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Old Dominion University Department of Human Resources Customer Satisfaction Study

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Old Dominion University
Department of Human Resources
Customer Satisfaction Study

A Study Presented to the Graduate Faculty
of the Department of
Occupational and Technical Studies
Old Dominion University

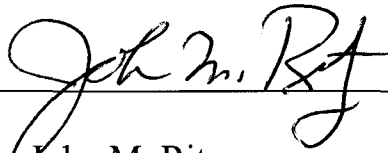
In Partial Fulfillment
of the Requirements for the Degree of
Master of Science

By
September C. Sanderlin
December 2005

Signature Page

This research paper was prepared by September C. Sanderlin under the direction of Dr. John M. Ritz in OTED 636, Problems in Occupational and Technical Studies. It was submitted to the Graduate Program Director as partial fulfillment of the requirements for the Master Science degree.

Approved by:



Date 12-7-05

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CHAPTER I

INTRODUCTION

The Old Dominion University (ODU) Department of Human Resources is responsible for the administration of all University hiring practices, policy interpretation, employee benefits, personnel operations, and training and organization development. The department's customers are potential job applicants, applicants, faculty, faculty administrators, classified employees, wage employees and student workers. The entire ODU workforce is dependent upon the Department of Human Resources. The degree to which Human Resources personnel meet the needs of their customers and the manner in which those needs are met can have a positive or negative effect throughout the entire University. How well is the Department of Human Resources meeting its customer's needs? What is the perception of service that customers have? What is their level of satisfaction? Answering these questions was the basis for this study.

Some may think that measuring service is only relevant for revenue generating organizations or departments. However, there is merit in measuring customer satisfaction for any organization. Customer satisfaction is the degree to which a customer perceives that his or her needs have been met. Even if an organization is "the only game in town," it should still be concerned with customer satisfaction.

ODU employees are dependent upon the Department of Human Resources. If the Department of Human Resources is not meeting their customer's needs, then their customers do not have the option of having their needs met by another department or organization. Instead they are left feeling victimized by the Department of Human Resources. Human Resources then receives a negative reputation on campus. The morale of the Human Resources personnel is ultimately affected, resulting in a reduction

in productivity and departmental effectiveness, thereby having a more significant negative impact on customer service. The dynamics are cyclical.

The benefits of conducting a Department of Human Resources customer satisfaction survey are threefold:

1. The Department of Human Resources becomes aware of customer perceptions and expectations.
2. ODU employees and applicants participating in the survey become aware that the Department of Human Resources is interested in their feedback and in learning how to better meet their expectations.
3. “Research shows that by simply measuring performance, productivity improves, quality can improve and levels of customer satisfaction can improve.” (Brandt, p. 1)

Statement of the Problem

The problem of this study was to evaluate the level of customer satisfaction with the services provided by the Old Dominion University Department of Human Resources.

Research Goals

The following goals provided direction in this study:

1. What are the Department of Human Resources’ baseline service levels?
2. How effectively does the Department of Human Resources meet its customer’s human needs?
3. What products and services can the Department of Human Resources improve to better meet its customer’s needs?
4. What is the overall level of customer satisfaction with the Department of Human Resources?

Background and Significance

Old Dominion University has identified excellent service as one of its strategic initiatives in the 2000-2005 strategic plan. Strategic Initiative 8 states, “Old Dominion University will provide excellent service to enhance its quality of university life among its constituencies.” (Old Dominion University Strategic Plan 2000 – 2005, p. 71) It further states, “Old Dominion seeks to enhance its image as an excellent service provider and achieve a reputation of responsiveness and accessibility for academic programs and services to a diverse community. To accomplish this, the University will provide excellent service, good communications, recognition programs for valued contributions, and pleasing, safe surroundings” (Old Dominion University Strategic Plan 2000 – 2005, p. 71).

One of the specific objectives in this initiative is to establish an environment that emphasizes service and responsiveness to customers and members of the University community. One of the action items for accomplishing this objective is “to evaluate the level of service and responsiveness in all University units.” (Old Dominion University Strategic Plan 2000 – 2005, p. 72) The Department of Human Resources needs to evaluate its current service levels in order to be in alignment with the strategic initiatives of the University.

The need to improve customer service was further substantiated by focus groups in 2001. Focus groups were conducted with four different University populations:

- Faculty
- Professional staff
- Classified employees and
- Students

The results of the focus groups indicated that customer service was one of the University's worst features.

In 1998, Governor Gilmore conducted an employee satisfaction survey of state employees. The results of the survey were analyzed independently for each state agency. Each agency then received a report indicating the level of employee satisfaction with that agency based on that agency's employees' responses to 85 questions. The results of the Old Dominion University employee surveys indicated that the Department of Human Resources had room for improvement in the services that it was providing to ODU employees.

Limitations

This research study was limited to Old Dominion University employees including instructional faculty, administrative faculty, classified and hourly employees. Potential job applicants, applicants, student workers and student interns were not included in this study.

Assumptions

The following assumptions were made for this study:

1. Respondents were capable of reading and writing on an eighth grade level. There were some University employees who did not meet these criteria.
2. Respondents had been in contact with the Department of Human Resources.
3. Respondents had active email accounts.
4. Respondents are able to receive inner-office mail correspondence.
5. The Department of Human Resources staff is knowledgeable of the department's services.

Procedures

The complete list of employees categorized by employment type was obtained from the Department of Human Resources. The researcher sent this list to a representative in the university department responsible for institutional research and assessment. The representative used computer software to select a random sample population for each employee type. The total size of the random sample including all employment types was one thousand and ninety (1090). A survey was developed to evaluate the effectiveness of the human services and business services provided by the following human resources areas: Benefits Administration, Employee Relations, Classification and Compensation, Operations, Training and Development, and Personnel Services.

The majority of the employees selected to participate in the study received electronic correspondence informing them of the survey, directing them to the on-line link to access the survey and thanking them in advance for their participation. There is a small population of university employees, primarily housekeepers and grounds workers, which did not have email accounts. Grounds workers and housekeepers who were selected to participate received hard copy surveys and instructions via inner-office mail. Employees completing hard copy surveys were instructed to send the completed instruments to a third party via the university's inner-office mail system. Once received the paper surveys were loaded into the electronic data collection software along with the other instruments. The researcher received a report from the data collection software of the participant's response. The data were organized, tabulated and analyzed. Profiles were developed for each functional area of human resources highlighting areas of service effectiveness, areas of service weaknesses and recommendations for improvement.

Definition of Terms

The following items are defined to assist the reader:

1. *Internal Customer* – Employees that an organization or department provides services.
2. *External Customer* – People that an organization or department provides services to that are not employed by that organization or department.
3. *Human Services* – Those services that satisfy a customer's human needs such as courteous treatment, attention, and acceptance of the customer's viewpoint.
4. *Business Services* – Those services that satisfy a customer's core service needs. Core service is the service or product that an organization is in business to provide.
5. *Organization Development* – (OD) Those services or initiatives that move a department from a current state to a desired future state of functioning. Some examples of OD are strategic planning, team building, change management, etc. An internal or external consultant usually facilitates OD initiatives.

Overview and Summary

In Chapter I, the problem of evaluating customer satisfaction with the Old Dominion University, Department of Human Resources, was introduced. The study was established to answer the following questions:

1. What are the Department of Human Resources' baseline service levels?
2. How effectively does the Department of Human Resources meet its customer's human needs?

3. What products and services can the Department of Human Resources improve to better meet its customer's needs?
4. What is the overall level of customer satisfaction with the Department of Human Resources?

Chapter II, Review of Literature, discusses the experiences of other organizations that have conducted internal customer satisfaction surveys. Chapter III, Methods and Procedures, describes the instrument that was used to administer the study, and the process used for data analysis. Chapter IV, Findings, highlights the responses to the instrument and the analysis of the data. Chapter V, Summary, Conclusions, and Recommendations, provides an overview of the research study, its findings and recommendations for future studies.

CHAPTER II

REVIEW OF LITERATURE

The review of literature provides an overview of information pertaining to the need for evaluating service, customer satisfaction and strategic human resource management. To embark upon this study effectively and accurately, a variety of materials were researched, analyzed and incorporated into the final observations and conclusions reported later in this paper. The purpose of this research was to evaluate baseline service levels in the Old Dominion University Department of Human Resources. The researcher did not find sufficient literature on specifically measuring service in a human resources environment. Therefore, the researcher reviewed general literature that focused on (1) evaluating service, (2) customer satisfaction and (3) strategic human resources management.

Evaluating Service

If an organization does not assess to what extent it is meeting customer expectations, then it cannot definitively determine if it is an effective organization. Organizations must have a clear understanding of the value they provide their customers. They must be able to effectively communicate that value and determine the strength of the relationship (Buhler, 2001, p. 2).

