



KALINGA STATE UNIVERSITY

Harmonized CSM Report
2023 (2nd Edition)



I. Overview

Kalinga State University is a national government agency established under Republic Act 10584. It has three campuses namely- Bulanao campus (Main campus), Dagupan campus and Rizal campus located in Bulanao, Tabuk City, Kalinga, Dagupan Weste, Tabuk City, Kalinga and Bulbul, Rizal, Kalinga respectively. The university's primary focus is on delivering advanced education, higher technological and professional instruction, and training in various fields such as arts, agriculture, forestry, social and natural sciences, technology, and other relevant areas of study. Additionally, the university is committed to promoting and conducting research and extension services.

As stated in the Anti-Red Tape Authority (ARTA) Memorandum Circular (M.C.) No. 2022-05, government agencies shall provide the harmonized Client Satisfaction Measurement (CSM) survey to clients who have completed a transaction with the Agency. Per Section 6.7.1 of ARTA M.C. No. 2019-002, the CSM shall "assess the overall satisfaction and perception of applicants or requesting parties on the government services accessed." Section 6.7.3 of the preceding M.C. also stated that the CSM "detailing the scope and period covered by the measurement, the methodology used, the results of the measurement, and the interpretation of the data shall be reported to the Authority."

II. Scope

Kalinga State University conducted the survey from January to December 2023, and was administered both online and on paper. Kalinga State University surveyed clients (students, faculty, parents etc.) who availed to the university services during the school year 2022-2023. A total of 44,495 clients responded to the CSM survey across all services. The survey adopted elements from its Citizen/Client Satisfaction Survey feedback mechanism and integrated the CSM tool provided by ARTA. The CSM form included questions that solicited information about the clients' 1) demographic background; 2) external service availed from KSU; 3) awareness of the Citizen's Charter; 4) overall satisfaction and rating of KSU's service according to the prescribed Service Quality Dimensions; 5) likelihood of repeat engagement and recommendation; and 6) suggestions to improve KSU's services. For ease of facilitation, each service has a corresponding CSM form.

KSU adhered to the eight Service Quality Dimensions (SQDs) provided by ARTA's in CSM templates:

1. Responsiveness – I spent a reasonable amount of time for my transaction.
2. Reliability – The office followed the transaction's requirements and steps based on the information provided.
3. Access and Facilities – The steps (including payment) I needed to do for my transaction were easy and simple.
4. Communication – I easily found information about my transaction from the office or its website.
5. Costs – I paid a reasonable amount of fees for my transaction.
6. Integrity – I felt the office was fair to everyone, or "walang palakasan," during my transaction.
7. Assurance – I was treated courteously by the staff, and (if asked for help) the staff was helpful.
8. Outcome – I got what I needed from the government office, or (if denied) denial of request was sufficiently explained to me.



Office of the Counselling, Testing and Placement Services	Internal Services		
	Application for College Admission Test	1101	2560
	Release of Results of College Admission Test	1093	2540
	Internal Services		
	Authentication of Certificate of Good Moral	3378	785
	Issuance of Certificate of Good Moral	776	1782
	Counseling Services	483	1123
	Testing Services	1093	2541
Scholarship Services	Internal Services		
	Issuance of Scholarship Certification	242	561
	Endorsement of Application for External Scholarship and Financial Assistance Program	268	623
Medical Services	Internal Services		
	Request for Medical Health Service	759	1765
	Issuance of Medical Certificate	340	789
	Request for Blood Pressure Taking/Monitoring	141	324
	Request for Issuance of Referral Letters	67	154
Dental Services	Internal Services		
	Request for Dental Consultation	107	241
	Request for Oral Prophylaxis, Tooth Restoration, and Tooth Extraction	68	156
Office of the Director for Library Services	Internal and External Services		
	Issuance of Borrower's Card	1172	4123
	Borrowing of Library Books on Open Shelves	1383	3214
	Borrowing of Library Books in Reserved Section	1532	3562
	Returning of Library Books	1533	3562
	Readers' Services	665	1546
	Issuance of Referral Letters	323	751
	Availing of Internet Services	1941	4512
	Availing of Photocopy Services	194	451
	Signing of Library Clearance (Faculty and Staff)	921	2142
	E-library Services	1093	2541
Student Internship Abroad Program	Internal Services		
	Evaluation of OJT-abroad Applicants' Document	195	452
	Evaluation and On-Line Registration of Final Applicant's Document	191	442
Office of the Director for Science Laboratories	Internal and External Services		
	Borrowing and Issuance of Laboratory Equipment and Apparatus	612	1421
	Returning Borrowed Laboratory Equipment and Apparatus	613	1421
	Issuance and Receiving Laboratory Chemicals	197	458
	Receiving of Borrowed Laboratory Equipment and/or Apparatuses which are Broken/Damaged by the Borrower	198	458
	Signing of Clearance for Laboratory (Students, Faculty Members, and Non-Teaching Staff)	625	1452
Cashiering Office	External Services		
	Collection of School Fees	2488	5784
	Collection of Other Fees	2471	5745
	Internal and External Services		



