



**DEPARTMENT OF DEFENSE**  
**Defense Contract Management Agency**

# **INSTRUCTION**

## **Customer Satisfaction**

**Portfolio Management and Integration Directorate**  
**OPR: DCMA-PI**

**DCMA-INST 404**  
**September 4, 2012**  
*Change 1, October 16, 2013*

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***SUMMARY OF CHANGES:*** *Change 1 reconciles this publication with the DCMA Director's decision to redefine the Agency's core processes to comprise 15 Lines of Services (LOS) as identified in the DCMA "On Point" dated June 11, 2013. DCMA's products are the services aligned with our mission to "produce Contract Administration." As a result, the Customer Satisfaction (CS) survey form will reflect the updated LOSs. Additionally, the change eliminates the CS Quarterly Data Analysis Report and the Quarterly Trends Analysis Report, as well as their associated processes and sub-processes. The five process flowcharts are moved from Appendices of this Instruction to the resource page for this Instruction. This change includes updated references and adds titles and acronyms.*

**1. PURPOSE.** This Instruction:

- a. Reissues and establishes current DCMA policy in accordance with DoD Directive 5105.64, "Defense Contract Management Agency (*DCMA*)" (Reference (a)) and DCMA-INST 501, "Policy *Publications* Program" (Reference (b)). *CI*
- b. Combines DCMA Instruction, "DCMA Internal Customer Satisfaction," (Reference (c)) and DCMA Instruction, "Customer Satisfaction," (Reference (d)) into one Instruction.
- c. Provides guidance and procedures to administer/determine customer satisfaction levels with specific DCMA products/services and processes. Further defines the roles and responsibilities between line and staff functions.
- d. Helps provide DCMA leaders actionable feedback to make continuous improvements on identified processes, products and services.
- e. Seeks to align customer performance goals with the Government Performance and Results Modernization Act of 2010 (GPRA) (References (e) and (f)), and adhere to Executive Order 13571 (Reference (g)).
- f. Removes the "DCMA Internal Customer Satisfaction Survey" database (Reference (h)) and changes the Employee Feedback Link to the Customer Satisfaction uniform resource locator (URL) (found in a URL link on the Customer Satisfaction Resource Page).

*Change 1, October 16, 2013*

**2. APPLICABILITY.** This Instruction applies to all DCMA activities for DoD and Federal Government Customers. This does not apply to Foreign Military Sales and Foreign/International Directives Sales Customers or the DCMA activities servicing those customers (i.e., DCMA International Directorate, and Financial and Business Operations DoD Central Control Point). Due to customer and program security restrictions, DCMA Special Programs Directorate (DCMAS) cannot populate the Customer Satisfaction eTools application nor can it populate data to other unclassified automated information systems. The DCMAS Executive Director is responsible for ensuring processes within the Directorate are adequate to meet the intent of this Instruction.

**3. MANAGERS' INTERNAL CONTROL PROGRAM.** In accordance with the Managers' Internal Control Program (Reference (i)), this Instruction is subject to evaluation and testing. The process flowcharts are located ~~Appendices A through E~~ *on the resource page for this Instruction (CI).*

**4. RELEASABILITY – UNLIMITED.** This instruction is approved for public release.

**5. PLAS CODE.**

*Process:* 004, Customer Outreach (CI)

**6. POLICY RESOURCE PAGE.** <https://home.dcma.mil/policy/404r>

**7. EFFECTIVE DATE.** By order of the Director, DCMA, this Instruction is effective immediately.



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## REFERENCES

- (a) DoD Directive 5105.64, "Defense Contract Management Agency (*DCMA*)," ~~September 27, 2000~~ *January 10, 2013*
- (b) DCMA-INST 501, "Policy *Publications* Program," ~~May 25, 2012~~ *October 1, 2013*
- (c) DCMA Instruction, "DCMA Internal Customer Satisfaction," September 2011 (hereby canceled)
- (d) DCMA Instruction, "Customer Satisfaction," January 2011 (hereby canceled)
- (e) Public Law 111-352, "Government Performance and Results Modernization Act of 2010", January 4, 2011
- (f) Executive Office of the President, "Delivering on the Accountable Government Initiative and Implementing the GPRA Modernization Act of 2010," April 14, 2011
- (g) Executive Order 13571, "Streamlining Service Delivery and Improving Customer Service," April 27, 2011
- (h) "DCMA Internal Customer Satisfaction Survey," database at <https://webapps.dcma.mil/DCMASurvey/Surveys/>(hereby deleted)
- (i) DCMA ~~Instruction-INST 710~~, "Managers' Internal Control Program," September 12, 2011

