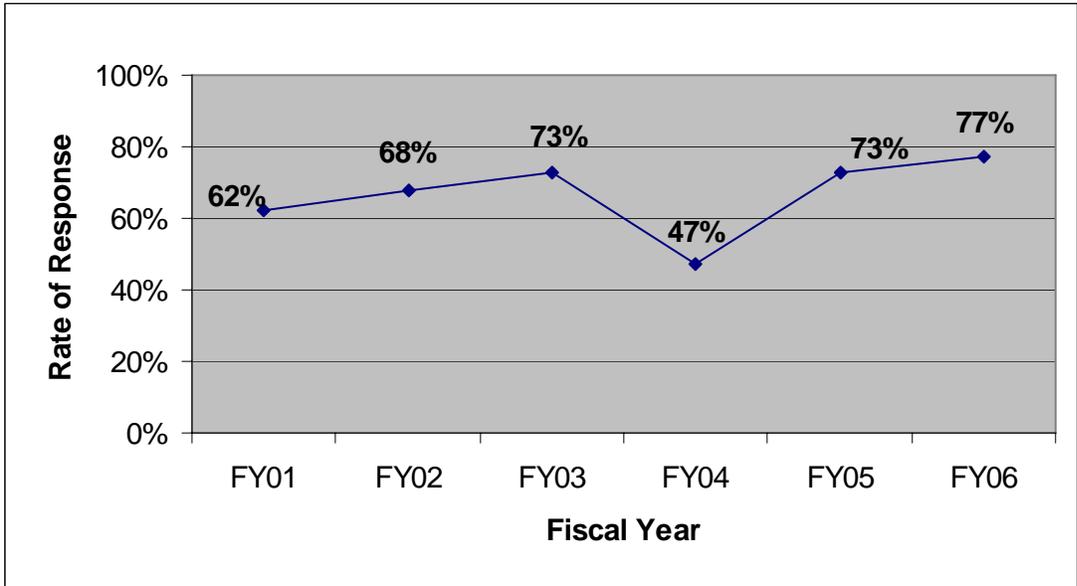
All percentages are rounded to the nearest percent.

Over the six-year period Sheriffs increased from 62 to 87 percent, Regional Jail Superintendents increased from 67 percent to 80 percent, Commonwealth's Attorneys increased from 48 to 65 percent, Clerks increased from 54 to 69 percent, Treasurers/Directors of Finance increased from 70 to 81 percent, and Commissioners of the Revenue increased from 74 to 80 percent.

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FY06 RESPONSE RATES, CONTINUED

Graph 3: Six-Year CSS Average Participation Rate, All Offices



In the six-year period the average response rate of all six-officer groups shows an increase from 62 percent to 77 percent.

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SECTION A – FY06 GENERAL SATISFACTION AND IMPORTANCE

FY06 Customer Service, Products, Liaison Services and Training

Satisfaction with and importance of the various areas of Compensation Board services to Constitutional Officers is the first measure of the FY06 Customer Service Survey. Below are the average values for all respondents from the six officer groups for Section A of the Customer Service Survey in FY06. All scores are rounded up to the nearest tenth. The ↑ symbol represents the high score for each office; the ↓ symbol represents the low score for each office.

Table 4 – FY06 CSS General Satisfaction and Importance

Part 1 – Customer Service														
Question Code	In FY06 the Compensation Board ...	Satisfaction						Importance						Question Code
		Sheriffs	Regional Jail Superintendents	Commonwealth's Attorneys	Circuit Court Clerks	Treasurers / Directors of Finance	Commissioners of the Revenue	Sheriffs	Regional Jail Superintendents	Commonwealth's Attorneys	Circuit Court Clerks	Treasurers / Directors of Finance	Commissioners of the Revenue	
A1-S	Responded in a timely manner to phone calls from my office.	4.7	4.5	4.3	3.6	3.5	4.3	4.6	4.6	4.4	4.4	3.8 ↑	4.3	A1-I
A2-S	Responded to requests from my office with accurate information.	4.7	4.7	4.8	4.3	3.8 ↑	4.7	4.6	4.6	4.4	4.4	3.8 ↑	4.3	A2-I
A3-S	Provided assistance in solving problems affecting my office.	4.7	4.7	4.7	4.3	3.8 ↑	4.6	4.5	4.5	4.4	4.3	3.8 ↑	4.2	A3-I
A4-S	Displayed knowledge of Board policies and procedures.	4.6	4.6	4.7	4.3	3.8 ↑	4.7	4.4	4.4	4.4	4.2	3.7	4.2	A4-I
A5-S	Provided effective technical support with online automated systems.	4.5	4.6	4.4	3.9	3.7	4.6	4.4	4.3	4.3	4.3	3.7	4.2	A5-I
A6-S	Displayed a helpful and courteous attitude in dealing with my office.	4.9 ↑	4.8 ↑	4.9 ↑	4.7 ↑	3.8 ↑	4.9 ↑	4.4	4.3	4.3	4.3	3.7	4.2	A6-I
A7-S	Earned from my office an overall satisfaction and importance rating for the above customer services.	4.7	4.7	4.6	4.2	3.7	4.6	4.4	4.5	4.3	4.1	3.7	4.1	A7-I