The services surveyed are the following:

OFFICE/ COLLEGE	External Services	Responses	Total Transactions
Office of the Laboratory High School Principal	Admission of New Students during Enrolment	52	119
	Enrolment for Transferees	10	23
	Issuance of Permanent Record (Form 137-A)	47	109
	Authentication of Records (Form 137-A, Form 138, Diploma, Certificate of Completion)	25	56
	Issuance of Certificate of Good Moral Character	51	118
	Issuance of Certificate of Identification	51	118
	Internal Services		
	Enrolment for Old Students	50	115
	Issuance of Certificates (Enrolment, Non-Membership to Left-Leaning Organization Class Rank, General Weighted Average, Graduate Student)	45	103
	Dropping of Subjects	5	5
	Completion of Grades	25	56
Office of the College Dean- CAFES, CBAA, CLASS, CHNS, CEIT, CoED, CLAW, CETHM, CPAIG, CCJE, Cag, CoF,	External Services		
	Enrolment of Freshmen	1106	2570
	Enrolment of Student Transferee	77	178
	Admission of Returning Student	44	102
	Internal Services		
	Enrolment of Old Students	2093	4870
	Adding/Dropping Subjects	5620	1320
Completion of Grades	446	989	
Office of the University Registrar	External Services		
	Issuance of Certification of Non-Issuance of Year Book	559	1298
	Issuance of Transfer Credentials	483	1123
	Authentication of Official Transcript of Records and Diploma	249	578
	Issuance of Certification of Graduation	504	1172
	Internal Services		
	Issuance of True Copy of Grades	559	1298
	Issuance of Certification, Authentication, and Verification (CAV) to DFA	101	231
Issuance of Transcript of Records	495	1145	
Office of Student Dev't Ser. and Placement Serv.	Internal Service		
	Subject Validation	205	476



III. Methodology

The number of clients served per service in each office varied. As such, some overrepresentation or under-representation was expected. Instead of a systematic random sampling, the survey used a convenience sampling method, a non-probability sampling method that relied on data collection from the population (KSU's external clients) who were conveniently available to participate and provide feedback. The administration of the survey to all the clients served by each office was highly encouraged. Clients were invited to answer the feedback form voluntarily. This method was expected to result in an uneven distribution of respondents.

Clients may answer the CSM using the Google Form shared to them by the office of the quality assurance. Clients also had the option of responding using the print version of the CSM forms which the concerned office had downloaded or accessed from the quality assurance office.

Authorized personnel from the office of the quality assurance performed the data analysis in this report. The 8 SQD questions were scored using a 5-point Likert Scale. The simple average of the client's agreement or disagreement to each question was used to get the rating for each service.

