



“FINAL REPORT ON THE CONDUCT OF NPC’S CUSTOMER SATISFACTION RATING SURVEY FOR CY 2020”

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Executive Summary

INTRODUCTION

Rationale. To pursue its mandate and NPC’s commitment to a continuous improvement of its services to its customers and stakeholders, this Customer Satisfaction Rating Survey for CY 2020 was conducted through a third party. Associated Resources for Management and Development, Inc. (ARMDEV) was commissioned by the NPC as the third party to conduct this survey. This report presents the findings of the data collection, processing, and analysis of NPC’s Customer Satisfaction Rating Survey by ARMDEV for 2020.

Objectives. As stated in NPC’s Technical Specifications, the objective of the survey is to determine the level of satisfaction of the NPC’s customers and stakeholders in accordance with the NPC’s mandate to provide reliable electricity in the missionary areas and allied/technical services from the Watershed Department, Dams Department, and Corporate.

Methodology. The survey was conducted following the GCG’s “Enhanced Guidelines on the Conduct of Customer Satisfaction Survey of the GOCC’s. Additional GCG guidelines on the Conduct of 2020 Survey were likewise followed particularly on the use of telephone interviews for the data gathering due to the constraints and protocols of the current COVID-19 pandemic.

Data gathering. The survey was conducted for 5 sectors namely; small power utilities group (SPUG), New Power Providers (NPPs)/Qualified Third Parties (QTPs), Watershed and Dam Communities, and Corporate Services. For 2020, a total of 125 respondents from NPC’s customer list were reached out through letters and telephone interviews (Annex A) and the interviews were conducted following the GCG-approved questionnaires for specific service sectors (Annex B). Before the actual phone interview, a pre-test (Annex C) was conducted to test the soundness of the survey instrument and to test potential challenges with the survey method as agreed upon during the discussion between NPC and ARMDEV.

Data encoding. In compliance with the GCG requirement of double encoding, the encoding process was done twice: in the field and at the ARMDEV office in Quezon City. Field-encoded and ARMDEV encoded data were verified for correctness and consistency to form a single dataset.

Data analysis. Data were analyzed following methodologies prescribed by GCG: (a) Frequency tabulation, (b) Cross tabulation, (c) Computation of the mean for overall rating, (d) Correlation and regression analysis (i.e. correlating the agreement levels of each attribute with overall satisfaction rating),(e) Plotting the attributes in a scatter diagram (four quadrants) where each attribute is classified into one of the following: Not important and Low Rating, Not important and High Rating, Important and Low Rating and Important and High Rating

Training and Quality Control for NPC Customer Satisfaction Survey. In compliance with one of GOCC’s standard guidelines on “data collection & quality control”, ARMDEV conducted

an online training for interviewers and other quality assurance procedures on back-checking and spot-checking (see Annex D for the training report).

Description of activities during the actual survey. During the actual survey, close coordination and constant communication were undertaken between the field manager, field supervisor, group leader, and field interviewers. There are constant checking, spot-checking, and back-checking to monitor and verify the status of interviews.

NPC CSRS 2020 Survey Population. For 2020, the survey population consists of a total of 125 customers identified from four (4) regions: North Luzon, South Luzon, Visayas, and Mindanao. The service category with the highest number of respondents is SPUG (39%), followed by the Corporate Services (25%), Watershed (14%), Dam (12%), and NPP/QTP with 10%.

FINDINGS AND ANALYSIS

The subsequent section presents the findings and analysis of the survey from the various service sectors in North Luzon, South Luzon, Visayas, and Mindanao.

Distribution of Actual Respondents Interviewed by Service Category. A total of 125 NPC customers and stakeholders were sent letters and contacted regarding the survey to be administered by ARMDEV through telephone interviews. Of these, 92 respondents (74%) were actually contacted and interviewed. This number is composed of five (5) respondents who were interviewed during the pre-test and 87 during the actual survey. This number is much higher than the 40% minimum requirement of NPC (for the total of each service category and for each location) as stipulated in the NPC Technical Specifications. Overall, the survey covered a total of 74% of the total survey population. As usual, the problematic sector is the corporate services where only about half (52%) of the population was interviewed. On the other hand, ARMDEV was able to interview 100% of NPP/QTP and Dam Management services, 78% of SPUG, and 59% of the Watershed Management services population.

