Montgomery County Customer Satisfaction Survey for Internal Customers - 2009

Office of Human Resources

2/26/2010

CountyStat

CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**

Agenda

- **Introduction**
- **Results for each survey question**
- **OHR-specific results**
- **Other aspects of customer service in OHR**
- **Wrap up**

Meeting Goal

- **Understand trends in satisfaction among internal customers and identify opportunities to improve customer satisfaction.**

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Introduction: Survey Methodology

- **The Executive Office identified twelve internal service areas that focus exclusively or to a large degree on serving County government customers.**

- **A survey was developed consisting of twelve questions designed to provide ratings of three overarching categories: overall satisfaction, Department personnel, and Department processes**

- **The Internal Customer Satisfaction Survey was delivered to 350 members of the County management team.**
  - 214 surveys were returned resulting in a response rate of 61%
  - This is a decline from previous years where the response rate was 96%

- **A four-point scale was used and an optional "not applicable" was included for those who did not have enough experience with a department or issue to answer the question.**

- **Respondents were also given an opportunity to expand upon their ratings for all twelve departments and programs in an open response section provided at the end of the survey.**

Introduction: Changes to the Survey

- **Eleven of the original twelve questions are unchanged from last year to allow year-to-year comparisons**

- **The 2009 survey splits one of last year's questions into two**
  - Original question: "Innovation & Initiative: Rate how often Department staff showed innovation and initiative in addressing your needs and requirements."
  - Revised questions:
    - Initiative: Rate how often you were satisfied with the amount of initiative taken by Department staff in addressing your needs and requirements.
    - Innovation: Rate your satisfaction with the Department's ability to innovate in order to satisfy your needs.

- **Like last year, questions about the Regional Service Centers have been added at the end of the survey**

Internal Survey Questions

Overall ratings

1. **Quality of Service:** Rate your satisfaction with the overall quality of service received by the following Departments.
2. **Level of Effort:** Rate the level of effort your Department must invest to successfully utilize the Department's service(s).
3. **Success Rate:** Rate how often the following Departments successfully meet the needs and requirements of your Department.

Personnel ratings

4. **Communication:** Rate how often Department staff were able to explain and answer questions to your satisfaction.
5. **Professional Knowledge:** Rate how often you were satisfied with the professional knowledge exhibited by the Department staff.
6. **Availability:** Rate how often your first attempt to reach Department staff was successful.
7. **Responsiveness:** Rate how often you were satisfied with the responsiveness of the Department staff.
8. **Initiative:** Rate how often you were satisfied with the amount of initiative taken by Department staff in addressing your needs and requirements.

Process ratings

9. **Process:** Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.
10. **Guidance & Assistance:** Rate your satisfaction with the guidance and assistance provided for the process(es).
11. **Timeliness:** Rate your satisfaction with the timeliness of the process(es) to satisfy your needs and requirements.
12. **Information:** Rate your satisfaction with the amount of information provided to you about the status of your request.
13. **Innovation:** Rate your satisfaction with the Department's ability to innovate in order to satisfy your needs.

Summary of Findings

- **Ratings this year were generally lower than last year**
  - Very few differences were statistically significant
  - The only departments that had any statistically significant declines were the Department of Finance and the Office of Human Resources
  - No departments had statistically significant changes in their overall ratings from last year

- **Splitting last year's question 8: Innovation & Initiative into two questions significantly changed respondents' ratings**
  - All departments except PIO saw statistically significant increases in ratings for both new questions: #8-Initiative and #13-Innovation
  - Even with the improved ratings, these questions continued to receive the lowest overall rating

> The response rate to this year's survey was 61%.
> (214 surveys were completed)

Comparison of Results by Question by Service Area Statistically Significant Changes: 2008-2009

| | CAT | FIN | DGS | | | | | | OHR | OMB | PIO | DTS | Q Avg |
			Bldg	Cap Dev	Fleet	Leas	PMA	PRO					
Overall Avg													
1:Quality													
2:Effort													
3:Success		🟥											
4:Comm									🟥				
5:Pro Know													
6:Available													
7:Respons									🟥				
8:Initiative	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩		🟩	🟩
9:Process													
10:Guidance													
11:Timely													
12:Info													
13:Innovate	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩		🟩	🟩

🟩 Improved 2008-2009   🟨 No change 2008-2009   🟥 Declined 2008-2009

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Comparison of Results by Question by Service Area Statistically Significant Changes: 2007-2009

	CAT	FIN	DGS						OHR	OMB	PIO	DTS	Q Avg
			Bldg	Cap Dev	Fleet	Leas	PMA	PRO					
Overall Avg	Yellow	Yellow	Green	Green	Yellow	Green	Green	Yellow	Yellow	Green	Yellow	Green	Green
1:Quality	Green	Yellow	Green	Green	Yellow	Green	Green	Yellow	Yellow	Yellow	Yellow	Green	Green
2:Effort	Green	Yellow	Green	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Green
3:Success	Yellow	Yellow	Green	Yellow	Green	Green	Yellow	Yellow	Red	Yellow	Yellow	Green	Green
4:Comm	Yellow	Yellow	Green	Green	Yellow	Green	Green	Yellow	Red	Green	Green	Green	Green
5:Pro Know	Yellow	Yellow	Green	Green	Yellow	Green	Green	Yellow	Red	Yellow	Yellow	Green	Green
6:Available	Green	Yellow	Green	Green	Yellow	Green	Green	Yellow	Yellow	Green	Yellow	Green	Green
7:Respons	Green	Yellow	Green	Green	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Green
8:Initiative	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
9:Process	Yellow	Yellow	Green	Green	Yellow	Green	Yellow	Yellow	Yellow	Green	Yellow	Green	Green
10:Guidance	Yellow	Yellow	Green	Green	Yellow	Green	Green	Yellow	Yellow	Green	Green	Green	Green
11:Timely	Green	Yellow	Green	Green	Yellow	Green	Green	Yellow	Yellow	Green	Yellow	Green	Green
12:Info	Green	Yellow	Green	Green	Yellow	Green	Green	Yellow	Red	Yellow	Yellow	Green	Green
13:Innovate	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

Legend: Green = Improved 2007-2009 · Yellow = No change 2007-2009 · Red = Declined 2007-2009

Quantitative Data Analysis:
Overall Ratings – Quality of Service
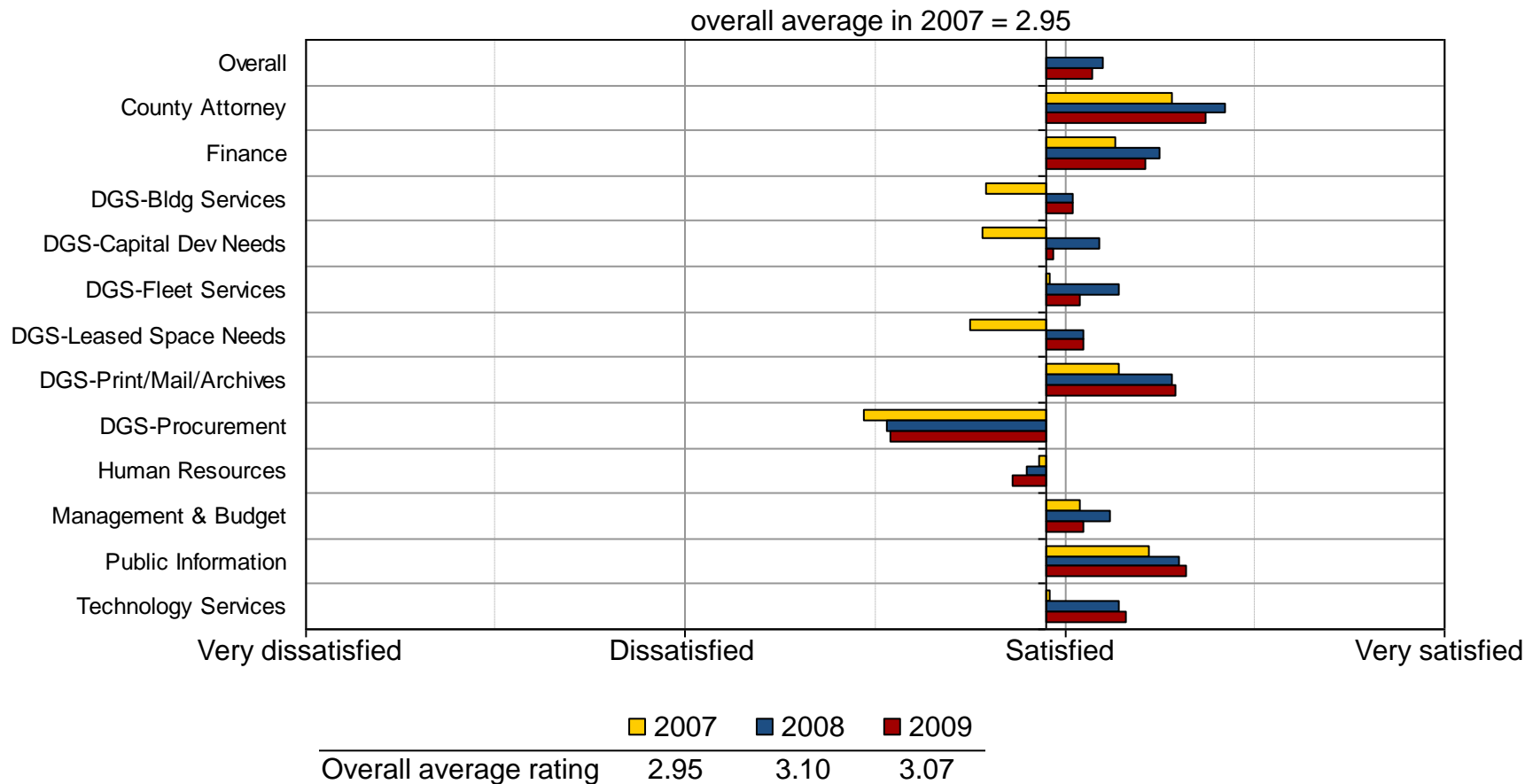
overall average in 2007 = 2.95

|	2007	2008	2009
Overall average rating	2.95	3.10	3.07

Quality of Service: Rate your satisfaction with the overall quality of service received by the following Departments.

