Montgomery County Customer Satisfaction Survey for Internal Customers

2008
CountyStat Office

CountyStat

CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**

Agenda

- **Introduction**
- **Results for each survey question**
- **Department analysis**
  - County Attorney
  - Finance
  - General Services
  - Human Resources
  - Management and Budget
  - Public Information
  - Technology Services
- **Wrap up**

Introduction: Purpose

- **In 2007, the first Internal Customer Satisfaction Survey was delivered as part of the County Executive's priority of a "Responsive and Accountable County Government."**

- **The survey was designed to provide insight into how well the needs of internal County government customers were being met by the County government departments and programs designed to serve them.**
  - Several departments have incorporated the results of the internal survey into their performance plans

- **The internal survey will be issued annually.**
  - The original twelve questions are unchanged to allow year-to-year comparisons
  - One-time additional questions have been added at the end of the survey to gather further information about other departments

Introduction: Survey Methodology

- **The Executive Office identified twelve internal service areas that focus exclusively or to a large degree on serving County government customers.**

- **A survey was developed consisting of twelve questions designed to provide ratings of three overarching categories: overall satisfaction, Department personnel, and Department processes**

- **The Internal Customer Satisfaction Survey was delivered to 350 members of the County management team.**
  - 326 surveys were returned resulting in a response rate of 96%

- **A four point scale was used and an optional "not applicable" was included for those who did not have enough experience with a department or issue to answer the question.**

- **Respondents were also given an opportunity to expand upon their ratings for all twelve departments and programs in an open response section provided at the end of the survey.**

Internal Survey Questions

Overall ratings

1. **Quality of Service: Rate your satisfaction with the overall quality of service received by the following Departments.**
2. **Level of Effort: Rate the level of effort your Department must invest to successfully utilize the Department's service(s).**
3. **Success Rate: Rate how often the following Departments successfully meet the needs and requirements of your Department.**

Personnel ratings

4. **Communication: Rate how often Department staff were able to explain and answer questions to your satisfaction.**
5. **Professional Knowledge: Rate how often you were satisfied with the professional knowledge exhibited by the Department staff.**
6. **Availability: Rate how often your first attempt to reach Department staff was successful.**
7. **Responsiveness: Rate how often you were satisfied with the responsiveness of the Department staff.**
8. **Innovation & Initiative: Rate how often Department staff showed innovation and initiative in addressing your needs and requirements.**

Process ratings

9. **Process: Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.**
10. **Guidance & Assistance: Rate your satisfaction with the guidance and assistance provided for the process(es).**
11. **Timeliness: Rate your satisfaction with the timeliness of the process(es) to satisfy your needs and requirements.**
12. **Information: Rate your satisfaction with the amount of information provided to you about the status of your request.**

Quantitative Rating Scales Explained

- **The quantitative data presented on the following slides is organized into three distinct sections: Overall ratings, Personnel ratings, and Process ratings.**
  - Data is organized in a format that provides all department and program scores for each question together.
  - The question being analyzed is presented in the exact form it was asked in the survey.
- **Averages were derived by giving each of the four possible responses a corresponding numeric value.**
  - The most negative response was given a value of 1, the most positive response a value of 4.
  - "Not applicable" responses were given a value of zero and were not included when calculating average ratings.
  - Responses to each question for each service area were summed and then divided by the number of respondents to that question resulting in an average score that falls somewhere between 1 and 4.
 - The vertical axis on all graphs is positioned at 2007's average value.

Summary of Findings

- **All twelve Departments and service areas showed improvement in their overall level of customer satisfaction**

- **On average, satisfaction ratings improved by 0.12**
  - Highest Department/division increase was 0.24
  - Lowest Department/division increase was 0.02
  - Survey question with the highest increase: Level of Effort, up 0.22
  - Survey question with the lowest increase: Availability, up 0.07

- **For all Departments but one, Innovation and Initiative received the lowest rating.**
  - This area received consistently lower ratings in the 2007 survey as well.
  - 2008 ratings for Innovation and Initiative were higher than 2007 ratings by 0.14

Quantitative Data Analysis:
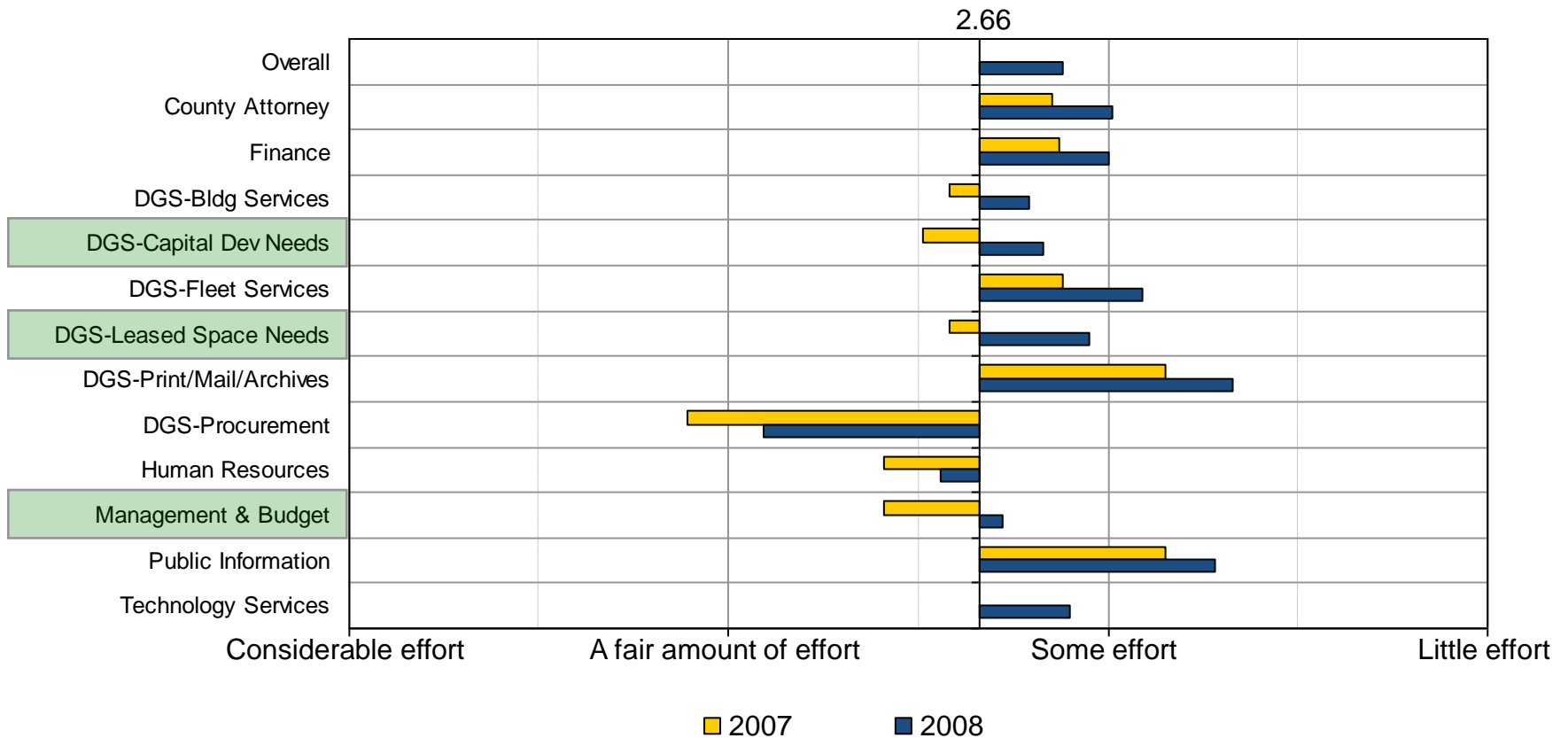# Overall Ratings – Quality of Service
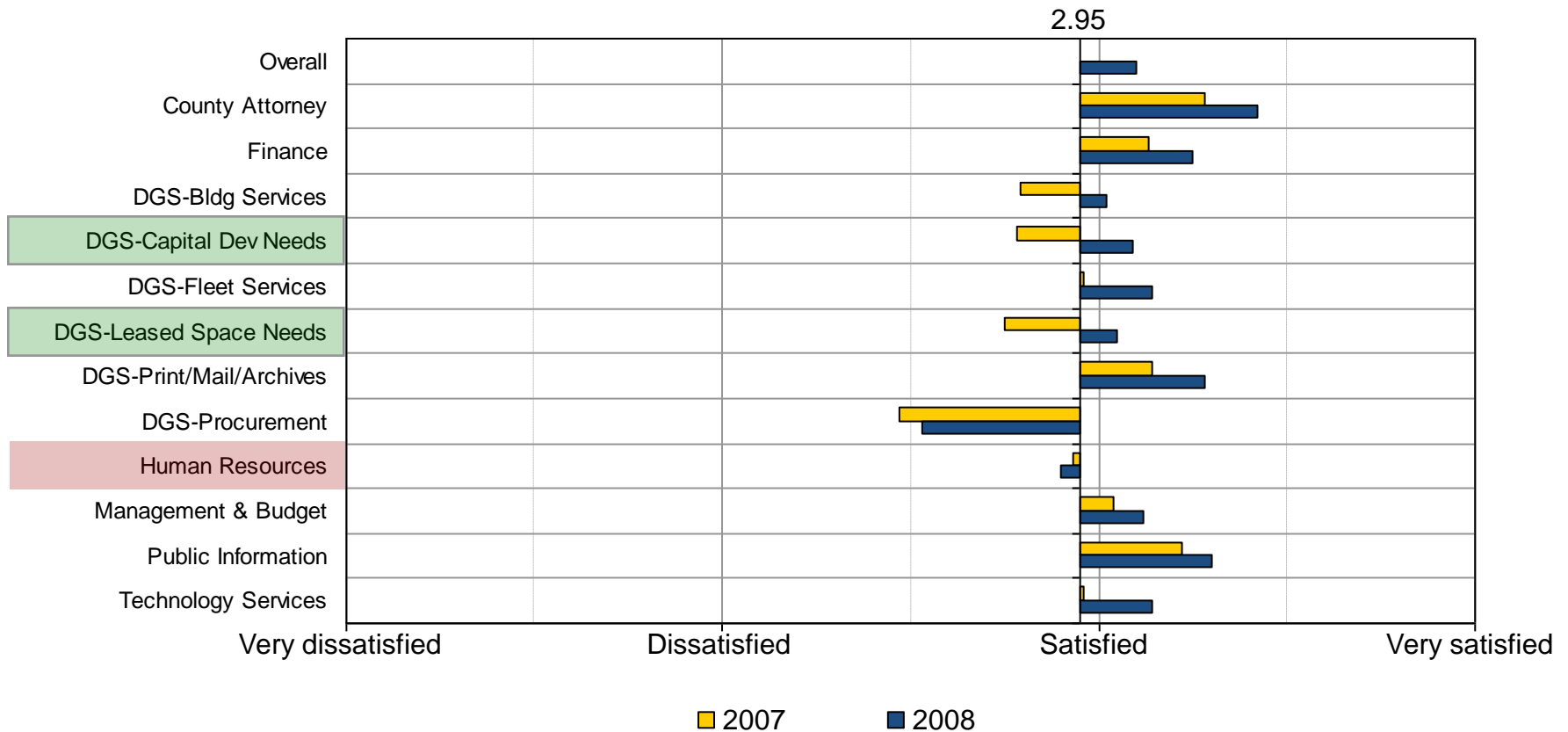
Quality of Service: Rate your satisfaction with the overall quality of service received by the following Departments.

Departments showing largest improvements from 2007 ratings

Departments showing declines from 2007 ratings

Quantitative Data Analysis:
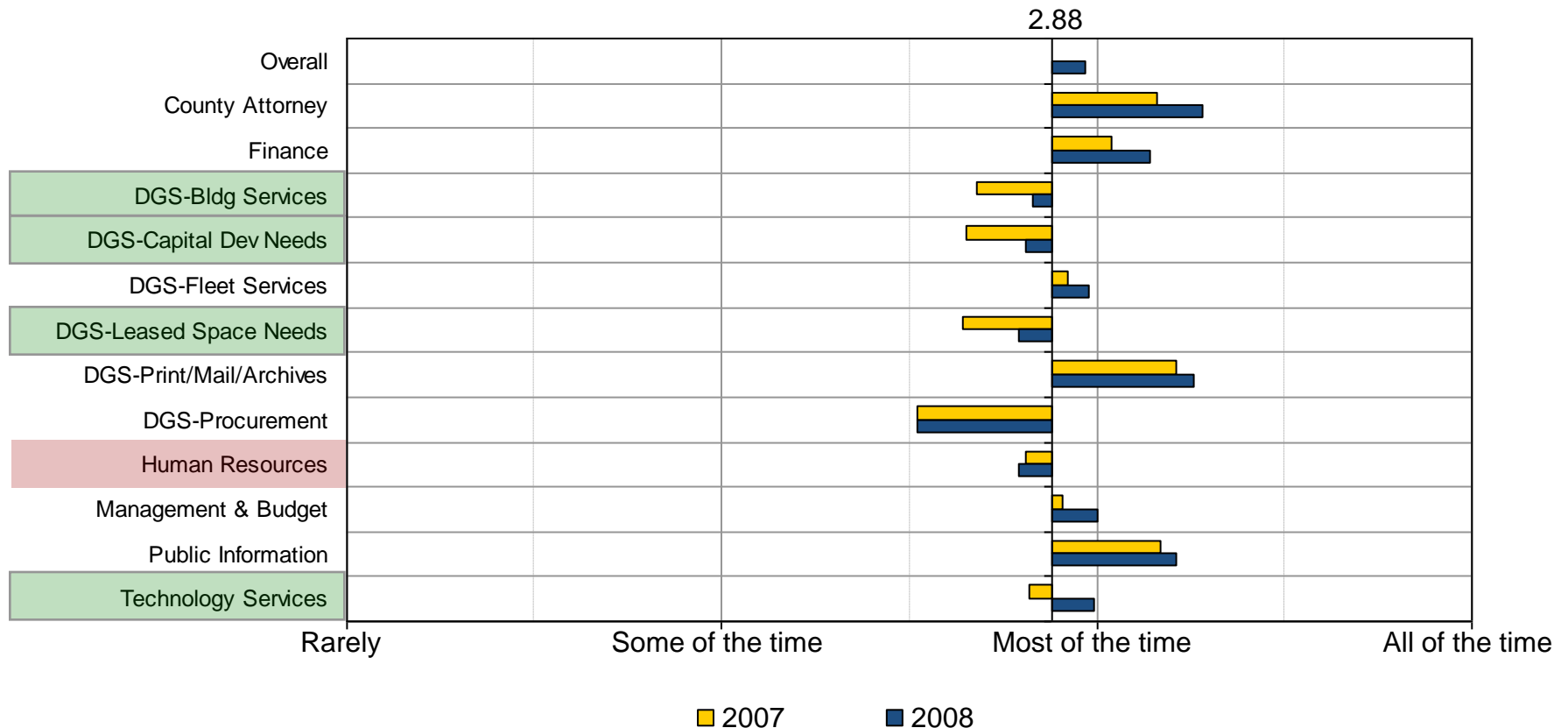# Overall Ratings – Level of Effort

Level of Effort: Rate the level of effort your Department must invest to successfully utilize the Department's service(s).

