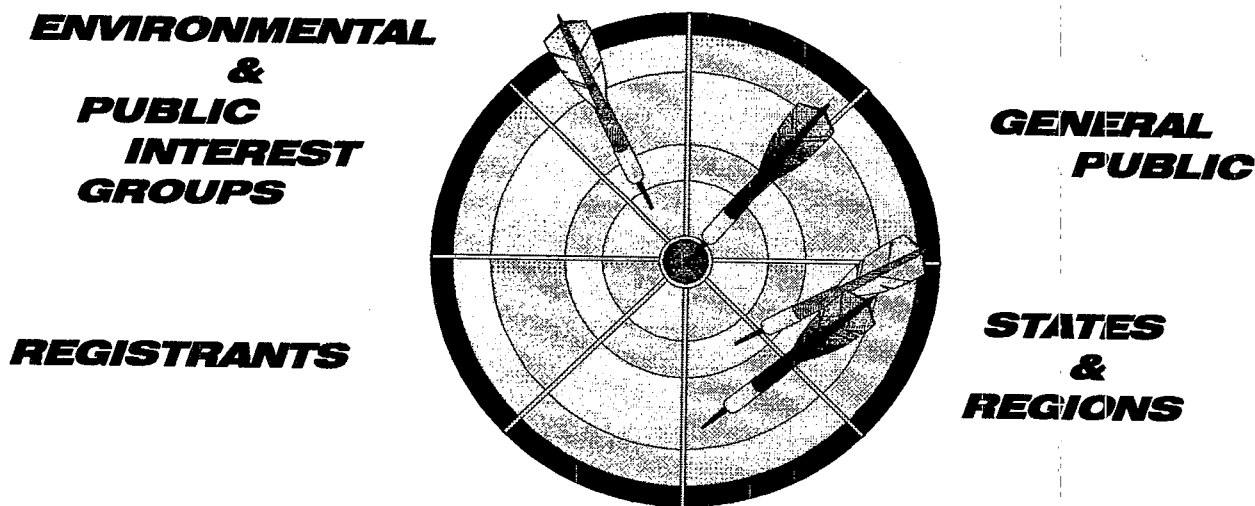
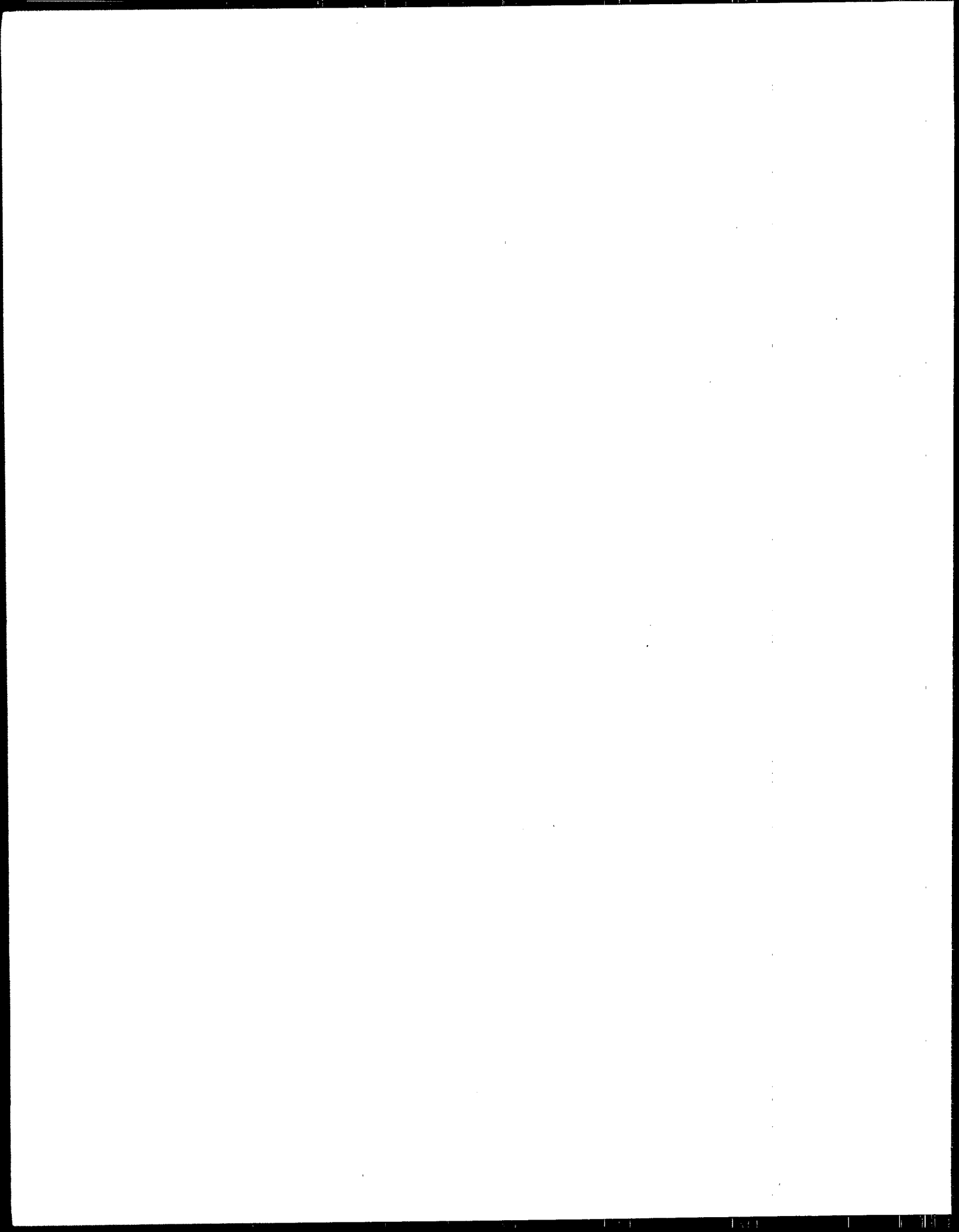




Office of Pesticide Programs: Report on Customer Satisfaction With Program Services

Targeting OPP Customer Service Improvements





ACKNOWLEDGMENTS

The Office of Pesticide Programs (OPP) would like to thank Dr. Denise Scheberle of the University of Wisconsin-Green Bay for sharing her survey findings and report on Intergovernmental Relationships. Her generosity prevented us from reinventing the wheel. Many thanks to our pilot survey respondents for taking the time to provide feedback on both our survey questionnaire and core processes. Your in-depth feedback helped us develop a new, redesigned, easier to follow Registrant/Environmental Group survey instrument. The OPP also gratefully acknowledges the National Telecommunications Pesticide Network (NPTN) staff for their assistance in successfully completing the "General Public" survey initiative.

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I. GLOSSARY OF TERMS

Benchmarking: refers to analyses of customers, competitors, trends in the market, differences in products or service characteristics and organization's performance. It allows organizations to focus attention on where it is most needed.

Core Processes: any process or system, in place, that centers on the review of applications and data submitted by the pesticide industry, leading to decisions to approve or deny registration or reregistration.

Customer Satisfaction: an emotional and intellectual reaction to one or more characteristics of a product, service, or quality.

Customer Service Standards: set by OPP for services we provide to all our customers. It is used to judge the quality of the service provided.

Performance Gaps: a method of comparison whereby the difference between the importance rating and performance rating is assessed. This method allows decision-makers to prioritize program improvements and allocate scarce resources to targeted areas.

Performance Standards/ Goals: Not the same as individual performance standards, though two could be connected. It is a specified outcome or result on one or more criterion. It is the desired state or level of future performance of a service.

II. EXECUTIVE SUMMARY

EPA's Office of Pesticide Programs (OPP) is committed to improving the quality of our customer services. In the fall of 1994, OPP conducted a series of baseline "customer surveys" in order to identify services that are most important to all customers, and better target the areas where improvements are warranted. OPP's customer service initiative is also in response to the President's Executive Order 12862, which requires all Federal agencies to identify their customers, the kind and quality of services desired by their customers, their customer's level of satisfaction with existing services, and to compare their own performance against the "best in the business."

OPP conducted three customer surveys that were designed to encompass the diverse spectrum of customers who are affected by and interested in pesticide regulatory and implementation issues (e.g., pesticide industry, States, environmental groups, farmers and other user groups, other government entities, congressional staff, the public, etc.). The results of a preliminary "pilot survey," conducted in mid 1994, were used in the development of the final survey instruments.

Several opportunities for improvement were identified from the survey results. The **general public** (survey #1) rated as satisfactory or above OPP's performance in responding to the public, the quality of information that they received from OPP, and OPP's ability to protect the environment and food supply. OPP received lower ratings for the public's ability to access pesticide information. The **EPA Regions and States** (survey #2) identified under funded mandates, few opportunities for early input into OPP's decision making process, and OPP's poor telephone responsiveness as their areas of concern. The **Registrant and Environmental/Public Interest community** (survey #3) rated OPP's overall approval at a 4.4 on a scale of 10, identifying the lack of timely decisions, lack of consistency in policy decisions, and poor telephone responsiveness as their areas of concern. The Registrants and Environmental/Public Interest group also indicated that no service, provided by OPP, met their expectations.

The OPP customer survey work group **recommends** that the following three areas/processes be **targeted for improvement**, based upon the analysis of the three survey baseline assessments and considering OPP's upcoming reorganization:

1. *Telephone responsiveness.*
2. *Timeliness and consistency in the final regulatory decisions.*
3. *Earlier involvement of States/Regions in decision making and priority setting of program goals.*

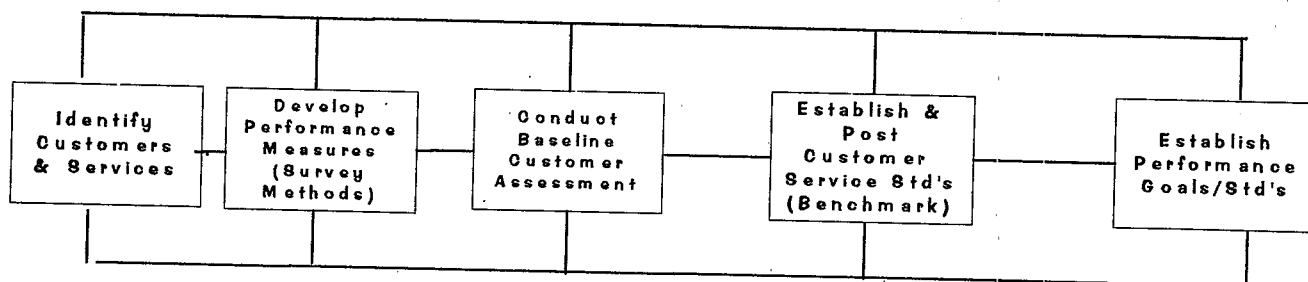
The information gained from these surveys will assist OPP in setting new customer service standards. Effective and lasting improvements in OPP's ability to provide services to the satisfaction of its myriad customers can be attained through the systematic integration of these data into the priority and budget planning process (i.e., adequate resources) and other ongoing streamlining efforts.

