



Customer Service Survey

FY08 Report

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

Compensation Board
December 17, 2008

FY08 Customer Service Survey Report

Compensation Board

EXECUTIVE SUMMARY	3
FY08 SURVEY ELEMENTS	5
FY08 RESPONSE RATES	6
FY08 PARTICIPATION RATE OF THE CUSTOMER SERVICE SURVEY	6
SIX-YEAR PARTICIPATION TREND IN CUSTOMER SERVICE SURVEY	6
SECTION A – FY08 DEMOGRAPHICS	8
FY08 PRINCIPAL OFFICER OR OFFICE STAFF MEMBER RESPONSE	8
SECTION A – FY08 DEMOGRAPHICS, CONTINUED	9
FY08 NUMBER OF YEARS EMPLOYED IN CURRENT JOB POSITION	9
SECTION B – FY08 GENERAL SATISFACTION AND IMPORTANCE	10
FY08 CUSTOMER SERVICE, PRODUCTS, LIAISON SERVICES AND TRAINING	10
FY08 HIGH AND LOW SCORES IN SATISFACTION AND IMPORTANCE	14
FY08 AVERAGE SATISFACTION AND IMPORTANCE	14
SECTION C – FY08 OVERALL SATISFACTION	15
SIX-YEAR TREND OF OVERALL SATISFACTION	15
FY08 COMPARISON OF OVERALL SATISFACTION AND GENERAL SATISFACTION SCORES	18
SECTION D – FY08 COMMENTS	19
FY08 COMMENTS ON CUSTOMER SERVICE, TRAINING AND COMPENSATION BOARD ACTIVITIES	19
STRATEGIC PLAN	22
FY09 ACTION PLAN	24
APPENDIX – CUSTOMER SERVICE SURVEY	25

FY08 Customer Service Survey Report

Compensation Board

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: Demographics, Section B: General Satisfaction and Importance (Customer Service, Products, Liaison Functions and Training Sections), Section C: Overall Satisfaction, and Section D: Comments. 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, Directors of Finance and the Commissioners of the Revenue.

The Compensation Board conducted the FY08 Survey exclusively through a restricted access portal on its web site at www.scb.virginia.gov.

FY08 Response Rates

- The FY08 average response rate for the participant groups was 82%, increasing to the highest six-year level and up from the previous year's response rate (76%). Compensation Board staff worked diligently to encourage greater participation in FY08.
- Commissioners of the Revenue had the highest response rate at 88%.
- Commonwealth's Attorneys had the lowest response rate at 72%.

Trend Analysis – Response Rates

- A six-year trend of average response rates shows a high average of 82% (FY08) 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%.

FY08 General Satisfaction & Importance

- The high score from all participants came in the area of Customer Service from Regional Jail Superintendents (satisfaction and importance) and Commissioners of the Revenue (satisfaction) at 100%. Regional Jail Superintendents also scored 100% in Training and Career Development Training (importance).
- The low score from all participants came from Circuit Court Clerks at 74% in the area of liaison functions (satisfaction).
- The Satisfaction and Importance Survey components are broken down into 5 major categories each, to include Customer Service, Products, Liaison Functions, Training and Career Development Training. The highest average score across all six officer groups was in the area of customer service satisfaction and importance – 96%. The lowest average score across all six officer groups was in the areas of liaison function and training satisfaction – 86%.

FY08 Customer Service Survey Report

Compensation Board

EXECUTIVE SUMMARY, CONTINUED

FY08 Demographics

- Of those who responded to the Survey, 70% were the principal officer and 30% were office staff members.
- Of those who responded to the Survey question regarding “number of years employed in current job position,” 49% had been in their current position for ten or more years, and 11% for less than one year.

FY08 Overall Satisfaction

- The FY08 average overall satisfaction rate for the participant groups was 92%, up from the FY07 average overall satisfaction rate of 90%.
- Regional Jail Superintendents and Commissioners of the Revenue had the highest overall satisfaction rate at 94%.
- Circuit Court Clerks had the lowest overall satisfaction rate at 88%.
- A six-year trend of average overall satisfaction rates shows a high average of 92% (FY03 and FY08) and a low average of 82% (FY05).
- The highest six-year trend of the overall satisfaction rate for an individual group was 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%.

FY08 Comments

- Survey participants were asked to comment on three specific areas: Customer Service, Training and Activities.
 - Customer Service – The most common response was “Very satisfied with Customer Service.”
 - Training – The most common response was “Satisfied with training/no additional training needed.”
 - Activities – The most common response was “Compensation Board is doing fine job.”

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.

FY08 Customer Service Survey Report

Compensation Board

FY08 SURVEY ELEMENTS

Section A - 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 B - General Satisfaction and Importance

The Compensation Board asked the six officer groups to evaluate their general satisfaction in FY08 (July 1, 2007 to June 30, 2008) in five areas including Customer Service, Products, Liaison Functions, Training and Career Development Training. There were thirty-two questions. Respondents were also asked to rate the importance level of each of the five areas, so the total number of questions in this section numbered sixty-four. 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 FY08 Customer Service Survey template.

Section C - Overall Satisfaction

The Compensation Board asked the six officer groups to evaluate their overall satisfaction in FY08 in the same five areas: Customer Service, Products, Liaison Functions, Training and Career Development Training. A second question asked the respondents to compare their satisfaction in FY08 with that of the previous year (FY07). The five-point scale was used for both questions. **Overall Satisfaction is the agency's key Performance Measure on the Virginia Results website.**

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.

FY08 Customer Service Survey Report

Compensation Board

FY08 RESPONSE RATES

FY08 Participation Rate of the Customer Service Survey

Table 1 - FY08 Customer Service Survey Participation Rate

<i>Response Rates by Office</i>	<i>Total Offices</i>	<i>Number of Responses</i>	<i>Response Rate</i>
Sheriffs	123	105	85%
Regional Jail Superintendents	20	17	85%
Commonwealth's Attorneys	120	86	72%
Circuit Court Clerks	120	96	80%
Treasurers / Directors of Finance	134	112	84%
Commissioners of the Revenue	128	112	88%
TOTALS	645	528	82%

All percentages are rounded to the nearest percent.