*(C1)*

## CHAPTER 1

### POLICY

#### 1.1. POLICY.

1.1.1. Supported by the Customer Satisfaction eTools application, this Instruction solicits feedback from both external customers (DoD, civilian agency, and contractor personnel) and internal customers (DCMA employees) to promote a DCMA customer service culture, streamline DCMA processes, and improve DCMA products and services.

1.1.2. The Web-based Customer Satisfaction Surveys provide one measure of the overall health of the Agency for reporting in accordance with (IAW) Reference (c). ~~They~~*The survey* also measures satisfaction and importance of individual products and services on a transactional basis. Additionally, they provide actionable feedback regarding customer complaints and concerns that must be addressed within the Agency. *(C1)*

1.1.3. This Instruction establishes the Customer Satisfaction Survey Management infrastructure, defines the process and sub-processes for gathering, processing, monitoring, assessing, and reporting of customer satisfaction. Likewise, this Instruction provides guidance to Contract Management Office (CMO)/Center Customer Satisfaction Administrators (CSA), Regional/Directorate Customer Management Specialist (CMS) on processing and handling of negative feedback and recognizing employees who receive positive feedback. The intent is to improve organizational performance as well as customer experiences by providing DCMA leaders feedback to make continuous improvements on the processes, products, and services provided by their organizations.

1.1.4. This Instruction seeks to align our customer performance goals with the References (e), (f), and (g).

## CHAPTER 2 ROLES AND RESPONSIBILITIES

### 2.1. POLICY PERFORMANCE ADVOCATE (PA). The PA shall:

2.1.1. Manage the policy, tools, training, and performance indicators (PIs) associated with this Instruction.

2.1.2. Take the following actions to promote the use and utility of external customer satisfaction surveys:

2.1.2.1. Coordinate, as needed/required, with Operations CMS and/or appropriate Region Customer Management Specialists (RCMS) and Customer Liaison Representatives (CLR) to address customer satisfaction issues.

2.1.2.2. Review surveys to ensure data integrity (current, complete, and accurate data) by the 10th of the succeeding month to synchronize the population of PIs:

- Misrouted surveys are properly reassigned
- Unidentified – Misidentified customer organization, process, product and service entries are corrected
- Corrective actions are acceptable and properly documented in eTools
- Inverted customer satisfaction surveys – surveys that have ratings inverted with the comments (i.e., positive comments but ratings are 3 and below) are corrected

2.1.2.3. Monthly, conduct analysis of customer satisfaction survey data; identify customer trends at the Agency level; and provide Monthly Data Analysis Report and Quarterly Trends Analysis Report to Portfolio Management and Integration (PM&I) Directorate (DCMA-PI) leadership, functional leads, CLR, CMSs, and CSAs.

2.1.3. Review the Agency level customer satisfaction performance rating in the Metric Studio and document actions in the Comment and/or Report tab for the month, ~~the quarter~~, and the year: *(CI)*

2.1.3.1. Performance Indicator (PI) #35: ~~Survey scored five or more on 90 percent of customer satisfaction surveys. Percent of surveys rated 5 or above for the overall customer satisfaction question on 90 percent of surveys received from external customers via the Customer Satisfaction eTools application.~~ *(CI)*

2.1.3.2. Performance Indicator (PI) #176: ~~Timely R~~espond to customer surveys with scores of three or below within five business days 75 percent of the time. *(CI)*

2.1.4. ~~Quarterly~~*Monthly*, report on Agency satisfaction ratings and trends at headquarters (HQ) Performance Reviews.

2.1.5. Annually, provide Trends Analysis Report data through Financial and Business Operations Directorate (DCMA-FBO) to support the Office of Management and Budget (OMB) Program Assessment Rating Tool IAW GPRA; and brief the DCMA Council on customer satisfaction feedback trends. (CI)

2.1.6. Conduct targeted customer satisfaction surveys of processes, products, and services identified by DCMA leadership.

## **2.2. DCMA EMPLOYEES.** DCMA employees should:

2.2.1. Inform their customers to provide feedback for their products and services via the web-based Customer Satisfaction Survey eTools application.

