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The substantive statements in the PMAP client, associate and management survey instruments are divided into specific categories and subcategories under the NAVFAC PMAP Performance Measurement Model as shown in Table 1-1.

### *Table 1-1 Survey Category Definitions*

| ***Category*** | ***Instrument*** | ***Perspective*** |
|---|---|---|
| ***Timeliness*** | *Client Survey* | *Client* |
| ***Service/Partnership*** | *Client, Associate & Management Survey* | *Client* |
| ***Quality Work Environment*** | *Associate Survey* | *Associate* |
| ***Leadership/Management*** | *Associate Survey* | *Associate* |
| ***Acquisition Excellence*** | *Management Survey* | *Internal Business* |
| *Quality Management Systems* | | |
| *Acquisition Planning* | | |
| *Selection of Procurement Method* | | |
| *Contract Administration* | | |
| ***Accurate, Timely and Efficient Data Collection/Electronic Commerce*** | *Management Survey* | *Internal Business* |
| *MIS/Data Collection* | | |
| ***Professional Workforce*** | *Management Survey* | *Associate* |
| *Education* | | |
| *Experience* | | |
| *Training* | | |
| *Development* | | |
| ***Meet Mission Goals*** | *Client, Associate & Management Survey* | *Learning & Growth* |
| *Continuous Improvement* | | |
| *Best Practices* | | |

The substantive statements in the client and associate surveys request participants to respond with respect to their level of agreement with the survey statement as well as their perception of the importance of the statement. The definition of these two scales is provided in Table 1-2.

### *Table 1-2 LoA and LoI Scales*

- **Agreement** (i.e., level of agreement with survey statement)
  - 5 = Strongly Agree
  - 4 = Agree
  - 3 = Neither Agree Nor Disagree
  - 2 = Disagree
  - 1 = Strongly Disagree
- **Importance** (i.e. perception of the importance of the survey statement
  - 5 = Essential
  - 4 = Very Important
  - 3 = Somewhat Important
  - 2 = Slightly Important
  - 1 = Not Important

## CLIENT/ASSOCIATE REPORTS

The survey responses are compiled into resultant reports that can be used by Management to determine the satisfaction level of their clients and associates. The reports contain the actual statements from the survey with compiled results, and are the best tool to use to pinpoint issues where improvements can be made. The following provides general information as to how the LOA and LOI are derived for these reports.

## Level of Agreement

Example: To derive the percentage of respondents who answered questions STRONGLY AGREE, the number of “5” 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 | Neither Agree Nor Disagree | Disagree | Strongly Disagree | General Agreement | Responses |
| 50% | 20% | 10% | 10% | 10% | 70% | 10 |

For each question, the "General Agreement" percentages within the reports are the sum of "Strongly Agree" and "Agree.” (50 + 20 = 70%)

## Level of Importance:

Example: To derive the percentage of respondents who answered questions ESSENTIAL, the number of “5” coded responses for a given question are divided by the number of responses. For example, if seven of eight respondents to a question answered ESSENTIAL, the percentage for the ESSENTIAL column would be 87.5%.

| Importance | | | | | |
|---|---|---|---|---|---|
| Essential | Very Important | Somewhat Important | Slightly Important | Not Important | Responses |
| 87.5% | 12.5% | 0% | 0% | 0% | 8 |

## MANAGEMENT SELF-ASSESSMENT REPORT

One management “self-assessment (SAS)” survey is submitted for each activity. This survey is completed by the activity Chief of the Contracting Office (CCO), with input from the activity management team. There are two sections to each statement on the management “self-assessment (SAS)” survey. CCOs are asked to rate their organization on a 1-5 scale for each statement and also indicate how important that statement is to their organization. For example:

