



**2009 SURVEY REPORT:
ADMINISTRATIVE SERVICES**

Finance and Administration Division
Angelo State University
www.angelo.edu/services/finadmin/

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I: Executive Summary

The purpose of this survey was to collect customer satisfaction data related to services offered by Angelo State University's Finance and Administration division. This survey, conducted each fall semester, is a key component of the Finance and Administration strategy to improve the services provided to the University community.

- ❖ Overall customer satisfaction improved during the past year (see chart 1). The average number of faculty and staff responses that rated services "Somewhat Satisfied" or higher based on a composite of all individual F&A departments increased from 75.9% to 81.9%. However, on a stand alone question where respondents were asked to rate the division as a whole, the average rating was 3.5 on a scale of 1-5 (5 being the highest). Students rated the F&A services that they received at a 4 on the 1-5 scale.
- ❖ A high percentage of staff respondents (71.6%) felt that F&A services had improved over that past year, with faculty responses almost the opposite (66.7% said "No improvement"). Students were mixed on their responses, with 45.7% indicating improvement and 52.5% saying no improvement. These responses are shown graphically in chart 2.
- ❖ The responses continue to indicate a significant difference between the perceptions of faculty and staff related to the quality of services provided (see charts 2 and 3) This suggests that continued efforts are needed to improve services to faculty and/or to improve awareness of F&A services and procedures related to administrative support services.
- ❖ Comments by respondents (Sections III and VI) suggested multiple opportunities for improvement. In general, these comments centered on the following themes:
 - Customer service
 - Process improvement
 - Communications and transparency
 - Expansion of on-line resources and services
 - Training related to administrative processes and procedures
 - User friendly processes and procedures
 - Responsiveness to customer needs and timelines.
 - Collaborative actions and decisions
 - Working toward common University goals
 - Administrative services must support university mission.

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Chart 1: Somewhat Satisfied or higher rating (%)

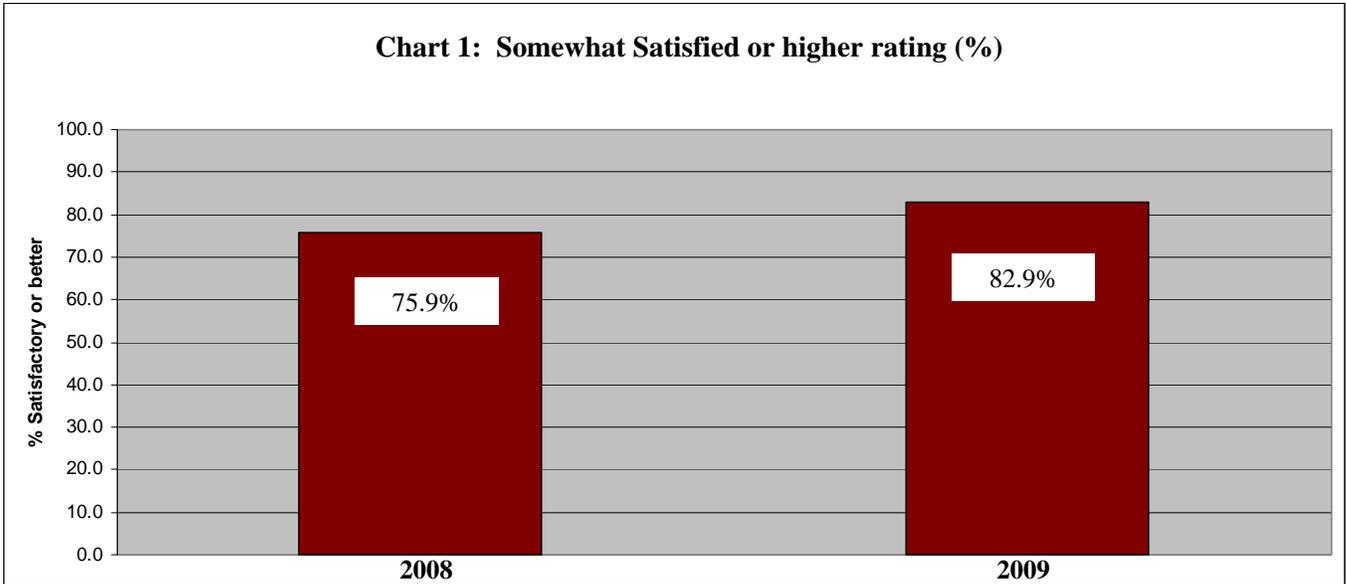
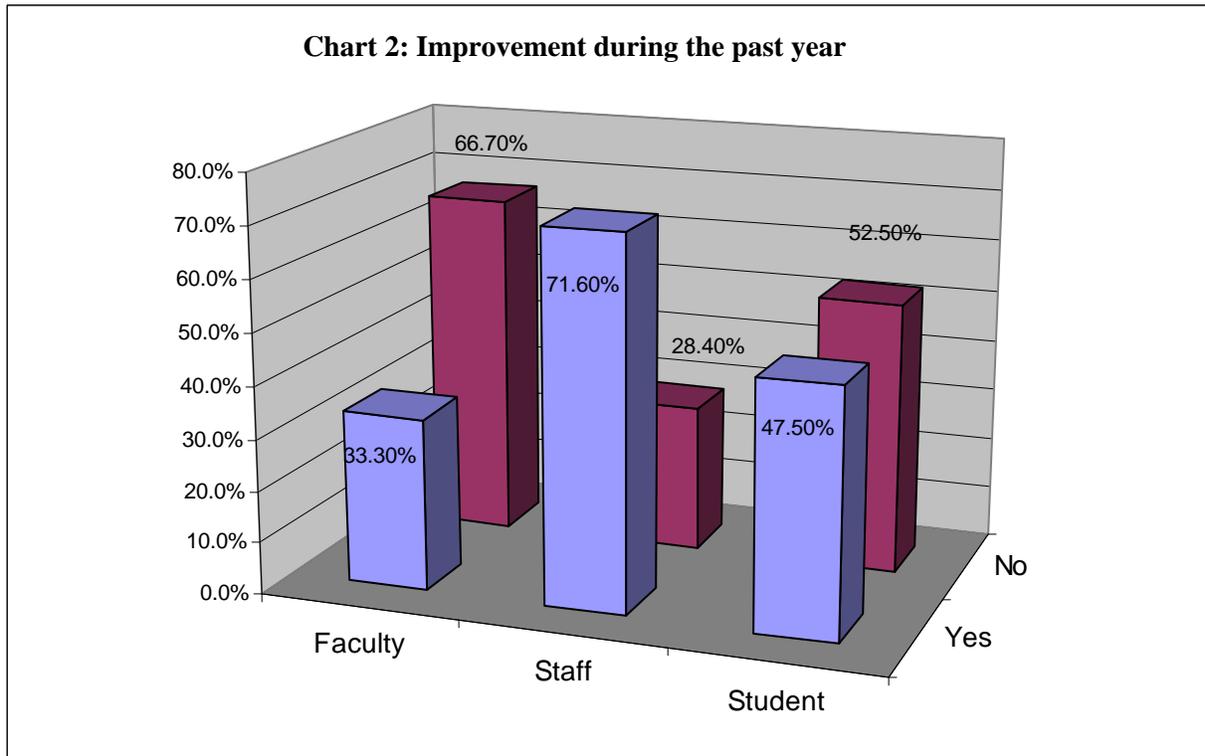
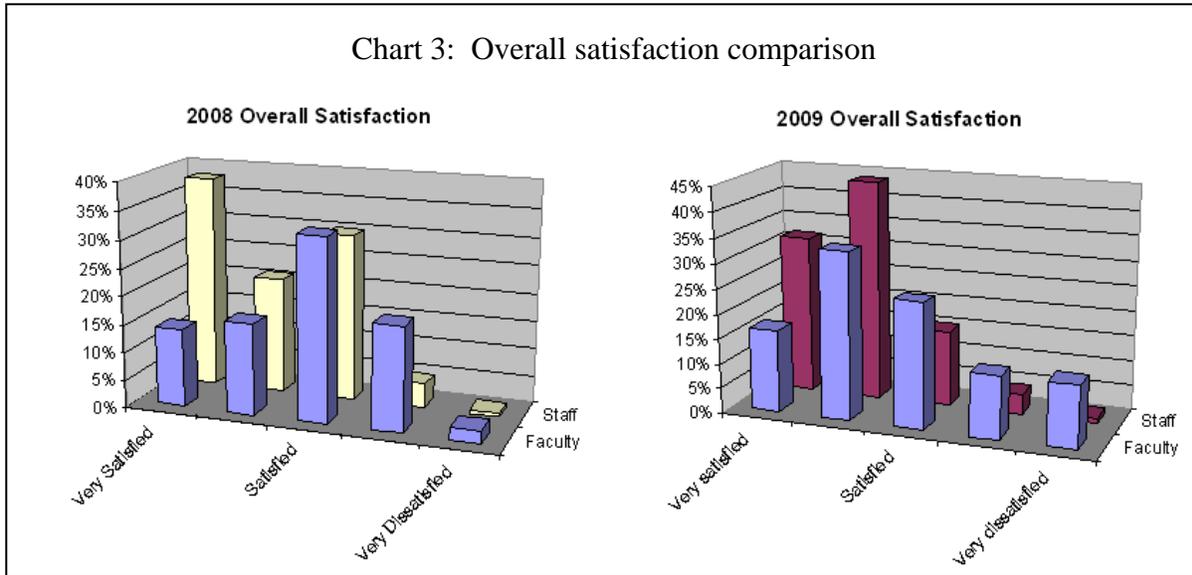


Chart 2: Improvement during the past year



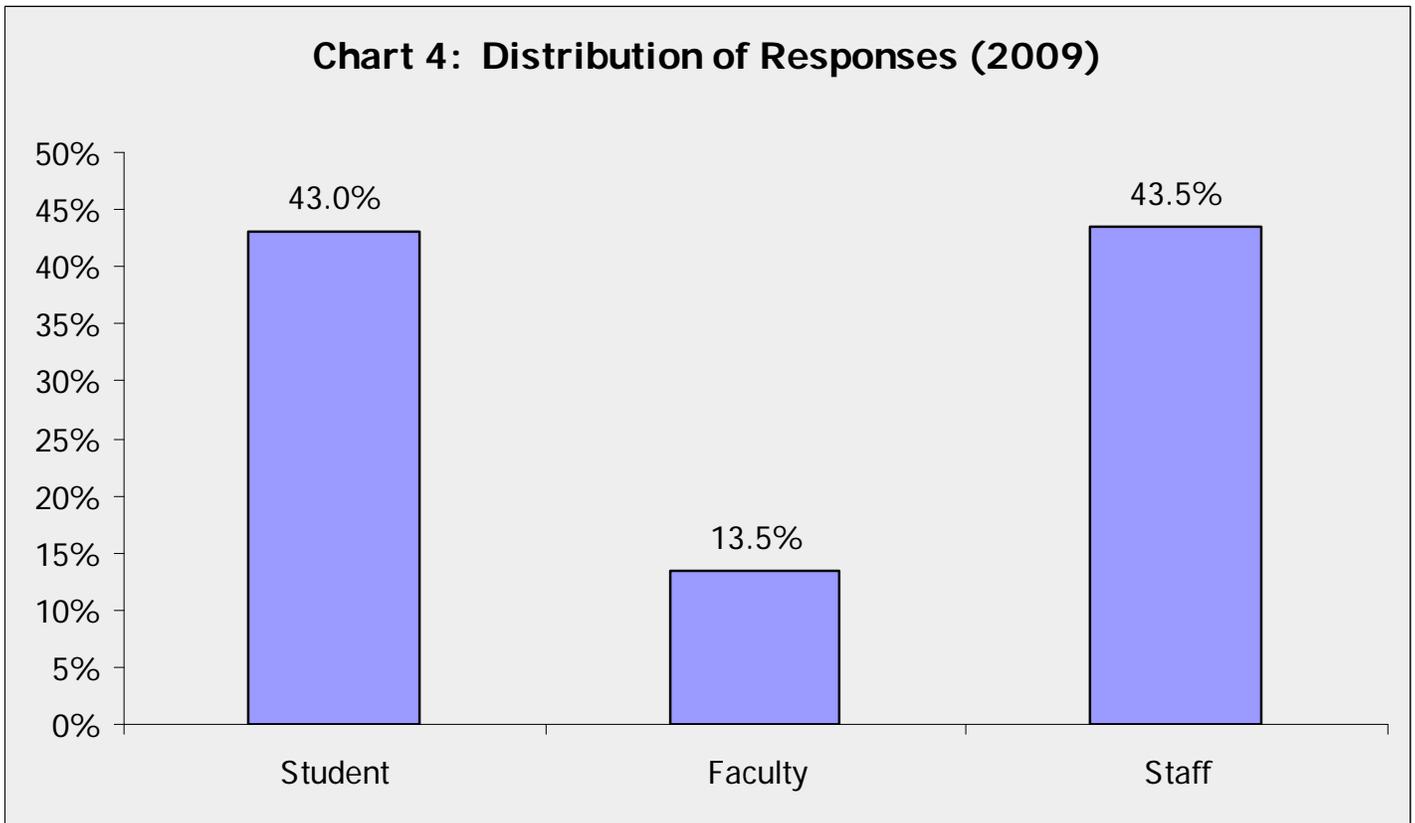
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II: Method and Response

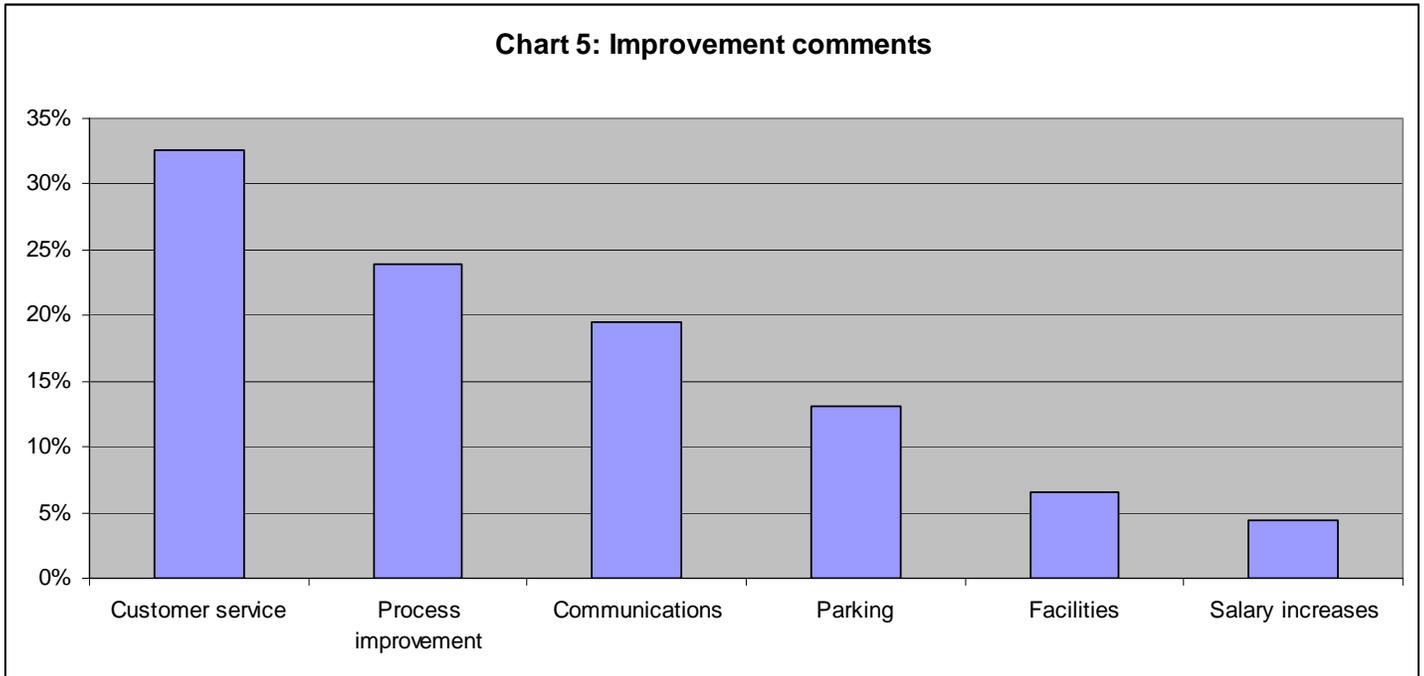
This survey was conducted December 2009 through January of 2010 using an online instrument (SurveyMonkey.com). The population surveyed included all full time faculty, staff, and students within the university. A total of 7,059 surveys were distributed via email and 356 responses were received (5% response). Students comprised 43% of the respondents, faculty 13.5%, and staff 43.5% as illustrated in chart 4.

Faculty and staff were asked to respond to twenty-eight questions, with the student population asked to rate seventeen applicable administrative services. Respondents rated multiple functions within each service area, and were also asked to submit comments related to these areas.