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**SECTION A – FY06 GENERAL SATISFACTION AND IMPORTANCE,
CONTINUED**

Part 2 - Products														
Question Code	In FY06 the Compensation Board ...	Satisfaction						Importance						Question Code
		Sheriffs	Regional Jail Superintendents	Commonwealth's Attorneys	Circuit Court Clerks	Treasurers / Directors of Finance	Commissioners of the Revenue	Sheriffs	Regional Jail Superintendents	Commonwealth's Attorneys	Circuit Court Clerks	Treasurers / Directors of Finance	Commissioners of the Revenue	
A8-S	Made available an online Operating Manual (available June 21, 2005) that clearly stated Board policies and procedures.	4.3	4.3	4.3	4.0	3.7	4.2	4.2	4.3	4.0	4.1	3.6	4.0	A8-I
A9-S	Made available for my office budget estimates (available May 14, 2005) that were clear and understandable.	4.3	4.5	4.4	4.1	3.6	4.4	4.3	4.2	4.2	4.2	3.6	4.0	A9-I
A10-S	Produces budgets, spreadsheets, reports, and correspondence that were clear and understandable.	4.3	4.3	4.3	4.0	3.6	4.2	4.2	4.3	4.2	4.2	3.6	4.0	A10-I
A11-S	Provided online automated systems that were easy-to-use.	3.7	3.8	3.7	↓ 3.2	3.4	3.9	4.2	4.1	4.1	4.3	3.7	4.1	A11-I
A12-S	Provided an online Budget Manual that was useful and informative.	4.2	3.9	4.1	3.7	3.5	4.0	4.2	4.1	4.0	4.2	3.6	4.0	A12-I
A13-S	Provided an informative and user-friendly Web site.	4.1	4.1	4.1	3.8	3.6	4.2	4.2	4.1	4.1	4.0	3.6	4.0	A13-I
A14-S	Earned from my office an overall satisfaction rating for the above products.	4.2	4.1	4.2	3.8	3.5	4.2	4.1	4.3	4.0	4.0	3.6	4.0	A14-I
Part 3 – Liaison Functions														
Question Code	In FY06 the Compensation Board ...	Satisfaction						Importance						Question Code
		Sheriffs	Regional Jail Superintendents	Commonwealth's Attorneys	Circuit Court Clerks	Treasurers / Directors of Finance	Commissioners of the Revenue	Sheriffs	Regional Jail Superintendents	Commonwealth's Attorneys	Circuit Court Clerks	Treasurers / Directors of Finance	Commissioners of the Revenue	
A15-S	Allocated funds made available by the General Assembly in a fair and reasonable manner.	↓ 3.0	↓ 3.1	↓ 3.0	↓ 3.2	↓ 3.0	↓ 3.0	↓ 3.0	↓ 3.1	↓ 3.0	↓ 3.2	↓ 3.0	↓ 3.0	A15-I
A16-S	Implemented Board policies in a fair and consistent manner.	↓ 3.0	↓ 4.7	↓ 3.0	↓ 3.2	↓ 3.0	↓ 3.0	↓ 3.0	↓ 4.4	↓ 3.0	↓ 3.2	↓ 3.0	↓ 3.0	A16-I
A17-S	Earned from my office an overall satisfaction and importance rating for the above liaison functions.	↓ 3.0	↓ 3.1	↓ 3.2	↓ 3.2	↓ 3.0	↓ 3.0	↓ 3.0	↓ 3.1	↓ 3.0	↓ 3.2	↓ 3.0	↓ 3.0	A17-I

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**SECTION A – FY06 GENERAL SATISFACTION AND IMPORTANCE,
CONTINUED**

Part 4 – Training														
Question Code	In FY06 the Compensation Board ...	Satisfaction						Importance						Question Code
		Sheriffs	Regional Jail Superintendents	Commonwealth's Attorneys	Circuit Court Clerks	Treasurers / Directors of Finance	Commissioners of the Revenue	Sheriffs	Regional Jail Superintendents	Commonwealth's Attorneys	Circuit Court Clerks	Treasurers / Directors of Finance	Commissioners of the Revenue	
A18-S	Provided training sessions and/or conference presentations that were clear and useful. For example, Lawful Employment, LGOC, and Association Meetings.	4.3	4.3	4.1	3.7	3.6	4.3	4.2	4.1	3.8	3.7	3.6	4.0	A18-I
A19-S	Proactively addressed issues affecting my office.	4.1	4.4	4.1	3.5	3.6	4.2	4.1	4.4	3.9	3.9	3.6	3.9	A19-I
A20-S	Provided opportunities of professional development that were useful. For example, Master Deputy and Career Prosecutor Programs, Treasurer and Commissioner of the Revenue Career Development and Deputy Treasurer and Deputy Commissioner of the Revenue.	4.2	4.5	3.9	↓ 3.2	3.6	4.4	4.1	4.3	3.6	3.5	3.6	4.0	A20-I
A21-S	Earned from my office an overall satisfaction and importance rating for the above training opportunities.	4.2	4.3	4.1	3.5	3.6	4.4	4.1	4.1	3.8	3.6	3.6	4.0	A21-I

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**SECTION A – FY06 GENERAL SATISFACTION AND IMPORTANCE,
CONTINUED**

FY06 High and Low Scores in Satisfaction and Importance

In Section A, the high score for all six offices in the satisfaction scale fell in the area of helpful and courteous customer service. The low score for all six offices occurred in all liaison functions (Part 3) for both satisfaction and importance.

Table 5: FY06 CSS High and Low Scores in Satisfaction and Importance, and Average Satisfaction and Importance by Office Group

<i>Office</i>	<i>High Score</i>		<i>Low Score</i>		<i>Average Score</i>			
					<i>Satisfaction</i>		<i>Importance</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Sheriffs	4.9	98%	3.0	60%	4.0	80%	4.0	80%
Regional Jail Superintendents	4.8	96%	3.1	62%	4.2	84%	4.1	82%
Commonwealth’s Attorneys	4.9	98%	3.0	60%	4.0	80%	3.8	76%
Circuit Court Clerks	4.7	94%	3.2	64%	3.7	74%	3.9	78%
Treasurers / Directors of Finance	3.8	76%	3.0	60%	3.5	70%	3.5	70%
Commissioners of the Revenue	4.9	98%	3.0	60%	3.5	70%	3.8	76%
TOTALS	4.7	93%	3.1	61%	3.8	76%	3.9	77%

All numbers are rounded to the nearest tenth. All percentages are rounded to the nearest percent.

FY06 Average Satisfaction and Importance

The average score for satisfaction and importance in the four areas across all six officer groups are as follows:

Section A	Satisfaction	%	Importance	%
Customer Service	4.4	88%	4.2	84%
Products	4.0	80%	4.0	80%
Liaison Functions	3.1	62%	3.1	61%
Training	4.0	80%	3.9	77%

Satisfaction scores from Section A are higher than Importance scores in the areas of Customer Service and Training. Satisfaction and Importance were tied in the Products and Liaison Functions areas.

The highest average satisfaction score came from the Regional Jail Superintendents at 84 percent. The highest importance scores came from Regional Jail Superintendents and Sheriffs at 82% and 80%, respectively. The lowest average satisfaction score came from the Treasurers/Directors of Finance and Commissioners of the Revenue at 70 percent. The lowest average importance score came from the Treasurers/Directors of Finance at 70 percent.

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SECTION B – FY06 OVERALL SATISFACTION

Six-Year Trend of Overall Satisfaction

Overall satisfaction with Compensation Board activities is the second measure among the customer base of Constitutional Officers.