III. INTRODUCTION

The President's Executive Order 12862 requires all Federal Agencies to identify their customers, the kind and quality of services desired by their customers, their customer's level of satisfaction with existing services, and to compare their own performance against "the best in the business." A March 1995 Memorandum from the President (part of Reinventing Government II) reaffirmed the Administration's commitment to Executive Order 12862, calling for the publication of customer service standards by mid-1995 and a customer service report assessing performance against those standards.

A. CUSTOMER ASSESSMENT FRAMEWORK

Surveying customer satisfaction is a integrated and systematic approach as illustrated by the following figure. It involves identifying the customers who and should be served by the organization;



CUSTOMER ASSESSMENT FRAMEWORK

developing performance measures (survey methods) and conducting baseline assessments to determine the kind and quality of services they want and their level of satisfaction with existing services; establishing and posting customer service standards and goals, and measuring results against those goals; Benchmarking customer service against the best in the business; surveying front-line employees on the barriers to, and ideas for, matching the best in the business; making information and information services easily accessible; and finally, systematically addressing customer complaints.

B. OPP'S INITIATIVE:

EPA's Office of Pesticide Programs (OPP) is committed to improving the quality of our customer services. As part of this commitment, and in response to the President's Executive Order 12862 and recommendations from the Office of Prevention, Pesticide, and Toxic Substances (OPPTS) Streamlining Task Force, OPP created the Customer Survey workgroup. The workgroup was charged with the task of conducting a series of baseline assessments and recommending areas where improvement is needed.

The OPP workgroup began planning for the customer service survey early in 1994. The

workgroup envisioned developing a single survey instrument that would be used to survey all customers (a "one-instrument-fits-all" approach). Hence, the workgroup decided to develop and test a pilot survey questionnaire prior to developing the final survey. The observations from the pilot survey would then be used to refine the survey instrument prior to releasing it to a large number of customers. In March 1994, the pilot survey was sent to the following group of customers that represented the diverse spectrum of customers who are affected by and interested in pesticide regulatory and implementation issues:

- State/Local pesticide regulatory officials
- EPA Regional & Headquarters Offices
- Other Federal Government Agencies
- Congressional Staff
- Industry/user group representatives including:
 - Chemical manufacturers
 - Formulators
 - Distributors (agricultural, biological, structural, lawn care)
- Farmers
- Certified pesticide applicators
- Environmental public interest groups (including groups representing environmental equity issues)
- Press and media
- Representatives of the public health and medical fields
- International community
- General public

The pilot survey proved to be very useful in developing the final survey. Particularly important were the critiques of the survey instrument itself. A significant percentage of the respondents found the survey to be too long, somewhat confusing, and containing many questions that were relevant to some types of customers.

As a result of the pilot survey's preliminary findings, OPP abandoned the "one-instrument-fits-all" survey instrument approach and developed three survey instruments. Each of the three surveys targeted a grouping of customers with similar service needs, as follows:

- Survey #1: Users of the National Pesticide Telecommunications Network (NPTN) (primarily the general public).
- Survey #2: EPA Regional Pesticide Program Officers and State Pesticide Program Directors.
- Survey #3: Users of pesticide program services including: pesticide registrants, producers, and formulators, and environmental and public interest groups.

The chapters that follow provide an in-depth look at each of the 3 surveys, including survey methodologies, findings, and an analysis of the survey results. The last chapter outlines the OPP workgroup's recommendations for improvement in targeted areas.

***ASSESSING THE GENERAL PUBLIC'S LEVEL OF
SATISFACTION***

VIA



***THE
NATIONAL PESTICIDE TELECOMMUNICATIONS NETWORK***

MARCH 1995

IV. THE NATIONAL TELECOMMUNICATIONS NETWORK SURVEY

A. INTRODUCTION

The Office of Pesticide Programs (OPP) has conducted this survey to measure the satisfaction of services provided to its "general public" customers. This chapter focuses on the responses of private citizens who were polled by EPA's pesticide hotline, the National Pesticide Telecommunications Network (NPTN).

NPTN is a toll-free telephone service that provides a variety of information about pesticides to anyone in the contiguous United States, Puerto Rico, and the Virgin Islands. The service is designed to provide accurate and prompt responses to requests for information about pesticides. Answers are given on the telephone or in the next day's mail. Any requested information that is outside NPTN's expertise or authority is referred to the appropriate contact within the Agency.

OPP used NPTN for this customer service survey because the service is regularly used by a broad cross section of the general public. OPP recognizes that NPTN may not reach all types of private citizens, and does not consider this survey to represent the opinions of all private citizens affected or associated with OPP's services. Nevertheless, OPP believes that the use of NPTN for this survey has provided a starting point (baseline) for measuring customer satisfaction of private citizens.

B. METHODOLOGY

NPTN agreed to ask 150 callers to the hotline if they would agree participate in OPP's customer service survey. A systematic caller selection process was used, where every four caller to NPTN was asked if they would agree to participate in the survey.

The following is a summary of those questions asked:

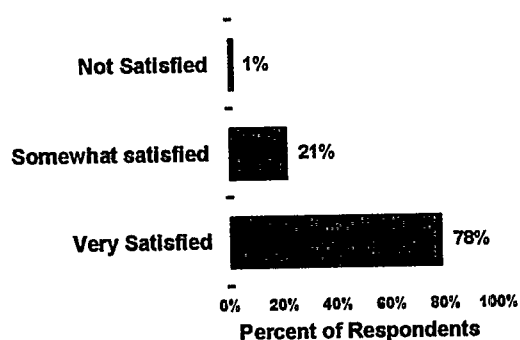
- ◆ How did you obtain the Hotline number?
- ◆ How often do you contact the EPA or the Hotline?
- ◆ Demographic data, including city, state, gender, race, education, profession, number of persons in the household, pets?
- ◆ How satisfied were you with the verbal information received?
- ◆ How satisfied were you with any written material received?
- ◆ Was the information understandable?
- ◆ Is pesticide-related information accessible to the public?
- ◆ Do you have confidence in EPA's ability to protect the food supply?
- ◆ Do you have confidence in EPA's ability to protect the environment?
- ◆ Overall, is OPP responsive to the public?

C. FINDINGS

The following charts provide summaries of the survey responses obtained by NPTN.

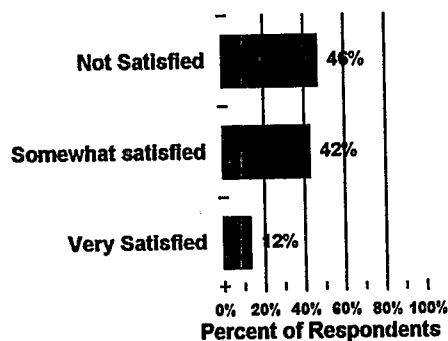
- ◆ Concerning the verbal information received: 78% of the respondents were very satisfied, 21% were somewhat satisfied, and 1% were not satisfied.

**After Contacting, how satisfied with
information received?**



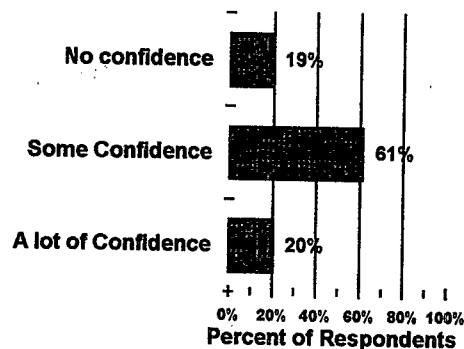
- ◆ Accessibility of pesticide information: 12% were very satisfied, 42% were somewhat satisfied, and nearly 46% of the respondents were not satisfied.

**Do you feel that pesticide information
is readily accessible to the public?**



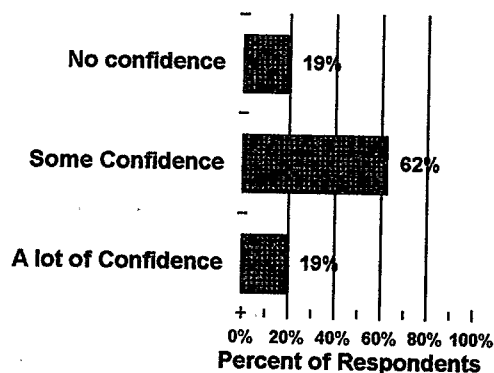
- ◆ Confidence in EPA to ensure food safety: 20% of the respondents were very satisfied, 61% were somewhat satisfied, and 19% were not satisfied.

**How much confidence do you have in EPA
regulating pesticides - safe food**



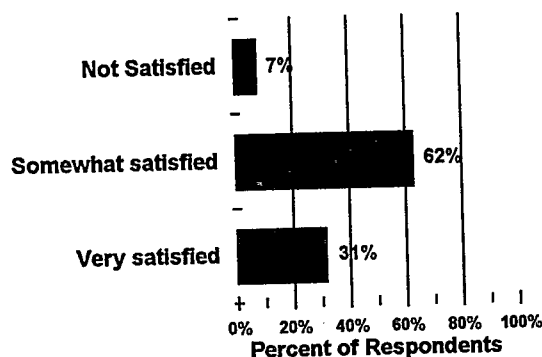
- ◆ Confidence in EPA to protect the environment: 19% were very satisfied, 62% were somewhat satisfied, and 19% were not satisfied.

**How much confidence do you have in EPA
regulating pesticides-safe environment**



- ◆ OPP's responsiveness to the public: 31% were very satisfied, 62% were somewhat satisfied, and 7% were not satisfied.

**Overall, how would you rate EPA-OPP
Program responsiveness to the public**



D. CONCLUSIONS

OPP recognizes that this survey has its limitations. The survey's sample size was limited to 150 persons, and a majority of the respondents were white females with children and/or pets. Therefore, the survey highlighted the need for better communication to the public regarding the availability of the Hotline services, especially to low income and minority populations.