2.2.2. Include the following statement in cover letters or emails accompanying all product transmittal documents or in emails after providing a service (i.e., Acquisition Strategy Support or Cost ~~and Pricing~~ ~~Support~~Services): (CI)

"DCMA appreciates your feedback. Please complete a brief survey at <https://pubapp.dcma.mil/CustSat/main.jsp> to help us better support your needs."

2.2.3. Likewise, submit their feedback regarding DCMA internal processes or products used to perform their duties, generate external products, and deliver services to the customer.

## **2.3. PRIMARY CMO COMMANDERS, CENTER, AND HQ DIRECTORATES.**

Commanders/Directors shall:

2.3.1. Appoint a CMO/Center CSA and alternate (via Internal Web Access Management (IWAM)) to manage and process customer satisfaction surveys for their respective organizations.

2.3.2. Have a documented process for managing customer satisfaction surveys to:

2.3.2.1. Take proper action to recognize employees who receive positive feedback.

2.3.2.2. Initiate appropriate corrective action upon receipt of a negative survey and/or in the event of negative trend to address process, product, and/or service deficiencies identified by the customer satisfaction survey data.

**2.4. CUSTOMER SATISFACTION ADMINISTRATORS (CSA).** The CSA is empowered to manage their web-based customer satisfaction survey and shall:

2.4.1. Promptly review, distribute, and close customer satisfaction surveys submitted through the web-based Customer Satisfaction Surveys eTools application.

2.4.2. Coordinate with their customer, Commander/Director, and/or Team Supervisor, as needed. Document corrective action for negative surveys (surveys with negative comments or rating

of 3 or below) in the Corrective Action field provided in the web-based Customer Satisfaction Surveys eTools application. (CI)

2.4.3. Coordinate and seek support from their Directorate/Center/Regions CMS, as needed, to validate customer issue and determine appropriate action.

2.4.4. Review their customer satisfaction performance ratings in the Metric Studio and document actions in the Comment and/or Report tab for the month, ~~the quarter,~~ and the year: (CI)

2.4.4.1. Performance Indicator (PI) #35: ~~Survey scored 5 or more on 90 percent of customer satisfaction surveys.~~ *Percent of surveys rated 5 or above for the overall customer satisfaction question on 90 percent of surveys received from external customers via the Customer Satisfaction eTools application. (CI)*

2.4.4.2. Performance Indicator (PI) #176: *Timely R*espond to customer surveys with scores of 3 or below within 5 business days 75 percent of the time.

[Note: The Customer Satisfaction Survey Rating PI#35 is fully automated. Thus, survey data automatically flows from the Customer Satisfaction Survey e-Tool Application into Metric Studio. Organizations do not have to post monthly survey data in Metric Studio. However, based on new requirements outlined in Tasking Memo 10-469, in the months where no surveys are received, organizations must manually set the Metric Studio ACTUAL and TARGET to zero to display a GREEN status, as well as document their actions in the Metric Studio Comment and/or Report tab.]

**2.5. CUSTOMER MANAGEMENT SPECIALIST (CMS).** The CMS from HQ Directorates, Centers, and Regions shall:

2.5.1. Manage and coordinate the implementation of the Customer Satisfaction Policy. Address policy issues/concerns to policy PA.

2.5.2. Review surveys pertaining to their Directorate/Center/Region to assure timely:

- Reassignment of misrouted surveys
- Correction of unidentified process, product/service, and customer organization
- Closeout of survey

2.5.3. Assist CSAs with root cause analysis, validation of issue, and acceptable corrective action to ensure customer concerns are addressed in a timely fashion for maintaining good customer relations. CMSs shall:

- Coordinate with and seek support from Operations CMS on any operations issues/concerns
- Seek advice and support from the cognizant functional leads if functional support is required

- Seek advice and support from the cognizant PM&I Service Portfolio Division Directors (SPDD)/*Joint Portfolio Division Director (JPDD)*/CLRs any strategic issues/concerns *(CI)*

2.5.4. Take immediate action to remedy the situation with the respective CMO/Center when the corrective action is incomplete or untimely.

2.5.5. Analyze Customer Satisfaction Survey data to assess customer satisfaction and compare with Directorate/Center/Region performance.

