

**MPR 1280.8
REVISION I**

**EFFECTIVE DATE: December 11, 2019
EXPIRATION DATE: December 11, 2024**

MARSHALL PROCEDURAL REQUIREMENTS

CS01

CUSTOMER SATISFACTION

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DOCUMENT HISTORY LOG

| Status (Baseline/ Revision/ Change/ Revalidation/ Canceled) | Document Revision/ Change | Effective Date | Description |
|--|---------------------------------|-------------------|---|
| Baseline | | 8/13/01 | New document to address customer satisfaction in accordance with ISO 9001:2000. |
| Revision | A | 10/7/2004 | Changed "MPG" to "MPR" and "Marshall Procedures and Guidelines" to "Marshall Procedural Requirements" throughout document; revised text in sections 2, 3, and 4 to use "shall" to state requirements; updated font. |
| Revision | B | 4/20/2006 | Revised to reflect the new external customer survey process by the Business Development Office and remove the internal customer survey process. P.1 Purpose: changed to read "...top-level external customer satisfaction..."; P.2 Applicability: Changed to read "The focus of this MPR applies..."; deleted "shall provide the Business Development Office with the name of the customer and contact, and shall use this procedure for conducting the survey and reporting the results" and added "...conduct external or internal customer surveys, they may use this procedure as a guide, but they shall process complaints in accordance with paragraph 3.1.2.5 of this MPR"; deleted "This MPR also applies to setting objectives and reporting on metrics for internal customer satisfaction by each Directorate/Office."; P.4 Applicable Documents: deleted item b, MSFC Annual Report Process; Added definition 1.1 for customer; Section 1.3, deleted last sentence beginning with "Customers include..."; changed 1.3 to read "...been fulfilled and the relationship maintained or enhanced"; changed definition for external customer to read "Any non-MSFC entity that is an MSFC customer"; added 1.5 definition for internal customer; changed definition for service to read "Work performed to meet customer needs"; Section 2, changed 2.1 to read "...satisfaction metrics, and concurring with the customer survey process."; deleted 2.2, 2.3, 2.4, and 2.5 (responsibilities for Deputy Director, Associate Director, Directorate/Office Management, and MSFC Customer Satisfaction Coordinator); Renumbered 2.6 to 2.2 and changed to read "...customer feedback from a subset of the customer list and report to the SPC"; added section 2.3 Other Directorates/Offices; Changed 3.1.1 to read "...reporting, and concur with customer survey process."; changed 3.1.2.4 to read "Report customer satisfaction survey results to the MSFC SPC and provide to the MSFC Scorecard.; changed 3.1.2.6 to read "...customer to determine if their issues and concerns have been addressed"; deleted 3.1.3, 3.1.3.1, and 3.1.4.1. ; deleted section 3.2, Internal Customer Satisfaction Process; changed 4.1 to read "...customer list(s) for 7 years. After 7 years..."; changed 4.2 to read "The Business Development Office shall...documentation for 7 years from..."; deleted section 4.3.; updated flowchart to correspond with procedure section; Appendix: Under "Perform the Survey", first bullet read "How would you characterize the nature of the job we are doing/did for you: critical-path, moderately important, optional."; changed third bullet to read "...why you rated us at ___ (5,4,3,2,1) and what..."; added fourth bullet that reads "How would you evaluate our responsiveness to your needs and attitudes toward getting the job done?"; updated bullet on the script to read "Survey a subset of the customer list every 3 months"; and updated bullet number 2 under the script section "Perform the Survey (phone call or in person) to read "On a scale from 1-5 where 5 is exception, 4 is good, 3 is satisfactory, 2 is fair, and 1 is unacceptable...." |