III: Most important improvements needed (based on comments submitted)

Respondents were asked to submit suggestions for overall improvement of the Finance and Administration division. Those comments are shown in section VI on pages 21-22. The chart below shows the most common areas needing improvement, in ranked order.



IV: Interventions

1. Meet with staff and analyze data/comments related to specific areas.

Action step: *Directors and department managers should meet with his/her staff to review the survey data and discuss the comments submitted. One or two negative comments may be an anomaly, but multiple comments related to the same issue may suggest that improvement is needed.*

2. Evaluate survey comments in the context of ASU Strategic Plan and the F&A Operations Plan.

Action step: *Each director should review goals and actions items, and evaluate those items in the context of the survey comments. Determine if the action items being implemented will address the issues, or if action items need to be added or revised.*

3. Improve awareness of policies and procedures related to F&A services.

Action step: *Prepare and disseminate informational media that will increase the general understanding of policies and procedures related to F&A services. Include the use of web sites, brochures, newsletters, and e-mail, and presentations to key campus groups.*

4. Improve communications and transparency.

Action step: *Take appropriate steps to insure that any actions affecting the campus community are communicated effectively to all faculty, staff, and students, and that all actions are conducted in an open and transparent manner.*

5. Continue to work with the academic community related to their perceptions of administrative services.

Action step: *Directors and/or department managers should reach out to key faculty groups to address issues related to faculty perceptions regarding administrative services.*

6. Reinforce the need for adherence to division wide customer service standards.

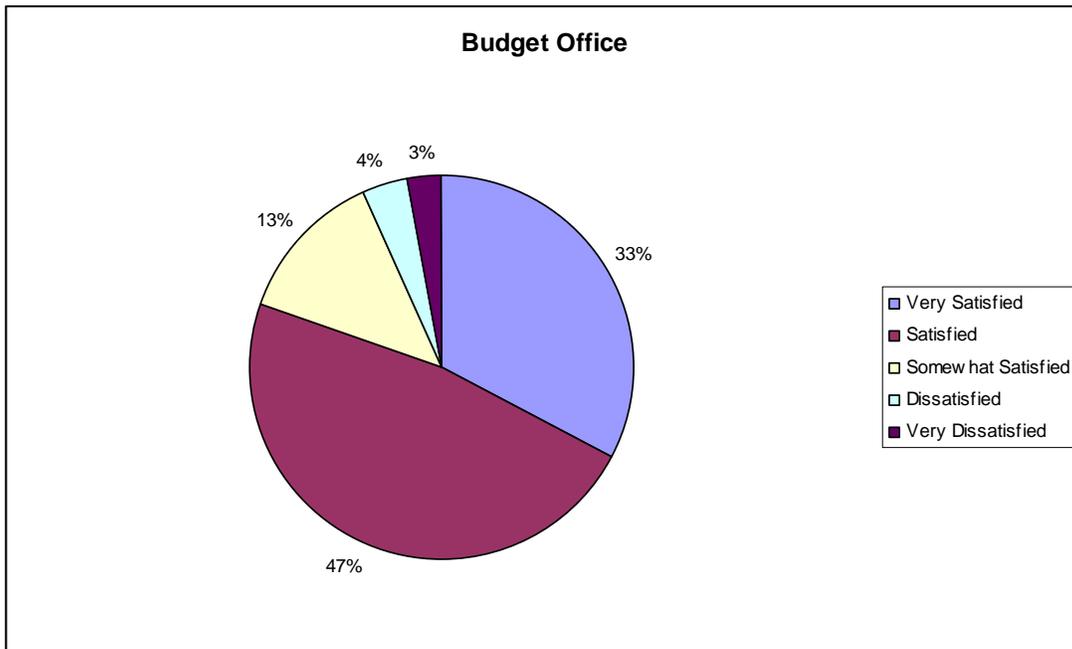
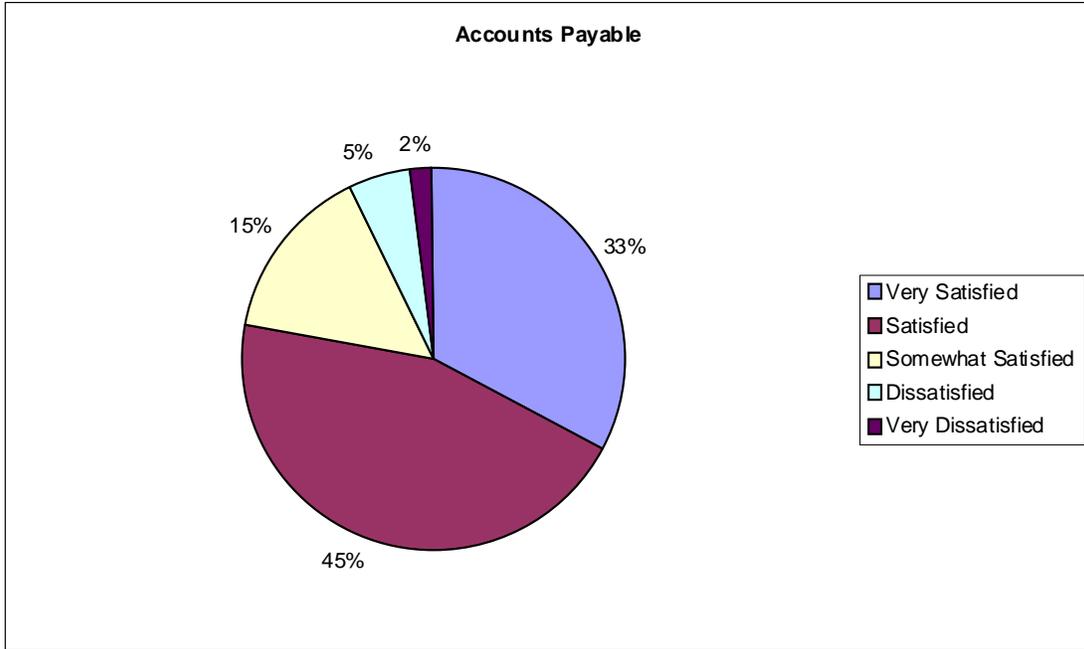
Action step: *Directors and department managers should insure that all staff are aware of and strive to meet or exceed division customer service standards.*

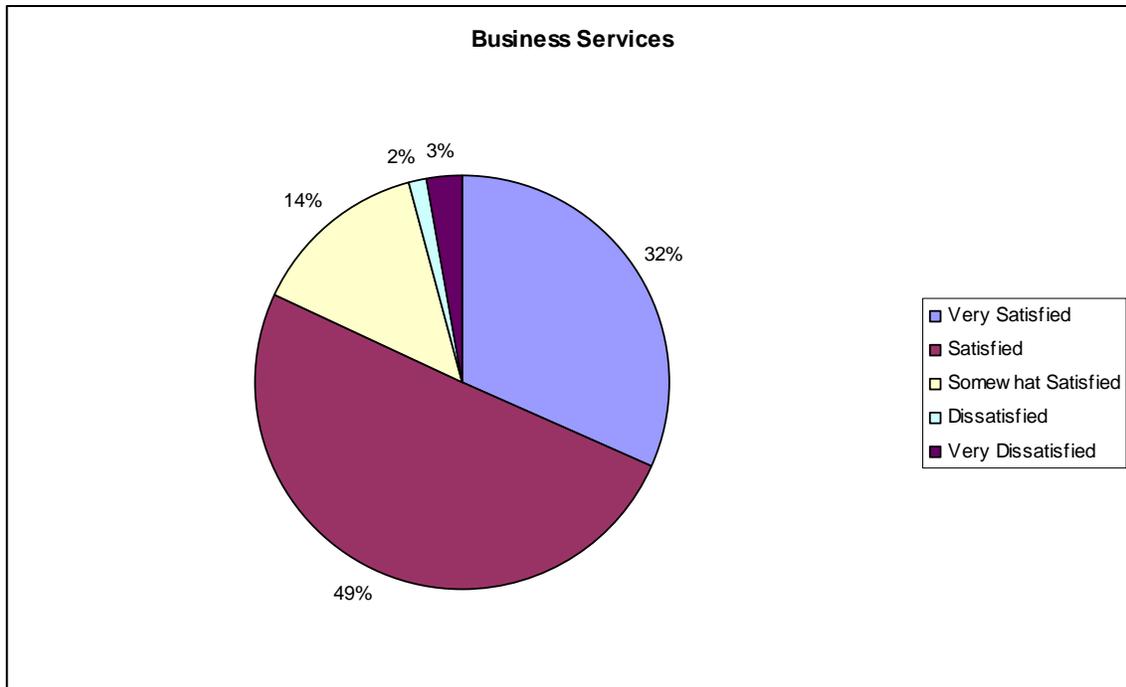
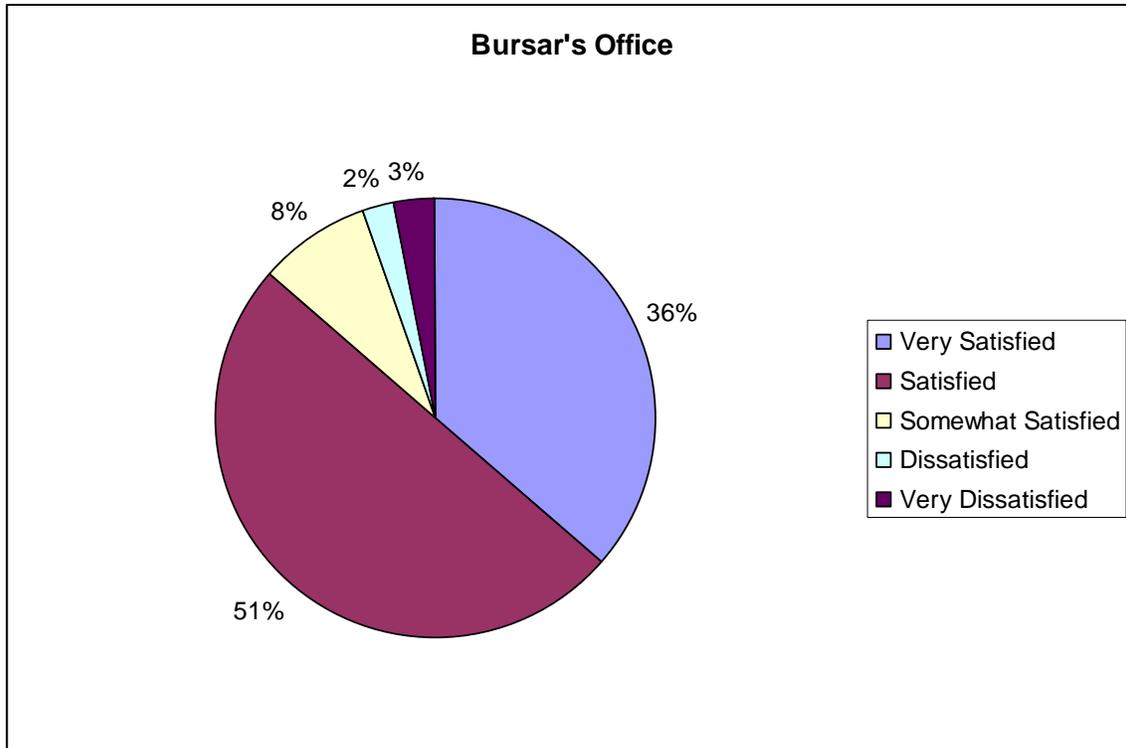
7. Redesign the survey so as to get a higher response percentage.

Action step: *Directors should collaborate with Special Projects department to redesign the survey to insure that questions are assessing key F&A division goals and to insure that the number of responses constitute a representative sample of the ASU population. One shorter overall survey should be administered, with each department doing their own detailed survey(s) during the year.*

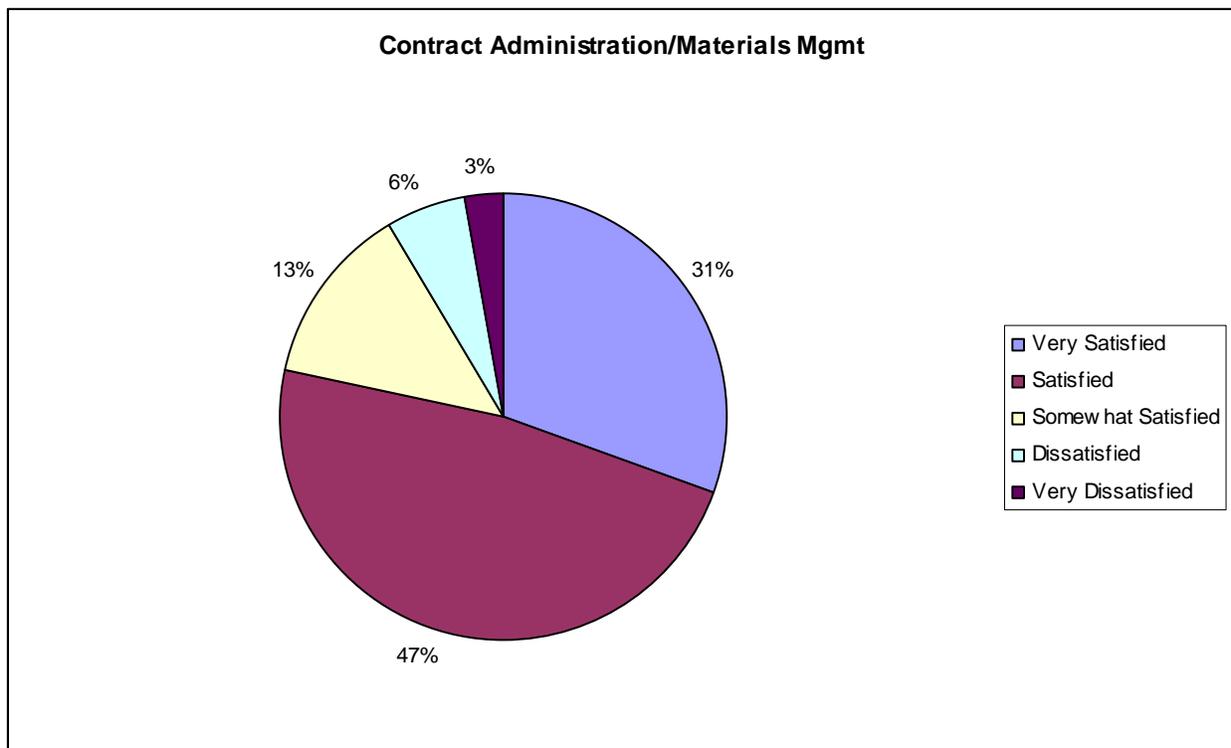
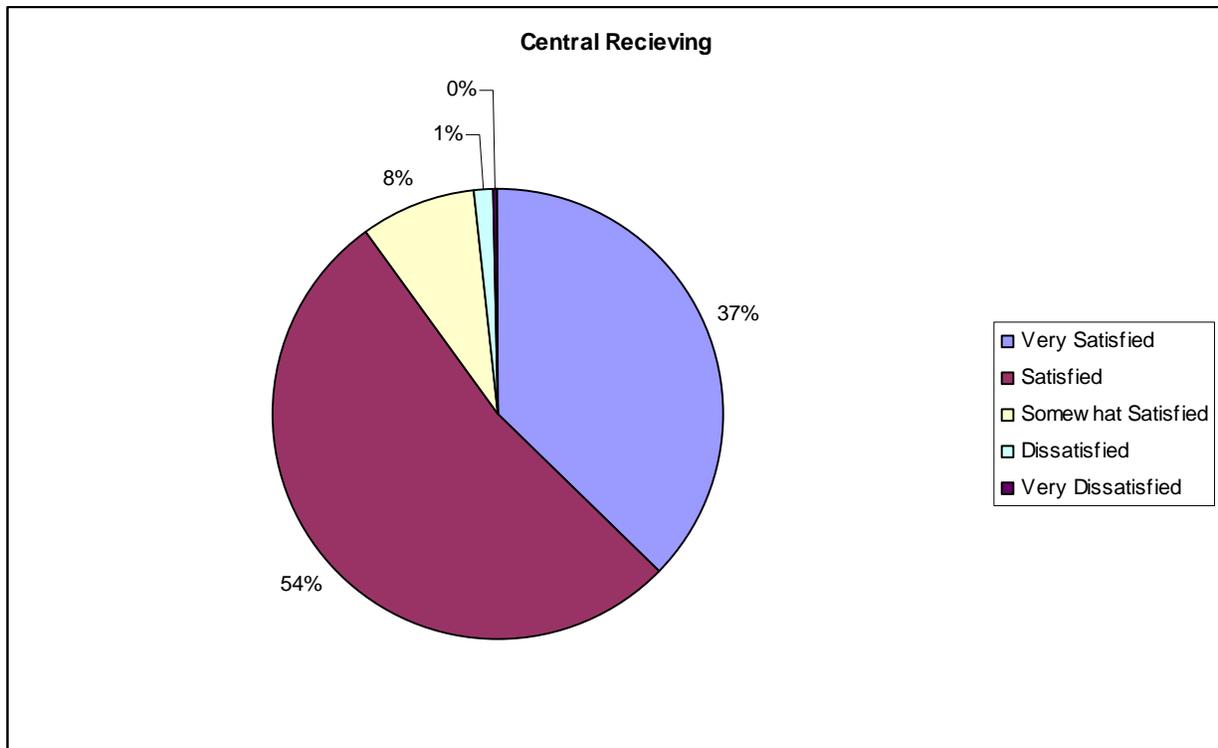
V: Data Observations

The distribution of responses to each question is shown below. All values are a composite average of responses from the ASU community.