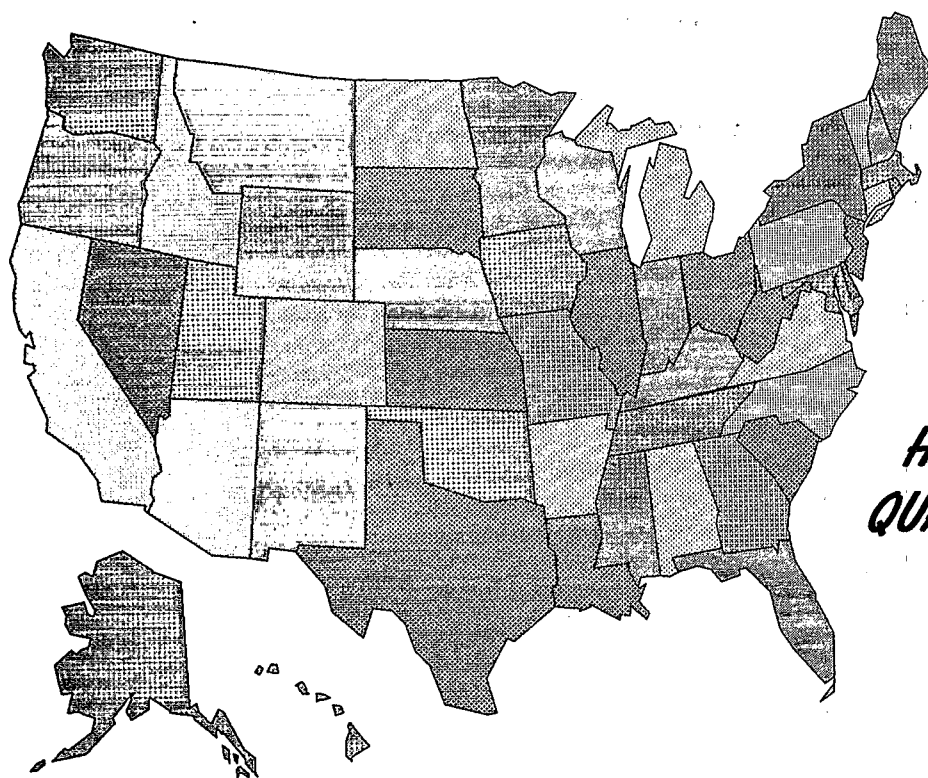
In addition, many of the callers were "first-time callers," which limits the accuracy of responses for one following question, "satisfaction of verbal information received." As with other surveys of this nature, there is an inherent degree of bias because NPTN was conducting the survey while at the same time assisting callers with potential problems. The average caller may have felt some pressure to respond favorably to the person whose assistance they needed.

Overall, OPP received satisfactory or above satisfactory ratings for every question except the one pertaining to accessibility to pesticide information. OPP believes that this survey, even with its limitations, provides an adequate baseline for measuring the general public's satisfaction with the services that OPP provides.

INTERGOVERNMENTAL RELATIONSHIPS

BETWEEN

STATES



***EPA
HEAD -
QUARTERS***

REGIONS

FEBRUARY 1995

V. INTERGOVERNMENTAL RELATIONSHIPS BETWEEN EPA HEADQUARTERS AND REGIONAL OFFICES AND STATES

A. INTRODUCTION

The primary objective of this customer survey is to accurately characterize the perceptions that State pesticide program directors and Regional pesticide program offices have about their programs, and the quality and nature of intergovernmental relationships with EPA's Office of Pesticide Programs (OPP). In order to characterize these perceptions, one must first have an appreciation of the history and development of federal and State pesticide programs, and some of the issues that they face today.

The first concerted effort by the federal government to regulate pesticide distribution through registration was the Federal Insecticide, Fungicide and Rodenticide Act (FIFRA) of 1947. The amendments to FIFRA in 1972 resulted in great changes in how the federal government approached the regulation and management of pesticides by creating a partnership between the federal government and the States. The 1972 amendments authorized the development and maintenance of cooperative agreements to State governments for the establishment of State pesticide programs. The States who entered into agreements with EPA were given grants and delegated primary responsibility for the enforcement of pesticide programs.

FIFRA has been amended many times since 1972, and as a result, the Federal and State pesticide programs have undergone numerous, sometimes tumultuous, changes as well. OPP headquarters, EPA Regional pesticide program offices, and State pesticide program offices have experienced alterations, additions, and deletions of programs mandated by the statute, and many resource fluxuations. These frequent changes have made it difficult for OPP, Regions, and States to effectively develop and maintain good working intergovernmental relationships.

Intergovernmental relationships between OPP, the Regions, and States have been affected by many factors besides statutory changes. Variations in resource levels and in available expertise have affected how OPP, Regions, and State offices have been able to approach the implementation of pesticide programs and policies. Also, Regional and State offices often have different perspectives than OPP headquarters on pesticide program issues and priorities because of their close proximity to the groups targeted by the pesticide regulatory and non-regulatory programs. This difference in perspective has affected how they approach the implementation of pesticide programs, resulting in the numerous program and policy variations that currently exist among Regions, among States, and between OPP headquarters and the Regional offices. These program and policy inconsistencies have proved to be problematic in the past and have strained intergovernmental relationships.

B. METHODOLOGY

In June 1994, OPP received copies of a survey about intergovernmental relationships for the implementation of pesticide and radon programs. This study was conducted by Dr. Denise Scheberle of the University of Wisconsin-Green Bay. The OPP workgroup decided to utilize these data because the study was conducted fairly recently (June 1993) and by a neutral third party, and it included the majority of the States and Regions. Note that only survey data applicable to pesticides program were utilized in

this report. Note, also, that between June 1993 to December 1994, OPPTS included OPP, the Office of Pollution, Prevention, and Toxics (OPPT) and the Office of Compliance Monitoring (OCM). In December of 1994, OCM was moved to the Office of Enforcement and Compliance Assurance (OECA).

This study incorporates data from three sources:

- 1) Surveys mailed to State Pesticide Program Directors;
- 2) Interviews with EPA Regional Pesticide Program Offices and Headquarters staff in the pesticide programs; and
- 3) EPA documents, including the guidance documents for State pesticide cooperative agreements.

Forty-four State pesticide program directors (88%) responded to the survey questionnaires. Phone interviews were conducted with 9 EPA regional offices and 11 States. Phone calls were made to the State pesticide program officials who chose not to respond to the survey in order to determine whether something about the survey itself influenced their decision not to respond. Their responses suggest that there is not a non-respondent bias in the survey results.

C. FINDINGS

The findings in this report are grouped into two categories:

- 1) **State Programs and State-Level Support.** State perceptions or responses about the quality of the State program and State-level support for the program goals; and,
- 2) **Federal-Regional-State Relationships.** Perceptions or responses about the nature of the State-Federal and the State-Regional-Federal relationship.

Note: to maintain the consistency of Dr. Scheberle's original report, the term perceptions is used instead of responses. The usage of the word "perceptions" is not intended to invalidate the responses of State Program Directors or Regional Program Officers.

1. State Programs and State-Level Support

State pesticide programs are established programs; 71 percent have been in operation at least 15 years. Located in State agriculture departments, many State pesticide programs simply absorbed pesticide regulatory duties in the mid-1970's. State pesticide programs are large with about half of the States operating programs with 20 or more staff.

Perceptions:

- 79 percent of State pesticide directors agreed or strongly agreed that the number of State pesticide personnel were too few.

The availability of federal funding is viewed as very important by State directors.

Perceptions:

- 79 percent believe that EPA grants are very important to their programs.
- 57 percent of State pesticide directors agreed or strongly agreed that the amount of federal funding was too little. 39 percent responded that federal funding was adequate.

Pesticide directors perceive high levels of administrative, legislative and public support.

Perceptions:

- 82 percent believe that their top-level State administrators support the pesticide programs.
- 48 percent feel that State legislators view the regulation of pesticides as an important policy issues and support the programs.
- 66 percent believe that citizens consider the State pesticide programs were addressing an important public health and environmental issue.

State pesticide program directors expressed a high degree of confidence in their program.

Perceptions:

- 74 percent of State pesticide directors agreed that their staff are adequately trained to run a pesticide program.
- 77 percent believe the State programs work effectively.
- 91 percent indicated that the pesticide program in their State is now more effective than a few years ago.
- 48 percent of State pesticide directors agreed or strongly agreed that certified pesticide applicators in their State were well trained and did a good job.
- 68 percent agreed or strongly agreed that the responsibility for regulating pesticides most appropriately rests with the States rather than the federal government.

2. Federal-Regional-State Relationships

a). *Federal-State Relationships.*

Perceptions of State pesticide program directors:

- **EPA Regional Offices are supportive of State programmatic efforts.**
 - 84 percent believe that their EPA regional office supports their

- program.
 - 61 percent feel that EPA regional staff fairly evaluate State cooperative agreements.
 - 57 percent of pesticide directors agreed or strongly agreed that EPA regional staff are valuable resources for their program.
- **State and regional program staff are in frequent contact.**
 - 80 percent of State pesticide directors maintain daily or weekly contact with EPA regional staff.
- **The level of perceived support and cooperation decreases when the State directors assess their relationship with EPA Headquarters staff or talk about the EPA in general.**
 - 48 percent believe that EPA Headquarters staff support their program, much lower than the perceived regional support.
- **One in four pesticide directors believe that the EPA pesticides program works effectively, and not a single State director believes that a stronger national program is warranted.**

One State director commented: "The emphasis of the federal program is based on delivery of commitments in a form understandable to Congress, not necessarily to produce effective State programs. Recently, the stress on EPA officials at Headquarters and regions has been to justify everything they do. The resulting effect on States is much stronger oversight by the EPA to the point of pettiness. This has eroded the relationship between EPA and States, as well as the amount of time State personnel can spend accomplishing program objectives."

- **EPA's communication with the States.**
 - 75 percent of State pesticide directors believe that the EPA does not clearly communicate program goals and requirements, effectively.
- **Pesticide program directors express both of the following concerns with greater frequency, which may partially explain the much higher percentage satisfaction with the Regional program officers.**
 - Headquarters staff simply aren't available (don't answer or return phone calls).
 - Communication tends to be one direction (top-down), with little opportunity for State input.

- **EPA's arbitrary decision-making and perceptions about the direction of the pesticide program.**

These comments are typical of pesticide directors' concerns:

- "Like all other relationships, open lines of communication are critical. It is imperative that current information be readily available and appropriate technical assistance be accessible for the relationship to work effectively."
- "The EPA should seek more State input prior to developing new initiatives."
- "EPA should coordinate release of documents, make releases more timely, and be certain there are enough copies for the States to distribute. This is simply a matter of poor planning and communication."
- **EPA tends to increase requirements under cooperative agreements, without increasing funding or State flexibility.**
- **Unfunded and/or under-funded mandates to States is the most frequently expressed complaint among pesticides program directors.**
- **Concerns about flexibility are often expressed in two ways:**
 - The methods used to evaluate State programs.
 - In the ability of States to focus on State priorities.
- **Some variants of the phrase "bean-counter" are used often by State directors when expressing their concerns about the federal-State relationship, such as the following comments:**
 - "EPA is more interested in bean counts to show numbers. The State is more interested in accomplishments with real impacts. An example is the EPA requirement that we take 300 ground water samples. Dedicating staff to that means less focusing on the hundreds of pounds of excess pesticides that will be disposed of improperly."
 - "As long as the State can accomplish more than the feds ask for, everything is fine. But, the feds tend to be bean counters and don't necessarily look at the whole program picture."

b). *State-Regional-Federal Relationships*

Regional Project Officers' Perceptions:

- Perceive themselves as "buffers" in the system: simultaneously responsible for maintaining State performance to achieve national goals while also assisting State program directors in running their program.
- Perceive their position as more collaborative and less confrontational toward State directors. This may, at times, put them at odds with EPA Headquarters.
- Comments of Regional Project officers:
 - "There's more than just geographical distance that makes Headquarters (staff) seem remote. There's a philosophical difference. I trust my State, and see my role as one part of a partnership. Sometimes, I think Headquarters (staff) are so concerned about their own accountability, they forget that States have come a long way, and basically want the same thing we do.
- Regional staff agree that EPA Headquarters occasionally sends inconsistent messages about program goals and priorities, and would like to have greater input into and influence on the central decision-making process.