Departments showing largest improvements from 2007 ratings

Departments showing declines from 2007 ratings

Quantitative Data Analysis:
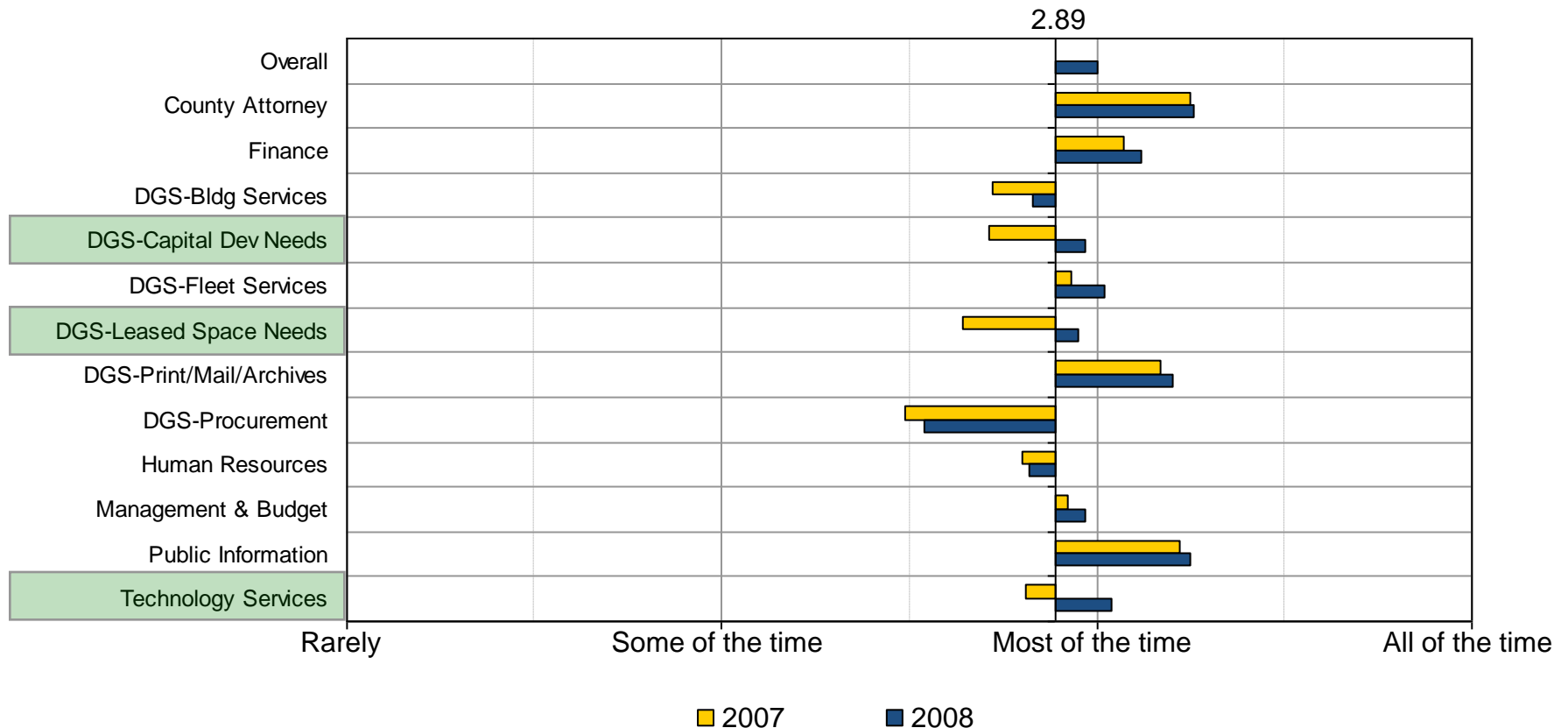# Overall Ratings – Success Rate

Success Rate: Rate how often the following Departments successfully meet the needs and requirements of your Department.

Departments showing largest improvements from 2007 ratings

Departments showing declines from 2007 ratings

Quantitative Data Analysis:
Personnel Ratings – Communication

2.89

Chart categories (top to bottom): Overall, County Attorney, Finance, DGS-Bldg Services, DGS-Capital Dev Needs, DGS-Fleet Services, DGS-Leased Space Needs, DGS-Print/Mail/Archives, DGS-Procurement, Human Resources, Management & Budget, Public Information, Technology Services

X-axis: Rarely — Some of the time — Most of the time — All of the time
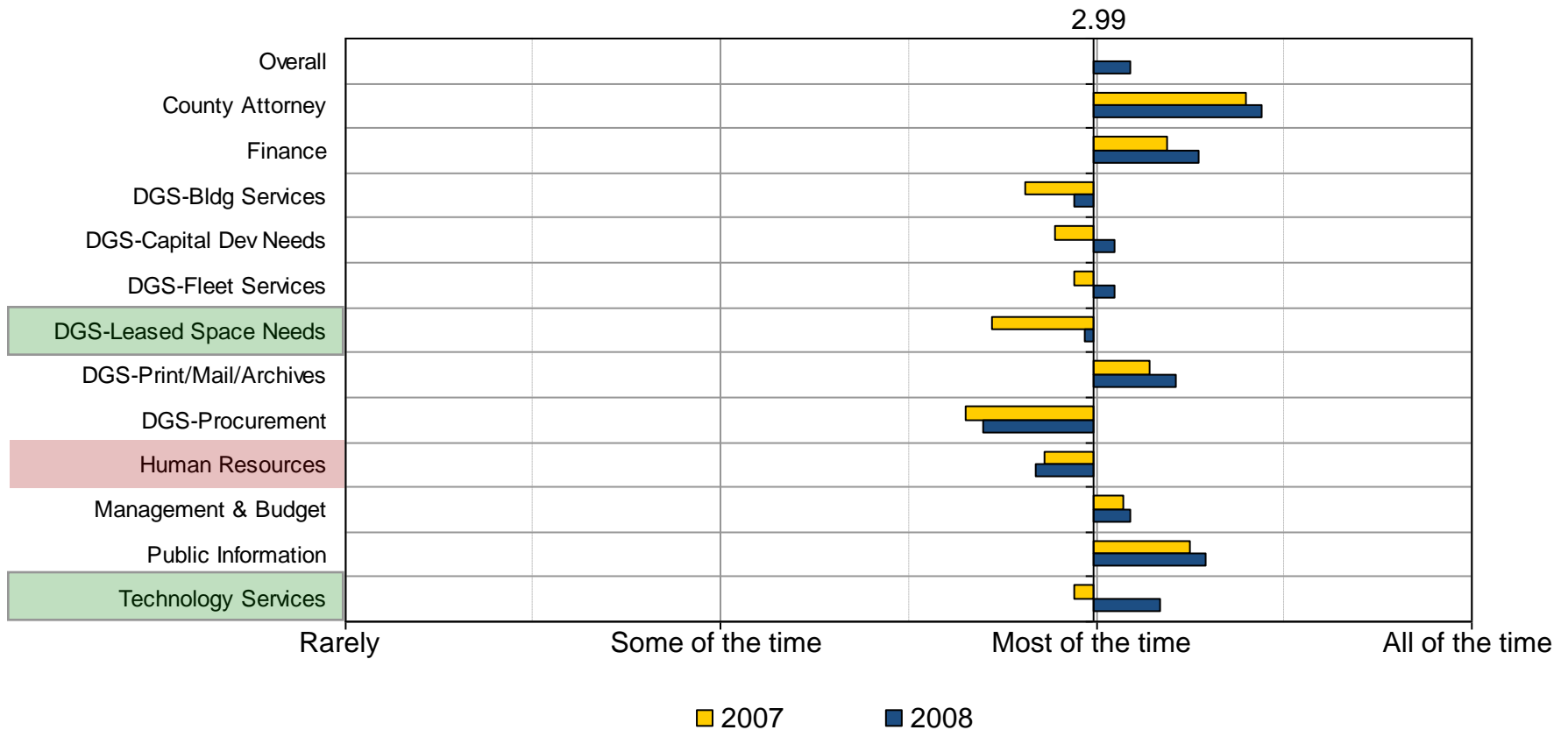
Legend: ☐ 2007 ■ 2008

Communication: Rate how often Department staff were able to explain and answer questions to your satisfaction.

☐ Departments showing largest improvements from 2007 ratings

☐ Departments showing declines from 2007 ratings

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Quantitative Data Analysis:
Personnel Ratings – Professional Knowledge

Chart showing Professional Knowledge ratings by department for 2007 (yellow) and 2008 (blue), centered on a reference line at 2.99. Departments listed: Overall, County Attorney, Finance, DGS-Bldg Services, DGS-Capital Dev Needs, DGS-Fleet Services, DGS-Leased Space Needs, DGS-Print/Mail/Archives, DGS-Procurement, Human Resources, Management & Budget, Public Information, Technology Services. X-axis scale: Rarely, Some of the time, Most of the time, All of the time.
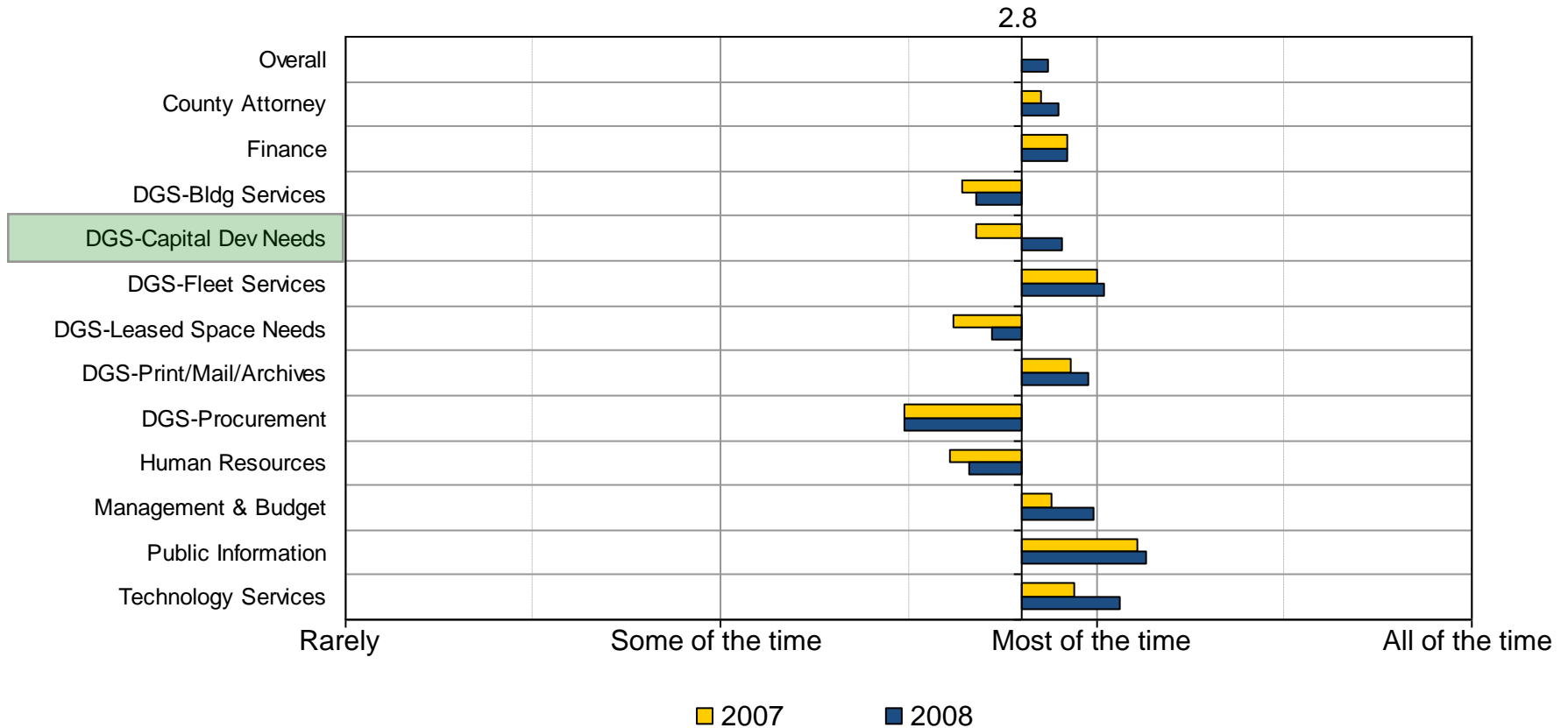
Legend: □ 2007 ■ 2008

Professional Knowledge: Rate how often you were satisfied with the professional knowledge exhibited by the Department staff.

Departments showing largest improvements from 2007 ratings

Departments showing declines from 2007 ratings

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Quantitative Data Analysis:
Personnel Ratings – Availability

2.8

Chart categories (top to bottom): Overall, County Attorney, Finance, DGS-Bldg Services, DGS-Capital Dev Needs, DGS-Fleet Services, DGS-Leased Space Needs, DGS-Print/Mail/Archives, DGS-Procurement, Human Resources, Management & Budget, Public Information, Technology Services

X-axis: Rarely — Some of the time — Most of the time — All of the time
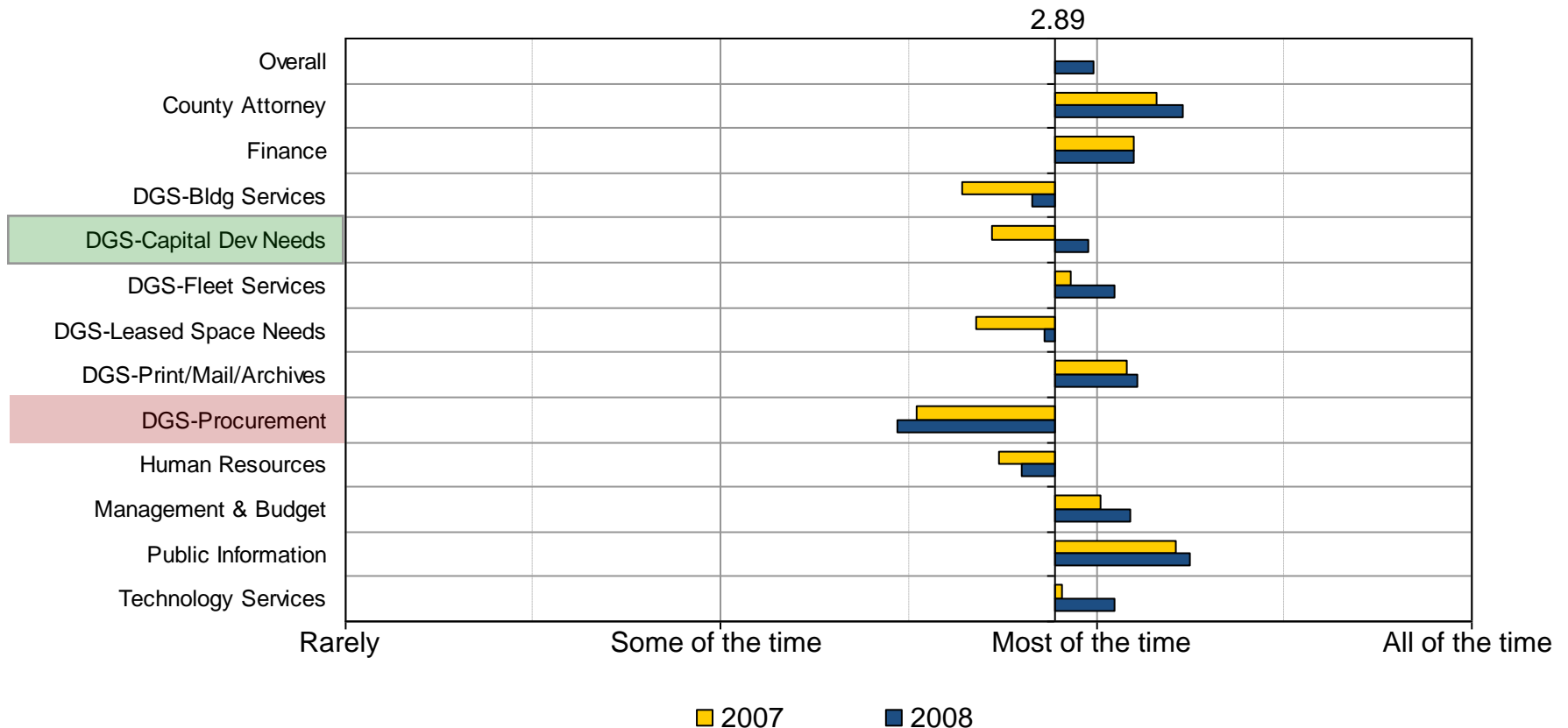
Legend: ■ 2007 ■ 2008

Availability: Rate how often your first attempt to reach Department staff was successful.

