

# **Department of Homeland Security U.S. Citizenship and Immigration Services**

Refugee, Asylum and International Operations Directorate (RAIO)  
Asylum Office Customer Satisfaction Survey

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Final Report  
July 2012



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## **EXECUTIVE SUMMARY**

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## Introduction and Methodology

This study was conducted using the methodology of the American Customer Satisfaction Index (ACSI). The ACSI is the national indicator of customer evaluations of the quality of goods and services available in the U.S. It is the only uniform, cross-industry/government measure of customer satisfaction. Since 1994, the ACSI has measured satisfaction, its causes, and its effects, for seven economic sectors, 41 industries, more than 200 private-sector companies, two types of local government services, the U.S. Postal Service, and the Internal Revenue Service.

The ACSI is widely used to measure customer satisfaction among government programs. This methodology has measured hundreds of programs of federal government agencies since 1999. This allows benchmarking between the public and private sectors and provides information unique to each agency on how its activities that interface with the public affect the satisfaction of customers. The effects of satisfaction are estimated, in turn, on specific objectives (such as public trust).

This report was produced by CFI Group. If you have any questions regarding this report, please contact CFI Group at 734-930-9090.

### Segment Choice

This study is about individuals who received services from a USCIS Asylum Office and were interviewed by an USCIS asylum officer as part of the process.

### Customer Samples and Data Collection

A total of eight office locations participated in the survey and they include: Arlington Asylum Office (ZAR), Chicago Asylum Office (ZCH), Houston Asylum Office (ZHN), Los Angeles Asylum Office (ZLA), Miami Asylum Office (ZMI), New York Asylum Office (ZNY), Newark Asylum Office (ZNK) and San Francisco Asylum Office (ZSF).

Paper surveys were administered to customers at each Asylum Office. Each office had a quota of 100 completed surveys although many offices exceeded that quota. In those instances, rather than restricting the analysis to 100 responses per office, data from all questionnaires were used. A total of 933 responses were collected from September 2011 through March 2012. In order to avoid any potential bias related to the outcome of an individual asylum case, surveys were collected after the interview but before the final decision was served to the applicant. Due to the use of convenience sampling, the results may not be representative of the overall population of asylum applicants.

**Table A: Responses by Office**

Responses by office		
Arlington Asylum Office (ZAR)	11%	101
Chicago Asylum Office (ZCH)	12%	115
Houston Asylum Office (ZHN)	12%	116
Los Angeles Asylum Office (ZLA)	12%	110
Miami Asylum Office (ZMI)	12%	109
Newark Asylum Office (ZNK)	10%	95
New York Asylum Office (ZNY)	13%	118
San Francisco Asylum Office (ZSF)	18%	169
<b>Number of Respondents</b>		<b>933</b>

### Questionnaire and Reporting

The questionnaire used is shown in Appendix D. It was designed to be agency-specific in terms of activities, outcomes, and introductions to the survey and specific question areas. However, it follows a format common to all the federal agency questionnaires that allow cause-and-effect modeling using the ACSI model. CFI Group collaborated with USCIS to develop the questionnaire.

Most of the questions in the survey asked the respondent to rate items on a 1 to 10 scale, where “1” is “poor” and “10” is “excellent.” Scores are converted to a 0 to 100 scale for reporting purposes. Appendix A contains tables of responses to non-modeled questions. These are categorical and “Yes/No” type questions where a response is not on a 1 to 10 scale. Appendix B contains score tables for questions that were rated on a 1 to 10 scale at an aggregate level and segmented by groups. Appendix C contains verbatim comments to the responses for open-ended questions.

Where reported, sample sizes are shown under graphics with the label “N”.

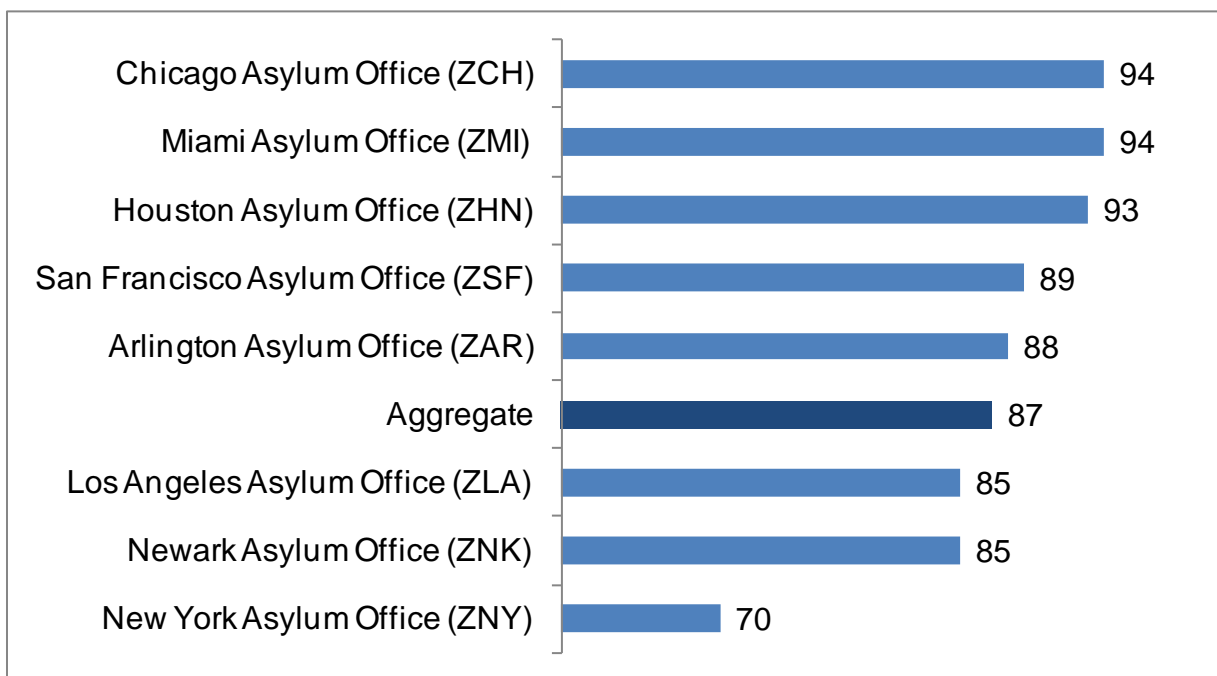
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## Overall Findings

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Customers are highly satisfied with the services they receive from USCIS’s Asylum Offices; their overall satisfaction index is 87 on a scale of 0 to 100. For comparison, the federal government satisfaction index is currently 67. At the office-level, customers who were serviced by the Miami Asylum Office, Chicago Asylum Office and the Houston Asylum Office were the most satisfied with indices of 93 or 94. Conversely, satisfaction was the lowest for those serviced by the New York Asylum Office with a satisfaction index of 70.

**Table 1: Satisfaction by Office**



The Asylum Officer is the primary driver of satisfaction for customers. Officers do well in providing needed information to customers. They are highly knowledgeable and polite. Across seven of eight offices, Asylum Officers score in the high 80s or 90s; these scores indicate a high level of performance. The New York Office is the one exception with scores considerably lower for Asylum Officer performance. However, the issue at New York is not so much the politeness of the Officer as it is knowledge and providing needed information to customers. Additionally, while 17% of all respondents felt that the Officer was either argumentative or biased, at New York 29% of respondents felt they were. So in addition to being more likely to not receive the information they sought, New York customers are more likely to feel the Officer is biased or argumentative compared to customers at other offices.