In FY08, Commissioners of the Revenue had the highest response rate with 88 percent. Sheriffs and Regional Jail Superintendents tied at 85 percent. The Treasurers/Directors of Finance responded with 84 percent. The Circuit Court Clerks responded with 80 percent and the Commonwealth's Attorneys with 72 percent.

Six-Year Participation Trend in Customer Service Survey

The response rate for fiscal year 2008 increased to 82%, as compared to the previous fiscal year (76%).

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

<i>Response Rate</i>	<i>FY03</i>	<i>FY04</i>	<i>FY05</i>	<i>FY06</i>	<i>FY07</i>	<i>FY08</i>
Sheriffs	96%	42%	87%	87%	73%	85%
Regional Jail Superintendents	72%	32%	84%	80%	85%	85%
Commonwealth's Attorneys	55%	31%	60%	65%	73%	72%
Circuit Court Clerks	66%	47%	58%	69%	73%	80%
Treasurers / Directors of Finance	76%	56%	76%	81%	84%	84%
Commissioners of the Revenue	71%	61%	81%	80%	77%	88%
TOTALS	73%	47%	73%	77%	76%	82%

All percentages are rounded to the nearest percent.

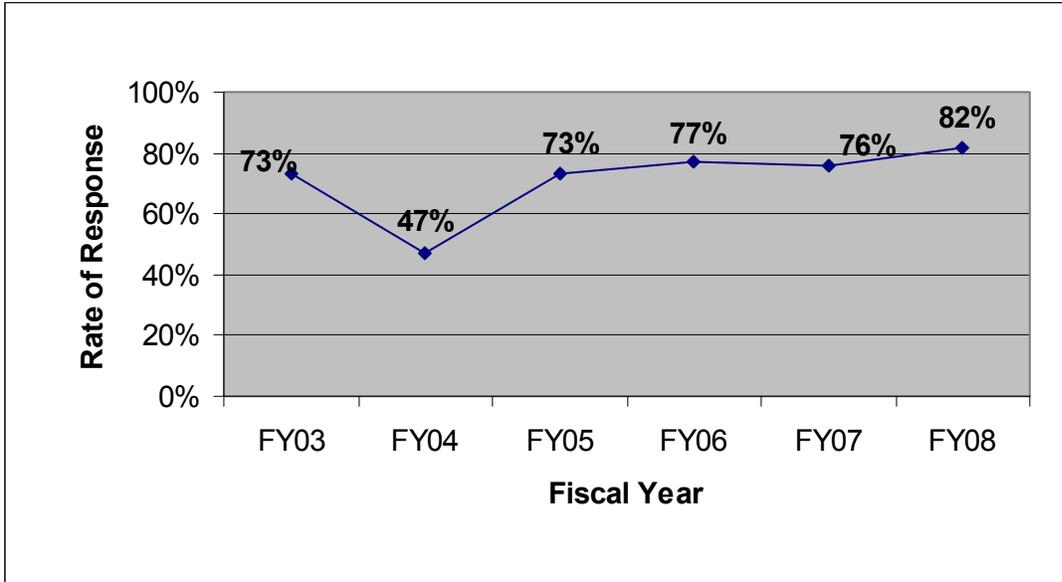
Over the six-year period, Sheriffs participation in the survey decreased from 96 to 85 percent, Regional Jail Superintendents increased from 72 percent to 85 percent, Commonwealth's Attorneys increased from 55 to 72 percent, Clerks increased from 66 to 80 percent, Treasurers / Directors of Finance increased from 76 to 84 percent, and Commissioners of the Revenue increased from 71 to 88 percent.

FY08 Customer Service Survey Report
Compensation Board

FY08 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 73 percent to 82 percent.



FY08 Customer Service Survey Report
Compensation Board

SECTION A – FY08 DEMOGRAPHICS

FY08 Principal Officer or Office Staff Member Response

In FY08, Circuit Court Clerks had the largest percentage of principal officers to respond to the survey at 86 percent, followed by principal officers of the Treasurers/Directors of Finance and Commissioners of the Revenue responding at 85 and 82 percent, respectively. Regional Jail Superintendents and Commonwealth’s Attorneys had the lowest percentage of principal officers to respond to the survey at 41 and 44 percent, respectively. Sheriffs had 50 percent of principal officers to respond to the survey.

Table 4: FY08 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	105	52	50%	53	50%
Regional Jail Superintendents	17	10	59%	7	41%
Commonwealth’s Attorneys	86	48	56%	38	44%
Circuit Court Clerks	96	13	14%	83	86%
Treasurers / Directors of Finance	112	17	15%	95	85%
Commissioners of the Revenue	112	20	18%	92	82%
TOTALS	528	160	30%	368	70%

All percentages are rounded to the nearest percent.

According to FY08 data the principal officer is more likely to respond to the Customer Service Survey than an office staff member. This is especially true of Circuit Court Clerks, Treasurers/ Directors of Finance and Commissioners of the Revenue.

FY08 Customer Service Survey Report

Compensation Board

SECTION A – FY08 DEMOGRAPHICS, CONTINUED

FY08 Number of Years Employed in Current Job Position

In FY08, of those offices that responded to the questions, 59 percent of Regional Jail Superintendents (office staff members and principal officers) have held their current positions for ten or more years. Treasurers/Directors of Finance closely followed at 52%. The Circuit Court Clerks and Commissioners of the Revenue were tied at 49 percent. Sheriffs and Commonwealth’s Attorneys had 48 percent.