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| Revision | C | 6/27/2007 | Revised to reflect new external customer survey process by the Office of Strategic Analysis and Communications. Revised the process flow chart to make it consistent with the revised customer satisfaction process. Deleted the Appendix, "Customer Survey Script." |
| Revision | D | 04/14/2009 | Revised P.2 Applicability statement to address applicability to Michoud Assembly Facility. Clarified steps in 3.1.7 and 3.1.8. Made minor grammatical corrections/changes. [On 1/28/10, at the request of the OPRD, administrative changes were made at 2.2, 3.1.3, 3.1.4, 3.1.5, and 3.1.6 reflecting change from "quarterly" to "semi-annually." Added Revision D date in Document History Log.] |
| Revision | E | 2/16/2011 | Revised P.2 Applicability statement. Changed the definition of external customer to allow Michoud Assemble Facility (MAF) to be part of the system at 1.5. Clarified topic areas for the survey at 3.1.3. Inserted a new requirement for the SPC secretariat to track any actions directed by the SPC at 3.1.6. |
| Revision | F | 2/22/2013 | Revised to delete references to Form 4306, changes to annual surveys instead of semi-annual, reporting of results to the SPC and CMC, and clarified procedure steps and performing organizations. |
| Revision | G | 9/30/2014 | Revised document to reflect new Customer Satisfaction process as defined by Executive direction initially outlined in the August 2013 SPC and refined afterward. |
| Change | I | 3/21/2016 | On 3/21/16, at the request of the OPRD, an administrative change was made to remove MPR 1280.1, MPR 1280.4, MWI 1280.2, and MPR 1280.10 which are not cited within the directive from P.4 Applicable Documents and Forms. |
| Revision | H | 11/30/2017 | Definition of Stakeholder was added to Appendix A, and "relevant stakeholders" added to the feedback solicitation process. Use of the words "interviews" or "surveys" was changed to "contact" or "feedback" to reflect direction from the Center Director. Process Flow updated to use "contact" or "feedback" words. |
| Revision | I | 12/11/2019 | Updated to reflect current processes in SPC & IMSC. References to MPR 1280.4, MPR 1280.10, and MWI 1280.2 were reinstated into P.4 Applicable Documents and Forms because the documents are cited in the directive and are needed. |

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PREFACE

P.1 PURPOSE

To define the Center customer satisfaction process (as required by MPR 1280.10) that measures the suitability, adequacy, and effectiveness of Center products and services, and establish the process for senior management to set and monitor external customer satisfaction reviews.

Note: This document does not preclude Center performing organizations from conducting their own external/internal customer surveys at their discretion and notifying the Office of Strategic Analysis and Communication (OSAC) of them.

P.2 APPLICABILITY

- a. This MPR applies to Center personnel, programs, projects, and activities, including contractors and resident agencies to the extent specified in their respective contracts or agreements. (“Contractors,” for purposes of this paragraph, include contractors, grantees, Cooperative Agreement recipients, Space Act Agreement partners, or other agreement parties.)
- b. This MPR applies to the Michoud Assembly Facility.
- c. This MPR applies the following: all mandatory actions (i.e., requirements) are denoted by statements containing the term “shall.” The terms: “may” or “can” denote discretionary privilege or permission; “should” denotes a good practice and is recommended, but not required; “will” denotes expected outcome; and “are/is” denotes descriptive material.
- d. This MPR applies the following: all document citations are assumed to be the latest version unless otherwise noted.
- e. This MPR applies to all MSFC personnel involved in the customer satisfaction process. The focus of this MPR applies to gathering and processing customer satisfaction feedback from both internal and external customers.

P.3 AUTHORITY

MPR 1280.10, Marshall Quality Management System

P.4 APPLICABLE DOCUMENTS AND FORMS

NRRS 1441.1, NASA Records Retention Schedules

MWI 1280.2, MSFC Customer Feedback (CF) Processing Through the Corrective Action System (CAS)

MPR 1280.4, MSFC Corrective Action System

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P.5 MEASUREMENT/VERIFICATION

The Strategic Planning Council (SPC) will meet and discuss the Customer Satisfaction process and results at least once per year and the Integrated Management System Council (IMSC) will meet and discuss Customer Satisfaction once per quarter or at the frequency deemed necessary by the IMSC Chairperson.

P.6 CANCELLATION

MPR 1280.8H, Customer Satisfaction, dated November 30, 2017.