The Front Desk and Wait Times have a moderate impact on satisfaction. Front Desk staff are very polite with a rating of 94 on a 100-point scale. With respect to wait time, the time between the filing date and the interview is rated as being satisfactory with a score of 87. The wait time for the start of the interview once at the office scores a bit lower at 82. However, none of these scores would indicate that there is much of an issue with the Front Desk service or with Wait Times. Scores were relatively high across most locations for

Front Desk. In particular, the Chicago Asylum Office, the Houston Asylum Office, and the Miami Asylum Office were the offices that performed best with Wait Times and Front Desk as all these three locations were rated in the 93 to 95 range.

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## Recommendations

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With overall satisfaction at 87, it may be difficult for USCIS to significantly improve its asylum office customer satisfaction scores at an aggregate level. However, at certain locations there appears to be opportunity for improvement.

- The Asylum Officer is the key driver of customer satisfaction. At most locations it will be difficult to improve upon their performance. At New York, providing needed information and Officer knowledge are areas to target for improvement. Although Asylum Officers are performing at a high level at the Los Angeles Asylum Office, there may be an opportunity to improve upon the information being provided at this location. Additionally, reducing the feelings that the Officer is biased or argumentative will improve satisfaction. Customers who did not feel that the Officer was biased or argumentative had a satisfaction score of 90. However, if customers felt the Officer was argumentative or biased, satisfaction falls to 72. The New York Asylum Office and the Los Angeles Asylum Office had the highest percentages of customers feeling the officer was biased or argumentative. At New York, 29% of respondents found the officer to be argumentative and at Los Angeles 23% did.
- Wait Time and Front Desk do not appear to be problematic areas for many offices. However, as a secondary priority some locations, Los Angeles in particular as well as Newark, New York and San Francisco should address wait time for the start of the interview. Given there may be staffing constraints at offices, managing expectations about waiting times may be as important as efforts to actually reduce the waiting time for customers.
- The Asylum portion of the USCIS Website, which is the part the respondents evaluated, has a modest impact on satisfaction and appears to be meeting information needs well. Given its modest impact on satisfaction and high ratings, there appears to be no need to address the website at this time.
- Each office can review their scores in Appendix B (Table 16: Scores by Location) to see their relative strengths and opportunities for improvement.

## **DETAILED REPORT**

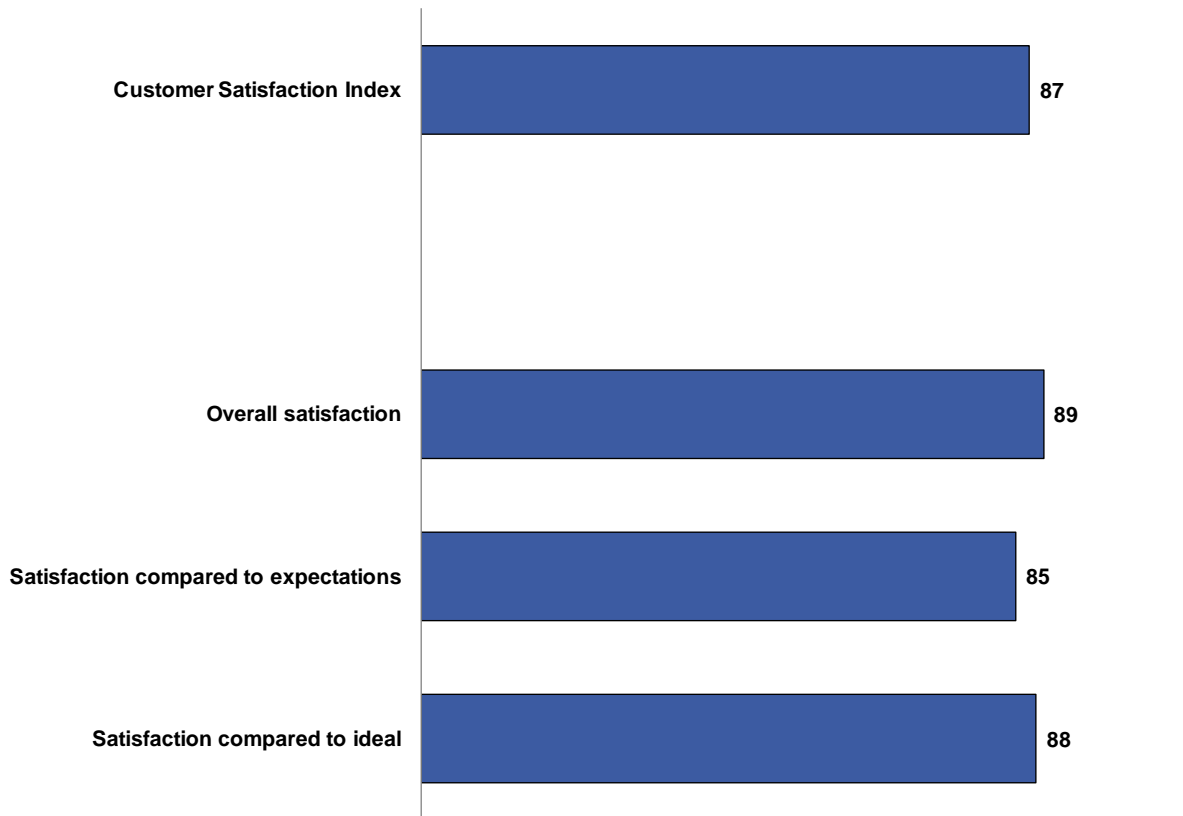
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## Customer Satisfaction Index

The **Customer Satisfaction Index (CSI)** is a weighted average of three questions: overall satisfaction, satisfaction compared to expectations and satisfaction compared to the ideal. The questions are answered on 1 to 10 scale and converted to a 0 to 100 scale for reporting purposes. The model assigns the weights to each question in a way that maximizes the ability of the index to predict changes in agency satisfaction.

**The 2012 Customer Satisfaction Index with USCIS Asylum Offices is 87 on a scale of 0 to 100.** This is 20 points higher than the current Federal Government average (67) and indicates a high level of satisfaction with the services provided by USCIS Asylum Offices.

**Table 2: Aggregate Customer Satisfaction Index**



N=924

Satisfaction was highest with customers who visited the Miami Office or the Chicago Office, as each had Customer Satisfaction Indices of 94. Houston customers were nearly as satisfied with a score of 93. Customers of New York had the lowest satisfaction at 70.