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

Quantitative Data Analysis:
Overall Ratings – Level of Effort
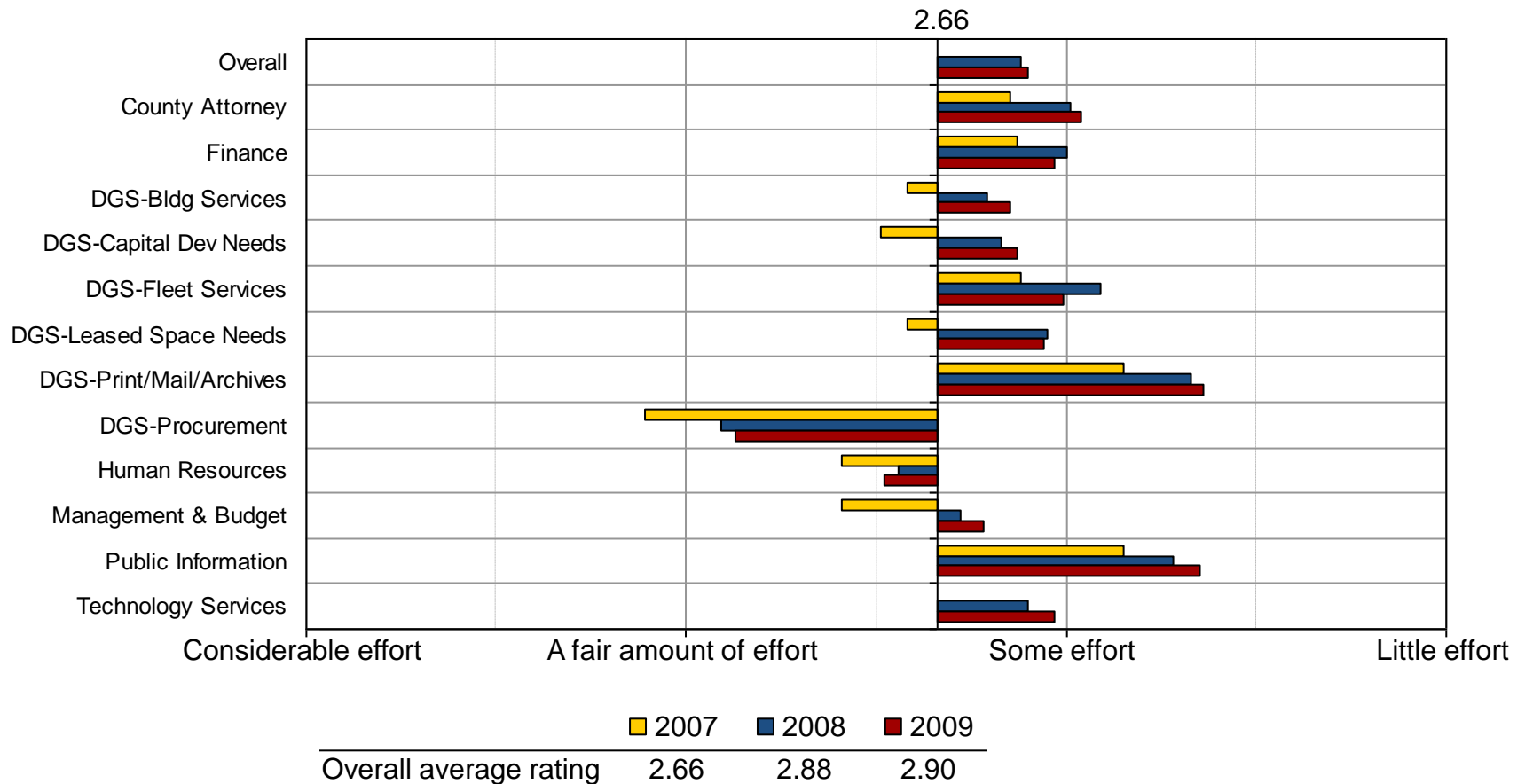
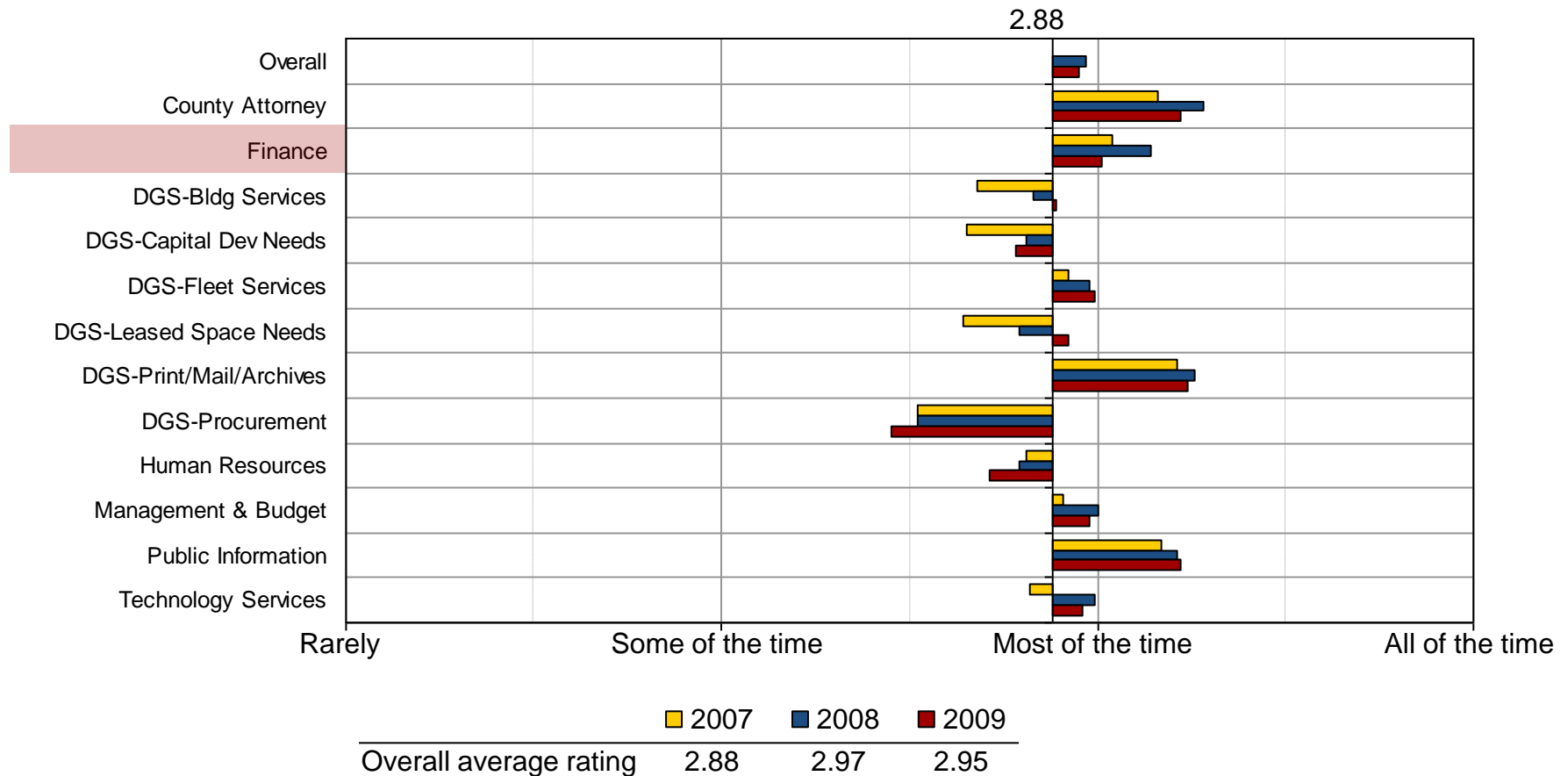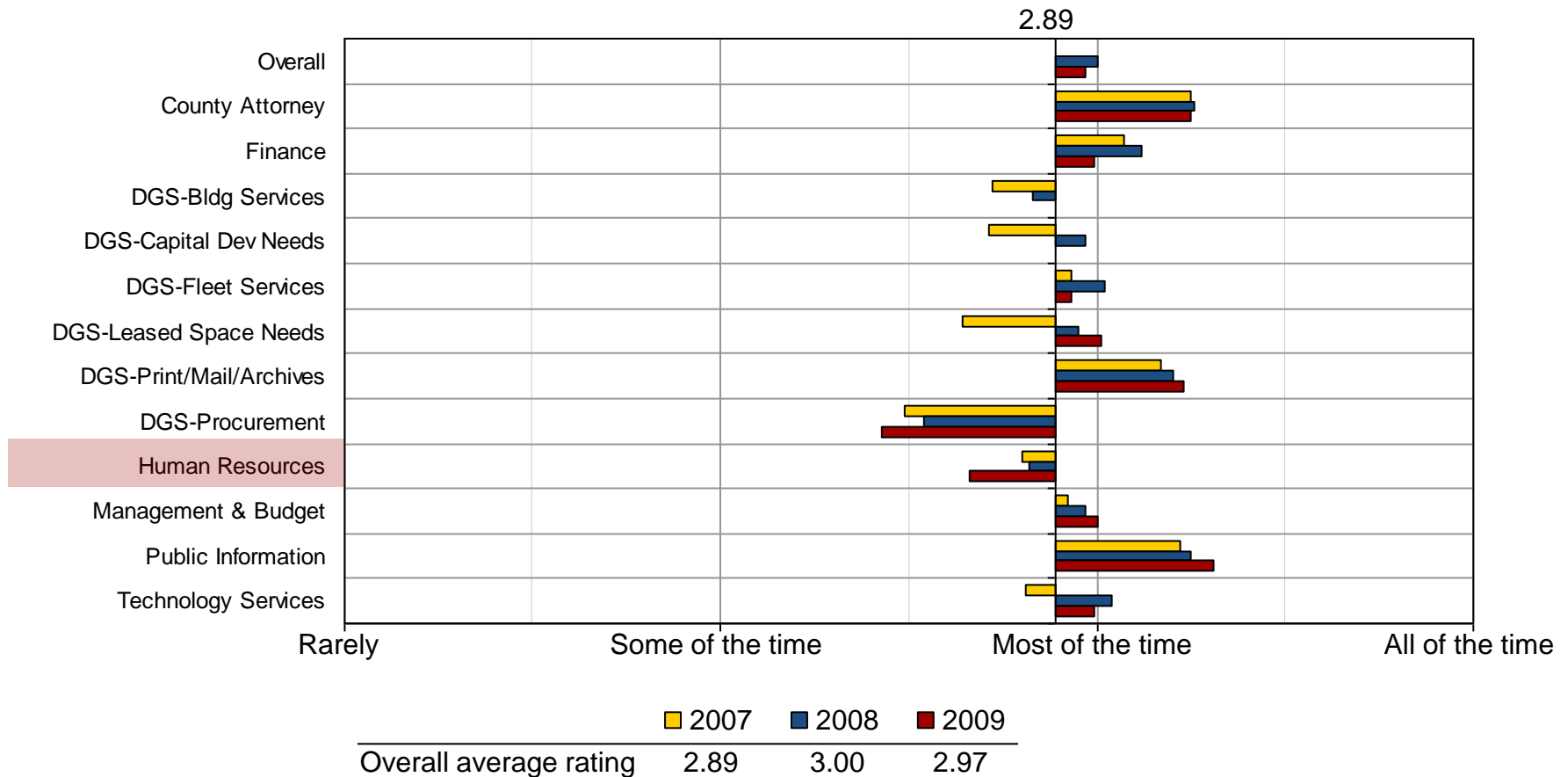|	2007	2008	2009
Overall average rating	2.66	2.88	2.90