Electronically approved by

Jody Singer
Director

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CHAPTER 1. RESPONSIBILITIES

1.1 The Strategic Planning Council (SPC) Chairperson is responsible, via SPC business activities throughout the year, for directing the customer satisfaction process, approving the customers to be contacted by the performing organizations, issuing corrective action measures where appropriate, and ensuring that corrective actions have been implemented effectively. Participants in the SPC Customer Satisfaction process include the Mission Execution organizations with the Office of the Chief Information Officer bringing the Agency Management and Operations (AMO) element to the SPC.

1.2 The Integrated Management System Council (IMSC) Chairperson is responsible for directing the customer satisfaction process for the Mission Support organizations with the Office of the Chief Information Officer bringing the Center Management and Operations (CMO) element to the IMSC.

1.3 Participants in the SPC Customer Satisfaction process are responsible for identifying specific customers to be contacted, soliciting customer and relevant stakeholder (if applicable) feedback regarding their product/service quality, implementing corrective action as appropriate, and reporting these results annually to the SPC.

1.4 Participants in the IMSC Customer Satisfaction process are responsible for gathering and reporting internal customer feedback quarterly to the IMSC or at the frequency deemed necessary by the IMSC Chairperson.

1.5 The Office of Strategic Analysis and Communications (OSAC) is responsible for reviewing the lists of customers to be contacted, and organizing and facilitating the annual SPC to review the customer feedback obtained by the Performing Organizations.

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CHAPTER 2. PROCEDURES

| <u>Actionee</u> | <u>Shall (action)</u> |
|---|--|
| | 2.1 Customer Satisfaction – SPC |
| SPC Chairperson | 2.1.1 Initiate and provide direction for the yearly Center customer satisfaction process. |
| SPC Performing Organizations | 2.1.2 Identify the customers (and relevant stakeholders, if applicable) to be contacted for the SPC review and provide this information to the Office of Strategic Analysis and Communications. |
| Office of Strategic Analysis and Communications | 2.1.3 Review the list of customers to be contacted for the SPC review and provide feedback to Center management that the candidate customers are representative of the current Center customer base. |
| SPC Chairperson | 2.1.4 Approve the list of customers to be contacted for the SPC review. |
| SPC Performing Organizations | 2.1.5 Directorate and Office Managers collect feedback using a combination of proactive and reactive techniques. The customer contact will cover typical project management parameters such as cost, schedule, product quality, performance, etc., in addition to unique concerns determined by the SPC Performing Organization or Center Management. |
| SPC Performing Organizations | 2.1.6 If necessary, take immediate action to rectify any significant negative concerns revealed by the customer feedback, and convey this information to Center Management and the Office of Strategic Analysis and Communications. The SPC Chairperson will determine if any issues need to be entered into the Corrective Action System by the Performing Organizations. Any issues or negative concerns entered into the Corrective Action System will follow the process in accordance with MWI 1280.2 and MPR 1280.4. |
| SPC Performing Organizations | 2.1.7 Integrate the customer feedback results and prepare to brief the information to the SPC. |
| Office of Strategic Analysis and Communications | 2.1.8 Schedule the annual SPC meeting on Customer Satisfaction, giving 60 days' notice to all participants, and work with the Performing Organizations to determine the time allotments for presenting the customer feedback results. |

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| SPC Performing Organizations | 2.1.9 | Present the customer feedback results at the SPC, and describe any corrective actions that have already been implemented. For more information, reference the annual schedule of Customer Satisfaction activities in Appendix E. |
| SPC Chairperson | 2.1.10 | Review the results from the customer feedback, analyze the information for potential trends, issue actions where appropriate to improve performance, and ensure that actions taken were effective. |
| Office of Strategic Analysis and Communications | 2.1.11 | Document the results of the SPC in the meeting minutes. |

Actionee

Shall (action)