Measuring service, not only enables an organization to determine how effectively it is meeting customer expectations, it can also help an organization to determine to what extent service experiences impact customer loyalty. A service level elasticity study would determine how much customers are willing to tolerate before their perception of service is negatively influenced. Literature has long established that customer

satisfaction is based on perceived (not actual) service delivery (Jackson, 2002, p. 2). This means that an organization could expend unnecessary dollars and efforts in trying to meet unreasonably high service levels and goals. Meeting high service level goals is costly. Organizations need to know that adhering to them is money well spent (Jackson, 2002, p. 2).

The researcher reviewed the article, *Assessing Service Quality Within the Educational Environment* (1996) by Edith DiDomenico and Joseph Bonnici. This article focused primarily on students as customers. However it did describe a gap analysis model for service evaluation that was used to analyze service at a midwestern university.

In this gap analysis model, service is evaluated on the following dimensions: responsiveness, reliability, tangibles, communication, competence, access, credibility, courtesy, understanding/knowing the customer and security (DiDomenico & Bonnici, 1996, p. 2). “Measuring a service organization along the above dimensions creates a gap analysis of the current service opposed to the ideal service. It is important to analyze all the above dimensions in order to tackle any service quality problems that might exist (DiDomenico & Bonnici, 1996, p. 2).

Most service research has been conducted in for-profit organizations.

It is only lately that gap analysis is being applied to higher education. An application of gap analysis to academic services may proceed in three steps. First, students are asked how much they expect from each of the ten dimensions. Second, students are questioned about the importance level of each dimension. Finally, there is an inquiry on how they perceive current services. Such detailed process assigns and measures attributes to service while evaluating the importance of each dimension. The resulting

gap aids colleges' critical review of their service areas (DiDomenico & Bonnici, 1996, p. 3).

Reviewing this article was useful because it acknowledged the customer service paradigm that exists in a higher education environment. Is education a form of customer service? Are students customers? Some educators are opposed to the idea of students as customers. Oftentimes students are not viewed as customers and education is not considered to be a service to be evaluated as though it were a product. This paradigm filters into all university departments not just the student-centered and academic areas. "To measure the quality of services on a university campus is one thing to measure the quality of manufactured goods is another matter" (DiDomenico & Bonnici, 1996, p. 1). Educational services are intangible and cannot be packaged, displayed or inspected fully by prospective students. In spite of such difficulties, institutions of higher education should measure their service quality in order to function efficiently and effectively in a highly competitive environment (DiDomenico & Bonnici, 1996, p. 3).

Customer Satisfaction

Customers are satisfied when their expectations are met. Satisfaction alone does not create customer loyalty. According to *Achieving Extraordinary Customer Relations*, (Kaset International, 1994), customer loyalty is created when customer expectations are exceeded. In any given service situation, there are two needs that must be addressed, the customer's business needs and the customer's human needs. The business need is the core service that the customer is requiring. In a human resources environment a business need could be the receipt of an application, information on a health care product or instructions on completing a form. The customer's human needs refer to the expectations

of receiving friendly, caring service, while the business needs are being met. Customer satisfaction must be obtained on both levels in order to exceed customer expectations.

An article in the *Journal of Academy Marketing Services* referenced a three-dimensional approach to service quality identified by Jarmo and Uolevi Lehtinen in the book Service Quality: A Study of Quality Dimensions (1982). According to Lehtinen and Lehtinen, the first dimension, physical quality relates to the tangible aspects of the service (Swartz & Brown, 1989, p. 2). For example items impacting the physical quality of a human resources department could include the reception area, the appearance of the web page, the physical attractiveness of its literature, etc.

Interactive quality represents the second quality dimension. This dimension involves the interactive nature of services and refers to the two-way flows, which occur between the customer and the service provider, or his/her representative, including both automated and animated interactions (Swartz & Brown, 1989, p. 2). The experience customers have using a human resources department's on-line services or interacting with a human resources representative are two examples of contacts that impact interactive quality.

The final service quality dimension identified by Lehtinen and Lehtinen is corporate quality. Corporate quality refers to the image attributed to the service provider by its current and potential customers. Physical quality and interactive quality are more situational in nature and are often evaluated on a per incident basis. For these reasons, physical quality and interactive quality are initially more manageable by the professional service provider (Swartz & Brown, 1989, p. 3). There was no further elaboration on corporate quality in this article.

An article in the November 15, 2001, *Marketing Journal*, offered a caution concerning quality and customer expectations:

You can never stop raising the quality of your service. And that's because every time any company, in whatever sector, exceeds customer expectations of service, those expectations inevitably get even higher (Mazur, 2001, p. 1).

Strategic Human Resources Management

Strategic human resources management means that the initiatives of a human resources department are in alignment with its organization's strategic plan. The core requirement of strategic human resources management is the alignment of personnel policies and practices with the agency's strategic objectives. Referencing literature reviewed in the *Public Personnel Management Journal*, one area of strategic alignment is "changing organizational culture" (Tomkins, 2002, p. 8).

Major reform initiatives often require new organizational cultures, cultures driven by different values and requiring different behaviors. Adopting a "customer-service" orientation, for example, has become a common strategic objective in both the private and public sectors. The personnel office can help develop a shared commitment to service quality and customer satisfaction through its employee orientation sessions and training programs. It can also redesign performance appraisal and incentive systems so that employees are rewarded for emphasizing quality and customer service. The personnel office can undertake similar efforts in agencies seeking to move from a process-oriented to a result-oriented culture (Tomkins, 2002, p. 8).

Evaluating service levels and improving customer relations are initiatives that are specified in the Old Dominion University 2000 –2005 Strategic Plan.

Old Dominion seeks to enhance its image as an excellent service provider and achieve a reputation of responsiveness and accessibility for academic programs and services to a diverse community. To accomplish this, the University will provide excellent service, good communications, recognition programs for valued contributions, and pleasing, safe surroundings” (Old Dominion University Strategic Plan 2000 – 2005, p. 71).

Summary

The review of literature indicates that periodic evaluation of service is essential for an organization to maintain its effectiveness. Evaluating service should be carried out in such a way that gaps between a customer’s perception of service and actual service provided are identified. To accomplish such a gap analysis the literature recommends evaluating service on the following dimensions: responsiveness, reliability, tangibles, communication, competence, access, credibility, courtesy, understanding/knowing the customer and security (DiDomenico & Bonnici, 1996, p. 2). Customer satisfaction takes place when customer expectations are met. However, customer loyalty is created when customer expectations are exceeded. Customer satisfaction can be impacted by the following variables: business needs, human needs, physical quality and interactive quality. When focusing on quality, a human resources department's initiatives should be in alignment with the strategic initiatives of the organization that it represents. The following chapter, Chapter III, Methods and Procedures, details the research population, instrument design, methods of data collection and method of statistical analysis.

CHAPTER III

METHODS AND PROCEDURES

Chapter III explains the methods and procedures used in collecting the data necessary for this research. Descriptions of the population and instrument design used in this study are included in this chapter. The data collection procedures and statistical analysis are also explained.

Population

The population for this study consisted of a random sample of Old Dominion University faculty, faculty administrators, classified employees and hourly employees. The sample consisted of one thousand and ninety (1090) employees.

Instrument Design

The instrument used to gather the data for this study was a survey (Appendix A). The survey was designed by the researcher and titled, Old Dominion University Department of Human Resources Service Assessment Questionnaire. The first item on the instrument asked respondents to indicate to what extent they had used the Department of Human Resources to assist them with their human resources needs. The survey had six sections; one for each of the six human resources services being evaluated. Each section had a series of 4-8 Likert scale type questions, followed by an open question inviting respondents to state any comments, concerns or suggestions regarding the respective human resources service. The Likert scale type questions were designed to reflect services rendered on a human level and services rendered on a business level. An example of a human level service item to be evaluated was “friendly service.” An example of a business level service item to be evaluated was “ability to effectively screen applicants.”

The last question on the survey asked respondents to share any overall comments, concerns or suggestions for the entire ODU Department of Human Resources. This allowed respondents to comment on any aspect of the human resources services received, not just those services isolated in the instrument. Respondents were asked to identify their employment classification, management designation (supervisor or non-supervisor) and vice presidential area. Respondents were not asked to identify their names.