The interpretation of the results are as follows:

Scale	Average	Rating
1	.00-1.49	Very Unsatisfied
2	1.50-2.49	Unsatisfied
3	2.50-3.49	Neither Unsatisfied nor Satisfied
4	3.50-4.49	Satisfied
5	4.50-5.00	Very Satisfied

IV. Result of the Harmonized CSM for FY 2023:

A. Mean score of CC Awareness, Visibility of the CC to clients and CC Effectiveness

External/Internal Services	Reponses	Percentage
CC1: I know what a CC is and I saw this office's CC.	17660	39.69%
CC1: I know what a CC is but I did NOT see this office's CC.	223	0.50%
CC1: I learned of the CC only when I saw this office's CC.	26488	59.53%
CC1: I do not know what a CC is and I did not see one in this office.	124	0.28%
CC1: Easy to see	17659	40.00%
CC1: Somewhat easy to see	15819	35.83%
CC1: Difficult to see	10547	23.89%
CC1: Not visible at all	123	0.28%
CC3: Helped very much	26147	59.23%
CC3: Somewhat helped	17659	40.00%
CC3: Did not help	342	0.77%



A significant portion (59.53%) learned about the Citizens Charter only when they saw it in the office, highlighting the importance of visual communication. The majority find the Citizens Charter easy (40.00%) or somewhat easy (35.83%) to see, indicating a positive trend in visibility. A strong majority (59.23%) believe that the Citizens Charter helped them very much, suggesting a positive impact. Another significant portion (40.00%) thinks it somewhat helped.

The table suggests a positive trend in terms of Citizens Charter awareness, visibility, and perceived effectiveness. The majority of clients have learned about the CC through visual means, and a significant number find it easy to see. The high percentage of respondents stating that the CC helped them very much indicates a positive impact on their understanding and engagement. However, there is still a small percentage (0.77%) who feel that the CC did not help, which might be an area for further investigation and improvement.

B. Mean score for Service Quality Dimension

Service Quality Dimension	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree	Rating
Responsiveness	143	665	4115	12237	26988	4.48
Reliability	0	0	6622	8830	28696	4.48
Access and Facilities	182	266	1674	9447	32579	4.68
Communication	0	29	412	13113	30594	4.68
Cost	69	93	215	15626	28145	4.62
Integrity	0	0	463	16207	27478	4.61
Assurance	55	445	944	23247	19457	4.40
Outcome	38	124	755	24574	18657	4.40
Overall	487	1622	15200	123281	212594	4.55

The table shows that the respondents generally have positive perceptions of the dimensions of service quality, particularly in the context of the Citizens Charter (CC). Across dimensions such as responsiveness, reliability, access and facilities, communication, cost, integrity, assurance, outcome, and overall service quality, a significant proportion of respondents either agree or strongly agree with the provided statements. Particularly, access and facilities, as well as cost, received notably high levels of strong agreement, indicating a high level of satisfaction in these areas. However, there are areas of potential concern, such as communication and responsiveness, where the percentages in the agree and strongly agree categories are comparatively lower, pointing to potential opportunities for improvement. Despite these specific concerns, the overall service quality, as reflected in the average rating of 4.55, indicates a generally positive sentiment among respondents towards the Citizens Charter and the services it encompasses.



C. Mean Score per Service

OFFICE/ COLLEGE	External Services	Overall Rating
	External Services	4.35
Office of the Laboratory High School Principal	Admission of New Students during Enrolment	4.41
	Enrolment for Transferees	4.48
	Issuance of Permanent Record (Form 137-A)	4.52
	Authentication of Records (Form 137-A, Form 138, Diploma, Certificate of Completion)	4.53
	Issuance of Certificate of Good Moral Character	4.25
	Issuance of Certificate of Identification	4.13
	Internal Services	4.30
	Enrolment for Old Students	4.32
	Issuance of Certificates (Enrolment, Non-Membership to Left-Leaning Organization Class Rank, General Weighted Average, Graduate Student)	4.45
	Dropping of Subjects	4.14
	Completion of Grades	
Office of the College Dean- CAFES, CBAA, CLASS, CHNS, CEIT, CoED, CLAW, CETHM, CPAIG, CCJE, Cag, CoF,	External Services	4.72
	Enrolment of Freshmen	4.85
	Enrolment of Student Transferee	4.75
	Admission of Returning Student	4.57
	Internal Services	4.93
	Enrolment of Old Students	4.95
	Adding/Dropping Subjects	4.89
	Completion of Grades	4.94
Office of the University Registrar	External Services	4.93
	Issuance of Certification of Non-Issuance of Year Book	4.95
	Issuance of Transfer Credentials	4.89
	Authentication of Official Transcript of Records and Diploma	4.92
	Issuance of Certification of Graduation	4.97
	Internal Services	4.65
	Issuance of True Copy of Grades	4.98
	Issuance of Certification, Authentication, and Verification (CAV) to DFA	4.89
	Issuance of Transcript of Records	4.95



