



2016 Report on Customer Service

Submitted June 1, 2016



Texas Military Department

2016 Report on Customer Service

EXECUTIVE SUMMARY

In April 2016, the Texas Military Department (TMD) surveyed four key groups to assess customer satisfaction with agency services. These groups included:

- State active duty respondents—Texas Division of Emergency Management, Disaster District Chairman and other state agencies the TMD supports
- Behavioral health respondents—individuals currently using the behavioral health support services TMD makes available to service members, their dependents and TMD employees
- Youth education program respondents—staff members at the Texas Challenge and Starbase sites the TMD operates
- Tuition assistance respondents—individuals who applied for state tuition assistance available to eligible service members

Respondents across all groups expressed general satisfaction with agency services. Moreover, agency customers claimed satisfaction in their interactions with TMD employees and reported being likely to speak positively about the agency.

KEY FINDINGS

- 47 percent of respondents claimed to be extremely satisfied with agency services; a full 81 percent expressed some level of satisfaction
- A clear majority of all respondents reported that it was easy or convenient at some level to access TMD from every source (physical offices, online information, printed materials/policies, telephone customer service and email responsiveness) and that every source was either moderately or extremely useful
- Nearly 56 percent of respondents claimed to be extremely satisfied with their interactions with TMD employees; 79 percent reported being either moderately or extremely satisfied
- 92 percent of state active duty and 80 percent of behavioral health respondents were extremely satisfied with their interactions with TMD employees
- 91 percent of all respondents claimed they would be moderately, very or extremely likely to speak positively about the agency
- Responding to a question that asked survey respondents to identify one area that the TMD could improve, 15 percent pointed to coordination of activities; eleven percent chose policies; and another 10 percent chose availability of key staff

Texas Military Department

2016 Report on Customer Service

INVENTORY OF CUSTOMERS LISTED BY STRATEGY

- **A.1.1: State Active Duty—Disaster. Respond to disaster relief/emergency missions**
The primary customers are Texans in need during disaster and emergency situations who are served by Texas Guard Resources. The Army National Guard, Air National Guard and Texas State Guard comprise the Texas Guard Resources.
- **A.1.2: State Training Missions. Non-emergency homeland security, humanitarian and emergency preparedness training**
Internal customers include the Air National Guard, Army National Guard, Domestic Operations Task Force and Texas State Guard. The agency ensures these customers have the training necessary to support state emergency missions referenced in Strategy A.1.1.
- **B.1.1: Facilities Maintenance**
The Texas Military Department (TMD) maintains approximately 5.5 million square feet of facilities owned, leased or licensed by the state. State funding to maintain and repair these facilities supports service members throughout Texas. The facilities are necessary for training and equipment storage across the state to ensure the Guard can respond to the call referenced in Strategy A.1.1.
- **B.1.2: Debt Service**
This strategy is purely administrative and supports Strategy B.1.1: Facilities Maintenance.
- **B.2.1: Truck Rebuild Program**
This federal grant pass-through program supported Guard members by repairing critical equipment and returning it to the battlefield. The program no longer exists in Texas as federal funding ended in September 2015.
- **B.2.2: Firefighters—Ellington Air Force Base**
Federal grant pass-through program that ensures the protection of federal aviation assets located in Houston.
- **C.1.1: Youth Education Programs**
The primary customers are young Texans and their families served through the Challenge and Starbase Programs. The Challenge Program is open to young people between 16 and 18 who either have dropped out of school or are in danger of doing so. It focuses on helping these young adults achieve their full potential through education, training, mentoring and voluntary community service. Starbase aims to motivate elementary students to explore science, technology, engineering and math (STEM). The program

focuses on fifth graders and serves students historically underrepresented in STEM curriculum. A minimum of 75 percent federal pass-through money funds these programs.

- **C.1.2: State Military Tuition Assistance**

The state tuition program supports service members who wish to continue their education. The Texas Legislature created the program to assist Texas service members with the cost of tuition and mandatory fees associated with completing a higher education degree for military readiness and career advancement. The program is one of the most valuable tools to recruit, train and retain Texas Guard members.