Data Collection Procedures

The majority of the employees selected to participate in the study received email correspondence (Appendix B) inviting them to participate in the survey; providing instructions on how to access the survey; informing them of incentives for participating in the survey; providing instructions on how to notify the researcher that the survey had been completed; and thanking them in advance for their participation. Respondents without electronic access were mailed paper-based copies of the surveys accompanied by a cover document (Appendix C). Respondents had nineteen days to complete the survey. To increase response rates, respondents had the opportunity to be included in three raffle-type drawings. When respondents completed the survey, they notified the researcher (electronically or telephonically) that they had completed the survey. The respondents' names were not attached to the survey instruments, so the respondents' anonymity was protected. Respondents were eligible for all subsequent drawings once the notification had been received. On the third day after the survey was sent there were two drawings for \$10 gift certificates to a local bookstore. On the eleventh day after the survey was sent there were two drawings for \$25 gift certificates to a local bookstore. On the eighteenth day after the survey was sent there was one drawing for a \$50 gift certificate to a local department store.

The data from the electronic surveys was collected utilizing Inquisite®, a data collection software system for online surveys. The software automatically captured the data from the electronic surveys. The paper-based surveys were sent to a third party via the university's inner-office mail system. Once received the paper surveys were inputted into Inquisite® electronically by a third party data processor. The researcher received reports, run on Inquisite®, detailing the data to be analyzed.

Statistical Analysis

The responses for each question were compiled and tabulated to provide the information regarding each respondent's perception of the quality of human and business level services provided by the Old Dominion University Department of Human Resources. The median was calculated for the Likert scale responses. Comments, concerns and suggestions provided by the respondents were captured and included in the analysis as qualitative data.

Summary

This chapter provided information on the methods and procedures used to gather the data necessary to conduct this research. The population and the instrument design were identified. An explanation of the procedure of how the data were collected and how the data gathered were analyzed was provided. Chapter IV describes the findings and analyzes the data collected.

CHAPTER IV

FINDINGS

The problem of this study was to evaluate the level of customer satisfaction with the services provided by the Old Dominion University Department of Human Resources. The tabulated data, along with an overview of the responses from the completed surveys are presented in this chapter. The research goals that were established to provide direction for this study were:

1. What are the Department of Human Resources baseline service levels?
2. How effectively does the Department of Human Resources meet its customers' human needs?
3. What products and services can the Department of Human Resources improve to better meet its customers' needs?
4. What is the overall level of customer satisfaction with the Department of Human Resources?

Response Rate

Surveys were administered to faculty, faculty administrators, classified employees and hourly employees. A random sample of one thousand ninety (1090) employees was used. Three hundred and ninety-four (394) responses were received. Seventy-four (74), 19.37% of the respondents were faculty. Eighty-nine (89), 23.30% of the respondents were administrative/professional faculty. One hundred and eighty-nine (189), 49.48% of the respondents were classified employees. Thirty (30), 7.85% of the respondents were hourly employees. The overall response rate was 36%.

Survey Data Analysis

The survey was designed to assess the quality of service provided by the following areas of the Department of Human Resources:

- Customer Service
- Benefits
- Classification and Compensation
- Employee Relations
- Employment Services, and
- Training and Development

Respondents were asked to use a 5-point Likert-type scale to respond to the survey items for each of the Human Resources areas being evaluated. The scale was as follows:

5 – Excellent 4 – Good 3 – Average 2 – Poor 1 – Very Poor N/A

Base line service levels for each area were determined by the unique questions specific to the services provided by the area being evaluated. There were two survey items that were shared by each of the six areas: An evaluation of “Friendly Service” and “Overall Quality of Customer Service.” Additionally, respondents were asked to state any comments, concerns or suggestions for the designated Human Resources area. This chapter will describe the data gathered relevant to each of the areas of the Department of Human Resources being evaluated. This information will be used to determine the department’s baseline service levels. This was the first goal of the study.

Baseline Service Levels

Customer Service

Customer Service is the front desk reception function. It is the area that answers when customers dial the main Department of Human Resources extension. Respondents were asked to rate the Customer Service area on five elements of customer service related to the front desk operations.

Friendly service. Two hundred sixteen (216), 59.02% of the respondents stated Excellent; one hundred and four (104), 28.42% stated Good; twenty (20), 5.46% stated Average; One (1), 0.27% stated Poor; and, twenty-five (25), 6.83% stated Not Applicable. The mean response was calculated to be 4.57, Excellent.

Answered phone in a timely manner. Two hundred and three (203), 55.62% of the respondents stated Excellent; one hundred and thirteen (113), 30.96% stated Good; sixteen (16), 4.38% stated Average; four (4), 1.10% stated Poor; one (1), 0.27% stated Very Poor; and, twenty-eight (28) stated Not Applicable. The mean response was calculated to be 4.52, Excellent.

Effectively directed you to the appropriate staff member. Two hundred and one (201), 55.07% of the respondents stated Excellent; one hundred and twenty (120), 32.88% stated Good; thirteen (13), 3.56% stated Average; six (6), 1.64% stated Poor; one (1), 0.27% stated Very Poor; and, twenty-four (24), 6.58% stated Not Applicable. The mean was calculated to be 4.51, Excellent.

Overall quality of customer service. Two hundred and four (204), 55.89% of the respondents stated Excellent; one hundred thirteen (113), 30.96% stated Good; twenty (20), 5.48% stated average; one (1), 0.27% stated Poor; one (1), 0.27% stated Very Poor; and, twenty-six (26), 7.12% stated Not Applicable. The mean was calculated to be 4.53,

Excellent. Figure 1 provides a graphic representation of the respondents' assessment of the overall quality of customer service for the Customer Service area of the Department of Human Resources.

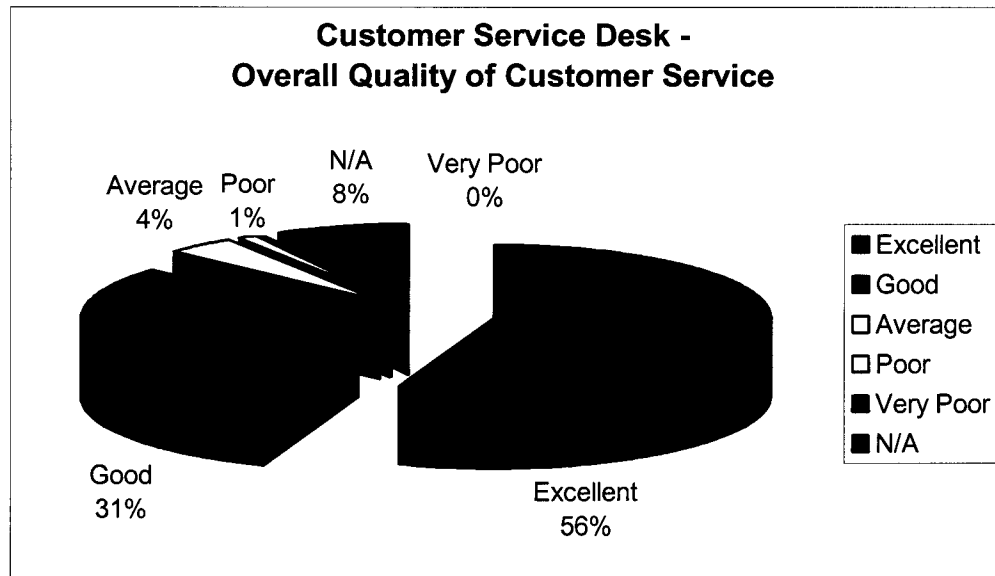


Figure 1

A graphic representation of the respondent's assessment of the overall quality of customer service for the front desk area of the Department of Human Resources.

Benefits

Benefits is the area that administers all benefit programs, including educational aid, return-to-work and workers' compensation, benefits counseling and benefits seminars. Respondents were asked to rate the Benefits area on five elements of customer service related to the benefits administration function.

Friendly service. Two hundred and three (203), 55.46% of the respondents stated Excellent; one hundred and two (102), 27.87% stated Good; twenty five (25) 6.83%

stated Average; one (1), 0.27% stated Poor; one (1), 0.27% stated Very Poor; and, thirty-four (34), 9.29% stated Not Applicable. The mean was calculated to be 4.52, Excellent.

Responsiveness' (To what extent were your questions answered? needs met? transactions completed?) Two hundred (200), 54.79% of the respondents stated Excellent; ninety-eight (98), 26.85% stated Good; twenty-one (21), 5.75% stated Average; seven (7), 1.92% stated Poor; four (4), 1.10% stated Very Poor; and, thirty-five (35), 9.59% stated Not Applicable. The mean was calculated to be 4.46, Good.

Questions effectively answered. Two hundred (200), 54.79% of the respondents stated Excellent; ninety-seven (97), 26.58% stated Good; twenty-five (25), 6.85% stated Average; five (5), 1.37% stated Poor; three (3), 0.82% stated Very Poor; and, thirty-five (35), 9.59% stated Not Applicable. The mean was calculated to be 4.47, Good.