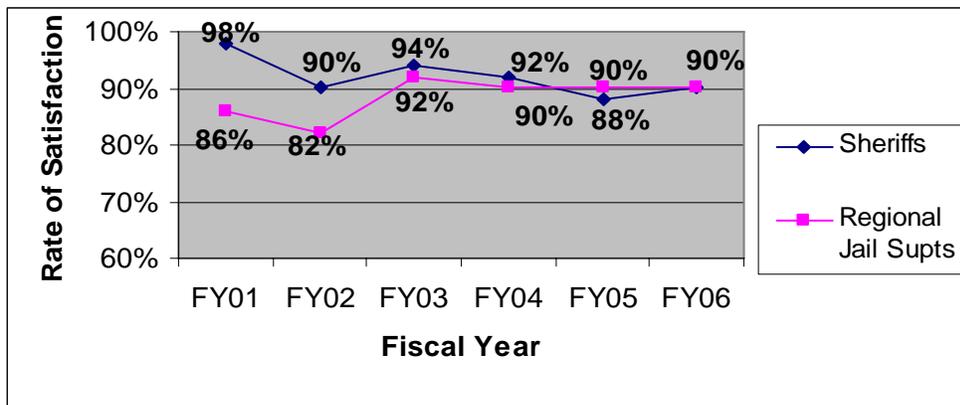
Table 6 - Six-Year CSS Overall Satisfaction by Office

Office	FY01		FY02		FY03		FY04		FY05		FY06	
	n	%	n	%	n	%	n	%	n	%	n	%
Sheriffs	4.9	98%	4.5	90%	4.7	94%	4.6	92%	4.4	88%	4.5	90%
Regional Jail Superintendents	4.3	86%	4.1	82%	4.6	92%	4.5	90%	4.5	90%	4.5	90%
Commonwealth's Attorneys	4.8	96%	3.7	74%	4.9	98%	4.6	92%	3.9	78%	4.6	92%
Circuit Court Clerks	4.4	88%	4.4	88%	3.9	78%	4.1	82%	3.6	72%	3.9	78%
Treasurers / Directors of Finance	4.5	90%	4.3	86%	4.5	90%	4.3	86%	4.1	82%	3.7	74%
Commissioners of the Revenue	4.8	96%	4.3	86%	4.8	96%	4.6	92%	4.1	82%	4.4	88%
TOTALS	4.6	92%	4.2	84%	4.6	91%	4.5	89%	4.1	82%	4.3	85%

All numbers are rounded to the nearest tenth. All percentages are rounded to the nearest percent.

In FY06, Commonwealth's Attorneys gave the highest overall satisfaction rating at 92%. The Sheriffs and Regional Jail Superintendents tied in giving the Compensation Board an overall satisfaction rating of 90 percent. Commissioners of the Revenue rated the Compensation Board at 88% and the Circuit Court Clerks rated the overall satisfaction at 78 percent. The Treasurers/Directors of Finance rated the Compensation Board at 74 percent.

Graph 7a: Six-Year CSS Overall Satisfaction Trend for Sheriffs and Regional Jail Superintendents

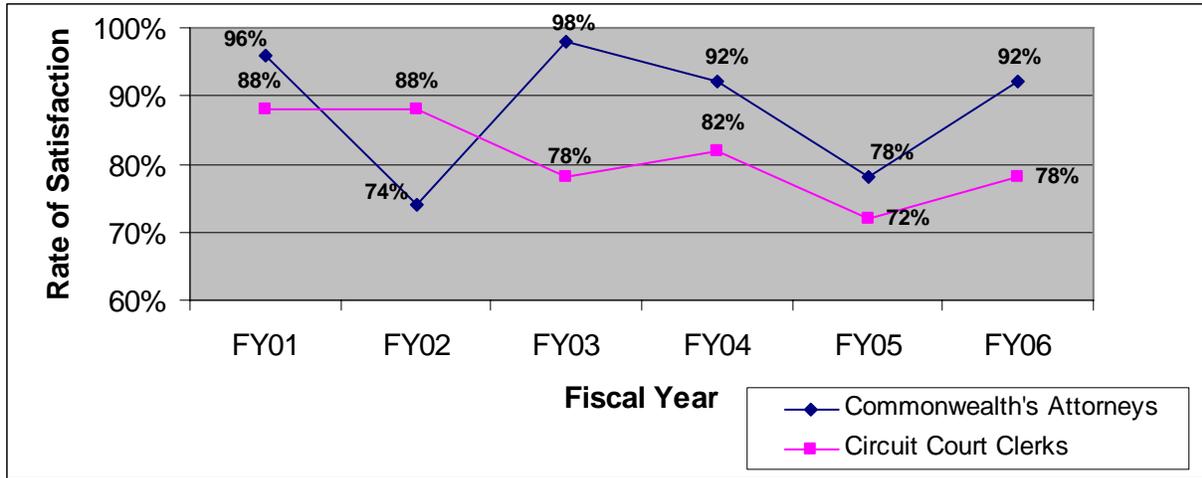


Sheriffs reported the highest overall satisfaction rate among Sheriffs and Regional Jail Superintendents during the six-year period (98%). Only in FY05 did the Sheriffs report a satisfaction rating lower than 90 percent. Regional Jail Superintendents were most satisfied in FY03 with 92 percent. FY02 was a low point of overall satisfaction for Regional Jail Superintendents at 82 percent, while the low for Sheriffs was in FY05 at 88 percent.

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SECTION B – FY06 OVERALL SATISFACTION, CONTINUED

Graph 7b: Six-Year CSS Overall Satisfaction Trend for Commonwealth’s Attorneys and Circuit Court Clerks