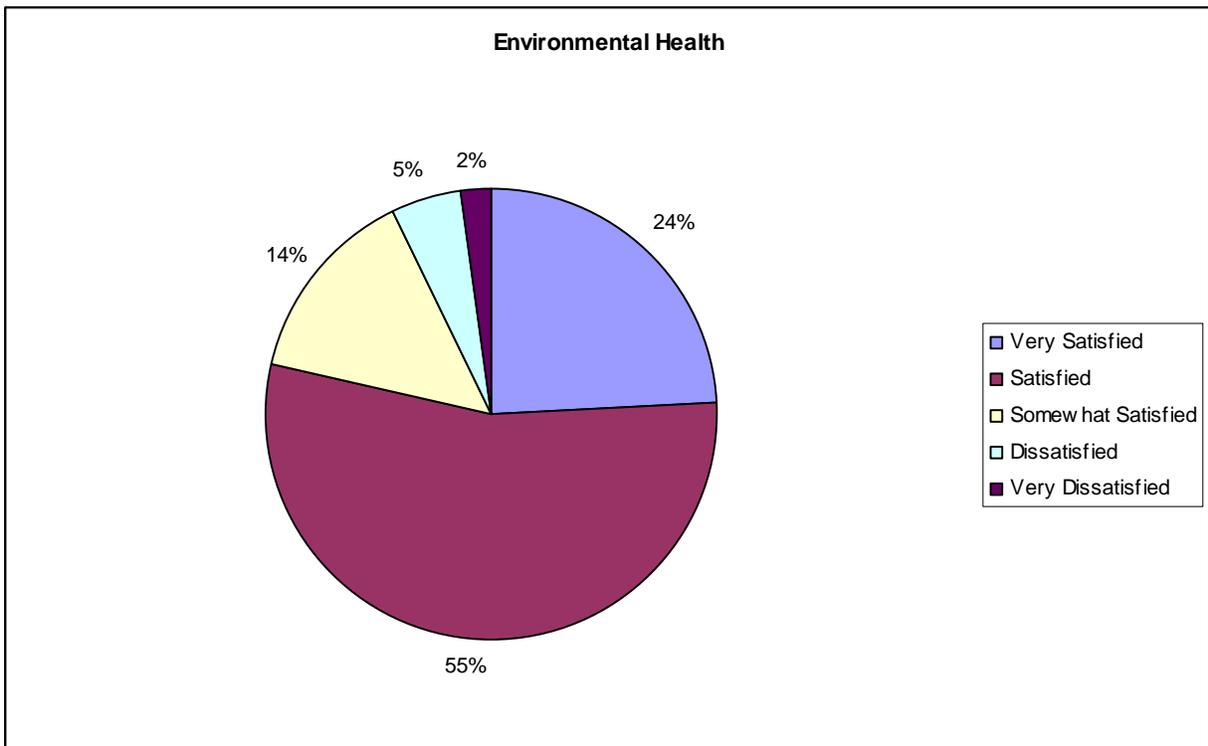
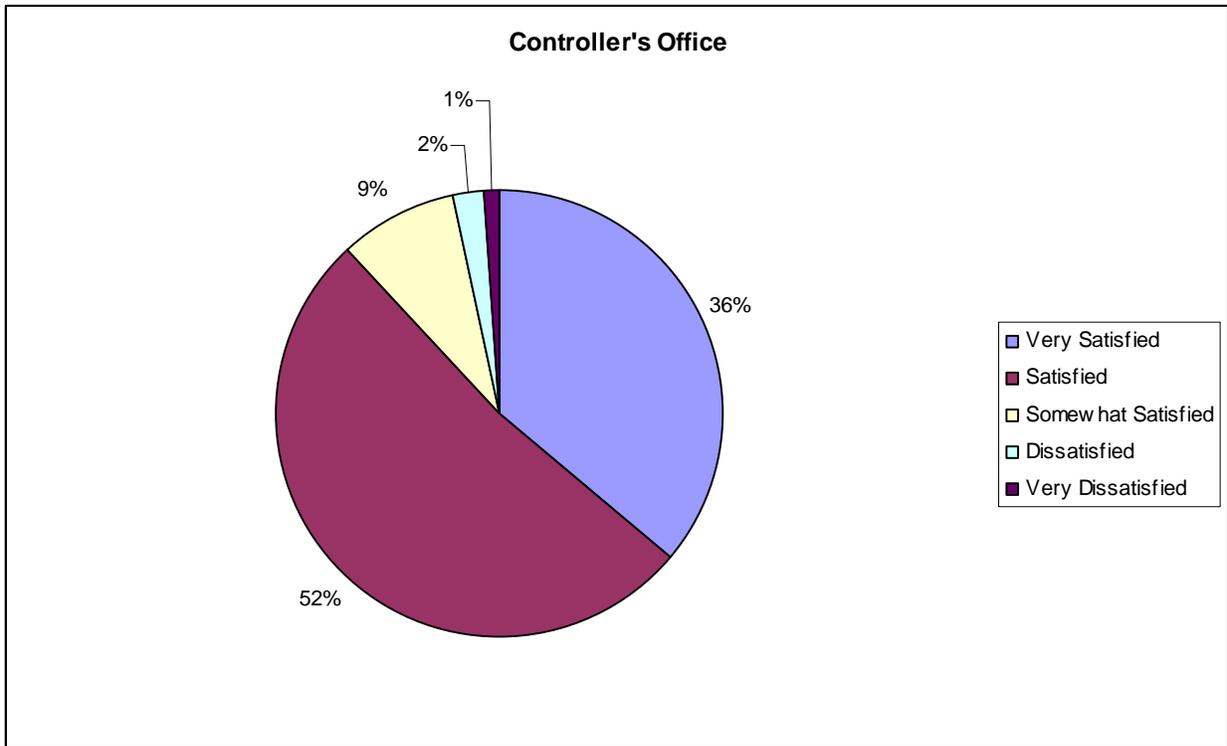


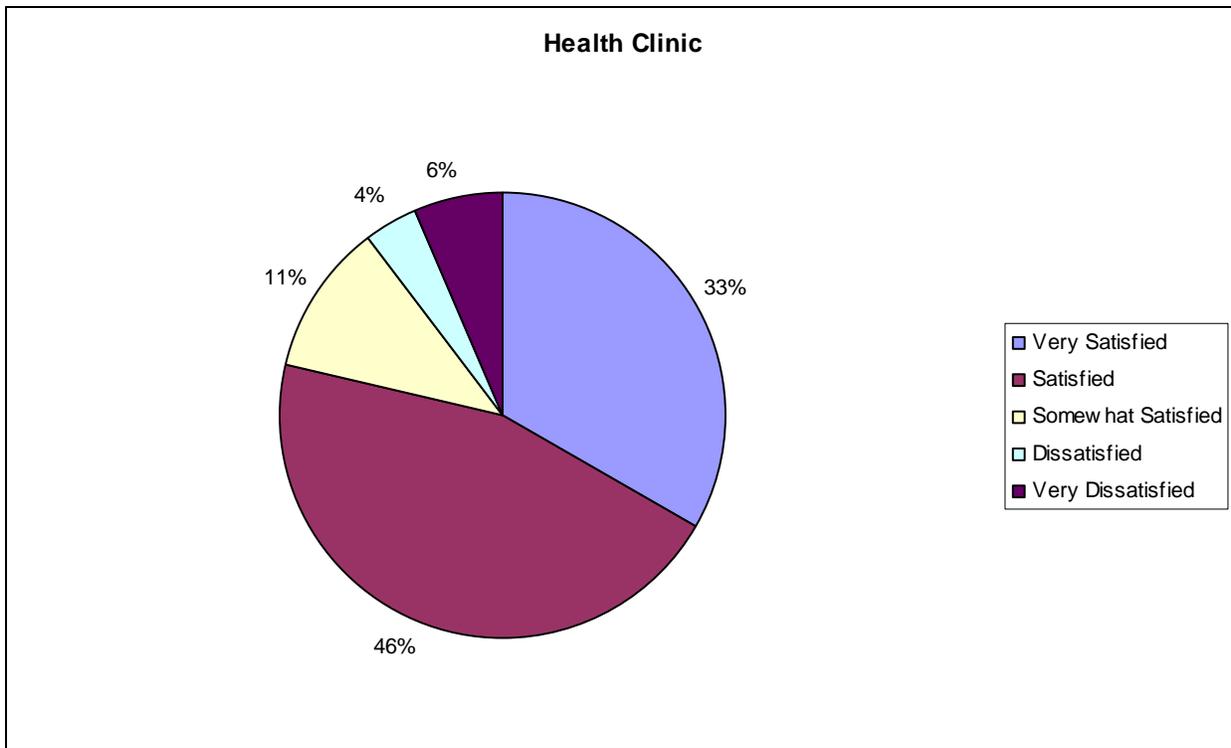
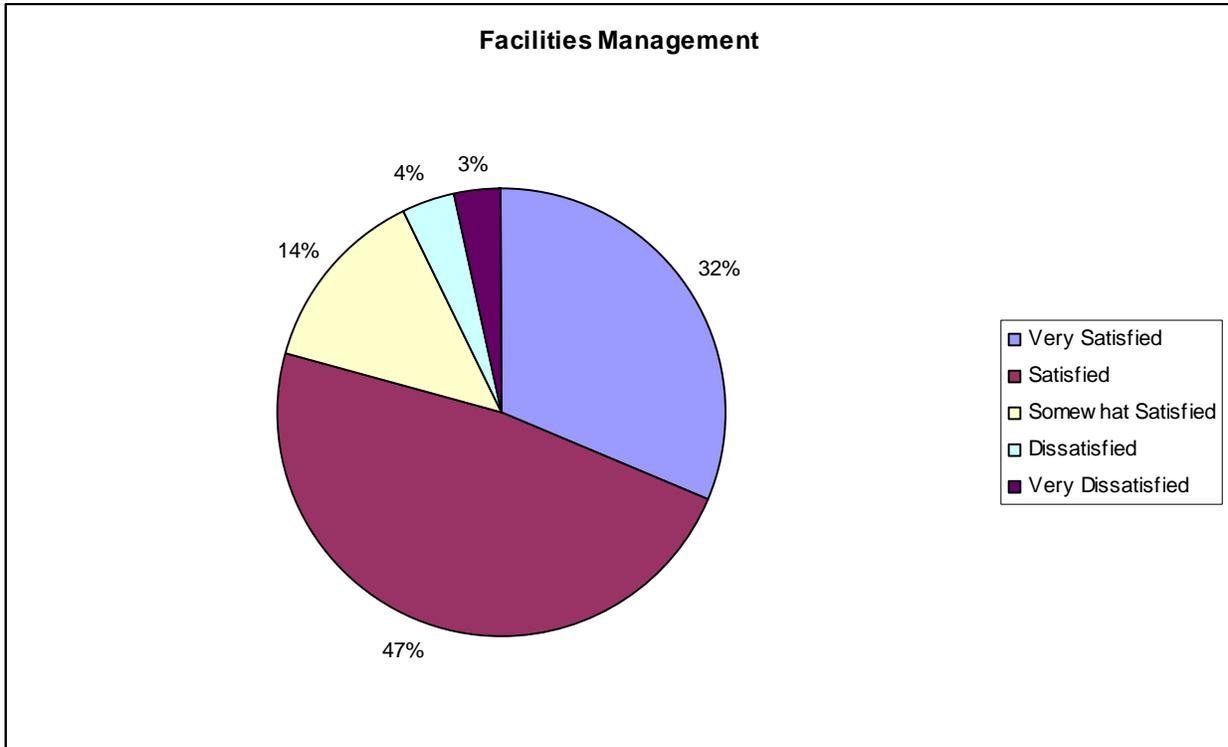


