



WARD RESEARCH
INCORPORATED

Employee and Beneficiary Perceptions of Customer Service

Prepared for:
Department of Hawaiian Home Lands

Objectives

Assist DHHL in assessing customer service by:

- 1) Exploring customer expectations & staff motivations/barriers (qualitative phase).
- 2) Establishing baseline metrics & tracking change over time (quantitative phase).

Focus Group Research (April 2017)

Beneficiary Groups -- (8) beneficiary groups among n=65 DHHL beneficiaries

- (1) Maui
- (3) O'ahu
- (1) Hilo
- (1) Kona
- (1) Kaua'i
- (1) Moloka'i

Employee Groups -- (4) employee groups among n=39 DHHL employees

- (3) DHHL employees
- (1) DHHL managers

Employee Survey (July 2017)

Survey packets distributed to DHHL employees

| Island | Total Mailed | Total Completed | Response Rate |
|------------------|---------------------|------------------------|----------------------|
| O'ahu | 93 | 33 | 35.5% |
| Neighbor Islands | 22 | 7 | 31.8% |
| Refused | -- | 2 | -- |
| TOTAL | 115 | 42 | 36.5% |

Beneficiary Survey (July 2017)

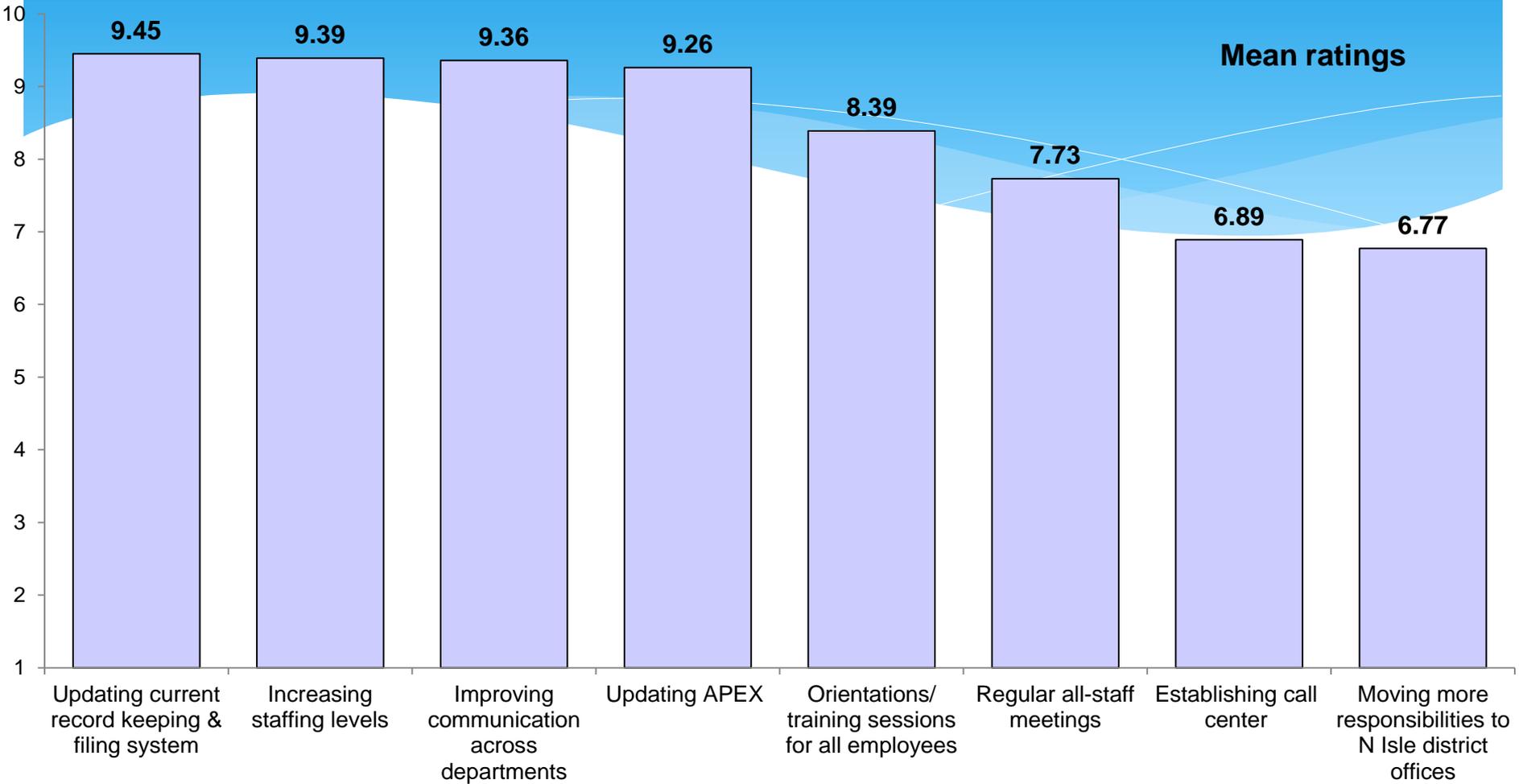
Survey packets distributed to n=2,000 DHHL beneficiaries (July 3, 2017)

- ✓ n=1,000 to random sample of current lessees
- ✓ n=1,000 to a random sample of recent applicants.

Reminder postcards

n=404 DHHL beneficiaries completed & returned the survey by July 31, 2017 cut-off date (response rate of 20%).