Timeliness of service received. Two hundred and one (201), 55.68% of the respondents stated Excellent; eighty-nine (89), 24.65% stated Good; twenty-seven (27), 7.48% stated Average; seven (7), 1.94% stated Poor; two (2), 0.55% stated Very Poor; and, thirty-five (35), 9.70% stated Not Applicable. The mean was calculated to be 4.47, Good.

Overall quality of customer service. One hundred and ninety-eight (198), 54.70% of the respondents stated Excellent; one hundred and four (104), 28.73% stated Good; twenty-one (21), 5.80% stated Average; three (3), 0.83% stated Poor, three (3), 0.83% stated Very Poor; and, thirty-three (33), 9.12% stated Not Applicable. The mean was calculated to be 4.49, Good. Figure 2 provides a graphic representation of the respondents' assessment of the overall quality of customer service for the Benefits area of the Department of Human Resources.

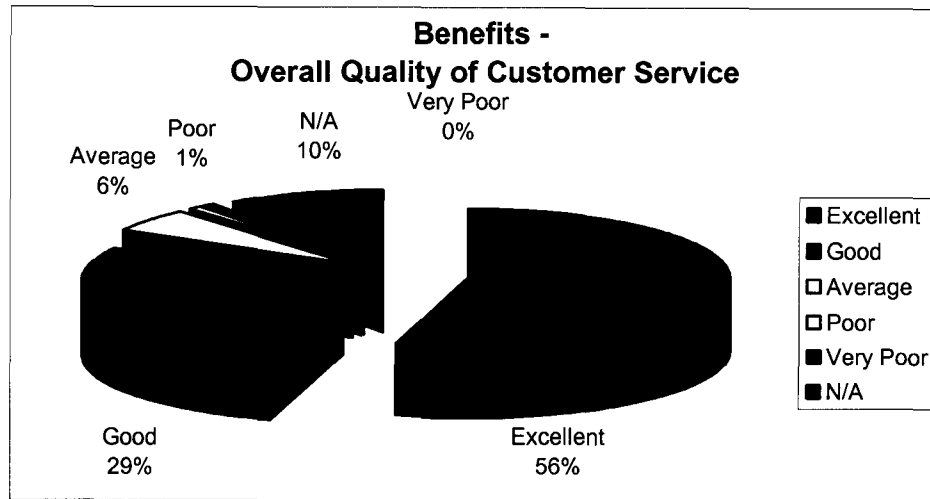


Figure 2

A graphic representation of the respondent's assessment of the overall quality of customer service for the Benefits area of the Department of Human Resources.

Classification and Compensation

Classification and Compensation is the area of Human Resources that administers the state classification and compensation systems, conducts salary surveys and data analysis and provides job analysis and pay recommendations for administrative and professional faculty. Respondents were asked to rate the Classification and Compensation area on six elements of customer service related to that function.

Friendly service. Eighty-one (81), 24.77% of the respondents stated Excellent; eighty-eight (88), 26.91% stated Good; twenty-one (21), 6.42% stated Average; five (5), 1.53% stated Poor; one (1), 0.31% stated Very Poor; and, one hundred and thirty-one (131), 40.06% stated Not Applicable. The mean was calculated to be 4.24, Good.

Responsiveness (To what extent were your questions answered? needs met? transactions completed?) Sixty-nine (69), 21.30% of the respondents stated Excellent; eighty-five (85), 26.23% stated Good; twenty-nine (29), 8.95% stated Average; eight (8), 2.47%

stated Poor; two (2), 0.62% stated Very Poor; and, one hundred and thirty-one (131), 40.43% stated Not Applicable. The mean was calculated to be 4.09, Good.

Questions effectively answered. Seventy-one (71), 21.65% of the respondents stated Excellent; eighty-six (86), 26.22% stated Good; twenty-eight (28), 8.54% stated Average; nine (9), 2.74% stated Poor; three (3), 0.91% stated Very poor; and, one hundred and thirty-one (131), 39.94%stated Not Applicable. The mean was calculated to be 4.08, Good.

Timeliness of service received. Seventy-eight (78), 24% of the respondents stated Excellent; eighty-four (84), 25.85% stated Good; twenty-one (21) 6.46% stated Average; eight (8), 2.46% stated Poor; two (2), 0.62% stated Very Poor; and, one hundred and thirty-two (132), 40.62% stated Not Applicable. The mean was calculated to be 4.18, Good.

Balanced understanding your viewpoint with making objective classification/compensation decisions. Sixty-five (65), 19.88% of the respondents stated Excellent; seventy-eight (78), 23.85% stated Good; thirty-six (36), 11.01% stated Average; ten (10), 3.06% stated Poor; one (1), 0.31% stated Very Poor; and, one hundred and thirty-seven (137), 41.90% stated Not Applicable. The mean was calculated to be 4.03, Good.

Overall quality of customer service. Seventy-three (73), 22.39% of the respondents stated Excellent; eighty-seven (87), 26.69% stated Good; thirty-one (31), 9.51% stated Average; four (4), 1.23% stated Poor; two (2), 0.61% stated Very Poor; and, one hundred and twenty-nine (129), 39.57% stated Not Applicable. The mean was calculated to be 4.14, Good. Figure 3 provides a graphic representation of the respondents' assessment of

the overall quality of customer service for the Classification and Compensation area of the Department of Human Resources.

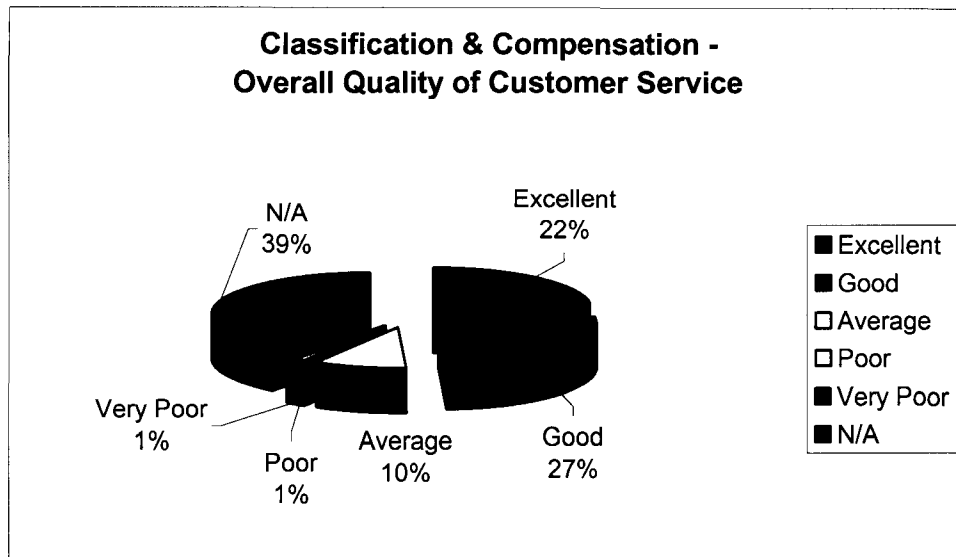


Figure 3

A graphic representation of the respondent's assessment of the overall quality of customer service for the Classification and Compensation area of the Department of Human Resources.

Employee Relations

Employee Relations is the area of Human Resources responsible for the management, mediation and resolution of workplace issues, administration of the Standards of Conduct and Grievance Procedure, employee communications and employee relations training. Respondents were asked to rate the Employee Relations area on seven elements of customer service related to the Employee Relations function.

Friendly service. Ninety-seven (97), 29.57% of the respondents stated Excellent; seventy-five (75), 22.87% stated Good; twenty-one (21), 6.40% stated Average; two (2), 0.61% stated Poor; and one hundred and thirty-three (133), 40.55% stated Not Applicable. The mean was calculated to be 4.37, Good.

Responsiveness (To what extent were your questions answered? needs met? transactions completed?) Eighty-three (83), 25.54% of the respondents stated Excellent; sixty-eight, (68), 20.92% stated Good; thirty-three (33), 10.15% stated Average; seven (7), 2.15% stated Poor; one (1), 0.31% stated Very Poor; and, one hundred and thirty-three stated Not Applicable. The mean was calculated to be 4.17, Good.

Questions effectively answered. Eighty-one (81), 24.85% of the respondents stated Excellent; sixty-nine (69), 21.17% stated Good; thirty-four (34), 10.43% stated Average; eight (8), 2.45% stated Poor; one (1), 0.31% stated Very Poor; and, one hundred and thirty-three (133), 40.80% stated Not Applicable. The mean was calculated to be 4.15, Good.