**An effective system is in place to ensure that all associates receive timely and pertinent training.**

| Management Rating of Organization | | | | | |
|---|---|---|---|---|---|
| Very Great Extent | Great Extent | Some Extent | Little Extent | Very Little Extent | Responses |
| 0% | 100% | 0% | 0% | 0% | 1 |
| **Importance** | | | | | |
| Essential | Very Important | Somewhat Important | Slightly Important | Not Important | Responses |
| 100% | 0% | 0% | 0% | 0% | 1 |

## SUMMARY REPORT

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

| Activity Category Code | Type of Organization/Function |
|---|---|
| 1 | EFD/EFA<br>Multifunction preaward/postaward contracting operations |
| 2 | EFD/EFA direct report contracting organization<br>Multifunction preaward/postaward contracting operations |
| 3 | EFD/EFA direct report contracting organization<br>Single function contracting operations |

The survey results from “like” activities, as determined by the Activity Category Code assigned to the activity, are displayed in a Summary Report. This report depicts the “raw” and “normalized” data value for each of the survey categories for each activity. It 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.

***2001 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** | .820 | .782 | .862 | .825 | .862 | .782 | .080 | .822 |
| ***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** | .765 | .727 | .921 | .878 | .921 | .727 | .194 | .823 |

| 2001 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 | .475 | .000 | 1.000 | .537 | 1.000 | .000 | 1.000 | .503 |
| *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 | .196 | .000 | 1.000 | .778 | 1.000 | .000 | 1.000 | .494 |

The "raw data" value for the Summary Report under the categories **Timeliness, Quality, Leadership/Management and Quality Work Environment** is derived by averaging the "General Agreement" value on applicable associate and client survey reports for statements under each of these categories.

For example:

Category – Timeliness (5 questions)

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

Value for Summary Report: .754

| ACTIVITY CLIENT REPORT | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 |

The “raw data” value for the Summary Report under the categories **Professional Workforce, Acquisition Excellence, and Accurate, Timely and Efficient Data Collection/Electronic Commerce** is derived by adding the ratings (1 to 5) assigned by the CCO to each statement under that category and dividing that sum by the number of responses, multiplied by 5. Since there is only one management response from each activity, this sum would be the number of questions in that category. For example, under the category Professional Workforce:

| Professional Workforce | Sum | # Questions |
|---|---|---|
| Education | | |
| Q1 – rating = 5 | | |
| Q2 – rating = 3 | 8 | 2 |
| Experience | 7 | 2 |
| Training | 16 | 4 |
| Development | 14 | 3 |
| Total | 45 | 11 questions x 5 = 55 |

45 / 55 = .818 (“raw data” value on Summary Report for Professional Workforce)

Since there are survey statements under the categories **Service/Partnership and Mission Goals** on the associate, client and management self-assessment surveys, the “raw data” value for the Summary Report under these categories are weighted.

For example:

| | No. of 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 |
| Value for Summary Report | 19 | | .758 |
| | | | |
| **Service/Partnership** | | | |
| Customer Survey | 8 | .750 | 6.000 |
| Associate Survey | 3 | .800 | 2.400 |
| Self Assessment Survey | 9 | .644 | 5.800 |
| Value for Summary Report | 20 | | .758 |

The “Normalized Data” section of the Summary Report weights the values shown on the “Raw Data” section in order to graphically display on the spider charts the difference in values between one activity and another when the range of values is too close to distinguish one from another. To derive this normalized value, the Nadir “raw data” value is subtracted from individual activity “raw data” value. This result is then divided by the “raw data ” Range value.

Example – Category Timeliness:

| | |
|---|---|
| Activity A "raw" value | .754 |
| Nadir | - .671 |
| | .083 / .105 (Range) |
| Activity A "normalized value | .790 |

## HIGHEST AGREEMENT/DISAGREEMENT REPORTS

These reports depict the five client and associate survey statements with the highest level of agreement or disagreement.

The sum of "strongly agree" and "agree" values on the client and associate reports were used to determine the five statements with the highest level of agreement.

The sum of "strongly disagree" and "agree" values on the client and associate reports were used to determine the five statements with the highest level of disagreement.

