

READING/INTERPRETING REPORTS AND SPIDER CHARTS

CLIENT/ASSOCIATE REPORTS

The majority of questions on the Client and Associate survey ask respondents to indicate whether they agree with the subject matter of the question and how important it is to them. There may be some questions asked of a Client/Associate that they feel do not apply to them or for which they feel the question does not give enough information for them to answer. For these types of questions, respondents are asked to mark on the survey "Not Applicable". Both the Client and the Associate surveys also contain an overall satisfaction. This is a good indicator to Management as to how Clients/Associates generally feel about the contracting organization.

The survey responses are compiled into resultant reports that can be used by Management to determine the satisfaction level of their Clients/Associates. The following provides general information as to how the percentages are derived under the Agreement and Importance Sections of these reports.

The Agreement section of the report is coded on a 4point scale (STRONGLY AGREE = 4; AGREE = 3; DISAGREE = 2; STRONGLY DISAGREE = 1). Therefore, to derive the percentage of respondents who answered questions STRONGLY AGREE, the number of "4" coded responses for a given question is divided by number of responses. For example, if five of ten respondents to a question answered STRONGLY AGREE, the percentage for the STRONGLY AGREE column would be 50%.

Agreement					
Strongly Agree	Agree	Disagree	Strongly Disagree	General Agreement	Responses
50%	30%	10%	10%	80%	10

For each question, the "General Agreement" percentages within the reports are the sum of the percentages under the "Strongly Agree" and "Agree" columns.

The Importance section of the report is coded on a 3point scale (VERY IMPORTANT = 3; IMPORTANT = 2; NOT IMPORTANT = 1). Therefore, to derive the percentage of respondents who answered questions VERY IMPORTANT, the number of "3" coded responses for a given question are divided by the number of responses. For example, if seven of eight respondents to a question answered VERY IMPORTANT, the percentage for the VERY IMPORTANT column would be 88%.

Importance			
Very Important	Important	Not Important	Responses
85.7%	14.3%	0.0%	7

SUMMARY REPORTS

Each contracting activity has been assigned one of the following Category Codes in order to sort the survey data by "like activities" for comparison purposes:

<u>Category</u>	<u>Type of Organization/Function</u>
1	EFD/EFA/PWC Multifunction preaward/postaward contracting operations
2	EFD/EFA direct report contracting organization Multifunction preaward/postaward contracting operations
3	EFD/EFA direct report contracting organization Single function postaward contracting operations

The Summary Reports contain two Tables:

The "Raw Data" table lists those activities identified within a specific Category Code and their individual activity values. This table also identifies the value of the Benchmark ("best in class") activity, the value of the activity with the Nadir (lowest value), the Range (difference between benchmark and nadir) and Average value of all activities.

Each survey contains a set of questions associated with goals under the different perspectives of the NAVFAC Performance Measurement Model:

Client Perspective (Timeliness, Quality, Service/Partnership)

Associate Perspective (Professional Workforce, Quality Work Environment, Leadership/Management)

Internal Business (Acquisition Excellence, and Accurate, Timely and Efficient Data Collection/Electronic Commerce)

Learning and Growth (Mission Goals)

The values shown on the "raw data" table of the Summary Chart for Timeliness and Quality are taken exclusively from the client survey. The values for Quality Work Environment and Leadership/Management are taken exclusively from the associate survey. The values for Professional Workforce, Acquisition Excellence, and Accurate, Timely and Efficient Data Collection/Electronic Commerce are taken exclusively from the management self-assessment survey. Weighted values are used for Service/Partnership and Mission Goals since there are questions on all three surveys under these categories.

To derive the overall value on the "raw data" Table of the Summary Chart for Timeliness, Quality, Leadership/Management and Quality Work Environment, the values shown on the Client/Associate report for each question under the "General Agreement" column are averaged. For example:

CLIENT REPORT FOR ACTIVITY "A"												
Category - Timeliness	Agreement						Not Applicable		Importance			
Question	Strongly Agree	Agree	Disagree	Strongly Disagree	General Agreement	Responses	% of All Responses	Responses	Very Important	Important	Not Important	Responses
The contracting office works with me to develop acquisition strategies early in the acquisition process.	21.2%	57.6%	18.2%	3.0%	78.8%	66	9.6%	7	59.4%	39.1%	1.6%	64
Contracting office planning is effective in obtaining timely goods/services.	23.5%	55.9%	17.6%	2.9%	79.4%	68	6.8%	5	68.2%	31.8%	0.0%	66
The contracting office provides access to the status of my requirements	27.7%	58.0%	15.9%	4.3%	79.7%	69	5.5%	4	62.7%	37.3%	0.0%	67
The contracting office responds to my needs in a timely manner.	27.5%	43.5%	23.2%	5.8%	71.0%	69	5.5%	4	74.6%	25.4%	0.0%	67
Goods/services are delivered when I need them.	18.2%	50.0%	27.3%	4.5%	68.2%	66	9.6%	7	76.6%	23.4%	0.0%	64