Departments showing largest improvements from 2007 ratings

Departments showing declines from 2007 ratings

Quantitative Data Analysis:
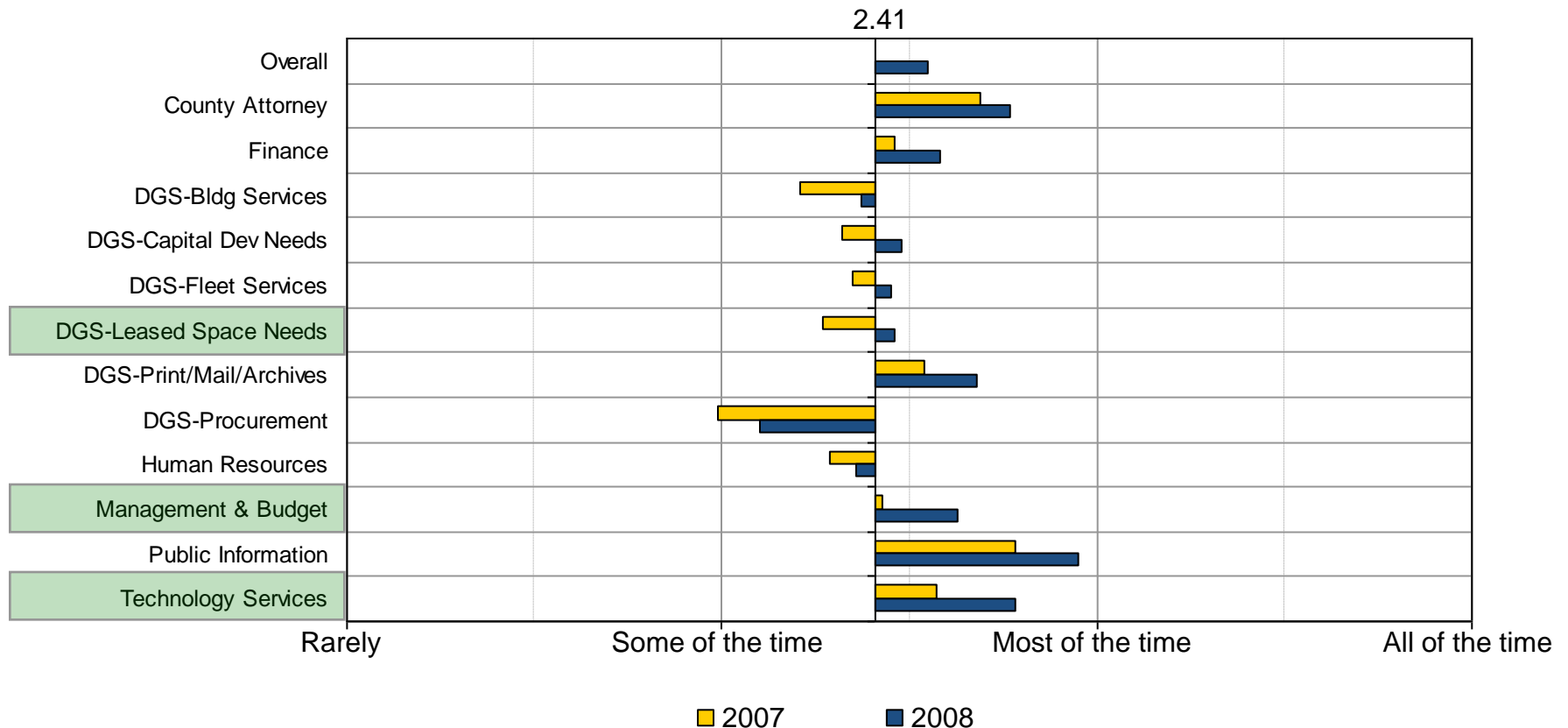# Personnel Ratings – Responsiveness

Responsiveness: Rate how often you were satisfied with the responsiveness of the Department staff.

Departments showing largest improvements from 2007 ratings

Departments showing declines from 2007 ratings

Quantitative Data Analysis:
Personnel Ratings – Innovation and Initiative

2.41

Chart categories (top to bottom): Overall, County Attorney, Finance, DGS-Bldg Services, DGS-Capital Dev Needs, DGS-Fleet Services, DGS-Leased Space Needs, DGS-Print/Mail/Archives, DGS-Procurement, Human Resources, Management & Budget, Public Information, Technology Services

X-axis: Rarely — Some of the time — Most of the time — All of the time
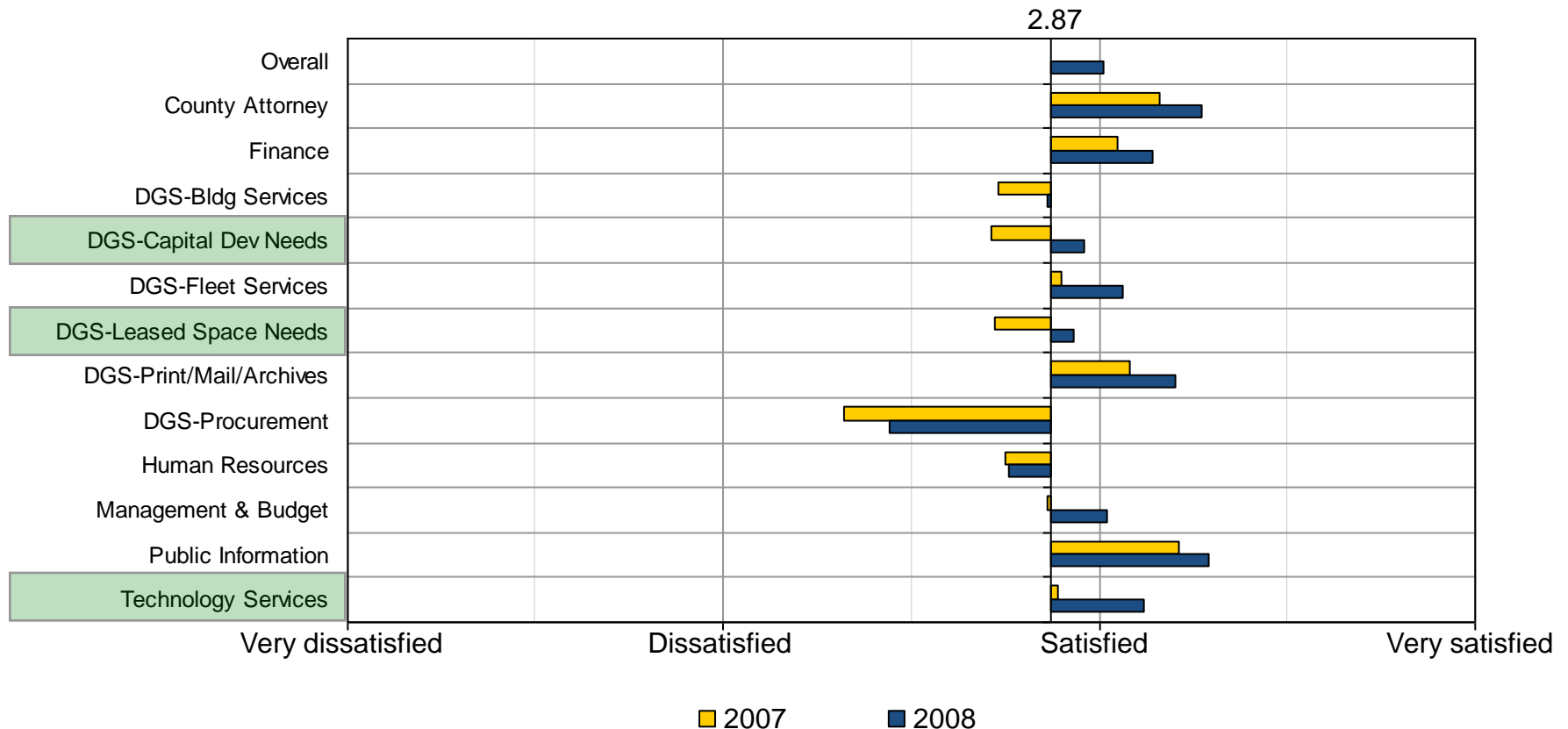
Legend: ■ 2007   ■ 2008

Innovation & Initiative: Rate how often Department staff showed innovation and initiative in addressing your needs and requirements.

Departments showing largest improvements from 2007 ratings

Departments showing declines from 2007 ratings

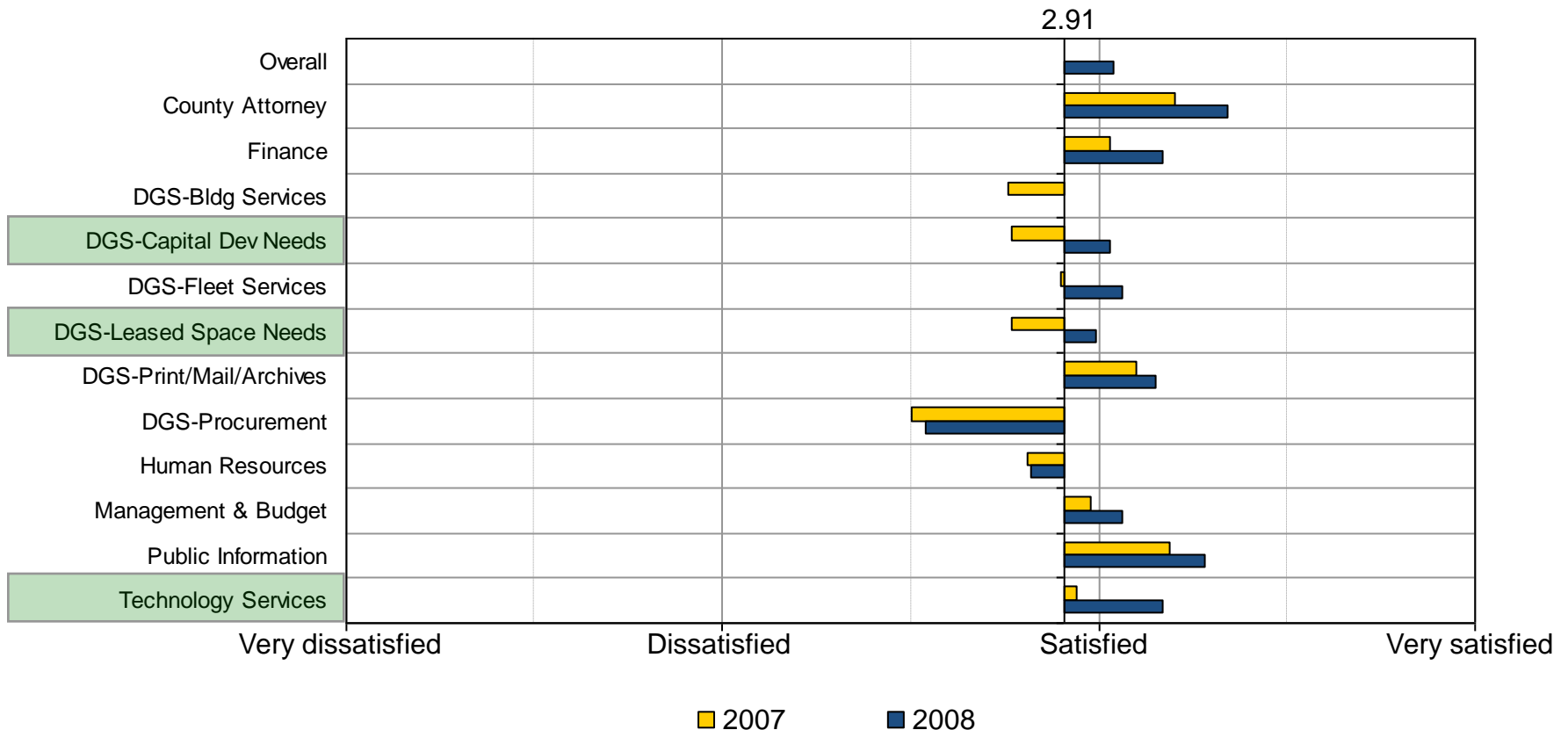CountyStat

Quantitative Data Analysis:
Process Ratings – Process

2.87

Department	2007	2008

Chart categories (top to bottom):
- Overall
- County Attorney
- Finance
- DGS-Bldg Services
- DGS-Capital Dev Needs
- DGS-Fleet Services
- DGS-Leased Space Needs
- DGS-Print/Mail/Archives
- DGS-Procurement
- Human Resources
- Management & Budget
- Public Information
- Technology Services

X-axis: Very dissatisfied — Dissatisfied — Satisfied — Very satisfied

Legend: ☐ 2007 ☐ 2008

Process: Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.