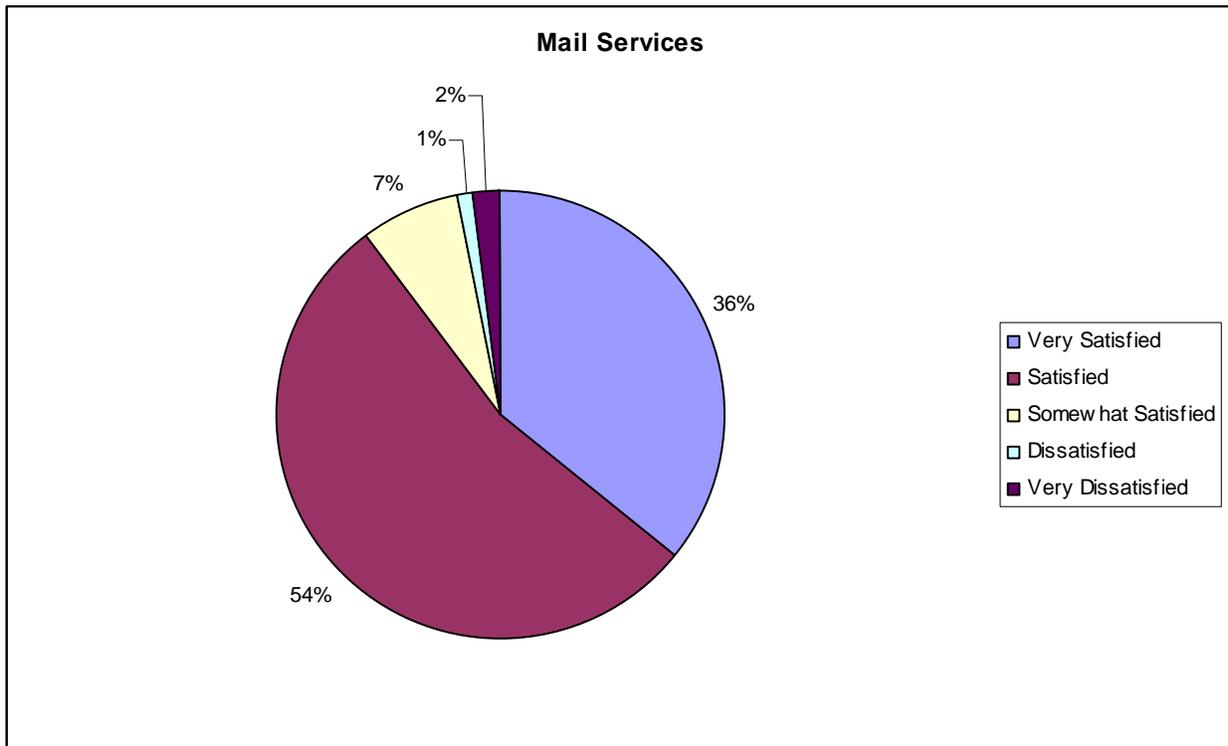
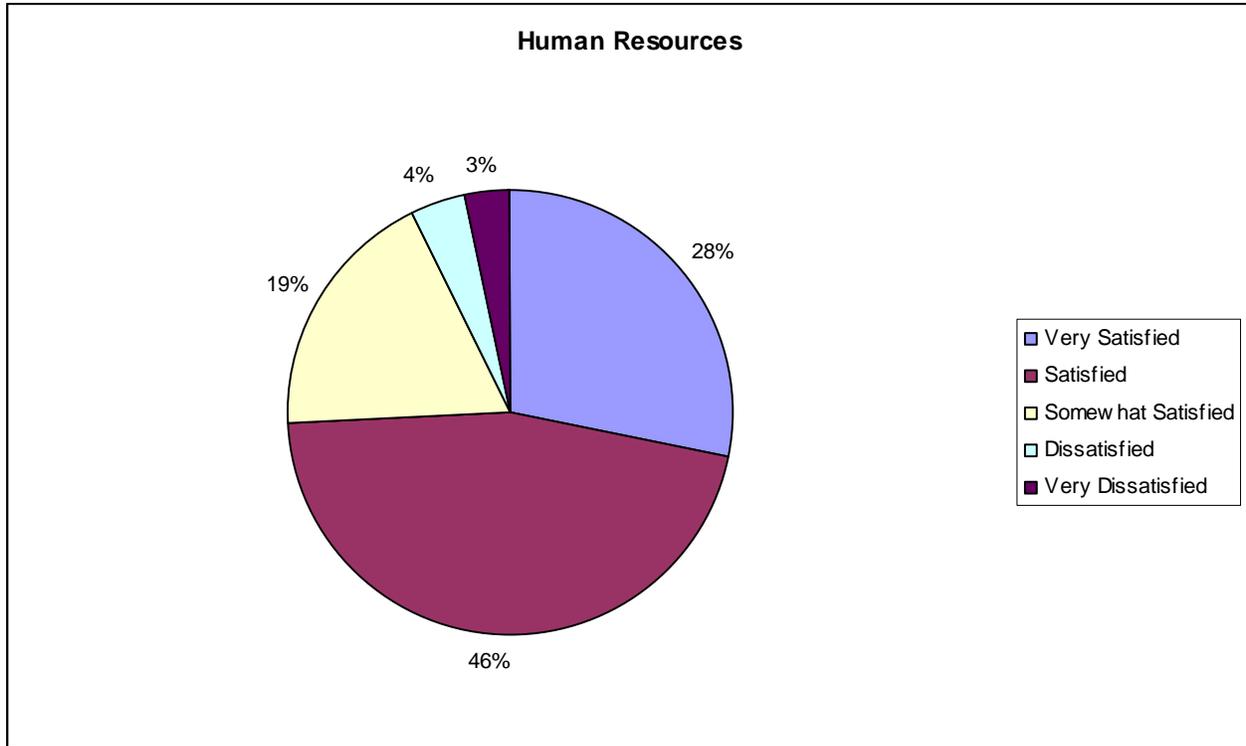
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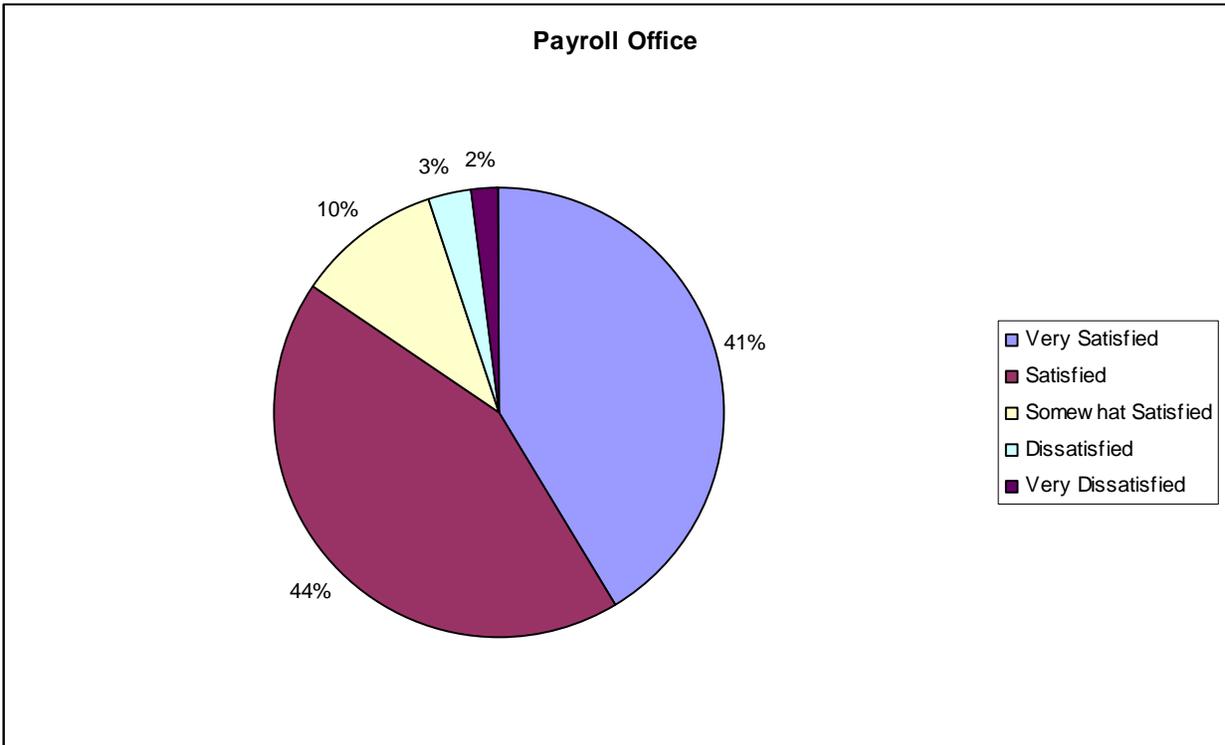
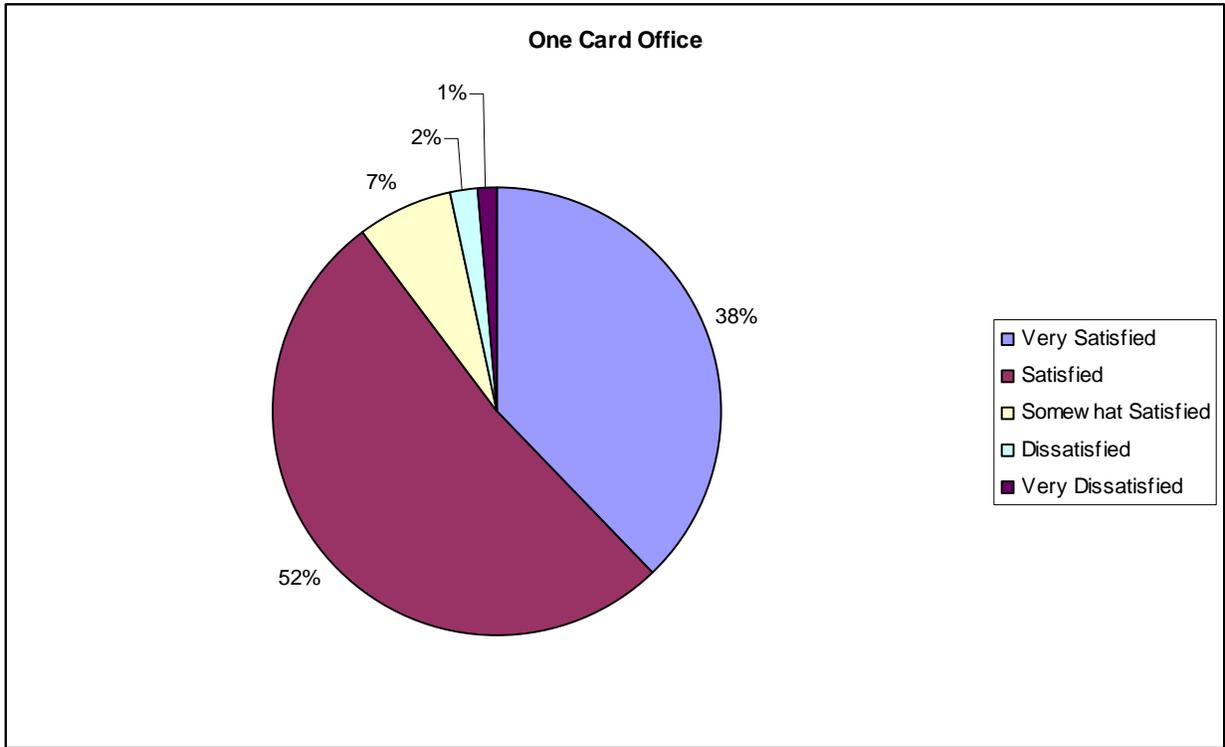
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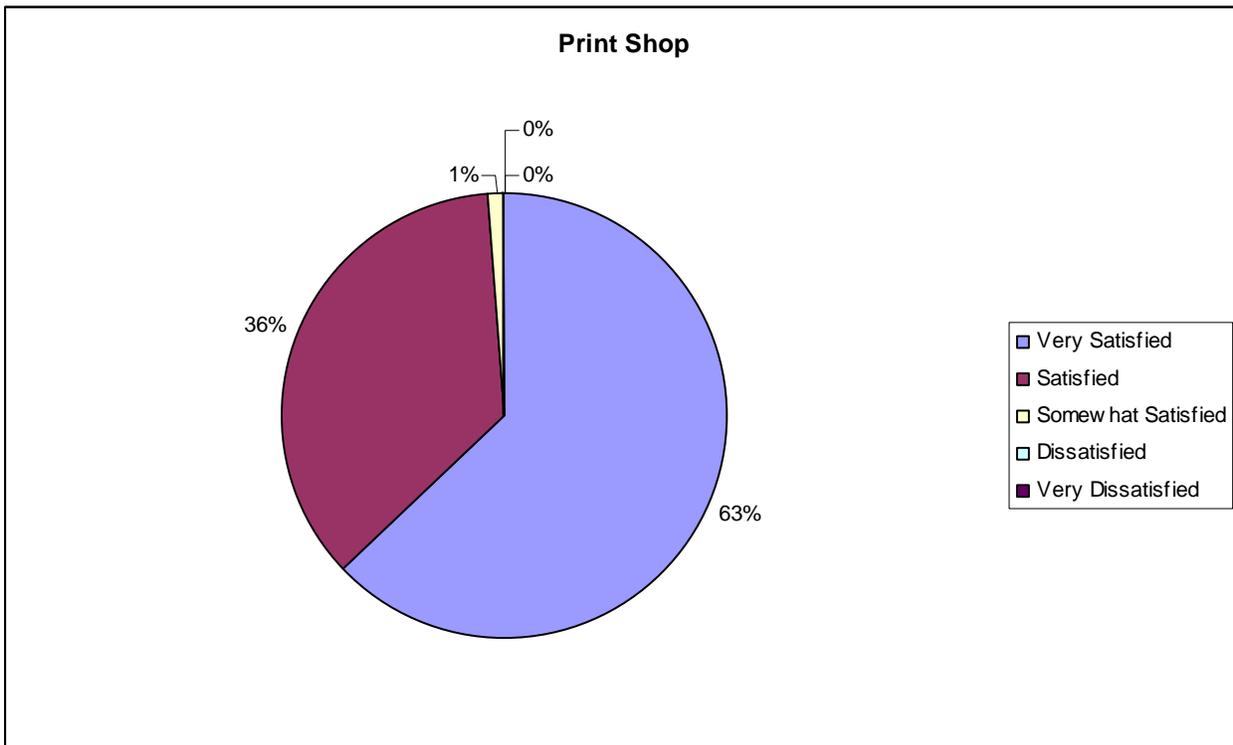
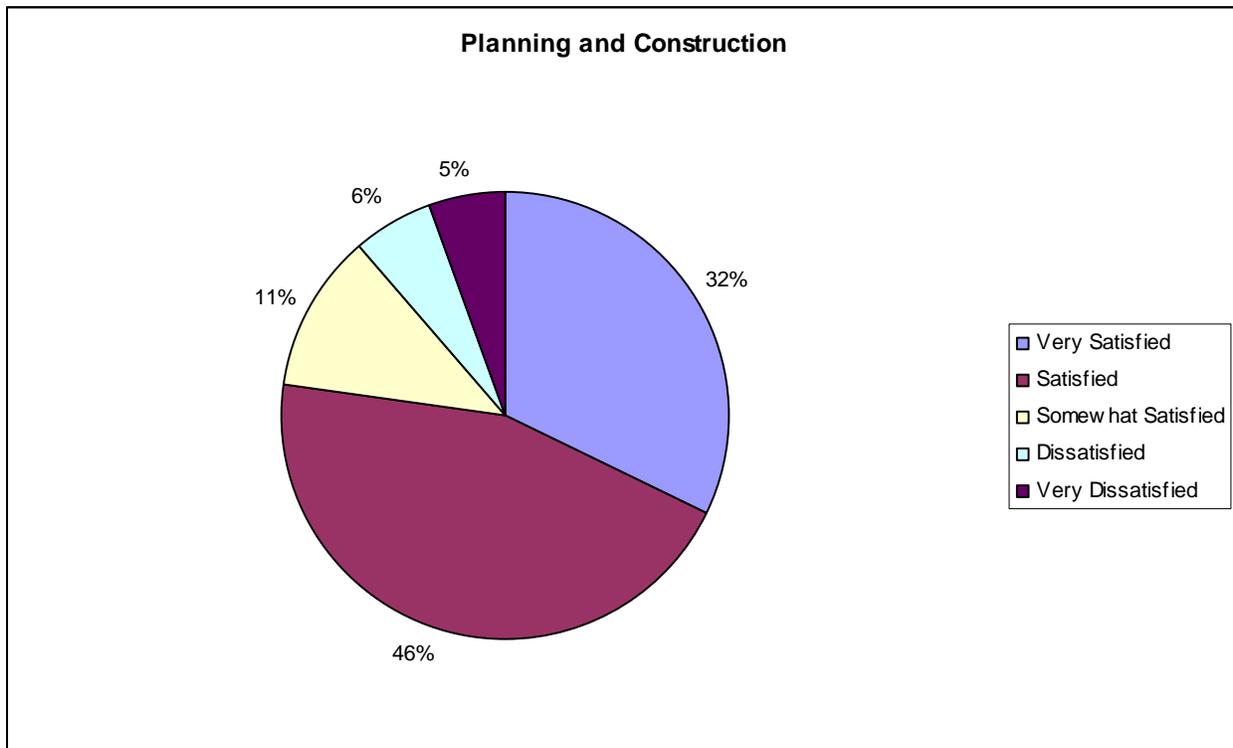