Level of Effort: Rate the level of effort your Department must invest to successfully utilize the Department's service(s).

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

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Quantitative Data Analysis:
Overall Ratings – Success Rate

Chart showing Success Rate ratings by department for 2007, 2008, and 2009. Scale from "Rarely" to "Some of the time" to "Most of the time" to "All of the time". Value 2.88 marked at "Most of the time" line.

Departments listed:
- Overall
- County Attorney
- Finance (highlighted)
- DGS-Bldg Services
- DGS-Capital Dev Needs
- DGS-Fleet Services
- DGS-Leased Space Needs
- DGS-Print/Mail/Archives
- DGS-Procurement
- Human Resources
- Management & Budget
- Public Information
- Technology Services

Legend: ■ 2007 ■ 2008 ■ 2009

	2007	2008	2009
Overall average rating	2.88	2.97	2.95

Success Rate: Rate how often the following Departments successfully meet the needs and requirements of your Department.

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

CountyStat
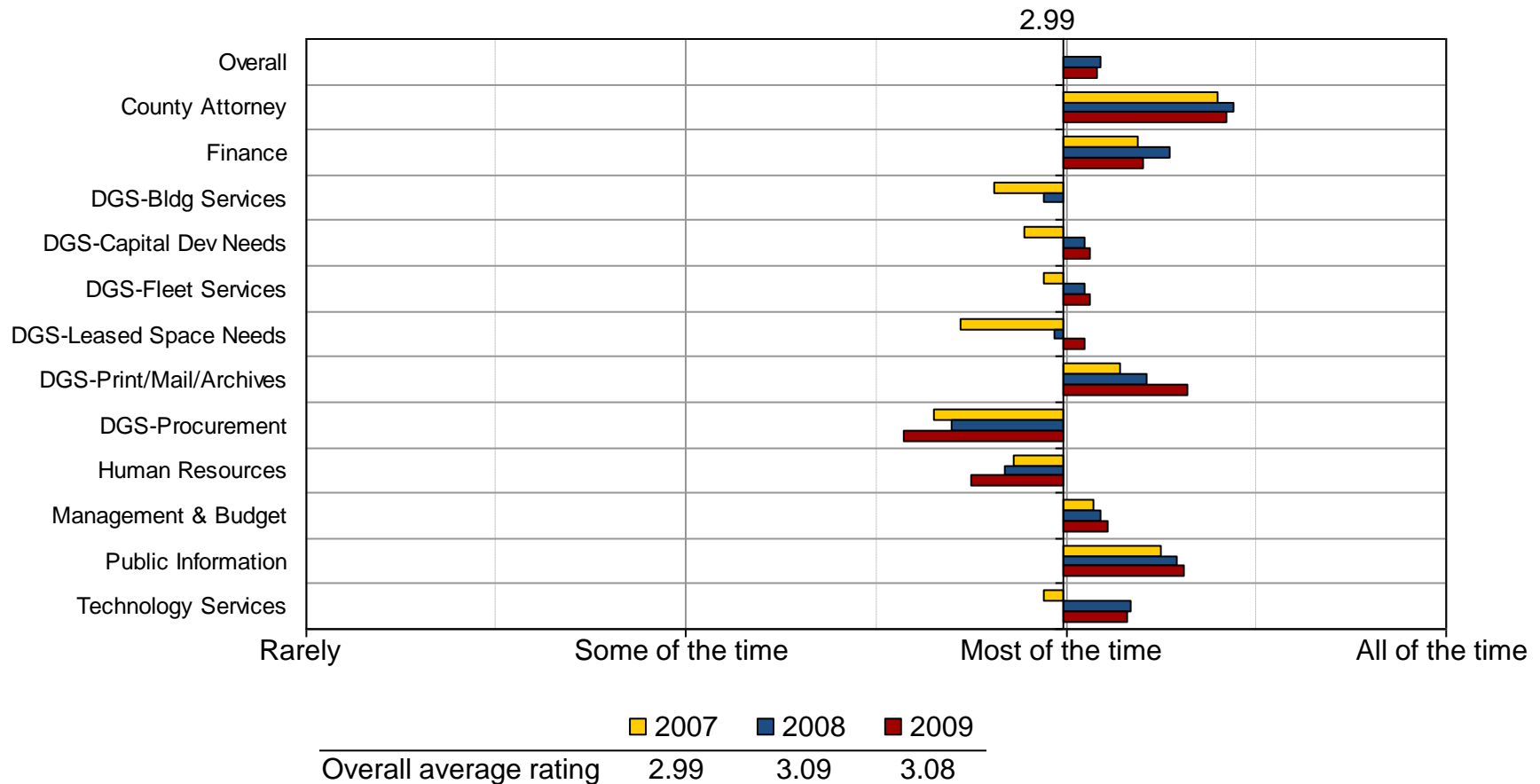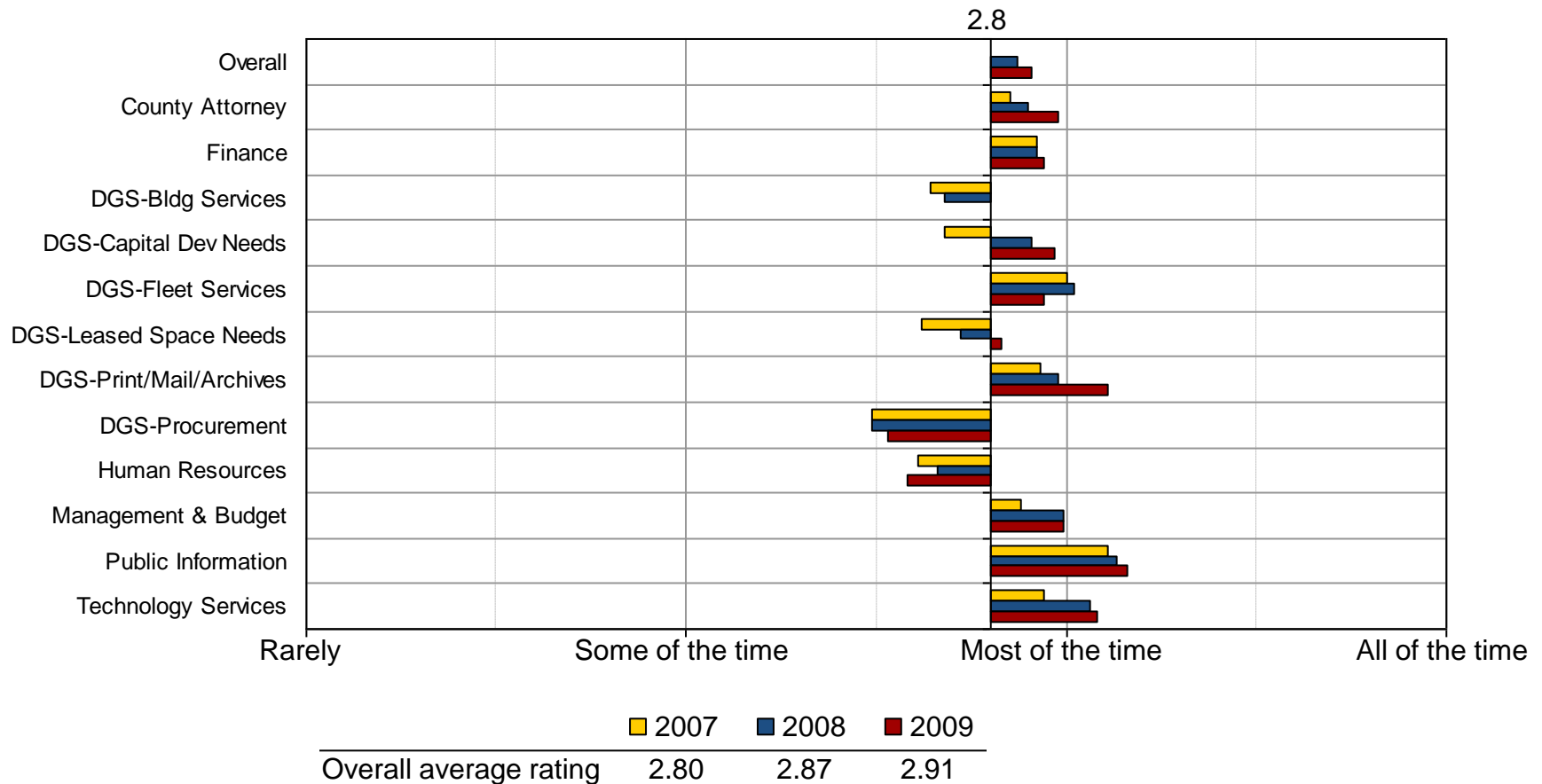
Quantitative Data Analysis:
Personnel Ratings – Communication

