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**College of Business**

**The Close to the  
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# Oregon State University UABC

## Service Satisfaction Survey

Spring 2014

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## Research Objectives and Methods

The University Administrative Business Center (UABC) was implemented in August 2010 to meet the human resource, finance, and accounting support needs of many units, clubs, and activities across the Oregon State University campus. With the implementation complete, during 2011-12, C2C conducted a satisfaction survey of Business Center customers to determine the satisfaction levels of faculty and staff with Business Center services and identify actionable areas for improvement.

With a vision of including continuous improvement in transaction processing, financial reporting, and assisting the University in developing an effective and high quality workforce, OSU's Administration in early 2014 sought to assess progress again by surveying Business Center customers. To assess progress, the Administration wanted to use the questions from the 2011-12 survey so that the responses could be compared to the previous results.

The Close to the Customer Project (C2C) was commissioned to conduct an online survey for faculty, staff, and student workers and volunteers served by the UABC. C2C used the "Business Center Questionnaire" from the previous Business Center study as the basis for the survey. The questionnaire includes multiple-choice questions and two open-ended questions.

On April 18<sup>th</sup>, an email invitation containing a brief description and link to the survey was distributed to 1,599 individuals served by the UABC. On April 22<sup>nd</sup> a reminder email was sent to those who had not yet responded.

The survey remained open for two weeks. Of the 1,599 employees that received the survey invitation, a total of 480 surveys were completed for a response rate of 30.02 percent.

## Overview of Key Findings

Overall, respondents who work with UABC report high levels of satisfaction with the BC and its services; although, there are a few areas in which respondents are seeking improvement. Below is a summary of the most compelling findings from the survey data.

### **Respondents from UABC “agree”\* that their overall experience with the BC has been positive.**

1. A majority of respondents agree\*(responses of 4 or 5) that the BC representatives respond in a timely manner (Figure 11), handle issues to their satisfaction (Figure 12), are professional (Figure 13), are knowledgeable (Figure 14) and nearly half agree that they know who to contact if they have an HR question (Figure 15).
2. Half of respondents agree (responses of 4 or 5) that they know who to contact if they have a Finance and Accounting issue (Figure 16), feel the BC provides clear information on procedures and policies (Figure 17). Majority of respondents are comfortable (responses 4 or 5) approaching BC representatives with questions (Figure 18).
3. A majority of respondents agree (responses of 4 or 5) that the BC provides accurate budget preparation assistance (Figure 20) and provides timely budget preparation assistance (Figure 21).
4. A majority of respondents agree (responses of 4 or 5) that the BC delivers reports in a timely manner (Figure 22), the reports provide useful information needed to monitor financial status (Figure 23) and the reports provide useful information needed to make decisions (Figure 24).
5. Open-ended comments (Appendix A) indicate that many respondents are very satisfied with the helpfulness and reliability of the UABC staff.
6. For some statements, the units’ level of agreement is significantly different. OSU Cascades Campus, Students Affairs, and Extension have high levels of satisfaction with UABC as compared with other units, while the Research Office and Enrollment Management have lower level of satisfaction.

There are 16 units served by UABC. Respondents to the survey were asked to identify which of the 16 units served by UABC that they work in. The choices were:

- Academic Affairs
- Audit Services
- Enrollment Management
- Finance and Administration (E&G Funded)
- Graduate School
- Information Services
- International Programs
- Office of the President

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\* Note: Responses to these questions were recorded on a five point scale, with 1=Strongly Disagree and 5=Strongly Agree. Answers of 4 and 5 indicate agreement with the statement and answers of 1 and 2 indicate disagreement.

- Office of the Provost
- OSU Cascades Campus
- OSU Library
- Research Office, Centers, Institutes, and Programs
- Student Affairs (E&G Funded)
- University Outreach and Engagement
- University Relations and Marketing
- University Shared Services
- Other

Instead of choosing a unit, a fairly large number of respondents chose the “Other” category and listed programs under one of the units (e.g., Extension and Ecampus instead of University Outreach and Engagement, INTO instead of International Programs). These programs have been added to the 16 units in the charts that break out responses by unit.

## 1. Please indicate which services you have previously used

Respondents were provided a list of 12 commonly used human resource services and 10 commonly used finance and accounting services. An open-ended text field was also provided for respondents to specify other, less commonly used services. Respondents were asked to select which services they had previously used at the BC and they could check as many as they wished.

### 1a. Which Human Resources services have you previously used?

Figure 1

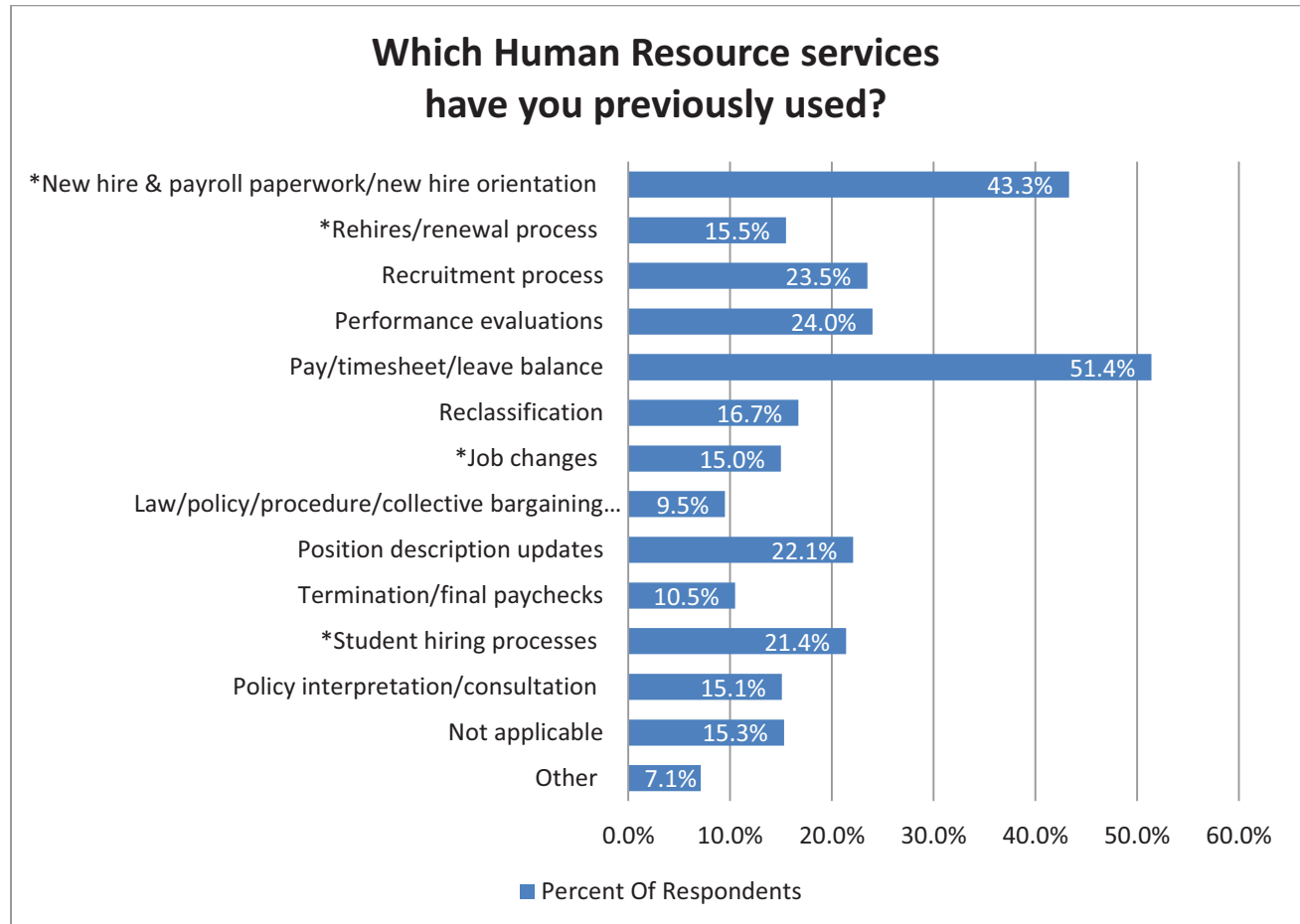


Figure 1 illustrates that respondents use UABC human resource services primarily for pay/timesheet/leave balance and new hire and payroll paper work/new hire orientation. The services marked with an asterisk\* indicate there was a statistical difference in the usage of at least two of the units that use UABC services. Those differences will be explored in the following pages.

Figure 2

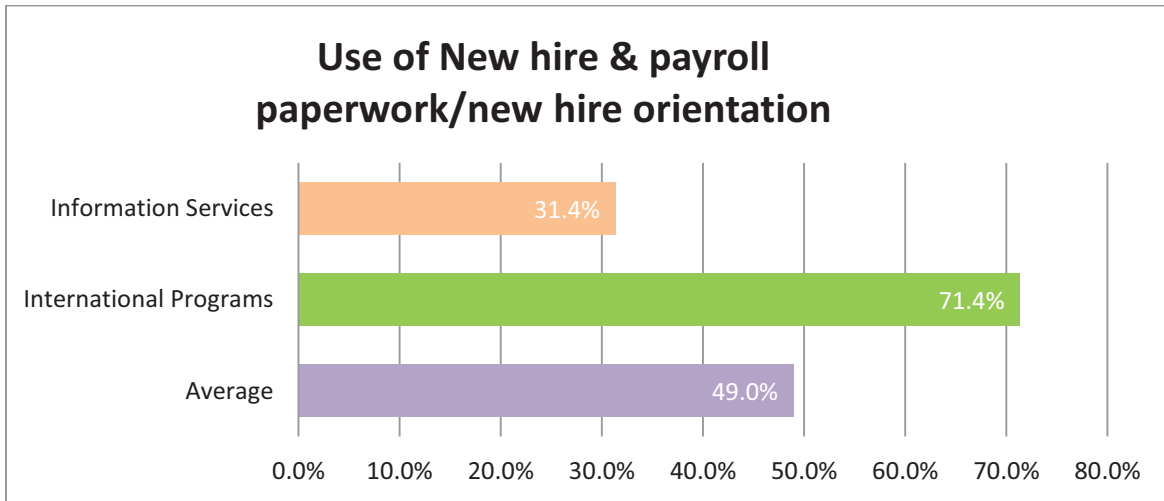


Figure 2 depicts the use of new hire & payroll paperwork/orientation by unit. The usage among Information Services employees (31 percent) was significantly lower than the usage in International Programs (71.4 percent). The average use of this BC service by all respondents is included in these figures as a reference.

Figure 3

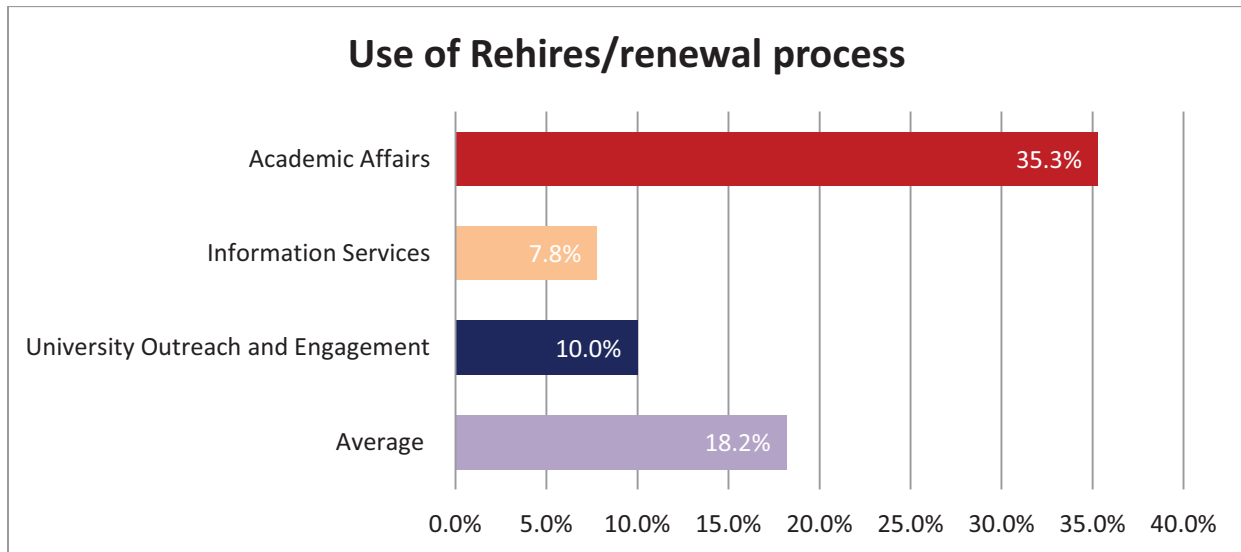


Figure 3 depicts the use of the rehires/renewal process by unit. The usage among Information Services employees (8 percent) and University Outreach and Engagement employees (10 percent) was significantly lower than the usage of Academic Affairs (35 percent).