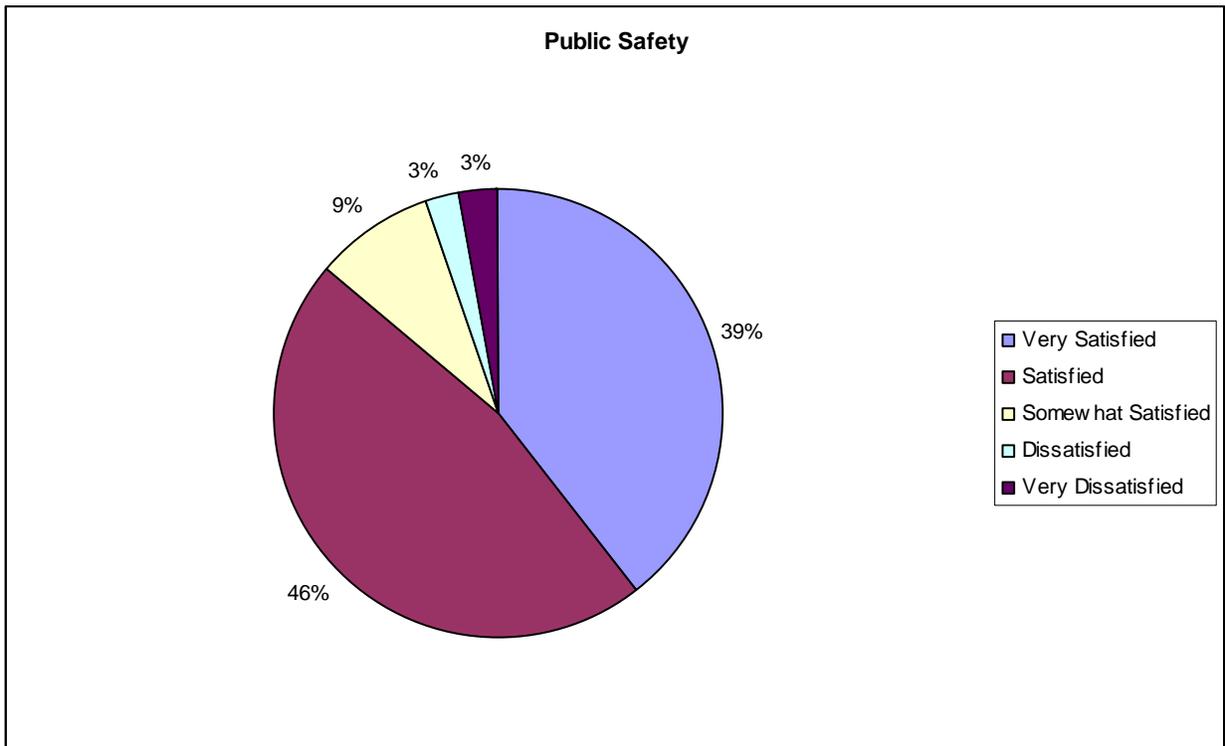
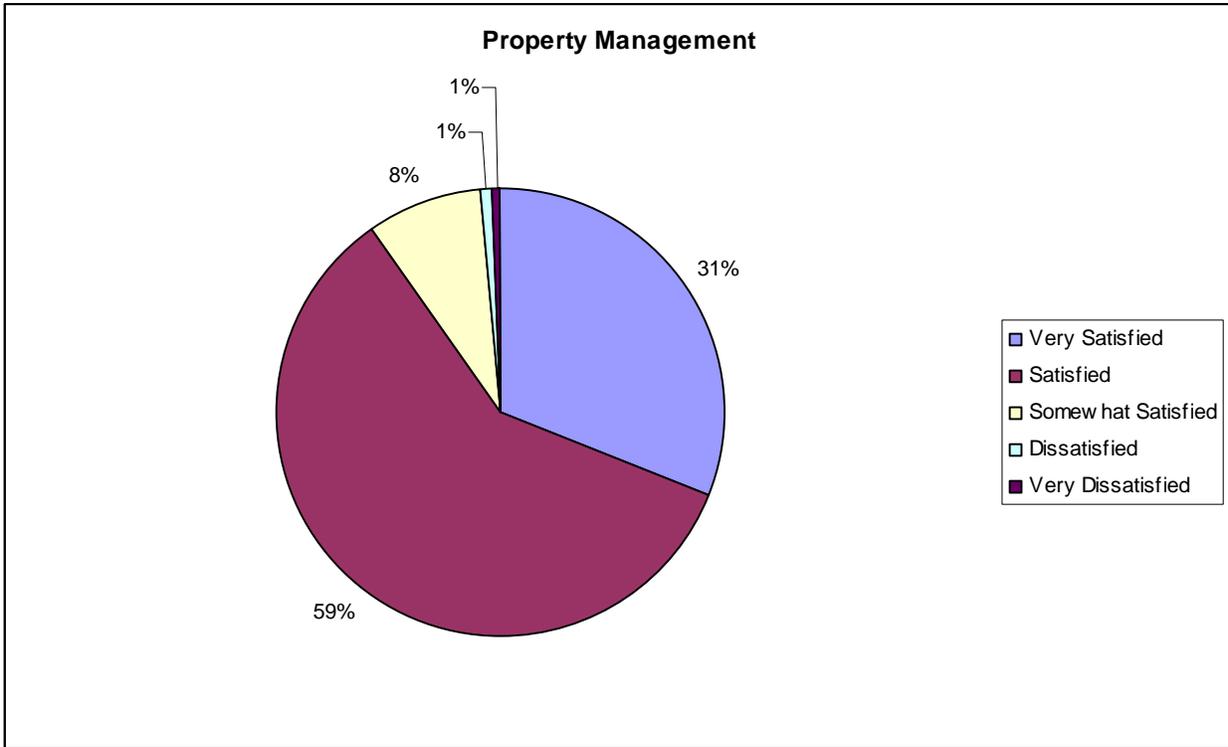
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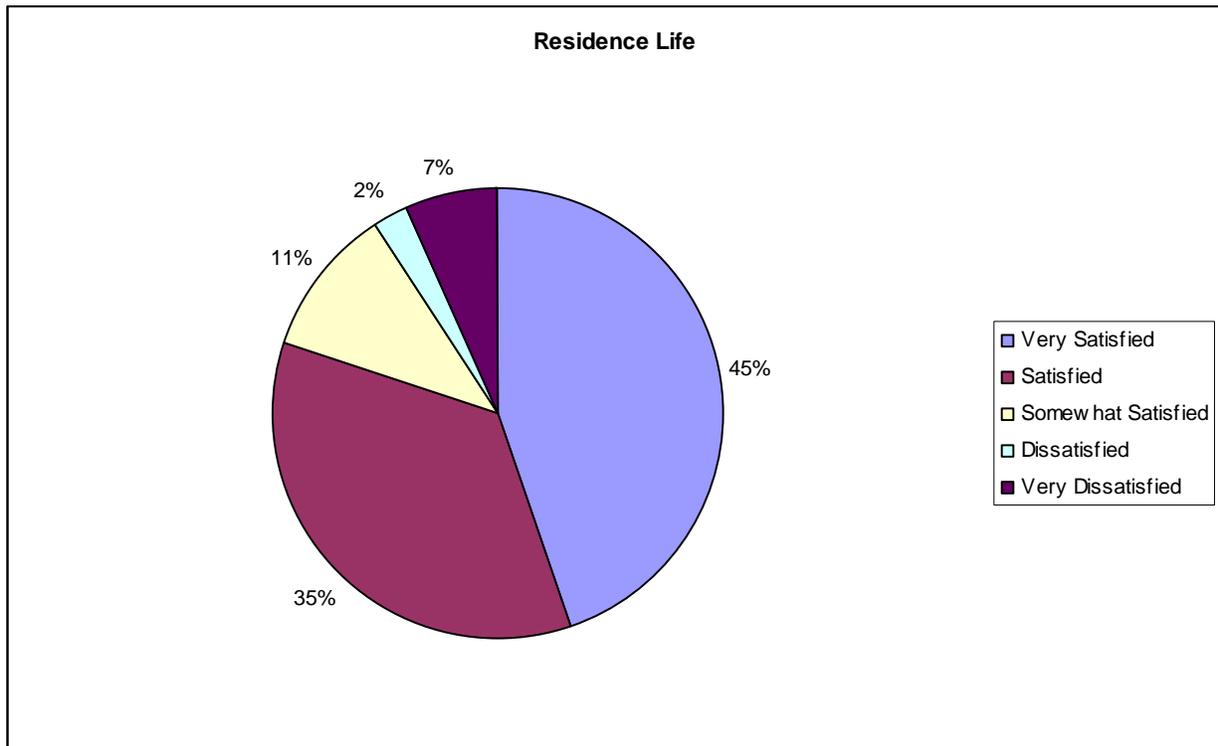
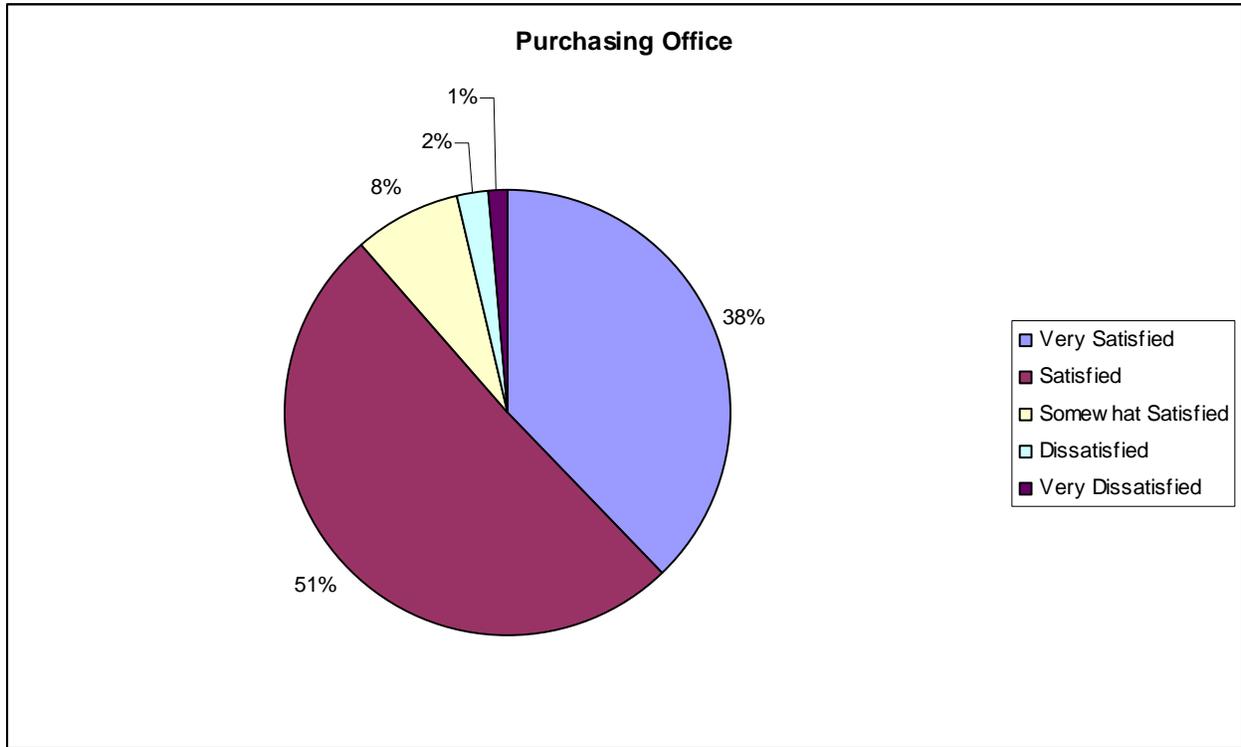
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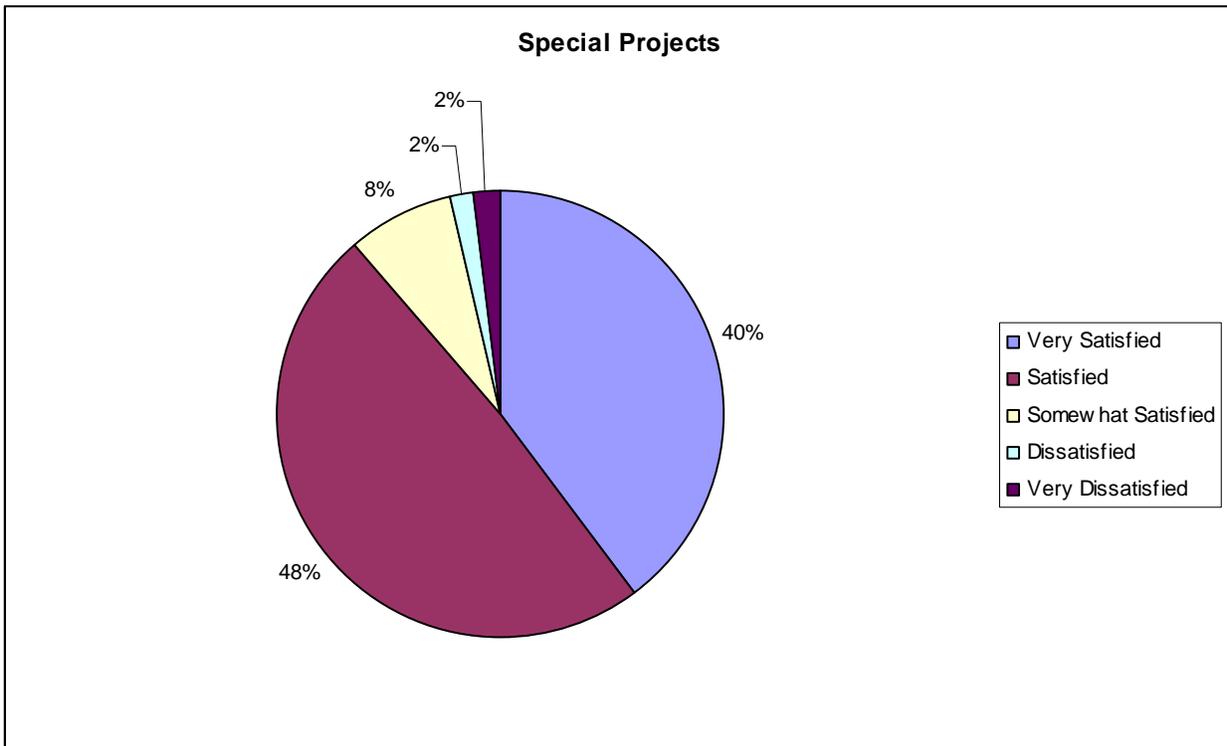
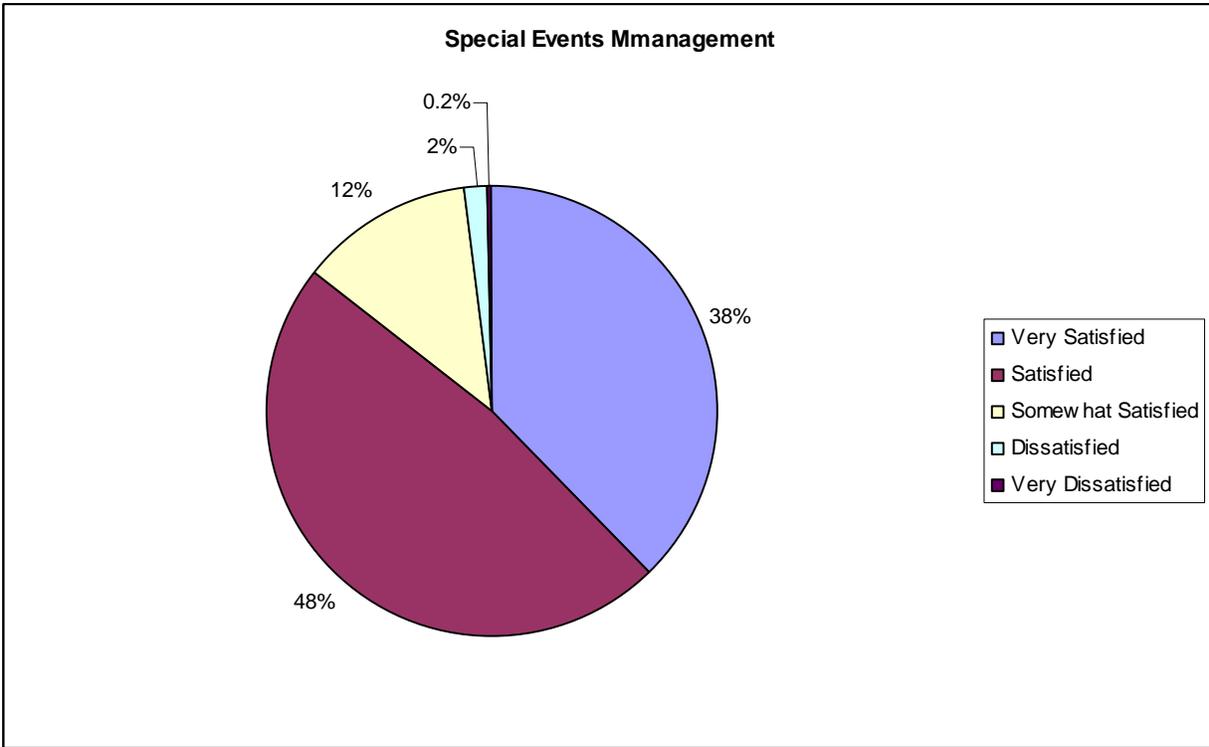
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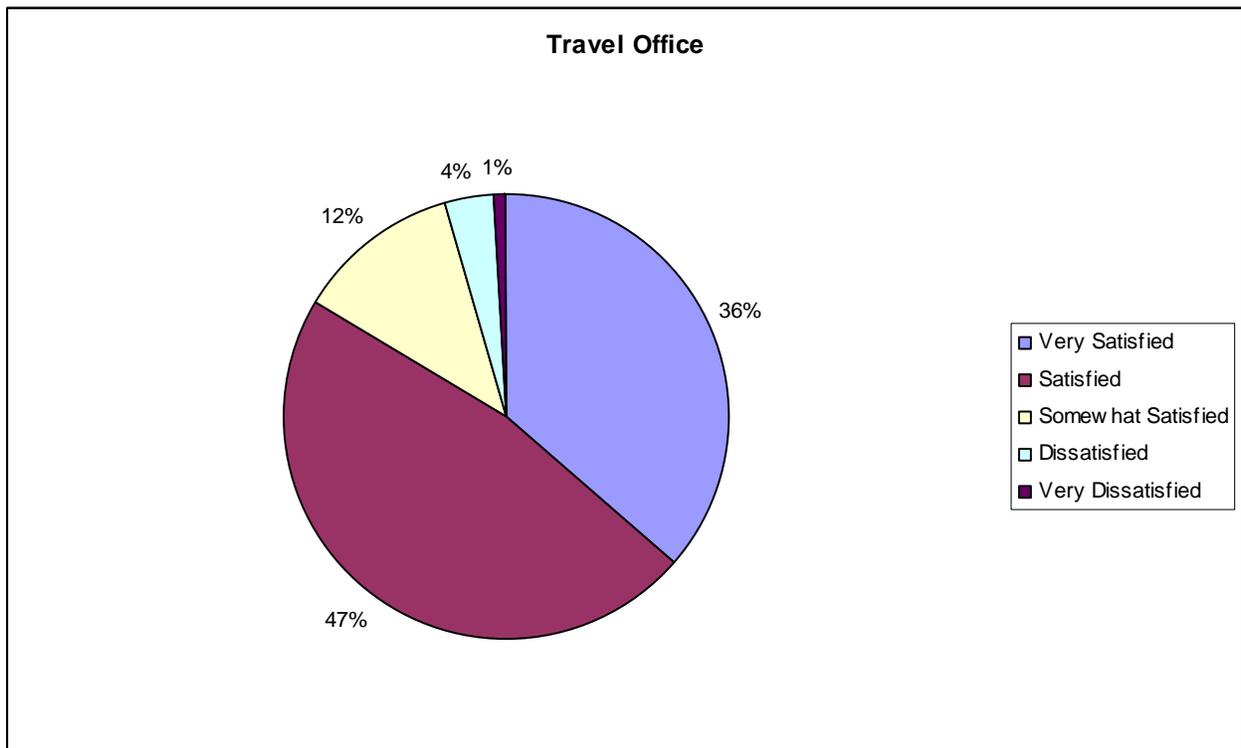
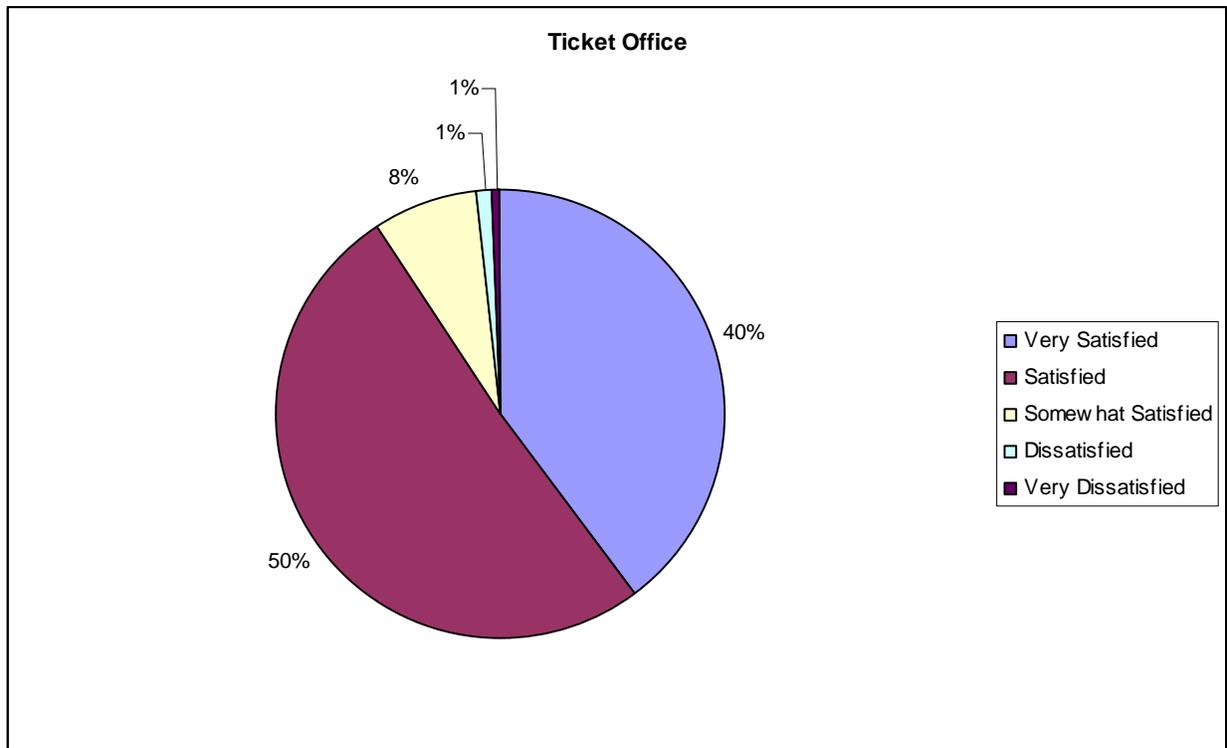
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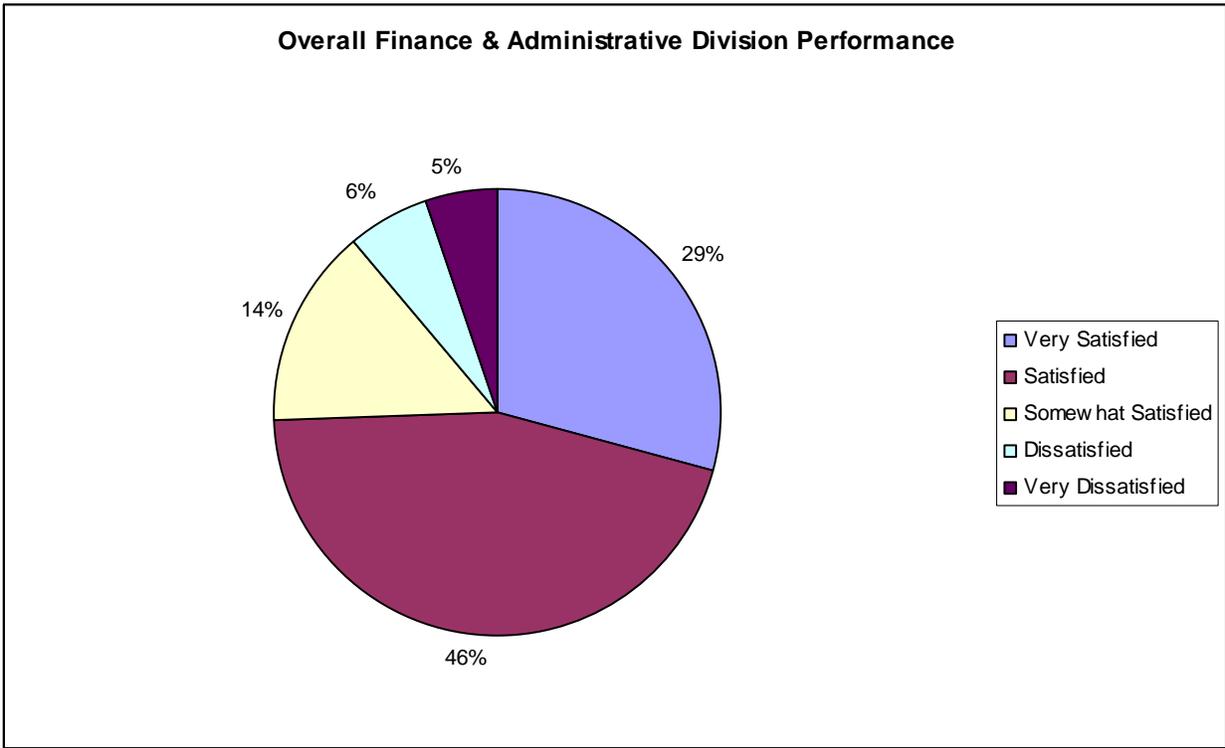
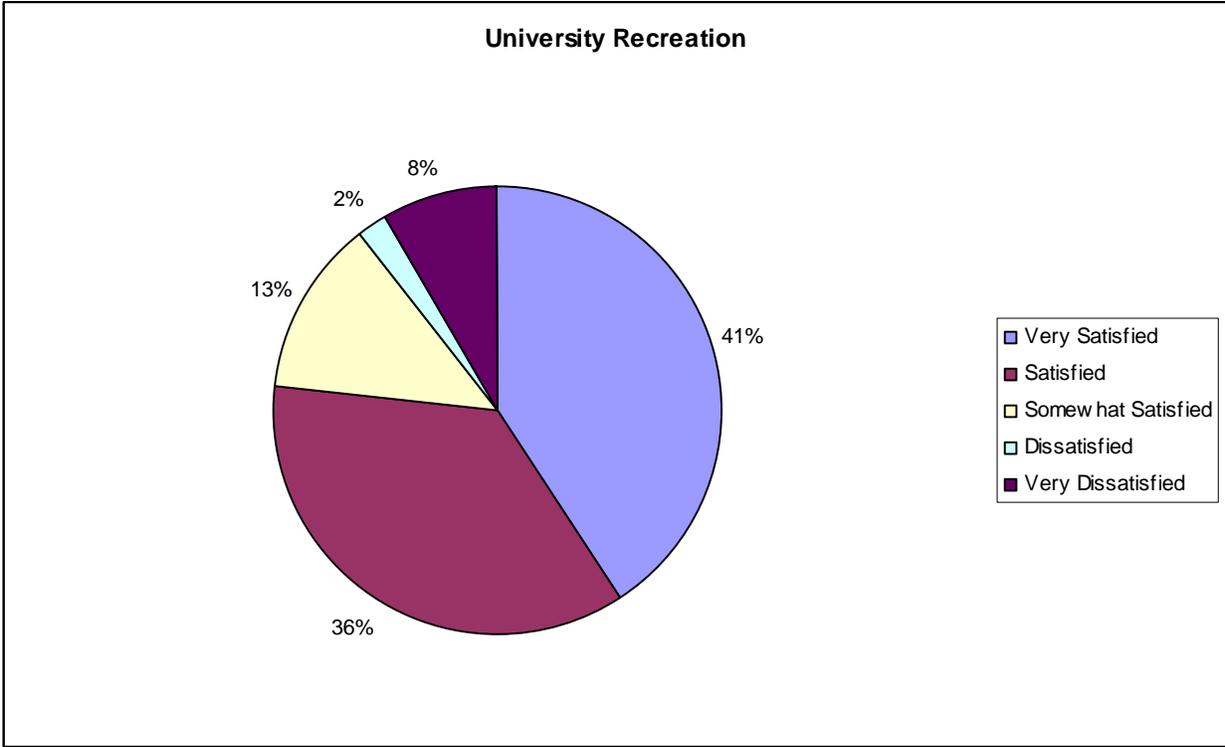
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VI: Suggestions for improvement