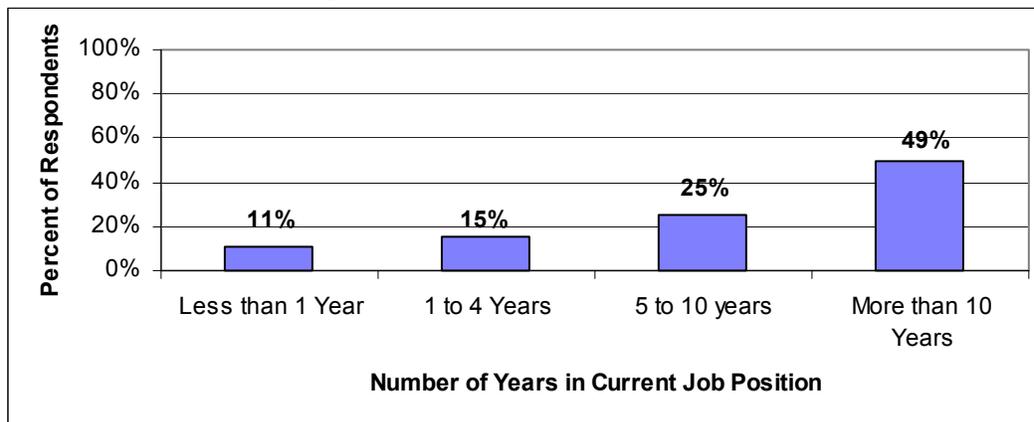
Table 5: FY08 CSS Demographics, Number of Years Employed

Office	Total Resp'd	Less Than One Year		One to Four Years		Five to Ten Years		Ten or More Years	
		n	%	n	%	n	%	n	%
Sheriffs	105	14	13%	17	16%	24	23%	50	48%
Regional Jail Superintendents	17	0	0%	3	18%	4	24%	10	59%
Commonwealth’s Attorneys	86	11	13%	15	17%	19	22%	41	48%
Circuit Court Clerks	96	15	16%	16	17%	18	19%	47	49%
Treasurers /Directors of Finance	112	9	8%	12	11%	33	29%	58	52%
Commissioners of the Revenue	112	8	7%	16	14%	33	29%	55	49%
TOTALS	528	57	11%	79	15%	131	25%	261	49%

All percentages are rounded to the nearest percent.

Over seven out of ten respondents to the FY08 survey reported they have held their current job position for five or more years.

Graph 6: FY08 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 (49 percent). This represents a stable workforce among Constitutional Officers who responded to the FY08 Customer Service Survey.

FY08 Customer Service Survey Report
Compensation Board

SECTION B – FY08 GENERAL SATISFACTION AND IMPORTANCE

FY08 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 FY08 Customer Service Survey. Below are the average values for all respondents from the six officer groups for Section B of the Customer Service Survey in FY08. 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 7 – FY08 CSS General Satisfaction and Importance

Part 1 – Customer Service														
Question Code	In FY08 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	
B1S	Responded in a timely manner to phone calls from my office.	4.9 ↑	4.9	4.6	4.3	4.5	4.8	4.9 ↑	4.9	4.8 ↑	4.8	4.9 ↑	4.5	B1I
B2S	Responded to requests from my office with accurate information.	4.8	5.0 ↑	4.8	4.7	4.8 ↑	4.8	4.9 ↑	5.0 ↑	4.8 ↑	4.8	4.9 ↑	4.6	B2I
B3S	Provided assistance in solving problems affecting my office.	4.8	4.9	4.8	4.7	4.7	4.9	4.9 ↑	4.9	4.8 ↑	4.9 ↑	4.9 ↑	4.6	B3I
B4S	Displayed knowledge of Board policies and procedures.	4.7	4.9	4.9 ↑	4.7	4.7	4.9	4.8	4.9	4.8 ↑	4.8	4.9 ↑	4.6	B4I
B5S	Provided effective technical support with online automated systems.	4.6	4.9	4.6	4.5	4.7	4.6	4.8	5.0 ↑	4.7	4.8	4.8	4.6	B5I
B6S	Displayed a helpful and courteous attitude in dealing with my office.	4.9 ↑	5.0 ↑	4.9 ↑	4.9 ↑	4.8 ↑	5.0 ↑	4.8	4.9	4.8 ↑	4.7	4.8	4.6	B6I
B7S	Earned from my office an overall satisfaction and importance rating for the above customer services.	4.8	5.0 ↑	4.9 ↑	4.6	4.8 ↑	4.8	4.9 ↑	4.9	4.7	4.7	4.9 ↑	4.5 ↓	B7I

FY08 Customer Service Survey Report
Compensation Board

**SECTION B – FY08 GENERAL SATISFACTION AND IMPORTANCE,
CONTINUED**

Part 2 - Products														
Question Code	In FY08 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	
B10S	Made available an online Operating Manual that clearly stated Board policies and procedures.	4.4	4.7	4.4	4.3	4.5	4.5	4.6	4.9	4.4	4.6	4.7	4.5 ↓	B10I
B11S	Made available for my office budget estimates that were clear and understandable.	4.7	4.8	4.6	4.4	4.6	4.7	4.8	4.9	4.7	4.6	4.8	4.7 ↑	B11I
B12S	Produces budgets, spreadsheets, reports, and correspondence that were clear and understandable.	4.6	4.5	4.5	4.3	4.5	4.6	4.8	4.8	4.7	4.6	4.8	4.7 ↑	B12I
B13S	Provided online automated systems that were easy-to-use.	4.2 ↓	4.3	4.1 ↓	3.8	4.4	4.5	4.7	4.8	4.7	4.7	4.8	4.6	B13I
B14S	Provided an online Budget Manual that was useful and informative.	4.4	4.4	4.2	4.3	4.4	4.5	4.7	4.8	4.5	4.6	4.8	4.7 ↑	B14I
B15S	Provided an informative and user-friendly Web site.	4.3	4.6	4.4	4.1	4.5	4.6	4.7	4.7	4.6	4.6	4.8	4.6	B15I
B16S	Provided Geronimo/Case finder Program(Com Attys only).	n/a	n/a	4.8	n/a	n/a	n/a	n/a	n/a	4.7	n/a	n/a	n/a	B15I
B17S	Earned from my office an overall satisfaction rating for the above products.	4.5	4.7	4.7	4.2	4.5	4.6	4.7	4.7	4.7	4.6	4.7	4.6	B17I
Part 3 – Liaison Functions														
Question Code	In FY08 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	
B20S	Allocated funds made available by the General Assembly in a fair and reasonable manner.	4.3	4.0 ↓	4.3	3.7 ↓	4.1 ↓	3.9 ↓	4.7	4.9	4.8	4.7	4.8	4.7 ↑	B20I
B21S	Implemented Board policies in a fair and consistent manner.	4.4	4.5	4.5	4.0	4.4	4.4	4.7	4.8	4.7	4.7	4.8	4.7 ↑	B21I
B22S	Earned from my office an overall satisfaction and importance rating for the above liaison functions.	4.4	4.6	4.6	3.9	4.4	4.3	4.7	4.6 ↓	4.6	4.6	4.7	4.5 ↓	B22I