In as much as the team wanted to complete the survey and interview 100% of the survey population within the specified timeline, the field staff and field interviewers experienced a lot of challenges in communicating with the respondents. But even with the challenge of limited time, limited survey method, and pandemic situation, ARMDEV was still able to complete the survey beyond the 40% minimum requirement specified in NPC's Technical Specifications.

Distribution of Actual Respondents Considered in the Data Analysis. As mentioned in the last section, of the 92 actual respondents interviewed, five (5) were part of the pre-test while 87 were interviewed during the actual survey. However, for the data analysis, only the responses from 85 respondents were considered as two (2) respondents from the Dam Management service sector indicated that they are no longer availing services from NPC. Of the 85 respondents considered in the data analysis, 44% is from SPUG, 17% from Corporate, 14% each from Dam Management Services and NPP/QTP, and 11% from Watershed Management Services. Meanwhile, in terms of location: 46% is from South Luzon, 33% from North Luzon, 12% from Mindanao, and 9% from the Visayas.

Summary of Respondents’ Transactions with NPC. More than half (61.2 %) of the respondents answered that they have been availing services from NPC for more than ten (10) years now. This is followed by 12.9% both for respondents transacting with NPC from 3 to 5 years and 6 to 10 years. About 5.9% of the respondents mentioned that they have been availing the services of NPC just recently for a period of 1 to 2 years. Moreover, the respondents transacted with NPC in various ways in 2020. Among the different modes of communication, transacting via phone call (75.3%) is the most used by the respondents. This is easily followed by e-mail transactions (68.2%) and actual visits to the NPC office (50.6%). The least commonly used mode of transaction is thru visiting the NPC website (15.3%). In terms of sources of information about NPC and its services, respondents often use NPC’s telephone hotline (32.9%), information desk (15.3%), and NPC’s website (11.8%). It is worth noting that 25.9% of the respondents pointed out other sources as their main source of information

Overall Satisfaction Rating Summary. Based on the results, there is a high overall satisfaction rating among NPC customers and stakeholders across various service categories with an overall net satisfaction rating of 92.9 %. About 94.1% of the respondents expressed their satisfaction over services received from NPC in 2020 and with a mean satisfaction rating of 4.28.

Overall, Net and Mean Satisfaction Rating by Service Category

SERVICE CATEGORY	Satisfaction Rating (%)	Net Satisfaction Rating (%)	Mean Satisfaction Rating
SPUG	94.6	91.9	4.16
NPP/QTP	100.00	100.00	4.33
Dam Mgt	83.3	83.3	4.08
Corporate	100.00	100.00	4.40
Watershed Mgt	88.9	88.9	4.44
Combined	94.1	92.9	4.28*

Comparison of the 2019 and 2020 Overall Satisfaction Rating. As previously discussed, there is a high overall satisfaction rating among NPC customers and stakeholders across various service categories in 2020. The over-all satisfaction rating is 94.1% with a mean satisfaction rating of 4.28. On the other hand, results of the 2019 Customer Satisfaction Rating Survey revealed an overall satisfaction rating of 94.7% and a mean satisfaction rating of 4.21. Statistically speaking, there is no significant difference between the 2019 and 2020 overall satisfaction ratings. The 2020 ratings may be considered as higher as indicated by the difference in the mean satisfaction rating (4.28 vs. 4.21) of about 0.07. This value means that there are fewer dissatisfied customers this year than last year. This is also evident in the results as there is only one dissatisfied respondent hailing from the SPUG sector. The net satisfaction rating for 2020 (92.9%) is higher than 2019 (90%), with significant and noticeable increases in net satisfaction ratings from all sectors. The increase in net satisfaction rating means that customers have higher satisfaction levels in 2020 than in 2019. The results are promising and indicate that despite the challenges of the global pandemic in 2020, NPC was still able to deliver the required services at a level that is satisfactory to its customers and stakeholders.