(Comments as submitted by respondents, grammar and spelling within comments not edited, shown in the order they were submitted)

(Faculty comments)

1. Quit making de facto academic decisions based on space utilization and fiscal policy. Let faculty make academic decisions
2. Replace (name deleted) Director
3. don't set your deadlines so short for turn around on items needed; departments are very busy with academics also
4. fire (name deleted)
5. Eliminate Banner or provide more staff to academic offices
6. Respect/Service
7. Travel office
8. Be consumer friendly.

(Staff comments)

1. Inter-departmental collaboration
2. Open Dena road back up to traffic
3. Separation of Materials Management and Contract Admin.
4. More IT support for lower level employees in this division. The little guys actually providing services to the end users (students) have to stand in line behind the big guys who want IT to work on a "project" for them.
5. Stop creating new positions - actually learn how to do something yourself (that's why it's called WORK).
6. communication / rumors - far better than last year, but keep working towards perfection
7. This is not a competition - it is a team effort - every dept needs to support each other.
8. Stronger customer service focus for some departments
9. Finish implementing current projects before starting more new ones
10. Customer Service
11. Improved communication and transparency from the top down within the department.
12. Higher Pay for Employees
13. Cross-training so there is more than one "go to" person
14. Eliminate unnecessary paperwork and steps to complete other necessary forms.
15. Continue to offer in person and on-tutorials. There are just so many new processes/changes.
16. Overall courtesy
17. Improve the morale in Facilities Management
18. improve website
19. Accounts Payable accepting vendor e-mailed invoices
20. continuous development of training/cross-training opportunities to provide efficiency
21. Enforce parking regulations
22. Improved collaboration with Academic & Student Affairs on university initiatives.
23. Admin having a more clear vision of a department before making changes that affect everyone
24. All of the new, online processes from budget adjustments to epafs to purchasing requisitions are great.
25. Increase awareness of F&A functions and who does what
26. Communication
27. Understand role in the university as a "whole"
28. If I can prove I can do my travel correctly, please let me do it.
29. Communication
30. Flexibility and the desire to change policies and procedures by the Accounts Payable & Controller's Office.
31. Holding administrators and directors more accountable for their actions or lack of action!!
32. Try not spending money on projects that most likely will not materialize
33. If you could improve the food service meals the cooks aren't good.
34. Shorten this survey!
35. More attention to client needs rather than administrative procedures
36. continued transparency in budget process and information

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37. For everything to run smoothly we must all remember to think of others' well being in our daily decision making.
38. Human Resources needs to respond in a more timely manner.
39. I would like the employees see a least a 3% pay increase this year for all the great work they have been doing.

(Student comments)

1. Parking is a disaster especially on the Rasman end of campus. Imploding the high rise in the middle of a long semester was not a very well thought out idea. Closing several parking lots made parking almost impossible on some days.
2. timeliness
3. Scholarship Programs
4. cops driving around at night
5. Fix the sidewalks.
6. Office hours
7. Stop wasting money on things the university isn't going to use....the temporary offices have been sitting vacant for almost a year, and no one is using them....why?!?
8. Intramural volleyball games need to last at least 20 minutes.
9. More informative emails about account balance would be helpful when payments are due.
10. Residence Life
11. More financial aid to help struggling students pay their overdue balances off in a timely manner
12. No ideas of how to improve services
13. More organization would prevent students from being dropped from their classes because of a mistake the office made.
14. I have no suggestions. I am happy with things the way they are.
15. The attitudes of the ASU Police Department
16. Serious Improvements are needed within the residence life department.
17. study room in the Rassman Bldg
18. immediate awareness of students with VA benefits
19. continue to ask for feedback and implement changes
20. Student Finance could use more service personnel during the financial aid crunch times, (from 1 week before to 1 week after school starting).
21. quicker responses to finance problems
22. The Campus Police Department should offer longer business hours during the time students are required to pick up their parking permits or else extend the time period for not ticketing for the offense.
23. Cleaner Facilities
24. Communication between offices (i.e. prevent students from getting the "run-around")
25. Open longer hours for the convenience of those students who have split shift/all day jobs
26. Need additional parking
27. better and more parking before increasing student number
28. Need reduce the price of books.
29. Recreation
30. Greater communication from Financial Aid
31. health services clinic
32. talk better to people entering the office
33. Assign better roommates. Maybe co-ed?

VII: Department-specific comments

(Comments as submitted by respondents, grammar and spelling within comments not edited, shown in the order they were submitted)

(Accounts Payable)

1. Our Department Office Coordinator handles all the details in relation to this office.
2. The paperless approach has actually made our work in the departments less convenient.
3. All of the departments within Finance and Administration fail to understand that their only function is to support Academic Affairs. Finance and Administration does NOT advance the mission of the university.
4. Coordination with Purchasing Office is sometimes poor.
5. They have always taken care of my needs promptly and professionally...and at the same time were congenial and pleasant with which to work. If there was a problem they assisted in resolving it.
6. Always very helpful.
7. These ladies are a joy to work with. They go ahead and beyond to help me with whatever I need.
8. Everyone in this department is nice and pleasant to deal with.
9. Created a bad situation with how they handled paying our officials with the end of the fiscal year being mid September. People that worked in August were not paid until October.
10. Would appreciate staff using "office assistant" on their outlook email accounts to let us know when they are out of the office and will not be responding to emails.
11. There are too many different offices to evaluate in one group
12. There is one staff person who does not demonstrate professionalism or courtesy.
13. It is difficult for customers to find the door to the Accounts Payable Office. The vehicle awning belonging to University Police hides the entrance from customer view on Avenue N, and they are on the back side of the building when viewing from Jackson Street.
14. It seems that you do not always get the same answer from the same department. Always depends on who you talk to.
15. No interaction with Accounts payable
16. It is sometimes difficult to get my vendors paid on time. That's embarrassing.
17. Do not understand why we can not forward an invoice via email. I don't understand why we have to print, sign ok to pay and forward via campus mail.

(Budget Office)

1. I have very little interaction with this office. I give input at my department level than let others handle the details. I teach!
2. going to online budget forms and services has not made it more convenient at the department level
3. The budget office really needs to understand that their jobs will cease to exist if appropriate support is not provided to academic departments. The budget process is NOT transparent to academic departments. Re-allocation among academic departments is stupid when we are spending far too much money in administrative departments that do not advance the mission of the university.
4. We did NOT need an assistant director of HR (which department is useless and obstructive). We do need additional faculty.
5. Budget process this past year was a total mess, which is probably the result of the involvement of the VP (name deleted). The process this past year was not even understood by those presenting it and was a complete maze to try and understand. There are way too many variables tied to the budgeting process as it was implemented this past year.
6. Toss out the silly flow charts and allow for academic needs to be presented on their own merit.
7. I do not interface with the budget office so have no knowledge of their services.
8. I have called on occasion with a problem and/or concern and never receive a call back.
9. I don't know who is in the Budget Office and am unsure if I have been in contact with them.
10. Would appreciate Budget Office using "office assistant" in Outlook to let us know if they will not be responding to emails due to being out of the office. Probably a lot of the "timely response" was due to shortage in personnel, but for a time there many questions could only be handled by (NAME DELETED) who seemed to be tied up in meetings or training.

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11. During budget training, instructions not clear as to how to see the "transparency" on line as to what budget had been approved as "final" budget was not clarified until received. There did not seem to be any room for challenge.
12. I do not use
13. One staff member is rude and accusatory; (name deleted) can never remember what (name deleted) told you and blames everything on the other person.
14. No interaction with budget office
15. I haven't seen my budget linked to a strategic plan yet.
16. It would help to see the budget and verify your department's accounts before it is approved by the Board of Regents. Very little input at the end of the cycle.

(Bursar)

1. Very supportive staff.
2. I do not interface with this group so can't evaluate them.
3. Some employees in the Student Accounts office are very courteous. The others just want to argue with you.
4. I have dealings with this office in a variety of different settings and the girls are always able, willing and ready to help me. They think of things that I may need before I can and always have them available.
5. Dress of employees in this department is usually pretty casual and not very professional, especially when they are in direct contact with the public.
6. When members of this department answer the phone, they do not give their name and can sound annoyed if asked for their name. I prefer to hear the person's name right away (for example "Student Accounts, this is So-and-so).
7. Have not had any significant contact with this department.
8. There are some people that are willing to help and then there are others that look up and then look away so that they don't have to help you.
9. I do not use
10. A special Thank You to (name deleted) and her excellent staff for their courtesy and attitude.
11. It would be nice if the office extended its office hours.
12. These ladies are always very helpful and courteous to everyone that comes to the counter. They try to help anyone in any situation. They are a great asset to the university.
13. have not interacted with this department
14. Student Accounts has got to be a tough office to work in especially at the busy times of year, but they do an outstanding job. Thank you to (name deleted), who is always helping me with crazy questions and last minute needs.
15. Great group of people! Always helpful and nice to everyone!
16. Super ladies who go out of their way to ensure all the customers' needs are met.
17. I feel that if we would move up the deadline for the payment date for the bills that students could get their refunds before the Friday school starts and those of us that order our books have a sufficient amount of time to be prepared for class. We don't all have the ability to buy from the bookstore.