2.89

	2007	2008	2009
Overall average rating	2.89	3.00	2.97

Legend: ■ 2007 ■ 2008 ■ 2009

Categories (top to bottom): Overall, County Attorney, Finance, DGS-Bldg Services, DGS-Capital Dev Needs, DGS-Fleet Services, DGS-Leased Space Needs, DGS-Print/Mail/Archives, DGS-Procurement, Human Resources, Management & Budget, Public Information, Technology Services

Axis: Rarely — Some of the time — Most of the time — All of the time

Communication: Rate how often Department staff were able to explain and answer questions to your satisfaction.

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

CountyStat
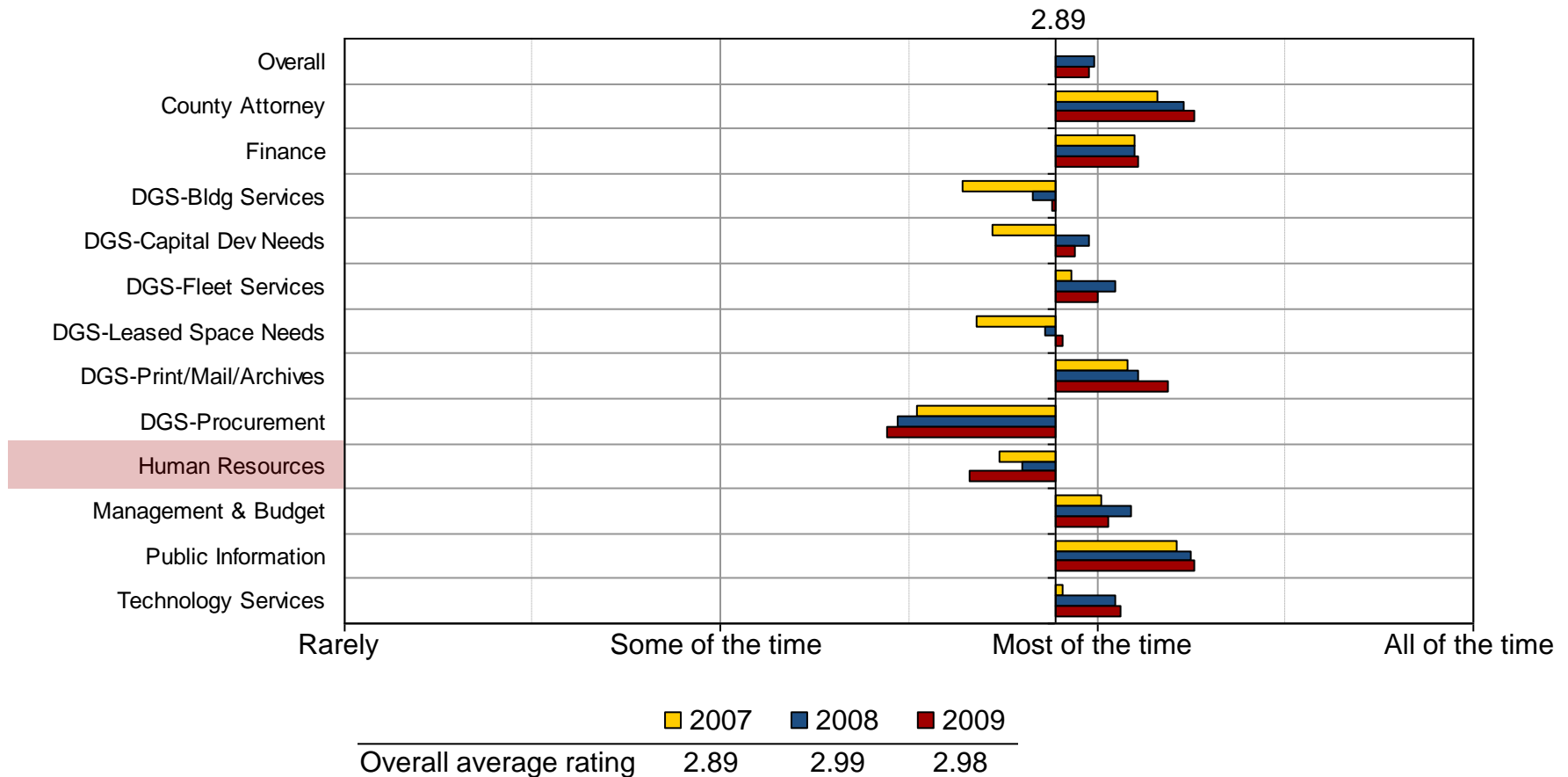
Quantitative Data Analysis:
Personnel Ratings – Professional Knowledge

2.99

Categories (top to bottom): Overall, County Attorney, Finance, DGS-Bldg Services, DGS-Capital Dev Needs, DGS-Fleet Services, DGS-Leased Space Needs, DGS-Print/Mail/Archives, DGS-Procurement, Human Resources, Management & Budget, Public Information, Technology Services

Axis: Rarely — Some of the time — Most of the time — All of the time

Legend: ■ 2007 ■ 2008 ■ 2009

	2007	2008	2009
Overall average rating	2.99	3.09	3.08

Professional Knowledge: Rate how often you were satisfied with the professional knowledge exhibited by the Department staff.

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

CountyStat

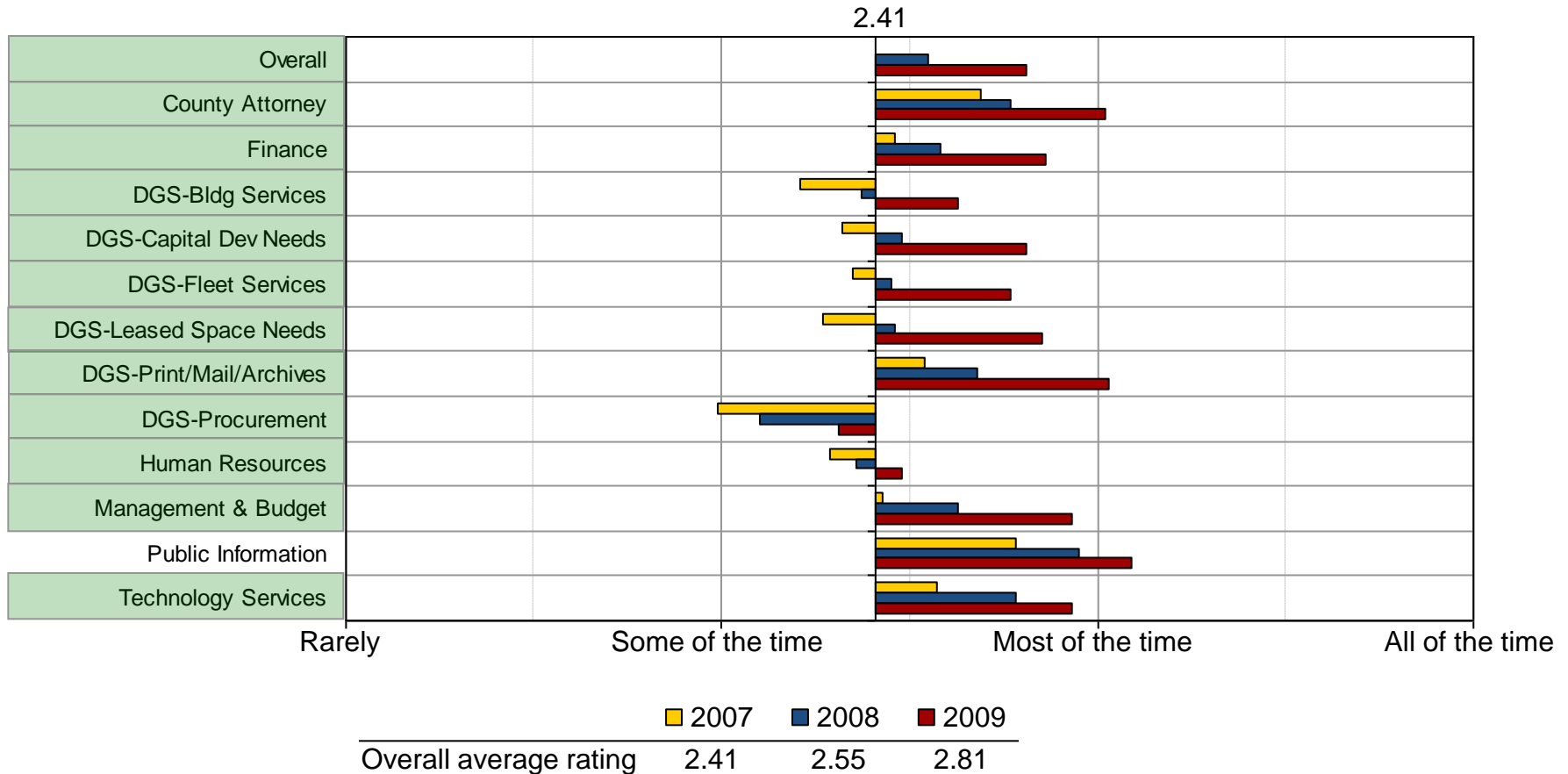# Quantitative Data Analysis:
Personnel Ratings – Availability