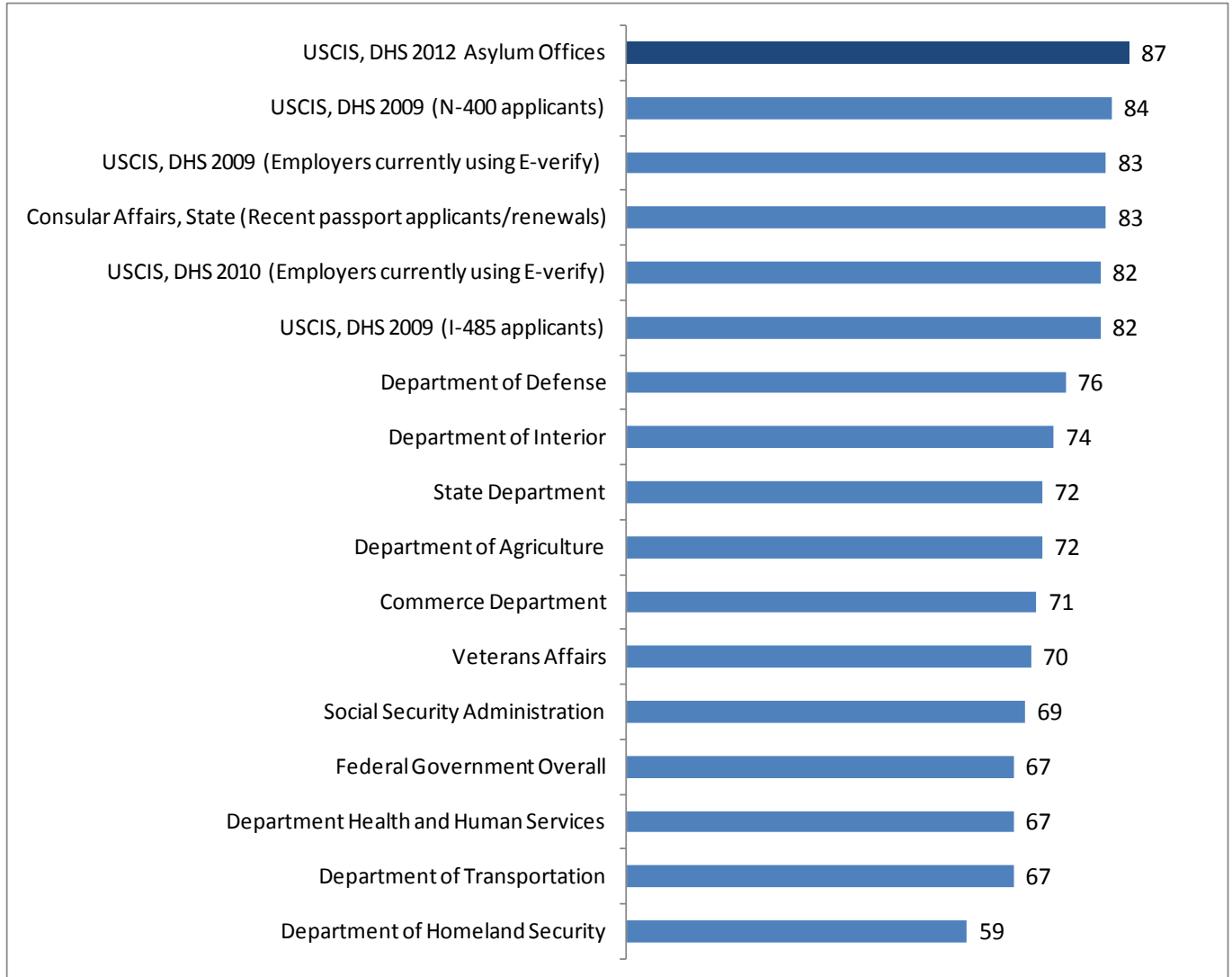
**Table 3: Customer Satisfaction Index by Office**

	Arlington (ZAR)	Chicago (ZCH)	Houston (ZHN)	Los Angeles (ZLA)	Miami (ZMI)	Newark (ZNK)	New York (ZNY)	San Francisco (ZSF)	Aggregate
<b>Sample Size</b>	101	115	116	110	109	95	118	169	933
<b>Customer Satisfaction Index</b>	88	94	93	85	94	85	70	89	87
Overall satisfaction	87	94	94	88	95	87	72	91	89
Satisfaction compared to expectations	89	93	91	81	91	83	66	88	85
Satisfaction compared to ideal	88	94	93	85	94	84	72	89	88



Benchmarks show that satisfaction with USCIS Asylum Offices outscores peer agencies such as Consular Affairs. Historically satisfaction with USCIS programs has been high with scores for E-Verify users, N-400 applicants and I-485 applicants in the 80s. However, with a score of 87, the Asylum Offices have higher satisfaction than all other reported USCIS benchmarks. Other benchmarks include federal government departments and the overall federal government score (67). Please note that the Department of Homeland Security score mostly represents individuals evaluating their experience with airport security.

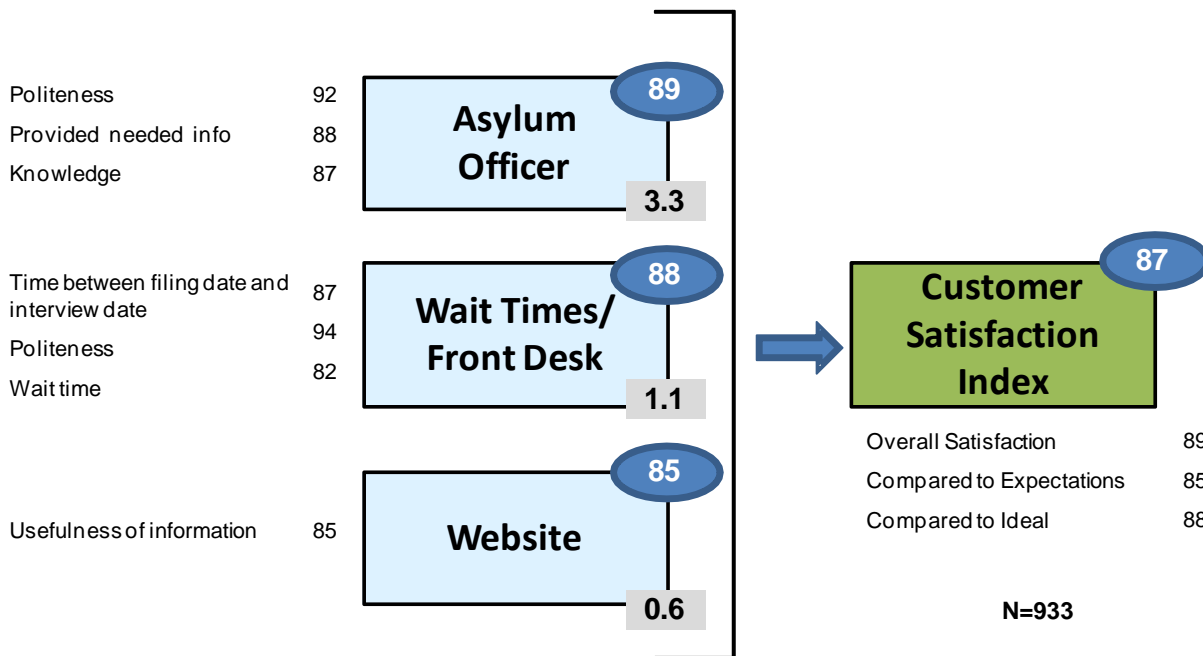
**Table 4: Customer Satisfaction Benchmarks**



## USCIS Asylum Office Customer Satisfaction Model

The Customer Satisfaction Model for satisfaction with USCIS Asylum Offices is comprised of drivers of satisfaction, which are shown on the left-hand side of the model picture below and the customer satisfaction index (shown on the right).

**Table 5: 2012 U.S. Citizenship and Immigration Service – Asylum Offices Model**



The 90% confidence interval around the USCIS RAI0 customer satisfaction index is +/- 1.0 point. The confidence interval (often referred to colloquially as the “margin of error”) provides information about how precisely the CSI score in our survey sample reflects the “true” CSI score for the total population of your customers. A confidence interval of +/- 1.0 points is quite precise in the context of ACSI surveys at the sample size of 933, and essentially means that there is a 90% probability that the CSI is between 86 and 88.

USCIS RAI0 can use the scores (in circles) and impacts (in rectangles) from the model shown above to target areas for improvement that will have the greatest leverage on Customer Satisfaction.

Attribute scores are the mean (average) respondent scores to each individual question asked in the survey, such as question 6 (“How polite was the asylum officer?”). Respondents are asked to rate each item on a 1-10 scale with “1” being “poor” and “10” being “excellent.” CFI Group converts the mean responses to these items to a 0-100 scale for reporting purposes. It is important to note that these scores are averages, not percentages. The score is best thought of as an index, with 0 meaning “poor” and 100 meaning “excellent.”