(Business Services)

1. We do not use this office much but it has been hot and cold for different events.
2. There is NO reason that anyone in this office should have any authority for scheduling of academic spaces. None of the staff in this office have any academic experience. None of the staff have any understanding of the needs of faculty for teaching
3. What little activity that I've had with this group I would rank them as being very helpful.
4. Please fix the glitch in the form for reserving the Lake house or other facilities. There is a message at the bottom about the need to submit the form before printing. Consequently, I am unable to save a copy of my submission. After submitting, the form goes blank and I am unable to access any of the data I have submitted. Thank you.
5. Accurate and quick response to emails and/or calls when I have concerns. This office is always willing to help and if they don't know the answer they quickly find out.
6. Booked me into a facility and then the day we began mentioned that we would be losing Friday evening. Had to move my entire operation in a matter of 2 hours. Initially seemed disinterested in compensating me for their mistake and the way it made my operation look.
7. For the most part, most of the staff is very courteous and helpful with the exception of two or three.

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8. I have very little contact with this department and cannot evaluate
9. Would be helpful if staff would use Outlook's "office assistant" to let us know if they are out of the office and give a secondary person to contact when they are. Campus needs cross-training so that more than one person can handle a request and/or problem resolution.
10. I do not use
11. (name deleted) is great!
12. Very satisfied with the ease of the online reservation process. (name deleted) is always a huge help, and a model of excellent customer service. And (name deleted) is always willing to "go that extra mile" to make your event flawless. Thank you Special Events team!
13. If (name deleted) were the only one that answered the phone I would have been very satisfied with the "Prompt and Friendly" and "Courtesy of the Staff" questions, however, when I have to talk to (name deleted) instead of (name deleted), I always feel that I am bothering her. She is not nice, very snippy at times and that makes it hard to do business with that office. She should take courtesy lessons from (name deleted).
14. No interaction with special events office
15. Special Events-The majority of the staff in this department are awesome. They go above and beyond and are extremely courteous and hard working. One employee in this office, (name deleted), is very hard to work with. (name deleted) is not helpful, in fact (name deleted) is lazy and rude. Every time I call needing assistance with a room or special request (name deleted) basically says "nothing is available" and doesn't try to find a solution for me. (name deleted) just hangs up the phone like my problem is magically going to fix itself. So, whenever I call needing help I automatically ask to speak with (name deleted). (name deleted) She is an outstanding employee! Thank you do (name deleted), (name deleted) and (name deleted) for all their hard work. They do a great job with our events and they make sure everything works perfectly.
16. Well, this explains who developed the survey...
17. Very happy with the helpful attitude of this office.

(Central Receiving)

1. It is incredibly stupid that employees with no education are opening packages that contain extremely expensive and sensitive items.
2. Have not had significant contact with this department
3. Thanks to (name deleted) and his excellent staff for the support provided promptly and courteously. Most notably the staff most helpful is (name deleted) and associates. The Central Receiving staff is always very helpful, friendly and professional.
4. Have not worked with Central receiving & supply

(Contract Administration)

1. The online services and forms for travel, contract services, and purchasing have not been that convenient for the department level. Travel particularly seems to be duplication of information and forms and slower than if we did it ourselves. Facilities management online has been convenient and helpful.
2. This office has created additional work for academic departments and serves as an obstacle to the work of academic departments.
3. The contract process seems to take too long. Please look at ways of speeding up the process.
4. I believe that there needs to be a distinct separation of Contract Admin and Materials Management. Materials Management has very little to do with Contract Admin. I cannot tell if questions are related to Contract Admin or Materials Mngt.
5. I am dissatisfied with the time required to complete contract reviews; however, I do understand that this is largely an issue with the legal counsel at the system office.
6. I do not use
7. This dept is new so it will take some time for the university to understand the entire process
8. (name deleted) and (name deleted) are very helpful and friendly"

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9. They should not expect the students to know everything that is going to be needed for every different department. Explain it to us before hand so that we don't have to rush and get information to Travel that they are complaining about missing when they never told us to have that paperwork in the first place.
10. Have never received any information on travel services on campus

(Controller's Office)

1. Generally it should be recognized that with the addition of Banner, work load is being shifted to academic departments from the entire Administrative/Business Services area.
2. More work is moved to academic departments and away from all Administrative/Business Services offices, while new positions are being created for Administration and not provided to academic departments who need more staff.

(Environmental Health)

1. Other than the spiral bound contact information booklet, I have not been made aware of any Emergency Response Trainings.
2. Have not had significant contact with this department.
3. The staff are professional except for one who doesn't understand (name deleted) needs to keep certain information private
4. Our department has repeatedly attempted to link up with Risk Management in order to partner on certain services and trainings, all without success. Improved communication is needed.
5. Seldom do you ever reach a person by phone.
6. No interaction with this department
7. Some of the greatest misuse of money has been by this department.
8. After falling down the stairs, breaking my wrist and injuring my shoulder the only thing I learned was to NEVER file Workmen's' Comp. I also learned that as an internal customer of the university, my needs take a backseat to how things appear.

(Facilities Management)

1. "Timely Response - Carpentry/Masonry does an excellent job in terms of timely response, at time other departments within Facilities Management take a little too long to respond.
2. Custodial services - on campus, Good, however out at the MIR it is hit or miss"
3. "I have been very pleased with work done to combine two classrooms into one and shelves for the closet. I am happy with the results.
4. Aztec does not do a good job keeping soap dispensers filled. I have learned to leave the soap dispenser open if the employee is not present in the bathroom to be told. Otherwise it can be several days before the container is replaced."
5. They aren't ever helpful.
6. Leadership in this area is very poor. Staff is generally strong and capable.
7. Custodial staff is horrible. Our department frequently has to clean its own area. Bringing attention to problems seldom if ever results in resolution. Significant changes needed in this area.
8. Hardeman building needs a lot of help - maintenance and custodial. It's filthy and gives a bad first impression to prospective students and their parents. Though this should be high priority to meet the overall goals of the university, concerns have not been addressed.
9. They need to be more of a team player and find ways to get work completed instead of making excuses and wanting to charge money.
10. I think this department has always done a great job. Our campus is beautiful and they can take full credit for that. Some buildings are very old but maintained in an excellent manner. All requests that I have submitted have been actioned quickly and with excellent results. Thank you.

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11. The buildings that I do business in are dirty. The custodial staff needs additional training or supervision. They need to do more than just empty trash.
12. The Hardeman building has been neglected for a long time, presumably because it was going to be renovated. Now it really looks bad. It smells bad in the building! Like swamp water. Not a good first impression to new students. The bathrooms are also dirty.
13. "One employee, (name deleted), is not very nice and (name deleted) doesn't complete tasks on time. I know of a few who avoid calling Facilities because they do not want to speak to (name deleted). How many staff does (name deleted) need to process work orders compared to Residential Programs one person?"
14. The Admin building needs hot water in the women's bathroom and the sink faucets need to be replaced."
15. We have had several issues with the custodial service. I believe (name deleted) has acted promptly to resolve each issue.
16. Every office should have a comfortable working environment. To know there is a problem and not fix the problem is not acceptable.
17. Very impressed with members of this department when I've personally interacted with them.
18. The custodial services in the Administration Building is horrible. The bathrooms are always dirty along with the offices and hallways.
19. I would like to suggest adding photographs to the staff listed on the website in order to match a name to a face since ASU has so many employees.
20. Facilities Management always responds in a timely manner.
21. Calls to HVAC dept. director never returned!!
22. Too many steps for processing a work order on line.

(Health Clinic)

1. The knowledge of the doctors is quite low. They do not diagnose problems correctly. This may be the reason for the common nickname of "Quack Shack"
2. never used
3. I am an online student only. Glad the facilities are available for on campus or "seat class" students.

(Human Resources)

1. This is the single most dysfunctional department at ASU. Tail wagging the dog.
2. The online forms for new job postings have been helpful.
3. HR is easily the most obstructive and least helpful department in a division that is famous for being unhelpful. We are wasting an incredible amount of resources to support a department that does nothing but hinder the mission of the university. (name deleted) is clearly incompetent and does not understand the mission of the university.
4. (name deleted) is very helpful.
5. Response to questions are not answered. I had an instance where I called and asked for something and now 2 months later still have not received an answer. Don't know if they don't know or just don't want to call. Also, purchase requisitions get held up in this office for weeks at a time and never with a good explanation.
6. Commonly do not return phones even when voice mail and messages are left. Email responses are often days later if any response is given at all. This is not isolated but common, especially with (name deleted).
7. There have been several times that invoices have sat in the dept without approval which delays payment to the vendor.
8. The new secretary is a joy to work with. The issues I have with this department are the timely process of paperwork by (name deleted).
9. Very slow to respond to inquiries. Seems to take a lot longer to get info from and processed through HR than it used to. I thought all the automation was supposed to improve efficiency?!
10. Cross-training and (name deleted) is the only person who can answer benefit questions.
11. The office hours could be extended in order to facilitate an employee's busy work schedule. Emails to (name deleted) are seldom answered effectively. Solutions to problems presented to or caused by management have taken weeks to solve. When a question is answered it should relate to the problem, not be a simple acknowledgment. The training is very generic and insufficient. Follow up or providing proof of training is very inconsistent.

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12. HR is a very responsive and helpful office that has continuously improved service offerings and employee resources.
13. HR has done a wonderful job in converting several manual paper processes online this past year. The HR staff has been very helpful to us during the transition, in providing training and walking us through the process if we didn't understand. Thank you!
14. When I emailed asking a question about benefits, I did not get a response. I then called and was told that (name deleted) handles benefits and the email was forwarded to (name deleted). Something I could have been told so I could talk with the right person. If certain HR Generalists have certain duties this should be noted somewhere on the website because you cannot get help from the others even if they do have the knowledge to answer your question, they will pass it to the other, which most of the time is (name deleted). What is it that the others do exactly? Please list what each one's duties are so we can go directly to the correct person, since the others will not help.
15. Was impressed with their knowledge and promptness in resolving issues for my department.
16. I think the recent staff changes will help the department as a whole. Clear training boundaries need to be addressed in Human Resources on what are Human Resources responsibilities and what are other department's responsibilities.
17. Another office that is accepting change and trying to make the best decisions, programs and policies for the university. Their heads must be spinning from staying so busy. Good job to HR!
18. It seems that only one generalist in the office can help with all questions regarding insurance, retirement, etc. The others say they "don't handle that" and can't seem to help me with questions.
19. Still confused about where the HR policies and directives are located. It takes time to find the current ones.
20. A phone call I had regarding leave was never answered. One employee didn't know the answer, and I was told to call another employee back (I was not forwarded, nor did they offer to leave that person a message or to try to find the answer for me.) When I called back, I got voice mail, and left a message, as prompted, and my call was never returned. Now, I'm sure the answer to the question I had about my situation is "no" because so much time has passed. I know that office has had to overcome quite a bit of change in the past, but hopefully, things will get better soon! I do like the way (name deleted) is so involved, particularly with the Staff Senate.

(Mail Services)

1. The Office Coordinator handles the mail.
2. We often receive mail in our department that is NOT our department. We had a problem with overnight delivery of package that we were waiting to receive (urgent and immediate) that did not reach us overnight and was delayed because someone in the Mail room failed to deliver it to us in a timely manner. We got it late.
3. The only office in Finance and Administration that does their job well and is consistently helpful.
4. Get this area some more help.
5. I have not dealt much with Mail Services.
6. That department has some (name deleted) that don't like to help at the counter.
7. Another department that does an excellent job all the time. Personnel are always professional, knowledgeable and time the time to suggest ways to save the customer time and money. Thank you.
8. Very friendly group, but they don't always seem to understand how university processes work and what resources, particularly with IT that are available to them. A general sense of some lack of training?
9. The extended post office hours are a waste of time, resources and money. Holiday time and money spent in the office could be better utilized in providing needed supplies, training, equipment and increased staff. The budget is over flexed in staffing these hours. With the campus wide cost saving initiative programs it would seem prudent to review this practice for cost effectiveness.
10. On more than one occasion, a student (name deleted) in Mail Services signs for a letter or package that was sent via overnight delivery. The (name deleted) just sticks the letter/package in the departmental mail box without notifying the department that the item has been received. If a department pays for overnight delivery, we need it fast. Why is a student allowed to sign for such an important item and then not let anyone know that it has arrived?
11. (name deleted) is very helpful to the students & staff.
12. Knowledge, professionalism and courtesy, greatly improved.
13. Get up to the 21st century and accept credit/debit cards.
14. Definitely the friendliest of the staffs we have on campus!
15. I've been using this post office on campus for almost three years, and this is the first semester I've had issues with actually receiving my mail. Too many times, my mail has failed to arrive safely in my box, and it has been sent from

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multiple post offices from around the state. I've also heard this same story from too many students recently. Someone from this staff is stealing mail from paying students, and they need to be caught.

16. It takes a really long time for all of the mail to be posted. I wish it was done sooner or at least at the same time every day so I don't make several unnecessary trips.

(One Card Office)

1. I have had no interactions with the OneCard office staff this year.
2. Have not had business with one card office
3. I choose not do have a OneCard and resent the fact that this prevents me from checking out books from the library
4. Limited contact with this office, but what little experience I've had has been very good.
5. Don't know. We haven't used it.
6. Loved the ability to print photo rosters of my students.!!!!
7. Picture rosters for classes are great!
8. No experience this year.
9. very limited
10. It would be nice to have a way for students, parents, etc to add RamBucks and check account status online.
11. Have not had significant contact with this department
12. Cross-training needed. (name deleted) seems to be one of the only "go to" people.
13. One of the most helpful offices on campus. Very nice and very prompt. They seem to really know what they are doing and go out of their way to provide clear information about what can be a complex system.
14. The deposit process needs to be reviewed. Most students find the process cumbersome and inconvenient. It would be nice to have newer, fully operational atm machines. The current machines are very unreliable. Additional machines in more areas (such as dorms) would certainly make the service more attractive.
15. Have not worked with One Card office this year.
16. This office is so flexible! Thank you for working so hard and meeting the needs of others! Great job!
17. on line student only
18. I do not use my OneCard other than for gaining entry to university events. I do not see the point in putting money on it when I can manage my own finances.
19. I feel that if we are going to operate with a bank that is not local than we need to be able to refunded fees that are assessed when the OneCard ATM's are out of money. I also feel that if it cost \$5 to replace a card that we shouldn't be getting charged \$20 from the university.

(Payroll Office)

1. Earning Statements should include year to date earning and deductions.
2. My paycheck goes in on time, I'm a happy faculty member.
3. Again, Banner is a problem.
4. The Payroll staff is not well trained. When I have a payroll question, I'm usually told to call another office for the answer. They don't seem to have the knowledge or willingness to help with problems.
5. We have had many issues with the new online time entry system. Full-time and especially students have not been set up correctly and in a timely manner.
6. I hope these are just transition issues because of changes they are making, but there are still a number of errors with student payroll and the automated system. The response is always good and they are helpful, but I wish the problems didn't occur as frequently as they seem to. It's better, but not stellar--- yet.
7. Very poor response to errors in pay. Multiple errors.
8. Have had no interaction with this department this year.
9. These ladies are always nice and courteous. They take the time to answer any question asked quickly.
10. "As a new staff member of ASU, this is the only area where I am completely disappointed in the so-called ""university's relationship to me."" First, I can't believe faculty and staff were not notified of the lateness of our

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paychecks this month. Perhaps it is common knowledge for faculty and staff who have been at ASU a long time, but not where I am.

11. Secondly, that a faculty/staff would vote ASU as one of the best places to work, when obviously ASU cares nothing for them. What if the faculty/staff member was stranded, needed more money in an emergency? Forget it. They would be out of luck because ASU doesn't care. I know plenty of people who are employed at other universities and school districts who were paid before Christmas, whose normal payroll date was the first of the month. Their employers care about the well being of its people in the most giving and considerate times of the year.
12. Finally, how were we supposed to get in touch with payroll for an emergency? They were out on holiday too. Why not send the payroll out before they left for the holidays, Dec 22?"
13. Too many repeat problems.
14. They have the tendency to blame problems with payroll on (name deleted) when really the student has no control over their payroll.