FY08 Customer Service Survey Report
Compensation Board

**SECTION B – FY08 GENERAL SATISFACTION AND IMPORTANCE,
CONTINUED**

Part 4 – Training														
Question Code	In FY08 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	
B25S	Lawful Employment training sessions provided clear and useful information, speakers were knowledgeable, and presentations were clear and useful for my office. The conference proactively addressed issues affecting my office.	4.6	4.5	4.2	4.0	4.3	4.4	4.7	4.8	4.2	4.2 ↓	4.4 ↓	4.6	B25I
B26S	Managing Jail Risk training sessions provided clear and useful information, speakers were knowledgeable, and presentations were clear and useful for my office. The conference proactively addressed issues affecting my office.	4.4	4.8	n/a	n/a	n/a	n/a	4.4 ↓	4.7	n/a	n/a	n/a	n/a	B26I
B27S	New Officer training sessions provided clear and useful information, speakers were knowledgeable, and presentations were clear and useful for my office. The conference proactively addressed issues affecting my office.	4.3	4.0 ↓	4.2	4.0	4.1 ↓	4.6	4.5	5.0 ↑	4.4	4.3	4.5	4.6	B27I
B28S	Local Inmate Data System Training sessions provided clear and useful information, speakers were knowledgeable, and presentations were clear and useful for my office. The conference proactively addressed issues affecting my office.	4.3	4.6	n/a	n/a	n/a	n/a	4.6	4.7	n/a	n/a	n/a	n/a	B28I
B30S	Earned from my office an overall satisfaction and importance rating for the above training opportunities.	4.5	4.5	4.1 ↓	4.0	4.5	4.5	4.6	4.8	4.1 ↓	4.2 ↓	4.5	4.6	B30I

FY08 Customer Service Survey Report
Compensation Board

**SECTION B – FY08 GENERAL SATISFACTION AND IMPORTANCE,
CONTINUED**

Part 5 – Career Development Training														
Question Code	In FY08 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	
B35S	My office was provided opportunities of professional development that were useful by participation in the Sheriff's Accreditation or Certification programs.	4.0	5.0 ↑	n/a	n/a	n/a	n/a	4.7	n/a	n/a	n/a	n/a	n/a	B35I
B36S	My office was provided opportunities of professional development that were useful by participation in the Master Deputy and/or Master Jail Officer program.	4.2 ↓	4.5	n/a	n/a	n/a	n/a	4.5	5.0 ↑	n/a	n/a	n/a	n/a	B36I
B37S	My office was provided opportunities of professional development that were useful by participation in the Career Prosecutor Program.	n/a	n/a	4.2	n/a	n/a	n/a	n/a	n/a	4.5	n/a	n/a	n/a	B37I
B38S	My office was provided opportunities of professional development that were useful by participation in the Treasurer's Career Development program.	n/a	n/a	n/a	n/a	4.4	n/a	n/a	n/a	n/a	n/a	4.7	n/a	B38I
B39S	My office was provided opportunities of professional development that were useful by participation in the Deputy Treasurer's Career Development Program.	n/a	n/a	n/a	n/a	4.4	n/a	n/a	n/a	n/a	n/a	4.7	n/a	B39I
B40S	Provided opportunities of professional development that were useful by participation in the Commissioner's of the Revenue Career Development Program.	n/a	n/a	n/a	n/a	n/a	4.4	n/a	n/a	n/a	n/a	n/a	4.7 ↑	B40I
B41S	Provided opportunities of professional development that were useful by participation in the Deputy Commissioner's of the Revenue Career Development Program.	n/a	n/a	n/a	n/a	n/a	4.4	n/a	n/a	n/a	n/a	n/a	4.7 ↑	B41I
B42S	Earned from my office an overall satisfaction and importance rating for the above Career Development opportunities.	4.3	4.5	4.3	n/a	4.3	4.4	4.7	5.0 ↑	4.4	n/a	4.6	4.6	B42I

FY08 Customer Service Survey Report
Compensation Board

**SECTION B – FY08 GENERAL SATISFACTION AND IMPORTANCE,
CONTINUED**

FY08 High and Low Scores in Satisfaction and Importance

In Section B the high score for all six offices in the satisfaction scale occurred in the areas of Customer Service (Regional Jail Superintendents & Commissioners of the Revenue), and in Career Development Training (Regional Jail Superintendents). The high score for all six offices in the importance scale occurred in the areas of Customer Service and Career Development Training (Regional Jail Superintendents). The low score for all six offices in the satisfaction scale occurred in the area of Liaison Functions (Circuit Court Clerks), and in the importance scale in the area of Training (Commonwealth’s Attorneys).

Table 8: FY08 CSS High and Low Scores in Satisfaction and Importance, and Average Satisfaction and Importance by Office Group

Office	High Score		Low Score		Average Score			
					Satisfaction		Importance	
	n	%	n	%	n	%	n	%
Sheriffs	4.9	98%	4.2	84%	4.5	90%	4.7	94%
Regional Jail Superintendents	5.0	100%	4.0	80%	4.6	92%	4.9	98%
Commonwealth’s Attorneys	4.9	98%	4.1	82%	4.5	91%	4.6	92%
Circuit Court Clerks	4.9	98%	3.7	74%	4.3	86%	4.6	92%
Treasurers / Directors of Finance	4.9	98%	4.1	82%	4.5	90%	4.7	94%
Commissioners of the Revenue	5.0	100%	3.9	78%	4.6	92%	4.6	92%
TOTALS	4.9	98%	4.0	80%	4.5	90%	4.7	94%

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

The highest average satisfaction was tied for the Regional Jail Superintendents and Commissioners of the Revenue at 92 percent; the highest average importance score also came from the Regional Jail Superintendents at 98 percent. The lowest average satisfaction score came from the Circuit Court Clerks at 86 percent. The lowest average importance score came from the Commonwealth’s Attorneys and Circuit Court Clerks and Treasurers/Directors of Finance at 92 percent.