Figure 4

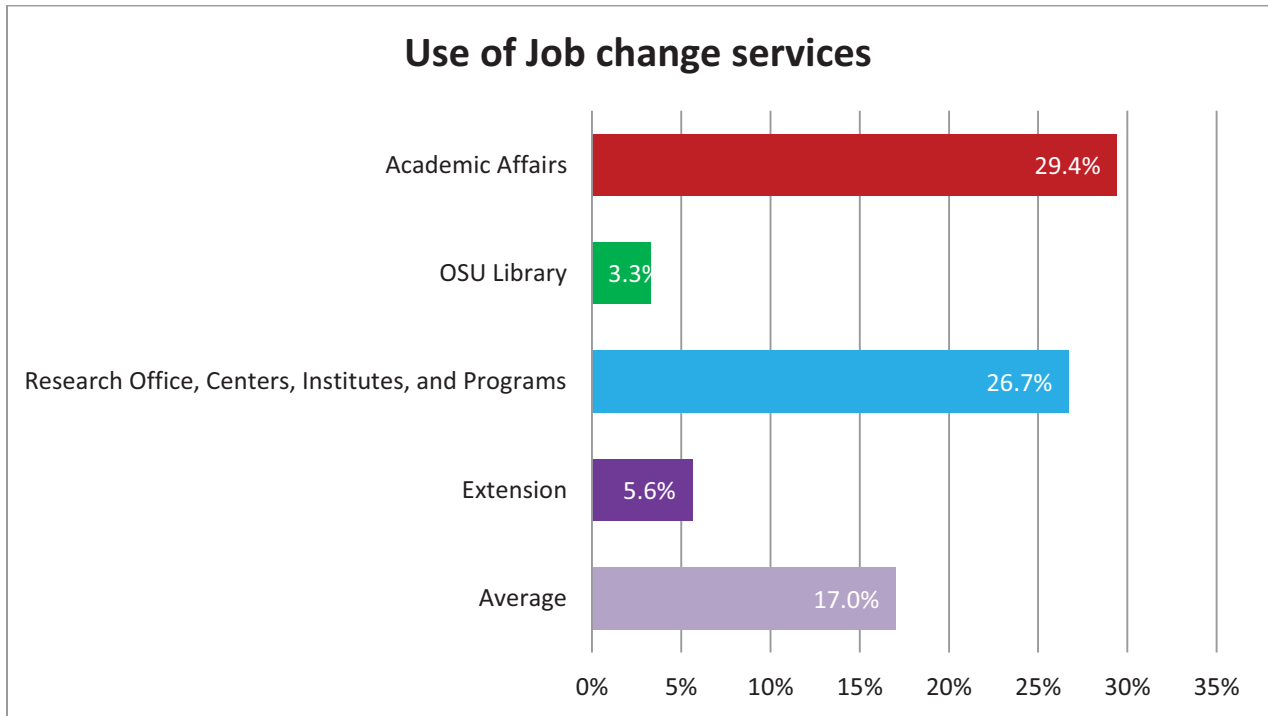


Figure 4 depicts the use of Job changes by unit. The usage among both OSU Library employees (3 percent) and Extension employees (6 percent) were significantly lower than the usage among Research Office, Centers, Institutes, and Programs (27 percent) and Academic Affairs (29 percent).

Figure 5

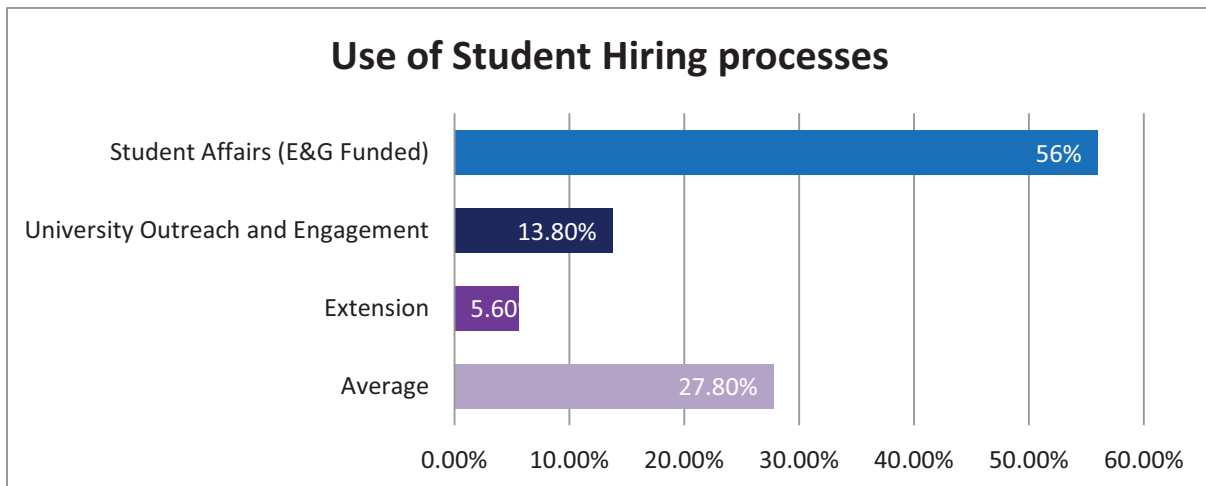


Figure 5 depicts the use of student hiring process by unit. The usage among Extension employees (6 percent) and University Outreach and Engagement employees (14 percent) was significantly lower than the usage of Students Affairs (56 percent).



**Table 1**

<b>Other Human Resources Text Responses by Unit</b>	
<b>Academic Affairs</b>	Faculty fee form
	Health coverage
	Staff tuition waiver
<b>Enrollment Management</b>	Background Check
	staff tuition reduction
<b>Finance and Administration (E&amp;G Funded)</b>	support for PeopleAmin reporting, Blquery connections, FTR spreadsheets
	FMLA
	Staff Fee Processing
<b>Information Service</b>	Reporting
	Staff fee privs
	Travel reimbursement
	Military Leave
	Staff tuition forms
	staff tuition benefit
<b>International Program</b>	Exchange rate compensation checks
	Staff Privileges
<b>OSU Library</b>	Staff fee tuition
<b>Research Office</b>	Name Change, Staff Transfer Fee assistance
	Have no idea who our Business Center is
<b>Student Affairs</b>	Staff Fee Tuition Discount
	faculty/staff tuition
	EMPCENTER (LOTS)
<b>University Outreach and Engagement</b>	Cash out
	Staff Fee Priviledge
	staff fee form
	transfer of faculty tuition reduction
	reimbursements for work travel
<b>Extension</b>	Communication Allowance Address
	information / help with staff tuition discounts
<b>Other</b>	Tuition forms for transfer of benefit to another university
	Staff Fee Privilege Form
	Needed copy for financing matter
	Staff Fee Reduction
	additional issues regarding coordination with employee benefits, FMLA, workers' compensation, disability claims, staff fee privileges
	benefits
	BC workgroup meeting on 4/16/14
	not sure
	Tuition Family Member Transfer
	I'm at OSU-Cascades
	Staff Benefits (tuition reduction)
	Public Records process and litigation discovery. Also tuition waivers.

Table 1 lists the open-ended text responses from the units that use UABC. Units with small numbers of responses to the survey were grouped together in the “Other” category to provide anonymity to the respondents.

*1b. Which Finance and Accounting services have you previously used?*

**Figure 6**

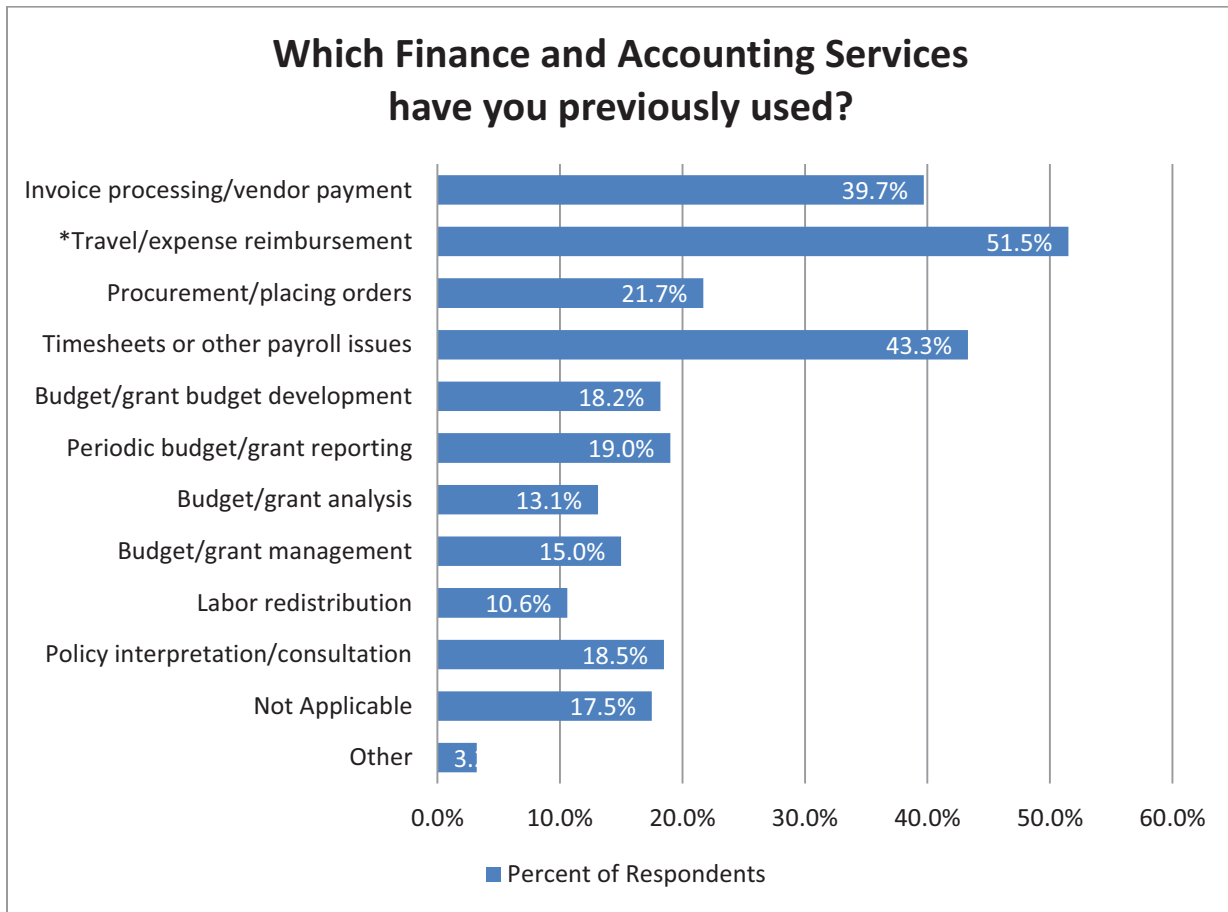


Figure 6 illustrates that respondents use BC Finance and Accounting services primarily for Travel/expense reimbursement, Timesheets or other payroll issues, and Invoice processing/vendor payment. The asterisk\* indicates that there was a statistical difference between at least two units in the usage of that service. That difference will be examined next.

Figure 7

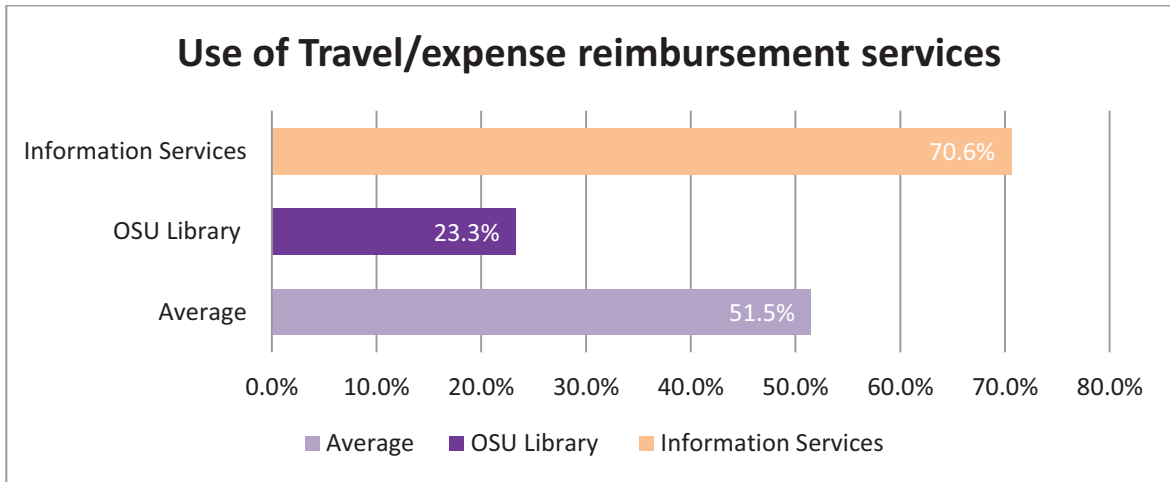


Figure 7 depicts the use Travel/expense reimbursement services by unit. The usage among the OSU Library employees (23 percent) was significantly lower than Information Services (71 percent).