Timeliness of service received. Seventy-seven (77), 23.91% of the respondents stated Excellent; sixty-seven (67), 20.81% stated Good; thirty-nine (39), 12.11% stated Average; three (3), 0.93% stated Poor; three (3), 0.93% stated Very Poor; and, one hundred and thirty-three (133), 41.30% stated Not Applicable. The mean was calculated to be 4.12, Good.

Quality of counseling provided on management or employee rights and responsibilities. Seventy-seven (77), 23.62% of the respondents stated Excellent; seventy-one (71), 21.78% stated Good; twenty-five (25), 7.67% stated Average; eight (8), 2.45% stated Poor; one (1), 0.31% stated Very Poor; and, one hundred and forty-four (144), 44.17% stated Not Applicable. The mean was calculated to be 4.18, Good.

Policy information and interpretation received. Eighty-five (85), 26.23% of the respondents stated Excellent; sixty-five (65), 20.06% stated Good; thirty (30), 9.26% stated Average; six (6), 1.85% stated Poor; one (1) 0.31% stated Very Poor; one hundred

and thirty-seven (137), 42.28% stated Not Applicable. The mean was calculated to be 4.21, Good.

Overall quality of customer service. Eighty-three (83), 25.86% of the respondents stated Excellent; seventy-six (76), 23.68% stated Good; twenty-one (21), 6.54% stated Average; nine (9), 2.80% stated Poor; one hundred and thirty-two (132), 41.12% stated Not Applicable. The mean was calculated to be 4.23, Good. Figure 4 provides a graphic representation of the respondents' assessment of the overall quality of customer service for the Employee Relations area of the Department of Human Resources.

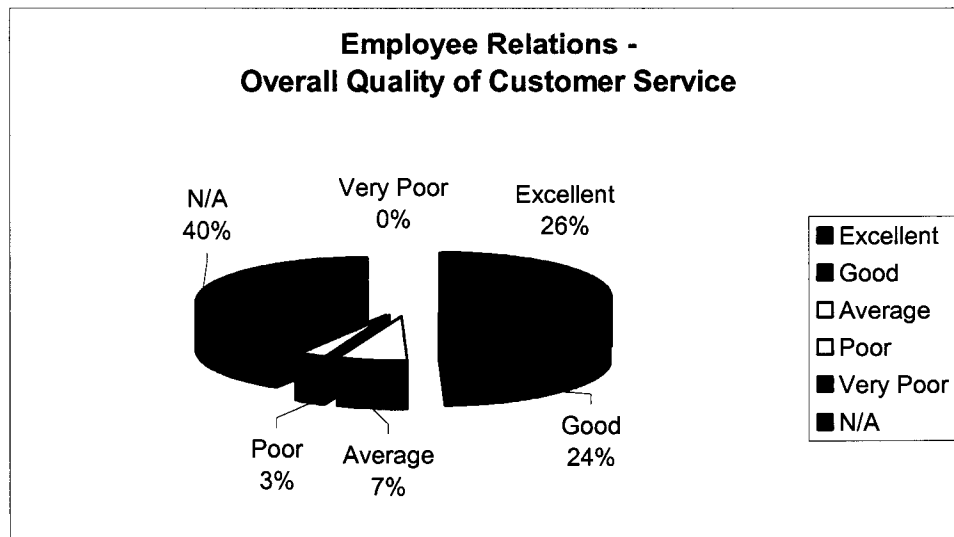


Figure 4

A graphic representation of the respondent's assessment of the overall quality of customer service for the Employee Relations area of the Department of Human Resources.

Employment Services

Employment Services is the area responsible for the administration of recruitment, selection, operational transactions and records management. Respondents were asked to rate the Employment Services area on six elements of customer service related to the employment services function.

Friendly service. Ninety (90), 27.11% of the respondents stated Excellent; Ninety-five (95), 28.61% stated Good; twenty (20), 6.02% stated Average; two (2), 0.60% stated Poor; and, one hundred and twenty-five (125), 37.65% stated Not Applicable. The mean was calculated to be 4.32, Good.

Responsiveness of the representative providing recruitment and employment services. Eighty-one (81), 24.70% of the respondents stated Excellent; ninety-four (94), 28.86% stated Good; twenty-eight (28), 8.54% stated Average; three (3), 0.91% stated Poor; and, one hundred twenty-two (122), 37.20% stated Not Applicable. The mean was calculated to be 4.23, Good.

Ability to effectively screen applicants. Sixty-seven (67), 20.36% of the respondents stated Excellent; eighty-three (83), 25.23% stated Good; thirty-eight (38), 11.55% stated Average; six (6) 1.82% stated Poor; and, one hundred and thirty-five (135), 41.03% stated Not Applicable. The mean was calculated to be 4.09, Good.

Timeliness of service rendered. Seventy-seven (77), 23.62% of the respondents stated Excellent; eighty-six (86) 26.38% stated Good; thirty-four (34) 10.43% stated Average; seven (7), 2.15% stated Poor; and, one hundred twenty-two (122), 37.42% stated Not Applicable. The mean was calculated to be 4.14, Good.

Quality of recruitment and employment counseling and information provided. Sixty-nine (69), 21.17% of the respondents stated Excellent; eighty-six (86), 26.38% stated Good; thirty-two (32), 9.82% stated Average; five (5), 1.53% stated Poor; one (1), 0.31% stated Very Poor, one hundred and thirty-three (133), 40.80% stated Not Applicable. The mean was calculated to be 4.12, Good.

Overall quality of customer service. Seventy-five (75), 23.01% of the respondents stated Excellent; ninety-five (95), 29.14% stated Good; thirty-four (34), 10.43% stated Average;

one (1), 0.31% stated Poor; and, one-hundred and twenty-one (121), 37.12% stated Not Applicable. The mean was calculated to be 4.19, Good. Figure 5 provides a graphic representation of the respondents' assessment of the overall quality of customer service for the Employment Services area of the Department of Human Resources.

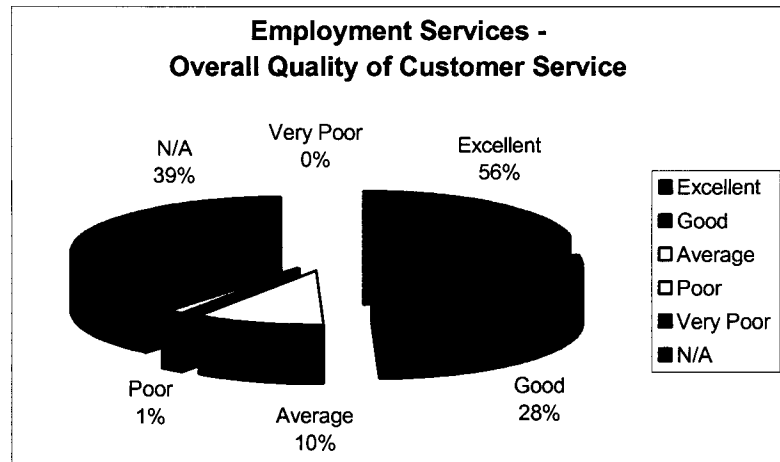


Figure 5

A graphic representation of the respondent's assessment of the overall quality of customer service for the Employment Services area of the Department of Human Resources.

Training and Development

Training and Development is the area responsible for the design, delivery and evaluation of training, conducting needs assessments, organizational assessments and organizational development initiatives. Respondents were asked to rate the Training and Development area of Human Resources on eight elements of customer service related to the training and development function.

Friendly service. One hundred and seventy-six (176), 52.85% of the respondents stated Excellent; sixty-one (61), 18.32% stated Good; eight (8), 2.40% stated Average; and,

eighty-eight (88), 26.43% stated Not Applicable. The mean was calculated to be 4.69, Excellent.

Responsiveness (timeliness of service, meeting deadlines, etc.). One hundred and forty-eight (148), 44.71% of the respondents stated Excellent; seventy-seven (77), 23.26% stated Good; fifteen (15), 4.53% stated Average; three (3), 0.91% stated Poor; one (1), 0.30% stated Very Poor; and, eighty-seven (87), 26.28% stated Not Applicable. The mean was calculated to be 4.51, Excellent.

Questions effectively answered. One hundred and fifty-two (152), 45.51% of the respondents stated Excellent; seventy-five (75), 22.46% stated Good; fifteen (15), 4.49% stated Average; three (3), 0.90% stated Poor; one (1) stated Very Poor; and, eighty-eight stated Not Applicable. The mean was calculated to be 4.52, Excellent.

Timeliness of service received. One hundred and fifty (150), 45.59% of the respondents stated Excellent; seventy-two (72), 21.88% stated Good; sixteen (16), 4.86% stated Good; two (2) 0.61% stated Poor; one (1), 0.31% stated Very Poor; and eighty-eight (88), 26.75% stated Not Applicable. The mean was calculated to be 4.53, Excellent.