FY08 Average Satisfaction and Importance

The average score for satisfaction and importance in each area across all six officer groups are:

Table 9: FY08 CSS Section B: Average Satisfaction and Importance

Section B	Satisfaction	%	Importance	%
Customer Service	4.8	96%	4.8	96%
Products	4.5	90%	4.7	94%
Liaison Functions	4.3	86%	4.7	94%
Training	4.3	86%	4.5	90%
Career Development Training	4.4	88%	4.7	94%

Satisfaction and importance scores of 96 percent from Section B are the same in the areas of Customer Service. Satisfaction scores were the lowest tied at 86 percent in the Liaison Functions and Training areas. Importance scores were tied at 94 percent in the Products, Liaison and Career Development Training areas.

FY08 Customer Service Survey Report
Compensation Board

SECTION C – FY08 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 10 - Six-Year CSS Overall Satisfaction by Office

Office	FY03		FY04		FY05		FY06		FY07		FY08	
	<i>n</i>	%										
Sheriffs	4.7	94%	4.6	92%	4.4	88%	4.5	90%	4.7	94%	4.6	92%
Regional Jail Superintendents	4.6	92%	4.5	90%	4.5	90%	4.5	90%	4.5	90%	4.7	94%
Commonwealth's Attorneys	4.9	98%	4.6	92%	3.9	78%	4.6	92%	4.7	94%	4.6	92%
Circuit Court Clerks	3.9	78%	4.1	82%	3.6	72%	3.9	78%	4.0	80%	4.4	88%
Treasurers / Directors of Finance	4.5	90%	4.3	86%	4.1	82%	3.7	74%	4.5	90%	4.6	92%
Commissioners of the Revenue	4.8	96%	4.6	92%	4.1	82%	4.4	88%	4.5	90%	4.7	94%
TOTALS	4.6	92%	4.5	90%	4.1	82%	4.3	85%	4.5	90%	4.6	92%

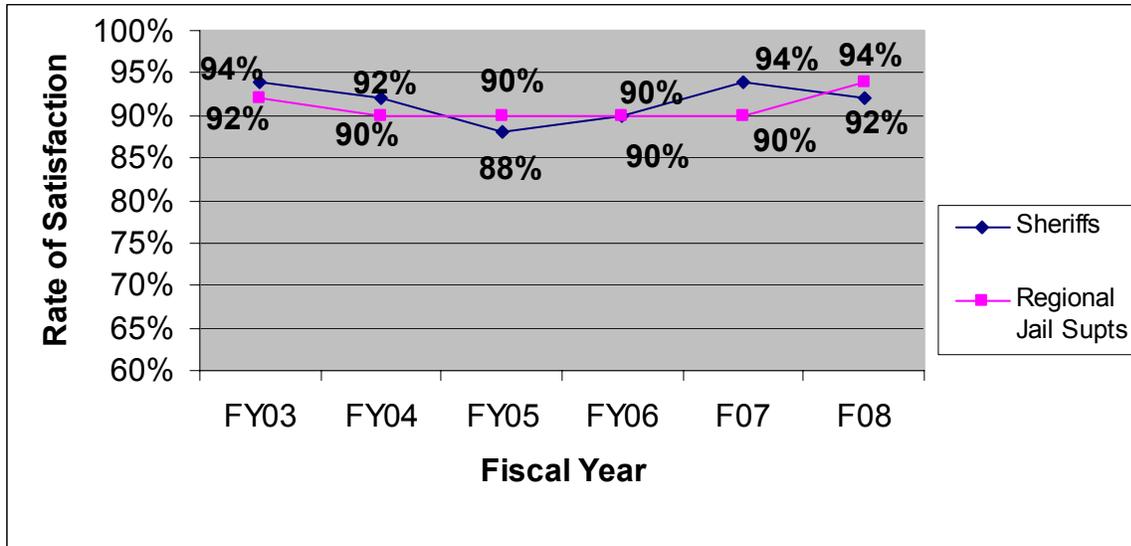
All numbers are rounded to the nearest tenth. All percentages are rounded to the nearest percent.

In FY08, Regional Jail Superintendents and Commissioners of the Revenue tied with the highest overall satisfaction rating at 94 percent. The Sheriffs, Commonwealth's Attorneys, and Treasurers/Directors of Finance rated the Compensation Board at 92 percent. The Circuit Court Clerks rated the lowest overall satisfaction rate at 88 percent.

FY08 Customer Service Survey Report
 Compensation Board

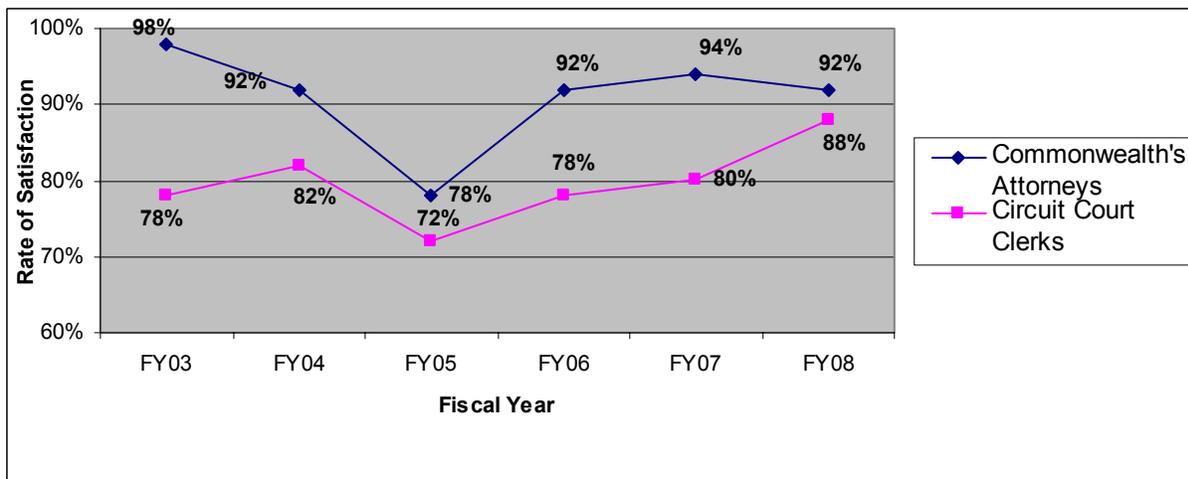
SECTION C – FY08 OVERALL SATISFACTION, CONTINUED

Graph 11a: Six-Year CSS Overall Satisfaction Trend for Sheriffs and Regional Jail Superintendents



Regional Jail Superintendents were most satisfied in FY03 with 92 percent and in FY08 with 94 percent. The Sheriffs were most satisfied in both FY03 and FY07 at 94 percent. Only in FY05 did the Sheriffs report a satisfaction rating below 90 percent, at 88 percent.