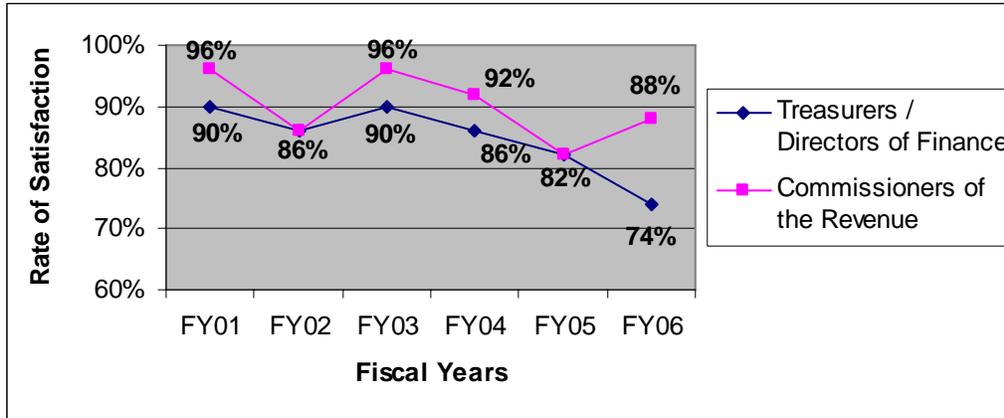
Commonwealth’s Attorneys have reported erratic ratings for overall satisfaction over the past six fiscal years. FY01 and FY03 were high periods of satisfaction at 96 percent and 98 percent, respectively, and FY02 and FY05 were low periods of satisfaction at 74 percent and 78 percent, respectively. Circuit Court Clerks began the six-year period with a satisfaction rating of 88 percent for the first two fiscal years (FY01 and FY02). Overall satisfaction of Clerks dropped in FY03 to 78 percent, rose to 82 percent in FY04 and then back down to 72 percent in FY05. The FY06 overall satisfaction rating for Clerks was 78%.

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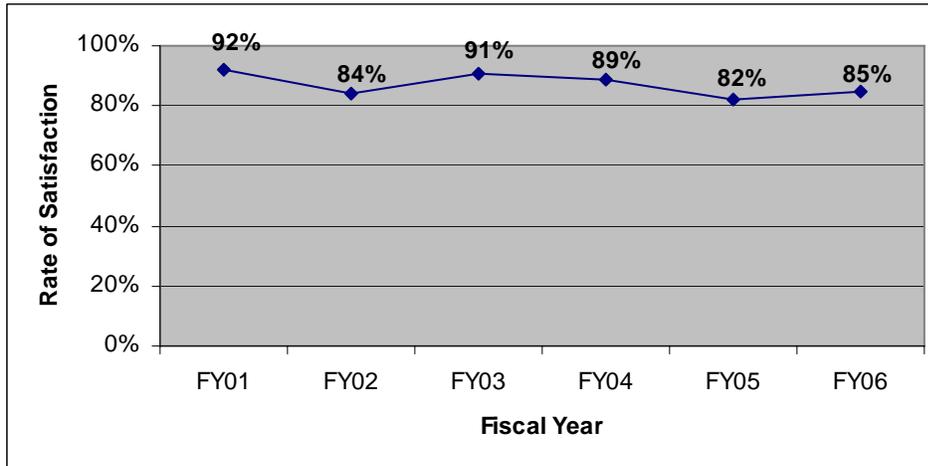
SECTION B – FY06 OVERALL SATISFACTION, CONTINUED

Graph 7c: Six-Year CSS Overall Satisfaction Trend for Treasurers / Directors of Finance and Commissioners of the Revenue



After an initial rating of 90 percent in FY01, the Treasurers / Directors of Finance reported a consistent rating of overall satisfaction between FY01 to FY04, alternating between 90 percent and 86 percent, then reported a slight decrease in FY05 to 82 percent and a decrease to 74 percent in FY06. Commissioners of the Revenue reported a more erratic overall satisfaction rating over the six years. FY01 and FY03 were higher periods of overall satisfaction with 96 percent each. In FY05 the overall satisfaction for Commissioners dropped from 92 percent (FY04) to 82 percent, and then increased in FY06 to 88 percent.

Graph 8: Six-Year CSS Overall Satisfaction, All Offices



FY01 was the high point of overall satisfaction among all six officer-groups at 92%. FY05 was the low point of overall satisfaction in the six-year period at 82 percent. Agency Performance Measures target an overall customer satisfaction rating of 88% by FY08.

In Section B, the Compensation Board also asked the six officer groups how satisfied they were with FY06 compared to the previous year. From FY05 to FY06, overall satisfaction (Section B) increased 3 percent, from 82 percent to 85 percent.

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SECTION B – FY06 OVERALL SATISFACTION, CONTINUED

FY06 Comparison of Overall Satisfaction and General Satisfaction Scores

The six office groups gave a higher average score for overall satisfaction (section B) than for general satisfaction (section A). The Commonwealth’s Attorneys gave the highest average score for overall satisfaction at 4.6 (92 percent). The Sheriffs and Regional Jail Superintendents are followed with an average score for overall satisfaction at 4.5 (90 percent). Commissioners of the Revenue gave a 4.4 (88 percent) for overall satisfaction. The Circuit Court Clerks gave an overall satisfaction at 3.9 (78 percent) and the Treasurers/Directors of Finance followed at 3.7 (74 percent).

Office	General Satisfaction Section A		Overall Satisfaction Section B	
	<i>n</i>	%	<i>N</i>	%
Sheriffs	4.0	80%	4.5	90%
Regional Jail Superintendents	4.2	84%	4.5	90%
Commonwealth’s Attorneys	4.0	80%	4.6	92%
Circuit Court Clerks	3.7	74%	3.9	78%
Treasurers / Directors of Finance	3.5	70%	3.7	74%
Commissioners of the Revenue	3.5	70%	4.4	88%

All numbers are rounded to the nearest tenth. All percentages are rounded to the nearest percent.

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SECTION C – FY06 DEMOGRAPHICS

FY06 Principal Officer or Office Staff Member Response

In FY06, Treasurers/Directors of Finance had the largest percentage of principal officers to respond to the survey at 92 percent, followed by principal officers of the Circuit Court Clerks responding at 89 percent and Commissioners of the Revenue at 84 percent. Regional Jail Superintendents had the lowest response rate of principal officers at 63 percent.

Regional Jail Superintendents had the largest percentage of office staff members to respond to the survey at 38 percent, followed by Sheriffs at 35 percent.

Table 9: FY06 CSS Demographics, Response by Officer or Staff

<i>Office</i>	<i>Total Number Responded</i>	<i>Office Staff Responded</i>		<i>Principal Officer Responded</i>	
		<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Sheriffs	107	37	35%	70	65%
Regional Jail Superintendents	16	6	38%	10	63%
Commonwealth's Attorneys	78	26	33%	52	67%
Circuit Court Clerks	83	9	11%	74	89%
Treasurers / Directors of Finance	108	9	8%	99	92%
Commissioners of the Revenue	103	16	16%	87	84%
TOTALS	495	103	21%	392	79%

All percentages are rounded to the nearest percent.