Table 2

Other Finance and Accounting Text Responses	
Finance and Administration (E&G Funded)	Request for Access processing
	JV Corrections
	Special Projects/Committee participation
	PCards
Information Services	Reporting
International Programs	forward contracts, foreign currencies
	Student billing for study abroad
Research Office, Centers, Institutes, and Programs	Lab testing fee calculations
	Vendor contracts; fee book pricing
	I don't know any of these people
University Outreach and Engagement	Event Manager refunds
	Tuition adjustments
	Communication Allowance Address
Extension	Communication Allowance Address
Other	Tuition forms for transfer of benefits
	federal employee benefits
	Revenue Distributions/Budget Transfers
	paid a 5cent charge
	When the need may arise
	I'm at OSU-Cascades
	Public records estimate information, litigation discovery.

Table 2 lists the open-ended text responses from the units that use UABC. Units with small numbers of responses to the survey were grouped together in the “Other” category to provide anonymity to the respondents.

## 2. How often do you use Business Center services?

Figure 8

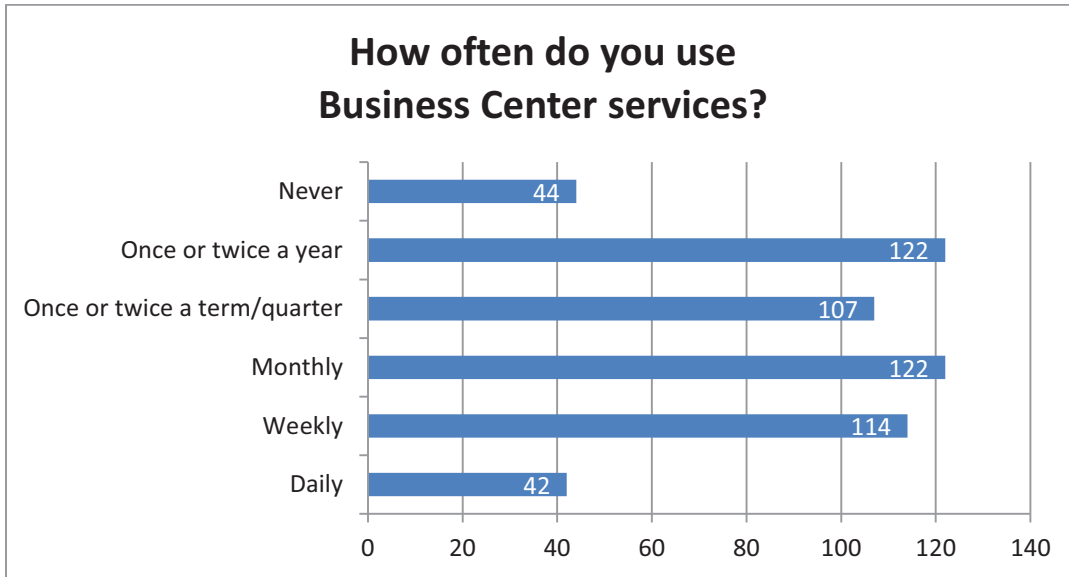


Figure 8 depicts the distribution of the usage of BC services among respondents. Of the 551 valid responses, 44 (8 percent) never use BC services, while 229 (just under 42 percent) use it once or twice a year or once or twice a quarter. One hundred twenty two respondents (22 percent) use BC services monthly and 114 (21 percent) respondents use BC service weekly. Forty-two respondents (nearly 8 percent) use BC services daily.

Figure 9

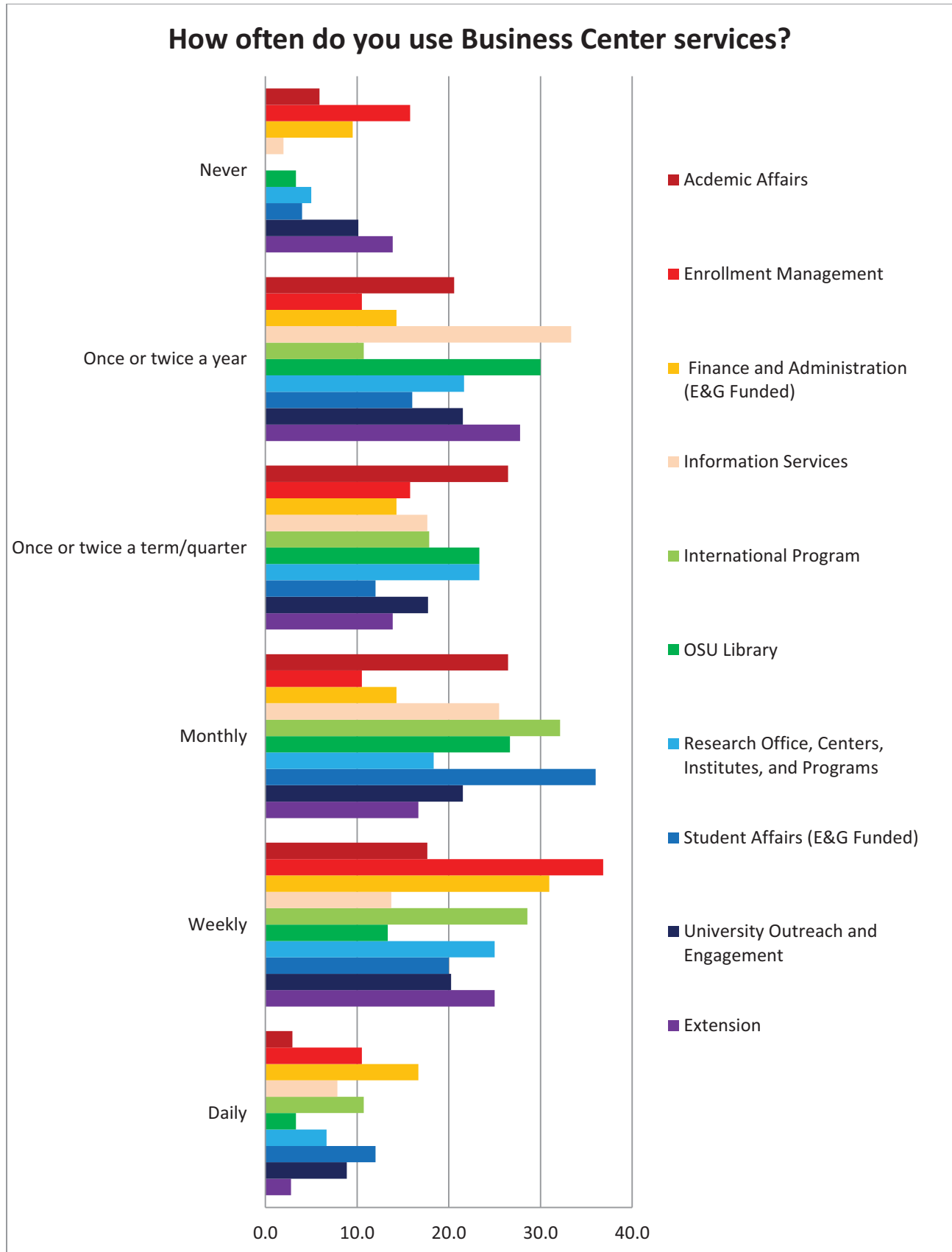


Figure 9 depicts the distribution of the usage of BC services. The smallest groups of respondents were those who said they never use BC services and those who use BC services daily.

- Among the respondents who never use BC services, 16 percent were from Enrollment Management and 14 percent were from Extension. None were from International Programs.
- Among the respondents who use BC services once or twice a year, Information Services (33 percent) and the OSU Library (30 percent) had the highest percentages, while International Programs was the lowest with 11 percent.
- Among the respondents using BC services once or twice a term, Academic Affairs was the high at 27 percent and Student Affairs the low at 12 percent.
- Among the respondents using BC services monthly, Student Affairs (36 percent) and International Programs (32 percent) had the highest percentages, while Enrollment Management was the lowest with 11 percent.
- Among the respondents using BC services weekly, 37 percent were from Enrollment Management, while only 14 percent were from Information Services and 13 percent were from the OSU Library.
- Among the respondents using BC services daily, Finance and Administration (16 percent) was significantly higher than Academic Affairs (3 percent), the OSU Library (3 percent), and Extension (3 percent).

### 3. When you contact the Business Center, how often do you typically use each of the following communication methods?

Figure 10

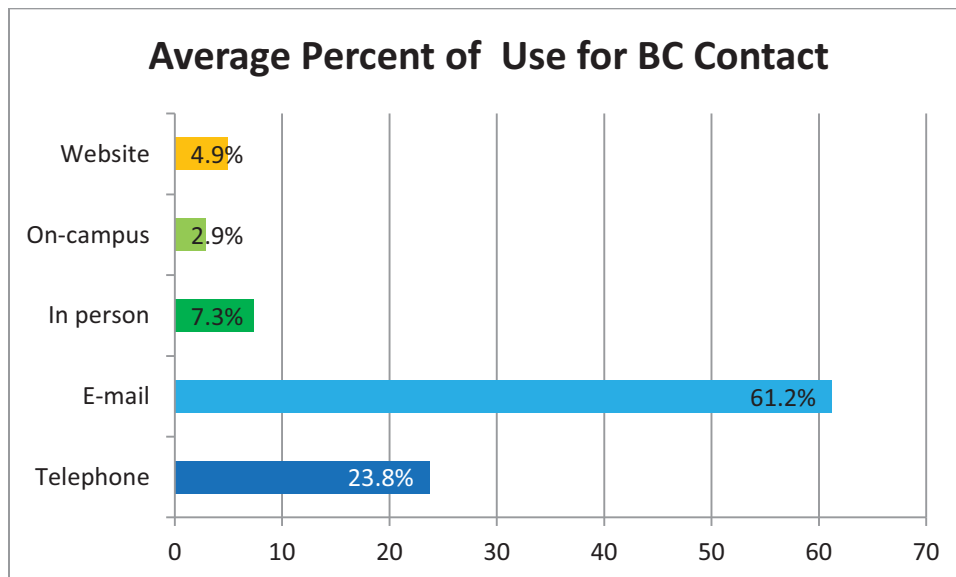


Figure 10 indicates that most respondents contact the BC by e-mail (61 percent). Twenty-four percent contacted the BC by telephone, while 7 percent contacted BC in person, 5 percent contacted BC by website and 3 percent contact BC in person (on campus).

## 4. Satisfaction regarding BC services

Respondents were asked to indicate their level of agreement with various statements about the BC. A five-point scale was used to determine levels of agreement, with '1' representing 'Strongly Disagree' and '5' representing 'Strongly Agree.' Responses of '4' or '5' indicate the respondent agrees with the presented statement, a '3' indicates the respondent was neutral about the statement, and responses of '1' or '2' indicate the respondent disagrees with the statement.

Where no significant difference in the level of agreement was found among the units or departments, the total number of agree to disagree responses are presented in bar charts such as Figure 11. Where there were significant differences between units in their level of agreement with a survey question, bar charts that show the means for each unit are presented (e.g., Figure 12).

### 4a. Business Center representatives respond in a timely manner.

Figure 11

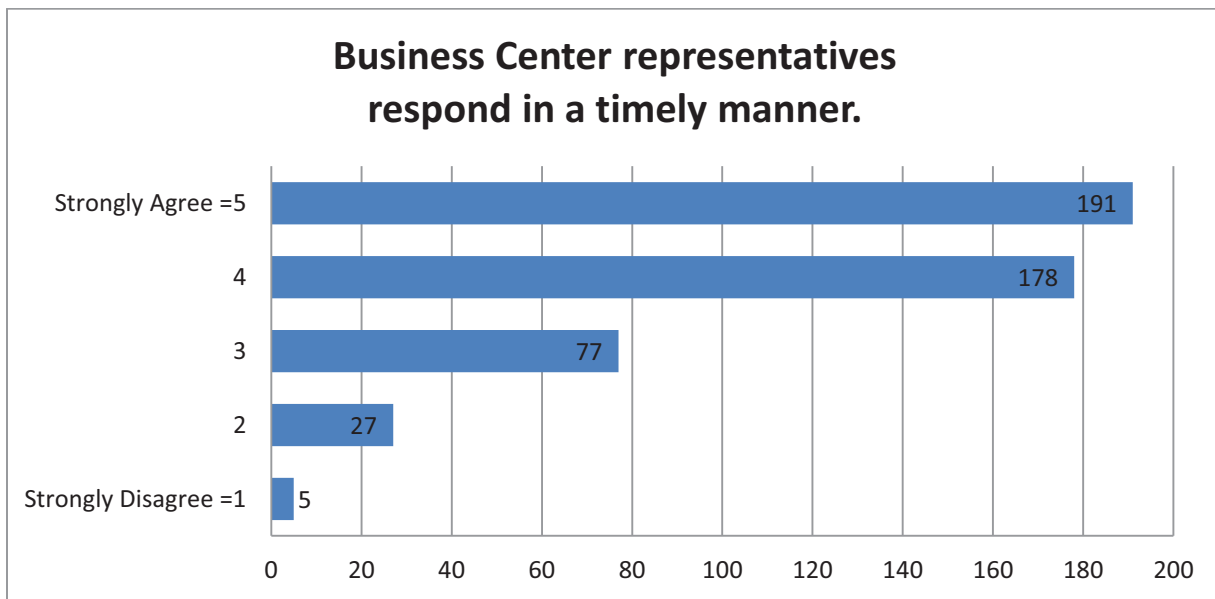


Figure 11 illustrates that, from 478 responses to this question, 77 percent agree (answers of 4 or 5) that Business Center representatives respond in a timely manner.