2.5.6. Review their customer satisfaction performance ratings in the Metric Studio and document actions in the Comment and/or Report tab for the month, ~~the quarter~~, and the year:

2.5.6.1. Performance Indicator (PI) #35: ~~Survey scored 5 or more on 90 percent of customer satisfaction surveys. Percent of surveys rated 5 or above for the overall customer satisfaction question on 90 percent of surveys received from external customers via the Customer Satisfaction eTools application.~~ *(CI)*

2.5.6.2. Performance Indicator (PI) #176: ~~Timely R~~espond to customer surveys with scores of 3 or below within 5 business days 75 percent of the time. *(CI)*

## **2.6. SERVICE PORTFOLIO DIVISION DIRECTORS (SPDD)/*JOINT PORTFOLIO DIVISION DIRECTOR (JPDD)*/CUSTOMER LIAISON REPRESENTATIVES (CLR). *(CI)***

2.6.1. SPDDs/*JPDD*/CLRs assigned to buying activities can help resolve customer issues when requested by the CSA/CMS and can educate/remind customers about the survey link. *(CI)*

2.6.2. CLRs should:

2.6.2.1. Defer to CMOs/Directorates/Center/Region Centers in investigating and resolving individual surveys.

2.6.2.2. Contact the appropriate Region staff to report recurring problems regarding a specific product or service.

2.6.2.3. Collaboratively assist and take appropriate action to resolve negative trends that cross CMO lines.

## **2.7. HEADQUARTERS (HQ) COMPONENT HEADS.** HQ Component Heads shall:

2.7.1. Use customer satisfaction survey feedback data to improve product or service quality, timeliness, streamline DCMA processes, and improve overall organizational performance.

2.7.2. Consider process, product and service trends, risk factors, and mission impacts in determining targeted customer satisfaction surveys to be performed by DCMA-PI.

## CHAPTER 3

### CUSTOMER SATISFACTION INFRASTRUCTURE

**3.1. CUSTOMER SATISFACTION ETOOLS APPLICATION.** The Customer Satisfaction eTools application:

3.1.1. Captures feedback from both internal and external customers pertaining to DCMA key process, product, and service areas to measure the quality of information (accurate and complete), meeting schedule needs (timely), employee attitude (professional/courtesy), and importance (impact on your job).

3.1.2. Offers ALL customers the opportunity to comment on satisfaction and importance of DCMA processes, products, and services; or to submit general non-product specific feedback.

3.1.3. Pinpoints specific areas of customer satisfaction with DCMA products and services at the transaction level (i.e., where the products and services are produced on a daily basis). The surveys collected help address the following products and services:

- Pre-Award Acquisition Planning Support
  - Acquisition Strategy Support (i.e.g, pPanels, request for proposals (RFP), sSource sSelection) (CI)
  - Pre-Award Survey
  - Small Business Support (i.e.g, Subcontracting Plan Review, Mentor Protégé Agreements)
- Major Program Support
  - Earned Value Management Analysis System Reviews (CI)
  - Program Analysis and Integration
  - ~~Defense Acquisition Executive Summary Support-DAES Support~~ (CI)
  - Industrial Base Analysis Services (CI)
- Engineering and Manufacturing Support Services (CI)
  - Software Acquisition Support
  - Request for Waiver/Deviation
  - Technical Analysis
  - Supply Chain Support (CI)
- Delivery and Schedule Management Support
  - Customer Delivery Delay Notice/Customer Request (i.e.g, dDelivery sSchedule mManager) (CI)
  - Readiness Support
- Contract Management-Administration Support & Services (CI)
  - Cost and Pricing Support-Services (CI)
  - Contract Safety Services (CI)
  - Canceling Funds
  - Contract Payment Support
  - Contract Closeout Support

- Contract Termination ~~Support Services (CI)~~
  - ~~Contractor Purchasing Systems Reviews (CI)~~
- Quality Assurance ~~and Product Acceptance Support Services (CI)~~
  - First Article Testing ~~and Production Lot Testing (CI)~~
  - Deficiency Reports (i.e., Product Quality Deficiency Report)
  - Product Inspection and Acceptance (i.e.g., ~~wide area workflow~~ *WAWF*, DD Form 250) (CI)
- Other Support
  - Packaging Support
  - ~~Plant Clearance Support (CI)~~
  - Property Administration *& Plant Clearance Services (CI)*
  - Transportation ~~Support Services (CI)~~
  - ~~Flight Operation Support~~ *Aircraft Operations Services (CI)*
  - Customer Liaison Support
- Miscellaneous Overall DCMA Support

**3.2. ACCESSIBILITY.** Survey access is widely available as a link on the DCMA home page, on product transmittal documents, emails to external customers, and in information technology applications frequently used by external customers.