D. CONCLUSIONS

Many general conclusions can be drawn from this survey.

1. States Perceive:

- a). Their staff, while too few, are adequately trained and run an effective State pesticide program. State programs are continuing to improve;
- b). EPA regional staff are valuable resources who are frequently contacted, who are considered to be supportive of State programmatic efforts, and are fair in their appraisals of State programs;
- c). EPA Headquarters staff are less supportive of State programs, are not available (don't return phone calls), and don't provide adequate opportunity for State input into decision-making;
- d). The federal pesticides program does not work effectively and a stronger federal role is not warranted.

2. States Recommend:

- a). All mandates must be adequately funded (no increase in requirements without commensurate increase in funding);

- b). More flexibility in tailoring federal funds to support State priorities;
- c). Less rigid accountability (bean-counting);
- d). Improved Headquarters communication of national program goals and requirements, improved EPA Headquarter staff responsiveness (return phone calls), and more opportunity for State input into the headquarters decision-making process.

3. Regions Perceive:

- a). Political constraints exist on both State program directors and on headquarters;
- b). There is a need for cooperative relationships between Regions and States.

4. Regions Recommend:

- a). Recognition of their expertise by headquarters;
- b). Headquarters must send consistent messages about program requirements.
- c). Greater opportunity for their input into policy decisions.

The following tables provide a summary of characteristics and perceptions of State Pesticide programs.

Table 1: Characteristics of State Pesticide Programs

Program longevity

Six years or less	2%
at least 15 years	71%

Personnel

Six or fewer	7%
at least 20	52%

Contact with Regional staff

Daily/weekly	80%
--------------	-----

<i>Federal funding is very important to the program</i>	79%
--	-----

<i>Federal funding is adequate</i>	39%
---	-----

<i>Matching requirements (a)</i>	15%; 50%
---	----------

(a) The matching requirements for the pesticides grant depend upon the program: federal government contributes 85% of the cost for groundwater, worker protection and endangered species programs; 50% for certification program.

Table 2
Perceptions about State pesticide programs and State-level support.

<u>Pesticides</u>	
	% Agree
<i>Administrative support for program</i>	82
State program is effective	77
<i>Legislative support for program</i>	48
Citizen support for program	66
<i>State staff is adequately trained</i>	74
State program is more effective than three years ago	91
<i>States staffing is adequate</i>	21
	n=44

Table 3
Perceptions about Nature of the Federal-State relationship

	% Agree
<u><i>Perceptions related to Regional Offices</i></u>	
Regional staff valuable resource	57
Regional staff are supportive of program	84
Evaluated fairly in program review	61
<u><i>Perceptions related to Headquarters</i></u>	
EPA clearly communicates program goals	22
Headquarters staff are supportive of program	48
EPA Program is working effectively	25
<u><i>Perceptions related to program strength</i></u>	
Need for a stronger national program	0
Need for a stronger State program	19

***ASSESSING SATISFACTION LEVEL
OF
ENVIRONMENTAL & PUBLIC INTEREST
GROUPS
AND***



REGISTRANTS

TO

OPP

PROGRAM

SERVICES

MAY 1995

VI. NATIONAL SURVEY OF PESTICIDE PROGRAM SERVICES

A. INTRODUCTION

EPA's Office of Pesticide Programs (OPP) has as its main function the issuance of regulatory decisions for the registration and reregistration of pesticides under the Federal Insecticide, Fungicide and Rodenticide Act (FIFRA). The objective is to safeguard human health and the environment from the risks associated with the beneficial use of pesticides. In its effort to improve the services to registrants and environmental and public interest groups, OPP revised its pilot survey and sent it to 700+ respondents.

B. METHODOLOGY

1. Sample

The target population for this survey included industry "registrants" and environmental/public interest groups. Half of the registrants in OPP's "company name and address" database (about 700) were randomly selected and sent the survey, as well as 40 environmental and public interest groups.

2. Questionnaire

Survey recipients were asked to rate OPP's performance on core processes within its Registration and Reregistration programs (which include special reviews, reregistration eligibility decisions, product reregistration, new active ingredients, biologicals, fast tracks and non-fast tracks). Each core process had two categories to be ranked - performance and importance. The performance category rated the level/quality of service provided, whereas the importance category rated how important the service is to the respondent. Ranking was from one to five; one represented "strongly disagree" - to - five "strongly agree." Each category asked basically the same types of questions regarding timeliness, understandability, consistency, communication of decisions, whether the process has improved and if the process is open to the public.

Respondents were further asked to "benchmark" OPP's services against other comparable government/private sector organizations whose services, in the respondent's opinion, were viewed as "high quality." Factors to be considered for the Benchmarking were courtesy/professionalism, timeliness, attention to detail, telephone responsiveness, understandability of our product output, consistency, competence, product knowledge, openness to customer concerns and relevance.

The survey included a section where respondents were asked to provide an overall rating of product/service performance ranging on a scale from 1 to 10, where 1 represented "highly dissatisfied," and 10 represented "highly satisfied."

The survey also had a section devoted to identifying the type of respondent (e.g., pesticide producer, pesticide formulator, environmental group, public interest group and other.)

3. Response to the Survey

The questionnaires were mailed out in mid-February and responses were requested by March 17, 1995. A total of 326 responses were received (47 percent).

C. **SURVEY RESULTS**

1. Respondents

Of the 326 responses received - 307 were recognized as complete and usable as of the cutoff date. By respondent category the numbers responding were: 112 pesticide producers, 138 pesticide formulators, 4 environmental interest groups representatives, 1 public interest group representative and 52 other or unknown.

Table 1: National Survey of Users of Pesticide Program Services		
Number and Percent of Total Tabulated Questionnaires by Respondent Category		
<i>Respondent Group</i>	<i>Number</i>	<i>Percent</i>
Pesticide Producers	112	36.5
Pesticide formulators	138	45.0
Environmental Interest Groups	4	1.3
Public Interest Groups	1	0.3
Other/Unknown	52	16.9
Total	307	100.0

2. Importance of Program Services

Respondents were asked to rate 45 customer service statements as to the importance of that service being provided as part of OPP's Reregistration, Registration and Special Review core processes. For example the first statement under Special Review Regulatory Decisions was:

"Risk assessments are understandable."

The respondent was asked to circle one response out of 5 that were provided with 1 representing "not at all important," 2 representing "not very important," 3 representing "neutral," 4 representing "fairly important" and 5 representing "very important". The 7 subareas in the core processes listed were:

Reregistration

- Reregistration Eligibility Decisions (REDs)
- Reregistration of End-use Products

Registration

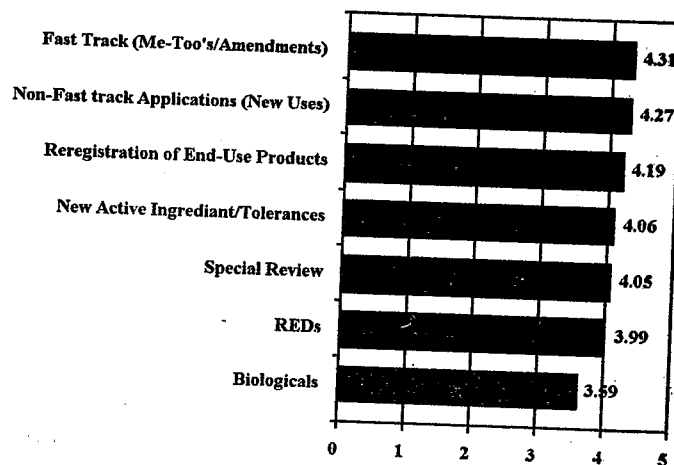
- New Active Ingredients/Tolerances
- Biologicals
- Fast Track Applications (Me-Too's/Amendments)
- Non-fast Track Applications (New Uses/Formulations)

Special Review

- Special Review Regulatory Decisions

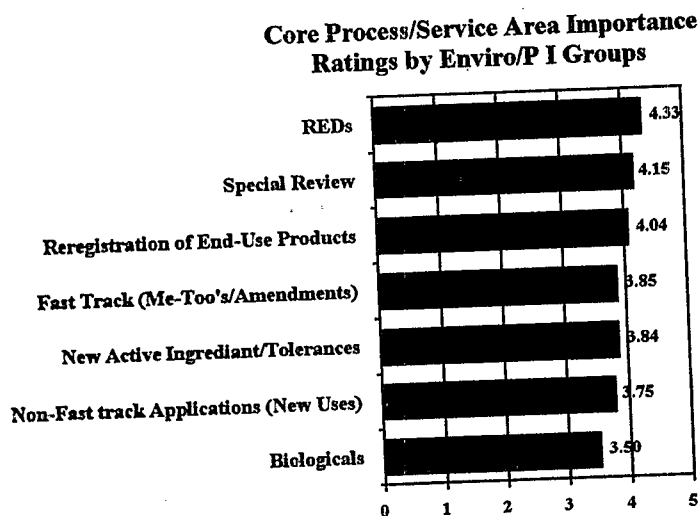
Registrants as a group (including pesticide producers and pesticide formulators) responded that the registration of pesticide products is the most important core process/service area of OPP's program. Their highest program aggregate of all factors rated is for Fast Track Applications (Me-Too's/Amendments) with an importance score of 4.31 on the 5 point scale. The next most important program area indicated is non-fast track applications with a 4.27. Reregistration of end-use products received a 4.19 and new active ingredient tolerances 4.06. Special review, REDs and biologicals received, 4.05, 3.99 and 3.59 respectively. Therefore, registrants rated all program areas on the important side of the scale. All core processes except for biologicals and REDs were rated between fairly important and very important. None of the statements on the survey were rated as being unimportant by the registrants.

**Core Process/Service Area Importance
Ratings by Registrants**



The environmental/public interest groups responded that reregistration activities are the most important core process/service area of OPP's program. Their highest program aggregate of all factors rated is for REDs with an importance score of 4.33 on the 5 point scale. The next most important program area indicated is Special review with a 4.15. Reregistration of end-use products received a 4.04. fast track (me-too's/amendments) were rated at 3.85 followed by new active ingredients/tolerances with a

3.84. Non-fast track applications (new uses/formulations) were rated 3.75 and biologicals at 3.5. Therefore, environ/public interest group respondents rated all core processes on the important side of the scale. Three of the seven program components were rated between fairly important and very important. None of the statements on the survey were rated as being unimportant.