A component score is the weighted average of the individual attributes comprising the component. A score is a relative measure of performance for a component, as given for a particular set of respondents. In the model illustrated above, scores for attributes “Politeness of officer,” “Officer provided information needed” and “Knowledge of officer” are combined to create the component score for Asylum Officer.

Impacts should be read as the effect of the subsequent component if the initial component (driver) were to be improved or decreased by five points. Impacts are derived by a statistical regression model from customer responses. Impacts are not something survey respondents provide directly. They are an output of the CFI Group satisfaction modeling analysis.

For example, if the score for Asylum Officer increased by 5 points (89 to 94), Customer Satisfaction would increase by the amount of its impact, 3.3 points, (from 87 to 90.3). If the driver increases by less than or

more than five points, the resulting change in the subsequent component would be the corresponding fraction of the original impact. Impacts are also additive. Thus, if multiple areas were to each improve by 5 points the related improvement in satisfaction will be the sum of the impacts. As with scores, impacts are also relative to one another. A low impact does not mean a component is unimportant. Rather, it means that a five-point change in that one component is unlikely to result in much improvement in Satisfaction at this time. Therefore, components with higher impacts are generally recommended for improvement first, especially if scores are lower for those components.

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## Drivers of Satisfaction

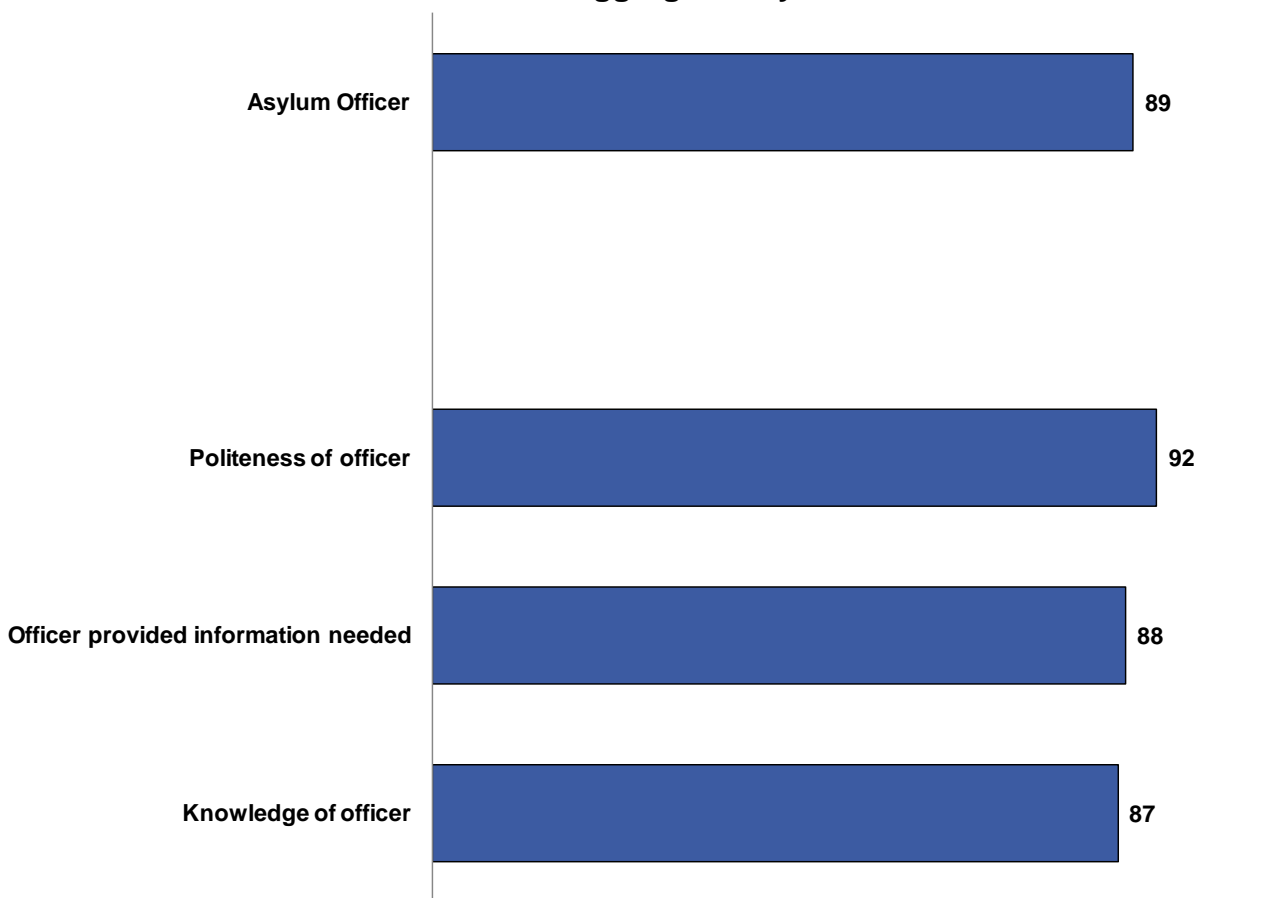
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Three areas were identified as drivers of satisfaction, the USCIS Website, the Front Desk and Asylum Officer that handled the case. The following section provides the scores for the overall driver area and the scores for each individual attribute (or question) that comprise the driver. Scores are provided as averages on a scale from “0” to “100”, where “0” is “poor” and “100” is “excellent.”

### Asylum Officer Impact 3.3

Overall, respondents viewed Asylum Officers as very polite, highly knowledgeable, and providing needed information to the respondents. Ratings in the high 80s and low 90s indicate high levels of performance in all of these areas.

**Table 6: Aggregate Asylum Officer**



N=925

For the most part, office-level scores were in the high 80s and 90s. The one exception is New York with a score of 73. Knowledge and getting the needed information were more problematic at this location than the politeness of the officer.

**Table 7: Asylum Officer by Office**

	Arlington (ZAR)	Chicago (ZCH)	Houston (ZHN)	Los Angeles (ZLA)	Miami (ZMI)	Newark (ZNK)	New York (ZNY)	San Francisco (ZSF)	Aggregate
<b>Asylum Officer</b>	<b>90</b>	<b>94</b>	<b>94</b>	<b>87</b>	<b>94</b>	<b>89</b>	<b>73</b>	<b>90</b>	<b>89</b>
Politeness of officer	91	96	96	91	95	92	81	92	92
Officer provided information needed	89	94	93	82	96	88	69	91	88
Knowledge of officer	89	92	91	86	93	86	69	87	87

Respondents were also asked if they felt the asylum officers approach was argumentative or biased. Overall, 17% of respondents answered “yes” to this question (Table 7). Most offices were within a few percentage points of this average with a few exceptions. On the low end, only 10% of respondents at San Francisco felt the officer was argumentative or biased. Conversely, at New York 29% of respondents felt that the officer was argumentative or biased and at Los Angeles it was 23%. Those who felt the officer was argumentative or biased had an average satisfaction index of 72—18-points lower than the average for customers who did not consider the officer to be argumentative (90). Please refer to Appendix C for the table “Scores by Officer was Argumentative or Biased.”