## DEMOGRAPHIC REPORTS

These reports depict the consolidated EFD/EFA responses by associates to specific demographic questions covering areas such as education, experience and training. This data will provide information to enable comparisons among the perspectives of various groups of associates.

## NARRATIVE COMMENTS

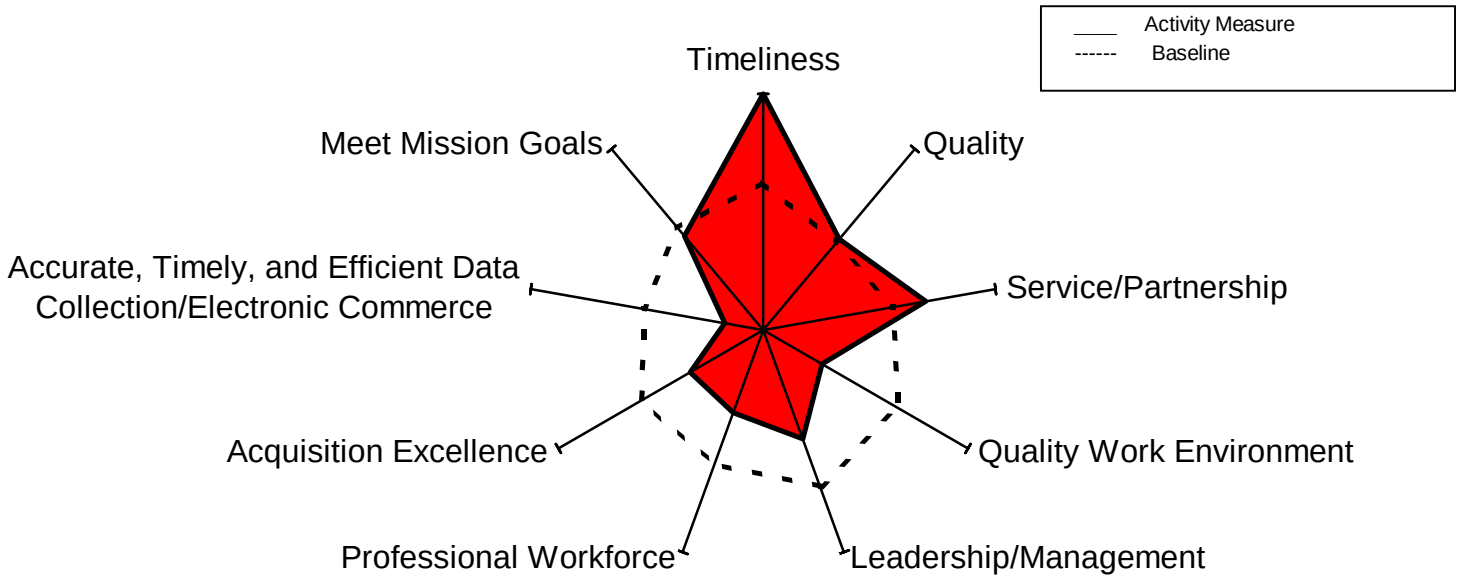
The associate, client and management surveys request respondents to describe, from their perspective, the most important thing(s) that the activity is doing exceptionally well as an organization and the most significant improvement(s) the activity could make to enhance their effectiveness. Access to narrative comments is password protected. Contact the activity Chief of the Contracting Office (CCO) or your PMAP Coordinator to request access to the narrative comments for your activity.

## SPIDER CHARTS

The nine "arms" of the spider chart represent the categories under the NAVFAC PMAP Performance Measurement Model as shown in Table 1-1.

The spider charts give an overall quick look at the health of the organization (See Table 1-3). The dotted line shows the NAVFAC average for like activities. The RED area represents the activity's performance measure. Please note that the spider charts display the values from the "normalized data" section of the Summary Report.