According to FY06 data, the principal officer is more likely to respond to the Customer Service Survey than an office staff member is. This is especially true of Circuit Court Clerks, Treasurers/ Directors of Finance and Commissioners of the Revenue.

FY06 Customer Service Survey Report

Compensation Board

SECTION C – FY06 DEMOGRAPHICS, CONTINUED

FY06 Number of Years Employed in Current Job Position

In FY06, of those officers who responded to the question, 50 percent of Commonwealth’s Attorneys (office staff members and principal officers) have held their current positions for ten or more years. Circuit Court Clerks and Treasurers/Directors of Finance closely followed at 48%. The Commissioner’s were also close with 47 percent. Forty-two percent of Sheriffs have held their current position from 10 or more years, and 31 percent of Jail Regional Superintendents.

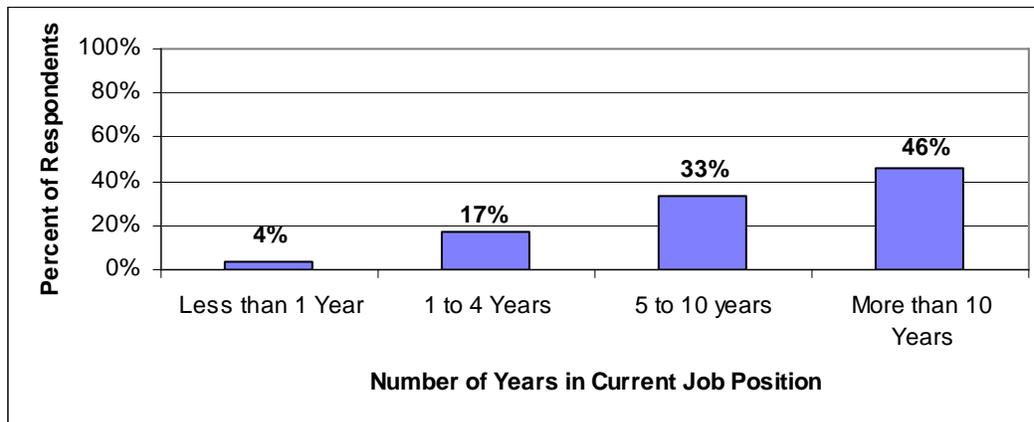
Table 10: FY06 CSS Demographics, Number of Years Employed

<i>Office</i>	<i>Total Responded</i>	<i>Less Than One Year</i>		<i>One to Four Years</i>		<i>Five to Ten Years</i>		<i>Ten or More Years</i>	
		<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Sheriffs	107	5	5%	17	16%	40	37%	45	42%
Regional Jail Superintendents	16	1	6%	4	25%	6	38%	5	31%
Commonwealth’s Attorneys	78	3	4%	14	18%	22	28%	39	50%
Circuit Court Clerks	83	3	4%	13	16%	27	33%	40	48%
Treasurers / Directors of Finance	106	5	5%	14	13%	36	34%	51	48%
Commissioners of the Revenue	103	5	5%	20	19%	30	29%	48	47%
TOTALS	493	22	4%	82	17%	161	33%	228	46%

All percentages are rounded to the nearest percent.

Approximately eight out of ten respondents to the FY06 survey reported they have held their current job position for five or more years.

Graph 11: FY06 CSS Demographics, Number of Years in Current Position, All Offices



The majority of respondents that answered this question have held their current job position for ten or more years (46 percent). This represents a stable workforce among Constitutional Officers who responded to the FY06 Customer Service Survey.

FY06 Customer Service Survey Report
Compensation Board

SECTION D – FY06 COMMENTS

FY06 Comments on Customer Service, Training and Compensation Board Activities

Customer Service	Sheriffs / Regional Jail Superintendents	Commonwealth's Attorneys	Circuit Court Clerks	Treasurers / Directors of Finance	Commissioners of the Revenue	TOTAL
Very pleased with Customer Service	23	7	13	20	12	75
Faster response to calls/voicemails/emails	4	11	24	19	12	70
Better communication of due dates	7		1		2	10
Compensation Board polices are to complicated		1	1			2
COIN is difficult to use and not user friendly	5	3	5	1	3	17
Funding for smaller offices			3	1		4
Need to update manuals		1	2		1	4
Setup meeting for techs and officers		1				1
Representation before General Assembly					1	1
Provide better training	2	1		3		6
Need to review staffing standards					1	1
Totals	41	25	49	44	32	191
Training						
Satisfied with training	6	3	5	2	2	18
Need additional training on COIN	16	4	10	14	3	47
Budget training	1	4	4	3	2	14
Compensation Board rules/regulations/ policies/procedures	3	2	1		1	7
Hold training around VA at different times	3		4	2	1	10
Additional training opportunities	1	2	3	1		7
Staffing standards			1	5		6
Lawful employment practices	1	1		3	2	7
LIDS training	1					1
Accreditation/certification programs	1					1
Chief deputy training	1			2	2	5
Create a professional development program for Clerks			2			2
Totals	34	16	30	32	13	125

FY06 Customer Service Survey Report
Compensation Board

SECTION D – FY06 COMMENTS, CONTINUED

Activities						
Very satisfied	10	8	8	7	5	38
Fix problems with COIN	7	2	7	4	5	25
Improve training	2		4	3	1	10
Improve manuals	4					4
Spend more time working with General Assembly	2	1	4	2	2	11
Better communication	3	1	5	4	3	16
Improvements to LIDS/VCC	3					3
General system changes	2	2	3	1		8
Improve staffing standards	1	1			1	3
Improve career development programs	1	1	1		1	4
Totals	35	16	32	21	18	122

Four hundred and ninety-three respondents made 438 comments in Section D of the FY06 Customer Service Survey. One hundred ninety one were recorded in the area of customer service, 125 comments on training, and 122 comments on Compensation Board activities. Circuit Court Clerks recorded the most comments with 111. Sheriffs and Regional Jail Superintendents followed with 110. Treasurers and Directors of Finance numbered 97, while Commissioners offered 63 and Commonwealth’s Attorneys made 57 comments.

By far, the most frequent comment was positive and supportive towards Compensation Board customer service, training and/or activities (131 out of 438, or 30 percent). Other frequently repeated comments included a need for Compensation Board staff to return phone calls in a timely manner, need for more COIN training, and fix problems with COIN (70, 47, and 25, respectively).