Office of Student Dev't Ser. and Placement Serv.	Internal Service	4.12
	Subject Validation	4.12
Office of the Counselling, Testing and Placement Services	Internal Services	4.67
	Application for College Admission Test	4.68
	Release of Results of College Admission Test	4.65
	External Services	4.51
	Authentication of Certificate of Good Moral	4.35
	Issuance of Certificate of Good Moral	4.46
	Counseling Services	4.57
	Testing Services	4.65
Scholarship Services	Internal Services	4.47
	Issuance of Scholarship Certification	4.56
	Endorsement of Application for External Scholarship and Financial Assistance Program	4.47
Medical Services	Internal Services	4.92
	Request for Medical Health Service	4.95
	Issuance of Medical Certificate	4.89
	Request for Blood Pressure Taking/Monitoring	4.96
	Request for Issuance of Referral Letters	4.89
Dental Services	Internal Services	4.96
	Request for Dental Consultation	4.97
	Request for Oral Prophylaxis, Tooth Restoration, and Tooth Extraction	4.95
Office of the Director for Library Services	Internal and External Services	4.85
	Issuance of Borrower's Card	4.95
	Borrowing of Library Books on Open Shelves	4.91
	Borrowing of Library Books in Reserved Section	4.87
	Returning of Library Books	4.56
	Readers' Services	4.87
	Issuance of Referral Letters	4.75
	Availing of Internet Services	4.86
	Availing of Photocopy Services	4.98
	Signing of Library Clearance (Faculty and Staff)	4.87
	E-library Services	4.86
	Internal Services	3.84
	Evaluation of OJT-abroad Applicants' Document	3.56



Student Internship Abroad Program	Evaluation and On-Line Registration of Final Applicant's Document	4.11
Office of the Director for Science Laboratories	Internal and External Services	4.876
	Borrowing and Issuance of Laboratory Equipment and Apparatus	4.91
	Returning Borrowed Laboratory Equipment and Apparatus	4.86
	Issuance and Receiving Laboratory Chemicals	4.87
	Receiving of Borrowed Laboratory Equipment and/or Apparatuses which are Broken/ Damaged by the Borrower	4.78
	Signing of Clearance for Laboratory (Students, Faculty Members, and Non-Teaching Staff)	4.96
Cashiering Office	External Services	4.30
	Collection of School Fees	4.36
	Collection of Other Fees	4.23
Office of the Director for Business Affairs	Internal and External Services	4.32
	Request for Rental of Monobloc Chairs	4.76
	Request for Official ID for New Student	4.32
	Request for Risograph Printing Job for Printing of Materials	4.05
	Request for Purchasing of Eggs	4.14
	Request for the Purchase of Livestock	4.35
Procurement Management Office	External Services	4.82
	Availment of Bidding Documents	4.68
	Issuance of Procurement Opportunities (Canvass Proposal, RFQ, REI, NNP and RFP) through Alternative Modes of Procurement	4.86
	Request of Advance Payment for Mobilization	4.95
	Request for Final Payment	4.93
	Request for Authentication/Certified True Copy of Contracts and Notices	4.68
	Internal Services	4.65
	Procurement of Goods, Services, and Civil Works under Alternative Mode of Procurement	4.65
Supply and Property Management Office	Internal and External Services	3.85
	Receiving of Delivered Goods/ Supply/ Materials/ Equipment/ Services	3.59
	Delivery of Goods/ Supply/ Materials Equipment/ Services	4.11



Research and Extension Offices	Internal and External Services	3.87
	Issuance of Advice to Proceed to Conduct Research/ Extension Project	4.05
	Issuance of Request for Copy of Research/Extension Technology Information Project	4.02
	Request for the Service of Expert	3.54
Office of the Campus Administrator	Internal Services	4.66
	Releasing of Travel Orders	4.68
	Approval of Leave Applications	4.84
	Approval of Request for Transportation	4.78
	Approval of Request on Use of Facilities	4.64
	Approval of Request for Repairs and Maintenance	4.56
	Consolidation of College/Unit Reports	4.54
	Approval of College/Unit Budget	4.56
	Resolving Internal Problems	4.68
Office of the University President	Internal and External Service	4.97
	Processing of Request/Incoming External Communication	4.97
Office of the Univ. Board Secretary	Internal Service	4.85
	Issuance of Board Policies/Board Actions	4.85
	Overall	4.56