Graph 11b: Six-Year CSS Overall Satisfaction Trend for Commonwealth’s Attorneys and Circuit Court Clerks

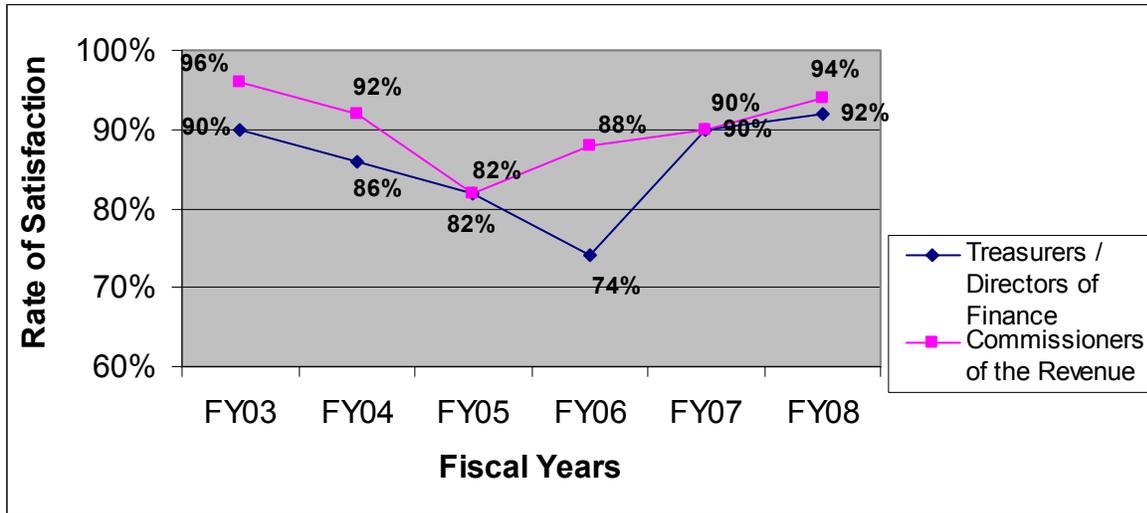


Commonwealth’s Attorneys have reported in FY03 and FY07 with high periods of satisfaction at 98 percent and 94 percent, respectively, and FY05 was a low period of satisfaction at 78 percent. Circuit Court Clerks began the six-year period with a low satisfaction rating of 78 percent in FY03. Overall satisfaction of Circuit Court Clerks in FY04 the rating increased to 82 percent and then decreased to 72 percent in FY05, and then rose again to 78 percent in FY06 and a slight increase to 80 percent in FY07, and then increased to 88 percent in FY08.

FY08 Customer Service Survey Report
 Compensation Board

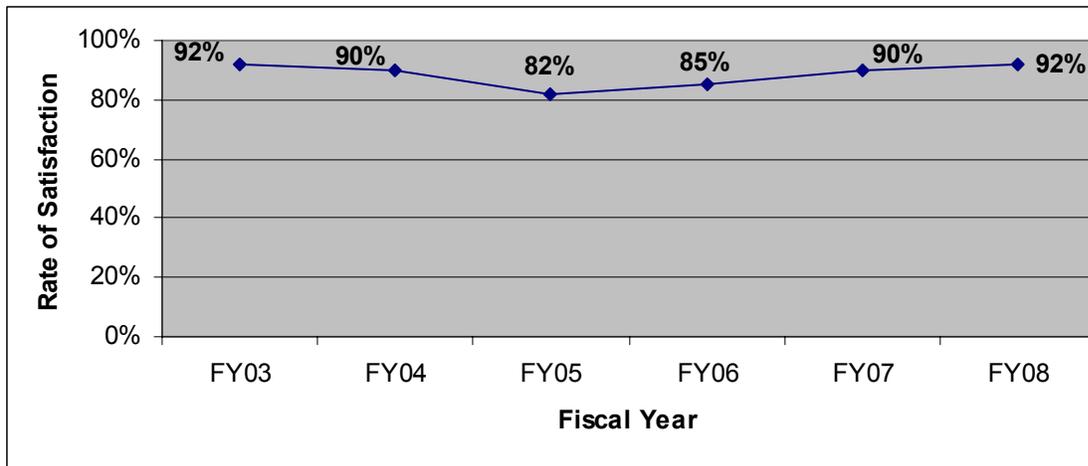
SECTION C – FY08 OVERALL SATISFACTION, CONTINUED

Graph 11c: Six-Year CSS Overall Satisfaction Trend for Treasurers / Directors of Finance and Commissioners of the Revenue



After an initial rating of 90 percent in FY03 the Treasurers / Directors of Finance reported a consistent downward rating of overall satisfaction between FY04 to FY06, and a significant increase from 74 percent in FY06 to 92 percent in FY08. Commissioners of the Revenue reported a more consistent overall satisfaction rating over the six years, with an initial rating in FY03 of 96 percent. In FY05 the overall satisfaction for Commissioners dropped from 92 percent to 82 percent, then increased to 88 percent in FY06 and to 94 percent in FY08.

Graph 12: Six-Year CSS Overall Satisfaction - All Offices



FY03, FY04, FY07 and FY08 were the high points of overall satisfaction among all six officer-groups, at 92%, 90%, 90% and 92%, respectively. FY05 was the low point of overall satisfaction in the six-year period at 82 percent. The FY08 Performance Measure target for overall customer satisfaction was 88 percent.

FY08 Customer Service Survey Report
Compensation Board

SECTION C – FY08 OVERALL SATISFACTION, CONTINUED

In Section C, the Compensation Board also asked the six officer groups how satisfied they were with FY08 compared to the previous year.