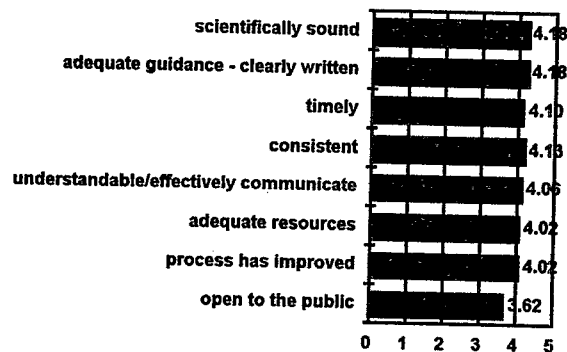


The statements on the survey fall into eight categories of customer service standards:

- scientifically sound
- adequate guidance - clearly written
- timeliness
- consistency
- understandability/effective communication
- adequate resources
- process has improved
- open to the public

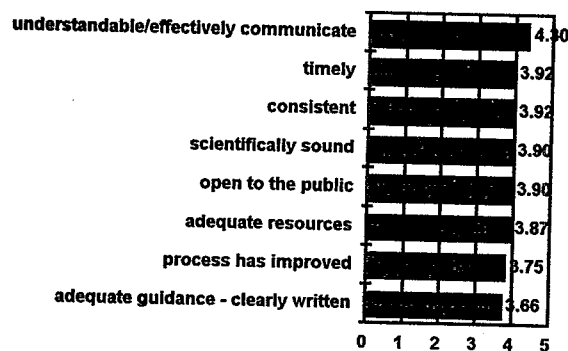
The most **important** service standard aspect across all program areas as indicated by **registrants** is that decisions should be scientifically sound and adequate guidance/clearly written both with a rating of 4.18 on the 5 point scale. Timeliness and consistency follows with ratings of 4.10 and 4.13. Having guidance understandable/effectively communicated received a rating of 4.06. Having adequate resources and having the process improved both got ratings of 4.02. The only aspect getting a rating below 4 (fairly important) was having the process being open to the public with a rating of 3.62, however, this is still well above the neutral rating of 3. Therefore, all aspects of customer service rated on the survey are identified as important to registrants.

Service Standard Aspect Importance Ratings for Registrants



The most important service standard aspect across all program areas as indicated by environmental/public interest groups is understandable/effective communication with a rating of 4.30 on the 5 point scale. Timeliness and consistency follow both with ratings of 3.92. Scientifically sound and open to the public both got a 3.90. Having adequate resources is rated at 3.87. The process being improved received ratings of 3.75. The lowest rating was for adequate guidance/clearly written with a 3.66. However, this is still well above the neutral rating of 3. Therefore, all aspects of customer service rated on the survey are identified as important to the environ/public interest groups.

Service Standard Aspect Importance Ratings for Enviro/P I Groups



In terms of overall importance, registrants rated every aspect of performance higher than the environ/public interest groups with two exceptions. Environ/public interest groups rated "being open to the public" and "understandable/effectively communicated" higher at 3.90 and 4.30 respectively, where registrants rated these aspects at 3.62 and 4.06 respectively.

The following Table 2 provides a summary of importance ratings delineated by customer service standard and customer group.

Table 2: Importance Ratings

Summary of Response to Each Numbered Statement by Organization Segment—question "How important is the service to you?"

1 = Not at all important 2 = Not very important 3 = Neutral 4 = Fairly important 5 = Very important

Customer Service Standard	All Respondents		Pesticide Producer		Pesticide Formulator		Environmental Group		P I Group		Other/Unknown	
	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #
REREGISTRATION ACTIVITIES												
Special review Regulatory Decisions	4.04		4.13		3.96		4.11		4.33		4.04	
1. Risk assessments are understandable.	3.88	242	4.04	97	3.68	99	4.25	4	4.00	1	3.95	41
2. Regulatory decisions are scientifically sound.	4.27	249	4.43	98	4.16	104	4.00	4	4.00	1	4.17	42
3. Regulatory decisions are consistent.	4.23	248	4.41	98	4.14	104	4.00	4	—	—	4.05	42
4. Regulatory decisions are effectively communicated.	4.23	250	4.23	98	4.20	106	4.25	4	—	—	4.29	42
5. Regulatory decisions are timely.	4.16	249	4.27	98	4.07	105	4.50	4	—	—	4.14	42
6. The process is adequately open to public/registrant comments.	3.78	245	3.81	97	3.66	101	4.00	4	5.00	1	3.93	42
7. Special review process has improved	3.73	241	3.72	95	3.74	100	3.75	4	—	—	3.74	42
Reregistration Eligibility Decisions (REDs)	3.97		4.03		3.94		4.44		3.88		3.87	
8. Guidance documents are adequate.	4.11	257	4.25	99	4.08	113	4.50	4	2.00	1	3.83	40
9. REDs are understandable.	4.09	256	4.09	99	4.16	112	4.50	4	4.00	1	3.85	40
10. Decisions are scientifically sound.	4.18	250	4.38	95	4.09	110	4.25	4	4.00	1	3.95	40
11. Reregistration eligibility decisions are consistent.	4.05	244	4.20	92	3.97	107	4.50	4	4.00	1	3.90	40
12. REDs are timely.	3.82	250	3.81	97	3.75	109	4.75	4	4.00	1	3.90	39
13. REDs are effectively communicated.	3.91	249	3.91	98	3.89	107	4.50	4	4.00	1	3.90	39
14. The process is open to public/registrant comments.	3.71	246	3.79	95	3.59	106	4.25	4	5.00	1	3.75	40
15. The reregistration services have improved.	3.91	249	3.84	97	3.97	107	4.25	4	4.00	1	3.88	40
Reregistration of End—Use Products	4.19		4.05		4.31		3.92		4.00		4.20	
16. Guidance is adequate.	4.28	263	4.20	98	4.38	118	4.00	4	4.00	1	4.21	42
17. Rereg decisions on End—use Products are timely.	4.17	263	4.06	95	4.23	121	4.00	4	4.00	1	4.24	42
18. Product reregistration decisions have improved.	4.12	261	3.88	93	4.32	120	3.75	4	4.00	1	4.14	43

Table 2: CONTINUED
Importance Ratings
Summary of Response to Each Numbered Statement by Organization Segment—question "How important is the service to you?"
1=Not at all important 2=Not very important 3=Neutral 4=Fairly important 5=Very important

Customer Service Standard	All Respondents		Pesticide Producer		Pesticide Formulator		Environmental Group		P I Group		Other/Unknown	
	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #
REGISTRATION ACTIVITIES												
New Active Ingredients/Tolerances	4.08		4.24		3.88		3.75		3.00		4.21	
19. Regulatory decisions are scientifically sound.	4.26	227	4.47	92	3.99	90	4.00	4	3.00	1	4.43	40
20. Regulatory decisions are timely.	4.23	229	4.45	94	3.97	90	4.00	4	3.00	1	4.38	40
21. Guidance is clearly written/easily accessed.	4.11	226	4.28	92	3.93	89	3.50	4	3.00	1	4.20	40
22. Decisions are effectively communicated.	4.08	227	4.14	92	3.93	90	3.75	4	3.00	1	4.32	40
23. Regulatory services have improved.	4.06	226	4.17	93	3.91	89	3.75	4	3.00	1	4.18	39
24. Process open public/registrant comment.	3.70	223	3.77	90	3.53	89	3.50	4	3.00	1	3.97	39
25. Regulatory decisions are consistent.	4.09	226	4.36	91	3.88	90	3.75	4	3.00	1	4.02	40
26. Resources are adequate to handle.	4.11	225	4.27	92	3.93	89	3.75	4	3.00	1	4.18	39
Biologicals	3.65		3.76		3.42		3.64		3.00		3.92	
27. Regulatory decisions are scientifically sound.	3.76	178	3.88	67	3.46	69	3.67	3	3.00	1	4.11	38
28. Regulatory decisions are timely.	3.73	178	3.84	67	3.46	68	3.50	4	3.00	1	4.08	38
29. Decisions are effectively communicated.	3.73	177	3.88	65	3.45	69	4.00	4	3.00	1	4.00	38
30. Guidance is clearly written/easily accessed.	3.68	177	3.83	66	3.43	69	3.25	4	3.00	1	3.95	37
31. Process open public/registrant comment.	3.43	178	3.45	67	3.19	69	3.67	3	3.00	1	3.82	38
32. Regulatory services have improved.	3.60	175	3.69	65	3.42	69	3.33	3	3.00	1	3.81	37
33. Regulatory decisions are consistent.	3.63	175	3.78	65	3.45	69	3.67	3	3.00	1	3.70	37
34. Resources are adequate to handle.	3.66	176	3.70	66	3.51	69	4.00	4	3.00	1	3.86	36

Importance Ratings

Summary of Response to Each Numbered Statement by Organization Segment—question "How important is the service to you?"
 1 = Not at all important 2 = Not very important 3 = Neutral 4 = Fairly important 5 = Very important

Customer Service Standard	All Respondents		Pesticide Producer		Pesticide Formulator		Environmental Group		P I Group		Other/Unknown	
	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #
REGISTRATION ACTIVITIES (CONT.)												
Fast Track Applications (Me - Too's/Amendments)												
35. Guidance for these applications is clear.	4.29	266	4.20	99	4.39	121	4.14	3	3.00	1	4.24	42
36. Regulatory decisions are scientifically sound.	4.29	266	4.26	98	4.35	121	4.00	3	3.00	1	4.33	42
37. Regulatory decisions are consistent.	4.25	263	4.18	97	4.33	120	4.33	3	3.00	1	4.23	43
38. The Agency responds in a timely fashion.	4.46	264	4.38	97	4.56	123	4.00	3	3.00	1	4.10	42
39. Decisions are effectively communicated.	4.23	262	4.12	96	4.31	120	4.33	3	3.00	1	4.43	40
40. Regulatory services have improved.	4.25	262	4.16	98	4.35	118	4.00	3	3.00	1	4.26	42
41. Has adequate resources to handle these actions.	4.18	265	4.08	98	4.30	121	4.33	3	3.00	1	4.24	42
Non - Fast Track Applications (New Uses/Formulations)												
42. Guidance for data requirements is clear.	4.26	247	4.28	96	4.26	112	3.94	4	3.00	1	4.29	34
43. Decisions are scientifically sound and consistent.	4.27	245	4.34	94	4.22	111	4.00	4	3.00	1	4.31	35
44. Decisions are effectively communicated.	4.20	243	4.21	94	4.20	109	4.00	4	3.00	1	4.23	35
45. Regulatory services have improved.	4.29	243	4.28	94	4.32	109	4.00	4	3.00	1	4.29	35

3. Program Performance Ratings

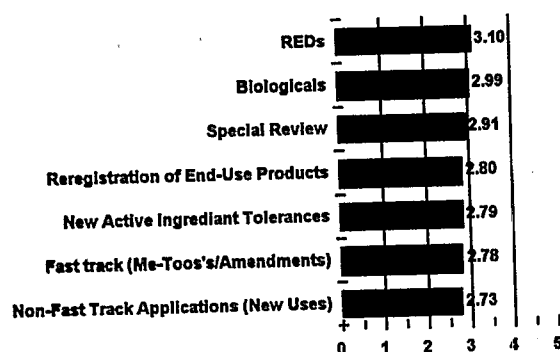
Respondents were asked to rate OPP's customer service performance using 45 statements. For example the first of the 45 statements under Special Review Regulatory Decisions was:

"Risk assessments are understandable."

Respondents were instructed to circle one response per statement using a scale of 1 to 5; with 1 representing "strongly disagree," 2 representing "disagree," 3 representing "neutral," 4 representing "agree" and 5 representing "strongly agree". Similar statements were rated under the major program areas of Reregistration, Registration and Special Review.