2.8

Department	
Overall	
County Attorney	
Finance	
DGS-Bldg Services	
DGS-Capital Dev Needs	
DGS-Fleet Services	
DGS-Leased Space Needs	
DGS-Print/Mail/Archives	
DGS-Procurement	
Human Resources	
Management & Budget	
Public Information	
Technology Services	

Rarely   Some of the time   Most of the time   All of the time

■ 2007   ■ 2008   ■ 2009

Overall average rating	2.80	2.87	2.91

Availability: Rate how often your first attempt to reach Department staff was successful.

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

CountyStat

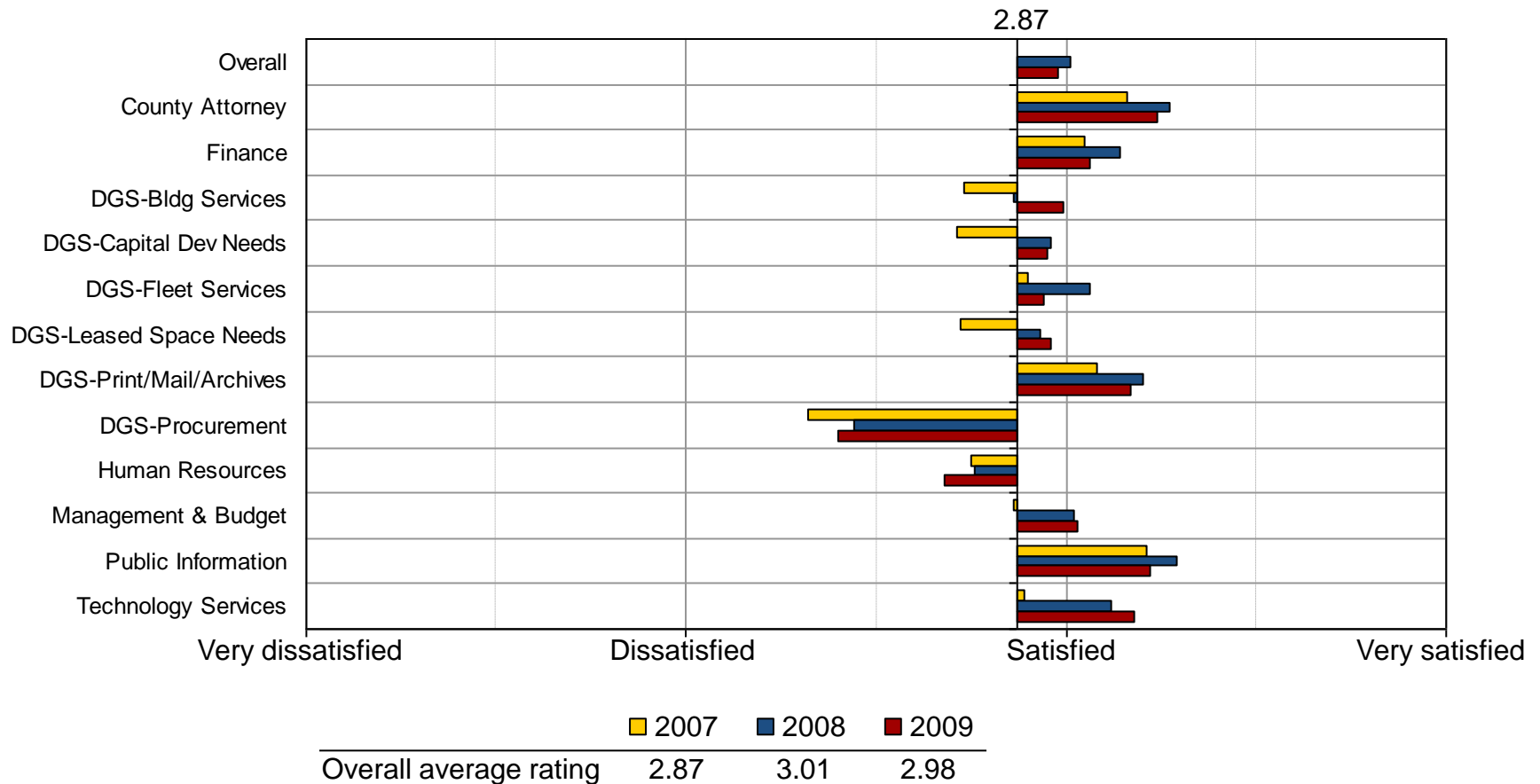# Quantitative Data Analysis:
Personnel Ratings – Responsiveness

2.89

	Rarely	Some of the time	Most of the time	All of the time

Overall
County Attorney
Finance
DGS-Bldg Services
DGS-Capital Dev Needs
DGS-Fleet Services
DGS-Leased Space Needs
DGS-Print/Mail/Archives
DGS-Procurement
Human Resources
Management & Budget
Public Information
Technology Services

■ 2007 ■ 2008 ■ 2009

Overall average rating	2.89	2.99	2.98

Responsiveness: Rate how often you were satisfied with the responsiveness of the Department staff.

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

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Quantitative Data Analysis:
Personnel Ratings – Initiative

2.41

| | Rarely | Some of the time | Most of the time | All of the time |

Overall
County Attorney
Finance
DGS-Bldg Services
DGS-Capital Dev Needs
DGS-Fleet Services
DGS-Leased Space Needs
DGS-Print/Mail/Archives
DGS-Procurement
Human Resources
Management & Budget
Public Information
Technology Services

■ 2007   ■ 2008   ■ 2009

	2007	2008	2009
Overall average rating	2.41	2.55	2.81

Initiative: Rate how often you were satisfied with the amount of initiative taken by Department staff in addressing your needs and requirements.

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

CountyStat

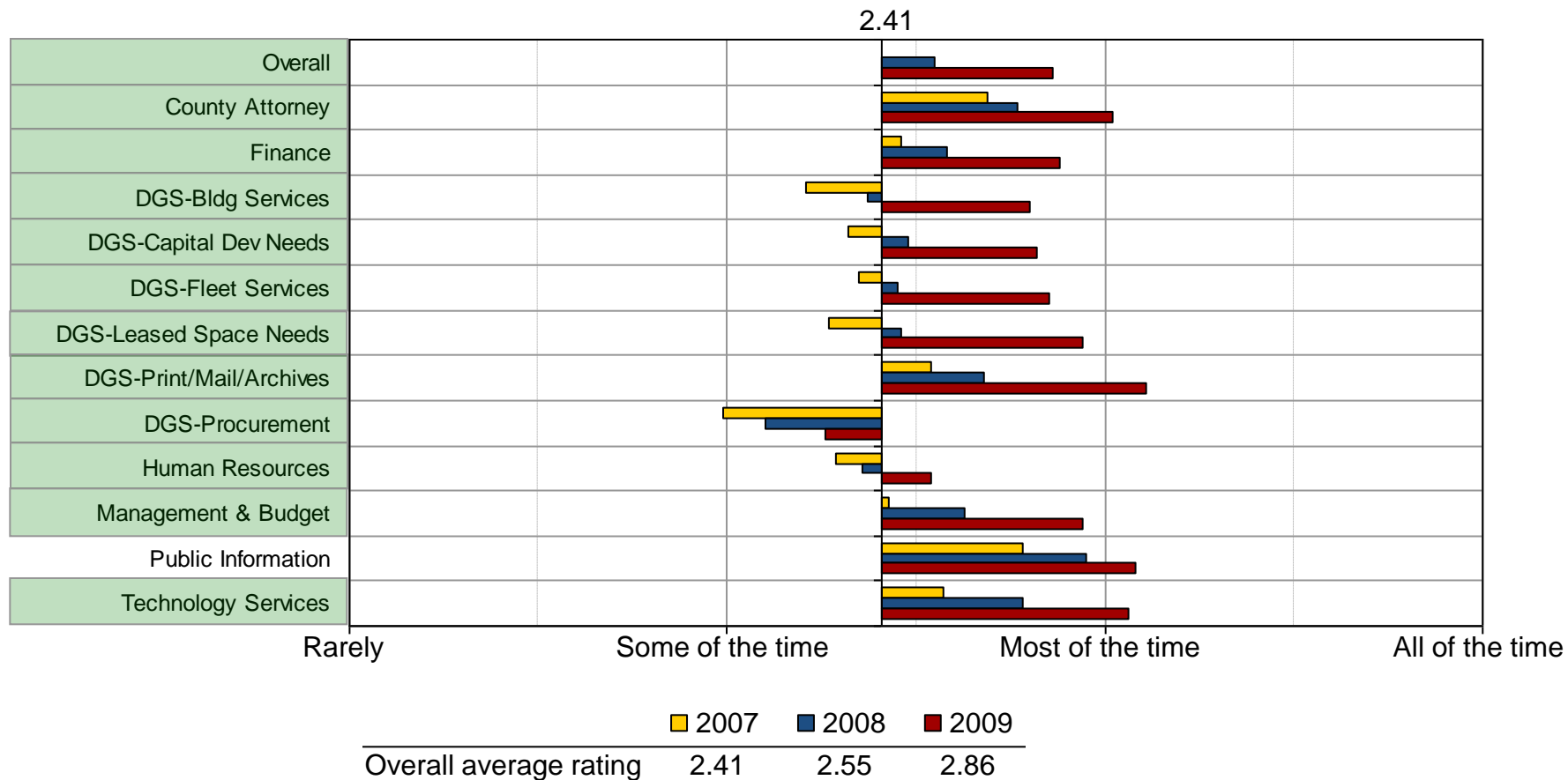# Quantitative Data Analysis:
Process Ratings – Process