**3.3. CUSTOMER SATISFACTION SURVEY.** The Customer Satisfaction Survey is to:

3.3.1. Measure the quality and timeliness of products and services; value added; and employee professionalism and courtesy in delivering the products or service. Survey feedback and employee comments are focused on providing managers the necessary information to assess and improve products, services, or organizational performance.

3.3.2. DCMA HQ Components, Centers, Regions, CMOs shall use data from the web-based Customer Satisfaction Survey as a primary indicator of customers' satisfaction and SHALL NOT distribute locally-developed surveys to external customers.

**3.4. CUSTOMER SATISFACTION ADMINISTRATOR ACCESS LEVELS.** Administrator access can be granted by the supervisor via IWAM. Three types of access are defined in Customer Satisfaction Survey eTools: Administrator, Group Administrator, and Super Administrator.

3.4.1. Administrator access is granted to CSAs for processing and reviewing surveys pertaining to their CMOs/Centers to assure timely responses and distribution.

3.4.2. Group Administrator access is granted to Region/Center CMSs for reviewing surveys pertaining to their organizations to assure timely response and acceptable corrective action.

3.4.3. Super Administrator access is granted only to the policy PA and program analysts to remove invalid surveys or to correct inverted surveys.

## CHAPTER 4

### PROCESS CUSTOMER SATISFACTION SURVEYS

**4.1. OVERVIEW.** The Customer Satisfaction Survey is a powerful tool for collecting, assessing, and measuring the degree of customer satisfaction with DCMA internal and external products and services. This chapter provides step-by-step guidance on administrating, documenting corrective action, and closing customer satisfaction surveys to ensure current, complete, and accurate data in the Customer Satisfaction database. The cross-functional process flowcharts ~~below~~ help clarify the relationship between steps in a process and the functional units responsible for those steps. *The process flowcharts are located on this Instruction resource page (CI).*

~~Appendix A—Monitor Customer Satisfaction Results and Corrective Action (CI)~~

- ~~• Appendix B—Data Analysis (CI)~~
- ~~• Appendix C—Trends Analysis (CI)~~
- ~~• Appendix D—Performance Review (CI)~~
- ~~• Appendix E—Targeted Surveys (CI)~~

### 4.2. MONITOR CUSTOMER SATISFACTION RESULTS AND CORRECTIVE ACTION.

4.2.1. After a customer completes the survey, it is automatically submitted to the eTools Customer Satisfaction Application. CSAs will receive an email alert when a customer submits a survey for their organization. CSAs are empowered to manage their customer satisfaction surveys and shall:

4.2.2. Promptly review the survey and take appropriate action, as needed:

- Coordinate with Directorate/Center/Region CMS, CLR, and/or PA to disseminate customer feedback
- Reassign misrouted surveys
- Correct unidentified process/product/service/customer organization
- Correct inverted surveys
- Coordinate required corrective action for low rating surveys
- Closeout

4.2.2.1. Correct Unidentified or Incorrectly-Identified Entries. Occasionally, customers may manually type in the process, product, service, or their organization instead of selecting entries from the provided dropdowns. Those data entries will show as “not reported” and will skew the data analysis.

4.2.2.2. Disseminate Customer Satisfaction Survey.

4.2.2.2.1. If the survey contains positive feedback (overall satisfaction ratings of 4, 5 or 6 and/or complimentary narrative) regarding an employee, the CSA will forward the survey to the employee and their supervisor. (CI)

4.2.2.2. If the survey includes a rating of 4, 5, or 6, and there are no negative comments, the CSA may close the record immediately following appropriate notification to a recognized employee and their supervisor.

4.2.2.3. Reassign Misrouted Survey. If the survey is incorrectly attributed to the Directorate/Center/Region, notify your CMS or the policy PA to reassign the survey to the correct CMO/Center.