Scheduling (frequency & duration) of classes provided. One hundred and thirty (130), 39.51% of the respondents stated Excellent; eighty-five (85), 25.84% stated Good; twenty (20), 6.08% stated Average; five (5), 1.52% stated Poor; two (2), 0.61% stated Very Poor; and, eighty-seven (87), 26.44% stated Not Applicable. The mean was calculated to be 4.39, Good.

Effectively provide communication on available training. One hundred and fifty-five (155), 46.83% of the respondents stated Excellent; sixty-six (66), 19.94% stated Good; eighteen (18), 5.44% stated Average; five (5), 1.51% stated Poor; three (3), 0.91% stated

Very Poor; and, eighty-four (84), 25.38% stated Not Applicable. The mean was calculated to be 4.48, Good.

Effectiveness of organization development (strategic planning, teambuilding, organizational assessment, etc). One hundred thirty-six (136), 41.21% of the respondents stated Excellent; seventy-six (76), 23.03% stated Good; twenty (20), 6.06% stated Average; five (5), 1.52% stated Poor; and, ninety-three (93), 28.18% stated Not Applicable. The mean was calculated to be 4.45, Good.

Overall quality of customer service. One hundred and fifty (150), 46.58% of the respondents stated Excellent; seventy-three (73), 22.67% stated Good; thirteen (13), 4.04% stated Average; four (4), 1.24% stated Poor; and, eighty-two (82), 25.47% stated Not Applicable. The mean was calculated to be 4.54, Excellent. Figure 6 provides a graphic representation of the respondents' assessment of the overall quality of customer service for the Training and Development area of the Department of Human Resources.

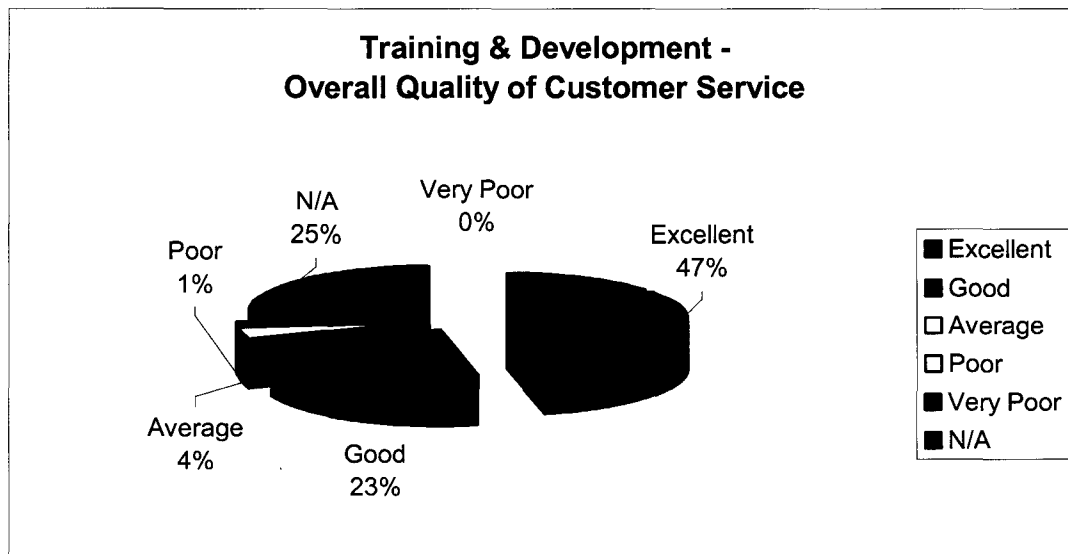


Figure 6

A graphic representation of the respondent's assessment of the overall quality of customer service for the Training and Development area of the Department of Human Resources.

Human Level Needs

The second goal for this study was to determine how effectively the Department of Human Resources was meeting its customers' human level needs. Human services address human level needs. Human services are defined as those services that satisfy a customer's human needs such as courteous treatment, attention and acceptance of the customer's viewpoint. By asking survey respondents to rate the six areas of the Department of Human Resources on "Friendly service," the extent to which human level needs were being met was determined. A 5-point Likert-type scale was used - Excellent (5); Good (4); Average (3); Poor (2); and Very Poor (1). The Customer Service (front desk) area received a mean score of 4.57 (Excellent). The Benefits area received a mean score of 4.52 (Excellent). The Classification and Compensation area received a mean score of 4.24 (Good). The Employee Relations area received a mean score of 4.37 (Good). The Employment Services area received a mean score of 4.32 (Good). The Training and Development area received a mean score of 4.69 (Excellent). The Department of Human Resources received an overall rating of 4.45% (Good) on "Friendly service." Therefore the Department of Human Resources was rated "Good" on meeting its customers human level needs. Table 1 lists the percentages for each of the six areas based on the respondents' ratings of friendly service and their related mean scores.

Table 1. *Percentages based on respondents rating of friendly service.*

Area of Human Resources	Excellent (5)	Good (4)	Average (3)	Poor (2)	VPoor (1)	N/A	Mean
Customer Service (front desk)	59.02%	28.42%	5.46%	0.27%	0%	6.83%	4.57
Benefits	55.46%	27.87%	6.83%	0.27%	0.27%	9.29%	4.52
Classification/ Compensation	24.77%	26.91%	6.42%	1.53%	0.31%	40.06%	4.24
Employee Relations	29.57%	22.87%	6.40%	0.61%	0%	40.55%	4.37
Employment Services	27.11%	28.61%	6.02%	0.60%	0%	37.65%	4.32
Training & Development	52.85%	18.32%	2.40%	0%	0%	26.43%	4.69
Average	41.42%	25.50%	5.59%	.55%	0.10%	26.80%	4.45

Service Improvements

The third goal of the study was to determine what products and services the Department of Human Resources could improve to better meet its customers' needs. Respondents were asked to write any comments, concerns or suggestions pertaining to each of the six areas of the Department of Human Resources being evaluated. Feedback provided will be used to determine what products or services the Department of Human Resources can improve to better meet its customer's needs. Following are enhancements for each of the six areas evaluated that the Department of Human Resources should consider for improved services based upon survey responses.

Customer Service (Front-Desk) Area Improvements

Respondents did not specify any elements of service that needed to be enhanced by the customer service front desk operations area.

Benefits Area Improvements

Respondents indicated that they would like to see more benefits-related training throughout the year, not just during open-enrollment periods and during the New Employee Orientation program.

Classification and Compensation Area Improvements

The Classification and Compensation area needs to improve its communication and education efforts to clarify its role and to address misunderstandings about the classification and compensation system. Based on respondent feedback there appeared to be some confusion, miscommunication or insufficient communication concerning the compensation system for classified employees. Some respondents perceived that the Department of Human Resources determined annual salary increases. Other respondents were confusing classification and compensation services with payroll services.

Employee Relations Area Improvements

The Employee Relations area needs to better communicate the services it provides to employees and managers including explaining its role as a neutral party that objectively provides assistance to employees and managers. It appeared that some employees had the perception that Employee Relations is not a neutral party when addressing employee and manager disputes. Some employees perceived that Employee Relations is an extension of management and some managers perceive that Employee Relations is an advocate for the employee.

Employment Services Area Improvements

The Employment Services area needs to ensure that hiring officials receive continuous guidance throughout the recruitment process. Based on respondent feedback, there appeared to be some frustration with the recruitment process. Some respondents perceive that the process takes too long and that it is too cumbersome.

Training and Development Area Improvements

The Training and Development area needs to improve the availability of its program offerings ensuring accessibility to off-site employees and to employees who are unable to leave the worksite for four hours at a time.

Overall Customer Satisfaction

The fourth goal of the study was to determine the overall level of customer satisfaction with the Department of Human Resources. By asking survey respondents to rate the 6 areas of the Department of Human Resources on “Overall quality of customer service,” the overall customer satisfaction for the Department of Human Resources could be determined. A 5-point Likert-type scale was used - Excellent (5); Good (4); Average (3); Poor (2); and Very Poor (1). The Customer Service (front desk) area received a mean

score of 4.53 (Excellent). The Benefits area received a mean score of 4.49 (Good). The Classification and Compensation area received a mean score of 4.14 (Good). The Employee Relations area received a mean score of 4.23 (Good). The Employment Services area received a mean score of 4.19 (Good). The Training and Development area received a mean score of 4.54 (Excellent). The Department of Human Resources received an overall rating of 4.35 on “Overall quality of customer service.” Therefore the overall level of customer satisfaction with the Department of Human Resources was “Good.” Table 2 displays percentages based on respondents’ ratings of overall quality of customer service for each of the six areas of the Department of Human Resources being evaluated and its mean scores.