2.87

	Very dissatisfied	Dissatisfied	Satisfied	Very satisfied
Overall				
County Attorney				
Finance				
DGS-Bldg Services				
DGS-Capital Dev Needs				
DGS-Fleet Services				
DGS-Leased Space Needs				
DGS-Print/Mail/Archives				
DGS-Procurement				
Human Resources				
Management & Budget				
Public Information				
Technology Services				

■ 2007   ■ 2008   ■ 2009

Overall average rating	2.87	3.01	2.98

Process: Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.

Departments showing largest improvements from 2007 ratings

Departments showing declines from 2007 ratings

Quantitative Data Analysis:
Process Ratings – Guidance and Assistance

2.91

	2007	2008	2009
Overall average rating	2.91	3.04	3.02
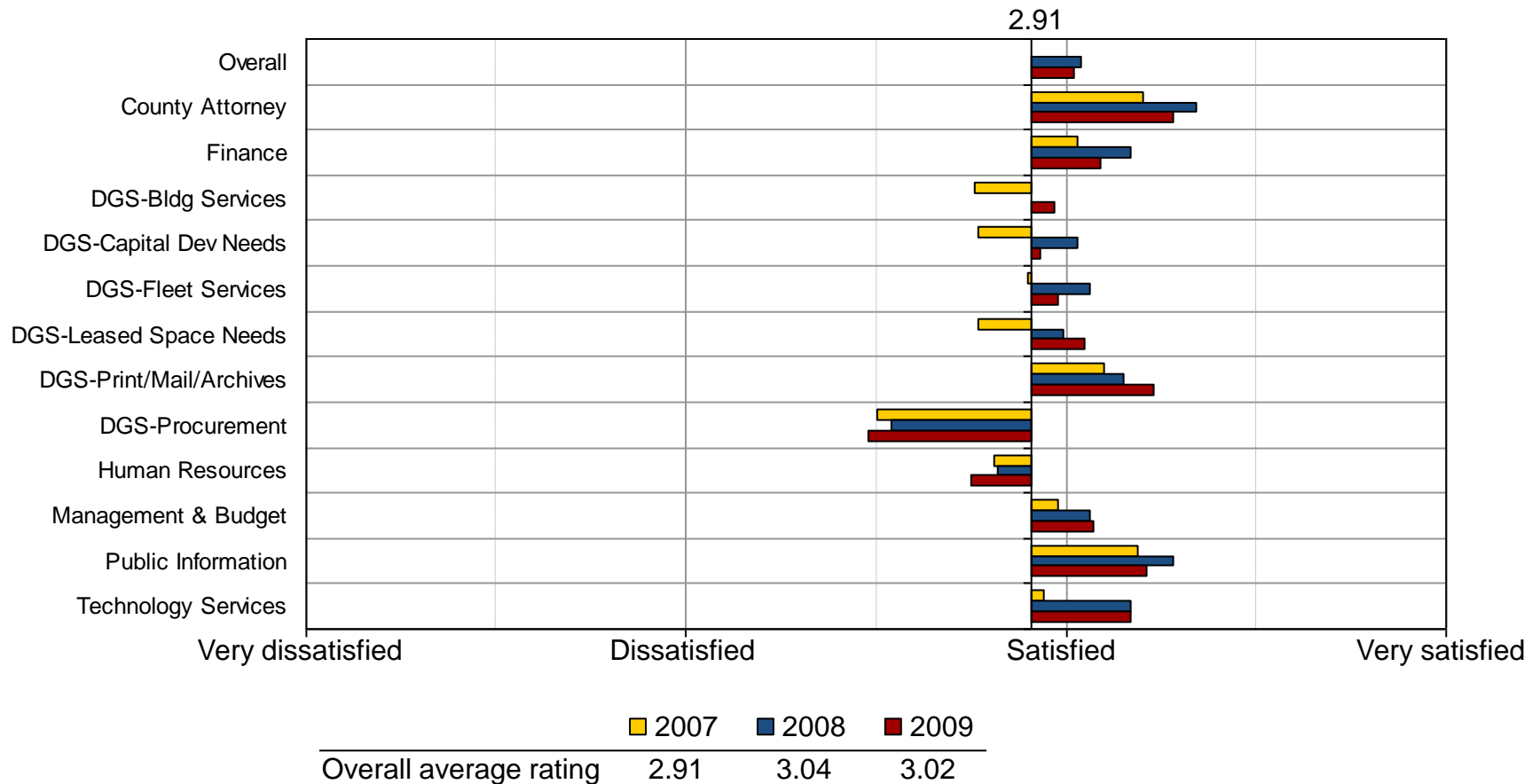
Guidance and Assistance: Rate your satisfaction with the guidance and assistance provided for the process(es).

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

CountyStat

# Quantitative Data Analysis:
Process Ratings – Timeliness
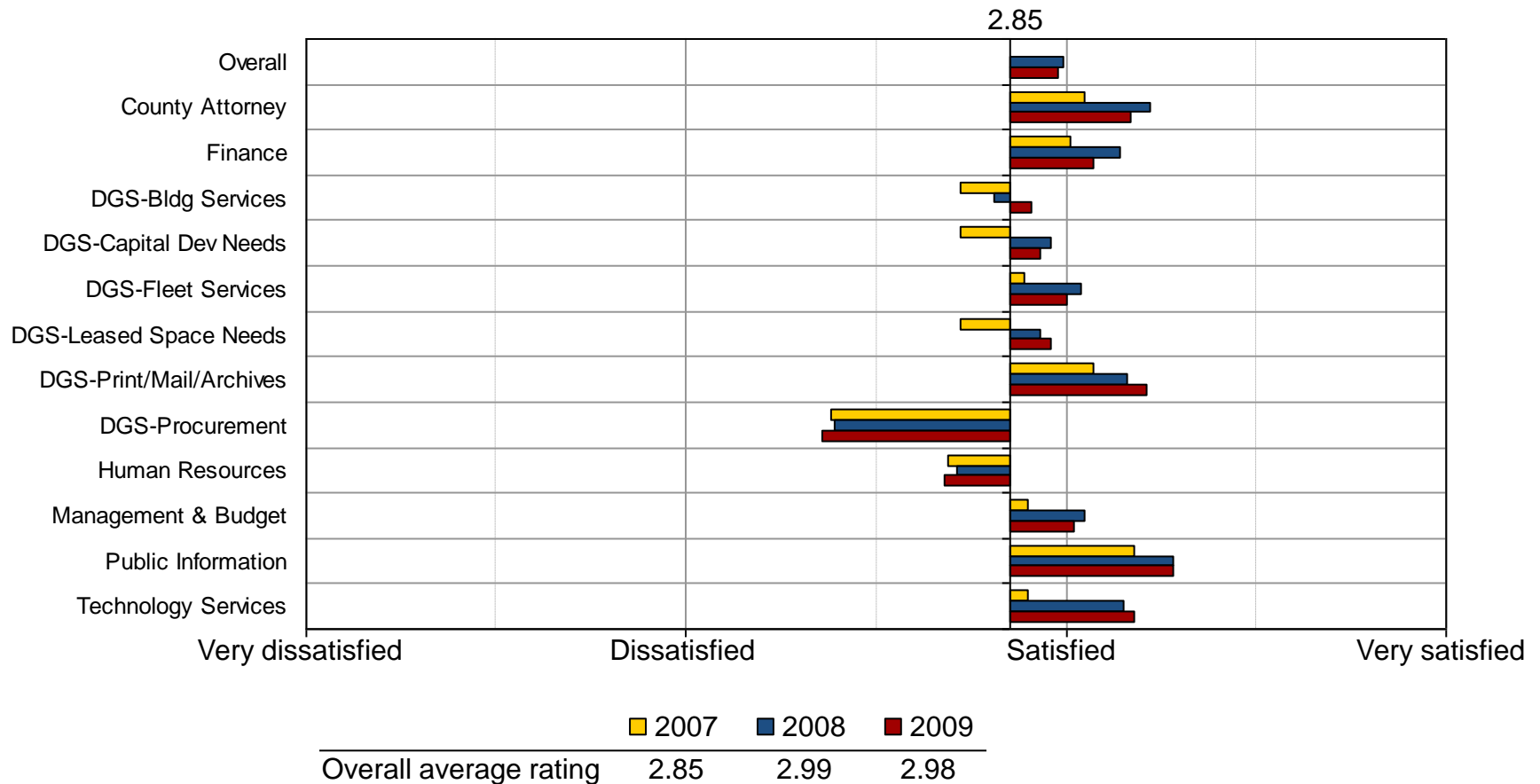
2.85

	Very dissatisfied	Dissatisfied	Satisfied	Very satisfied

Categories (top to bottom): Overall, County Attorney, Finance, DGS-Bldg Services, DGS-Capital Dev Needs, DGS-Fleet Services, DGS-Leased Space Needs, DGS-Print/Mail/Archives, DGS-Procurement, Human Resources, Management & Budget, Public Information, Technology Services

Legend: ■ 2007 ■ 2008 ■ 2009

Overall average rating	2007	2008	2009
	2.85	2.99	2.98

Timeliness: Rate your satisfaction with the timeliness of the process(es) to satisfy your needs and requirements.