4b. Business Center representatives handle my issues to my satisfaction.

Figure 12

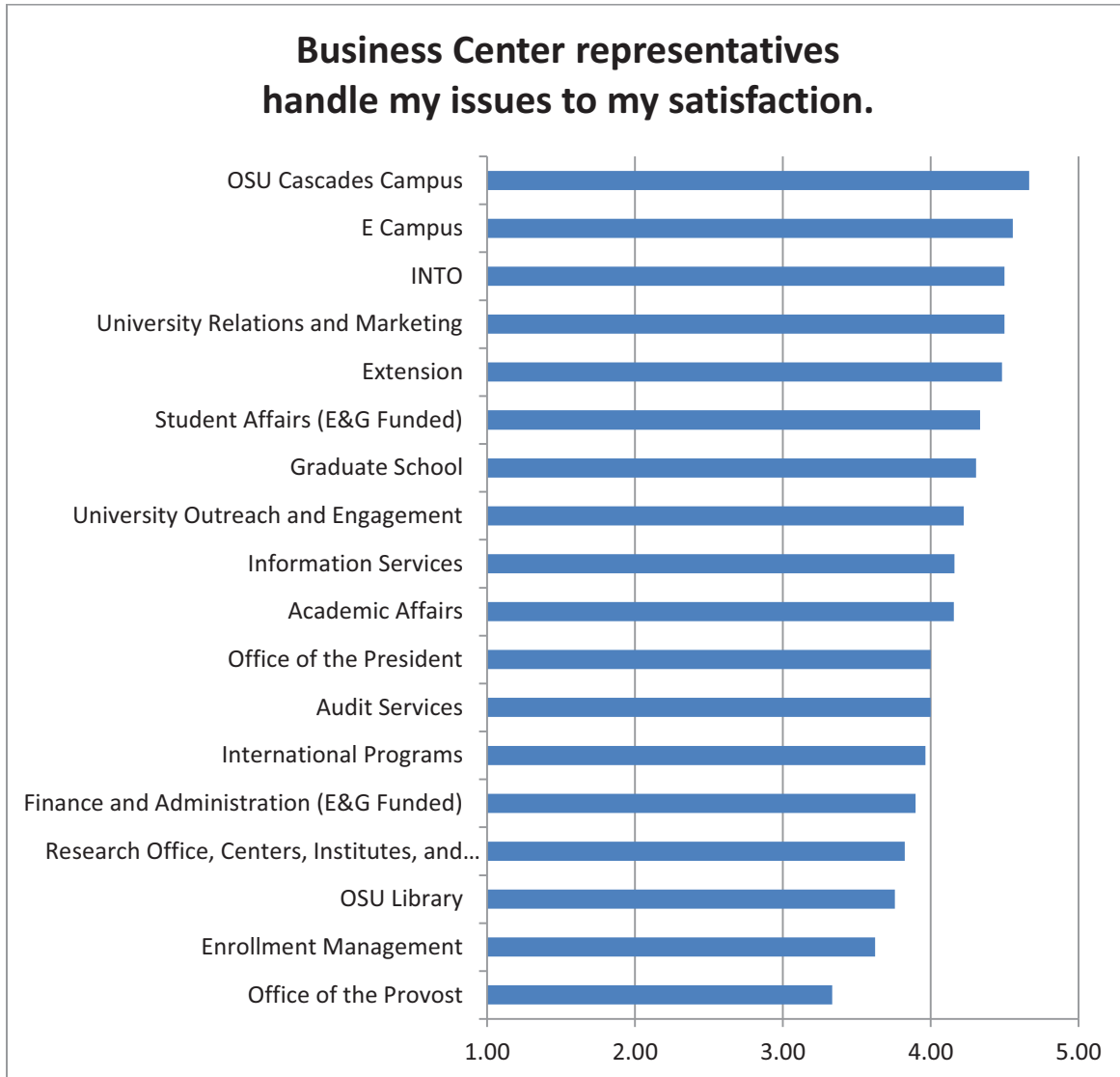


Figure 12 presents the average level of agreement in each unit with the statement "Business Center representatives handle my issues to my satisfaction." In the units whose results are statistically different, OSU Cascades Campus has a higher mean than Finance and Administration, the Research Office, the OSU Library, Enrollment Management, and the Office of the Provost. Means of Ecampus, Student Affairs, and University Outreach and Engagement are all higher than those of the Research Office, the OSU Library, and Enrollment Management. INTO has a higher mean than the OSU Library and Enrollment Management. University Relations and Marketing has a higher mean than Finance and Administration, the Research Office, the OSU Library, and Enrollment Management. Extension is higher than International Programs, Finance and Administration, the Research Office, the OSU Library, Enrollment Management, and the Office of the Provost. Information Service has a higher mean than Enrollment Management.



In the results above it was noted that the mean for Student Affairs is significantly higher than the mean of the Research Office. However, the mean for INTO, which is higher than the mean for Student Affairs, is *not* significantly different than the Research Office. This can result from the sample size of INTO being too low and/or the variance of INTO being too high to achieve a significant difference.

*4c. Business Center representatives are professional.*

**Figure 13**

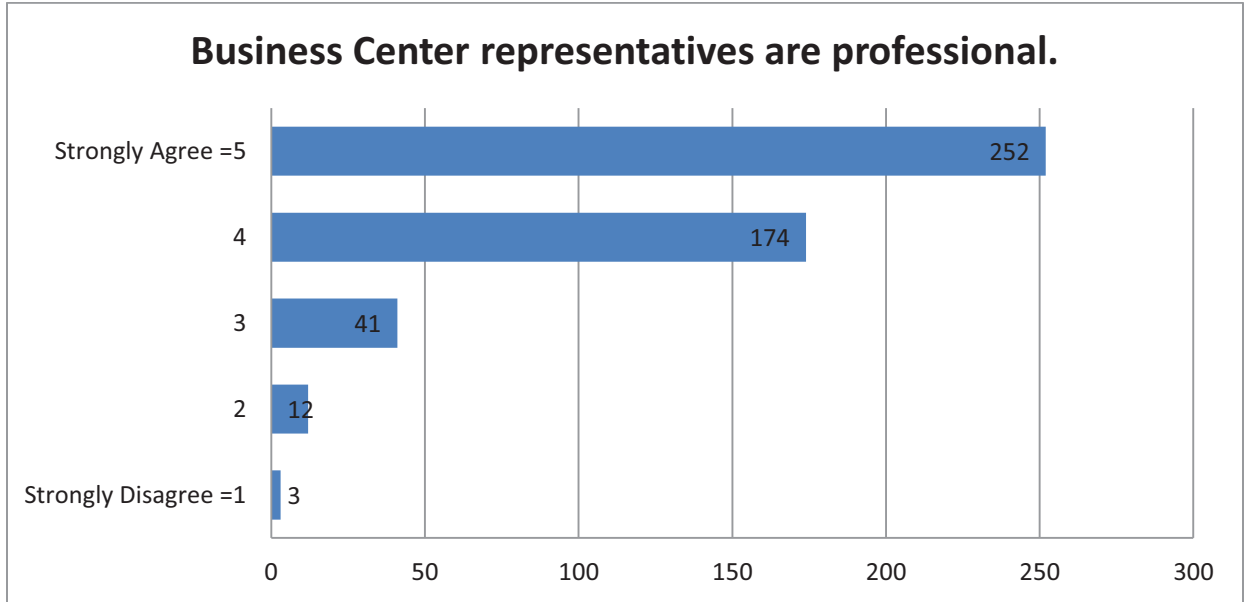


Figure 13 illustrates that, out of 482 responses to this question, 88 percent agree (answers of 4 or 5) that Business Center representatives are professional.

4d. Business Center representatives are knowledgeable.

Figure 14

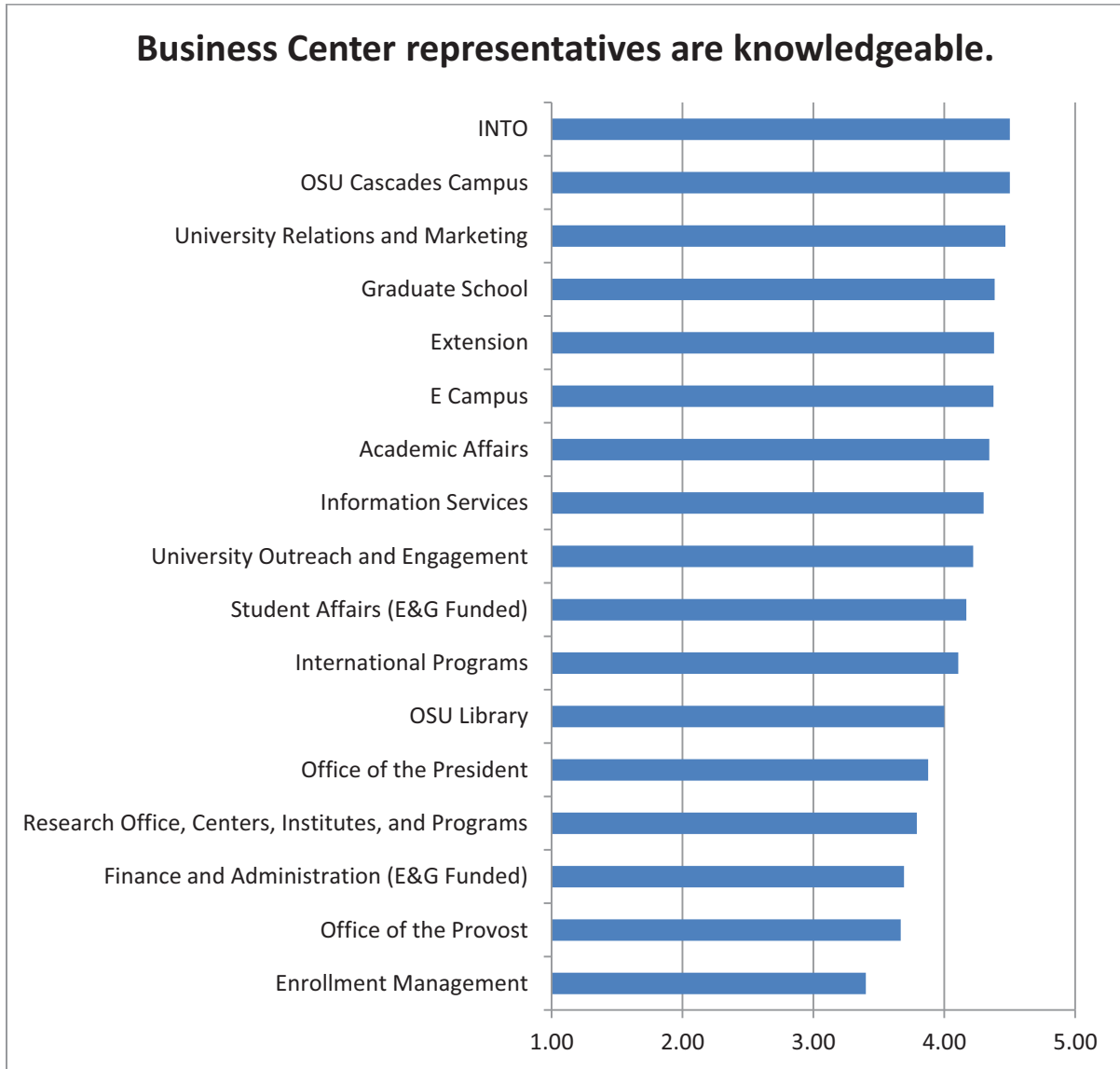


Figure 14 presents the average level of agreement in each unit with the statement "Business Center representatives are knowledgeable." In the units whose results are statistically different, INTO, the OSU Cascades Campus, University Relations and Marketing, the Graduate School, Extension, Academic Affairs, Information Services, and University Outreach and Engagement all have higher means than the Research office, Finance and Administration, and Enrollment Management. In addition, Ecampus, Student Affairs, International Programs, and the OSU Library all have higher means than Enrollment Management.