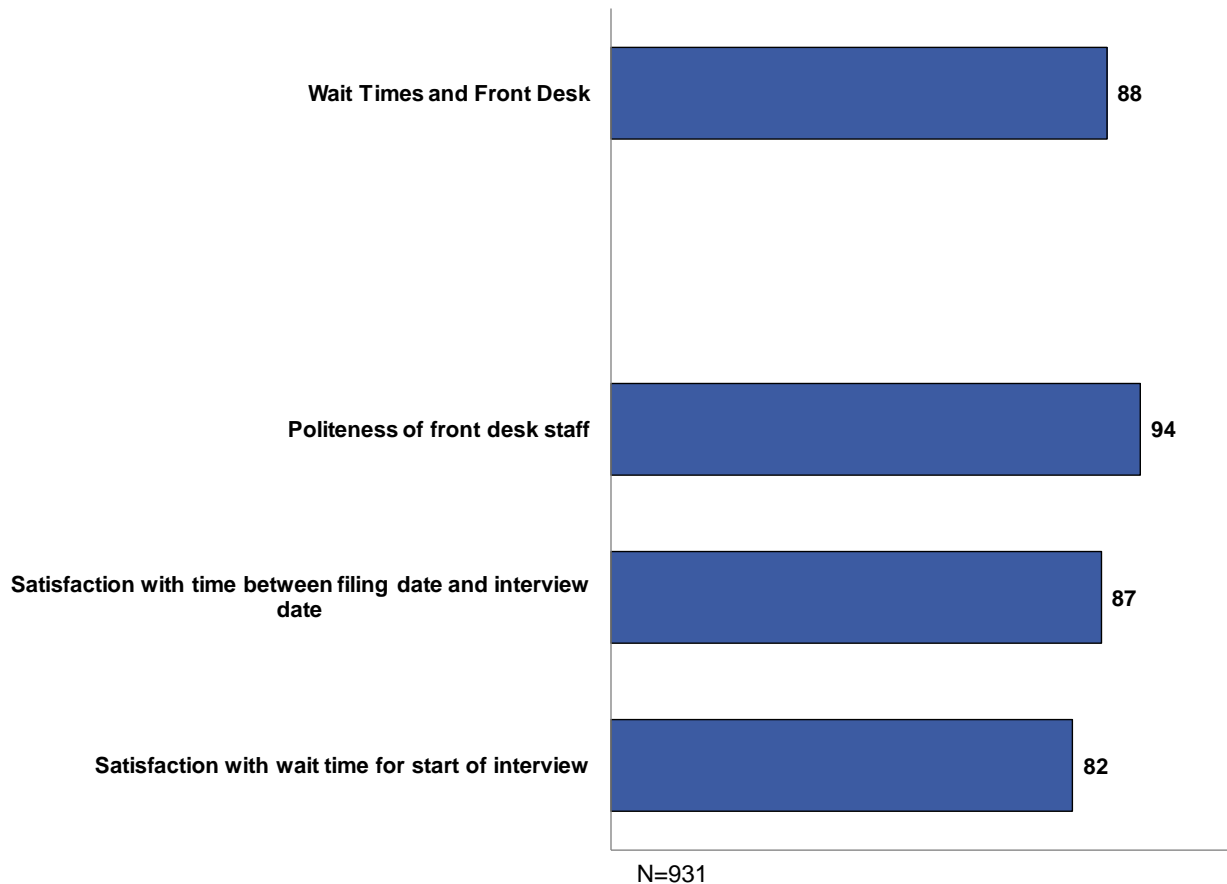
**Table 8: Officer was Argumentative or Biased by Office**

	Arlington (ZAR)	Chicago (ZCH)	Houston (ZHN)	Los Angeles (ZLA)	Miami (ZMI)	Newark (ZNK)	New York (ZNY)	San Francisco (ZSF)	Aggregate
<b>Feel officer was argumentative or biased</b>									
Yes	15%	16%	18%	23%	14%	15%	29%	10%	17%
No	85%	84%	82%	77%	86%	85%	71%	90%	83%
<b>Customer Satisfaction Index</b>	<b>88</b>	<b>94</b>	<b>93</b>	<b>85</b>	<b>94</b>	<b>85</b>	<b>70</b>	<b>89</b>	<b>87</b>
<b>Number of Respondents</b>	<b>91</b>	<b>91</b>	<b>108</b>	<b>100</b>	<b>101</b>	<b>88</b>	<b>106</b>	<b>155</b>	<b>840</b>

## Wait Times and Front Desk Impact 1.1

Overall, waiting time was not an issue and front desk staff were very polite across the asylum offices. The area of Wait Times and Front Desk was rated highly at 88. Front desk staff were very polite (94). Respondents were highly satisfied with the wait time between the filing date and the interview date (87); they were less satisfied with the wait time for the start of the interview (82).

**Table 9: Aggregate Wait Times and Front Desk**



Office-level scores were relatively consistent for Wait Times and Front Desk. Los Angeles and New York were on the lower end of scores, but still were rated in the low 80s, while Chicago, Houston and Miami were rated 93 or higher. Politeness of the front desk staff was consistently rated high across all locations as no rating was below 90 at any office for this attribute. Satisfaction with wait time for start of the interview was the attribute which separated lower scoring locations from higher scoring ones. For Los Angeles, in particular, as well as those locations scoring in the 70s (New York, Newark and San Francisco) this may be an opportunity to improve.

**Table 10: Wait Times and Front Desk by Office**

	Arlington (ZAR)	Chicago (ZCH)	Houston (ZHN)	Los Angeles (ZLA)	Miami (ZMI)	Newark (ZNK)	New York (ZNY)	San Francisco (ZSF)	Aggregate
Wait Times and Front Desk	91	95	94	82	93	86	83	85	88
Satisfaction with time between filing date and interview date	91	92	94	81	94	84	79	84	87
Politeness of front desk staff	97	97	97	90	95	93	90	90	94
Satisfaction with wait time for start of interview	81	95	88	72	90	78	77	78	82

**Website  
Impact 0.6**

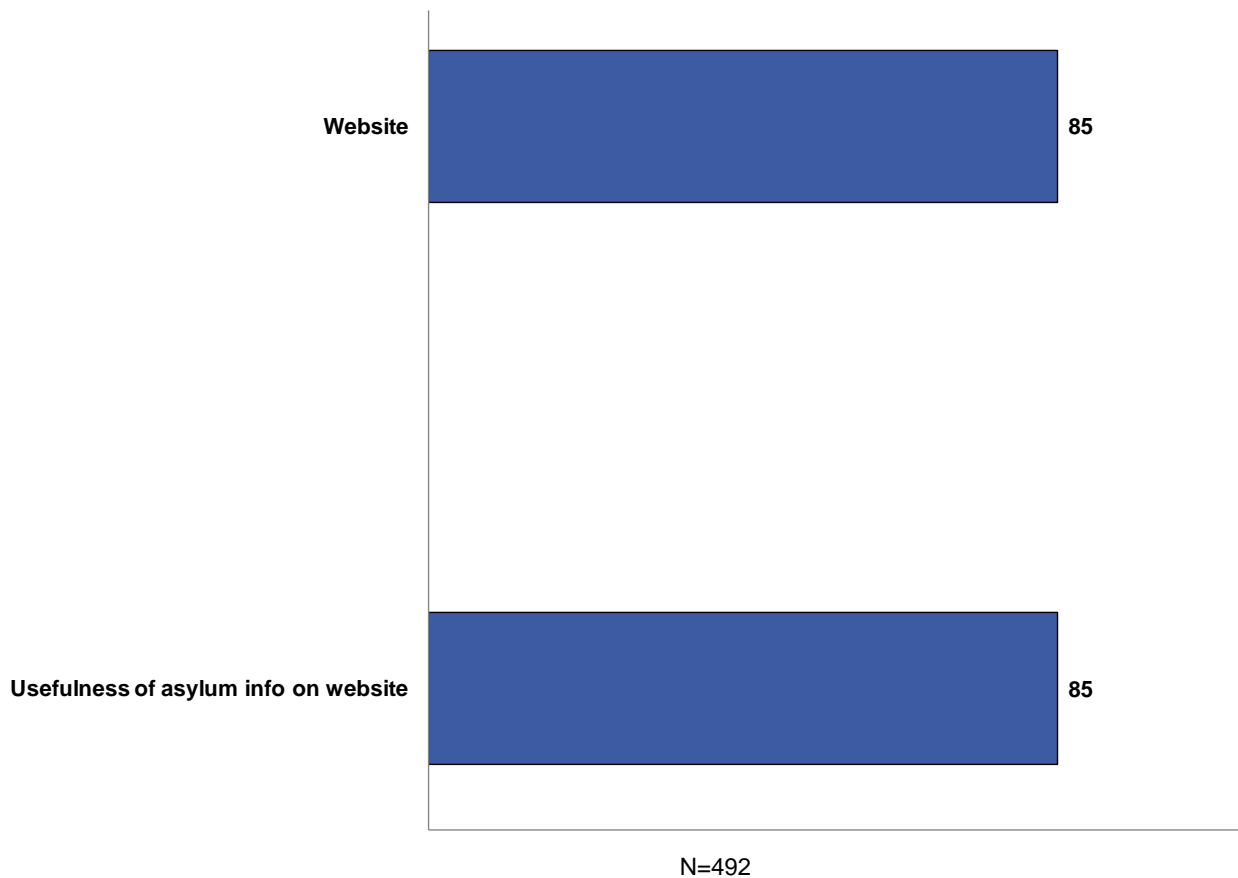
Overall, 45% of customers visited the USCIS website for asylum information. ZAR (60%) and ZCH (57%) have the highest percentage of website visitors, while ZNY (28%) has the lowest.