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

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Quantitative Data Analysis:
Process Ratings – Information
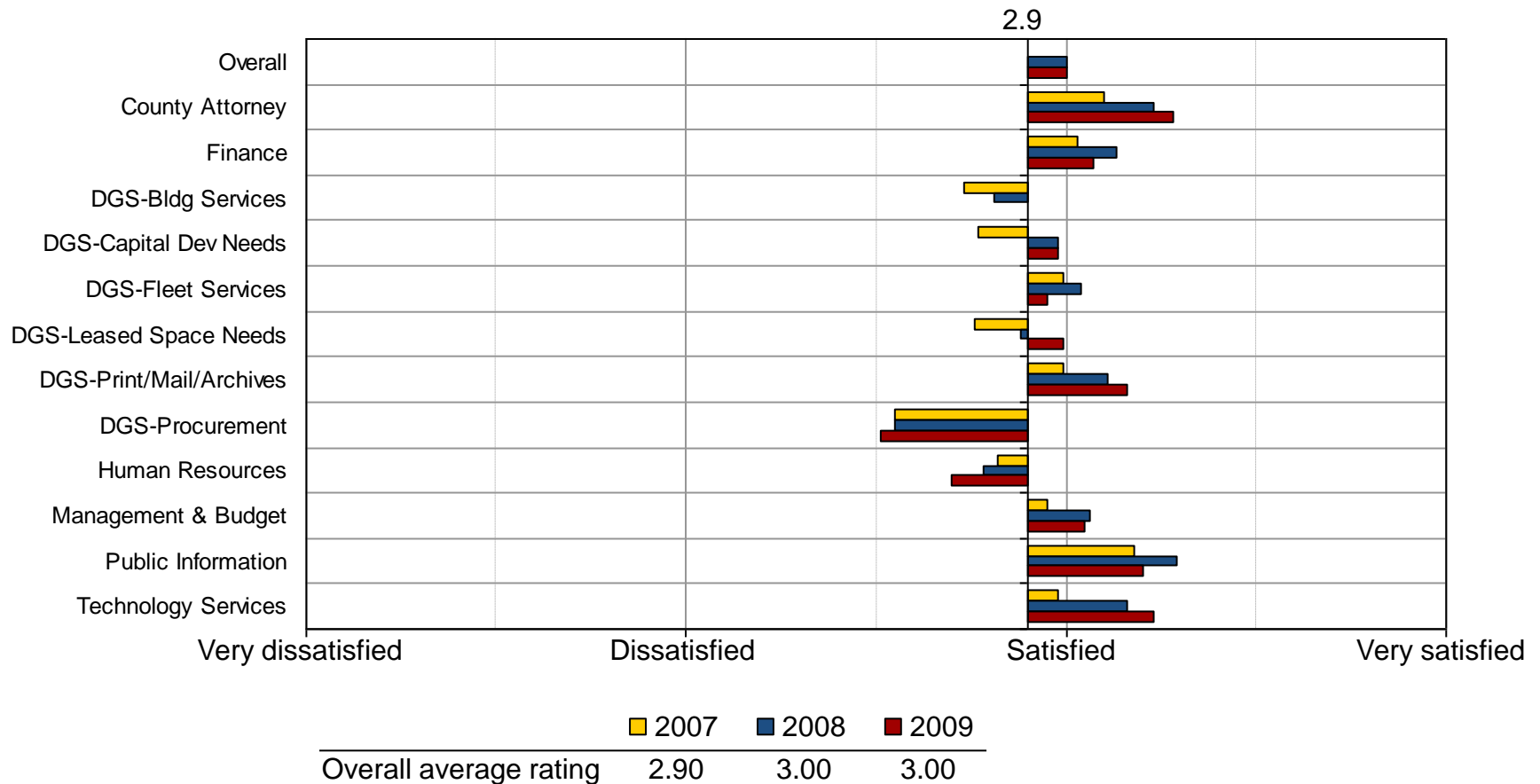
	2007	2008	2009
Overall average rating	2.90	3.00	3.00

Legend: ■ 2007 ■ 2008 ■ 2009

Information: Rate your satisfaction with the amount of information provided to you about the status of your request.

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

CountyStat

Quantitative Data Analysis:
Process Ratings – Innovation

2.41

	Rarely	Some of the time	Most of the time	All of the time
Overall				
County Attorney				
Finance				
DGS-Bldg Services				
DGS-Capital Dev Needs				
DGS-Fleet Services				
DGS-Leased Space Needs				
DGS-Print/Mail/Archives				
DGS-Procurement				
Human Resources				
Management & Budget				
Public Information				
Technology Services				

■ 2007   ■ 2008   ■ 2009

Overall average rating	2.41	2.55	2.86

Innovation: Rate your satisfaction with the Department's ability to innovate in order to satisfy your needs.

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

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Quantitative Data Analysis:
Department Ratings: Human Resources

	2007	2008	2009
Overall average rating	2.71	2.73	2.66
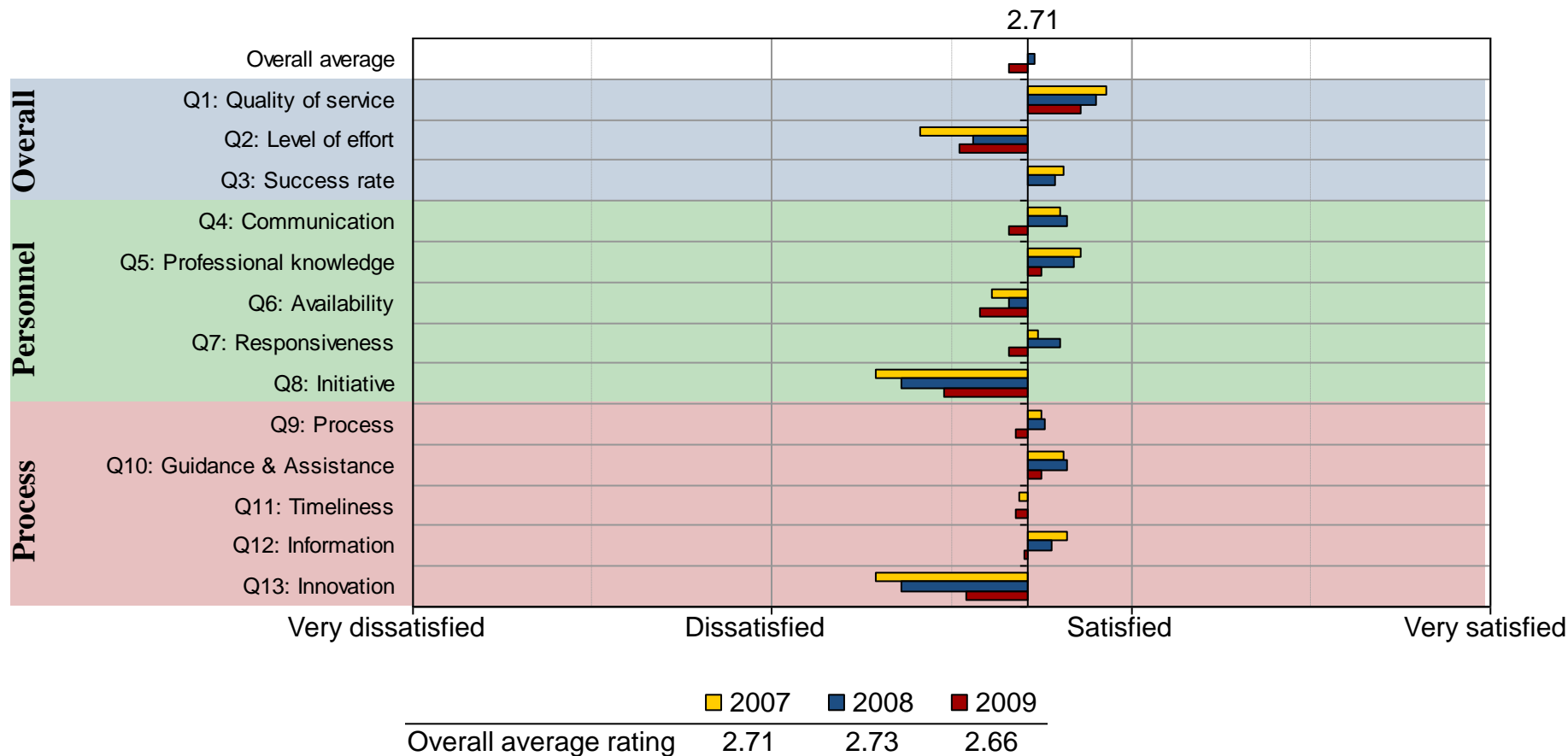
The Office of Human Resources had declines from 2008 to 2009 in all questions except Q8: Initiative and Q13: Innovation. Declines in Q4 and Q7 were statistically significant.