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| | 2.2 | Customer Satisfaction – IMSC |
| IMSC Performing Organizations | 2.2.1 | Gather customer (and relevant stakeholders, if applicable) feedback on the delivery of products and services. The method of retrieving feedback is open-ended for each organization. Performance can be discussed as a part of regular meetings, assessed via surveys, targeted questions, or any method deemed appropriate. |
| IMSC Performing Organizations | 2.2.2 | If necessary, take immediate action to rectify any significant negative concerns revealed by the customer feedback, and convey this information to Center Management and the Office of Strategic Analysis and Communications. The IMSC Chairperson will determine if any issues need to be entered into the Corrective Action System by the Mission Support Organizations. Any issues or negative concerns entered into the Corrective Action System will follow the process in accordance with MWI 1280.2 and MPR 1280.4. |
| IMSC Performing Organizations | 2.2.3 | Incorporate Customer Satisfaction feedback into the quarterly performance briefings to the IMSC. Discussions may include both opportunities for improvement and well performing areas. |
| IMSC Chairperson | 2.2.4 | Review the results from the customer feedback, analyze the information for potential trends, issue actions where appropriate to improve performance, and ensure that actions taken were effective. |

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Office of Strategic 2.2.5 Document the results in the IMSC meeting minutes.
 Analysis and
 Communications

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APPENDIX A - DEFINITIONS

Customer. Any direct recipient of a MSFC-supplied product or service.

Customer Feedback. MSFC customer’s communication (e.g., rating, complaint, observation, or compliment) regarding delivered MSFC products and/or services as documented during the customer interview process or via another method that meets the intent of this MPR.

Customer Satisfaction. Customer’s perception of the degree to which the customer’s requirements have been fulfilled and the relationship maintained or enhanced.

External Customer. Any non-MSFC entity that is a MSFC customer or any MSFC entity that receives products or services from another MSFC Directorate when the other MSFC Directorate serves as a prime service provider.

IMSC Performing Organizations. Includes the Mission Support Organizations with the Office of the Chief Information Officer covering the Center Management and Operations (CMO) element in the IMSC. For the purpose of this document and the Customer Satisfaction process, the Mission Support Organizations are the Office of Human Capital, the Office of the Chief Financial Officer, the Office of Diversity and Equal Opportunity, the Office of Procurement, the Office of Strategic Analysis and Communications, the Office of the Chief Counsel, the Office of the Chief Information Officer, and the Office of Center Operations.

Product. The result of activities or processes that are delivered to the customer.

Proactive Techniques. Includes surveys, calls, visits, key customer meetings, focus groups, customer events, comment cards, website feedback forms, etc.

Reactive Techniques. Includes monitoring complaints, on-time delivery performance, inspection/test results, corrective action requests from the customer, referrals, repeat business, etc.

Service. Work performed to meet customer needs.

SPC Performing Organizations. Includes Mission Execution organizations with the Office of the Chief Information Officer covering the Agency Management and Operations (AMO) element in the SPC. For the purpose of this document and the Customer Satisfaction process, the Mission Execution Organizations are the Engineering Directorate, the Space Launch System Program, the Science and Technology Office, the Human Exploration Development and Operations Office, the Safety and Mission Assurance Directorate, the Michoud Assembly Facility, and the Office of the Chief Information Officer.

Stakeholders. An individual or organization that is materially affected by the outcome of a decision or deliverable but is outside the organization doing the work or making the decision.

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APPENDIX B - ACRONYMS

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| IMSC | Integrated Management System Council |
| OSAC | Office of Strategic Analysis and Communication |
| SPC | Strategic Planning Council |

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APPENDIX C - VERIFICATION MATRIX

None.

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APPENDIX D - RECORDS

D.1 The OSAC retains the following records:

D.1.1 SPC and IMSC meeting minutes and presentations are permanent records and will be dispositioned in accordance with NRRS 1441.1 schedule 1/14/B/1; retired when 2 years old; transferred to National Archives when 20 years old.

D.2 The Performing Organizations retain the following records:

D.2.1 The customer interviews/surveys and corrective actions taken (if necessary) are retained for 5 years, and then destroyed in accordance with NRRS 1441.1, Schedule 1/26.5/B.

Note: For Quality Assurance records related to NASA Programs & Projects, see NRRS Schedule 8/101 through 8/107.)

D.2.2 Customer/stakeholder list(s) are maintained for 7 years, then destroyed in accordance with NRRS 1441.1 schedule 1/26.5/A.

APPENDIX E - SPC PROCESS FLOW