**Table 11: Visited Website by Office**

	Arlington (ZAR)	Chicago (ZCH)	Houston (ZHN)	Los Angeles (ZLA)	Miami (ZMI)	Newark (ZNK)	New York (ZNY)	San Francisco (ZSF)	Aggregate
	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent	Percent
<b>Visited USCIS website for asylum info</b>									
Visited website	60%	57%	46%	33%	35%	49%	28%	52%	45%
Did not visit website	40%	43%	54%	67%	65%	51%	72%	48%	55%
<b>Number of Respondents</b>	<b>96</b>	<b>105</b>	<b>116</b>	<b>110</b>	<b>108</b>	<b>95</b>	<b>111</b>	<b>165</b>	<b>906</b>

Only one attribute was measured concerning the Website, usefulness of asylum-related information. Overall, respondents found this portion of the Website to provide very useful information with a rating of 85. The Website has a rather modest (0.6) impact on Customer Satisfaction with USCIS asylum benefit services.

**Table 12: Aggregate Website**



In summary, satisfaction with the USCIS Asylum Offices is high due mainly to the strong performance of Asylum Officers. They are knowledgeable and provide customers with the information they need. Across seven of eight offices, Asylum Officers score in the high 80s or 90s. Only the New York Office scores

considerably lower for Asylum Officer performance. Front Desk staff, who often provide the initial impression of the Office to customers, are highly polite. This was true across all offices. Wait time, as measured as the time between the filing date and the interview is not an issue. The wait time for the start of the interview once the customer is at the office was not problematic at most offices, however, the scores at Newark, New York, Los Angeles and San Francisco indicate these offices may be able to improve. In addition to evaluating offices, customers rated the asylum portion of the USCIS Website; it appears to be meeting their information needs well. With overall satisfaction so high (87), it may be difficult to significantly improve this number. As mentioned in the executive summary, while at certain locations there appears some opportunity for improvement (i.e. New York, Newark, Los Angeles and San Francisco), USCIS is delivering a high level of service through its asylum offices.

## **APPENDIX A: NON-MODELED RESPONSES**

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**Table 13: Aggregate Responses to Non-Modeled Questions**

	Response Count	
	Percent	Frequency
<b>Visited USCIS website for asylum info</b>		
Visited website	45%	409
Did not visit website	55%	497
<b>Number of Respondents</b>		<b>906</b>
<b>Feel officer was argumentative or biased</b>		
Yes	17%	145
No	83%	695
<b>Number of Respondents</b>		<b>840</b>

**Table 14: Responses to Non-Modeled Questions by Office**

	Arlington (ZAR)	Chicago (ZCH)	Houston (ZHN)	Los Angeles (ZLA)	Miami (ZMI)	Newark (ZNK)	New York (ZNY)	San Francisco (ZSF)	Aggregate
<b>Visited USCIS website for asylum info</b>									
Visited website	60%	57%	46%	33%	35%	49%	28%	52%	45%
Did not visit website	40%	43%	54%	67%	65%	51%	72%	48%	55%
<b>Number of Respondents</b>	<b>96</b>	<b>105</b>	<b>116</b>	<b>110</b>	<b>108</b>	<b>95</b>	<b>111</b>	<b>165</b>	<b>906</b>
<b>Feel officer was argumentative or biased</b>									
Yes	15%	16%	18%	23%	14%	15%	29%	10%	17%
No	85%	84%	82%	77%	86%	85%	71%	90%	83%
<b>Number of Respondents</b>	<b>91</b>	<b>91</b>	<b>108</b>	<b>100</b>	<b>101</b>	<b>88</b>	<b>106</b>	<b>155</b>	<b>840</b>

## **APPENDIX B: RESULTS TABLES**

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**Table 15: Aggregate Scores and Impacts**

	<b>Scores</b>	<b>Aggregate Impact</b>
<b>Sample Size</b>	<b>933</b>	
<b>Website</b>	<b>85</b>	<b>0.6</b>
Usefulness of asylum info on website	85	--
<b>Wait Times and Front Desk</b>	<b>88</b>	<b>1.1</b>
Satisfaction with time between filing date and interview date	87	--
Politeness of front desk staff	94	--
Satisfaction with wait time for start of interview	82	--
<b>Asylum Officer</b>	<b>89</b>	<b>3.3</b>
Politeness of officer	92	--
Officer provided information needed	88	--
Knowledge of officer	87	--
<b>Customer Satisfaction Index</b>	<b>87</b>	<b>N/A</b>
Overall satisfaction	89	--
Satisfaction compared to expectations	85	--
Satisfaction compared to ideal	88	--

**Table 16: Scores by Location**

	Arlington (ZAR)	Chicago (ZCH)	Houston (ZHN)	Los Angeles (ZLA)	Miami (ZMI)	Newark (ZNK)	New York (ZNY)	San Francisco (ZSF)	Aggregate
<b>Sample Size</b>	<b>101</b>	<b>115</b>	<b>116</b>	<b>110</b>	<b>109</b>	<b>95</b>	<b>118</b>	<b>169</b>	<b>933</b>
<b>Wait Times and Front Desk</b>	<b>91</b>	<b>95</b>	<b>94</b>	<b>82</b>	<b>93</b>	<b>86</b>	<b>83</b>	<b>85</b>	<b>88</b>
Satisfaction with time between filing date and interview date	91	92	94	81	94	84	79	84	87
Politeness of front desk staff	97	97	97	90	95	93	90	90	94
Satisfaction with wait time for start of interview	81	95	88	72	90	78	77	78	82
<b>Asylum Officer</b>	<b>90</b>	<b>94</b>	<b>94</b>	<b>87</b>	<b>94</b>	<b>89</b>	<b>73</b>	<b>90</b>	<b>89</b>
Politeness of officer	91	96	96	91	95	92	81	92	92
Officer provided information needed	89	94	93	82	96	88	69	91	88
Knowledge of officer	89	92	91	86	93	86	69	87	87
<b>Customer Satisfaction Index</b>	<b>88</b>	<b>94</b>	<b>93</b>	<b>85</b>	<b>94</b>	<b>85</b>	<b>70</b>	<b>89</b>	<b>87</b>
Overall satisfaction	87	94	94	88	95	87	72	91	89
Satisfaction compared to expectations	89	93	91	81	91	83	66	88	85
Satisfaction compared to ideal	88	94	93	85	94	84	72	89	88