4.2.2.4. Correct Inverted Survey. If the survey contains positive feedback but a rating of ~~three~~ 3 or below (comments are inverted with ratings), the CSA shall seek clarification with the customer and forward new ratings with proper supported emails/documentation to the PA for correction. With that, the PA who has the Super Administrator access right will then create a new survey to reflect the new (corrected) ratings and reference the original survey; afterward, delete the inverted one. (CI)

**4.3. DOCUMENT CORRECTIVE ACTIONS.** Required only for external Customer Satisfaction Surveys. (For Internal Customer Satisfaction Surveys, proceed to paragraph 4.4. below). If the survey rating is 3 or below on questions 1 to 4, or there are negative comments, the CSA shall (for external surveys only—~~internal surveys proceed to paragraph 4.4~~): (CI)

4.3.1. Inform CMO Commander/Center Director/Technical Group Manager /Supervisor.

4.3.2. Notify the CLRs regarding significant customer satisfaction issues at their buying activity as a courtesy.

4.3.3. Coordinate corrective action with the appropriate functional specialist.

4.3.4. Initiate resolution within 5 working days.

4.3.5. Document follow-up actions in the *corrective action block of the survey in the* Customer Satisfaction eTools *Application*. (CI)

~~4/3/6/~~4.3.6. Assure resolution is completed. (CI)

**4.4. CLOSE CUSTOMER SATISFACTION SURVEYS.** CMO/Center CSA shall:

4.4.1. Close surveys within 30 days.

4.4.2. When corrective action will take a significant amount of time, the CSA periodically annotates status in the Corrective Action ~~field~~ *block of the survey* in the Customer Satisfaction eTools *Application*, regularly follows-up, and closes accordingly. (CI)

**4.5. VERIFY CUSTOMER SATISFACTION SURVEY DATA.** CMSs shall:

4.5.1. Monitor timely corrective action with the respective DCMA field offices in cases where ratings do not meet required performance levels.

4.5.2. Follow-up to ensure customer concerns are properly addressed in a timely manner in order to assure and maintain good customer relations.

4.5.3. Review surveys pertaining to their Region, at a minimum on a ~~weekly~~*daily* basis, to assure timely responses and acceptable corrective action by the 10th of the succeeding month to synchronize the population of PIs. *(CI)*

## CHAPTER 5

### MONITOR AND REPORT CUSTOMER SATISFACTION TRENDS

**5.1. AGENCY PERFORMANCE GOALS.** To gain insight, from the customer's perspective, on what the Agency is doing right, what is working or not working, as well as specific problems or issues which may be identified and resolved:

5.1.1. The Agency's first Performance Goal for Customer Satisfaction is to maintain an average rating of 5 or greater for 90 percent of the total number of customers surveyed (via web-based Customer Satisfaction Surveys).

5.1.2. The Agency's second Performance Goal for Customer Satisfaction is to respond to customer within 5 workdays at 75 percent of the time for low rating surveys.

**5.2. DATA ANALYSIS.** Monthly, the PA shall:

5.2.1. Conduct analysis of customer satisfaction survey data.

5.2.2. Summarize ratings by Directorate, Center, Region and CMO.

5.2.3. Identify areas for continuous improvement.

5.2.4. Share best practices.

5.2.5. Provide Monthly Data Analysis Report on customer satisfaction ratings by Region/Center to PM&I leadership, functional leads, CLRs, CMSs, and CSAs.

5.2.6. Assure availability of reports/data cubes/ad hoc queries regarding customer satisfaction ratings and trends for DCMA organizations and products/services.

5.2.7. Review and document the Agency level customer satisfaction performance rating in the Metric Studio.

5.2.8. Share and disseminate data analysis within individual ~~command~~ Directorate/Region/Center. (C1)

**5.3. TRENDS ANALYSIS AND MONITORING.**

5.3.1. To ensure appropriate management officials and CLRs are aware of and understand customer concerns and issues. The PA shall conduct ~~quarterly~~ *quarterlymonthly* analyses of survey data and report Customer Satisfaction Trends at the Agency, functional, customer-buying activity, Regional/Directorate levels via ~~Quarterly~~ *QuarterlyMonthly* Trends Analysis Report to PM&I leadership, functional leads, CLRs, and CMSs/CSAs. (C1)

5.3.2. Functional leads shall assist CMSs with root cause analyses and validation of issues identified for their respective functional areas.