4e. I know who to contact at the Business Center when I have an HR question/issue.

Figure 15

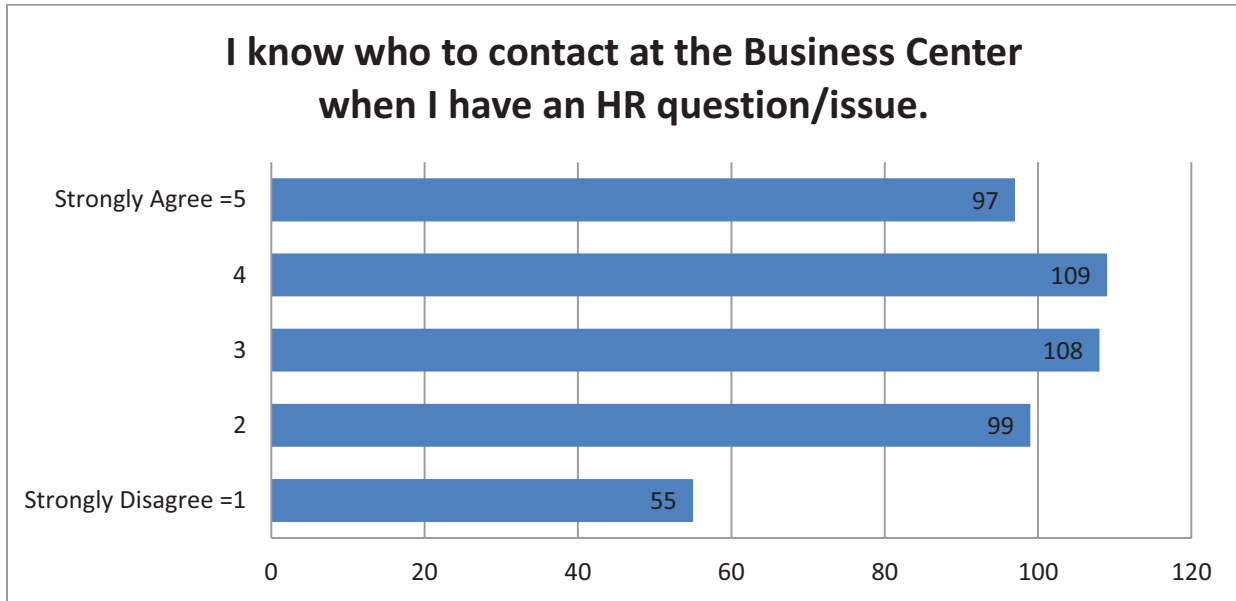


Figure 15 illustrates that, out of 468 responses to this question, more respondents agreed with the statement (44 percent) than disagreed (33 percent) with the statement. Twenty-three percent of respondents replied with a neutral answer (3). As the pattern of responses to this question differs from what is typical (e.g., Figure 13), the UABC should monitor the number of neutral responses (108), which outnumber the strongly agree (97) responses.

4f. I know who to contact at the BC when I have a Finance and Accounting question or issue.

Figure 16

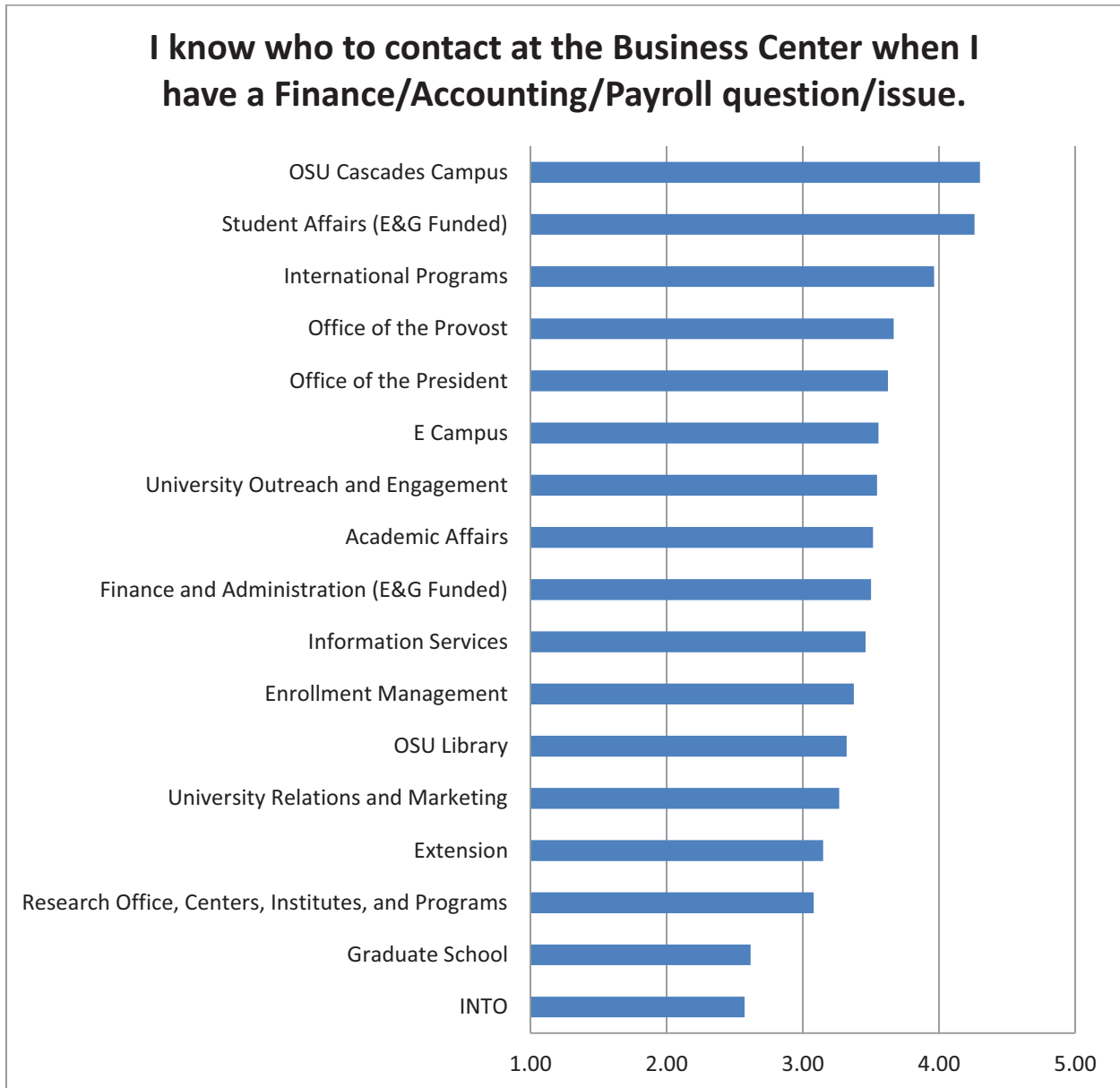


Figure 16 depicts the average level of agreement in each unit with the statement that "I know who to contact at the Business Center when I have a Finance/Accounting/Payroll question/issue." In the units whose results are statistically different, OSU Cascades Campus has a higher mean than the OSU Library, University Relations and Marketing, Extension, the Research Office, the Graduate School, and INTO. The mean of Student Affairs is higher than that of Ecampus, University Outreach and Engagement, Academic Affairs, Finance and Administration, Information Services, Enrollment Management, the OSU Library, University Relations and Marketing, Extension, the Research office, the Graduate School, and INTO. In

addition, the mean of International Programs has a higher mean than Extension, the Research Office, the Graduate School, and INTO. University Outreach and Engagement has a higher mean than the Research Office and the Graduate School. The means of Academic Affairs, Finance and Administration, and Information Service are all higher than that of the Graduate School.

*4g. The Business Center provides clear information on procedures and policies.*

**Figure 17**

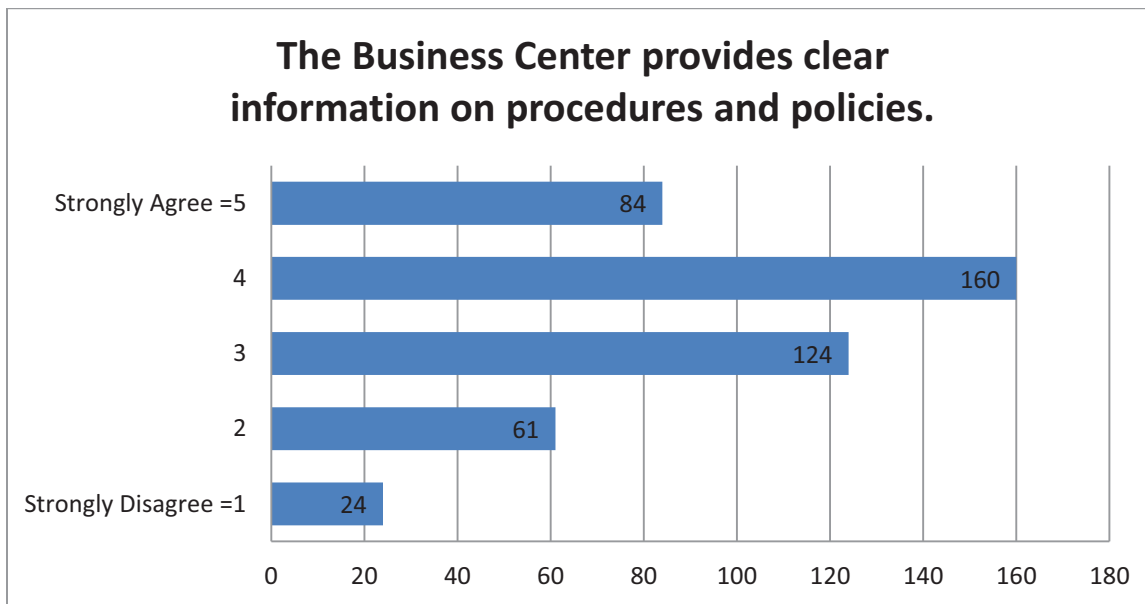


Figure 17 depicts respondents' level of agreement with the statement that "The Business Center provides clear information on procedures and policies." From 453 responses to this question, more than half of the respondents (54 percent) agree (answers of 4 or 5) that the Business Center provides clear information on procedures and policies. Unfortunately, the number of neutral (3) responses as well as the combined disagree responses (strongly disagree and 2) each exceed the number of strongly agree responses. With a lower level of agreement, the Business Center should look into this topic to determine what is causing problems for customers.

4h. I am comfortable approaching a BC representative when I have a question or issue.

Figure 18

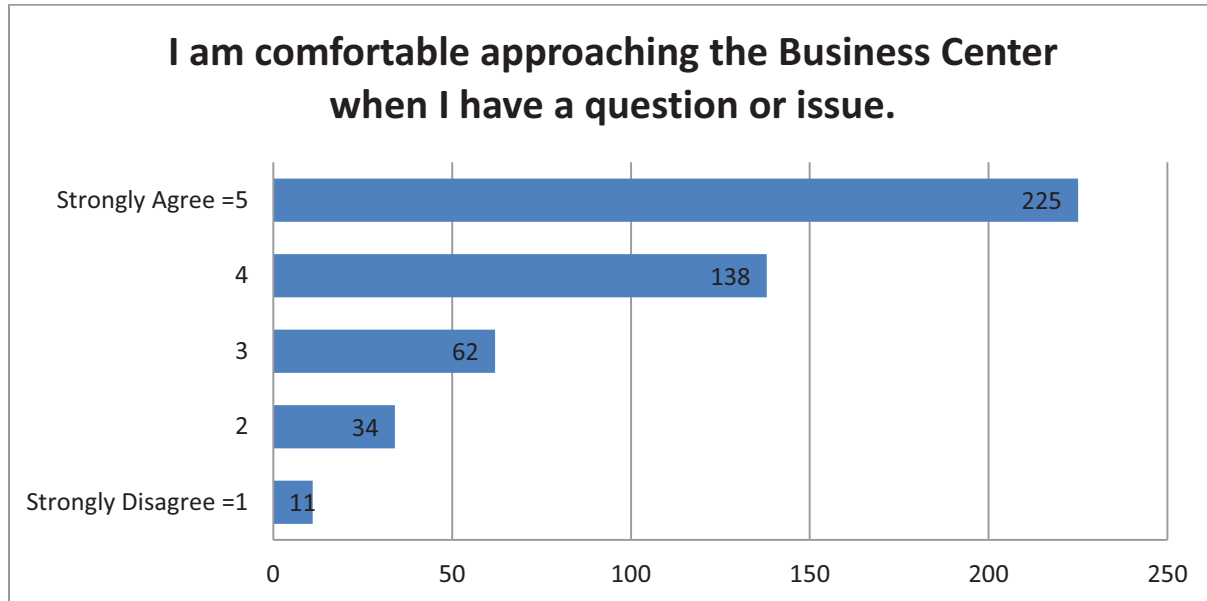


Figure 18 illustrates that, out of 470 responses to this question, 363 (77 percent) agree (answers of 4 or 5) with that they are comfortable approaching the Business Center when they have a question or issue.