- **C.1.3: Mental Health Initiative**

The mental health initiative supports service members who require mental health services. Statistics consistently indicate that a high number of service members returning from deployment need mental health services. The state employs seven caseworkers throughout Texas as a resource for service members. The state created this program to address the gaps not properly met by the federal government.

SURVEY METHODOLOGY

TMD distributed online surveys to four distinct groups using Survey Monkey. Because staff members conducted all survey work, the agency spent no money beyond salaries on the project.

Texans in need of Guard services during disasters and emergencies are the most important population TMD serves. All 27.8 million Texans are potential customers because a disaster or emergency can strike anywhere. TMD did not randomly sample Texans because it is impossible to know exactly who encountered a Guard member during a disaster or emergency. To assess disaster and emergency response efforts, staff surveyed the entities TMD supports—Texas Division of Emergency Management, Disaster District Chairman and other state agencies—during state active duty missions.

TMD offers state tuition assistance to eligible service members. The TMD conducted a random sample survey among individuals who applied for tuition assistance in FY 2016. TMD also offers behavioral health support to service members, their dependents and TMD employees. Behavioral health counselors distributed the survey to all individuals with current cases.

Finally, TMD supports two youth education programs that are at least 75 percent federally funded. Students and their families are the external customers who benefit from these programs; however, these customers are unlikely to draw a connection between the TMD and the programs because the programs maintain unique identities all their own (Challenge Academies and Starbase). TMD's most direct customers are the staff members who support the programs. Because program staff cannot serve these external customers successfully and effectively without appropriate resources, the TMD surveyed every individual currently charged with supporting an education program.

On April 13, 2016, TMD staff sent an email inviting individuals from each of the identified groups to take the customer service survey. For all the survey groups except state active duty, staff sent survey reminders on April 19 and April 26. The survey closed for these groups on April 27. The state active duty survey participants received an invitation on April 20, followed by personal phone calls encouraging participation. Staff emailed reminders on April 26 and April 28, and the survey closed on April 29.

The agency invited 378 people to complete the survey; forty percent responded. With the exception of tuition assistance, the surveys covered entire populations for a given time. Response rates for youth education programs (62 percent) and state active duty (64 percent) service populations likely are high enough for the results to represent each respective group. Response rates for behavioral health services participants dropped to 36 percent; these results are less likely to represent the entire group.

As mentioned earlier, staff conducted a random sample of tuition assistance applicants because the tuition assistance population was relatively large. The 27 percent response rate makes it difficult to draw scientifically valid conclusions about the entire group. There is a 95 percent likelihood that any given response is accurate within plus or minus 15 points. The likelihood that an answer reflects the opinion of the group does increase, regardless of sample size, the more disparate the percentages become. In other words, if 75 percent of respondents selected a certain response, one can have slightly more confidence that the response represents the group.

For future surveys, the agency may broaden its pool of potential respondents. For example, the agency may look to survey the parents of children in the Challenge and Starbase programs.

FINDINGS

Respondents generally are satisfied with TMD’s service. In fact, 47 percent are extremely satisfied, while 81 percent express some level of satisfaction (see Fig. 1). Approximately 12 percent of respondents express some degree of dissatisfaction.

Among individual groups, 75 percent of behavioral health respondents claimed to be extremely satisfied TMD’s service, as did 67 percent of state active duty respondents. Fewer than 25 percent of tuition assistance applicants said they were extremely satisfied with agency service, but 73 percent claimed some degree of satisfaction.

Figure 1: Overall, how satisfied are you with the service the Texas Military Department has provided?