☐ Departments showing largest improvements from 2007 ratings

☐ Departments showing declines from 2007 ratings

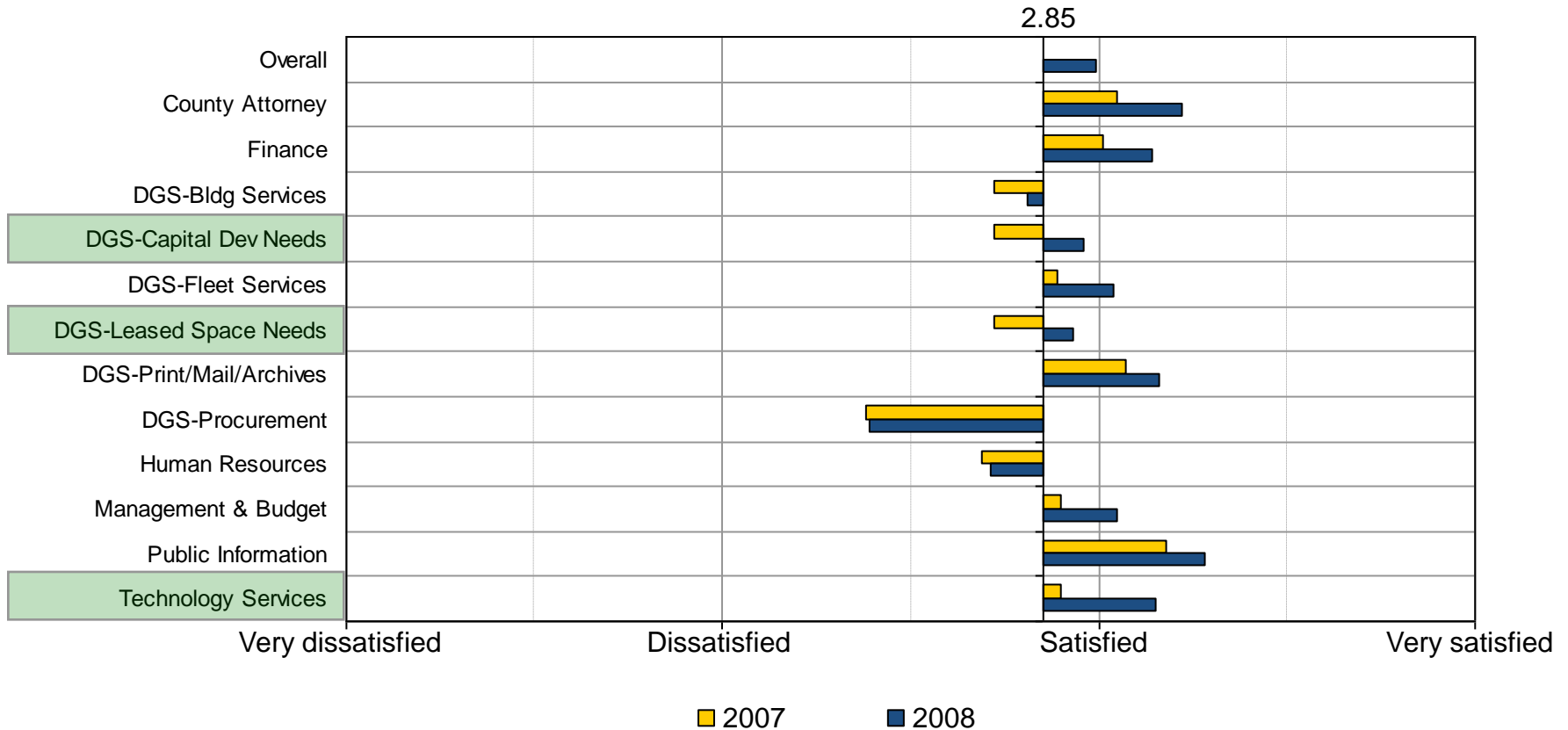# Quantitative Data Analysis:
Process Ratings – Guidance and Assistance

Chart showing Process Ratings scale from "Very dissatisfied" to "Very satisfied" with marker at 2.91. Departments listed top to bottom: Overall, County Attorney, Finance, DGS-Bldg Services, DGS-Capital Dev Needs, DGS-Fleet Services, DGS-Leased Space Needs, DGS-Print/Mail/Archives, DGS-Procurement, Human Resources, Management & Budget, Public Information, Technology Services. Legend: 2007 (yellow), 2008 (blue).

Guidance and Assistance: Rate your satisfaction with the guidance and assistance provided for the process(es).

Departments showing largest improvements from 2007 ratings

Departments showing declines from 2007 ratings

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Quantitative Data Analysis:
Process Ratings – Timeliness

2.85

Department	Rating
Overall	
County Attorney	
Finance	
DGS-Bldg Services	
DGS-Capital Dev Needs	
DGS-Fleet Services	
DGS-Leased Space Needs	
DGS-Print/Mail/Archives	
DGS-Procurement	
Human Resources	
Management & Budget	
Public Information	
Technology Services	

Very dissatisfied — Dissatisfied — Satisfied — Very satisfied

■ 2007   ■ 2008

Timeliness: Rate your satisfaction with the timeliness of the process(es) to satisfy your needs and requirements.

Departments showing largest improvements from 2007 ratings

Departments showing declines from 2007 ratings

CountyStat

Quantitative Data Analysis:
Process Ratings – Information
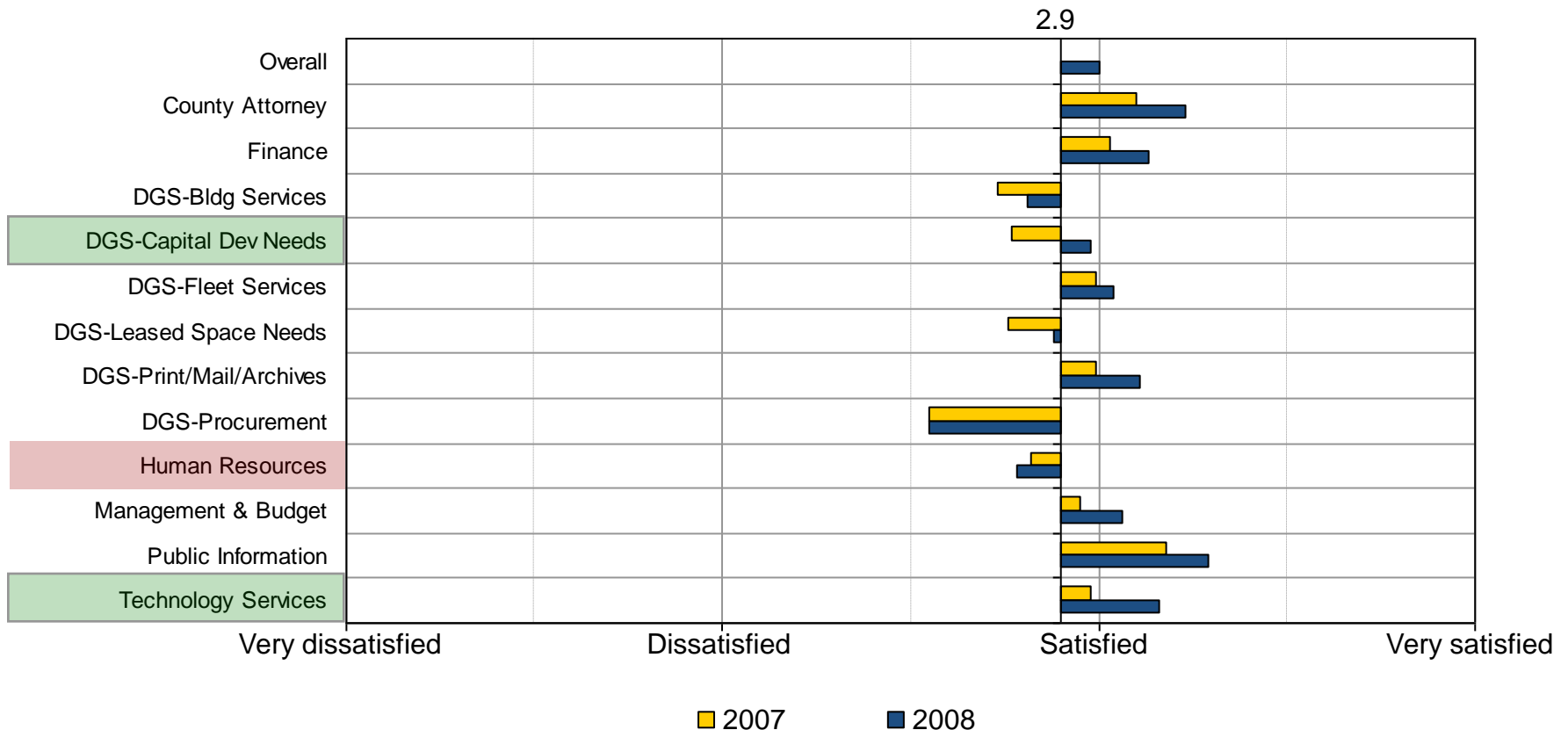
Information: Rate your satisfaction with the amount of information provided to you about the status of your request.

Departments showing largest improvements from 2007 ratings

Departments showing declines from 2007 ratings

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Qualitative Data Analysis

- **In addition to the twelve rating questions, all respondents were given the opportunity to provide qualitative feedback in an open response area on every department.**

- **While not all respondents offered feedback, many did. A brief analysis of this feedback is provided on the following slides. The data is organized as follows:**

  - All feedback left for an individual department was categorized into major themes. A single response might fit several themes.

  - The number of themes varied widely depending on the department.

  - For all departments a category called "Positive feedback" was created. Any positive remark about the department or about particular personnel was placed here.

  - For all departments a category called "Other" was created. This category includes all responses that did not otherwise fit neatly with the other responses received for that department.

  - For all departments a category called "None or no contact" was created. In cases where an individual indicated either that they had no remarks or that they had not had contact with the department, the response was place here.

  - Note that the themes identified here are subjective. All text comments (redacted if necessary) were provided to departments for their own analysis.

Quantitative Data Analysis: Department Ratings

- **The quantitative data presented on the following slides is organized in a format that provides all service area scores for each question together.**
  - The overall average score for the service area across all twelve questions is shown first followed by average scores for each of the twelve questions.
  - The twelve questions are listed by their general topic and grouped by category: overall ratings, personnel ratings, or process ratings. The exact wording of each question is contained on slide 6. The averages for all questions are shown against a satisfaction scale.
- **Averages were derived by giving each of the four possible responses a corresponding numeric value.**
  - The most negative response was given a value of 1, the most positive response a value of 4.
  - Responses to each question for each department were summed and then divided by the number of respondents to that question resulting in an average score that falls somewhere between 1 and 4.

Qualitative Data Analysis: County Attorney

Theme	# of Responses	% of Text Responses
Positive feedback	36	63%
Slow response	9	16%
Lack of creativity/ innovation	3	5%
Inconsistent responses	2	4%
Needs more staff	2	4%
Other	5	9%
None or No contact	3	5%
All text responses	36	

- **20.7% of those who provided a numeric rating for this service area also provided qualitative feedback.**

- **Themes in 2008 that were also seen in 2007**
  - Slow responses
  - Inconsistent responses
  - Needing more staff

- **New themes in 2008**
  - Lack of creativity and innovation

- **Themes from 2007 that were not major themes in 2008**
  - Don't understand Departments

Quantitative Data Analysis:
Department Ratings: County Attorney
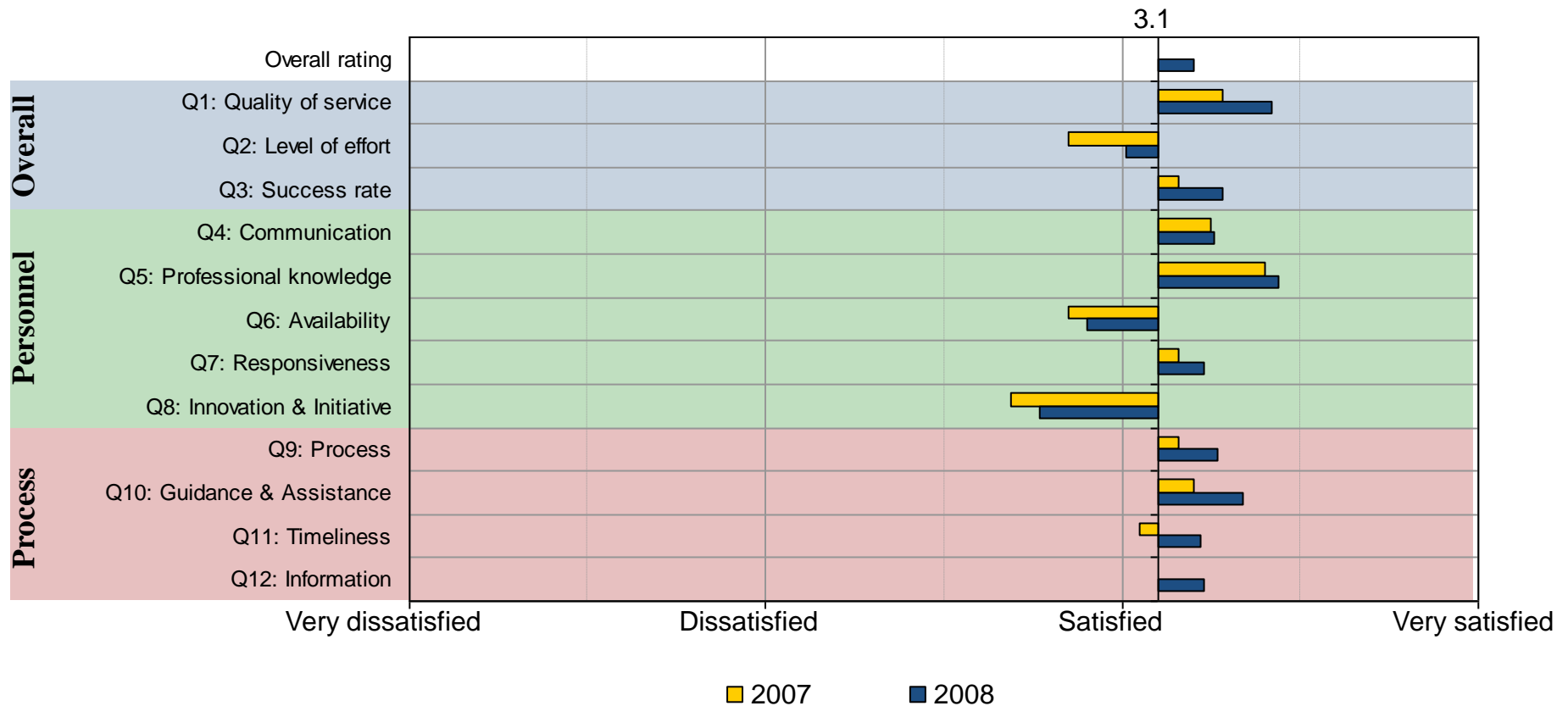
Largest increases were in Q2:Level of Effort and Q11:Timeliness.