4i. Overall, my experiences with the Business Center have been positive.

Figure 19

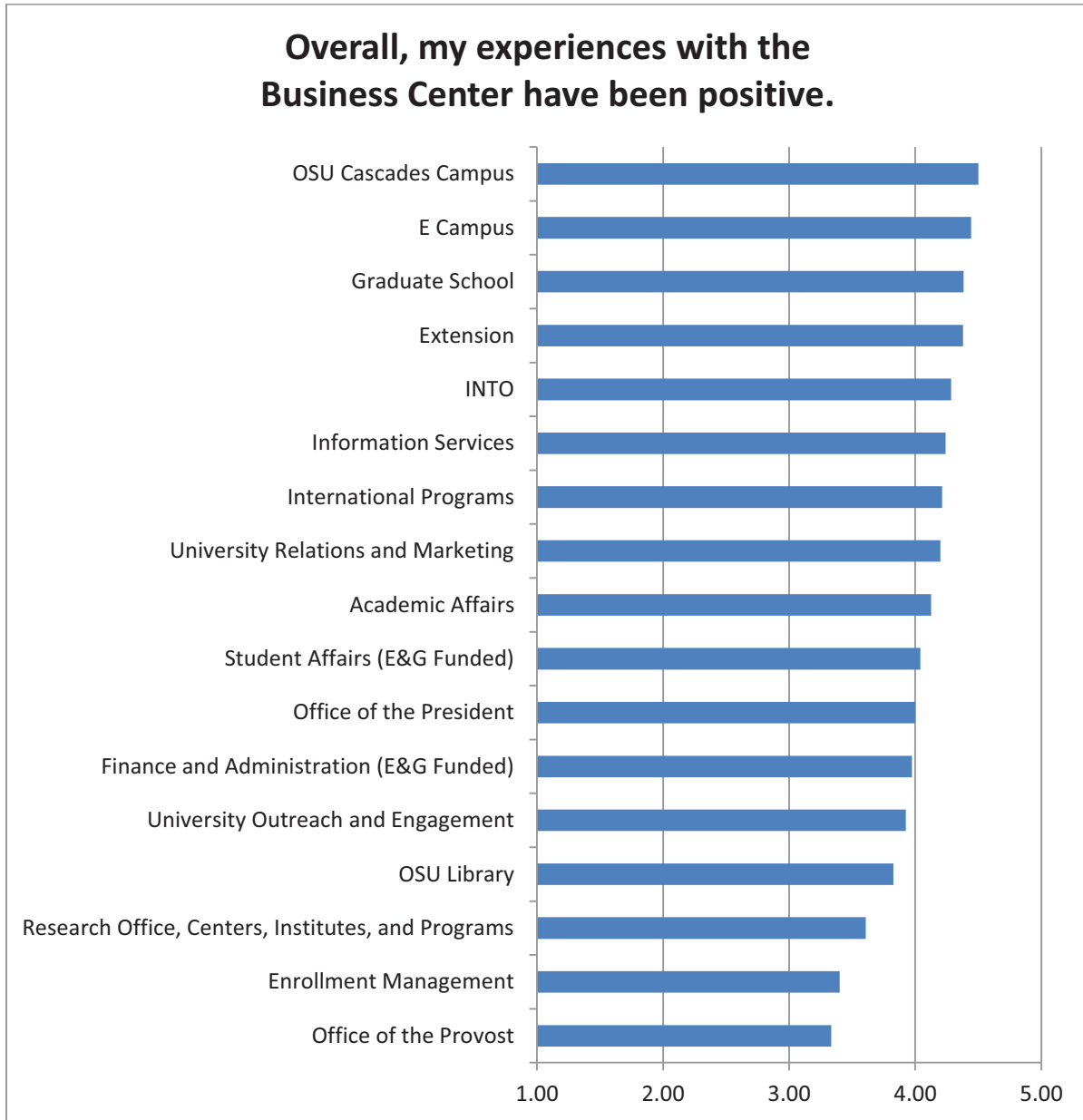


Figure 19 depicts the average level of agreement in each unit with the statement that "Overall, my experiences with the Business Center have been positive." For those units with statistically different results, the means of the OSU Cascades Campus, Ecampus, the Graduate School, Information Service, International Programs, University Relations and Marketing, and Academic Affairs are all higher than those of the Research Office and Enrollment Management. Extension has a higher mean than University Outreach and Engagement, the OSU Library, the Research Office, and Enrollment Management.

4j. *The Business Center provides accurate budget preparation assistance.*

Figure 20

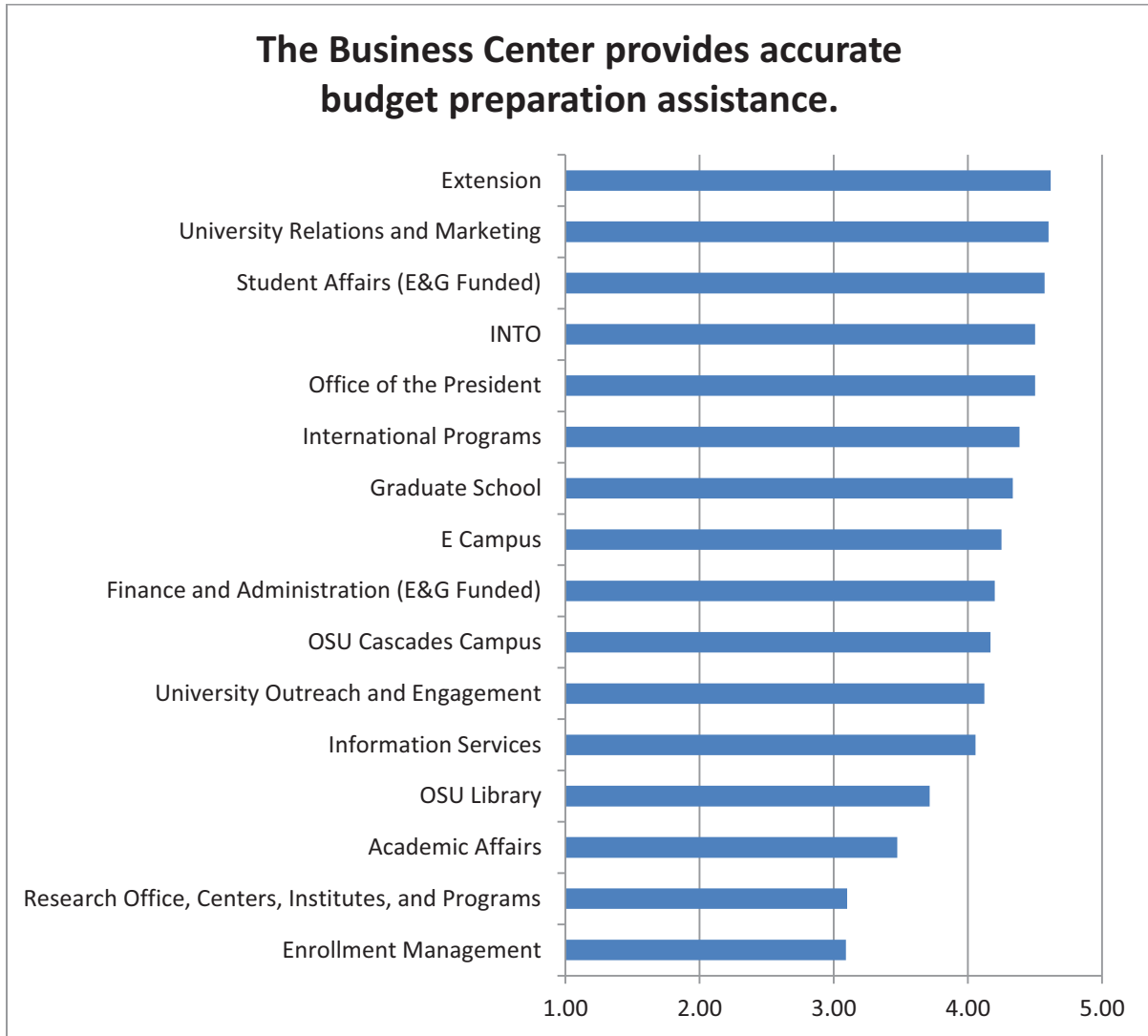


Figure 20 depicts the respondents' agreement to the statement that "The Business Center provides accurate budget preparation assistance." For those units with statistically different results, the means of Extension, University Relations and Marketing, Student Affairs, International Programs, and University Outreach and Engagement are higher than those of Academic Affairs, the Research Office, and Enrollment Management. Ecampus has a higher mean than the Research Office. The means of Finance and Administration, OSU Cascades Campus, and Information Services are higher than those of the Research Office, and Enrollment Management.



4k. The Business Center provides timely budget preparation assistance.

Figure 21

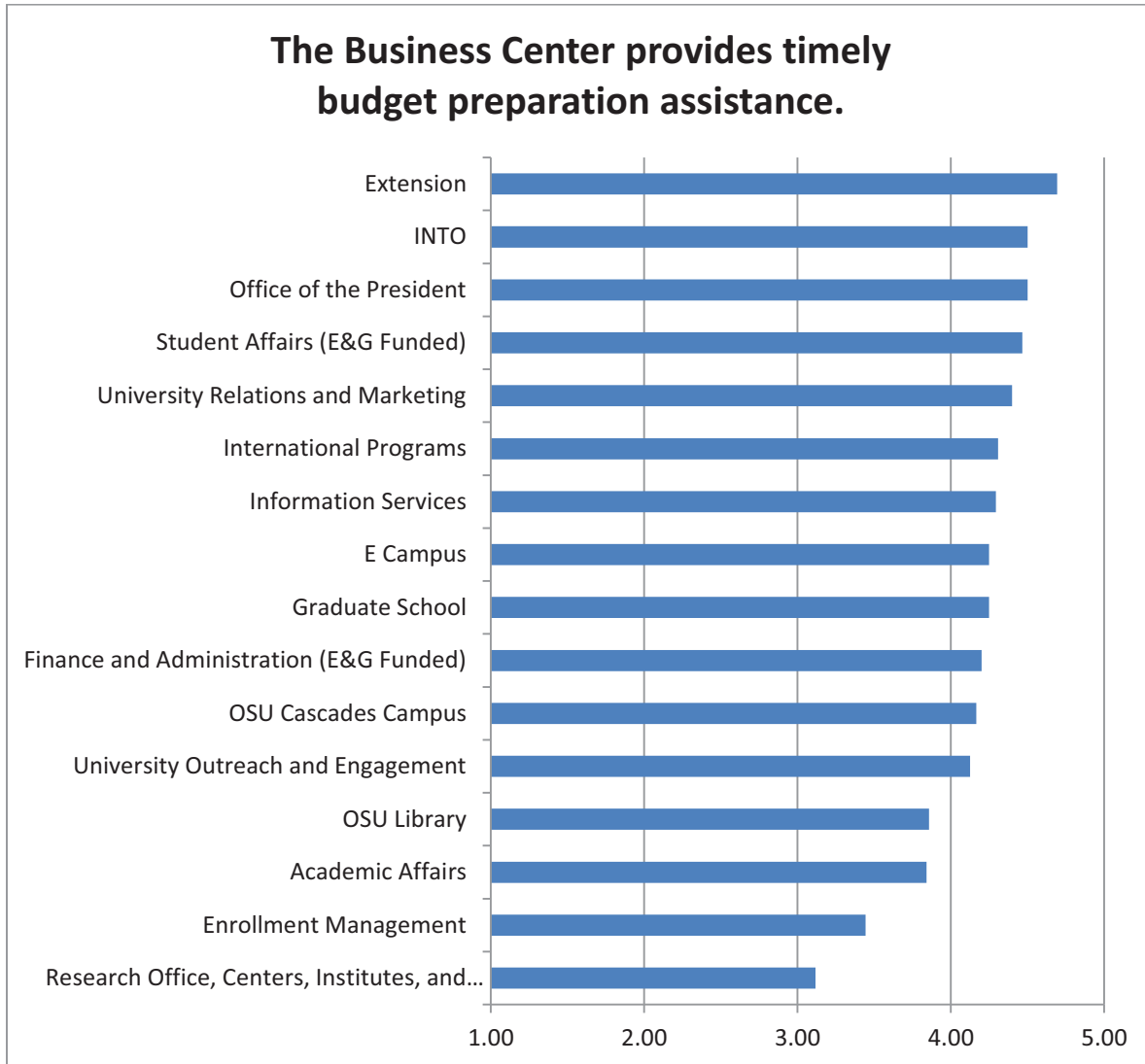


Figure 21 depicts respondents' agreement with the statement that "The Business Center provide timely budget preparation assistance." For the units with statistically different results, the means of Extension, and Student Affairs are bigger than that of the Research Office.