5.3.3. CLRs shall review all surveys from their buying activity to look for issues that cross CMO/Region/Center lines. CLRs shall collaboratively assist and take appropriate action to resolve negative trends that cross CMO lines and should contact the appropriate Region/Center to report recurring problems regarding a specific product or service.

5.3.4. The CMS shall monitor overall customer satisfaction levels and conduct further analysis of surveys pertaining to their Region/Center to assess customer satisfaction with Regional performance and shall:

5.3.4.1. Brief the Regional Commanders.

5.3.4.2. ~~Post analysis/comments to the Customer Satisfaction eCommunity and n~~Notify the Operations CMS if ~~no~~ a negative trend is identified for their region/center. (CI)

5.3.4.3. Take the following actions to document and improve their customer satisfaction trends:

5.3.4.3.1. Perform root cause analysis collaboratively with impacted ~~to~~ CMO/Directorate CSAs. (CI)

5.3.4.3.2. Notify CMO/Center Directors of negative trends.

5.3.4.3.3. Refer to the *policy* PA for resolution of customer issues/problems, which relate to DCMA policy. (CI)

5.3.4.3.4. Coordinate with functional leads and CLRs to determine the root cause(s) of customer dissatisfaction on systemic issues. (CI)

5.3.4.3.5. Provide recommendations/improvement plans to CMO/Center Directors to improve *negative* customer satisfaction trends. (CI)

5.3.4.3.6. ~~Post Forward~~ improvement plans to the ~~Customer Satisfaction eCommunity and notify the~~ Operations CMS. (CI)

5.3.4.3.7. Monitor and notify CMO/Center Directors, and Operations CMS of improvements made.

5.3.4.3.8. ~~Document the execution of improvement plans at the Customer Satisfaction eCommunity.~~ Operations CMS and RCMS will continue to brief CMO on internal trends. (CI)

#### **5.4. PERFORMANCE REVIEW.**

5.4.1. ~~Quarterly~~*Monthly*, PA shall report on Agency satisfaction ratings and trends at HQ Performance Review with HQ Component Heads for the following two Agency PIs: (CI)

5.4.1.1. Performance Indicator (PI) #35: ~~Survey scored 5 or more on 90 percent of customer satisfaction surveys. Percent of surveys rated 5 or above for the overall customer satisfaction question on 90 percent of surveys received from external customers via the Customer Satisfaction eTools application.~~ (CI)

5.4.1.2. Performance Indicator (PI) #176: ~~Timely~~*R*espond to customer surveys with scores of 3 or below within 5 business days 75 percent of the time. (CI)

5.4.2. PA shall provide ~~Quarterly~~*Monthly* Analysis Reports to CMS/CSAs. CMS/CSAs review these ~~Quarterly~~*Monthly* Analysis Reports with the Region/CMO Commander and/or Directors. (CI)

5.4.3. PA shall provide ~~Quarterly~~*Monthly* Analysis Reports for each functional area to review. (CI)

5.4.4. PA shall provide data annually through DCMA-FBO to support OMB's Program Assessment Rating Tool IAW GPRA. (CI)

#### **5.5. TARGETED SURVEYS.** PA shall:

5.5.1. Receive a targeted survey.

5.5.2. Collaborate with the Operations and HQ Component Heads to design tailored questions for targeted surveys directed by the DCMA Council.

5.5.3. Determine the population of employees to be surveyed.

5.5.4. Develop a Tasking Memo for the targeted survey.

5.5.5. Distribute the targeted survey.

5.5.6. Collect and analyze the survey feedback. Share and disseminate data analysis and use for improvements.

5.5.7. Provide the analysis results to DCMA leadership.

## APPENDIX A

### ***PROCESS FLOWCHARTS*** ***~~CROSS-FUNCTIONAL PROCESS FLOWCHART~~*** ***MONITOR CUSTOMER SATISFACTION RESULTS AND CORRECTIVE ACTION***

*A.1. OVERVIEW. The process flowcharts for this Instruction focus on procedures associated with the process and sub-processes for gathering, processing, monitoring, assessing, and reporting of customer satisfaction:*

- *Monitor CS Results and Corrective Action*
- *Document Corrective Action*
- *Data Analysis*
- *Trend Analysis*
- *Performance Review*
- *Targeted Surveys*

*Access the process flowcharts from the resource page for this Instruction. (C1)*

## GLOSSARY

### DEFINITIONS

**Component Head.** The leader of a DCMA organization that reports directly to the Director, DCMA. Uses survey feedback data to improve product/service quality and overall organizational performance.