Group	Extremely Dissatisfied	Moderately Dissatisfied	Slightly Dissatisfied	Neither Satisfied/Dissatisfied	Slightly Satisfied	Moderately Satisfied	Extremely Satisfied
All Respondents	3.95%	2.63%	5.26%	6.58%	9.21%	24.34%	47.37%
State Active Duty	0.00%	0.00%	0.00%	0.00%	8.33%	25.00%	66.67%
Behavioral Health	5.00%	2.50%	0.00%	5.00%	0.00%	10.00%	75.00%
Youth Ed Programs	5.08%	1.69%	6.78%	6.78%	8.47%	30.51%	40.68%
Tuition Assistance	2.44%	4.88%	9.76%	9.76%	19.51%	29.27%	24.39%

“Not applicable” response rate not shown in table

The survey attempted to identify how easy or convenient it is for customers to access TMD services (see Fig. 2). For every source in question—physical offices, online information, printed materials/policies, telephone customer service and email responsiveness—a clear majority expressed that access was easy at some level. No more than 12 percent claimed any level of difficulty with access via a particular source.

Breaking down the results in fine detail, a clear majority of every group except tuition assistance responded that access to TMD from every source was easy at some level.

Figure 2: Overall, how easy/difficult or convenient/inconvenient has it been to access the Texas Military Department from the following sources?

	Extremely Difficult/ Inconvenient	Moderately Difficult/ Inconvenient	Slightly Difficult/ Inconvenient	Neutral	Slightly Easy/ Convenient	Moderately Easy/ Convenient	Extremely Easy/ Convenient	NA
All Respondents								
Physical Offices	3.36%	4.03%	4.70%	18.79%	6.71%	20.13%	28.86%	13.42%
Online Info	2.00%	3.33%	6.00%	13.33%	10.67%	26.00%	29.33%	9.33%
Printed Materials/Policies	2.70%	2.70%	6.76%	18.92%	8.11%	17.57%	27.70%	15.54%
Telephone Customer Service	2.65%	3.31%	3.97%	14.57%	6.62%	14.57%	35.10%	19.21%
Email Responsiveness	2.65%	2.65%	4.64%	7.95%	7.95%	13.25%	54.97%	5.96%
State Active Duty Respondents								
Physical Offices	0.00%	0.00%	0.00%	9.09%	0.00%	45.45%	27.27%	18.18%
Online Info	0.00%	0.00%	0.00%	0.00%	0.00%	54.55%	36.36%	9.09%
Printed Materials/Policies	0.00%	0.00%	9.09%	0.00%	0.00%	27.27%	36.36%	27.27%
Telephone Customer Service	0.00%	0.00%	0.00%	9.09%	0.00%	18.18%	54.55%	18.18%
Email Responsiveness	0.00%	0.00%	0.00%	0.00%	0.00%	16.67%	83.33%	0.00%
Behavioral Health Respondents								
Physical Offices	2.56%	2.56%	2.56%	12.82%	5.13%	17.95%	48.72%	7.69%
Online Info	2.56%	5.13%	0.00%	12.82%	10.26%	17.95%	33.33%	17.95%
Printed Materials/Policies	5.13%	2.56%	2.56%	17.95%	5.13%	12.82%	33.33%	20.51%
Telephone Customer Service	0.00%	0.00%	2.50%	7.50%	5.00%	12.50%	52.50%	20.00%
Email Responsiveness	0.00%	2.56%	0.00%	5.13%	2.56%	17.95%	61.54%	10.26%
Youth Education Program Respondents								
Physical Offices	3.39%	0.00%	3.39%	5.08%	16.95%	13.56%	22.03%	27.12%
Online Info	1.69%	0.00%	5.08%	5.08%	16.95%	10.17%	25.42%	30.51%
Printed Materials/Policies	1.72%	5.17%	3.45%	17.24%	8.62%	18.97%	34.48%	10.34%
Telephone Customer Service	3.33%	5.00%	5.00%	11.67%	8.33%	20.00%	33.33%	13.33%
Email Responsiveness	1.69%	1.69%	3.39%	11.86%	3.39%	8.47%	62.71%	6.78%
Tuition Assistance Respondents								
Physical Offices	5.00%	7.50%	7.50%	30.00%	0.00%	12.50%	12.50%	25.00%
Online Info	2.44%	0.00%	14.63%	12.20%	14.63%	26.83%	21.95%	7.32%
Printed Materials/Policies	2.50%	0.00%	15.00%	27.50%	12.50%	17.50%	10.00%	15.00%
Telephone Customer Service	5.00%	5.00%	5.00%	27.50%	7.50%	7.50%	15.00%	27.50%
Email Responsiveness	7.32%	4.88%	12.20%	7.32%	21.95%	14.63%	29.27%	2.44%