Overall Satisfaction Rating Summary per Service Category. The over-all satisfactory rating of the respondents in all sectors is 94.1%. Specifically, they expressed that they are either very satisfied (31.76%) or satisfied (62.35%) with the services of NPC in 2020. Among all the respondents, only one (1) expressed dissatisfaction over NPC services received in 2020. A change in the classification of one respondent can significantly affect the proportion of the whole especially when the sample size is small. If the respondent answered with satisfied or very satisfied the overall satisfaction rating of the organization (NPC) will improve tremendously. Or if the respondent responded **Neither Satisfied Nor Dissatisfied**, the net satisfaction rating can further be improved.

Execution of service. If we sum up the percentages of “strongly agree” and “agree” responses of each of the attributes (which we call positive responses) it is interesting to note that in general, they are high. However, there are certain attributes in certain service sectors that fall below the expected value (85%). In particular, if the positive response is lower than 85% it means that the particular attribute of the service sector needs some assessment and improvement.

Technical services for SPUG. For SPUG, it is quite noticeable that the attribute pertaining to products and services being delivered according to the agreed schedule has a positive response below the cut-off score of 85%. Similarly, all attributes related to electric services fall below 85%. These values mean that NPC has to assess its performance on the above-mentioned attributes and plan for ways to improve the delivery of such services. It must also be noted that 2 out of the 5 attributes rated below 85% have something to do with schedules and promptness. The low scores can be related to the unprecedented community lockdowns and quarantine protocols implemented in response to the COVID-19 pandemic in 2020, which may have caused delays in the delivery of products and repair services. Nonetheless, NPC should look into the delivery of such services in the “new normal” situation.

Technical services for NPP/QTP. For NPP/QTP, positive responses for 4 out of 7 attributes are quite high and these should be maintained by NPC. On the other hand, more attention should be focused on three (3) attributes pertaining to funds being released on time, accuracy and correctness of documents, and subsidy reports being easily accessible. These attributes have positive responses below 85% which clearly means that they should be studied and improved in the future.

Technical services for Dam Management. The results for dams, clearly show that all attributes have positive responses below the cut-off value of 85%. These services need to be improved by NPC for better customer satisfaction especially among customers and stakeholders under dam management. Similar to the case of SPUG, almost all attributes for dam management services have something to do with meeting people on the field and implementing programs and projects in the field. Again, these activities may have been hampered by the global pandemic situation. As recommended for SPUG services, these attributes for dams must be carefully studied to determine they can be delivered in the new normal set-up.

Technical services for Corporate. For corporate respondents, positive responses are very high and even go beyond the cut-off score of 85%. These should be maintained by NPC and continue

with the best practices implemented in 2020 since their customers in the corporate sector are clearly satisfied with the delivery of such services.

Technical services for Watershed Management. The same trend in positive responses for dam management is observed for watershed management. All attributes except for one garnered positive responses below 85%. Following the same logic used for SPUG and dam management, these attributes for watershed management are clearly affected by the pandemic situation in 2020, in which field implementation and face-to-face meetings were limited. Again, these attributes should be studied and assessed in the light of the new normal set-up.

NPC Staff. For NPC staff, the lowest value is 25% from NPP/QTP respondents regarding the delivery of services within the prescribed timeframe. The same concern garnered a low positive score from SPUG respondents. This is also followed by a number of SPUG concerns falling below 85% which pertains to the provision of clear and sufficient information and addressing queries and concerns in a prompt manner. The latter being the same concern for respondents under the dam management sector. NPC should assess how to address such concerns and improve the delivery of such services.

Information and communication from NPC. With regards to information and communication from NPC, almost all attributes garnered a positive score above 85% except from NPP/QTP customers.

NPC Website. With regards to NPC website, it is quite noticeable that all attributes gained a score of higher than 85% for all attributes of the website from SPUG, NPP/QTP, and Corporate service sectors. However, all attributes garnered a score of below 85% from respondents of dam management and watershed management sectors. It could be that the website is quite useful for customers in the SPUG, NPP/QTP, and Corporate sector but is not that useful for stakeholders in the dam management and watershed management sectors. It must also be noted that only about half of all the respondents were able to access the website. If NPC wants to improve the utility of its website, it must also take into account the needs and limitations of its customers and stakeholders.