Discussion: County Attorney

1. **What changes did you implement to positively impact your County employee customer service?**
   – Increased involvement by all management levels in customer service
   – Increased emphasis on one-to-one lawyer/client relationships – every agency viewed as having a single go-to lawyer, in addition to all others that provide service

2. **Where did you have the most success?**
   – Management involvement in customer service

3. **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
   – Single and known point of contact for all services received from internal department

4. **Where will you focus your attention over the next year?**
   – Further developing one-to-one relationship between lawyer and client

Qualitative Data Analysis: Finance

Theme	# of Responses	% of Text Responses
Positive feedback	14	52%
Slow response	4	15%
Process suggestions	3	11%
Lack of coordination	2	7%
Other	4	15%
None or No contact	5	19%
All text responses	27	

- **10.7% of those who provided a numeric rating for this service area also provided qualitative feedback.**
- **Themes in 2008 that were also seen in 2007**
  - Process suggestions
- **New themes in 2008**
  - Slow response
  - Lack of coordination
- **Themes from 2007 that were not major themes in 2008**
  - Understaffed
  - Arrogance or unfriendliness
  - Poor communication

Quantitative Data Analysis:
Department Ratings: Finance
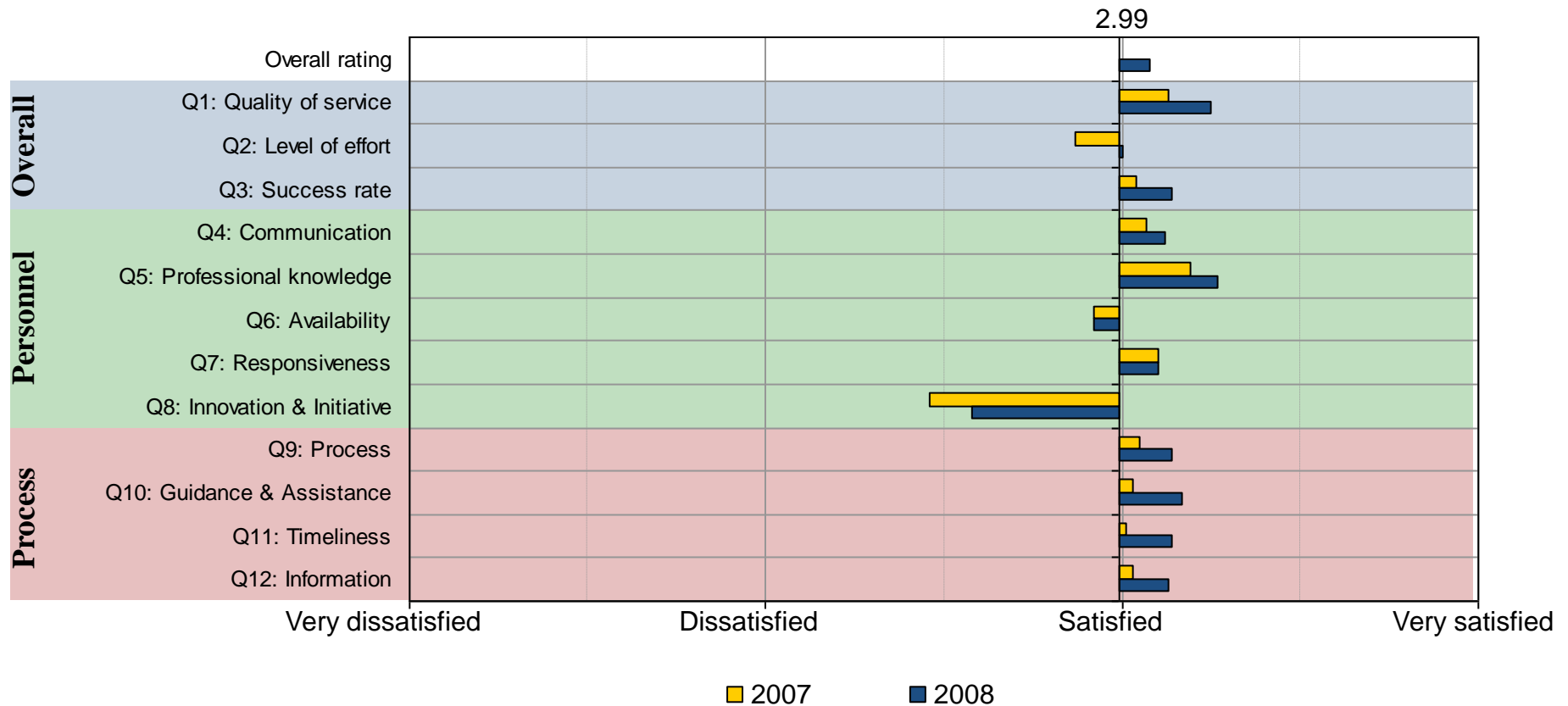
Largest increase was in Q10:Guidance and Assistance.

Discussion: Finance

1. **What changes did you implement to positively impact your County employee customer service?**
   – Worked towards filling positions
   – Stressed customer service in meetings, communication, issue discussions and resolutions
   – Established recognition and "Kudos" process
   – Acknowledged customer service accomplishments
   – Supported staff in their efforts to provide good customer service

2. **Where did you have the most success?**
   – Direct service as reflected in multiple results

3. **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
   – Kudos process
   – Dialogue and taking the time to explain (we will utilize this strategy to improve ratings for Innovation & Initiative)

4. **Where will you focus your attention over the next year?**
   – Improved responsiveness
   – Innovation and Initiative
   – Bridges with other departments, especially Procurement

Qualitative Data Analysis: DGS – Building Services

Theme	# of Responses	% of Text Responses
Positive feedback	9	26%
Slow response	9	26%
Limited resources	7	21%
Poor customer service	6	18%
Needs process improvements	4	12%
Other	6	18%
None or No contact	5	15%
All text responses	34	

- **13.3% of those who provided a numeric rating for this service area also provided qualitative feedback.**
- **Themes in 2008 that were also seen in 2007**
  - Slow response
  - Limited resources
  - Poor customer service
  - Needs process improvements
- **New themes in 2008**
  - none
- **Themes from 2007 that were not major themes in 2008**
  - Understaffed or overworked

Quantitative Data Analysis:
Department Ratings: DGS - Building Services

2.67
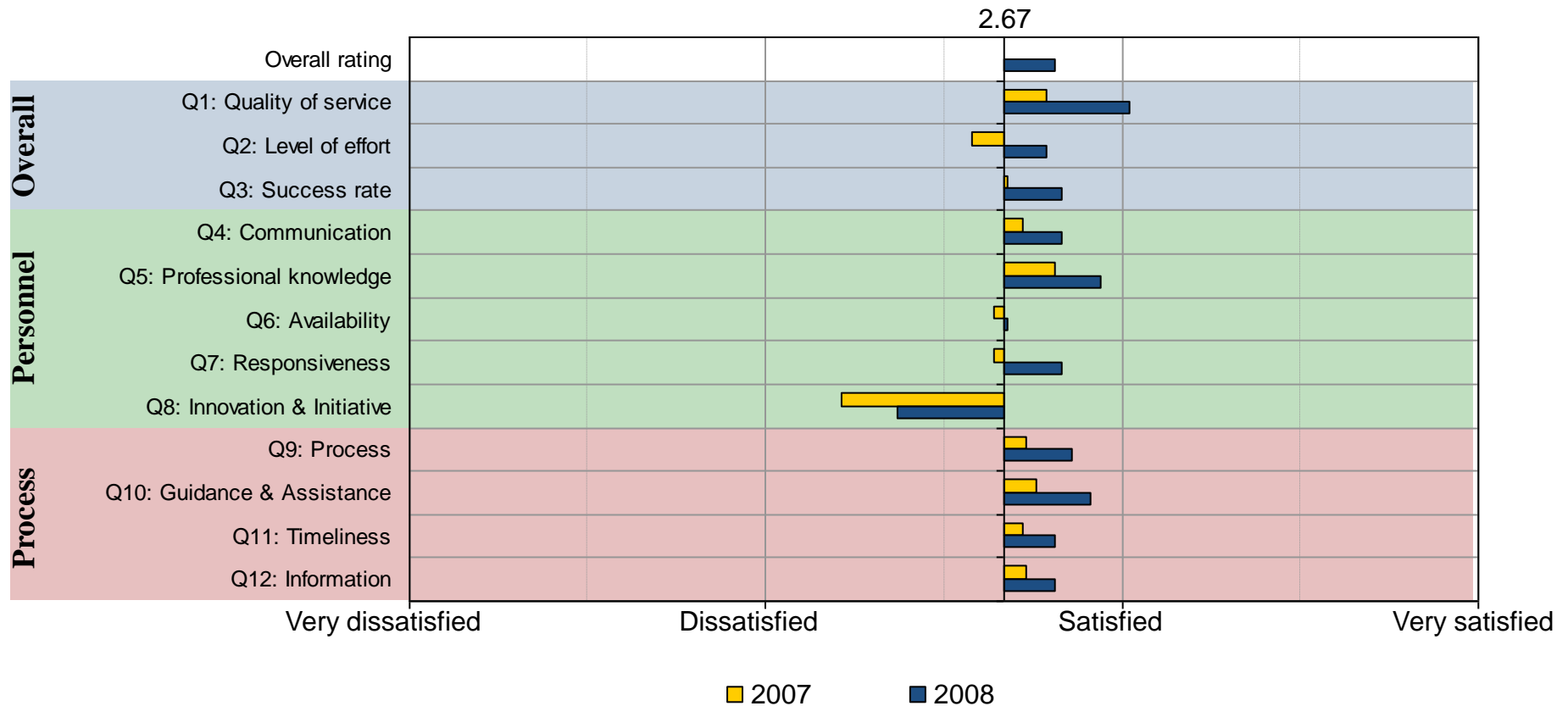
Largest increases were in Q1:Quality of Service and Q2:Level of Effort.

Qualitative Data Analysis: DGS – Capital Development

Theme	# of Responses	% of Text Responses
Positive feedback	5	28%
Improve management	3	17%
More cooperation with Depts.	2	11%
Slow response/ long process	2	11%
Improve service to customer	2	11%
Other	4	22%
None or No contact	5	28%
All text responses	18	

- **12.9% of those who provided a numeric rating for this service area also provided qualitative feedback.**

- **Themes in 2008 that were also seen in 2007**
  - More cooperation with Depts.
  - Slow response / long process
  - Improve customer service

- **New themes in 2008**
  - Improve management

- **Themes from 2007 that were not major themes in 2008**
  - Too expensive

Quantitative Data Analysis:
Department Ratings: DGS – Capital Development Needs
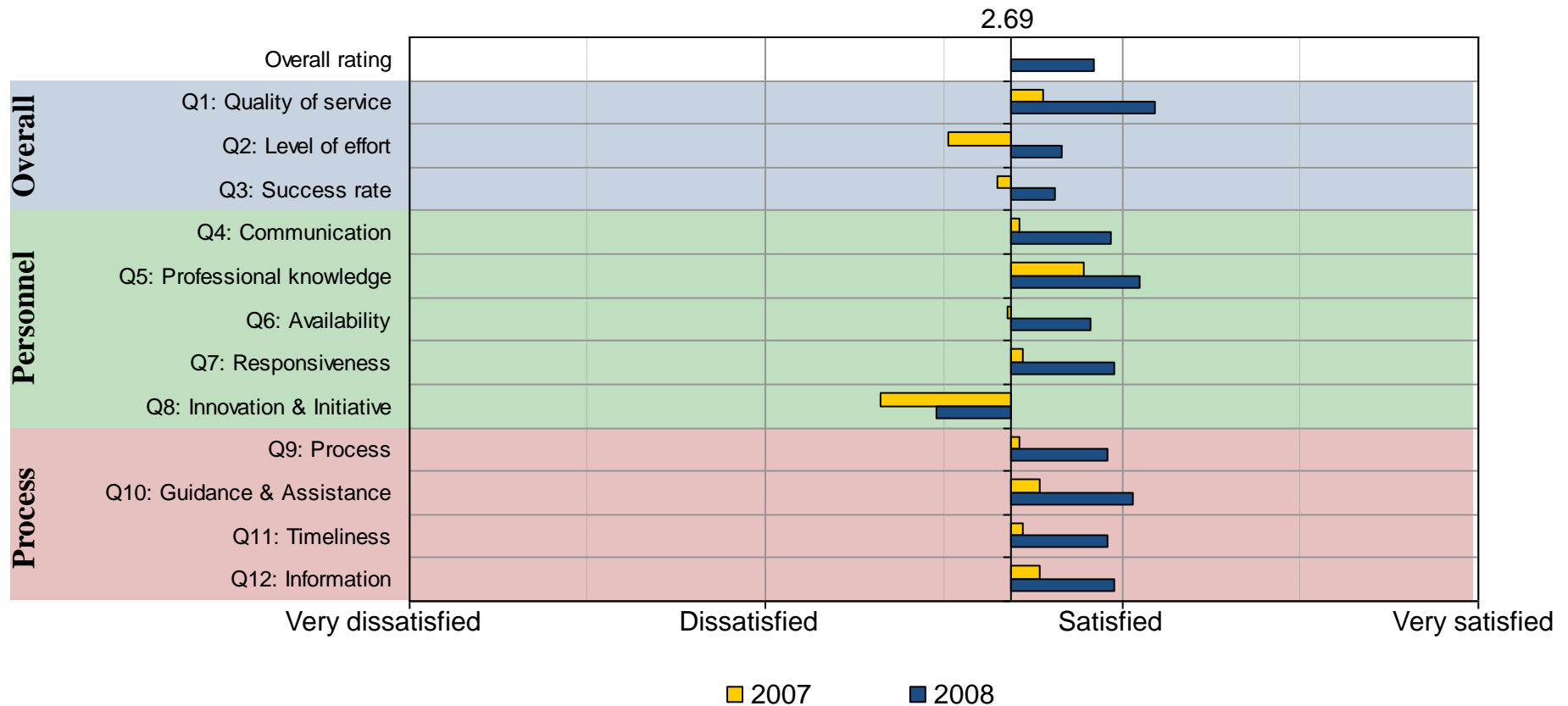
Largest increase was in Q2:Level of Effort. This group saw the largest overall increase in ratings over last year.
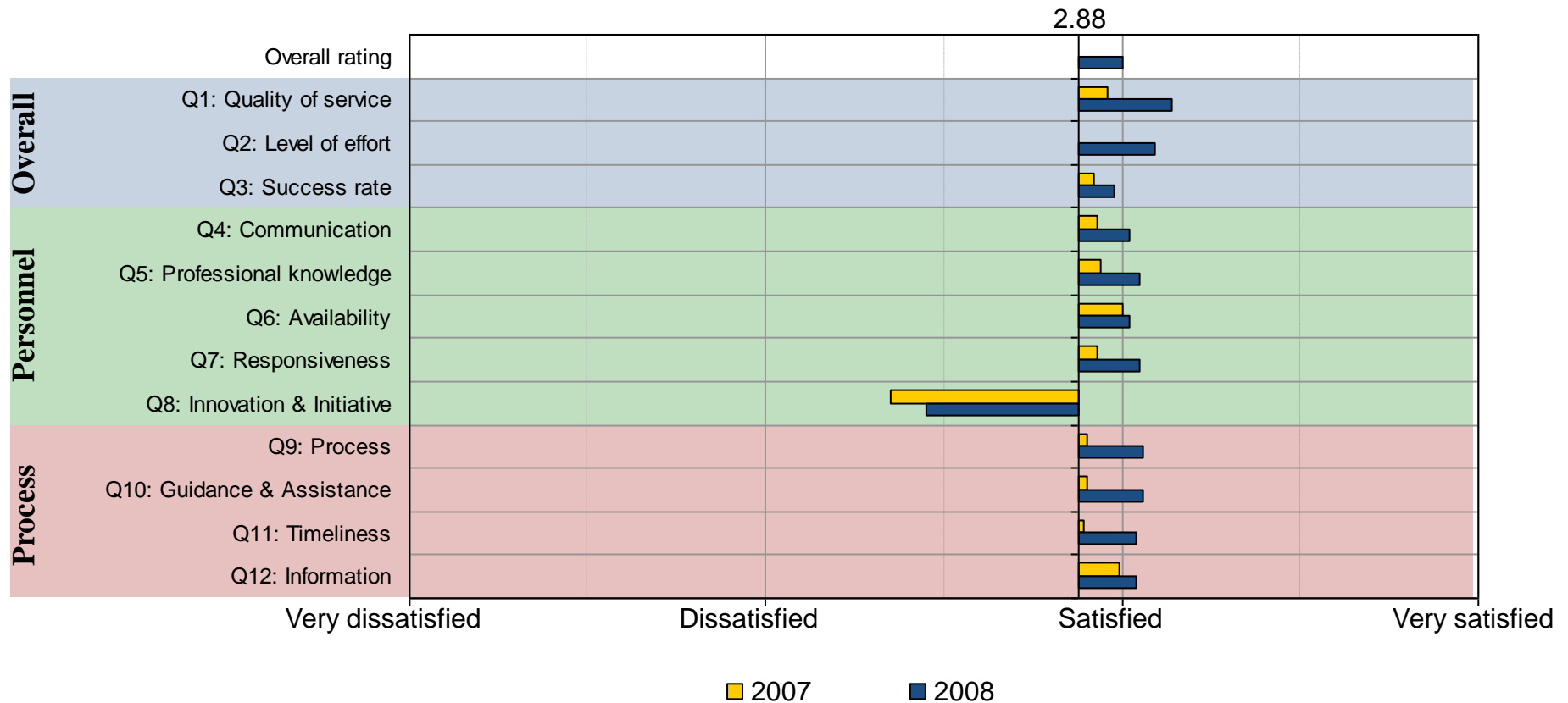
Qualitative Data Analysis: DGS – Fleet Services