Category – Timeliness (5 questions)

General Agreement values on report (.788 + .794 + .797 + .71 + .682 = 3.771 / 5)

Value for Timeliness on “raw data” table : .754

The questions on the management self-assessment survey (SAS) are broken down by category and subcategory. For example, Professional Workforce has the subcategories Education, Experience, Training and Development. The overall value for Professional Workforce which is shown on the “raw data” table of the Summary Report is derived by adding the ratings (1 to 5) assigned by the SAS respondent to each question under that category and dividing that sum by the number of responses, multiplied by 5. Since there is only one management response, this sum would be the number of questions in that category. For example:

	<u>Sum</u>	<u>Questions</u>
Education		
Q1 – rating = 5		
Q2 – rating = 3	8	2
Experience	7	2
Training	16	4
Development	14	3
Total	45	11 x 5 = 55

45 / 55 = .818 (value for Professional Workforce)

The value on the “raw data” table of the Summary Report for Service/Partnership and Mission Goals are derived by weighting the values from the Management Self-Assessment (SAS), Client and Associate Surveys, thereby arriving at a composite value. The weighted value (weighted score) for each survey is derived by multiplying the value (score) from each survey report by the number of questions in that survey. Then the composite value (final score) is derived by adding the sum of the weighted score and then dividing that sum by the total number of questions. It should be noted that where no surveys were returned, either from Management, Clients or Associates, the values that are shown for Service/Partnership and Mission Goals are based only on those surveys that were received.

For example:

Activity "A"	Questions	Value	Weighted Value
Mission Goals			
Customer Survey	2	1.000	2.0
Associate Survey	5	.840	4.2
Self Assessment Survey	12	.683	8.2
Total Questions	19		
Final value for "raw data" table			.758
Service/Partnership			
Customer Survey	8	.750	6.0
Associate Survey	3	.800	2.4
Self Assessment Survey	9	.644	5.8
Total Questions	20		
Final Value for "raw data" Table			.710

2000 Summary of Performance Measures -- Category 1 NAVFAC Contracting Activities - Raw Data									
		Activity A	Activity B	Activity C	Activity D	Benchmark	Nadir	Range	Average
Customer Survey	Timeliness	.754	.776	.671	.739	.776	.671	.105	.735
	Quality	.769	.755	.686	.761	.769	.686	.083	.743
	Service/Partnership	.710	.782	.862	.825	.862	.710	.152	.795
Associate Survey	Quality Work Environment	.875	.740	.823	.874	.875	.740	.135	.828
	Leadership/Management	.809	.728	.805	.708	.809	.708	.101	.763
Self Assessment	Professional Workforce	.818	.764	.927	.855	.927	.764	.163	.841
	Acquisition Excellence	.770	.810	.960	.950	.960	.770	.190	.873
	Accurate, Timely, and Efficient Data Collection/Electronic Commerce	.650	.650	.675	.925	.925	.650	.275	.725
	Meet Mission Goals	.758	.727	.921	.878	.921	.727	.194	.821

The “normalized data” Table weights the raw data values of the Benchmark activity and the Nadir activity. This is done in order to graphically display in the spider charts the difference in values between one activity and another when the range of values are too close to distinguish one from another.

2000 Summary of Performance Measures -- Category 1 NAVFAC Contracting Activities - Normalized Data									
		Activity A	Activity B	Activity C	Activity D	Benchmark	Nadir	Range	Average
Customer Survey	Timeliness	.790	1.000	.000	.648	1.000	.000	1.000	.610
	Quality	1.000	.831	.000	.904	1.000	.000	1.000	.684
	Service/ Partnership	.000	.474	1.000	.757	1.000	.000	1.000	.558
Associate Survey	Quality Work Environment	1.000	.000	.615	.993	1.000	.000	1.000	.652
	Leadership/ Management	1.000	.198	.960	.000	1.000	.000	1.000	.540
Self Assessment	Professional Workforce	.331	.000	1.000	.558	1.000	.000	1.000	.472
	Acquisition Excellence	.000	.211	1.000	.947	1.000	.000	1.000	.539
	Accurate, Timely, and Efficient Data Collection/Electronic Commerce	.000	.000	.091	1.000	1.000	.000	1.000	.273
	Meet Mission Goals	.160	.000	1.000	.778	1.000	.000	1.000	.485

SPIDER CHARTS

The annual spider charts display the values from the “normalized data” table of the Summary Report. Remember that "Normalized Data" weights the data to exaggerate the values in the spider charts. This is done in order to graphically display the difference in values between “like activities” when the range of values are too close to distinguish one from another. The RED area of the spider chart represents the activity’s performance measure whereas the dotted line represents the average of all “like activities”.



The comparison spider charts depict an activity's measure of performance over a three year period. The values for these spider charts are taken from "Raw Data" scores on the PMAP Survey Summary Report.