Survey respondents also evaluated the usefulness of a location or information from a given source (see Fig. 3). A majority found each source to be either moderately or extremely useful. No more than 5 percent of respondents claimed any source was not useful.

A near or clear majority of every group except tuition assistance claimed each source was either moderately or extremely useful.

Figure 3: Overall, how useful has the location or information from a given source been?

	Not Useful	Neutral	Slightly Useful	Moderately Useful	Extremely Useful	NA
All Respondents						
Physical Offices	4.03%	18.55%	3.23%	19.35%	35.48%	19.35%
Online Info	2.46%	14.75%	11.48%	28.69%	33.61%	9.02%
Printed Materials/Policies	3.28%	18.85%	9.02%	21.31%	31.15%	16.39%
Telephone Customer Service	4.07%	12.20%	4.88%	14.63%	41.46%	22.76%
Email	3.20%	12.00%	4.00%	17.60%	55.20%	8.00%
State Active Duty Respondents						
Physical Offices	0.00%	9.09%	9.09%	36.36%	18.18%	27.27%
Online Info	0.00%	10.00%	10.00%	20.00%	50.00%	10.00%
Printed Materials/Policies	0.00%	0.00%	10.00%	20.00%	50.00%	20.00%
Telephone Customer Service	0.00%	10.00%	0.00%	10.00%	70.00%	10.00%
Email	0.00%	0.00%	0.00%	18.18%	81.82%	0.00%
Behavioral Health Respondents						
Physical Offices	6.06%	9.09%	0.00%	15.15%	60.61%	9.09%
Online Info	3.13%	9.38%	9.38%	21.88%	34.38%	21.88%
Printed Materials/Policies	6.25%	18.75%	3.13%	15.63%	31.25%	25.00%
Telephone Customer Service	0.00%	9.38%	0.00%	15.63%	53.13%	21.88%
Email	3.03%	15.15%	3.03%	12.12%	54.55%	12.12%
Youth Education Program Respondents						
Physical Offices	1.96%	23.53%	5.88%	15.69%	37.25%	15.69%
Online Info	3.92%	21.57%	7.84%	31.37%	31.37%	3.92%
Printed Materials/Policies	1.96%	17.65%	5.88%	23.53%	39.22%	11.76%
Telephone Customer Service	3.85%	9.62%	9.62%	17.31%	42.31%	17.31%
Email	1.96%	11.76%	3.92%	13.73%	56.86%	11.76%
Tuition Assistance Respondents						
Physical Offices	6.90%	24.14%	0.00%	24.14%	10.34%	34.48%
Online Info	0.00%	10.34%	20.69%	34.48%	31.03%	3.45%
Printed Materials/Policies	3.45%	27.59%	20.69%	24.14%	10.34%	13.79%
Telephone Customer Service	10.34%	20.69%	3.45%	10.34%	17.24%	37.93%
Email	6.67%	13.33%	6.67%	30.00%	43.33%	0.00%

Nearly 56 percent of respondents said they were extremely satisfied with their interactions with TMD employees (see Fig. 4). A full 79 percent were either moderately or extremely satisfied. Less than 7 percent expressed any degree of dissatisfaction at all.

Almost 92 percent of state active duty respondents reported being extremely satisfied with the interactions they had with department employees. Among behavioral health respondents, 95 percent claimed to be either extremely (80 percent) or moderately satisfied (15 percent). Seventy-one percent of tuition assistance respondents and 90 percent of youth education respondents claimed some degree of satisfaction. Nearly 12 percent of tuition assistance respondents were slightly dissatisfied with their interactions with TMD employees. Among all respondents, this is the only area where any degree of dissatisfaction even approached a double-digit rate.