Theme	# of Responses	% of Text Responses
Positive feedback	9	47%
Slow response	3	16%
Scheduling comments	2	11%
Other	3	16%
None or No contact	4	21%
All text responses	19	

- **11.0% of those who provided a numeric rating for this service area also provided qualitative feedback.**

- **Themes in 2008 that were also seen in 2007**
  - Slow response

- **New themes in 2008**
  - Scheduling comments

- **Themes from 2007 that were not major themes in 2008**
  - none

Quantitative Data Analysis:
Department Ratings: DGS – Fleet Services

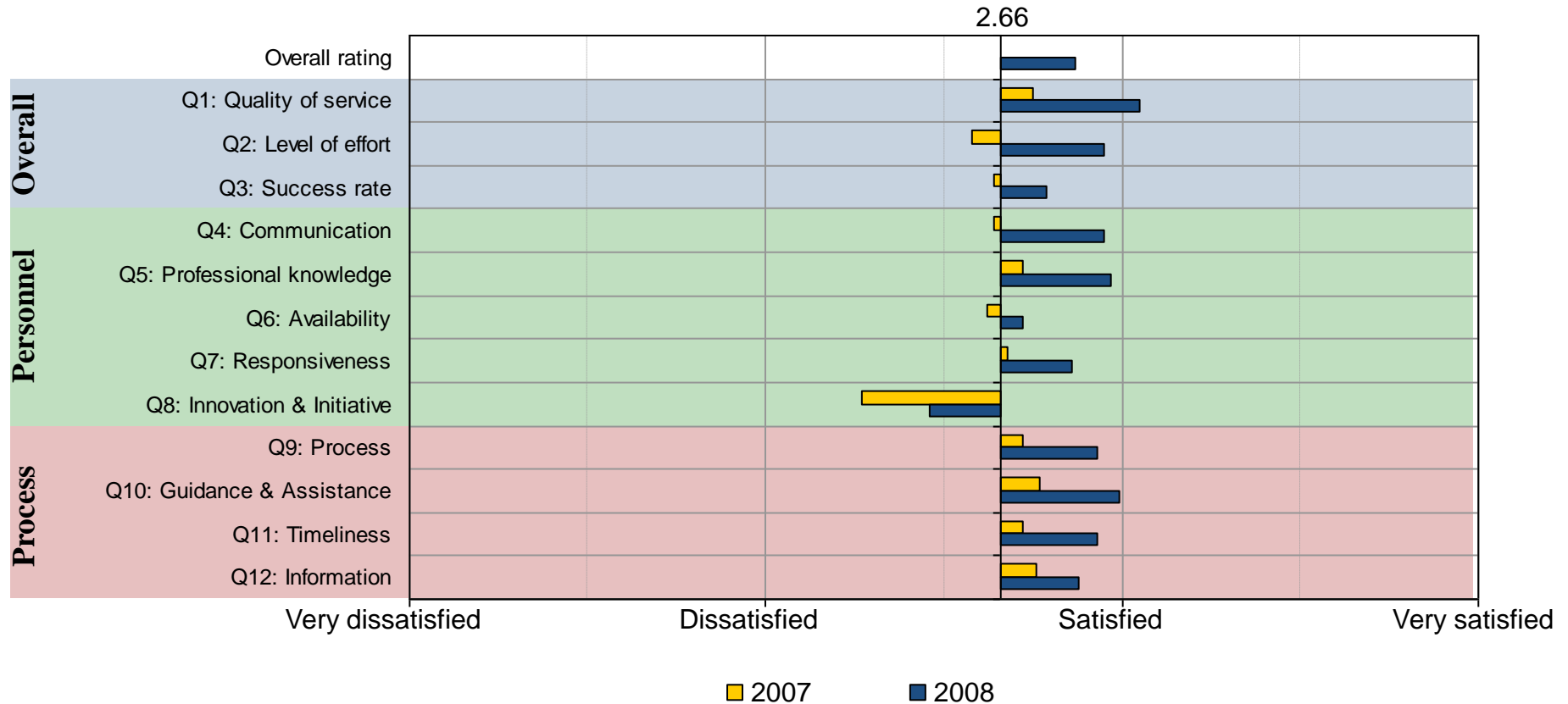Largest increase was in Q2:Level of Effort.

Qualitative Data Analysis: DGS – Leased Space Needs

Theme	# of Responses	% of Text Responses
Positive feedback	4	25%
Slow response	3	19%
Lack of creativity	2	13%
Lack of results	2	13%
Other	1	6%
None or No contact	6	38%
All text responses	16	

- **10.8% of those who provided a numeric rating for this service area also provided qualitative feedback.**

- **Themes in 2008 that were also seen in 2007**
  - Slow response

- **New themes in 2008**
  - Lack of creativity
  - Lack of results

- **Themes from 2007 that were not major themes in 2008**
  - Hard to find right person
  - Don't know what they do

Quantitative Data Analysis:
Department Ratings: DGS – Leased Space Needs

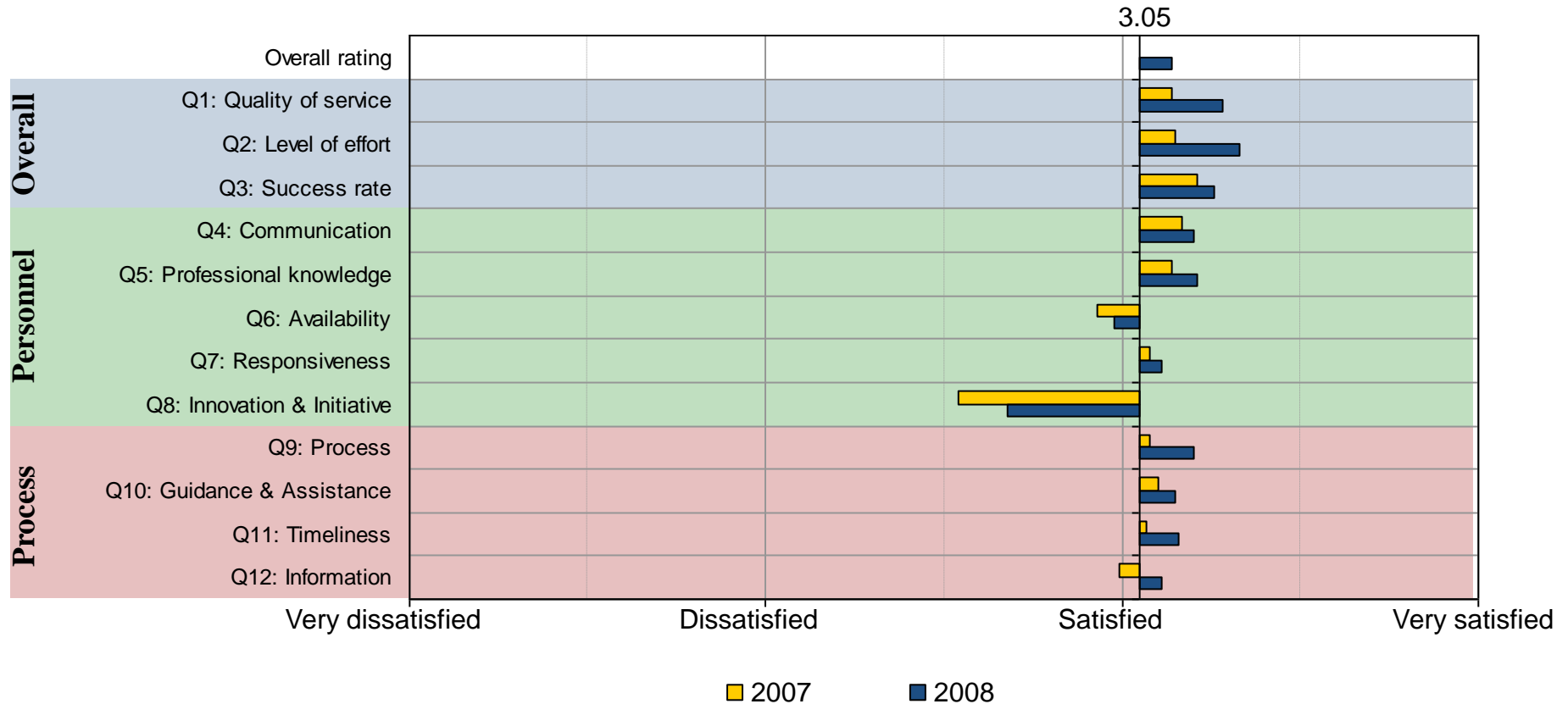Largest increase was in Q2:Level of Effort.

Qualitative Data Analysis: DGS – Print/Mail/Archives

Theme	# of Responses	% of Text Responses
Positive feedback	14	56%
Slow response or process too long	4	16%
Poor customer service	3	12%
Other	3	12%
None or No contact	3	12%
All text responses	25	

- **9.9% of those who provided a numeric rating for this service area also provided qualitative feedback.**

- **Themes in 2008 that were also seen in 2007**
  - Slow response or process to long

- **New themes in 2008**
  - Poor customer service

- **Themes from 2007 that were not major themes in 2008**
  - Orders forgotten or no response

Quantitative Data Analysis:
Department Ratings: DGS – Print / Mail / Archives

3.05

Overall
- Overall rating
- Q1: Quality of service
- Q2: Level of effort
- Q3: Success rate

Personnel
- Q4: Communication
- Q5: Professional knowledge
- Q6: Availability
- Q7: Responsiveness
- Q8: Innovation & Initiative

Process
- Q9: Process
- Q10: Guidance & Assistance
- Q11: Timeliness
- Q12: Information

Very dissatisfied | Dissatisfied | Satisfied | Very satisfied

■ 2007   ■ 2008

Largest increase was in Q2:Level of Effort.

Qualitative Data Analysis: DGS – Procurement

Theme	# of Responses	% of Text Responses
Positive feedback	11	16%
Process is slow or complex	32	47%
Poor customer service	17	25%
Understaffed/ overworked	16	24%
Lack of consistency	5	7%
Other	7	10%
None or No contact	4	6%
All text responses	68	

- **26.8% of those who provided a numeric rating for this service area also provided qualitative feedback.**

- **Themes in 2008 that were also seen in 2007**
  - Process is slow or complex
  - Understaffed or overworked
  - Poor customer service

- **New themes in 2008**
  - Lack of consistency

- **Themes from 2007 that were not major themes in 2008**
  - Need assistance or help understanding

Quantitative Data Analysis:
Department Ratings: DGS – Procurement

2.4

Overall
- Overall rating
- Q1: Quality of service
- Q2: Level of effort
- Q3: Success rate

Personnel
- Q4: Communication
- Q5: Professional knowledge
- Q6: Availability
- Q7: Responsiveness
- Q8: Innovation & Initiative

Process
- Q9: Process
- Q10: Guidance & Assistance
- Q11: Timeliness
- Q12: Information

Very dissatisfied | Dissatisfied | Satisfied | Very satisfied

☐ 2007   ■ 2008
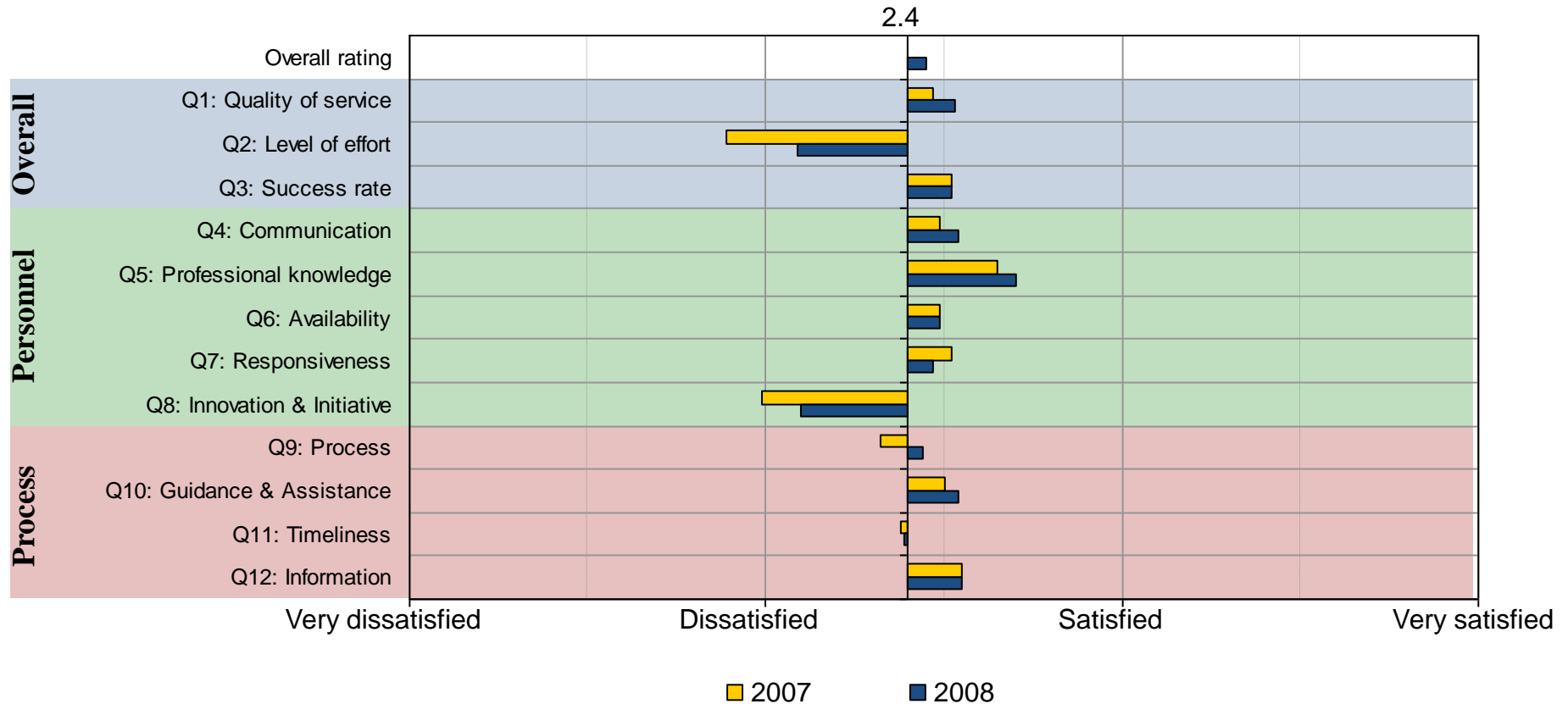
Largest increase was in Q2:Level of Effort. Q7:Responsiveness showed a decline from last year.