Table 2. *Percentages based on respondents’ rating of overall customer satisfaction.*

Area of Human Resources	Excellent (5)	Good (4)	Average (3)	Poor (2)	VPoor (1)	N/A	Mean
Customer Service (front desk)	55.89%	30.96%	5.48%	0.27%	0.27%	7.12%	4.53
Benefits	54.70%	28.73%	5.80%	0.83%	0.83%	9.12%	4.49
Classification/ Compensation	22.39%	26.69%	9.51%	1.23%	0.61%	39.57%	4.14
Employee Relations	25.86%	23.68%	6.54%	2.80%	0%	41.12%	4.23
Employment Services	23.01%	29.14%	10.43%	0.31%	0%	37.12%	4.19
Training & Development	46.58%	22.67%	4.04%	1.24%	0%	25.47%	4.54
Average	38.07%	26.98%	6.97%	1.11%	0.39%	26.39%	4.35

Summary

This chapter presented the data collected for the research to evaluate the level of customer satisfaction with the services provided by the Old Dominion University Department of Human Resources. This chapter described the survey response rate and the survey data analysis. The findings identified the Department of Human Resources’ baseline service levels, to what extent the department met its customers’ human level needs, the products and services that could be improved to better meet customer needs

and the overall level of customer satisfaction with the department. Chapter V presents the summary, conclusion and recommendations for the use of this research study.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the research study and draws conclusions by answering the research goals using the data collected from the completed surveys. The researcher will make recommendations based upon the results of the study.

Summary

The Old Dominion University Department of Human Resources is responsible for the administration of all University hiring practices, policy interpretation, employee benefits, personnel operations and training and organization development. The department's customers are potential job applicants, applicants, faculty, faculty administrators, classified employees, wage employees and student workers. The entire ODU workforce is dependent upon the Department of Human Resources. The degree to which Human Resources personnel meet the needs of their customers and the manner in which those needs are met can have a positive or negative effect throughout the entire University. How well is the Department of Human Resources meeting its customer's needs? What is the perception of service that customers have? What is their level of satisfaction? Answering these questions was the basis for this study.

The problem of this study was to evaluate the level of customer satisfaction with the services provided by the Old Dominion University Department of Human Resources. The following goals provided direction for this study:

1. What are the Department of Human Resources' base line service levels?
2. How effectively does the Department of Human Resources meet its customers' human needs?

3. What products and services can the Department of Human Resources improve to better meet its customers' needs?
4. What is the overall level of customer satisfaction with the Department of Human Resources?

Conclusions

The first goal of this study was to determine baseline service levels for the Department of Human Resources. These data were determined by asking respondents to rate each of the six areas of the Department of Human Resources on "overall quality of customer service". A 5-point Likert-type scale was used - Excellent (5); Good (4); Average (3); Poor (2); and Very Poor (1). The mean for the Customer Service (front desk) area was 4.53 (Excellent). The mean for the Benefits area was 4.49 (Good). The mean for the Classification and Compensation area was 4.14 (Good). The mean for the Employee Relations area was 4.23 (Good). The mean for the Employment Services area was 4.19 (Good). The mean for the Training and Development area was 4.54 (Excellent). The overall baseline service level for the Department of Human Resources was 4.35 (Good).

The second goal of this study was to determine how effectively the Department of Human Resources was meeting its customers' human needs. By asking survey respondents to rate the six areas of the Department of Human Resources on "Friendly Service," the extent to which human level needs were being met was determined. A 5-point Likert-type scale was used - Excellent (5); Good (4); Average (3); Poor (2); and Very Poor (1). The Customer Service (front desk) area received a mean score of 4.57 (Excellent). The Benefits area received a mean score of 4.52 (Excellent). The Classification and Compensation area received a mean score of 4.24 (Good). The

Employee Relations area received a mean score of 4.37 (Good). The Employment Services area received a mean score of 4.32 (Good). The Training and Development area received a mean score of 4.69 (Excellent). The Department of Human Resources received an overall rating of 4.45% (Good) on Friendly Service. Therefore the Department of Human Resources was rated Good on meeting its customers' human needs.

The third goal of this study was to determine what products and services the Department of Human Resources could improve to better meet its customers' needs. Respondents were asked to write any comments, concerns or suggestions pertaining to each of the six areas of the Department of Human Resources being evaluated. Feedback provided was used to determine what products or services the Department of Human Resources can improve to better meet its customer's needs. Following were customer service improvements for each of the six areas evaluated.

Customer Service (Front-Desk) Area Improvements

Respondents did not specify any elements of service that needed to be enhanced by the customer service front desk operations area.

Benefits Area Improvements

Respondents indicated that they would like to see more benefits-related training throughout the year, not just during open-enrollment periods and during the New Employee Orientation program.

Classification And Compensation Area Improvements

The Classification and Compensation area needs to improve its communication and education efforts to clarify its role and to address misunderstandings about the classification and compensation system.

Employee Relations Area Improvements

The Employee Relations area needs to improve communication about the services it provides to employees and managers including explaining its role as a neutral party that objectively provides assistance to employees and managers.

Employment Services Area Improvements

The Employment Services area needs to ensure that hiring officials receive continuous guidance throughout the recruitment process.

Training and Development Area Improvements

The Training and Development area needs to improve the availability of its program offerings ensuring accessibility to off-site employees and to employees who are unable to leave the worksite for four hours at a time.

The fourth goal of the study was to determine the overall level of customer satisfaction with the Department of Human Resources. The data that corresponds with the first goal for this study, what are the baseline service levels for the Department of Human Resources, also answer goal number four. The aim of the first goal was to establish a baseline from which future studies can be compared. The aim of the fourth goal was to determine the overall perception of the customer service provided by the Department of Human Resources. The overall perception of the customer service provided by the Department of Human Resources is Good, based on a mean rating of 4.35.

Recommendations

Based on the findings and conclusions of this research study, the researcher offers the following recommendations:

Recommendations for the Department of Human Resources

The Benefits area should develop and deliver a Benefits 101 training module that will provide additional learning opportunities about employee benefits throughout the year. The researcher recommends that the Benefits 101 training module be offered as a self-paced on-line module and as an open enrollment classroom training program.

The Department of Human Resources should create more opportunities to educate employees and managers about the classification and compensation system. The department should provide structured training opportunities on this topic throughout the year. Also, the department should be more proactive in working one-on-one with supervisors initiating compensation and classification actions by conducting field audits to gather more information to assist with the determination process.

The researcher recommends that the Employee Relations area provide more information via department newsletter articles, memorandums and training sessions to more effectively communicate the role of the employee relations function. Additionally, the Employee Relations manager should proactively meet with campus departments to help managers and employees to better understand the role of employee relations. The Employee Relations manager should have one-on-one meetings with new University managers to explain how the Employee Relations area can assist them in addressing their employee-related concerns.

The researcher recommends that the Department of Human Resources transition to an on-line recruitment system to make the hiring process more efficient. The on-line system should be configured so that no one has access to the system without first contacting the Employment Services area to obtain a password. The Employment Services area should then closely guide the hiring manger through the process. The

Employment Services area should also provide periodic training on the recruitment, selection and hiring process so that hiring managers will have realistic expectations regarding the time required to complete the process.

The researcher recommends that the Training and Development area increase the use of video broadcasting to make learning topics more accessible to off-site employees. The department should also develop more on-line learning modules so that employees can participate in training at times that are most convenient for them.

Recommendations for Future Research

The researcher recommends that a study be conducted to determine how knowledgeable the campus community is about the services that the Employee Relations area and the Classification and Compensation area provide. The results of the study indicated that 39% of the respondents selected “Not Applicable” when asked to evaluate the overall quality of service for the Employee Relations area. The results of the study indicated that 40% of the respondents indicated “Not Applicable” when asked to evaluate the overall quality of service for the Classification and Compensation area. This could indicate that the Employee Relations area and the Classification and Compensation area need to engage in more outreach to educate the campus community on the services that they provide. The study should identify the specific knowledge deficiencies that exist about these areas so that the department can address the specific misunderstandings.

The researcher recommends that the Department of Human Resources conduct an internal customer satisfaction survey to determine how human resources employees rate themselves on:

- a) The quality of service they provide to the campus community.
- b) The quality of internal service they provide to each other.

- c) Their overall quality of work life in the department because employee morale can have an impact on employees' ability to provide quality service.

The researcher recommends that the data from this survey be isolated and analyzed by employment type. Different service trends may emerge. This information could give the Department of Human Resources an opportunity to provide more specialized services to meet the specific needs of subpopulations of employees.