***Table 1-3 Spider Chart***




| PERSPECTIVES |
|---|
| Client - Timeliness, Quality, Service/Partnership (Client, Associate & Management Self-Assessment Surveys) |
| ASSOCIATE - Professional Workforce, Quality Work Environment, Leadership/Management (Management Self-Assessment & Associate Surveys) |
| INTERNAL BUSINESS - Acquisition Excellence, and Accurate, Timely and Efficient Data Collection/Electronic Commerce (Management SAS) |
| LEARNING AND GROWTH - Mission Goals (Management Self-Assessment, Client & Associate Surveys) |

## ANALYZING ASSOCIATE SURVEY RESULTS

The following steps should be taken in analyzing associate survey results:

- Look at the survey response base on the associate report. The number under the heading "responses" indicates how many survey responses were received. (The number of surveys sent and the number received can also be found on the Summary Reports.) When analyzing survey data, the number of responses received should be taken into consideration.

- Skip to the last two statements/questions on the survey. These responses provide a general associate rating of the organization and tell you if associates feel they have been provided feedback from previous PMAP surveys.

- Review the Highest Disagreement Report. This report depicts the five statements on the associate survey report that show the highest level of disagreement. Management may choose to address some of the issues themselves, and/or form teams to work on others. Since this data is a reflection of associates' perspectives, and associate "buy-in" is improved when they take part in solutions, it is strongly suggested that associates

participate on teams. Do not make the mistake of taking on too many issues at once. Review the Summary Report to identify the "like offices" that are best in class for the areas that your office might need to improve. Consider contacting those offices and reviewing their applicable processes to find out what they may be doing right.

- Narrative comments from associates should be reviewed and analyzed to determine if any suggested improvements or comments can/should be acted upon.

- Be sure to share results with the office and highlight both the good and the bad. This can be done several ways, but an all hands meeting where discussion can take place is recommended.

## ANALYZING CLIENT SURVEY RESULTS

The following steps should be taken in analyzing client survey results:

- Look at the survey response base on the client report. The number under the heading "responses" indicates how many survey responses were received. (The number of surveys sent and the number received can also be found on the Summary Reports). When analyzing survey data, the number of responses received should be taken into consideration.

- The final two statements on the client report give you some information about who the clients are by telling you what goods/services they request (broken down by percentages) and the dollar value of their work (broken down by percentages). The client report also provides the clients' perception of the overall performance of your office and whether they have been provided feedback from previous PMAP surveys.

- Review the Highest Disagreement Report. This report depicts the five statements on the client report that show the highest level of disagreement. Management may choose to address some of the issues themselves, and/or form teams to work on others. Since this data is a reflection of clients' perspectives, it is strongly suggested that clients participate on teams or, at a minimum, be contacted for their input on how processes could be changed to better serve them. Do not make the mistake of taking on too many issues at once. Review the Summary Report to identify the "like offices" that are best in class for the areas that your office might need to improve. Consider contacting those offices and reviewing their applicable processes to find out what they may be doing right.

- Narrative comments from clients should be reviewed and analyzed to determine if any suggested improvements or comments can/should be acted upon.

- Be sure to share results with clients and highlight both the good and the bad. This can be done several ways, but a personal meeting with clients where discussion can take place is recommended.

## ANALYZING MANAGEMENT SURVEY RESULTS

As previously mentioned, management is requested to rate their organization on a 1-5 scale for each survey statement. After reviewing all survey statements and responses, select the statements that were answered with either a Level 2 or Level 1 response. Either management

or a process action team should analyze these issues with the goal being “how can this be improved?” It would be helpful to discuss the results with the person who completed the survey in order to completely understand why certain ratings were given. Be sure to select a manageable number of issues to work on. Start with the issues with the lowest ratings. Refer to the PMAP Handbook for a detailed discussion on each perspective and tools for further analysis. Review the Summary Report to identify the “like offices” that are best in class for the areas that your office might need to improve. Consider contacting those offices and reviewing their applicable processes to find out what they may be doing right.