Complaints handling and records keeping. Noticeably, all four (4) attributes under this aspect for SPUG, NPP/QTP, and Dams fall below the 85% cut-off. The lowest is 0% in watershed management and followed by 33% in almost all attributes from the dam sector. Meanwhile, all positive responses from the corporate sector for all attributes are above 85%. NPC needs to address the issues on these specific attributes on complaints handling and records keeping to improve services in the future.

NPC Facilities. It must be noted that only about half of the total respondents were able to visit NPC offices in 2020. The lowest percentage of positive responses is from the dam sector where the score ranges from 50% to 75%. Noticeably, the positive responses from the dam sector fall below 85% for all attributes on NPC facilities. Moreover, SPUG respondents gave low positive scores for attributes related to NPC offices having up-to-date and modern procedures, facilities and resources, and offices having priority lane for senior citizens, PWDs, and pregnant women. In the case of respondents under watershed management, there are concerns for attributes on

signages being visible and readable, and offices being accessible and convenient to customers. These are aspects for NPC to look into for improvement of its facilities and offices.

Analysis and interpretation of data. The overall satisfaction rating is cross-tabulated with specific ratings to determine the reasons for satisfaction and dissatisfaction among NPC customers. All answers falling under the NA (either not applicable or don't know responses) for either satisfaction rating or agreement to statements under different attributes have been excluded in the cross-tabulations. Then, the results were subjected to correlation and regression analysis to identify attributes with high and low ratings and considered as important and not important. Finally, a comparison was made between the 2019 and 2020 overall satisfaction ratings. All analyses conducted in the study are in compliance with the guidelines set by GCG.

Cross-tabulation of over-all satisfaction rating with specific ratings. In this section, the overall satisfaction rating was cross-tabulated with the agree-disagree response for attributes related to the execution of services to determine which of the attributes is/are causing a lower satisfaction rating. The focus is on the number of respondents who at the same time indicated that they are highly dissatisfied/dissatisfied (overall satisfaction rating) and strongly disagree/disagree with a specific attribute in the two-way table. If the count is high, that particular attribute is pulling down the overall satisfaction rating of the sector. Henceforth, appropriate solutions have to be studied and applied to improve the satisfaction rating.

NPC Staff. All attributes under NPC staff received high satisfaction ratings. An exception will be the attribute of providing clear and sufficient information where one (1) dissatisfied respondent indicated that he disagrees with the statement. NPC should take note of this as part of its endeavor for improvement.

Information and communication from NPC. In terms of information and communication, most respondents are satisfied to very satisfied and agreed or strongly agreed to aspects of NPC services related to information and communication. Clearly, respondents appreciate the approaches provided by NPC to make information and communication easy to obtain and at the same time clear and relevant. Hence, these approaches must be maintained.

NPC website. Cross-tabulation of responses on NPC's website with overall satisfaction rating shows that this is not a source of dissatisfaction among the respondents. The data shows that respondents were generally satisfied to very satisfied and they agree to strongly agree with the statements regarding NPC's website. However, it must be noted that only about half of the respondents were able to access NPC's website in 2020. There are many respondents who were not able to access it at all. Improvements on this aspect must focus on making the website more accessible to all service sectors.

Complaints handling and records keeping. Generally, respondents who said that they have complaints with NPC in 2020 are either satisfied or very satisfied with the way their complaints are handled, and their records kept. Even if the responses are positive, some attention must also be given to those respondents who are neutral at this time. If these concerns are attended to, the satisfaction rating on this aspect might further increase.

NPC Facilities. In terms of facilities, those who have visited NPC offices are generally satisfied to very satisfied and agreed or strongly agreed with the given statements. However, it must be noted that only about half of the respondents were able to visit NPC offices in 2020.

Technical services for SPUG. SPUG respondents are generally satisfied to very satisfied and agreed or strongly agreed with the given statements related to SPUG technical services. However, it must be noted that there is one dissatisfied respondent who disagreed on the following statements, products and services are delivered according to the agreed schedule; energy services are consistently stable; energy facilities are well-monitored and maintained; energy facilities are reliable and sufficient to serve the wide scope of area; and repairs in cases of service interruptions are prompt. It is quite noticeable that the lone dissatisfied SPUG respondent disagrees with all attributes related to electricity. Except for the billing concerns, the respondent is not satisfied with the delivery of the above services. Unless the identified issues are addressed and the same respondent will be part of future surveys, the overall satisfaction survey of NPC will be affected. Since NPC is dealing with a small number of respondents, the respondent can be easily identified. One way to resolve the issues is for NPC to discuss the problems on a personalized basis.