Strength	Score 90 and above
Monitor	Score 85 - 89
Improve	Score below 85

**Table 17: Scores by Officer was Argumentative or Biased**

	<b>Yes</b>	<b>No</b>	<b>Significant Difference</b>
	<b>Scores</b>		
<b>Sample Size</b>	<b>145</b>	<b>695</b>	
<b>Website</b>	<b>78</b>	<b>87</b>	<b>Y</b>
Usefulness of asylum info on website	78	87	Y
<b>Wait Times and Front Desk</b>	<b>80</b>	<b>90</b>	<b>Y</b>
Satisfaction with time between filing date and interview date	79	88	Y
Politeness of front desk staff	87	95	Y
Satisfaction with wait time for start of interview	70	84	Y
<b>Asylum Officer</b>	<b>73</b>	<b>92</b>	<b>Y</b>
Politeness of officer	76	95	Y
Officer provided information needed	72	91	Y
Knowledge of officer	69	90	Y
<b>Customer Satisfaction Index</b>	<b>72</b>	<b>90</b>	<b>Y</b>
Overall satisfaction	74	91	Y
Satisfaction compared to expectations	70	88	Y
Satisfaction compared to ideal	73	90	Y

*Y – indicates a significant difference at a 90% level of confidence.*

## **APPENDIX C: VERBATIM COMMENTS**

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**Q13. What can this USCIS Asylum Office do to improve its service to you?*****Arlington (ZAR)***

All is good.

Allow to use the computer while we wait.

Coffee or water fountain will help the experience.

Do not return applications when one box is not checked. Only return if the application is so incomplete that it cannot be processed. Otherwise, great job.

Everything what I saw was excellent to my understanding but I believe there should be room for improvement any time when the time demands. Many thanks!

Excellent interviewer! Excellent service overall, I really like the welcoming people at the reception area.

Give people a chance to express cry and fully show their feelings pertaining to their case.

I am very satisfied.

I think it's satisfactory what they have all an office already, fast and effective. Good work and a great team.

It's very nice in here, can't compare with my country.

Keep the hard work you guys so up!

Nothing, the office was really good with me. Thank you so much, have a happy holiday.

Paper towels in the toilet, please.

Perfect.

Please start the interview within 30 minutes to 1 hour of the appointment time. Spend all morning at the asylum office is a waste of time.

Put a water fountain.

Reduce the waiting time for clients and attorneys. We were scheduled for 7:30 but waited for more than 2.5 hours to be interviewed.

(Name deleted) was great - she is a nice person.

So far so good.

They could provide me links so that I live my life following my orientation. The asylum office could help me out by upgrading my asylum so that my dreams are fulfilled in accordance with the present homosexual law passed.

Very good experience. A somewhat long wait time but that's to be expected. All staff were polite and respectful.

Very good.

Very positive experience for me so please keep it up.

Waiting time.

***Chicago (ZCH)***

All excellent.

All good.

Both (names deleted) were helpful and appeared very knowledgeable about the process. Their approach to the case was very thoughtful and professional.

Everything is okay.

Excellent and professional.

Explain situations more clearly, understand the feeling of the applicant.

He was very friendly and very understanding. Made me feel comfortable.

I think I had more to add but there was no time.

I was very comfortable and I don't feel like there is anything to add or subtract.

Just keep up the good work.

Keep it up.



Nothing needed.

She made me understand the English of the USA because its different, the American English, so our content with the services.

There is no need for improvement, my reception was very prompt.

Try to have a better understanding of traditions and cultures in their countries.

Very good job already.

Very satisfied.

Was really great, I do appreciate all. May Jehovah good bless you.

You are fine, I like this office.

### ***Houston (ZHN)***

Am okay with the services.

As far as improving, I believe that the USCIS office has provided great service to me and made everything clear to understand so I have no suggestions.

At this time, everything is great.

Change the amount of waiting time.

Continue doing the best for everyone who needs your help.

Everything here is excellent. Good treatment.

Everything is good.

Everything is ok.

Everything was very good except the interview was a little rude.

Everything's good.

Excellent service.

For me, the service was good. She was nice and helpful.

I have never been in the ideal government office.

I personally feel everything is good.

I think all the services are good everybody was polite and understandable, I'm happy with my experience.

I think be just more accurate according to time and make applicants feel they are welcomed even more.

I think everything is perfect.

I think everything is perfect. I am happy and thank you for assisting us.

In my opinion, everything is very good and your staff is polite.

In my opinion, they assisted me perfectly. They don't have to improve anything in my opinion.

It would help to have a vending machine.

Just keep it up.

Mail would be very good as I find very difficult from Dallas very early with a child.

Make the waiting time less.

More restrooms.

My experience with USCIS was a good and on time so I think they are doing a very good job. I was impressed with the service.

No comment for the moment.

Nothing I can think of.

Nothing. Everything good.

Nothing. Everything is good. Very good service.

Only the wait time for the interview. It was more than 2 hours, be a little more accessible.

Really I feel satisfied of all services provided.

Service was good and efficient.

So far so good.

Thanks for everything, it's appreciated.

The first officer hearing my case was very argumentative and combative and made me feel terribly uncomfortable. The second officer was very welcoming and allowed me to tell my story fully.

The officer who did the interview was very nice, friendly, and human.

They are perfect.

To interview us personally, without attorney, and provide the trust of a human being.

To me, everything seemed very good. Thank you for your kindness.

USCIS is good what you are doing. Giving a new life to people and let them live freely which they cannot live in their own country. Thank you so much for that.

Very personable. The suggestion to have bilingual employees out here, congratulations.

Well, I think they have very good service and we are thankful for your asylum.

### ***Los Angeles (ZLA)***

Everything is perfect.

For me I'm satisfied.

I feel everything good what they did me.

I think everything is perfect.

No. Very well.

Nothing that I can think of at the moment.

Nothing. Everything is fine.

Nothing. Thank you.

Ok.

The overall service was good. Just [illegible]. I am ok with service.

The waiting time is too long.

The waiting time is very long but understandable. Maybe less time.

Very good!

### ***Miami (ZMI)***

Apparently nothing - I think the way they treated us was excellent.

Attend to people faster.

Call applicant on time.

Cannot think of anything right now to improve the service, how do you improve on perfection?

Continue being polite.

Continue improving the quality of the service.

During the waiting period after the receptionist took our information we waited approximately one hour, I would like it to have been a bit faster.

Everything is good, we were treated with politeness and respect. Thank you.

Everything normal.

Everything perfect.

Everything very good and complete.

Everything was well took care of, everyone was nice, thanks.

Excellent and they should continue improving.

Excellent services.

Hope they granted me the asylum because I'm really in need.

I think that the services is satisfactory.

I was happy and not stressful. He took his time and asked me the questions different ways so I can get them and I appreciate his services.

I was happy with the interview.

If I can bring water inside.

Improve the location.

In general it's very good.

It is ok so far.

Just that the interviews should be more punctual.

Keep it up, congratulations.

Not everything is perfect but I love how they treated me.

Nothing else. It's good service.

Nothing.

Nothing. It's great how it is.

Offer translation services.