The table shows the comprehensive evaluation of service quality across various offices and colleges in Kalinga State University, encompassing both external and internal services, concluding in an overall rating. Notable comparisons highlight the exemplary performance of certain offices, particularly the Office of the University President. With a remarkable average rating of 4.97, it excels in both internal and external services, handling the processing of requests and managing incoming external communications with exceptional efficiency. This contrasts with other offices, such as the Student Internship Abroad Program, which received comparatively lower ratings for evaluating documents (3.56), indicating areas for potential improvement. Additionally, the Office of the College Dean stands out for its excellence in both external and internal services, achieving high ratings for various enrolment processes and administrative tasks. The Office of the University Registrar also garners impressive ratings for external services, particularly in managing certifications and transcripts, further emphasizing the institution's commitment to service quality. The table underscores the critical role of exemplary offices like the Office of the University President in maintaining high standards of service delivery within the institution, while also identifying areas for enhancement across other departments.



V. Results of the Agency Action Plan Reported in AY 2022

OFFICE/ COLLEGE	COMPLIMENTS/COMMENTS	ACTION TAKEN
1. Registrar's Office	"Continue your good service"	Sustain
	" Very accommodating Staffs"	Sustain
	" Very Fast Service"	Sustain
	"Efficient and good service"	Sustain
	" Very approachable staff"	Sustain
	No registrar's Office at KSU Dagupan Campus	Dagupan Campus is approximately 6 KM away from Bulanao campus where the registrar's office is situated. The office recommended for the opening of registrar's office at Dagupan Campus
2. Finance	Unliquidated cash advances	Issued notice to the concern employees
	"Well ventilated office"	Sustain
	" Great Job"	Sustain
3. Records Office	Discrepancies on the Service records of employees	201 file of employees was reevaluated or checked for inconsistency with the actual number of days/years rendered by the employees.
4. Library Services	1. Unavailability of requested books	2. Requested faculties to submit the list of books they need.
5. Health Services	"Very accommodating staff"	Sustain
	"Newly furnish clinic"	Sustain
	Additional Staff for cater the increasing number of clients	Request for COS staff
6. CHNS	1. Failed subject due to unaccomplished INC grade 2. Failure of students to comply with the retention policy during their 3 rd or 4 th year.	1. Inform program chairman to regularly review and post students who has INC grade 2. Decisions should be agreed upon the college academic council
7. CCJE		
8. CPAIG		
9. CAFES		
10. CLA		
11. CBAA		
12. CEIT		
13. COED		
14. CF		
15. CA		
16. CLAW		



VI. Continuous Agency Improvement Plan for AY 2024

A Continuous Improvement Plan for the Academic Year 2024 can be developed based on the identified strengths and areas for improvement on average score of services. The following are recommended:

1. Enhancing Internal Services for Specific Offices:

The Student Internship Abroad Program has received lower ratings, particularly for evaluating documents. A targeted improvement plan should be implemented, focusing on streamlining the evaluation process and ensuring timely and efficient handling of documents to enhance the overall internal service quality.

2. Strengthening Enrolment Processes:

While the Office of the College Dean excels in various aspects of enrolment, there may be opportunities to further improve the admission process for returning students, where the rating is slightly lower. Implementing measures to streamline this process and address any identified issues will contribute to an overall improvement in enrolment services.

3. Optimizing Communication Services:

The Office of the University President, with its high overall rating, can play an important role in leading the optimization of communication services. Emphasizing clear and efficient communication both internally and externally, coupled with technology integration for handling requests, will contribute to an even more streamlined process.

4. Continuous Training and Development:

Offices that have consistently high ratings, such as the Office of the College Dean and the Office of the University Registrar, should continue to invest in the training and development of staff to maintain and enhance their service quality. This can include workshops on the latest technologies, client service best practices, and effective communication strategies.