FY08 Comparison of Overall Satisfaction and General Satisfaction Scores

The six officer groups gave a higher average score for overall satisfaction (Section C) than for general satisfaction (Section B). The Regional Jail Superintendents and Commissioners of the Revenue gave the highest average score for overall satisfaction at 4.7 (94 percent). The Sheriffs, Commonwealth’s Attorneys, and Treasurers/Directors of Finance follow with an average score for overall satisfaction at 4.6 (92 percent). The Circuit Court Clerks gave an average score for overall satisfaction at 4.4 (88 percent).

Table 13 - Comparison of Overall Satisfaction and General Satisfaction Scores

<i>Office</i>	<i>General Satisfaction Section B</i>		<i>Overall Satisfaction Section C</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
Sheriffs	4.5	90%	4.6	92%
Regional Jail Superintendents	4.6	92%	4.7	94%
Commonwealth’s Attorneys	4.5	90%	4.6	92%
Circuit Court Clerks	4.3	86%	4.4	88%
Treasurers / Directors of Finance	4.5	90%	4.6	92%
Commissioners of the Revenue	4.5	90%	4.7	94%
Totals	4.5	90%	4.6	92%

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

FY08 Customer Service Survey Report
Compensation Board

SECTION D – FY08 COMMENTS

FY08 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 satisfied with Customer Service	11	11	8	12	7	49
IT, COIN and TTF Issues	4	2	4	0	0	10
Budget issues-GA	4	1	1	1	0	7
More Training	1	0	1	0	1	3
Compensation Board-Customer Service Staffing issues-retention	3	2	0	1	0	6
Policy/Procedures-manuals	1	1	0	0	0	2
Reduce surveys	1	0	0	1	0	2
Certification standards, Career Development Program	2	1	1	0	0	4
Respond to messages quicker	0	2	3	1	1	7
Improve communication	1	0	3	0	1	5
Totals	28	20	21	16	10	95
Training						
Satisfied with training / no additional training needed	5	1	1	2	3	12
COIN Training-advanced & refresher	4	1	3	0	1	9
Budget Request-Financial Mgmt-Grant Acquisition Training	3	2	0	4	1	10
Hold training around the state or online and offer more dates	1	0	0	4	1	6
New Deputy Training	0	2	0	0	2	4
Various other training suggested	7	1	5	7	1	21
Update training	1	1	1	1	0	4
Allow more than one to attend	0	0	0	0	1	1
Certification, Accreditation, and CDP	0	0	2	1	0	3
Miscellaneous	0	0	0	0	0	0
Totals	21	8	12	19	10	70

FY08 Customer Service Survey Report
Compensation Board

SECTION D – FY08 COMMENTS, CONTINUED

Activities						
Satisfied with Compensation Board	5	1	4	0	4	14
More funds/budget issues	4	0	0	1	0	5
More Compensation Board staff-improve turnover	1	1	0	0	0	2
Easier access to reports-drop down boxes	4	0	0	0	0	4
Update COIN/Website	3	0	6	2	1	12
Career Development Program	0	0	4	2	3	9
More training-different locations-more topics-different speakers	0	0	0	1	2	3
Representation at Association Conferences, GA, general	3	0	0	3	1	7
Reduce surveys	0	0	1	0	0	1
Miscellaneous	3	0	2	0	0	5
Totals	23	2	17	9	11	62
Grand Total	72	30	50	44	31	227

FY08 Customer Service Survey Report
Compensation Board

SECTION D – FY08 COMMENTS, CONTINUED

The following is representative of the comments received:

Sheriffs:

I wish to express the thanks of our entire office for all of the efficient help we have received from the staff at the comp board. We always get the answers to our questions in a speedy fashion. It is great to know that you can call and there is someone there to answer your questions.
Thanks!!!!!!

Regional Jail Superintendents:

Training is outstanding; For the number and variety of customers the Comp Board serves throughout the state, you do a great job.

Commonwealth's Attorneys:

Continue training for new deputy/office administrator and new Commonwealth's Attorneys. This is so beneficial for those coming into the office.

Circuit Court Clerks:

Revise Career Development requirements for circuit court clerk. Revisit performance standards. Get VCCA Career Development Committee back to the negotiating table.

Revise Staffing Standard formula. Use independent professional statistician to consider validity of current formula.

Treasurers:

Have more classes in different regions; State Taxes and more training for deputies.

Commissioners of the Revenue:

Problem with the certification program being unfunded; Get John Gibney to teach Lawful Employment.

FY08 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.

FY08 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, in accordance with available funding.
- 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.

FY08 Customer Service Survey Report

Compensation Board

FY09 ACTION PLAN

The Compensation Board, in response to FY08 Recommendation 2 to review the customer service survey, made changes to the survey to improve our ability to gather and analyze data. The survey was reorganized to identify the customers prior to completing the survey. Areas in the Career Development Programs and Training were made officer specific. The Training evaluations were changed to include satisfaction and importance in order to gather this information from the customers that actually attended the Compensation Board sponsored training. This year's recommendation includes further consideration for changes.

The Compensation Board, in response to FY08 Recommendation 3 to expand training to include policy training, provides direction on policies during the monthly trainings as well website review on how to access the policies and procedures manual, documentation and forms necessary to complete the monthly and annual processes.

As a result of the FY08 Customer Service Survey, the Compensation Board Staff propose the following ongoing recommendations to enhance delivery of our services in FY09 and beyond:

FY09 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. Specific results from this survey will be discussed to determine where effective changes can be made.

FY09 RECOMMENDATION 2

Compensation Board Staff will continually review the customer service survey, and may expand the survey in FY09 to include other customer groups, products and processes of the agency not currently identified in the survey.

FY09 RECOMMENDATION 3

Compensation Board Staff will provide COIN Reimbursement and Personnel Processing training and will consider expanding the training to include Compensation Board Policies along with future monthly trainings.

FY09 RECOMMENDATION 4

Compensation Board Staff will provide access to a COIN Reimbursement and Personnel Processing training manual and provide an abbreviated version during future monthly trainings.

FY08 Customer Service Survey Report
Compensation Board

APPENDIX – CUSTOMER SERVICE SURVEY

Section A: Demographics

Instructions: Please identify your job position in FY08 (July 1, 2007 to June 30, 2008) 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 FY08, please identify yourself as the officer.

A1. My job position in FY08 ...