Technical services for NPP/QTP. In general, respondents under NPP/QTP are either satisfied or very satisfied with the technical services for UC subsidy processing.

Technical services for Dam and Watershed Management. In terms of Dam and Watershed Management services, respondents are generally satisfied to very satisfied and agreed or strongly agreed with the given statements.

Technical services for Corporate. Respondents are generally satisfied to very satisfied and agreed or strongly agreed with the given statements for corporate services.

NPC Services Attributes according to Importance and Rating. The attributes are classified into one of the groups below using Pearson's correlation coefficient and regression

Group 1 – Not important and Low Rater

Group 2 – Not important and High Rater

Group 3 – Important and Low Rater

Group 4 – Important and High Rater

Not important and low rating. Two (2) attributes related to NPC staff which pertains to being strict and fair in implementing the policies, rules and regulations, and appearing neat, well-dressed and professional are included in this category. Moreover, one attribute related to technical services for watershed and dams is also included. This attribute pertains to implemented projects benefiting the community positively.

Not important and high rating. Eleven (11) general attributes related to NPC website, complaints handling and records keeping, and facilities are categorized under this group. It can be noted that all attributes for NPC website received high satisfaction ratings but are considered unimportant. The attribute on billing statements being issued on time was rated highly by SPUG

respondents but is classified as unimportant. For NPP/QTP, 3 attributes are included in the group and these are: requirements are properly disseminated, filing of application is systematic, and all transactions are properly documented. In the case of watershed and dams, three (3) attributes are also categorized as highly rated but unimportant. These are with regards to programs and services providing adequate knowledge to participants and beneficiaries, implemented projects help in providing livelihood to the community and programs having lasting impact on the lives of the beneficiaries. Finally, two (2) attributes for corporate services are included in the group. These attributes pertain to service requests being processed or completed within a reasonable amount of time, and terms and conditions being clear, well defined and reasonable. For attributes with high ratings, NPC simply needs to maintain the quality of the delivery of these services to its customers and stakeholders.

Important and low rating. A total of 28 important attributes received low rating from the respondents. In the case of general attributes, most statements for NPC staff and some statements related to information and communication from NPC and NPC facilities are identified as part of the group. Four (4) attributes related to SPUG services are also identified as important but with low rating. These attributes are products and services delivered conforms to agreed specifications; terms and conditions, billing statements are accurate; energy services are consistently stable; and energy facilities are well monitored and maintained. In the case of NPP/QTP, two (2) attributes are included, and these are related to documentary requirements being reasonable and documents issued are free from defects and typographical errors. For watershed and dams, the attributes included are consultations are conducted prior to the implementation of programs and projects; consultations are conducted in an orderly manner; programs in services are accessible to all; and projects implemented help in improving the quality of life. With regards to corporate services, 6 out of 10 attributes are considered important but received low ratings. These attributes are processes for submitting service request is simple and easy; documentary requirements are reasonable; forms are simple and easy to fill out; agreed upon timeline and schedule for services are met; delivered services and output are quality, accurate and complete; and documents issued are free from defects or typographical errors. Special attention must be given to this set of important attributes as they can highly influence how respondents rate specific attributes. These attributes must be assessed and rooms for improvement must be determined to shift the ratings from low to high. The main challenge is how to bring this set of attributes into the next group of important attributes with high ratings.

Moreover, respondents who gave high to very high ratings across all service sectors repeatedly mentioned that an important factor affecting the high ratings that they gave are primarily because NPC Staff are responsive, approachable and easy to communicate with. There might be other areas that are not particularly specially under technical services, but good and constant communication always figure on how respondents rate their satisfaction level with NPC services. This is also reflected in the results of the scatter diagram analysis where attributes related to communication are likewise deemed important. NPC can count on this finding and maintain the good and constant communication with customers and stakeholders through NPC designated staff and frontliners.