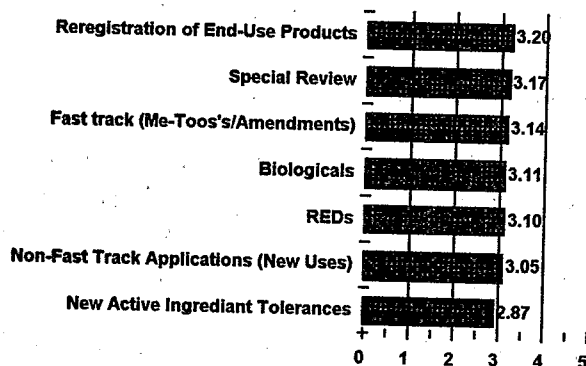
Registrants generally "disagreed" with statements regarding OPP's level of performance. By program area, REDs receive the highest performance rating with a 3.10 (just above a neutral rating toward the direction of agreement with the statements.) Not far behind is biologicals with a 2.99, (insignificantly below the neutral rating of 3.) Product registration areas including fast track (Me-Too's) and non-fast track applications (new uses/formulation) are at the low end of performance ratings with 2.78 and 2.73 respectively.

Core Process/Service Area Performance Ratings for Registrants



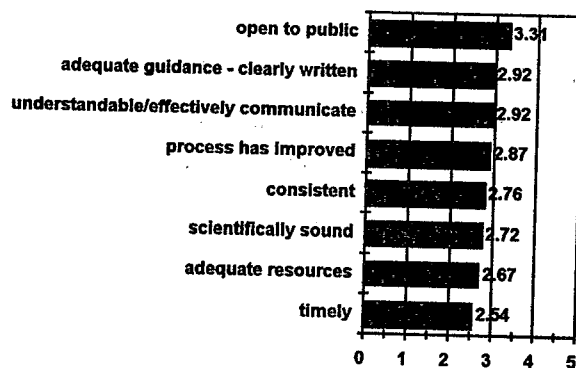
Ratings from environmental/public interest groups are generally neutral, not showing much agreement or disagreement with the statements regarding OPP's level of performance. By program area, reregistration of end-use products receives the highest performance rating with a 3.20 (just above a neutral rating toward the direction of agreement with the statements.) Not far behind are special review with a 3.17, fast track (me-too's) with a 3.14, biologicals with a 3.11, REDs with a 3.10 and non-fast track applications (new uses/formulations) with a 3.05. The only category falling below the neutral rating was new active ingredient tolerances with a 2.87.

Core Process/Service Area Performance Ratings for Enviro/P I Groups



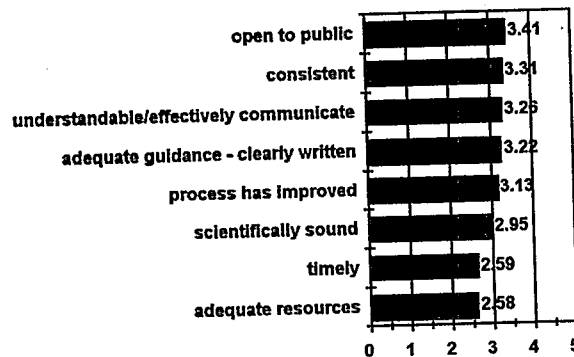
For registrants the service standard aspect getting the highest rating is being open to the public with a 3.31. This is the only aspect rated above neutral (toward the 4 rating of "agree.") The service standard receiving the lowest rating is timeliness with a 2.54.

Service Standard Aspect Performance Ratings for Registrants



For the **environmental/public interest groups** the service standard aspect getting the highest rating is being open to the public with a 3.41. Four other aspects were rated above a 3: consistency with a 3.31, understandable/effectively communicated with a 3.26, adequate guidance/clearly written with a 3.22 and process has improved with a 3.13. The aspect of service receiving the lowest rating is having adequate resources with a 2.58.

Service Standard Aspect Performance Ratings for Enviro/P I Groups



Furthermore, **registrants** rated every service standard aspect of performance lower than **environ/public interest groups** except for having adequate resources. This is rated more toward disagreement of levels of OPP's performance at 2.42, than registrants rating of 2.70.

The following Table 3 provides a summary of importance ratings delineated by customer service standard and customer group.

Table 3: Performance Ratings

Summary of Response to Each Numbered Statement by Organization Segment—question "What level of service is provided?"
 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Customer Service Standard	All Respondents		Pesticide Producer		Pesticide Formulator		Environmental Group		P I Group		Other/Unknown	
	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #
REREGISTRATION ACTIVITIES												
Special review Regulatory Decisions	2.89		2.90		2.92		3.04		3.71		2.76	
1. Risk assessments are understandable.	3.11	247	3.12	97	3.22	104	2.75	4	4.00	1	2.83	41
2. Regulatory decisions are scientifically sound.	2.80	255	2.79	98	2.78	109	3.25	4	4.00	1	2.79	43
3. Regulatory decisions are consistent.	2.64	256	2.61	98	2.60	110	3.50	4	4.00	1	2.70	43
4. Regulatory decisions are effectively communicated.	3.02	258	3.10	98	3.10	112	2.75	4	4.00	1	2.63	43
5. Regulatory decisions are timely.	2.29	257	2.33	98	2.32	111	2.00	4	3.00	1	2.14	43
6. The process is adequately open to public/registrant comments.	3.30	249	3.32	96	3.33	107	4.00	4	3.00	1	3.10	41
7. Special review process has improved	3.11	245	3.07	95	3.10	105	3.00	4	4.00	1	3.20	40
Reregistration Eligibility Decisions (REDs)	3.07		3.09		3.10		3.13		3.00		2.90	
8. Guidance documents are adequate.	3.20	261	3.24	101	3.22	115	3.75	4	3.00	1	3.00	40
9. REDs are understandable.	3.21	262	3.28	101	3.24	116	3.50	4	3.00	1	2.92	40
10. Decisions are scientifically sound.	3.01	257	3.00	97	3.03	115	2.75	4	3.00	1	2.98	40
11. Reregistration eligibility decisions are consistent.	2.97	251	3.00	95	2.96	112	3.25	4	3.00	1	2.92	39
12. REDs are timely.	2.72	260	2.65	99	2.84	115	2.00	4	3.00	1	2.61	41
13. REDs are effectively communicated.	3.15	258	3.24	99	3.18	114	3.25	4	3.00	1	2.83	40
14. The process is open to public/registrant comments.	3.22	254	3.31	97	3.23	112	3.50	4	3.00	1	2.93	40
15. The reregistration services have improved.	3.04	257	3.02	99	3.06	112	3.00	4	3.00	1	3.05	41
Reregistration of End—Use Products	2.81		2.89		2.73		3.00		4.00		2.77	
16. Guidance is adequate.	2.84	268	3.01	99	2.69	123	3.00	4	4.00	1	2.80	41
17. Rereg decisions on End—use Products are timely.	2.61	267	2.71	96	2.57	125	2.50	4	4.00	1	2.49	41
18. Product reregistration decisions have improved.	2.97	266	2.95	97	2.95	121	3.50	4	4.00	1	3.00	43

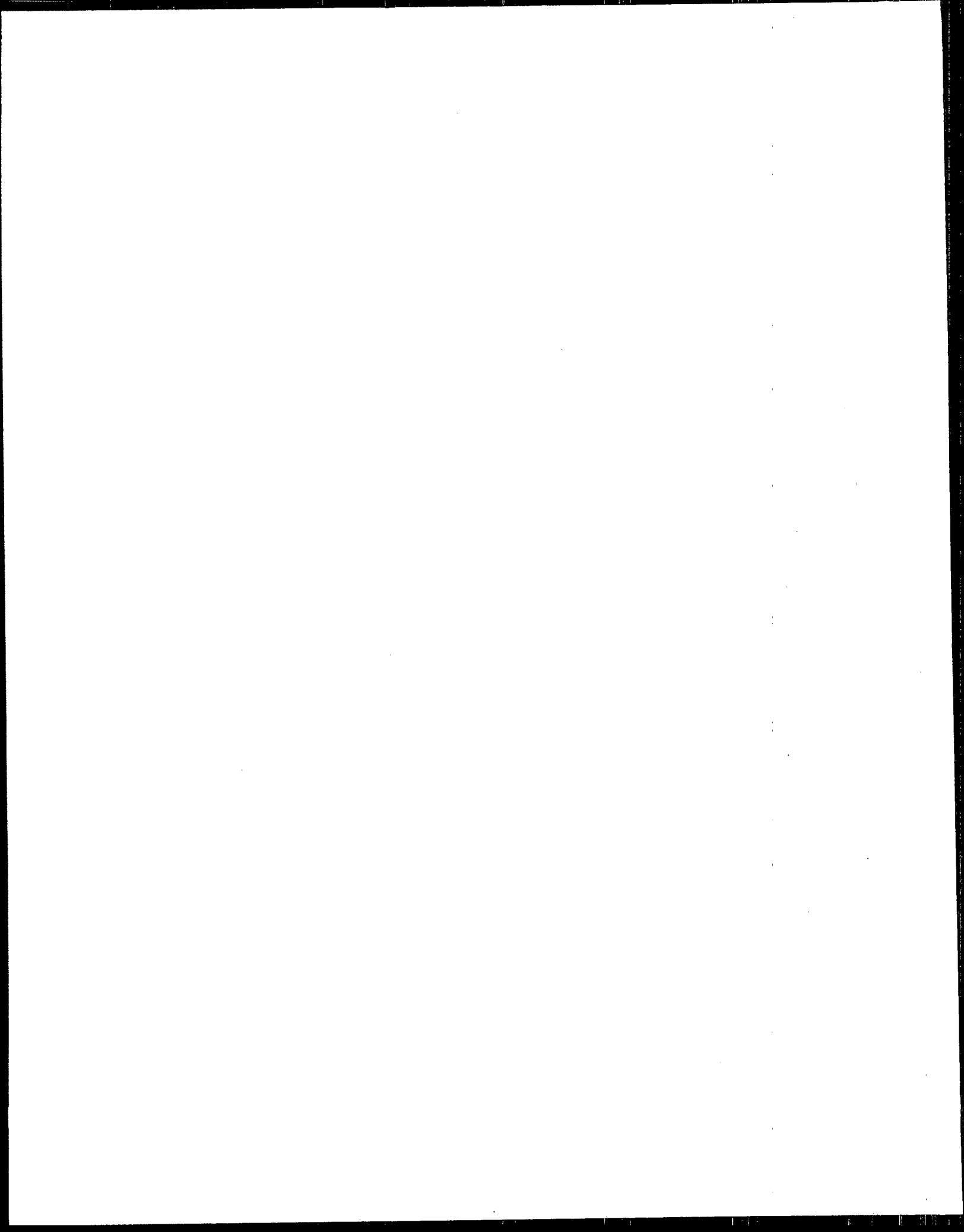
Table 3: CONTINUED
Performance Ratings
Summary of Response to Each Numbered Statement by Organization Segment—question "What level of service is provided?"
1=Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