5. Feedback Mechanism:

Implementing a robust feedback mechanism for all services can be beneficial. Regularly collecting feedback from students, faculty, and staff will provide valuable insights into areas that require improvement and help in addressing issues promptly.

6. Benchmarking and Best Practices Sharing:

Encourage collaboration and information sharing among different offices. Offices with exemplary ratings can share their best practices and insights with others, fostering a culture of continuous improvement across the institution.

7. Technology Integration:

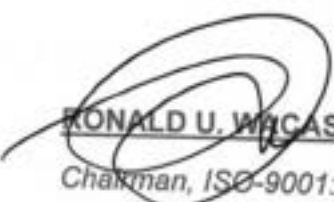
Explore opportunities for integrating technology into service processes. This can include the use of online platforms for document submissions, automated communication systems, and digital record-keeping, which can enhance efficiency and reduce the likelihood of errors.



8. Regular Review and Monitoring:


Establish a continuous review and monitoring process for service quality. Regularly assess the effectiveness of implemented improvement strategies and adjust them as necessary to ensure sustained progress.

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Appendices:

A. Onsite Survey Form

	Kalinga State University OFFICE OF THE QUALITY ASSURANCE CLIENT SATISFACTION SURVEY FORM HELP US SERVE YOU BETTER!	Doc. Ref No:	QA-CSS-F1
		Effectivity Date:	11-20-2022
		Revision No:	0
		Page No:	1

This Client Satisfaction Measurement (CSM) tracks the customer experience of government offices. Your feedback on your recently concluded transaction will help this office provide a better service. Personal information shared will be kept confidential and you always have the option to not answer this form.

I. Client Information

Name (Optional): _____
 Office/College Visited: _____
 Service/s received: _____

Client type: Citizen Business Government (Employee or another agency)

Date: _____ Sex: Male Female Age: _____

INSTRUCTIONS: Check mark (✓) your answer to the Citizen's Charter (CC) questions. The Citizen's Charter is an official document that reflects the services of a government agency/office including its requirements, fees, and processing times among others.

CC1 Which of the following best describes your awareness of a CC?

- 1. I know what a CC is and I see this office's CC
- 2. I know what a CC is but I did NOT see this office's CC
- 3. I learned of the CC only when I saw this office's CC
- 4. I do not know what a CC is and I did not see one in this office. (Answer N/A on CC2 and CC3)

CC2 If aware of CC (answered 1-3 in CC1), would you say that the CC of this office was ...?

- 1. Easy to see 4. Not visible at all
- 2. Somewhat easy to see 5. N/A
- 3. Difficult to see

CC3 If aware of CC (answered codes 1-3 in CC1), how much did the CC help you in your transaction?

- 1. Helped very much 3. Did not help
- 2. Somewhat helped 4. N/A

INSTRUCTIONS:

For SQD 0-8, please put a check mark (✓) on the column that best corresponds to your answer.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	N/A Not Applicable
SQD0. I am satisfied with the service that I availed.						
SQD1. I spent a reasonable amount of time for my transaction.						
SQD2. The office followed the transaction's requirements and steps based on the information provided.						
SQD3. The steps (including payment) I needed to do for my transaction were easy and simple.						
SQD4. I easily found information about my transaction from the office or its website.						
SQD5. I paid a reasonable amount of fees for my transaction. (If service was free, mark the N/A column)						
SQD6. I feel the office was fair to everyone, or "awang pagkasan" during my transaction.						
SQD7. I was treated courteously by the staff, and (if asked for help) the staff was helpful.						
SQD8. I got what I needed from the government office, or (if denied) denial of request was sufficiently explained to me.						

Suggestions on how we can further improve our services (optional):

_____ **THANK YOU!**



B. Online Survey Form



KSU Client Satisfaction Measurement Survey

HELP US SERVE YOU BETTER!

This short CSM survey aims to track the customer experience of government offices. Your answers will enable this office to provide a better service. Personal information shared will be kept confidential.

Thank you.

Email *

Valid email

This form is collecting emails. [Change settings](#)

Name (Optional)

Short answer text