Important and high rating. A total of 11 attributes are classified under this group with attributes coming from general statements, SPUG, and NPP/QTP and Corporate. No attribute

was identified as important and highly rated for watershed and dam management sectors. General attributes on filing of complaints and records keeping as well as facilities are identified as important and highly rated. For SPUG, respondents are highly satisfied with the following important attributes: products and services are delivered according to agreed schedule; energy facilities are reliable and sufficient to serve wide scope of areas; and repairs in cases of service interruptions are prompt. In the case of NPP/QTP, important and highly rated attributes pertain to funds being released on time and subsidy reports being easily accessible. For corporate services two attributes are identified as important and received high ratings. These attributes are on payments being easy and convenient to make and fees and charges being reasonable and appropriate to the degree of complexity of services avail. Similar to attributes with high ratings, NPC must see to it that the current level of service delivery is maintained as it is clear that respondents are satisfied with them. It is also helpful if NPC will improve on those aspects that have a few dissatisfied customers especially those that are considered important. It is also desirable if NPC as an institution can formulate its indicators and develop its own threshold values as they are more knowledgeable on what attributes and indicators are relevant to their performance and job effectiveness.

RECOMMENDATIONS

Several recommendations have been put forward by the survey respondents for the improvement of NPC's services to the different categories of customers. The more detailed recommendations from sectoral respondents are specified in the annexes (Annex E and Annex F).

SPUG. The main recommendations put forward by SPUG respondents are on the following:

- Improve power supply and increase operational hours, if possible make electricity available 24/7 with reduced occurrence of power interruptions;
- Upgrade equipment and facilities (i.e. generator sets), procure additional gen sets, increase availability of spare parts and ensure sufficient supply of fuel to address power supply issues;
- Prompt response in doing necessary repairs for faster restoration of power supply;
- Availability of trained technical staff to respond promptly to repairs and power supply issues;
- Review and extension of power supply contracts to include provisions beneficial to SPUG respondents;
- Availability of communication hotlines to accommodate emergencies and urgent concerns of customers.
- Maintain good and constant communication with NPC personnel, regular visitations may also be done by the NPC personnel.

NPP/QTP. Many of the NPP/QTP respondents commended NPC for being able to deliver its services well despite the pandemic. In addition to these commendations, the following are the main recommendations given by respondents from NPP/QTP sector:

- Improve the ease of doing business by coordinating billings and shortening the processing time for subsidy requirements;

- Maintain hotlines and open communication lines, as much as possible an NPC personnel should always be available to answer queries and concerns. Respondents appreciate if they can actually talk to a real person rather than listening to automated telephone messages; and
- Improve office facilities by providing more parking spaces and increase security in office premises.

Dam. For the dam management service category, the main recommendations are:

- Prompt response to issues and concerns which could be aided by having an available NPC staff or focal persons that will look out for the concerns of the stakeholders;
- Availability of contingency plans especially when projects cannot be implemented due to various factors such as the pandemic situation;
- Proper coordination with LGUs and other agencies for the harmonization of projects within dam areas; and
- Conduct IEC for wide information dissemination, social media platforms may be used to raise awareness and disseminate information.

Corporate. For the corporate, some recommendations are as follows:

- Improve customer experience in doing transactions by shortening transaction time and utilizing electronic devices in making payments and scheduling appointments;
- Avoid delays and improve transactions in the new normal set-up by maximizing technology so NPC staff can still efficiently perform their jobs even if they are working from home;
- Facilitate procurement of needed equipment and facilitate faster liquidation of funds;
- Facilitate faster approval of MOA and implementation of provisions indicated in the MOA;
- Harmonize operational relationship between NPC and PSALM and prioritize energy and ancillary nomination;
- Train a new breed of technical staff to support the current set of aging technical staff; and
- Improve facilities and consider installation of PWD-friendly elevators.

Watershed. For respondents under the watershed management service category, the main recommendations provided are as follows:

- Improve information dissemination by maximizing social media presence to create awareness and disseminate information about existing projects;
- Consider involving schools near the watersheds in IEC programs for environment protection, consider also the provision of school materials as a CSR project in the watershed areas; and
- Coordinate with LGUs and other agencies for harmonization of projects (i.e. reforestation and livelihood projects).