## 5. Satisfaction regarding BC reports

Respondents were asked to indicate their level of agreement with various statements about BC reports. A five point scale was used to determine levels of agreement, with '1' representing 'Strongly Disagree' and '5' representing 'Strongly Agree.' Responses of '4' or '5' indicate the respondent agrees with the presented statement, a '3' indicates the respondent was neutral about the statement, and responses of '1' or '2' indicate the respondent disagrees with the statement.

5a. *The Business Center delivers reports in a timely manner.*

Figure 22

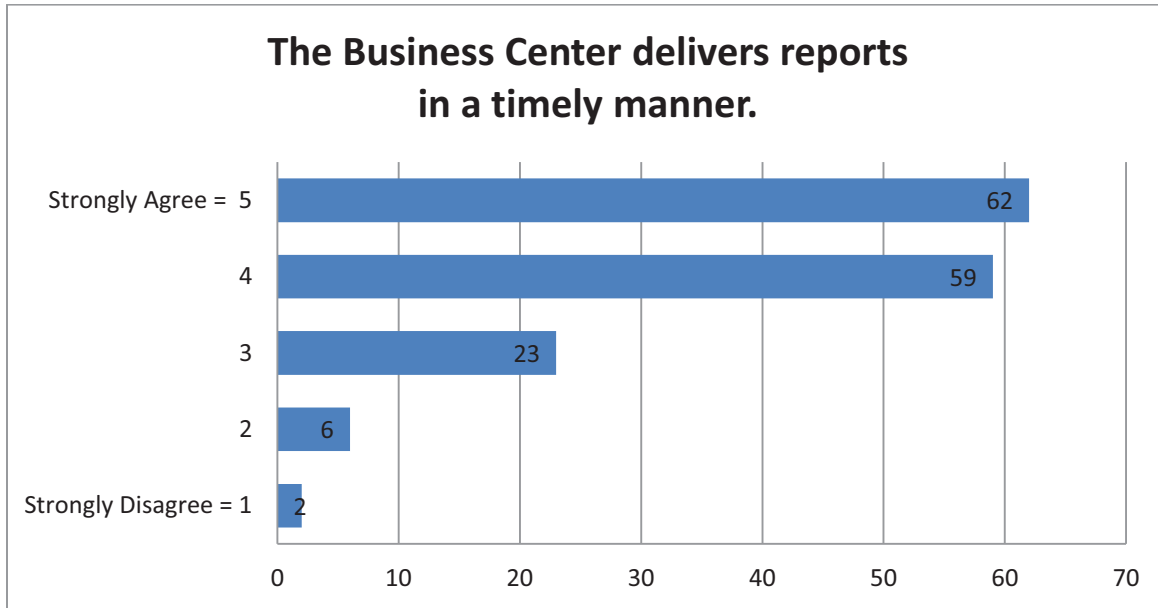


Figure 22 depicts respondents' level of agreement with the statement that "The Business Center delivers reports in a timely manner." From 152 responses to this question, 121 (80 percent) agree (answers of 4 or 5) that the Business Center delivers reports in a timely manner.

*5b. The Business Center reports provide useful information needed to monitor financial status.*

**Figure 23**

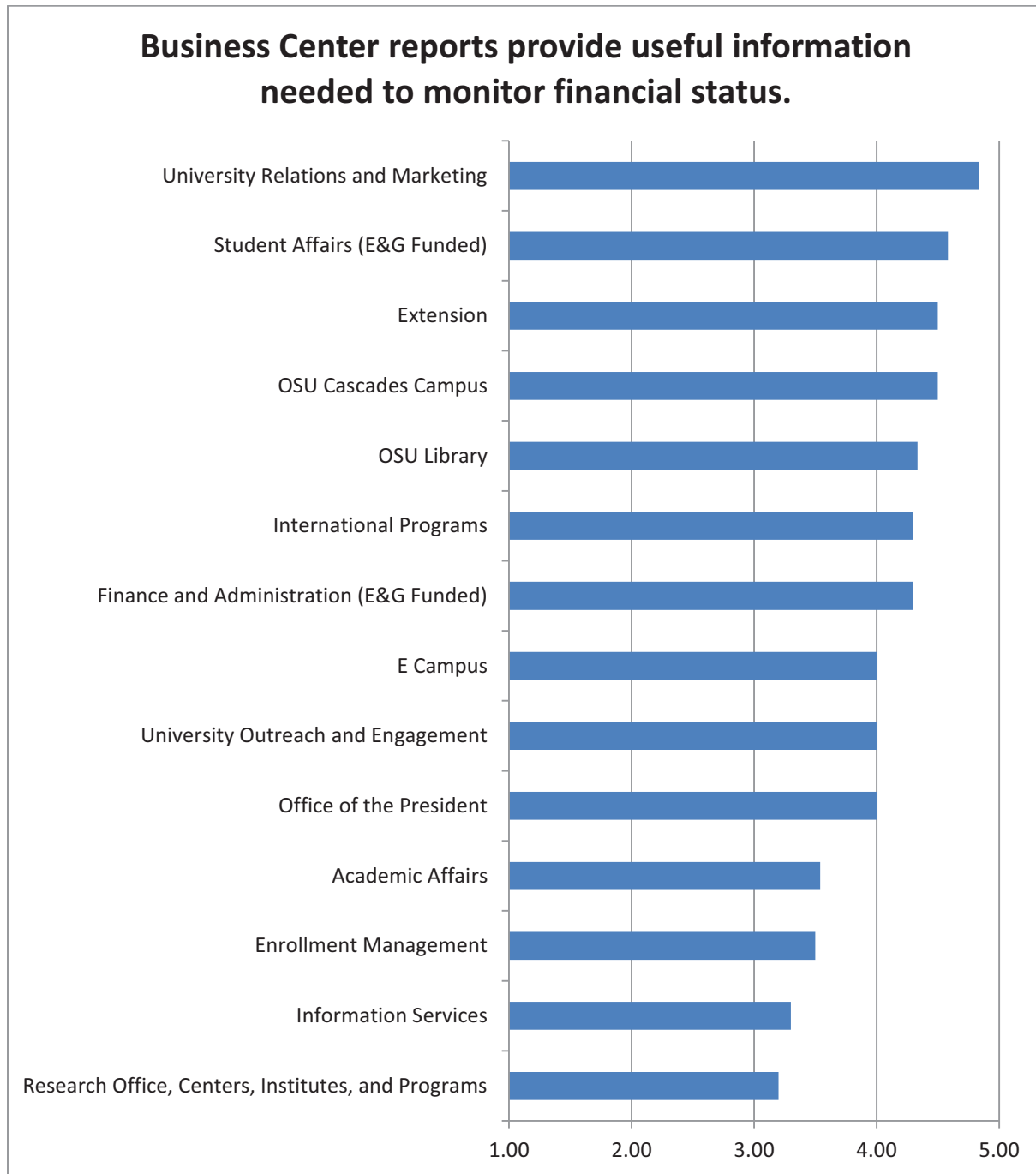


Figure 23 depicts the average level of agreement in each unit with the statement that "Business Center reports provide useful information needed to monitor financial status." For those units with statistically different results, both University Relations and Marketing, and Student Affairs have higher means than the Research Office.

5c. The Business Center reports provide useful information needed to make decisions.

Figure 24

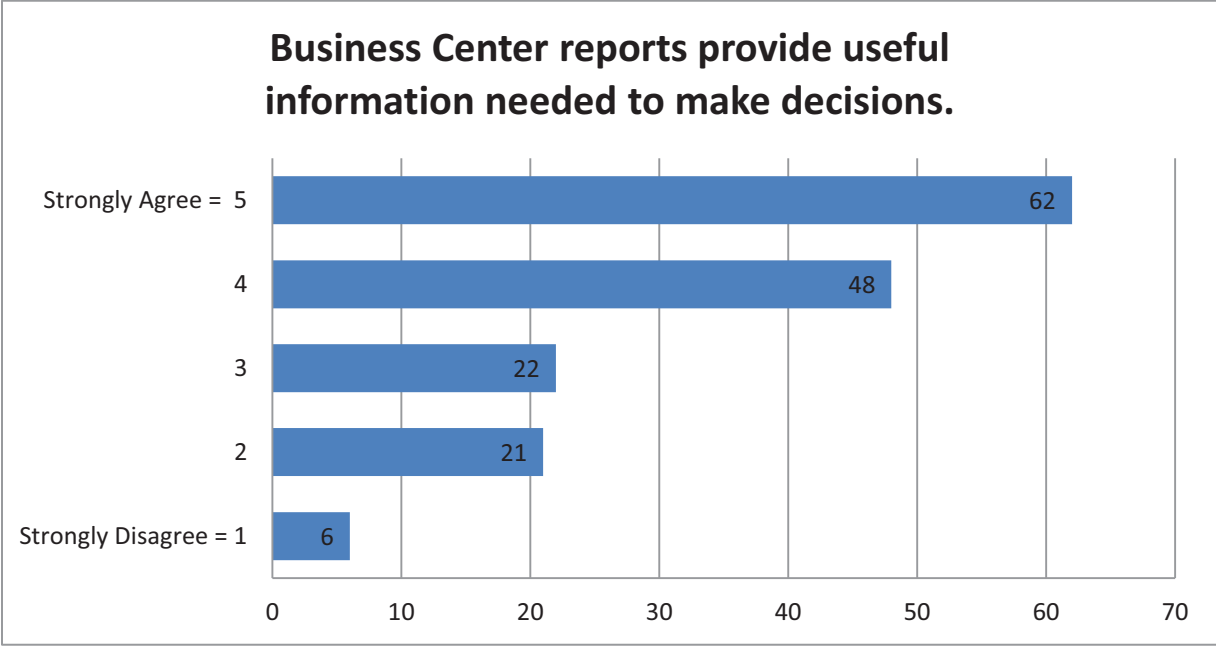


Figure 24 illustrates that, out of 159 responses to this question, 110 (69 percent) agree (answers of 4 or 5) that Business Center reports provide useful information needed to make decisions.

## 6. In which unit do you work?

Figure 25

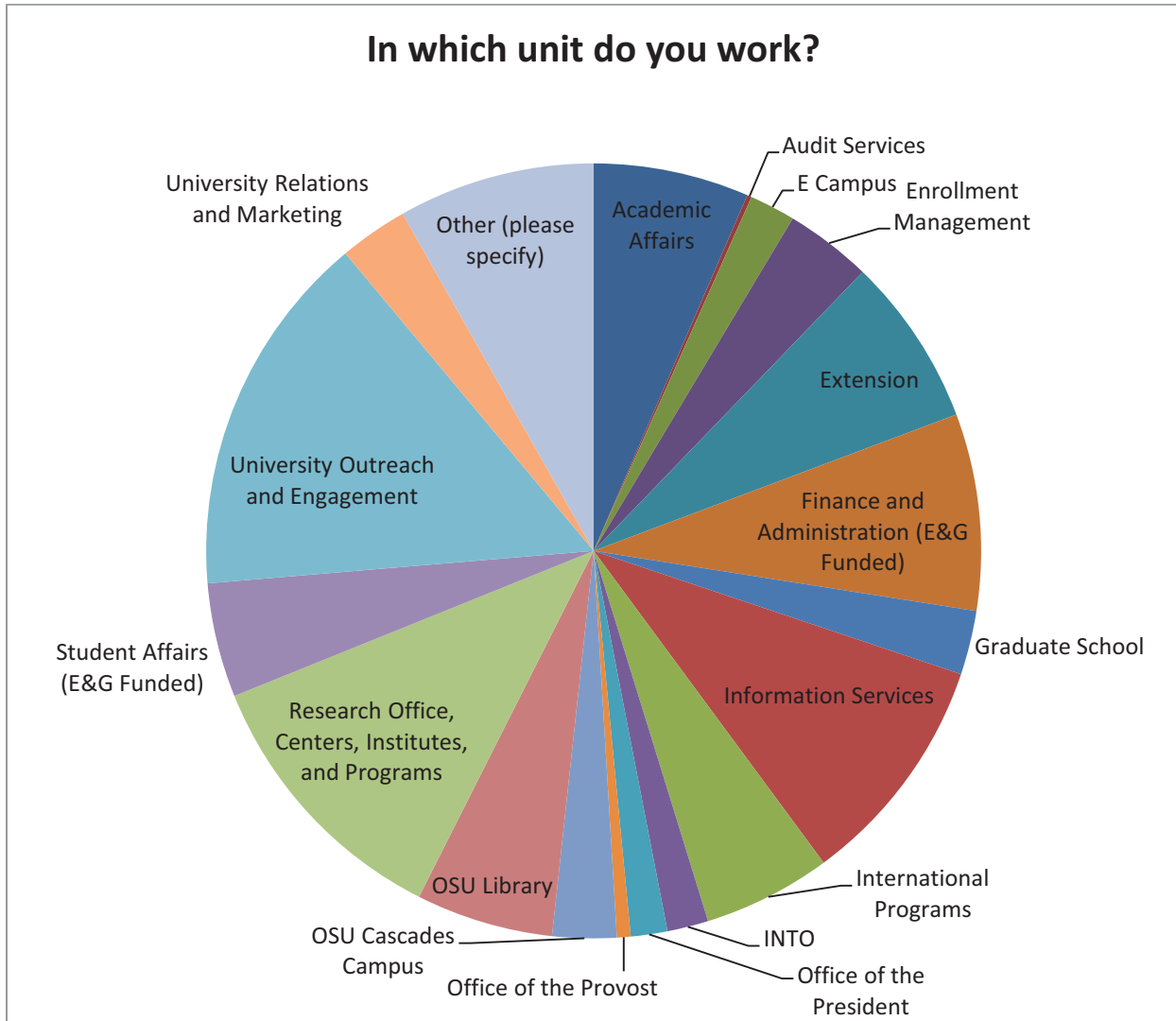


Figure 25 illustrates that 10 units responded to the survey in relatively large numbers (more than 20), probably due to the unit's size. The largest three are University Outreach and Engagement (13 percent), Research Office, Centers, Institutes, and Programs (10 percent) and Information Services (8 percent). The remaining seven with high response rates include Academic Affairs, Enrollment Management, Finance and Administration (E&G Funded), the Graduate School, International Programs, the OSU Library, and Student Affairs (E&G Funded).