Discussion: Department of General Services

1. **What changes did you implement to positively impact your County employee customer service?**

- **Increased communications – process understanding, managing expectations**

- **Customer service orientation**
  - Building Design & Construction: team structure with Customer assignments
  - Office of Real Estate: document tracking allows for improved responsiveness
  - Central Duplicating: scanning printing requisitions results in timely response to customer inquiries
  - Facilities Management: increased/improved customer contact, improved communication with customers on schedule and project status
  - Procurement: fuller staff compliment allowed for more timely response, advanced agreement on solicitation schedule, satisfaction survey upon completion
  - Fleet Management – streamlined processes, consolidation of Police cruiser preparation by assuming responsibility for inventory and delivery commitments

Discussion: Department of General Services

2. **Where did you have the most success?**

- **Greatest improvement came from units deeply imbedded with task focus**
  - Focus on customer service and improved communications were most evident in Real Estate/Leasing, Building Design and Construction (Capital Development), and Fleet Management.
  - Fleet and Building Design and Construction showed marked improvement in process

- **We did a better job of letting the customers know they were important to us and are working to provide them service in a realistic time frame and manner.**
  - Reorganized Building Design and Construction resulted in improved availability

- **Adopting the philosophy that understanding and listening to our customer's needs is pivotal to our mission.**
  - Real Estate/Leasing, Building Design and Construction and Fleet Management all showed marked improvement in timeliness, assistance and information provided to customers

Discussion: Department of General Services

3. **Which of these best practices do you think could be adopted by other Departments to improve their performance?**

- **The use of a single point-of-contact has proved useful.**
  - Providing a customer-centric approach has improved responsiveness, clarity and consistency of information
  - Departments have a primary contact with back-up

- **Set a goal to exceed customers' expectations rather than create an expectation of failure**
  - Improved scheduling and goal-setting create realistic expectations

- **Implement practices that place improvement on the individual level.**
  - Users have to go through too many steps and speak to too many people before their needs are addressed. This is usually because we don't use the services we provide.
  - Encouraging every employee to look for opportunity to streamline processes, make services more accessible and create realistic expectations, promotes ownership, responsibility and accountability while ensuring the change is sustainable

Discussion: Department of General Services

4. Where will you focus your attention over the next year?

- **Procurement process improvement**
  - Identify duplicative steps and work with process partners (County Attorney, Risk Management) to streamline review, turn-around and timeliness.
  - Increased training of new staff to improve knowledge and responsiveness
  - Expanded use of template and document management systems that reduce process time, provide accountability, and improve communication
  - Contract Administrator Forum; a quarterly forum to educate, inform and exchange information about procurement and the challenges faced by department administrators

- **Cultural change**
  - Ongoing effort to promote innovative thinking, process efficiency, responsiveness and initiative with the customer in mind
  - Individual responsibility for Department and Customer success

- **Innovation and Initiative**
  - Maximize available tools to improve communication and access to information: *online contract directory, central vendor portal*
  - Creation of a departmental culture that looks at itself as "DGS.com" and actively seeks out web-based solutions for users' ease; *e-Bid, and MC CarShare*
  - Leveraging technology to reduce administrative burden to focus on value-based responsibilities: *e-forms, online templates*
  - Continue presenting reasonable and realistic expectations for the provision of our services and focus on production improvements in order to meet these expectations

Qualitative Data Analysis: Human Resources

Theme	# of Responses	% of Text Responses
Positive feedback	17	25%
Poor service to customers	18	27%
Hiring issues	12	18%
Slow process	10	15%
IT/apps issues	6	9%
Staff turnover or shortages	6	9%
Labor issues	4	6%
Other	13	19%
None or No contact	3	4%
All responses	67	

- **21.5% of those who provided a numeric rating for this service area also provided qualitative feedback.**
- **Themes in 2008 that were also seen in 2007**
  - Staff turnover or shortages
  - Labor issues
  - IT or application issues
  - Slow process
- **New themes in 2008**
  - Hiring issues
  - Poor customer service
- **Themes from 2007 that were not major themes in 2008**
  - Inconsistent answers

Quantitative Data Analysis:
Department Ratings: Human Resources
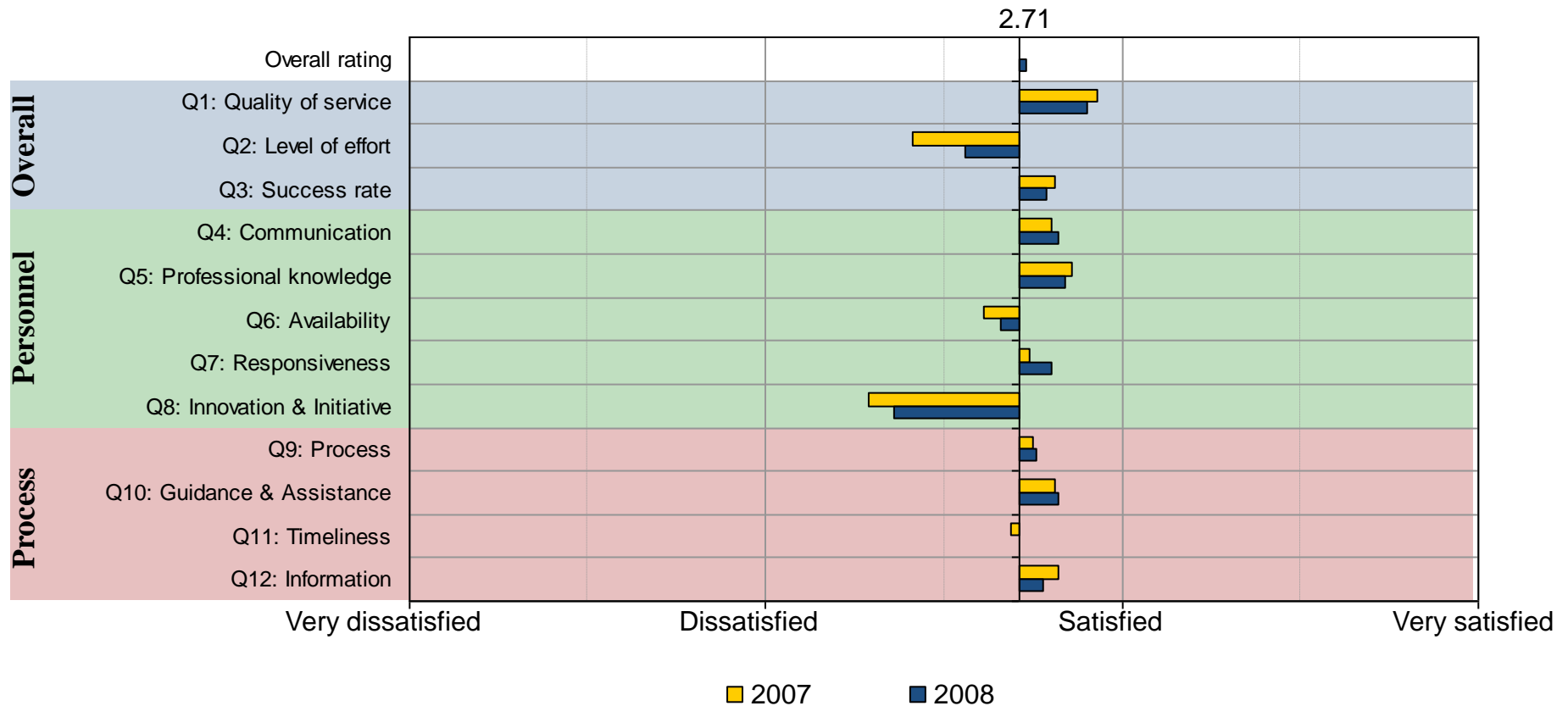
Largest increase was in Q2:Level of Effort. Four areas showed declines: Q1:Quality of Service, Q3:Success Rate, Q5:Professional Knowledge, and Q12:Information. OHR had the smallest overall increase in ratings.

Discussion: Human Resources

1. **What changes did you implement to positively impact your County employee customer service?**
    –   Improvements in the selection and recruitment area. Since implementation, not all managers have accessed Peopleclick and participated in the hiring process. As more managers participate in the hiring process, OHR believes that the customer service scores will increase. Improvements include
        –   Implementation of Candidate Portal and redesign of the County's career site to provide increased functionality and enhancements.
        –   Selection guidelines classes were held monthly
        –   Preferred criteria were made required part of the application process.
        –   Increased diversity outreach in a number of ways, including established relationships with the Office of Community Partnerships, the CE's Minority Advisory Group chairs, and the County's Employee Associations
    –   Reached out to employees in the departments for feedback, i.e., process context mapping, discipline process, etc.

2. **Where did you have the most success?**
    –   The most success was in the areas of Level of Effort, Availability, Responsiveness, and Innovation and Initiative. OHR continues to use a self-service delivery model and pushes information out to County Departments through OHR's website. This gives OHR staff more time to consult with departments.
    –   Efforts in selection and recruitment were recognized through the award of the Local Government Personnel Association Personnel Team Award in June. Also, OHR received 4.22 out of a scale of 5 in a survey on whether users were satisfied with the pool of candidates.

Discussion: Human Resources

3. **Which of these best practices do you think could be adopted by other Departments to improve their performance?**

4. **Where will you focus your attention over the next year?**
    –   OHR is going to use change management efforts to effectively communicate its self-service delivery model to managers and employees, pushing out standard information and frequently asked questions to employees through front desk staff and the website. Other OHR staff can focus their time on handling complex human resources matters and consulting with employees in the departments to provide them with human resources solutions while obtaining direct feedback.
    –   OHR requested feedback from employees on the non-bargaining unit performance-based pay process and ePerform. OHR acted upon that feedback by changing the policy on the County performance rating cycles. Currently there are five rating cycles, fiscal year, calendar year, increment date, and two program dates. Effective July 1, 2009 there will be only one rating cycle for executive branch non-bargaining employees; it will be a fiscal year rating cycle. The ePerform system will have fewer steps for employees to navigate through while completing the performance management form.
    –   OHR is working with RNR consulting to address several areas such as knowledge management and transfer, assess the effective and efficiency of staff activities in contributing to the desired process outcome, prepare for implementation of ERP.
    –   OHR will also utilize the R and R assessment to re-examine its current structure and service delivery model to ascertain if the current hierarchy and reporting relationships need to be overhauled.

Qualitative Data Analysis: Management and Budget

Theme	# of Responses	% of Text Responses
Positive feedback	13	38%
Needs data/RBB	5	15%
Slow or complex process	5	15%
Customer service issues	4	12%
Needs to understand Dept. better	3	9%
Other	2	6%
None or No contact	5	15%
All text responses	34	

- **12.6% of those who provided a numeric rating for this service area also provided qualitative feedback.**

- **Themes in 2008 that were also seen in 2007**
  - Slow or complex process
  - Customer service issues
  - Needs to understand Dept. better

- **New themes in 2008**
  - Needs data or Results Based Budgeting comments

- **Themes from 2007 that were not major themes in 2008**
  - Staff turnover
  - Demanding of Departments

Quantitative Data Analysis:
Department Ratings: Management and Budget
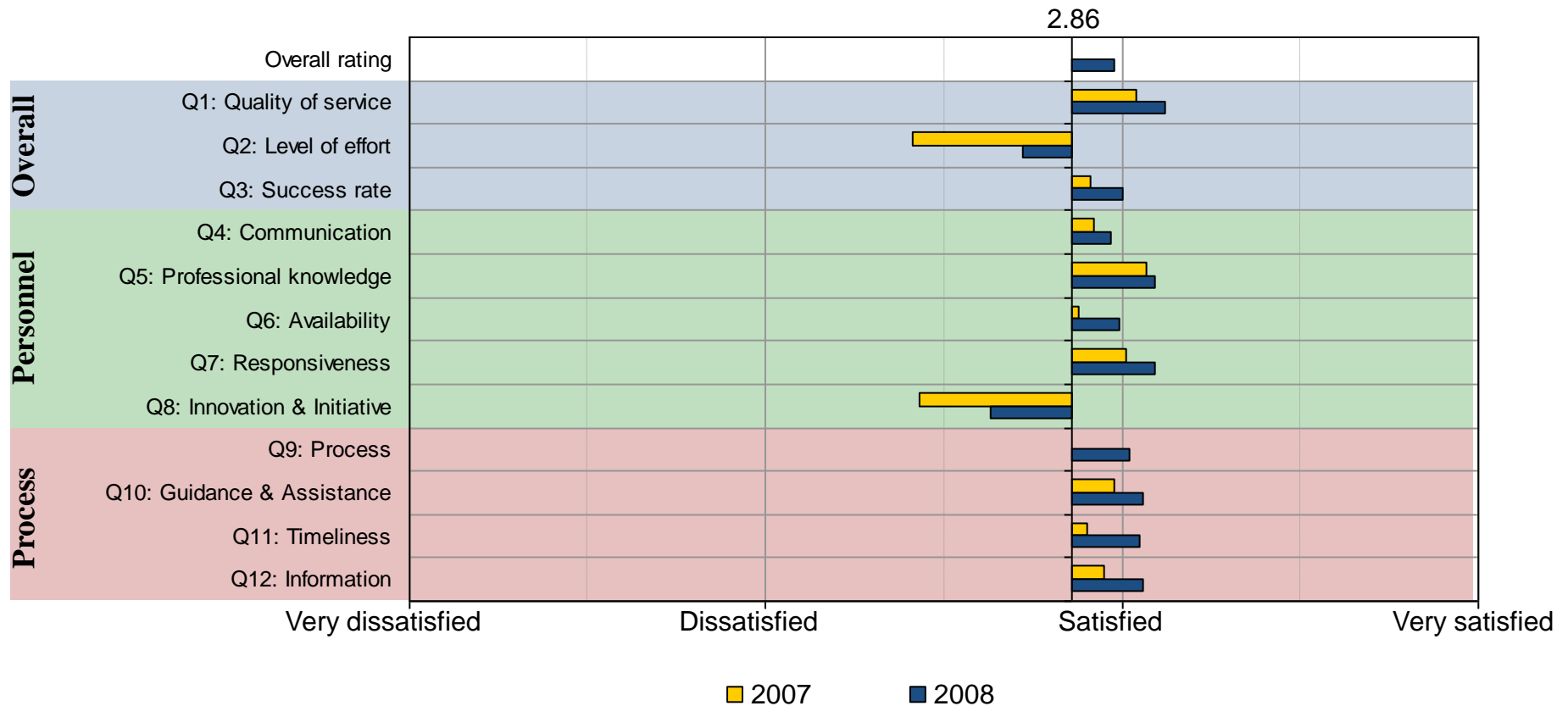
Largest increase was in Q2:Level of Effort.