Customer Service Standard	All Respondents		Pesticide Producer		Pesticide Formulator		Environmental Group		P I Group		Other/Unknown	
	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #
REGISTRATION ACTIVITIES	2.79		2.79		2.79		2.83		3.00		2.79	
New Active Ingredients/Tolerances												
19. Regulatory decisions are scientifically sound.	2.85	229	2.80	92	2.87	95	2.33	3	3.00	1	2.92	38
20. Regulatory decisions are timely.	2.39	231	2.29	94	2.46	95	2.67	3	3.00	1	2.39	38
21. Guidance is clearly written/easily accessed.	2.62	227	2.84	92	2.49	93	3.00	3	3.00	1	2.34	38
22. Decisions are effectively communicated.	3.02	230	3.17	92	2.91	95	3.33	3	3.00	1	2.90	39
23. Regulatory services have improved.	2.87	227	2.86	92	2.81	93	3.00	3	3.00	1	3.05	38
24. Process open public/registrant comment.	3.31	226	3.43	90	3.28	95	3.00	3	3.00	1	3.14	37
25. Regulatory decisions are consistent.	2.71	228	2.64	91	2.75	95	3.00	3	3.00	1	2.79	38
26. Resources are adequate to handle.	2.56	227	2.28	92	2.72	94	2.33	3	3.00	1	2.81	37
Biologicals	2.99		3.06		2.93		3.15		3.00		2.98	
27. Regulatory decisions are scientifically sound.	3.03	176	3.01	67	2.97	70	2.50	2	3.00	1	3.22	36
28. Regulatory decisions are timely.	2.85	176	2.99	68	2.83	69	3.00	3	3.00	1	2.60	35
29. Decisions are effectively communicated.	3.13	176	3.26	66	3.07	70	3.33	3	3.00	1	3.00	36
30. Guidance is clearly written/easily accessed.	2.74	176	2.74	66	2.73	70	3.33	3	3.00	1	2.72	36
31. Process open public/registrant comment.	3.27	176	3.35	68	3.19	70	3.50	2	3.00	1	3.29	35
32. Regulatory services have improved.	3.03	172	3.11	65	2.93	70	3.50	2	3.00	1	3.06	34
33. Regulatory decisions are consistent.	2.92	173	2.91	66	2.81	70	4.00	2	3.00	1	3.09	34
34. Resources are adequate to handle.	2.98	173	3.10	67	2.94	69	2.33	3	3.00	1	2.85	33

Performance Ratings

Summary of Response to Each Numbered Statement by Organization Segment—question "What level of service is provided?"
 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Customer Service Standard	All Respondents		Pesticide Producer		Pesticide Formulation		Environmental Group		P I Group		Other/Unknown	
	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #	Average Rating	Response #
REGISTRATION ACTIVITIES (CONT.)												
Fast Track Applications (Me – Too's/Amendments)	2.78		2.87		2.71		3.19		3.00		2.72	
35. Guidance for these applications is clear.	3.05	270	3.17	100	3.01	126	3.33	3	3.00	1	2.90	41
36. Regulatory decisions are scientifically sound.	3.00	267	3.09	98	2.94	124	3.33	3	3.00	1	2.90	42
37. Regulatory decisions are consistent.	2.80	266	2.92	98	2.65	124	3.67	3	3.00	1	2.93	41
38. The Agency responds in a timely fashion.	2.30	266	2.46	98	2.19	126	2.67	3	3.00	1	2.15	39
39. Decisions are effectively communicated.	2.99	267	3.12	98	2.92	125	3.67	3	3.00	1	2.76	41
40. Regulatory services have improved.	2.72	269	2.81	99	2.63	126	3.00	3	3.00	1	2.71	41
41. Has adequate resources to handle these actions.	2.62	270	2.54	98	2.66	128	2.67	3	3.00	1	2.66	41
Non – Fast Track Applications (New Uses/Formulations)	2.76		2.87		2.69		3.06		3.00		2.97	
42. Guidance for data requirements is clear.	2.83	251	3.01	97	2.72	115	3.00	4	3.00	1	2.63	35
43. Decisions are scientifically sound and consistent.	2.71	249	2.77	95	2.63	115	3.00	4	3.00	1	2.77	35
44. Decisions are effectively communicated.	3.02	248	3.17	95	2.97	114	3.50	4	3.00	1	2.79	35
45. Regulatory services have improved.	2.48	248	2.52	95	2.44	114	2.75	4	3.00	1	2.46	35
Overall Approval Rating (10 point scale)												
46. Overall, how do you rate our product/service performance?	4.37	286	4.44	110	4.36	135	4.25	4	8.00	1	4.11	37



4. Overall Approval Rating

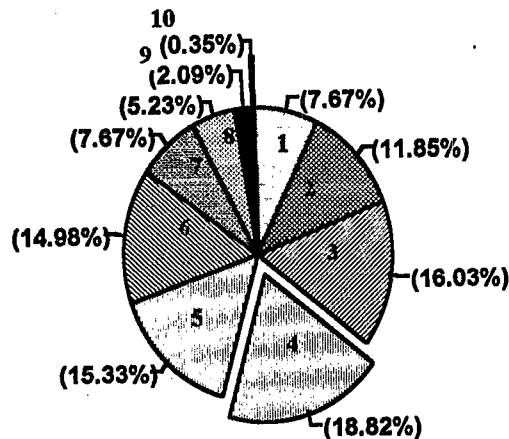
Respondents using a 10 point scale, with 1 representing "highly dissatisfied" and 10 representing "highly satisfied," the following question received a 4.39.

"Overall, how do you rate our product/service performance?"

The rating category respondents most selected was a "4" (54 respondents). Almost 70 percent of the respondents rated OPP below the mid point on the "overall approval" scale.

Table 4: Overall Approval Rating			
Rating Category	Number	Percent	Cumulative Percent(%)
1 Highly dissatisfied	22	7.7	7.7
2	34	11.8	19.5
3	46	16.0	35.5
4	54	18.8	54.3
5	44	15.3	69.6
6	43	15.0	84.6
7	22	7.7	92.3
8	15	5.2	97.5
9	6	2.1	99.6
10 Highly satisfied	1	0.4	100.0
Missing/Unknown	20	-	-
Total	307	100.0	100.0

Overall Approval Rating Average=4.39
Percent for each 10 point category



The 5 environmental/public interest groups gave a slightly higher rating for overall performance with an average 5.0 rating. There were 3 responses with a rating of 3, and 2 responses at 8.

5. Benchmarking

Benchmarking refers to the analyses of customers, competitors, trends in the market, differences in products or service characteristics, and the organization's performance. This method of analyses allows organizations to focus service area improvement on where it is most needed.

The overwhelming areas identified for improvement are timeliness and telephone responsiveness. Over 65 respondents specifically state that "timeliness" is an issue and over 60 highlight phone calls not being returned. A significant portion of the respondents state that other agencies/companies are generally able to respond in a faster and more reliable time-frame. One respondent state that the endless reassignment of personnel may be good for cross-training, but is to the efficiency of the organization. Another example given regarding poor timeliness is not receiving study results as soon as possible - especially when there are problems. The respondent indicated new studies/information could be ongoing while other reviews progress. This could shorten time to registration.

Concerning telephone responsiveness, numerous respondents indicate that they did not receive a timely response to phone calls; that calls often are not returned for several days. This appears to be a source of great frustration. The general indication is that the Agency needs to work on customer responsiveness, i.e., returning phone calls. In addition, the manner in which we communicate was highlighted. Some feel courtesy/professionalism is lacking in our communication style.

The third element most frequently mentioned is the lack of consistency for both regulatory decisions and science reviews.

Some respondents provided general comments under the Benchmarking section. Praise is given to the rejection rate analysis which provided needed guidance to better conducting the studies. Lack of resources was also acknowledged. One comment states "many of us in the industry recognize that most of the issues (timeliness, telephone responsiveness, consistency) are reflections of decreasing Agency resources in a time when Agency responsibilities are certainly not decreasing." Another comment states that although the Agency appears to be understaffed, they feel that the Agency has wasted resources in other areas. "I feel the Agency is trying to do too many things for too many people."

Table 4 which summarizes counts from the competitive Benchmarking and service activities are provided in the Appendix IV.

D. ANALYSIS

1. Performance Gaps

With many dimensions of data available, a means of prioritization provides valuable information for management decision-makers to concentrate scarce resources for program improvement. One method of comparison is to look at the difference between ratings. This is called the performance gap. Subtracting the performance rating from the importance rating gives a negative performance gap for every aspect rated under every program component of the survey. If the gap were to be positive, it would indicate that OPP's level of performance exceeds what customers want. With importance being equated as customer's expectations, customer expectations are not being met.

Table 5: Difference of Performance from Importance (Performance Gaps) by Core Process/Service Area			
<i>Core Process/Service Area</i>	<i>Importance Rating</i>	<i>Performance Rating</i>	<i>Difference (Gap)</i>
Biologicals	3.65	2.99	0.66
REDs	3.97	3.07	0.90
Special Review	4.04	2.89	1.15
New Active Ingredients/Tolerances	4.08	2.79	1.29
Reregistration - End-use Products	4.19	2.81	1.38
Non-Fast Track Applications (New Uses/Formulations)	4.26	2.76	1.50
Fast Track Applications (Me-Too's/Amendments)	4.29	2.78	1.51

By program core process/service area, Biologicals show the smallest performance gap of only 0.66. This is followed by REDs with a 0.90. The area with the largest performance gap is Fast Track (Me-Too's) with a 1.51. This is closely followed by Non-Fast Track Applications (New Uses/Formulations) with a 1.50.

When rating OPP's services to the public, timeliness receives the greatest gap between the importance rating and the performance rating (1.61); the smallest gap was for openness to the public (0.40) followed by "understandable/effective communication (0.98).

Table 6: Difference of Performance from Importance (Performance Gaps) by Service Standard Aspect

<i>Customer Service Standard</i>	<i>Importance Rating</i>	<i>Performance Rating</i>	<i>Difference (Gap)</i>
Open to public	3.67	3.27	0.40
Understandable/effectively communicated	4.06	3.08	0.98
Process has improved	4.01	2.88	1.13
Scientifically sound	4.18	2.93	1.25
Adequate guidance/clearly written	4.16	2.89	1.27
Consistent	4.11	2.79	1.32
Adequate resources	4.02	2.69	1.33
Timely	4.12	2.51	1.61

E. CONCLUSIONS

These survey results provide the Pesticide Program with very useful information. The respondent group included pesticide producers, formulators, environmental interest groups and public interest groups. The results indicate that the Agency has not met the expectations of the registrants or the environmental groups. The overall approval rating was a 4.39 on a scale of 10.

The environmental/public interest groups gave a slightly higher rating for overall performance with an average 5.0. Over 70 percent of the respondents rated the program below the mid point of the scale. The analysis of the program's current performance compared to the importance rating resulted in negative gaps for every service standard ranked. The service with the largest gap was timeliness of decisions, followed by consistent decisions. The core processes with the largest gaps were Fast Track Applications followed by Non-fast track. Additionally, comments provided in the Benchmarking segment clearly state that telephone responsiveness and professionalism needed improvement.