The researcher recommends that the data from this survey be isolated and analyzed by vice presidential area. Different service trends may emerge based on the dynamics of each vice presidential area. This information could give the Department of Human Resources an opportunity to provide more specialized services to meet the specific needs of employees in each of the vice presidential areas within the university. Lastly, the researcher recommends repeating the study in two years.

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APPENDICES

- Appendix A - Old Dominion University Department of Human Resources Customer Satisfaction Questionnaire
- Appendix B - Email Inviting Respondents To Participate In The Online Survey
- Appendix C - Cover Document Accompanying Paper-Based Surveys

Appendix A

Old Dominion University Department of Human Resources Service Assessment Questionnaire

The purpose of this survey is to help the Old Dominion University Department of Human Resources evaluate the quality of our customer service. We appreciate your taking the time to respond to this survey.

Following are a list of services the Department of Human Resources provides. Please indicate which services that you have used (choose all that apply).

- Customer Service (front desk operations, the area that answers when you dial ext.3042)
- Benefits (the area that administers all benefits programs, including educational aid, return-to-work and workers' compensation, benefits counseling, and benefits seminars)
- Classification and Compensation (the area that administers the state classification and compensation systems, conducts salary surveys and data analysis and provides job analysis and pay recommendations for administrative and professional faculty)
- Employee Relations (the area responsible for the management, mediation and resolution of workplace issues, administration of the Standards of Conduct and Grievance Procedure, employee communications, and employee relations training)
- Employment Services (the administration of recruitment, selection, operational transactions and records management)
- Training and Development (the area responsible for the design, delivery and evaluation of training, conducting needs assessments, organizational assessments and organizational development initiatives)

How often do you use the Department of Human Resources to assist you with your human resources needs?

- More than 3 time a year
- 2 – 3 times a year
- Once a year
- Less than once a year
- Not at all

Customer Service (front desk operations, the area that answers when you dial our main ext. 3042)

Please rate our Customer Service area in the following qualities:

	Excellent	Good	Average	Poor	Very Poor	N/A
Friendly Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Answered phone in a timely manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively directed you to the appropriate staff member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall quality of customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please use the space provided to state any comments, concerns or suggestions for our Customer Service area.

Benefits (the area that administers all benefit programs, including educational aid, return-to-work and workers' compensation, benefits counseling, and benefits seminars)

Please rate our Benefits area on the following qualities:

	Excellent	Good	Average	Poor	Very Poor	N/A
Friendly Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsiveness (To what extent were your questions answered? needs met? transaction(s) completed?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Questions effectively answered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of service received	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall quality of customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please use the space provided to state any comments, concerns or suggestions for our Benefits area.

Classification and Compensation (the area that administers the state classification and compensation systems, conducts salary surveys and data analysis and provides job analysis and pay recommendations for administrative and professional faculty)
Please rate our Classification and Compensation area on the following qualities:

	Excellent	Good	Average	Poor	Very Poor	N/A
Friendly Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsiveness (To what extent were your questions answered? needs met? transaction(s) completed?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Questions effectively answered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of service received	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Balanced understanding your viewpoint with making objective classification/compensation decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall quality of customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please use the space provided to state any comments, concerns or suggestions for the Classification and Compensation area.

Employee Relations (the area responsible for the management, mediation and resolution of workplace issues, administration of the Standards of Conduct and Grievance Procedure, employee communications, and employee relations training)
Please rate the Employee Relations area on the following qualities:

	Excellent	Good	Average	Poor	Very Poor	N/A
Friendly Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsiveness (To what extent were your questions answered? needs met? transaction(s) completed?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Questions effectively answered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of service received	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of counseling provided on management or employee rights and responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Policy information and interpretation received	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall quality of customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please use the space provided to state any comments, concerns or suggestions for our Employee Relations area.

Employment Services (the administration of recruitment, selection, operational transactions and records management)
Please rate the Employment Services area on the following qualities:

	Excellent	Good	Average	Poor	Very Poor	N/A
Friendly Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsiveness (To what extent were your questions answered? needs met? transaction(s) completed?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to effectively screen applicants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of service received	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of recruitment and employment counseling and information provided	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall quality of customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please use the space provided to state any comments, concerns or suggestions pertaining to our Employment Services area.

Training and Development (the area responsible for the design, delivery and evaluation of training, conducting needs assessments, organizational assessments and organizational development initiatives)

Please rate our Training and Development area on the following qualities:

	Excellent	Good	Average	Poor	Very Poor	N/A
Friendly Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsiveness (To what extent were your questions answered? needs met? transaction(s) completed?)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Questions effectively answered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeliness of service received	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Scheduling (frequency & duration) of classes provided	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively provide communication on available training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectiveness of organization development (strategic planning, teambuilding, organizational assessments, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall quality of customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please use the space provided to state any comments, concerns or suggestions for the Training and Development area.

The Department of Human Resources offers a variety of organizational development services to the University community. Please indicate to what extent you would be interested in receiving the services listed below for you.

	Very Strong Interest	Strong Interest	Some Interest	Little Interest	No Interest
Strategic Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational Assessments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Conflict Resolution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mediation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Group Process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customized Training Programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting Facilitation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continuous Quality/Process Improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teambuilding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building Trust in the Workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please use the space below for any overall comments concerns or suggestions for the Department of Human Resources.

Please indicate your employment status.

- Faculty
 - Administrative/Professional Faculty
 - Classified
 - Hourly

How long have you been a University employee?

- Less than 12 months
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- Greater than 20 years

Are you a manager/supervisor?

- yes
- no

Please check the senior administrative area in which you work.

- President's Area
- Academic Affairs
- Administration and Finance
- Student Services
- Institutional Advancement
- Other:


Appendix B

Fw: Department of Human Resources Service Assessment - Lotus Notes

File Edit View Create Actions Help

Address

Welcome Ray Gata - All Documents X Excel Spreadsheets X Ray Gata - Inbox X Fw: Department of Human... X

 "Glenda Humphreys" <ghumphre@odu.edu>
03/31/2003 10:55 AM

To: [Redacted]
cc: "September Sanderlin" <:ssanderl@odu.edu>, "Bob Fenning" <rfenning@odu.edu>
Subject: Department of Human Resources Service Assessment

The Department of Human Resources is conducting an assessment to help us evaluate the quality of our customer service. We will use this evaluation to learn how we can be more responsive to those we serve and to establish a baseline for measuring future improvement.

You have been randomly selected to complete the web-based questionnaire. Your feedback is confidential and the survey results will be reviewed and compiled by the Institutional Research and Assessment staff.

Please click on the following URL to go directly to the survey. Or, you may copy and paste the URL into your browser.

http://crimson.ts.odu.edu/web/HR_Survey/hr_survey.html

The deadline for completing the questionnaire is Friday April 18, 2003. Survey participants who complete the survey by the following dates will be entered into drawings and have a chance to win gift certificates to local stores:

Friday, April 3, 2003	2 drawings for \$10 gift certificates to a local book store
Friday, April 11, 2003	2 drawings for \$25 gift certificates to a local book store
Friday, April 18, 2003	1 drawing for a \$50 gift certificate to Target

To enter the drawings for the gift certificates, once you have submitted your completed survey via the on-line instructions, please send an e-mail to ssanderl@odu.edu with a statement that you have completed the survey and wish to be entered into the drawings.

Based on when you send your e-mail, you will be eligible for all subsequent drawings until they have been completed. The earlier you complete the survey and send us an e-mail confirmation, the greater your chances are for winning a gift certificate.

Thank you in advance for your cooperation.

Glenda Humphreys
Old Dominion University
Director of Human Resources
757-683-3059
FAX: 757-683-3047

Appendix C

Dear Colleague:

The Department of Human Resources is conducting an assessment to help us evaluate the quality of our customer service. We will use this evaluation to learn how we can be more responsive to those we serve and to establish a baseline for measuring future improvement.

You have been randomly selected to complete the attached survey. Your feedback is confidential and the survey results will be collected the Institutional Research and Assessment staff.

The deadline for completing the questionnaire is Friday April 18, 2003. Survey participants who complete the survey by the following dates will be entered into drawings and have a chance to win gift certificates to local stores:

Friday, April 3, 2003 2 drawings for \$10 gift certificates to a local book store

Friday, April 11, 2003 2 drawings for \$25 gift certificates to a local book store

Friday, April 18, 2003 1 drawing for a \$50 gift certificate to Target

To enter the drawings for the gift certificates, once you have sent your completed survey to Institutional Research and Assessment, please call September Sanderlin at ext 4324 and tell her that you have completed the survey and wish to be entered in the drawing(s). You will be eligible for all subsequent drawings until they have been completed. The earlier you complete the survey and let September know, the greater your chances are for winning a gift certificate.

Thank you in advance for your cooperation.

Sincerely,

Glenda Humphreys
Director of Human Resources