Figure 4. Overall, how satisfied are you with the interactions you have had with TMD employees?

Group	Extremely Dissatisfied	Moderately Dissatisfied	Slightly Dissatisfied	Neither Satisfied/ Dissatisfied	Slightly Satisfied	Moderately Satisfied	Extremely Satisfied
All Respondents	1.30%	1.95%	3.25%	5.19%	7.79%	23.38%	55.84%
State Active Duty	0.00%	0.00%	0.00%	0.00%	8.33%	0.00%	91.67%
Behavioral Health	2.50%	0.00%	0.00%	0.00%	0.00%	15.00%	80.00%
Youth Ed Programs	0.00%	3.33%	0.00%	5.00%	11.67%	25.00%	53.33%
Tuition Assistance	2.38%	2.38%	11.90%	11.90%	9.52%	35.71%	26.19%

"Not applicable" response rate not shown in table

As a final gauge of customer service quality, the survey asked respondents to rate how likely they would be to speak positively about their experience with the Texas Military Department. Ninety-one percent claimed they would be moderately, very or extremely likely to speak positively about the agency (see Fig. 5).

Nearly 92 percent of state active duty and 82 percent of behavioral health respondents reported they would be extremely likely to speak positively about the TMD. A full 95 percent of youth education respondents and 76 percent of tuition assistance respondents reported that they would be moderately, very, or extremely likely to speak positively about the TMD.

Figure 5. How likely are you to speak positively about your experience when talking about the Texas Military Department?

Group	Not Likely at All	Slightly Likely	Moderately Likely	Very Likely	Extremely Likely	NA
All Respondents	1.31%	5.88%	15.69%	12.42%	62.75%	1.96%
State Active Duty	0.00%	0.00%	8.33%	0.00%	91.67%	0.00%
Behavioral Health	0.00%	0.00%	2.56%	12.82%	82.05%	2.56%
Youth Ed Programs	0.00%	1.67%	21.67%	15.00%	58.33%	3.33%
Tuition Assistance	4.76%	19.05%	21.43%	11.90%	42.86%	0.00%

CONCLUSION

The data show Texas Military Department customers are satisfied with the services the agency provides. Moreover, TMD customers view many of the sources of information and facilities to be easy to access and useful.

Still, there is room for improvement. In a final question, the survey asked respondents to identify the one area that the Texas Military Department could improve (see Fig. 6). Fifteen percent pointed to coordination of activities; eleven percent chose policies; and another 10 percent chose availability of key staff. Thirty-two percent selected the response “Other.” Many of these responses specified that no improvements are necessary and, in the case of behavioral health, praised program staff. However, there were also calls to “cut back on the red tape” (state active duty respondent) and to better promote the behavioral health program. Of the 17 percent of tuition assistance respondents who selected “Other,” 43 percent mentioned timeliness as an item that could improve.

Figure 6: If you had to pick one area that the Texas Military Department could improve, what would it be?

Answer Choices	All Groups	State Active Duty	Behavioral Health	Youth Education Programs	Tuition Assistance
Staff Responsiveness	8.22%	0.00%	0.00%	7.02%	19.51%
Job Knowledge	4.79%	10.00%	0.00%	8.77%	2.44%
Cooperation	3.42%	0.00%	0.00%	7.02%	2.44%
Coordination of Activities	15.07%	0.00%	15.79%	21.05%	9.76%
Work Product	2.05%	0.00%	2.63%	0.00%	4.88%
Written Communication	4.11%	0.00%	2.63%	1.75%	9.76%
Oral Communication	4.79%	0.00%	0.00%	10.53%	2.44%
Policies	10.96%	20.00%	13.16%	5.26%	14.63%
Availability of Staff	9.59%	20.00%	10.53%	7.02%	9.76%
Service	4.79%	20.00%	2.63%	1.75%	7.32%
Other	32.19%	30.00%	52.63%	29.82%	17.07%