Registrants rated scientifically sound written decisions and receiving Agency policy guidance which is clearly written and easily accessed as the most important to them. For Agency programs, registrants rated fast track application then non-fast track as the most import. On the performance side, with the exception of REDs, all other categories were rated below average. (Less than a 3 rating).

The environmental/public **interest groups** rated effective communication of decisions followed by timely decisions as the most important to them. For Agency programs, they rated reregistration eligibility decisions and product reregistration as they're most important. On the performance side, timeliness of decisions received the lowest rating.

VII. RECOMMENDATIONS

Several opportunities for improvement were identified from the survey results. The **general public** (survey #1) rated as satisfactory or above, OPP's performance in responding to the public, the quality of information that they received from OPP, and OPP's ability to protect the environment and food supply. OPP received lower ratings for the public's ability to access pesticide information. The **EPA Regions and States** (survey #2) identified under funded mandates, few opportunities for early input into OPP's decision making process, and OPP's poor telephone responsiveness as their areas of concern. The **Registrant and Environmental/Public Interest community** (survey #3) rated OPP's overall approval at a 4.4 on a scale of 10, identifying the lack of timely decisions, lack of consistency in policy decisions, and poor telephone responsiveness as their areas of concern. The Registrants and Environmental/Public Interest group also indicated that no service, provided by OPP, met their expectations.

In providing three recommendations for targeted areas of improvement, the OPP workgroup Examined the following: service areas that each customer group identified; poor service standards that were consistently noted by all three customer groups; if the service area improvements were within OPP's domain; whether the improvements in one area amplify or detract the improvements in another service area; the upcoming OPP reorganization in 1996; and, other ongoing streamlining/re-engineering efforts.

Poor telephone responsiveness was noted by both the States and Regions, and the Registrants and Environmental/Public Interest community. Though the general public noted its inability to access pesticide information as its major area of concern, improvements in the telephone responsiveness of the program would assist in increasing their information accessibility. The level of telephone responsiveness will also be affected in the upcoming reorganization of OPP. In addition, any improvements in the telephone responsiveness also enhances the earlier involvement of States and Regions into the decision-making process which then amplifies timely and consistent regulatory decisions. Hence, by targeting improvement efforts (resources) towards this service standard, OPP will realize greater benefits.

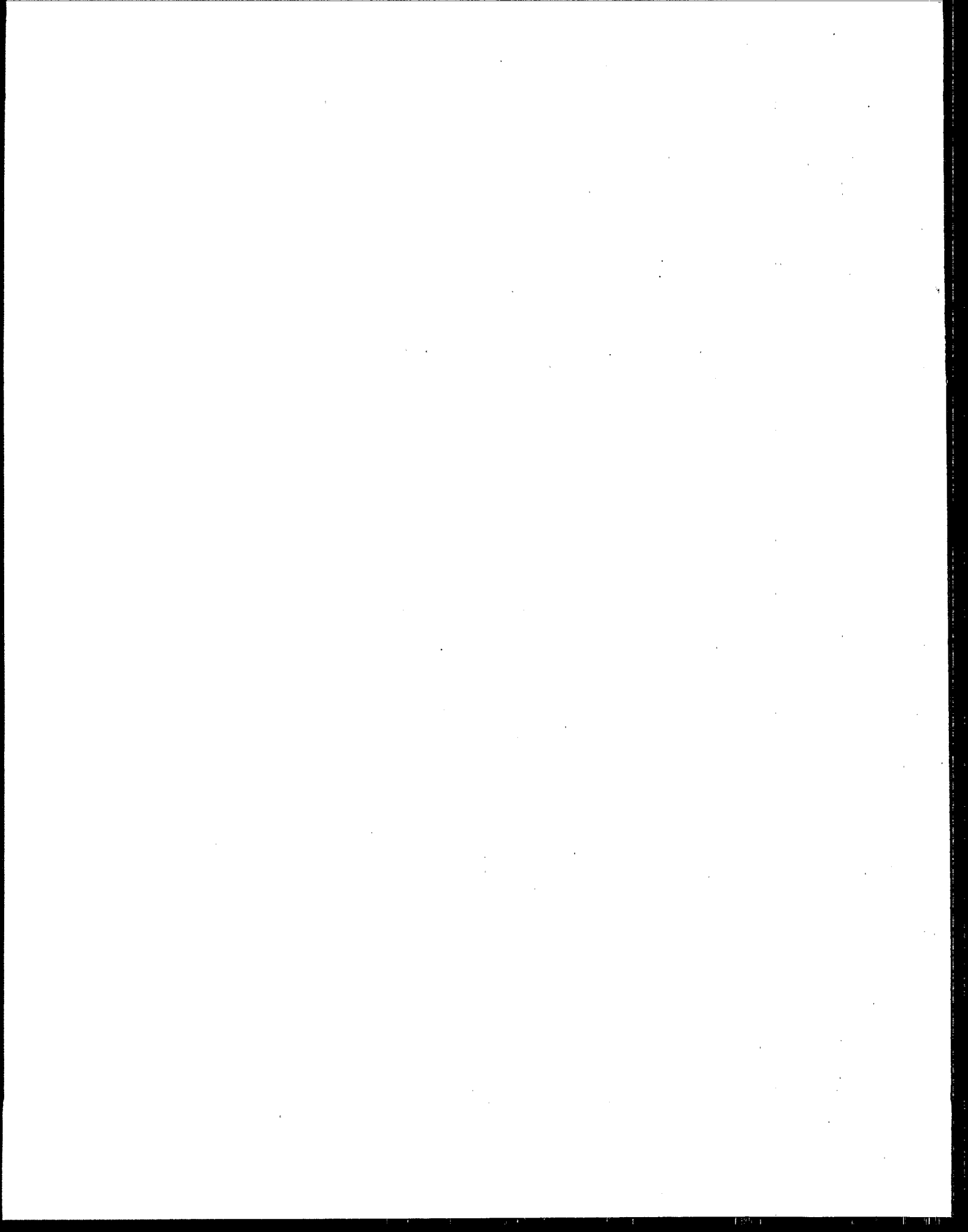
The second targeted area for improvement includes timely and consistent regulatory decisions, identified as the second major concern by the Registrants and Environmental/Public Interest community. Other service areas identified by States and Regions were earlier involvement in the decision-making process and under-funded mandates. The OPP workgroup chose the earlier involvement into the decision making process over under-funded mandates, since this service area is in OPP's domain. Thus, the under funded mandates issue could be addressed by the earlier involvement of all parties in the decision-making and priority goal setting process. In addition, the above service areas are also of concern during the upcoming reorganization.

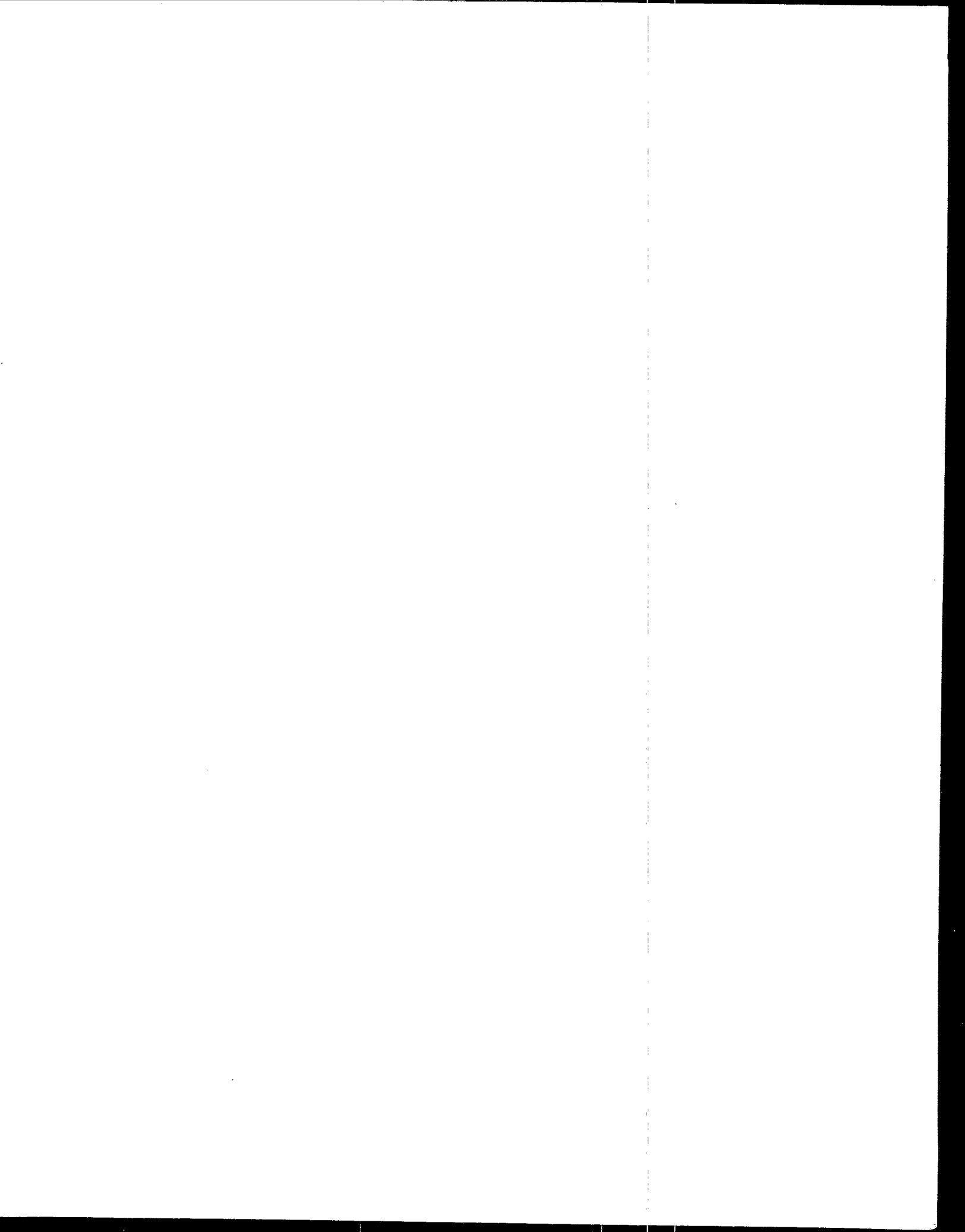
Therefore, the OPP Customer survey workgroup recommends the following 3 service areas for improvement:

1. Telephone responsiveness;
2. Timely and consistent regulatory decisions; and,
3. Earlier involvement of States and Regions in the decision-making and priority setting.

The information gained from these surveys will assist OPP in setting new customer service standards. The OPP workgroup recommends that to set new, effective and realistic customer service standards for the above service areas, staff and managers must be involved in the process. The workgroup also emphasizes that the Program must clearly communicate its expectations to both its external and internal customers, especially in light of the upcoming reorganization. This will then enhance the credibility of the organization and its improvement efforts.

Finally, effective and lasting improvements in OPP's ability to provide services to the satisfaction of its myriad of customers can be attained through the systematic integration of these data into the priority and budget planning process (i.e., adequate resources), reorganization activities, and other ongoing streamlining efforts.







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