FY06 Customer Service Survey Report
Compensation Board

SECTION D – FY06 COMMENTS, CONTINUED

The following is representative of the comments received:

Sheriffs:

The COIN System has had a lot of problems this past year but it was the first year this system was used. Hopefully most of these problems have been worked out. I am very happy with the Compensation Board overall and the service provided to our office.

Regional Jail Superintendents:

There still seems to be minor issues with the COIN system usage. One example is accessing the broadcast messages. There are no broadcast messages under COIN and this would be helpful rather than relying on the email that has to be sent out.

Commonwealth's Attorneys:

I feel that the new system will be very helpful once the computer glitches are corrected.

Circuit Court Clerks:

Provide training (such as COIN) more timely. Specifically, training should occur closer to the time of actual implementation of new programs.

Treasurers:

Have more new deputy training classes; Broadcast message, to users, when there are problems associated with COIN.

Commissioners of the Revenue:

The Comp Board has the perfect tool in COIN to gather full spending information for all of the offices. If offices were allowed to enter actual expenditures (not just reimbursed expenses) the Compensation Board could act as a better liaison for providing [Information to] the General Assembly.

FY06 Customer Service Survey Report
Compensation Board

SECTION E – FY06 OFFICE-SPECIFIC SATISFACTION & IMPORTANCE

FY06 Participation in Optional Programs Sponsored by the Compensation Board

Section E asked specific questions that differed from office to office. Respondents were asked if they participated in a Compensation Board sponsored optional program. Included in the results is the number of responses received (n).

Table 12: FY06 CSS Participation in Optional Programs

<i>Office</i>	<i>n</i>	<i>Optional Programs</i>	<i>Participation this Year</i>	
			<i>n</i>	<i>%</i>
Sheriffs	107	Master Deputy Program	63	59%
		Lawful Employment Training	37	35%
		Sheriffs Accreditation Program	66	62%
Regional Jail Superintendents	16	Master Jail Officer Program	13	81%
		Lawful Employment Training	16	100%
		LIDS	8	50%
Commonwealth's Attorneys	78	Geronimo / Casefinder Programs	60	77%
		Career Prosecutor Program	27	35%
		Lawful Employment Training	0	0%
Circuit Court Clerks	83	Technology Trust Fund Budget	59	71%
		Lawful Employment Training	20	24%
Treasurers / Directors of Finance	108	Treasurer's Career Development	71	66%
		Lawful Employment Training	37	34%
		Deputy Treasurer's Career Development Program	66	61%
Commissioners of the Revenue	103	Commissioner's Career Development	45	44%
		Lawful Employment Training	70	68%
		Deputy Commissioner's Career Development Program	73	71%

All percentages are rounded to the nearest percent.

In Fiscal Year 2006, 59 percent of Sheriff's participated in the Master Deputy Program sponsored by the Compensation Board. Eighty-one percent of Regional Jail Superintendents participated in the same program. Seventy-seven percent of Commonwealth's Attorneys participated in the Geronimo/Case Finder Program. Seventy-one percent of Circuit Court Clerks participated in Technology Trust Fund budgeting and 66 percent of Treasurers participated in the Treasurer's Career Development Program. Forty-four percent of Commissioners who responded to the survey said they participated in the Commissioner's Career Development Program in FY06.

FY06 Customer Service Survey Report
Compensation Board

**SECTION E – FY06 OFFICE-SPECIFIC SATISFACTION & IMPORTANCE,
CONTINUED**

Non-Participation in FY06 Optional Programs

Respondents were provided a comment window and asked to give a reason for non-participation in Compensation Board sponsored optional programs. In FY06, staffing shortages were the number one reason cited for non-participation (43 times).

The second most popular reason reported for non-participation in FY06 optional programs was scheduling conflict when trying to attend the training (27 times). Previously attended and not aware of the training were the next reasons for non-participation cited at 20 and 15, respectively.

Table 13: FY06 CSS Comments on Non-Participation in Optional Programming *

	<i>Commonwealth's Attorneys</i>	<i>Circuit Court Clerks</i>	<i>Treasurers / Finance Directors</i>	<i>Commissioners of the Revenue</i>	<i>n Occurrences</i>
Staffing Shortages	9	18	10	6	43
Scheduling Conflict	4	10	10	3	27
Attended Different Training	2	3	1	1	7
Unnecessary or Not-Applicable	2	3	1	0	6
Workload Issues / Time Limitations	1	2	3	5	11
Previously Attended	2	2	9	7	20
Staff Not Eligible or No New Officer	2	1	1	0	4
Insufficient Funds	0	0	2	4	6
Not Aware of Training	3	10	1	1	15
Training Not Offered	1	0	0	0	1
Miscellaneous Reasons	0	1	1	2	4

* Sheriffs and Regional Jail Superintendents did not comment on reasons for non-participation.

FY06 Customer Service Survey Report
Compensation Board

**SECTION E – FY06 OFFICE-SPECIFIC SATISFACTION & IMPORTANCE,
CONTINUED**

Satisfaction and Importance Scores for Optional Programs

In Section E of the FY06 survey, optional programs were listed with accompanying five-point rating scales for satisfaction and importance.

Sheriffs rated the Master Deputy Program highest in the dual scales with 77 percent in satisfaction and 76 percent in importance. Regional Jail Superintendents responded to the Master Officer Program with 94 percent in satisfaction and 88 percent in importance. Commonwealth’s Attorneys rated the Geronimo/Case finder Programs with 86 percent in satisfaction and 74 percent in importance. The Circuit Court Clerks gave a 76 percent satisfaction and 82 percent importance rating for Technology Trust Fund participation. Treasurers / Directors of Finance rated their career development programs with 84 percent in satisfaction and 82 percent in importance. Commissioners of the Revenue gave Lawful Employment training and the Deputy Commissioners Career Development program a tie score of 80 percent in satisfaction and 76 percent in importance. The lowest satisfaction and importance rating came from the Commonwealth’s Attorneys for Lawful Employment Training (60 percent).