Areas To Address (Employee Survey)

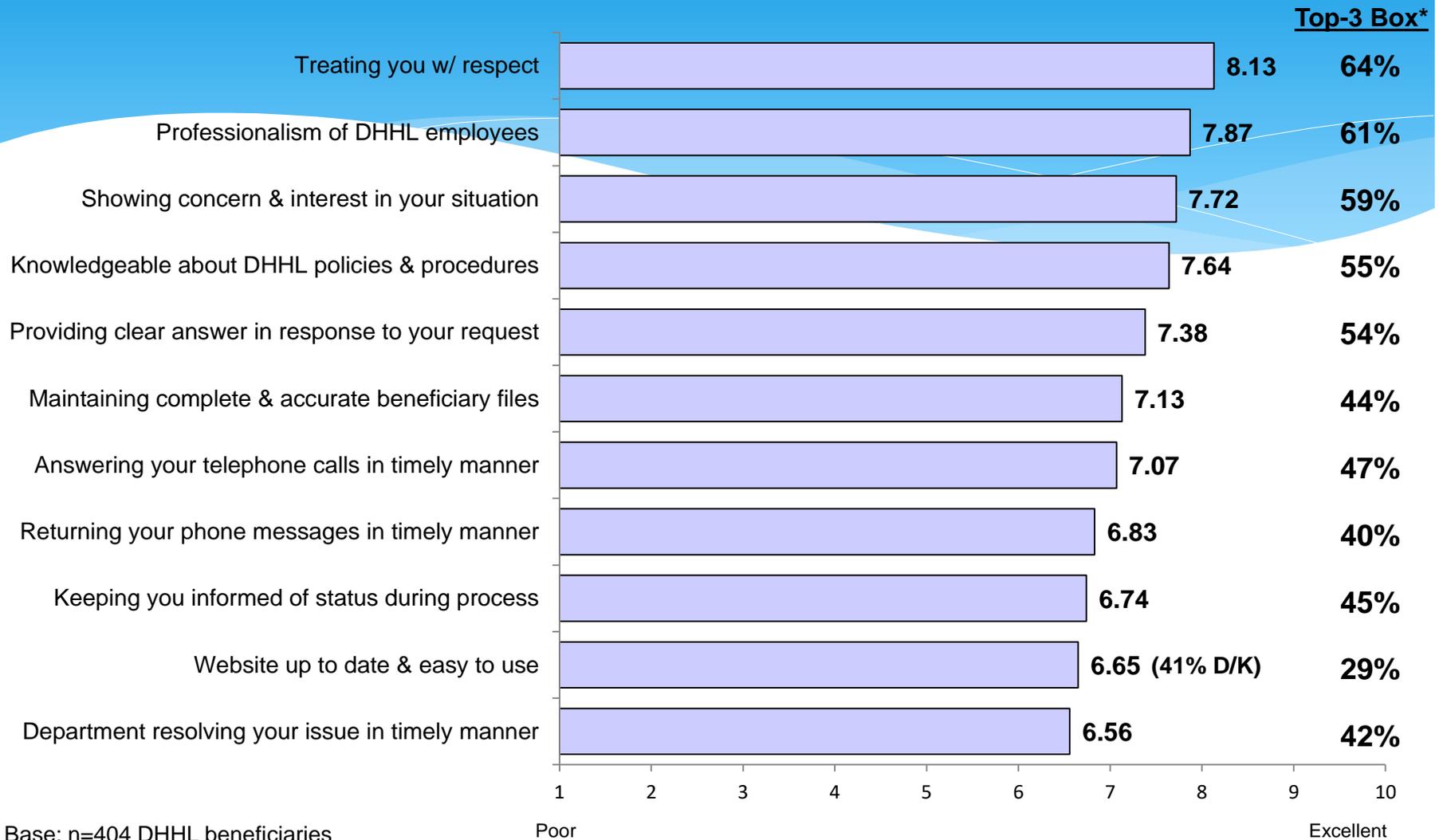


Base: n=42 DHHL employees

Key Findings: Employee Research

- Findings reaffirmed upgrading staff resources, namely APEX & outdated record keeping system.
- Other areas considered most important for DHHL to address — increasing staffing levels & improving communication across departments.
- Definite interest in orientations/training sessions for all employees & regular all-staff meetings.
- Need to update website.

Beneficiary Perceptions of DHHL Services



Base: n=404 DHHL beneficiaries

*Top-3 Box = 8, 9, or 10 ratings

Key Findings: Beneficiary Research

- Appears DHHL doing fairly good job with customer service, although there is room for improvement.
- Beneficiary ratings suggest employees are doing best in terms of interacting with beneficiaries on a personal level. Attributes related to employee knowledge ranked on second tier.
- Beneficiaries gave relatively lower ratings when it came to timeliness; *up to date and easy to use website*; and *keeping beneficiaries informed of their status during the process*.

Key Findings: Oahu vs. Neighbor Islands

- FG findings suggested NI employees would like to see more decentralizing from Honolulu. However, based on survey results, NI employees appear resistant to taking on an expanded workload unless staffing levels are increased
- Beneficiary ratings for DHHL customer service slightly higher on O‘ahu than Neighbor Islands.
- NI beneficiaries rated service they receive from district office nearly half a point higher than service they receive from DHHL overall
- Overall, beneficiaries feel employees doing better job with customer service than employees give themselves credit for (more so on O‘ahu vs. NI).

Overview and Solutions

- Beneficiaries expressed appreciation & gratitude toward DHHL, understand difficulties in managing the Trust.
- Employees doing best they can --- love of their job & strong belief in cause.
- Many suggested upgrades already being addressed: Updating record keeping & filing system; updating APEX; increasing staffing levels; improving internal communications.
- Retraining staff/orientations to help address inconsistent service experiences.
- Call center to help with better response time.