(Planning and Construction)

1. My department head handles all these interactions.
2. Feedback on planning projects is poor.
3. I understand that this department is busy with the Hardeman renovation and move but I would still like to receive replies to email requests that apply to construction projects. I needed to provide information on a project and asked for some information and never received it. Our department needs to be included in some of the construction meetings and I have asked to be included but we keep getting left out until the last moment or after decisions have been made that will affect the way we do business or the construction process.
4. Very poor communication with stakeholders who are directly impacted by construction projects. Does not provide follow up to questions. Poorly organized.
5. I have not had much contact with Facilities Planning.
6. Have not had significant contact with this department
7. Planning and Construction is a bottleneck! Information goes in, but never comes back out. Information is not forthcoming about projects-- you just get left in the dark without updates and sometimes without input on issues that affect your office. Do ALL projects, no matter how small, need to go through this office?
8. The (name deleted), is very friendly, courteous and a joy to communicate with. (name deleted) provides answers promptly and with a great deal of knowledge.
9. (name deleted) has been great in assisting our department in planning our move. (name deleted) and the gang are doing a wonderful job!
10. Have not worked with this department this year.
11. Who are these people? Where are they located? What's their function?

(Print Shop)

1. The department office coordinator handles all interactions with the print shop.
2. Perhaps the most efficient office on campus.
3. (name deleted) and (name deleted) are always very courteous and helpful.
4. (name deleted) and (name deleted) are awesome and often under-appreciated. They work long days and have been great to work with!
5. (name deleted) & (name deleted) are wonderful!
6. A great group. I like that (name deleted) follows up in person with questions and their work is EXCELLENT! I wish there were an easier way to submit print shop requests / approve proofs etc. on-line instead of filling out the old form and sending stuff hard copy through campus mail...
7. (name deleted) and (name deleted) go above and beyond meeting our printing and supply needs. They are unfailingly helpful, courteous, knowledgeable and prompt. Thank you for this service.
8. The print shop guys are awesome! I can't tell you how many times they have helped me out when I was in a bind! Thanks for working on projects with little notice and doing such quality work.

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9. They are doing a great job!!!

(Property Management)

1. Be friendlier
2. Have not had much interaction with Property Management.
3. Have not had significant contact with this department
4. I think there is (name deleted) heading up this office. I don't know them, so I'll give them the benefit of the doubt and say "satisfied."
5. Since I have not dealt with this office since (name deleted) was hired, I do not think it is appropriate to answer this section of the survey.
6. Have not dealt with this department
7. All responses marked as do not apply, wasn't certain if I was to rate old property manager or new property manager
8. No involvement

(Public Safety)

1. "More lighting is need around the former University Hall. Parking lots in that area are dark. Closing of Dena has diverted major traffic into parking lots and is hazardous.
2. Very helpful and can be counted on when you need something. Well maintained website."
3. Officer (name deleted) always checks on us when we work late or week ends in the Admin Bldg. We really appreciate it.
4. This department is doing a wonderful job, keep it up. Thank you.
5. I think we have a very good and overall well trained campus police operation. There are one or two officers who could use some re-training on the interpersonal skills, but overall, they are a real asset to the campus. Very responsive to campus safety concerns and seem to be prepared for even big emergencies. The city police should be so good!
6. There is not enough parking enforcement going on. Typically the A lot I park in is full and there are students parked there without an A permit. I would like to see more parking enforcement.
7. Would like for the Administrative Building (A) parking lot to be monitored & ticketed, especially since we are paying for parking.
8. The Police staff has been courteous and professional when I've dealt with them the few times that I needed temporary tags for rental cars that I've needed when my car needed repairs. I appreciated their understanding and help.
9. Our police are wonderful!
10. The officers do a great job. Thank you for keeping our campus safe. The staff/officers (and student workers) that work inside the office at the windows are often unfriendly and unhelpful. I waited for my parking pass while the student worker at the window talked to a friend. They never acknowledged my presence and finally when their conversation was over I was greeted with a frown and the feeling that they wanted me to leave as fast a possible.
11. Tour with grounds crew to thin out the trees in some areas around the residence halls--allow more of the light through at night.
12. This is getting insane. There are too many questions in this survey.
13. The reason the professionalism mark is not higher is because of one officer. (name deleted) does a poor job relating to students and appears disinterested in job. (name deleted) appears lazy, uninterested, and rude when compared to the other officers on campus.
14. Hello?!? Parking?!? We pay so much more and it still sucks! What's worse is that they are well aware the dissatisfaction of the students, faculty, and staff, and they haven't done a single thing about it! And next year, they are seriously going to add a separate office for parking services?!? Isn't that what the police do?!?...or at least what they're supposed to do....Why add yet another fee for crappier and crappier service?!?
15. I have seen more than one officer sleeping in (name deleted) car in the dorm parking lots at night. Needless to say, I don't feel too terribly safe when I get home late at night.
16. They have been very rude to many of the students, faculty, and staff. There has been times when tickets were given for parking in handicap spots by professors who have a handicap sticker, they just forgot to put it up that morning and

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they went to the police department to show them the sticker like you would do with the city police and the ASU police department told him/her that, "You're lucky it wasn't a city ticket", and then proceeded to give the professor a ticket.

17. Parking police should know the parking rules on campus.
18. on line student
19. Campus police have a typically surly attitude and seem wont to issue citations just because they can, the officers barely understand the regulations they are enforcing insofar as parking is concerned (the officers issue parking tickets in situations that are not in keeping with logic behind the regulations on the books, the parking issue was at critical mass several years ago and more students are added every semester with no attempt at providing additional parking. The (name deleted) of the CPD has a cram-it-down-your-throat demeanor and is unprofessional.

(Purchasing Office)

1. online purchasing has been a challenge
2. Generally it should be recognized that with the addition of Banner, work load is being shifted to academic departments from the entire Administrative/Business Services area. More work is moved to academic departments and away from all Administrative/Business Services offices, while new positions are being created for Administration and not provided to academic departments who need more staff.
3. Would like to see occasional follow up training sessions related to credit card, HUB utilization, etc. (an in-service of some sort), beyond the initial training
4. (name deleted) is wonderful to work with. She is always willing to go out of her way to help you.
5. Purchasing has been a good resource to our office and help us find solutions and they take the time to walk you through how to do things. The new on-line PR form is cumbersome and I don't like it, but maybe it's just a matter of having to just get used to it. Overall, a very helpful group!
6. With the on line purchase orders, the office has been most helpful.
7. Purchasing has done a great job. The ladies have gone through a lot to do with the online req process and still they have a smile in their voice every time I call. (name deleted) has done a wonderful job considering what cards have been dealt to her this year including the new online req process and having to take over the travel office and develop new procedures for the travel office.
8. Have had no interaction with this unit.
9. Stop already

(Residence Life)

1. I do not appreciate how the residential programs staff treats the student body like a herd of cattle. When waiting to change rooms over summer or winter break, we aren't ever given any kind of time frame as to when we can expect to move, and yet we are expected to just drop everything when they finally call. We pay to live here, you know, and we deserve to be treated with the tiniest bit of respect.
2. Residence Life sucks.
3. "On pages where the entire section does not apply, for instance the residence page, an overall ""does not apply"" button would be nice. I am not a resident and have to go down and click each DNA button. There are other pages like this for instance, Student Services, the faculty and staff would probably like to be able to click once DNA for the whole page.
4. Thank You."
5. love this department

(Special Events Management)

1. Clean up after events has been slow; often in our building when we have events needing this service the facilities/rooms are utilized immediately following the special event so we require clean up quickly.
2. Staff good leadership is at times manipulative.
3. I don't interface with this service so can't evaluate them.

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4. On occasion when I have needed to get into the Junell Center, (name deleted) has been very good to work with. Always accommodating and very helpful.
5. The long tables provided at events do not always seem to be clean - could the special events staff please clean them between events?
6. The low rating for staff knowledge and professionalism relates to only one member of the team and (name deleted). The space allocation rules and regulations must have flexibility because not all classrooms and labs are used for the same purpose. Thank you.
7. See previous.
8. Office staff needs to look more professional rather than having a "student look" when they dress.
9. I do not use
10. The (name deleted) student is rude and demeaning; (name deleted) can be unnecessarily curt.
11. have not interacted with this department yet
12. The events folks are awesome! Thank you for all that you do!
13. The reservation form needs to be worked on----once you print you loose everything--instructions are contradicting.
14. The special events staff is reason for these marks. The student staff is for the most part very helpful and the other sections do a good job. The special events staff has a tendency to be rude and (name deleted) does not do a good job of working with students. (name deleted) has a lot of excuses for his answers but does not handle logical arguments very well other than to give more excuses.
15. One of few departments I have no problems with. Great job.
16. Strictly an online student. Only used tech support to start school program. That staff was very patient, helpful and knew their stuff.
17. I feel that a lot of money has been invested in putting multiple recreational and technological toys, such as 4 flat screen televisions and X-box's in one building where student have this access in the dorms and there are many students who cannot afford their tuition and are being kicked out of school because of funds. I feel some of this money could have been used more wisely.
18. I love how the staff treats you like an adult instead of a number in an assembly line waiting to receive service.
19. The cafeteria needs work I have found silverware in the clean silverware that had not been cleaned at all!! and half the time I try to get orange juice it is out and they never want to refill them they will say get some from the other one. and both are usually out!!
20. "Yes,
21. I am un-happy with certain departments.
22. One of the departments was the financial aid office. I went in to see if Angelo state had some extra scholarships, and I was just seeing and they answered me with nasty remarks. "" NO the Carr scholarship is only for freshman only"" I responded ""yes, I am a freshman? they responded"" well you had to do it before you came to San Angelo"" I left and was not satisfied the way I was talked to. I think (name deleted) but I am not sure.

(Special Projects)

1. (name deleted) has been very helpful. Thank you!
2. Don't know Special Projects Office...
3. Have not had significant contact with this department
4. (name deleted) is more worried about other departments than his own!
5. I have no contact with Special Projects office
6. I don't have a lot of interaction with this office, but have been to a couple of meetings (name deleted) has facilitated. (name deleted) seems to like (name deleted) work and conveys enthusiasm about it.
7. What doe these departments do?
8. I have not had any dealings with this office.
9. No personal interaction with this department.
10. You're kidding, right? I've lost all interest now.

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(Ticket Office)

1. Have not used the ticket office, so I don't feel I can accurately rate their services - however, I have not heard any complaints from students or professors.
2. Haven't been in contact with Ticket Office.
3. Have not had contact with this department
4. I have had no contact with the ticket office for 1 1/2 years.
5. I haven't used this office's services, so I don't think I can evaluate them.
6. I have not had any dealings with this office.
7. Very helpful and courteous staff in the ticket office.
8. What a fun group of people! They do a fantastic job!!!
9. How many more departments are in this section?

(Travel Office)

1. It takes so long to get a travel request approved that airfare has increased between the request and the booking of the flight. That's a problem involving several approval levels and departments.
2. The online process is not that convenient for department level and seems to duplicate information and forms. This slows down the process.
3. My interactions with the travel office have been to obtain quotes and determine flight times. Other details are handled by our department office coordinator
4. Travel process is much improved. Thank you for implementing a plan to pre-pay hotels for those faculty/staff members who do not have a travel card and cannot or chose not to use a personal credit or debit card. Reimbursement process has been wonderful.
5. One employee is courteous and helpful. The other is not.
6. (name deleted) is a jewel to deal with. (name deleted), however has been very rude and demanding. I just don't deal with (name deleted) anymore at all.
7. (name deleted) left big shoes to fill, but I believe (name deleted) and (name deleted) have done a great job. My only concern is the additional step that has been added to the travel documentation process. Though we are making it work, it is still an additional step and a slight inconvenience. That being said, travel reimbursement has come quickly, and the Travel Office staff has been great to work with.
8. Information in RamPort is most helpful.
9. The personnel in this department are excellent at what they do but I fail to see the improvement in service or how this new department decreases our work load. It takes more time to fill out the Expense Log than to just do the Travel Voucher as we did before this department was formed. Time and resources are being expended to retype the information we provide in the Expense Log into the Travel Voucher. Signatures are required for both documents causing delays in reimbursement. We still make all the department travel arrangements, complete and process the Travel Authorization. It is my opinion that this new department was unnecessary; and I don't understand why a new department was needed to redo forms and arrangements that we still do. Thank you.
10. I have spoke to (name deleted) several times and (name deleted) has been condescending and down right rude. (name deleted) has even hung up on me.
11. The times I have dealt with (name deleted) has come across as rude. (name deleted) needs to work on her professionalism.
12. I do not use
13. The travel policies need to be updated to reflect recommendations from staff and faculty senates
14. The travel ladies are always nice and willing to help.
15. have not used Travel office
16. Great new office!
17. It seems to take longer and we seem to do everything twice now.
18. Travel is awesome!!! These ladies are the best...they work so hard and they are so knowledgeable! They have done nothing but great things. Talk about a department who is flexible and willing to accept change!! This office should be a model for others to follow!

(University Recreation)

1. "Need surveillance cameras in weight room and all other facilities!
2. Please put signs up everywhere that say ""don't drop weights"" because the academic classes directly below are greatly disturbed by this!!"
3. More fitness type classes, expanded CHP hours, etc, would be nice.
4. love the instructors

(Overall Finance & Administration Division)

1. "The division of Finance and Administration does little but hinder progress at ASU. The personnel of this division, especially the (name deleted), need to realize that they do NOTHING to further the mission of the university. The only function of Finance and Administration is to support Academic Affairs. The current goal of F&A seems to be to hinder Academic Affairs. Many of the personnel in F&A are incompetent and appear unintelligent. I suspect that this is because our (name deleted) is not very bright, does not seem to be honest, and clearly fails to understand that academia is about student learning, not about sequestering funds for (name deleted) pet projects.
2. The Division of Finance and Administration should find a dictionary and a copy of their mission statement and consider the difference between ""insure"" and ""ensure."" They won't win any support from a bunch of academics if they don't understand that."
3. Things have gotten much worse in the last year.
4. I'm not sure. I don't recall how things were a year ago
5. Just more work and obstruction placed on academic departments.
6. Overall, finance and admin does a good job of handling the business side of university affairs. There are a couple of departments that are under-performing (and therefore frustrating to work with), but I suspect that could be a function of being under-staffed.
7. I have been at the university a LONG time, and I can honestly say that the Finance offices have drastically improved to a true customer and support model since (name deleted) arrival. There has been real and concerted effort to be helpful, transparent, and approach work as a service entity. You really only need to ask for help or information and you will get it. Bravo!
8. The increased number of training and workshop opportunities over the last year have provided both employees with tools for continuous individual improvement and departments with fundamental cross-training to better collaborate for goal achievement.
9. These ladies are very helpful and knowledgeable in all aspects of their jobs. They will answer any question and do their best to help everyone. They are great ladies to work with.
10. If I could get to administrative office web pages, I would probably find them helpful, but the way the ASU site is set up (not a responsibility of this division), it is difficult to find the pages, so I marked them all n/a.
11. Some of the departments are really awesome and some need major help. But, I would say overall that it is pretty good.
12. There are far too many questions and offices to effectively rate everything in an overall manner.
13. (name deleted) has a great staff and (name deleted) leadership has greatly improved the services on this campus. Keep up the good work it is very much appreciated by the students, faculty and staff.

Customer Service Standards for Finance and Administration (draft)

Listed below are draft Customer Service expectations for all Finance and Administration staff. This includes full time, part time, student, and contract staff members.

- **Every person that you interface as a part of your job is an important customer.** This includes but is not limited to students, employees of ASU or other institutions, industry clients, vendors, and the visitors who walk in or call without an appointment. Customer service is your top priority.
- **All staff will demonstrate a “can-do” attitude.** The most important customer service situations may involve a task or service that is not a part of your normal duties. The expectation is that all staff will either assist the customer as needed or will immediately request assistance from someone who is able to successfully render the service(s) needed.
- **Telephone calls and emails will be answered promptly in a professional manner.** The expectation is that a call or email will be answered immediately, even if the issue requires additional thought or research. If you cannot answer the question immediately, contact the sender anyway, assure them that you get them an answer, and give them a timeline. All emails will be checked for grammar and spelling mistakes, and will include your signature block (name, title, organization, and telephone). When answering the telephone, identify yourself immediately (name and department) in a pleasant voice and immediately set a tone of “what can I do for you?”
- **All potential conflict situations will be resolved in a win-win manner.** Our goal is to provide customer service, not to demonstrate superiority or win an argument. Every effort will be made to defuse a potentially adversarial situation as quickly as possible.
- **Professionalism will be demonstrated in all situations.** This includes how we interface with co-workers and clients, written and verbal communications, and how we dress for specific situations such as special events or key meetings.
- **Look for ways to improve customer service.** You may encounter situations where see opportunities to improve how we service our clients. Discuss these situations with other staff, and implement improvements if they will improve the level of customer service.
- **The overall goal is to maintain and improve our reputation for providing the best possible customer service.** We want every customer (internal and external) to leave feeling that they were well treated by an intelligent, proactive, and caring administrative support staff.