Table 14: FY06 CSS Satisfaction and Importance for Optional Programs

<i>Office Optional Programs</i>		<i>Satisfaction</i>		<i>Importance</i>	
		<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Sheriffs	Master Deputy Program	3.9	77%	3.8	76%
	LIDS	3.3	66%	3.3	66%
	Sheriff’s Accreditation Program	3.7	74%	3.6	72%
	Lawful Employment Training	3.6	72%	3.6	72%
Regional Jail Superintendents	Master Officer Program	4.7	94%	4.4	88%
	LIDS	4.0	80%	3.1	62%
	Lawful Employment Training	3.1	62%	4.0	80%
Commonwealth’s Attorneys	Geronimo / Casefinder Programs	4.3	86%	3.7	74%
	Career Prosecutor Program	3.6	72%	3.4	68%
	Lawful Employment Training	3.0	60%	3.0	60%
Circuit Court Clerks	Technology Trust Fund Budget	3.8	76%	4.1	82%
	Lawful Employment Training	3.5	70%	3.5	70%
Treasurers/Directors of Finance	Treasurers Career Development	4.2	84%	4.1	82%
	Lawful Employment Training	3.7	74%	3.7	74%
	Deputy Treasurer Career Development Program	4.1	82%	3.9	78%
Commissioners of the Revenue	Commissioners Career Development	3.8	76%	3.6	72%
	Lawful Employment Training	4.0	80%	3.8	76%
	Deputy Commissioners Career Development Program	4.0	80%	3.8	76%

All numbers are rounded to the nearest tenth. All percentages are rounded to the nearest percent.

FY06 Customer Service Survey Report

Compensation Board

STRATEGIC PLAN

Strategic Plan

The Compensation Board's Mission 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."

The Mission sets the tone for the Agency Vision, which states "The Compensation Board envisions itself as a respected leader and liaison to constitutional officers for state supported functions and as an innovative service agency demonstrating the highest degree of competency and fairness to all of our customers."

To assist us in accomplishing our mission and meeting our vision, the Compensation Board has established a relative goal as a component of the Agency Strategic Plan, which states:

- Goal #3: Provide outstanding customer service support to constitutional officers through Compensation Board products and services.

Specific Service Area Plan objectives were also established for constitutional officers and regional jail superintendents, which state:

- Improve constitutional officers' efficiencies and thereby enhance the level of services provided to the citizens of Virginia.

The Compensation Board's Strategic and Service Area Plans identify the annual Customer Service Survey as the tool to be used in measuring the effectiveness of this specific goal and these objectives. Adopted strategies geared toward providing outstanding customer service and increasing overall satisfaction ratings include:

- The Compensation Board provides on-going customer service assistance to constitutional officers and their staff. Constitutional officers are assigned a senior fiscal technician with the day-to-day responsibilities for addressing systems and job related questions, issues, and/or problems. However, all Compensation Board staff is available to provide assistance to its customer base as available/necessary.
- The Compensation Board implemented the Constitutional Officers Information Network (COIN) System in FY06 to support budgetary, personnel, and funding needs of constitutional officers. The COIN System replaced the outdated Statewide Network Interface Project (SNIP) System.
- The Compensation Board will continually evaluate constitutional officer, law enforcement and other agency needs for automation/data. Where systems development or modifications are necessary or desired, the Compensation Board will plan and prioritize accordingly as staff and financial resources are available.

FY06 Customer Service Survey Report Compensation Board

STRATEGIC PLAN, CONTINUED

- The Compensation Board will continue to provide/coordinate the training programs currently in place.
- The Compensation Board will continue to provide/coordinate the Career Development Programs currently in place.
- The Compensation Board, in cooperation with constitutional officers, will continually evaluate training needs and make adjustments and/or implement new training as appropriate.
- The Compensation Board will fully analyze the results of the annual Customer Satisfaction Survey to determine where improvements can be implemented.
- The Compensation Board Management Team will share survey results with the Compensation Board and staff, and implement action plans where necessary and appropriate to improve customer satisfaction.

Through the utilization of goals, objectives and strategies, it is the intent of the Compensation Board to continue providing outstanding customer service through the identification of constitutional officer and regional jail superintendent needs, responding to those needs and following up (evaluating) through the annual Customer Service Survey.

FY06 Customer Service Survey Report

Compensation Board

FY07 ACTION PLAN

As a result of the FY06 customer service survey, the Compensation Board staff proposes the following recommendations to enhance the delivery of our services in FY07:

FY07 RECOMMENDATION 1

Compensation Board staff will meet with the newly installed Association Presidents and other leaders to continue an effort to foster better communication and relationships with constitutional officers.

FY07 RECOMMENDATION 2

The Compensation Board will further encourage constitutional officer and staff participation in the FY07 Customer Service Survey. Greater participation will provide more opportunities for feedback regarding Compensation Board services and activities.

FY07 RECOMMENDATION 3

In response to comments from the FY06 Customer Service Survey, the Compensation Board will strive to meet the on-going needs of constitutional officers through more timely response times to phone calls and emails, and through the provision of routine COIN training.

FY06 Customer Service Survey Report Compensation Board

APPENDIX – CUSTOMER SERVICE SURVEY

Section A: General Satisfaction and Importance

Instructions: Please evaluate the Compensation Board in the following four areas in FY06 (July 1, 2005 to June 30, 2006). Using the 1 to 5 scale, rate your satisfaction **and** the importance of each activity by indicating the appropriate number.

Part 1- Customer Service												
Question Code	In FY06 the Compensation Board ...	Satisfaction					Importance					Question Code
		Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Very Important	Somewhat Important	Neutral	Somewhat Unimportant	Very Unimportant	
A1S	Responded in a timely manner to phone calls from my office.	5	4	3	2	1	5	4	3	2	1	A1I
A2S	Responded to requests from my office with accurate information.	5	4	3	2	1	5	4	3	2	1	A2I
A3S	Provided assistance in solving problems affecting my office.	5	4	3	2	1	5	4	3	2	1	A3I
A4S	Displayed knowledge of Board policies and procedures.	5	4	3	2	1	5	4	3	2	1	A4I
A5S	Provided effective technical support with online automated systems.	5	4	3	2	1	5	4	3	2	1	A5I
A6S	Displayed a helpful and courteous attitude in dealing with my office.	5	4	3	2	1	5	4	3	2	1	A6I
A7S	Earned from my office an overall satisfaction and importance rating for the above customer services.	5	4	3	2	1	5	4	3	2	1	A7I
Part 2 - Products												
Question Code	In FY06 the Compensation Board ...	Satisfaction					Importance					Question Code
		Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Very Important	Somewhat Important	Neutral	Somewhat Unimportant	Very Unimportant	
A8S	Made available an online Operating Manual that clearly stated Board policies and procedures.	5	4	3	2	1	5	4	3	2	1	A8I
A9S	Made available for my office budget estimates (available March 11, 2006) that were clear and understandable.	5	4	3	2	1	5	4	3	2	1	A9I
A10S	Produced budgets, spreadsheets, reports, and correspondence that were clear and understandable.	5	4	3	2	1	5	4	3	2	1	A10I
A11S	Provided online automated systems that were easy to use.	5	4	3	2	1	5	4	3	2	1	A11I
A12S	Provided an online Budget Manual that was useful and informative.	5	4	3	2	1	5	4	3	2	1	A12I
A13S	Provided an informative and user-friendly Web site.	5	4	3	2	1	5	4	3	2	1	A13I
A14S	Earned from my office an overall satisfaction and importance rating for the above products.	5	4	3	2	1	5	4	3	2	1	A14I