Officer was nice and professional.

Order coffee.

Smile more.

Super service.

They are good, there is nothing to improve.

The asylum employees or officers should be less pedantic and cynical and they should respect the stories and experiences of the applicants.

To standardize processes (presentation of evidence).

### ***Newark (ZNK)***

Everything is very good. So far what I could understand, the atmosphere and the service was very well. No need to improve anything unless you decide to improve something. Thanks.

Everything was fine.

God bless you.

Hard to wait long from receiving discussion.

I have come with friends seeking asylum... I have dealt with a lot of different offices from social security to emigration and have found this office is by far, run very well.

I'm very content. The people that assisted me were extremely kind. I feel very comfortable. God bless America!

It's difficult to improve the service because it is excellent.

Just do it a little faster. Overall it's very good.

Keep it up. May god bless you all.

Nothing more, it is perfect.

Personnel who speak Spanish, please.

Provide information about local interpreter services for little or few cost. Interpreters just like you do lawyers!

Sometimes waiting too much causes exhaustion, especially for someone who has kids with himself.

Thank you USA.

The security guards are wonderful people. People at front desk are polite and respectful. Most of asylum officers are professional and do not intimidate the applicants. Overall, I am very happy with the services provided by your asylum office. Thank you.

They are doing so good. Keep up with the good work and my encouragement to the whole staff of USCIS.

They were punctual and cordial.

Very good service. But maybe you can put electronic board for numbers to call people. Everything else was perfect, thanks.

Was correct and respectful all the service just will be good . A clock on the wall.

### ***New York (ZNY)***

Everything is good.

Everything is very nice, thank you.

Everything's perfect.

I'm very satisfied.

Just keep up the good services

My service overall was good with exception of the officer which directed my interview in a coercive and threatening manner.

No comments - services excellent.

Please put short stops like do, 1,2,3,4 for asylum and write the clear address so I can send the application easily. So, it easy for I can make the application alone so I am able to be save.

Provide timely response to application.

Speed up.

The staff has to be more understandable how the applicants feel.

The transportation is not good because no convenient public transport.

Was good.

### ***San Francisco (ZSF)***

All is good, could be better.

Allow coffee while you wait.

Always the same.

Asylum office has good service overall.

Be prompt in decision.

Continue with the same process. Up to this point, they have fulfilled my expectations.

Don't get discouraged.

Everything is good - thanks for providing an opportunity.

Everything is so good. I'm very satisfied with their service so far.

Everything is very good, so, no more comments and suggestions sir.

Everything is very good.

Everything seemed good to me. It's a good service.

Everything seemed perfect to me.

Everything was good.

From my point of view, everything is good.

Front desk could be more courteous and help answer inquiries in a polite attitude instead of being impatient.

He was nice to me.

I am satisfied. So I can't come up with any new idea right now.

I am very satisfied with the services of SF asylum office. They make me proud to be an American.

I had some problems to sign in at USCIS website with my receipt number.

I is satisfactory but waiting time when called for interview and result should be shortened.

I think everything is perfect on my case I like it.

I think that everything is okay.

If possible, give me more information.

If the waiting time can be shorter. Otherwise everything is excellent.

Improve wait time.

In reality it was better than I thought it would be. Excellent.

It would be good if an applicant had a chance to review with his interpreter if the officer made his notes correctly.

Just keep on doing what your guys are doing. You are so wonderful. Thank you.

Just thank you!

More courteous, overall good.

No comments, everything was good.

Nothing - all service is great, thanks.

Nothing much, just keep up the good work.

Provide free coffee and donuts.

Reduce the wait period to go into the interview.

Reduce wait time.

Shorter wait times in waiting area.

Talk slowly and type slowly too. When they type less make me nervous.

That the security personnel in front smile and greet you.

The asylum office should have more time to listen to the whole thing. It seems the time is too little for the full explanation from applicants.

The officer would have more patience.

The people here make genuine difference in our lives, thank you very much.

The time of the interview take long waiting hour, that suck the energy of the interview and the interview take so much time without break. The loss of concentration of the interviewee.

There are some doubtful information on USCI website. As an example in time of need to apply for green card after asylum approved. Do need the one year period to be total one year or continuously or it can be fulfill in separate times but sum of one year.

This interview was relatively on time, but, I think that in many cases the wait is very long.

Very good.

We are completely happy with the service this office provides me.

We are content with how they treated us. Thanks for everything and for the service.

Would like a drinking fountain in the waiting room.

You guys are doing a wonderful job!

## **APPENDIX D: SURVEY QUESTIONNAIRE**

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## U.S. Citizenship and Immigration Services CUSTOMER SATISFACTION SURVEY

Date: \_\_\_\_\_

Asylum Office: \_\_\_\_\_

### Introduction

We would like to know how we are doing in providing services to our customers. Do you have a few moments to take a short survey? You must be at least 18 years old to participate. Please note that the survey is **voluntary, anonymous, and will not affect your individual case**. We estimate that it will take approximately 5-10 minutes to complete.

The USCIS point of contact for this survey is Jason Ackleson, Office of Policy and Strategy, 202-272-1722. The survey is authorized under Office of Management and Budget Control #1090-0007.

### Website

(1) Have you visited the USCIS website ([www.uscis.gov](http://www.uscis.gov)) for asylum information within the last six months?

Yes                   No

*(please circle a number from 1-10)*

	(not useful)										(very useful)
	☹					☺					☺
(2) If yes to Question (1), how useful was the asylum information on the USCIS website?	1	2	3	4	5	6	7	8	9	10	

### Wait Times and Front Desk

The following questions relate to your **asylum interview experience**:

	(very dissatisfied)										(very satisfied)
(3) After filing your asylum application, how satisfied were you with the amount of time between the date of filing and the date of your interview?	☹					☺					☺
	1	2	3	4	5	6	7	8	9	10	

	(very impolite)										(very polite)
(4) When you checked in for your interview, how polite was the front desk staff?	☹					☺					☺
	1	2	3	4	5	6	7	8	9	10	

	(very dissatisfied)										(very satisfied)
(5) After you checked in at the front desk on the day of your interview, how satisfied were you with the amount of time you waited to start the interview?	☹					☺					☺
	1	2	3	4	5	6	7	8	9	10	

***(Please turn page and continue on back)***









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## Asylum Interview

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The following questions **relate to the officer** who conducted your asylum interview:

- (6) How polite was the asylum officer?
- (very impolite)  (very polite) 
- 1 2 3 4 5 6 7 8 9 10
- (7) How well did the asylum officer provide the information you needed?
- (did not provide)  (provided all) 
- 1 2 3 4 5 6 7 8 9 10
- (8) How knowledgeable was the asylum officer about your issues?
- (not very knowledgeable)  (very knowledgeable) 
- 1 2 3 4 5 6 7 8 9 10

- 
- (9) Did you feel that the asylum officer's approach was **argumentative** or **biased**?







**YES**  (argumentative / biased) 

**NO**  (not argumentative / not biased) 

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## Overall Experience

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- (10) How satisfied are you with the overall service provided by this Asylum Office?
- (very dissatisfied)  (very satisfied) 
- 1 2 3 4 5 6 7 8 9 10
- (11) To what extent has this Asylum Office met your expectations during your visit?
- (did not meet my expectations)  (exceeded my expectations) 
- 1 2 3 4 5 6 7 8 9 10
- (12) How well does this Asylum Office compare with the ideal government office?
- (not very close to the ideal)  (very close to the ideal) 
- 1 2 3 4 5 6 7 8 9 10

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## Other Comments

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- (13) What can this USCIS Asylum Office do to improve its service to you?

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