## 7. In what part of University Outreach and Engagement do you work?

Figure 26

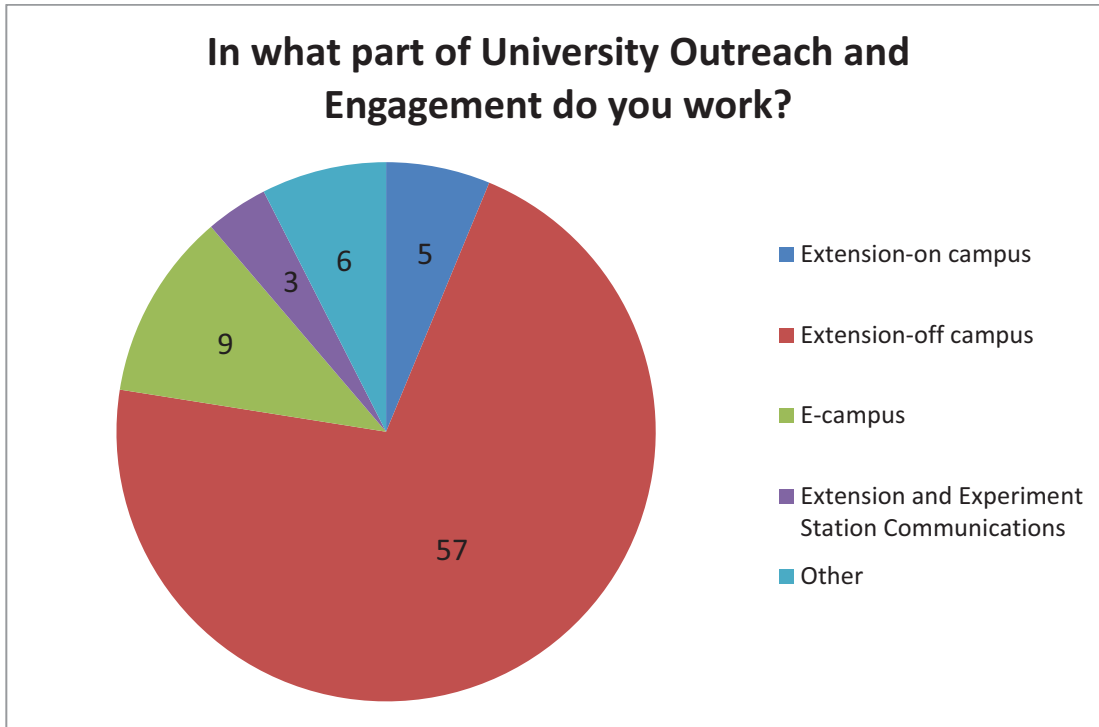


Figure 26 indicates that the largest number of respondents from University Outreach and Engagement is Extension-off campus. Of the 80 total respondents from University Outreach and Engagement unit, 57 respondents (71 percent) said they were from Extension-off campus. Only 3 respondents (almost 4 percent) came from Extension and Experiment Station Communication.

## 8. What is your position?

Figure 27

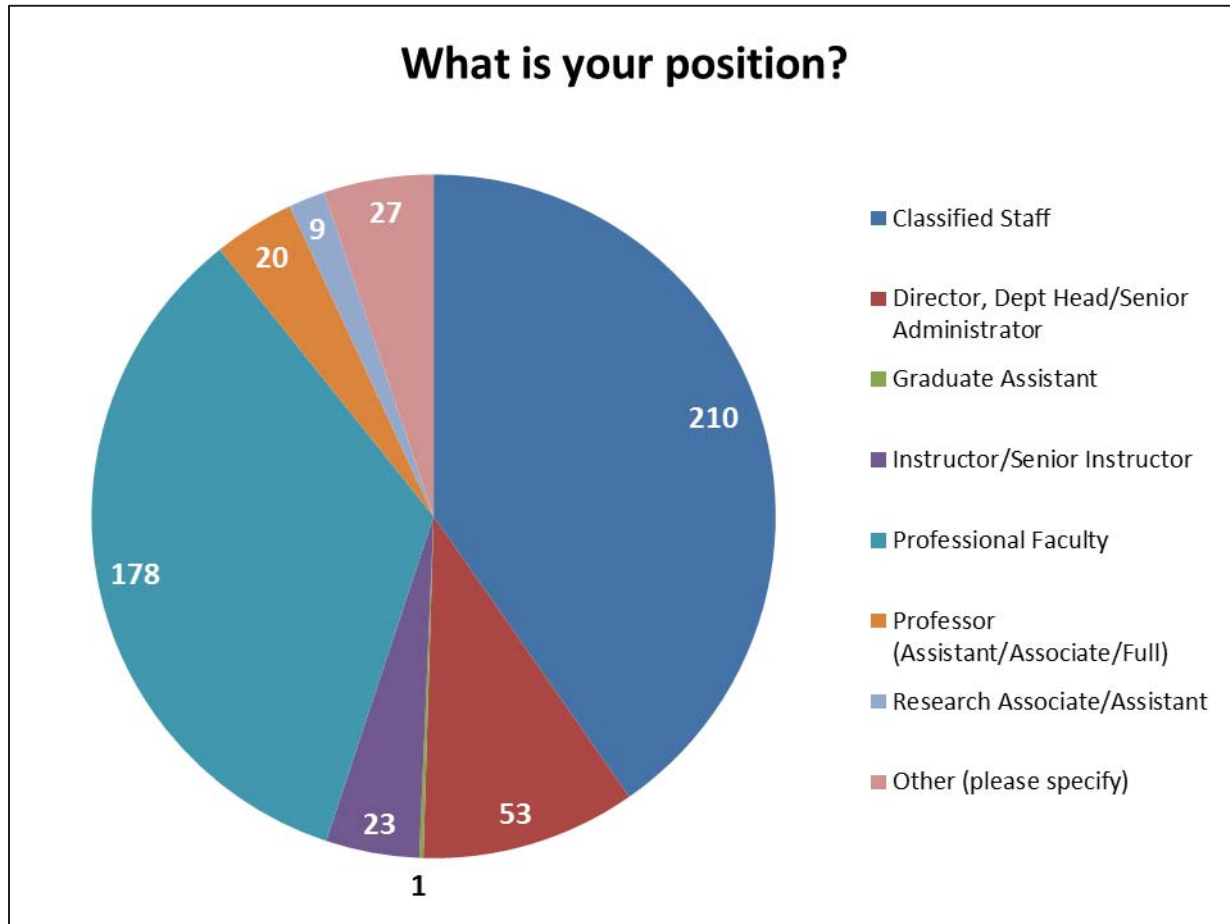


Figure 27 indicates that “Classified Staff” responded in the largest numbers, with 210 responses accounting for 40 percent of the total. The next largest group was 178 “Professional Faculty” at 34 percent. The 53 responses from “Director, Department Head/Senior Administrator” account for 10 percent. Twenty-three respondents (5 percent) identified themselves as “Instructor/Senior Instructor,” and 20 responded “Professor” (4 percent). The smallest representation came from the “Research Associate/Assistant” at 2 percent and “Graduate Assistants” at less than 1 percent. The 27 “Other” responses represent 5 percent of the total.

## 9. How long have you worked for your unit?

Figure 28

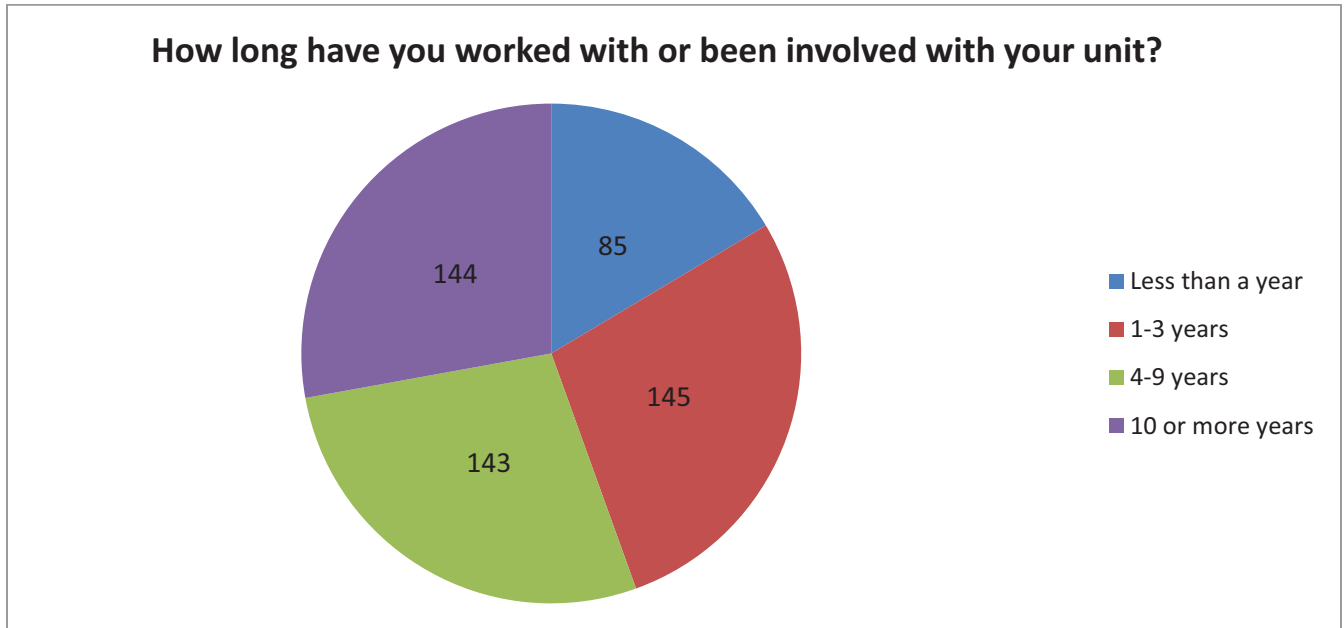


Figure 28 indicates that only 16 percent of total respondents have worked in their unit for less than one year. The remaining respondents are evenly distributed in the categories of 1-3 years, 4-9 years and 10 or more years, each accounting for about 28 percent of the total.

## 10. Do you have some positive comments that you would like to pass on?

In the open-ended comments, many respondents complimented BC staff members for their helpfulness and friendliness. Overall, respondents indicate that they are satisfied with the people they work with and the contacts they are assigned to in the BC.

Some specific words that were used to describe BC staff and services are as follows:

- Knowledgeable
- Responsive
- Professional
- Friendly
- Timely
- Efficient
- Helpful
- Supportive
- Considerate
- Patient
- Prompt
- Positive



For a complete list of positive open-ended responses please refer to Appendix A, Tables 3-13. The responses are broken down by location.

## **11. Please tell us what you think can be done to improve the Business Center services**

The constructive open-ended feedback regarding the UABC indicates that there is a desire for better communication, faster access to cash, and more consistency in protocols and procedures within the BC and between the BC and each location. In addition, various respondents commented on their lack of knowledge of BC staff jobs and the array of services offered by the BC. Suggested improvements included:

- Respond to emails more quickly so they know the email was received (even if the BC can't help them right away)
- Streamline the process for hiring paper work
- Reduce staff turnover, hire more staff, and fill vacant positions quickly
- Increase transparency of processes, provide relevant information, and alert people when there is a change.
- Update the website and provide more detailed information. Make the BC website more friendly so people can find what they need easily
- Improve communication between departments and make the ownership of responsibility clear
- Improve instruction on who to contact and where to go
- Make policies and procedures among different Business Centers consistent
- Move the BC to a more accessible location
- Provide clear and timely budget report

For a complete list of constructive open-ended responses, please refer to Appendix B, Tables 14-24.