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

A2. 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

FY08 Customer Service Survey Report
Compensation Board

APPENDIX – CUSTOMER SERVICE SURVEY

Section B: General Satisfaction and Importance

Instructions: Please evaluate the Compensation Board in the following five areas in FY08 (July 1, 2007 to June 30, 2008). 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 FY08 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	
B1S	Responded in a timely manner to phone calls from my office.	5	4	3	2	1	5	4	3	2	1	B1I
B2S	Responded to requests from my office with accurate information.	5	4	3	2	1	5	4	3	2	1	B2I
B3S	Provided assistance in solving problems affecting my office.	5	4	3	2	1	5	4	3	2	1	B3I
B4S	Displayed knowledge of Board policies and procedures.	5	4	3	2	1	5	4	3	2	1	B4I
B5S	Provided effective technical support with online automated systems.	5	4	3	2	1	5	4	3	2	1	B5I
B6S	Displayed a helpful and courteous attitude in dealing with my office.	5	4	3	2	1	5	4	3	2	1	B6I
B7S	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	B7I
Part 2 - Products												
Question Code	In FY08 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	
B10S	Made available an online Operating Manual that clearly stated Board policies and procedures.	5	4	3	2	1	5	4	3	2	1	B10I
B11S	Made available for my office budget estimates (available March 21, 2008) that were clear and understandable.	5	4	3	2	1	5	4	3	2	1	B11I
B12S	Produced budgets, spreadsheets, reports, and correspondence that were clear and understandable.	5	4	3	2	1	5	4	3	2	1	B12I
B13S	Provided online automated systems that were easy to use.	5	4	3	2	1	5	4	3	2	1	B13I
B14S	Provided an online Budget Manual that was useful and informative.	5	4	3	2	1	5	4	3	2	1	B14I
B15S	Provided an informative and user-friendly Web site.	5	4	3	2	1	5	4	3	2	1	B15I
B16S	Provided Geronimo/Casefinder Program (Com Attys only)	5	4	3	2	1	5	4	3	2	1	B16I
B17S	Earned from my office an overall satisfaction and importance rating for the above products.	5	4	3	2	1	5	4	3	2	1	B17I

FY08 Customer Service Survey Report
Compensation Board

APPENDIX – CUSTOMER SERVICE SURVEY

Part 3 - Liaison Functions												
Question Code	In FY08 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	
B20S	Allocated funds made available by the General Assembly in a fair and reasonable manner.	5	4	3	2	1	5	4	3	2	1	B20I
B21S	Implemented Board policies in a fair and consistent manner.	5	4	3	2	1	5	4	3	2	1	B21I
B22S	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	B22I

FY08 Customer Service Survey Report
Compensation Board

APPENDIX – CUSTOMER SERVICE SURVEY

Part 4 - Training												
Question Code	In FY08 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	
B25S	Lawful Employment training sessions provided clear and useful information, speakers were knowledgeable, and presentations were clear and useful for my office. The conference proactively addressed issues affecting my office	5	4	3	2	1	5	4	3	2	1	B25I
B26S	Managing Jail Risk training sessions provided clear and useful information, speakers were knowledgeable, and presentations were clear and useful for my office. The conference proactively addressed issues affecting my office	5	4	3	2	1	5	4	3	2	1	B26I
B27S	New Officer training sessions provided clear and useful information, speakers were knowledgeable, and presentations were clear and useful for my office. The conference proactively addressed issues affecting my office	5	4	3	2	1	5	4	3	2	1	B27I
B28S	Local Inmate Data System Training sessions provided clear and useful information, speakers were knowledgeable, and presentations were clear and useful for my office. The conference proactively addressed issues affecting my office	5	4	3	2	1	5	4	3	2	1	B28I
B29S	New Deputy and Office Administrator Training sessions provided clear and useful information, speakers were knowledgeable, and presentations were clear and useful for my office. The conference proactively addressed issues affecting my office	5	4	3	2	1	5	4	3	2	1	B29I
B30S	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	B30I

FY08 Customer Service Survey Report
Compensation Board

APPENDIX – CUSTOMER SERVICE SURVEY

Part 5 – Career Development Training												
Question Code	In FY08 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	
B35S	My office was provided opportunities of professional development that were useful by participation in the Sheriff's Accreditation or Certification programs	5	4	3	2	1	5	4	3	2	1	B35I
B36S	My office was provided opportunities of professional development that were useful by participation in the Master Deputy and/or Master Jail Officer program	5	4	3	2	1	5	4	3	2	1	B36I
B37S	My office was provided opportunities of professional development that were useful by participation in the Career Prosecutor Program	5	4	3	2	1	5	4	3	2	1	B37I
B38S	My office was provided opportunities of professional development that were useful by participation in the Treasurer's Career Development program.	5	4	3	2	1	5	4	3	2	1	B38I
B39S	My office was provided opportunities of professional development that were useful by participation in the Deputy Treasurer's Career Development Program	5	4	3	2	1	5	4	3	2	1	B39I
B40S	Provided opportunities of professional development that were useful by participation in the Commissioner's of the Revenue Career Development Program	5	4	3	2	1	5	4	3	2	1	B40I
B41S	Provided opportunities of professional development that were useful by participation in the Deputy Commissioner's of the Revenue Career Development Program	5	4	3	2	1	5	4	3	2	1	B41I
B42S	Earned from my office an overall satisfaction and importance rating for the above Career Development opportunities.	5	4	3	2	1	5	4	3	2	1	B42I

FY08 Customer Service Survey Report Compensation Board

APPENDIX – CUSTOMER SERVICE SURVEY

Section C: Overall Satisfaction

Instructions: Please evaluate the Compensation Board for overall satisfaction in FY08 (July 1, 2007 to June 30, 2008) **and** overall satisfaction compared to the previous year, FY07.

Question Code	Overall, the Compensation Board ...	Overall Satisfaction										Question Code
		In FY08					Compared to FY07					
		Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied	Much More Satisfied	More Satisfied	Same	Less Satisfied	Much Less Satisfied	
C1	Earned from my office an overall rating for customer service, products, liaison services, training and career development programs.	5	4	3	2	1	5	4	3	2	1	C2

Section D: Comments

Instructions: Please provide comments regarding your experience with the Compensation Board during FY08 (July 1, 2007 to June 30, 2008).

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)