**Customer Liaison Representatives (CLR).** Individuals assigned to buying activities that can resolve customer issues and remind customers about the survey link.

**Contract Management Office (CMO).** An organizational unit within DCMA that provides contract administrative and oversight functions. Normally co-located with or near major acquisition commands and customers, to include international customers.

**Corrective Action.** Improvements to an organization's processes taken to eliminate causes of non-conformities or other undesirable situations. It focuses on the systematic investigation of the root causes of non-conformities in an attempt to prevent their recurrence. To ensure that corrective and preventive actions are effective, the systematic investigation of the root causes of failure is pivotal. If a survey rating is 3 or below (low ratings) on questions 1 to 4, or if there are negative comments the CSA will inform the CMO Commander, notify the CLR and coordinate with the appropriate functional specialist to initiate resolution within 5 working days.

**Customer Management Specialist (CMS).** Assigned at HQ Directorates, Centers, and Regions to manage and coordinate the implementation of the Customer Satisfaction Policy by reviewing surveys to ensuring timely processing, routing, correction action, and closeout.

**Customer Satisfaction Administrators (CSA).** Individuals appointed by the CMO to manage the Customer Satisfaction Survey eTools applications. CSAs review, distribute, and close surveys; coordinate with customers, as needed; and document corrective action for negative surveys.

**Customer Satisfaction Survey.** A powerful tool that offers both internal and external customers the opportunity to comment on satisfaction and importance of DCMA processes, products, and services. It is one measure of the overall health of the Agency for reporting IAW GPRA to the Board of Directors and Office of the Secretary of Defense Performance Contract.

**External Customer.** Buying activities that submit online feedback regarding DCMA products, services and support delivered or provided by the Agency (DoD, civilian agency, and contractor personnel).

**Internal Customer.** DCMA employees submit online feedback regarding DCMA products and services used to perform their duties or to generate products or deliver services to customers.

**Inverted Survey.** If the survey contains positive feedback but a rating of 3 or below (comments are inverted with ratings), the CSA must seek clarification with the customer and forward new ratings with proper supported emails to PA for correction.

**Lines of Service.** *Service-oriented products that inform DCMA's customers of our processes and functions that are aligned with our mission to provide Contract Administration Services (CAS) to the Department of Defense (DoD) Acquisition Enterprise and its partners to ensure delivery of quality products and services to the warfighter; on time and on cost (C1).*

**Low Rating Survey.** Surveys scored 3 or below for the overall customer satisfaction where the CSA did not respond/document the initiation of corrective actions within 5 working days.

**Performance Indicator (PI).** Standard or criteria used by an organization to evaluate its success or the success of a particular activity. Indicators are automated and are reported monthly in Metric Studio.

**Policy Performance Advocate (PA).** DCMA personnel who manage the policy, tools, training, and performance indicators associated with this Instruction.

**Reassigned Survey.** A survey, originally incorrectly assigned to a CMO/Center, which has been given to the appropriate CMO/Center.

**Targeted Survey.** A survey that is specifically designed to contain questions tailored to a specific population and issue.

## GLOSSARY

### ACRONYMS

CLR	Customer Liaison Representative
CMO	Contract Management Office
CMS	Customer Management Specialist
CSA	Customer Satisfaction Administrator
DCMA-FB	Financial and Business Operations Directorate
DCMA-PI	Portfolio Management and Integration Directorate
DCMAS	Special Programs
GPRA	Government Performance and Results Act
HQ	Headquarters
IAW	in accordance with
IWAM	Internal Web Access Management
<i>JPDD</i>	<i>Joint Portfolio Division Director (CI)</i>
<i>LOS</i>	<i>Lines of Service (CI)</i>
OMB	Office of Management and Budget
OPR	office of primary responsibility (CI)
PA	performance advocate
PI	performance indicator
PLAS	Performance Labor Accounting System
PM&I	Portfolio Management and Integration
PCMO	Primary Contract Management Office
POC	point of contact
RCMS	regional <del>cost monitoring</del> <i>customer management</i> specialist (CI)
RFP	request for proposal
SPDD	Service Portfolio Division Directors (CI)
URL	uniform resource locator