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Analysis of Text Responses

Theme	# of Responses	% of Text Responses
Positive feedback	14	50%
Slow or not responsive	9	32%
Process problems	7	25%
Uneven performance	6	21%
Inconsistent answers	5	18%
Poor labor relations	3	11%
Other	5	18%
All text responses	28	

- **Themes from the 2008 survey that were also seen in 2009**
  - Slow or not responsive
  - Process problems or suggestions
- **New themes for 2009**
  - Uneven performance among different parts of OHR
  - Inconsistent answers from staff
  - Poor labor relations, particularly with regard to management rights

Discussion: Office of Human Resources

- **What changes did you implement to positively impact your County employee customer service?**
    - Last summer OHR revised its strategic plan and reaffirmed its Core Values and Mission Statement and created several cross functional groups charged with evaluating and improving customer service and communication.
    - In September, we opened a new UpCounty Office of Human Resources Training Facility including a training room to accommodate 70 individuals and a computer training lab which accommodates 18 students
    - Successfully managed a major reduction in force
    - Improved open enrollment communication
        - Changed the presentation format
        - Developed worksheet to allow employees to value the standard vs. High Option prescription drug plans
        - Improved web access to open enrollment data
        - Began changing OHR website/resource page to make it more user friendly
- **Where did you have the most success?**
    - Improved communications to employees about their benefit programs
    - Successfully got three unions to agree to wage concessions
    - Implementation of ePAF for majority of County Departments has shown increased efficiency (resulted in the elimination of one position in OHR at a savings of $37,000 per year) and accuracy.

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Discussion: Office of Human Resources

- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  -

- **Where will you focus your attention over the next year?**
  - Communications – continue to work on improving the OHR website and Resource library
  - Leverage MC311 capabilities to better manage/measure responsiveness to customers
  - We would like to explore with County Stat the feasibility of expanding the MLS survey to separate out OHR units (see the DGS model). That would allow us to get a better feel for where our customers have concerns.
  - We propose an OHR specific survey and/or series of focus groups so that we can drill down on concerns
  - OHR will partner with MCGEO, OMB and County Stat under the Rewarding Excellence/Gainsharing program to implement front line employee process improvement innovative ideas that generate documented savings and subsequently will provide employees with modest reward

Other Aspects of Customer Service in OHR
Follow-up items from other meetings

- **Create four new performance measures to be included in the OHR performance plan (Customer Service, Internal Work Processes, Relationship with Departments, Technical Issues).**
    - Assigned from the 7/15/2008 meeting on the OHR Performance Plan
    - Status:
    - **Responsive Customer Service**-will be measured through MC 311. Soft launch occurred January 2010. The two measurements will be:
        - Percentage of First Call Resolutions
        - Average Time to Resolve Customer Requests
    - **Internal Work Processes**-created Labor Relations and Benefits measures:
        - Percent of Grievances Resolved Before Reaching a Third Party Neutral
        - Active and Retire Members Satisfaction with Group Insurance Benefits Communications
        - Percentage of the Health and Prescription Vendors that Met Performance Guarantees during the FY
    - **Relationship with Departments**
        - OHR has developed Standard Operating Procedures (SOPs) to ensure policies and procedures are widely known, used, and kept current.
        - Policy Memorandums are centralized next to SOPs on OHR shared drive
        - Each Division has standing team meetings in order to share knowledge. Other teams are invited to the meetings to further share knowledge with employees in other divisions within OHR.
        - Each employee works with a back up employee who can handle duties in the event that an employee is off of work.
    - **Technical Issues**-OHR is transitioning to ERP which will be implemented January 2011.

Other Aspects of Customer Service in OHR
Follow-up items from other meetings

- **Revise headline performance measure #1 (average customer satisfaction rating on the internal customer survey of County managers) to include submeasures that provide further detail on individual components of the overall average.**
  – Assigned from the 7/17/2009 meeting on the OHR Performance Update
  – Status: OHR has identified customer segments and will be able to revise headline measure #1 when this strategy is implemented. See Chart on page 30.

- **Meet with CountyStat staff to discuss barriers to surveying employees in the bargaining unit, and possible alternatives.**
  – Assigned from the 7/17/2009 meeting on the OHR Performance Update
  – Status: OHR Director and Managers met with County Stat on September 1, 2009.

Other Aspects of Customer Service in OHR
Evaluating Customer Satisfaction in OHR

Customer Segment	Method Used to Evaluate Customer Satisfaction	Frequency of Evaluation
Upper management (MLS)	Internal Customer Satisfaction Survey	Annual
Upper management (MLS)-Proposed	Breakdown by OHR Divisions	Annual
Non-represented Employees-proposed	Survey and Focus Group Meetings—Also, work with County Stat to breakdown survey by OHR Divisions	Annual
Employees	Open Enrollment Benefits Survey	Annual
Hiring Managers	Hiring Manager Survey	Conclusion of Recruitment with annual report of results
Separated Employees	Exit Interview Survey	Bi-monthly with annual report of results
Retirees	Open Enrollment Survey	Annual

The Office of Human Resources identifies 6 different customer segments that it serves.

Other Aspects of Customer Service in OHR
Evaluating Customer Satisfaction in OHR

Customer Segment	Result of Evaluation
Upper management (MLS)	Survey shows declining satisfaction in several areas
MLS/Senior Leadership-Proposed	To be determined
Non-represented Employees-proposed	To be determined
Employees	Positive
Hiring Managers	Positive
Separated Employees	Useful Feedback
Retirees	Positive

Other Aspects of Customer Service in OHR Satisfaction in Other Customer Segments

- **Which customer segments are the most satisfied with OHR's services?**
  - OHR has identified customer segments and will be able to respond to this question when this strategy is implemented. See Chart on page 30.
- **Which customer segments are the least satisfied?**
  - OHR has identified customer segments and will be able to respond to this question when this strategy is implemented. See Chart on page 30.
- **OHR's overall customer satisfaction strategy**
  - Create an HR Customer Service Program based on re-engineered customer service standards and expectations because diverse customer segments will be measured on how OHR services compare to customers expectations.
    - Align and utilize MC311 tools to respond and measure customer service effectiveness.
    - Researched Siebel case management software for OHR. There is indication that a Siebel case management solution must be rolled out as a Tech Mod initiative that could potentially include OHR.
    - Work with CountyStat to retool customer service standards and instruments.
    - Communicate OHR programs, cycles and timelines.
    - OHR requests a segment at Quarterly Leadership Forum

Evaluating Customer Satisfaction in OHR
CountyStat Analysis of Hiring Manager Survey

- **Positives**
  - OHR consistently surveys participants on the hiring process
  - Overall scores are generally high. Average scores across all requisitions are (on a 1-5 scale, 5 is high):
    - Q1: General responsiveness and timeliness: 4.69
    - Q2: HR advice, guidance, and support: 4.65
    - Q3: Overall level of satisfaction with the candidate pool: 4.35

- **Concerns**
  - Hiring managers that do not end up hiring someone are not surveyed
  - The survey data shows that the more requisitions a department has, the more likely they are to give lower ratings.

    Correlation coefficient between the number of unique requisitions a department has had and the average survey rating given by the department:
    - Q1: General responsiveness and timeliness: -0.16
    - Q2: HR advice, guidance, and support: -0.42
    - Q3: Overall level of satisfaction with the candidate pool: 0.03

Evaluating Customer Satisfaction in OHR
CountyStat Recommendations

- **Customer segments utilize a variety of OHR services**
  - Transactional
    - Personnel actions
    - Hiring process
    - Benefits
  - Advisory
    - Management training
    - Advice on personnel issues such as discipline and performance management
    - Employee career development
  - Policy Setting
    - Leave and benefits policies
    - Management expectations such as documentation requirements for performance management
    - Succession planning
  - Negotiation/Mediation
    - Contract negotiations
    - Grievance procedures
    - Disciplinary procedures such as ADR
- **Evaluation of customer satisfaction should encompass all services**

Evaluating Customer Satisfaction in OHR CountyStat Recommendations

Customer Segment	Type of OHR Function			
	Transactional	Advisory	Policy-Setting	Negotiation/Mediation
Upper management (MLS)		X	X	X
Low/middle management	X	X	X	X
Staff with personnel responsibilities	X	X	X	
Current employees	X	X		X
Former employees	X	X		
Prospective employees	X			

Each customer segment utilizes different kinds of services offered by OHR. Evaluations of customer satisfaction must capture the appropriate range of services used.

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Wrap-up

- **Confirmation of follow-up items**

- **Time frame for next meeting**

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Appendix: Quantitative Rating Scales Explained

- **The quantitative data presented on the following slides is organized into three distinct sections: Overall ratings, Personnel ratings, and Process ratings.**
  - Data is organized in a format that provides all department and program scores for each question together.
  - The question being analyzed is presented in the exact form it was asked in the survey.
- **Averages were derived by giving each of the four possible responses a corresponding numeric value.**
  - The most negative response was given a value of 1, the most positive response a value of 4.
  - "Not applicable" responses were given a value of zero and were not included when calculating average ratings.
  - Responses to each question for each service area were summed and then divided by the number of respondents to that question resulting in an average score that falls somewhere between 1 and 4.
  - The vertical axis on all graphs is positioned at 2007's average value.

Appendix: Quantitative Data Analysis
Department Ratings

- **The quantitative data presented on the following slides is organized in a format that provides all service area scores for each question together.**
  - The overall average score for the service area across all twelve questions is shown first followed by average scores for each of the twelve questions.
  - The twelve questions are listed by their general topic and grouped by category: overall ratings, personnel ratings, or process ratings. The exact wording of each question is contained on slide 7. The averages for all questions are shown against a satisfaction scale.
- **Averages were derived by giving each of the four possible responses a corresponding numeric value.**
  - The most negative response was given a value of 1, the most positive response a value of 4.
  - Responses to each question for each department were summed and then divided by the number of respondents to that question resulting in an average score that falls somewhere between 1 and 4.

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