FY06 Customer Service Survey Report Compensation Board

APPENDIX – CUSTOMER SERVICE SURVEY

Section A: General Satisfaction and Importance, continued

Part 3 - Liaison Functions												
Question Code	In FY06 the Compensation Board ...	Satisfaction					Importance					Question Code
		Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Very Important	Somewhat Important	Neutral	Somewhat Unimportant	Very Unimportant	
A15S	Allocated funds made available by the General Assembly in a fair and reasonable manner.	5	4	3	2	1	5	4	3	2	1	A15I
A16S	Implemented Board policies in a fair and consistent manner.	5	4	3	2	1	5	4	3	2	1	A16I
A17S	Earned from my office an overall satisfaction and importance rating for the above liaison functions.	5	4	3	2	1	5	4	3	2	1	A17I
Part 4 - Training												
Question Code	In FY06 the Compensation Board ...	Satisfaction					Importance					Question Code
		Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Very Important	Somewhat Important	Neutral	Somewhat Unimportant	Very Unimportant	
A18S	Provided training sessions and/or conference presentations that were clear and useful - for example, Lawful Employment, LGOC, and Association Meetings.	5	4	3	2	1	5	4	3	2	1	A18I
A19S	Proactively addressed issues affecting my office.	5	4	3	2	1	5	4	3	2	1	A19I
A20S	Provided opportunities of professional development that were useful - for example, Master Deputy and Career Prosecutor Programs and Treasurer, Commissioner of Revenue, Deputy Treasurer and Deputy Commissioner of Revenue Career Development.	5	4	3	2	1	5	4	3	2	1	A20I
A21S	Earned from my office an overall satisfaction and importance rating for the above training opportunities.	5	4	3	2	1	5	4	3	2	1	A21I

FY06 Customer Service Survey Report

Compensation Board

APPENDIX – CUSTOMER SERVICE SURVEY

Section B: Overall Satisfaction

Instructions: Please evaluate the Compensation Board for overall satisfaction in FY06 (July 1, 2005 to June 30, 2006) **and** overall satisfaction compared to the previous year, FY05.

Question Code	Overall, the Compensation Board ...	Overall Satisfaction									Question Code	
		In FY06					Compared to FY05					
		Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Much More Satisfied	More Satisfied	Same	Less Satisfied		Much Less Satisfied
B1	Earned from my office an overall rating for customer service, products, liaison services, and training.	5	4	3	2	1	5	4	3	2	1	B2

Section C: Demographics

Instructions: Please identify your job position in FY06 (July 1, 2005 to June 30, 2006) as the principle Officer or office staff **and** tell us how many years you have been employed in that capacity in your current office. If you were the Constitutional Officer at any time during FY06, please identify yourself as the officer.

C1. My job position in FY06 ...

- Commonwealth’s Attorney
- Circuit Court Clerk
- Sheriff
- Regional Jail Superintendent
- Treasurer
- Commissioner of Revenue
- Office staff member

C2. I have been in the above capacity at my current office ...

- less than one year
- one to four years
- five to ten years
- ten or more years

FY06 Customer Service Survey Report

Compensation Board

APPENDIX – CUSTOMER SERVICE SURVEY

Section D: Comments

Instructions: Please provide comments regarding your experience with the Compensation Board during FY06 (July 1, 2005 to June 30, 2006).

D1. The Compensation Board could improve its **customer service** by:
(comment window)

D2. The Compensation Board could provide additional **training** in the area(s) of:
(comment window)

D3. My suggestion(s) for how the Compensation Board might **improve** its current activities are:
(comment window)

Section E: Officer-Specific Satisfaction and Importance

Instructions: Please identify and evaluate Compensation Board programs that you and/or your staff participated in FY06 (July 1, 2005 to June 30, 2006). Please explain the reasons for non-participation.

Commonwealth's Attorneys																																																
E1. In FY06 my office participated in these optional programs offered by the Compensation Board ...																																																
<table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">Geronimo / Casefinder Program</td> <td style="width: 10%; text-align: center;"><input type="radio"/> Yes</td> <td style="width: 10%; text-align: center;"><input type="radio"/> No</td> <td colspan="9"></td> </tr> <tr> <td>Career Prosecutor Program</td> <td style="text-align: center;"><input type="radio"/> Yes</td> <td style="text-align: center;"><input type="radio"/> No</td> <td colspan="9"></td> </tr> <tr> <td>Lawful Employment</td> <td style="text-align: center;"><input type="radio"/> Yes</td> <td style="text-align: center;"><input type="radio"/> No</td> <td colspan="9"></td> </tr> </table>													Geronimo / Casefinder Program	<input type="radio"/> Yes	<input type="radio"/> No										Career Prosecutor Program	<input type="radio"/> Yes	<input type="radio"/> No										Lawful Employment	<input type="radio"/> Yes	<input type="radio"/> No									
Geronimo / Casefinder Program	<input type="radio"/> Yes	<input type="radio"/> No																																														
Career Prosecutor Program	<input type="radio"/> Yes	<input type="radio"/> No																																														
Lawful Employment	<input type="radio"/> Yes	<input type="radio"/> No																																														
E2. The reasons my office did not participate in the program(s) ... <i>(comment window)</i>																																																
	Compensation Board Programs for Commonwealth's Attorneys ...	Satisfaction					Importance					Question Code																																				
		Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Very Important	Somewhat Important	Neutral	Somewhat Unimportant	Very Unimportant																																					
E3S	Geronimo / Casefinder Program.	5	4	3	2	1	5	4	3	2	1	E3I																																				
E4S	Career Prosecutor Program.	5	4	3	2	1	5	4	3	2	1	E4I																																				
E5S	Lawful Employment.	5	4	3	2	1	5	4	3	2	1	E5I																																				