Discussion: Management and Budget

1. **What changes did you implement to positively impact your County employee customer service?**
   - Initiated face-to-face dialog with department staff to better understand their needs and solicit input for customer service improvements.
   - Launched new BPREP FAQs to provide on-line help desk type support
   - In partnership with Finance and OHR, actively worked to streamline department reorganization-related work – primarily through IT efforts.
   - Increased the number of sessions and comprehensiveness of department and staff training
   - Continued use of IT to streamline processes and meet department's needs. (CIP submission enhancements such as multiple PDF and map printing capabilities, new reports; making PSP due diligence reports available for department use; etc.
   - Proactive communication with departments to fill their need for advance notice of upcoming deadlines to manage their workload.
   - All interviews with prospective staff prominently featured questions about customer service to assess the applicants' understanding of the importance of customer service.

2. **Where did you have the most success?**
   - IT enhancements because these most directly and consistently affected the workload of department budget staff
   - Training – particularly in training to help departments understand *why* requested data is important
   - Soliciting feedback, developing a response plan, and formally responding to suggestions

Discussion: Management and Budget

3. **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
    – Training and feedback solicitation/response plan development can be implemented by all departments.
    – IT enhancements to streamline processes require IT talent, a process improvement mindset, and a partnership between IT and program staff.

4. **Where will you focus your attention over the next year?**
    – Increase focus on proactive communication with staff and departments
    – Continue IT enhancements to streamline processes and make departments' jobs easier
    – Continue emphasis on training and business process improvement reviews based on staff and department feedback
    – Devote staff time in working with ERP Implementer and Project Team to design and implement new budget processes to address best practices and business process re-engineering
    – Develop efficient models for working with small departments
    – Simplify our instructions and materials to enhance usefulness
    – Continue to refine focus on the use of program performance measures in the budget development process to provide a more meaningful and direct relationship between performance measures, budget requests, and funding decisions.

Qualitative Data Analysis: Public Information

Theme	# of Responses	% of Text Responses
Positive feedback	16	64%
More and proactive support	3	12%
Customer service issues	2	8%
Other	2	8%
None or No contact	4	16%
All text responses	25	

- **9.6% of those who provided a numeric rating for this service area also provided qualitative feedback.**
- **Themes in 2008 that were also seen in 2007**
  - More and proactive support
- **New themes in 2008**
  - Customer service issues
- **Themes from 2007 that were not major themes in 2008**
  - None

Quantitative Data Analysis:
Department Ratings: Public Information
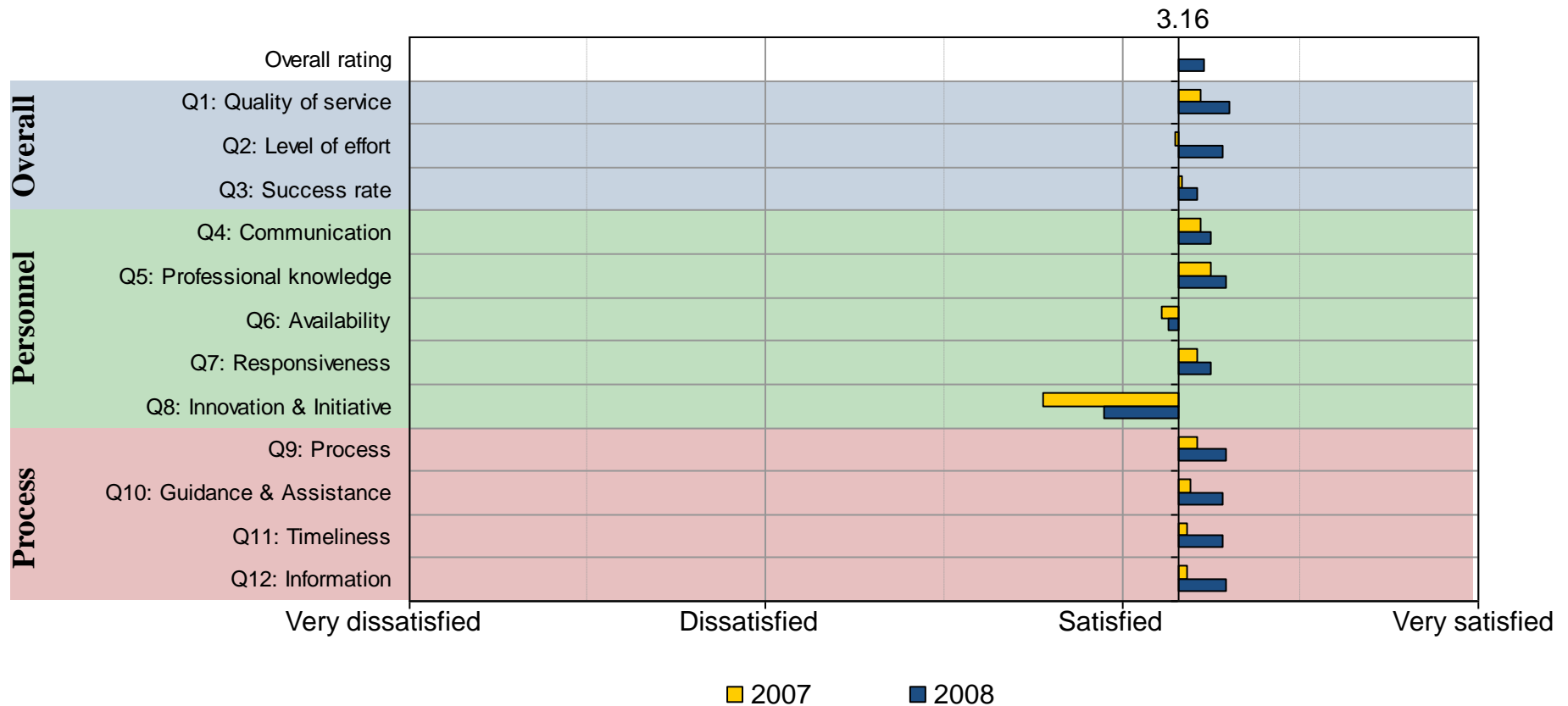
Largest increase was in Q8:Innovation and Initiative.

Discussion: Public Information

1. What changes did you implement to positively impact your County employee customer service?

2. Where did you have the most success?

3. Which of these best practices do you think could be adopted by other Departments to improve their performance?

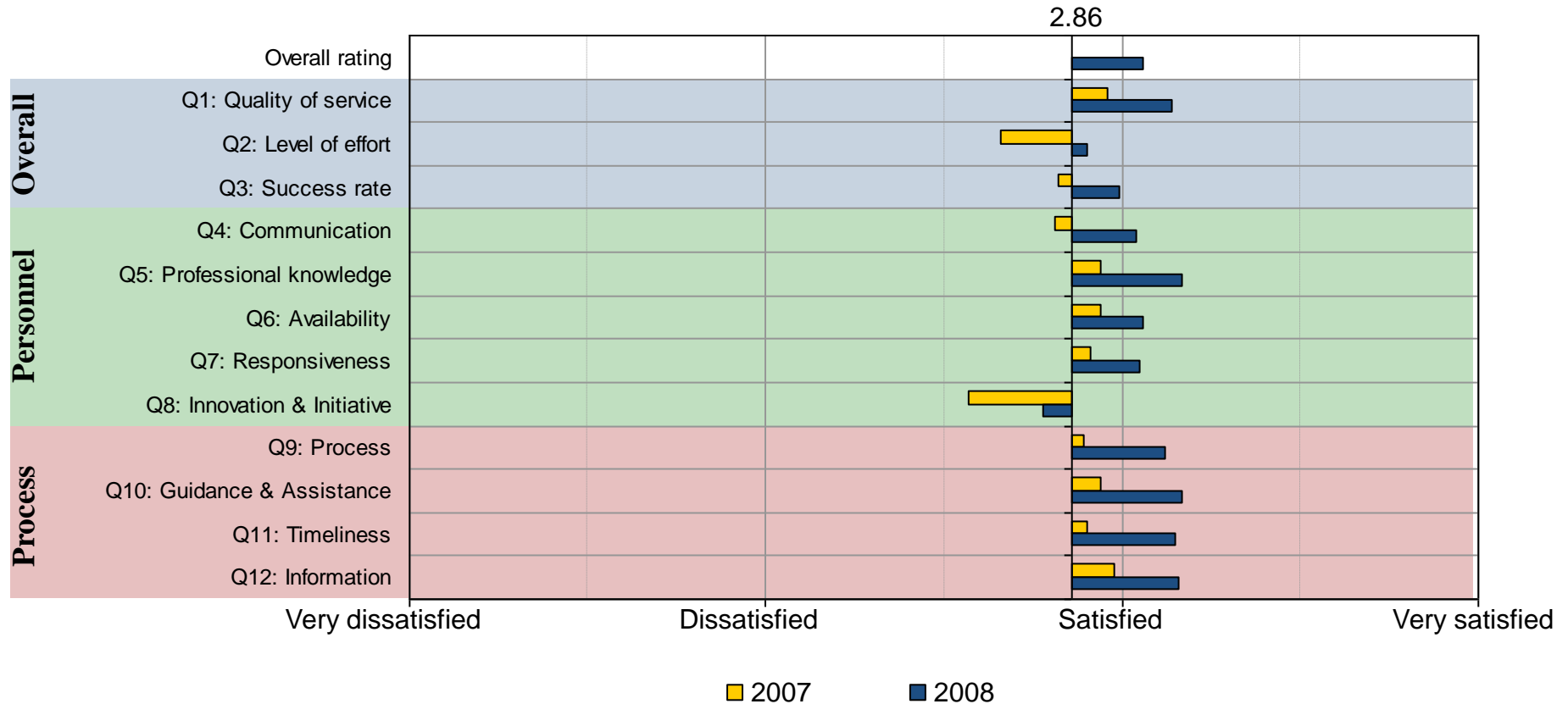4. Where will you focus your attention over the next year?

Qualitative Data Analysis: Technology Services

Theme	# of Responses	% of Text Responses
Positive feedback	26	55%
Customer service issues	11	23%
General IT problems/ suggestions	9	19%
More Dept. support/ coordination	4	9%
Help Desk issues	3	6%
Other	4	9%
None or No contact	3	6%
All text responses	47	

- **15.6% of those who provided a numeric rating for this service area also provided qualitative feedback.**

- **Themes in 2008 that were also seen in 2007**
  - Customer service issues
  - General IT problems or suggestions
  - Help Desk issues
  - More Dept. support or coordination

- **New themes in 2008**
  - none

- **Themes from 2007 that were not major themes in 2008**
  - Understaffed

Quantitative Data Analysis:
Department Ratings: Technology Services

2.86

		Very dissatisfied	Dissatisfied	Satisfied	Very satisfied
Overall	Overall rating				
	Q1: Quality of service				
	Q2: Level of effort				
	Q3: Success rate				
Personnel	Q4: Communication				
	Q5: Professional knowledge				
	Q6: Availability				
	Q7: Responsiveness				
	Q8: Innovation & Initiative				
Process	Q9: Process				
	Q10: Guidance & Assistance				
	Q11: Timeliness				
	Q12: Information				

☐ 2007   ■ 2008

Largest increase was in Q11:Timeliness.

Discussion: Technology Services

1. **What changes did you implement to positively impact your County employee customer service?**
   - Visibility
   - Communication - Outreach
   - Improve on Customer Focus
   - Commitment to Standardization Efforts
   - Focus on Operations Results

2. **Where did you have the most success?**
   - **Visibility** – the restart of the Technical Operational Management Group (TOMG) and Information Technology Policy Advisory Committee (IPAC), the work plans and strategies for supporting the departments is open and an opportunity for both dialog as well as feedback. DTS wants to encourage more of these exchanges to ensure that there is an understanding and clear management of expectations by customers as well as the customers understanding challenges and priorities for DTS.
   - **Communication / Outreach** – DTS has increased interactions through both technology support opportunities as well as sharing of best practices being implemented within the department. This is exemplified through the development of work standards that are being shared with any department that inquires of such. Examples of this included the road show provided to many departments on the current Web Tools and relaunch of department websites, positive feedback on Help Desk interactions, emphasis on PEG coordination through collaboration exercises and delivered results, as well as publicizing programs, processes and solutions that address similar business challenges in other departments.

Discussion: Technology Services

3. **Which of these best practices do you think could be adopted by other Departments to improve their performance?**

    – **Visibility and Open Communications** – DTS has taken the proactive approach to communications and visibility. We have done this to make other departments aware of current activities, availability of expertise / resources to form stronger partnerships for technology ventures, selections and standards.

4. **Where will you focus your attention over the next year?**

    – **Continuation of the collaboration and sharing process** – With fiscal challenges and resource constraints, DTS wants to approach new automation, solutions and the enterprise approach to identify synergies that will maximize the benefits of investment and staff resources. Completion of the Council mandated Enterprise Technology Strategic Plan will help fuel the discussion and identify immediate, near term and long-term initiatives.

    – **Outreach** – Continue the development of departmental insights through IPAC and TOMG. DTS is also working on other information briefings on technology, innovation and process improvements through "IT Town Hall" sessions. DTS will continue to focus on information exchanges, collaboration and initiatives to address highest priorities of the organization, based on criticality, business benefits and return on investment.

Wrap-up

- **Confirmation of follow-up items**

- **Time frame for next meeting**