Montgomery County Customer Satisfaction Survey for Internal Customers – FY12

January 8, 2013
CountyStat Office

CountyStat

CountyStat Principles

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

Meeting Goal

- **Deliver CountyStat analysis of results of the 2012 internal customer satisfaction survey, and identify trends in order to help departments identify strategies for improving processes.**

Agenda

- **Introduction**
- **Status of 2011 Internal Survey Follow-up Items**
- **Survey Methodology**
- **Summary of Findings**
- **Overview of Scores**
- **Quantitative Analysis by Question**
  – Quality of Service; Level of Effort; Success Rate; Communication; Professional Knowledge; Availability; Responsiveness; Initiative; Process; Guidance & Assistance; Timeliness; Information; Innovation
- **Quantitative & Qualitative Analysis & Discussion by Department**
  – Finance; General Services; Human Resources; Management and Budget; Technology Services; Public Information; County Attorney
- **Wrap up**

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Status of 2011 Internal Survey Follow-Up Items

- **Follow-Up Item**: Host discussions with department managers to determine reasons for low level of effort ratings and come up with possible process improvements.
    - CountyStat facilitated two manager focus groups and generated recommendations based on the group discussion.

- **Follow-Up Item:** Determine feasibility of using Internal Customer Satisfaction Survey format for DGS contract administrators.
    - CountyStat met with DGS Procurement to review changes made to existing surveys that resulted in automatic distribution through the system rather than a specialist once a solicitation was closed out in the tracking system.
    - Procurement response rates have improved since implementing the change and are being sent through the system anonymously rather than via email through each specialist.

Status of 2011 Internal Survey Follow-Up Items

- **Follow-Up Item:** Hold discussions with department-heads to address customer complaints about getting Human Resources-related information from 311.
    - MC311 and OHR collaborated to update existing knowledge base articles, the MC311 Web Portal, and the County Website to increase user friendliness

- **Follow-Up Item:** Add a section about 311 to the Internal Customer Satisfaction Survey, and break up OHR into separate areas.
    - CountyStat delayed implementation for at least one year due to the large volume of business changes across each department
    - Changing the structure of OHR's survey questions would prevent the measurement of the impact of the new website, maturation of the self-service portal, retiree benefit process, etc. on overall departmental performance
    - MC311 internal operations over this past year were heavily impacted by the SLA revision and involvement of CountyStat, which does not represent normal business processes

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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 thirteen questions designed to provide ratings of three overarching categories: overall satisfaction, Department personnel, and Department processes

- The Internal Customer Satisfaction Survey was delivered to 367 members of the County management team.
    - 174 surveys were returned, with a response rate of 47% and a difference of 82 individuals from last year.
    - This is down from 2011 and 2010 where the response rates were 69% and 59%

- 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. **Initiative:** Rate how often you were satisfied with the amount of initiative taken by Department staff 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.
13. **Innovation:** Rate your satisfaction with the Department's ability to innovate in order to satisfy your needs.

Summary of Findings

- From a County-wide perspective, the overall ratings on each question across all departments in the survey were slightly higher on average compared to results from last year.

- Ratings at the Departmental level were also higher than last year, with the exception of DGS-Print/Mail/Archives.
  - Changes from 2011, whether higher or lower, are considered NOT statistically significant with the exception of three areas of Human Resources that experienced improvement in Quality of Service, Guidance & Assistance, and Innovation.

- Qualitative responses were typically issue-based, direct, and discernibly positive or negative. There were only a few instances where quantitative results tracked to the tenor of the qualitative responses.

All Scores 2011 Survey

	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	Average Rating
Q1: Quality of service	3.37	2.96	2.52	2.83	2.88	2.87	3.24	2.60	2.80	2.97	3.28	3.07	**2.95**
Q2: Level of effort	2.98	2.66	2.34	2.66	2.80	2.79	3.30	2.22	2.49	2.67	3.28	2.92	**2.76**
Q3: Success rate	3.25	2.87	2.40	2.64	2.78	2.73	3.22	2.56	2.70	2.85	3.21	2.92	**2.84**
Q4: Communication	3.30	2.90	2.55	2.78	2.91	2.88	3.21	2.58	2.74	2.93	3.27	2.96	**2.92**
Q5: Professional knowledge	3.43	2.99	2.71	2.92	2.84	2.89	3.20	2.72	2.79	3.01	3.25	3.05	**2.98**
Q6: Availability	2.96	2.81	2.44	2.70	2.84	2.73	2.98	2.54	2.55	2.88	3.10	2.92	**2.79**
Q7: Responsiveness	3.28	2.89	2.57	2.80	2.85	2.90	3.16	2.52	2.66	2.91	3.20	2.95	**2.89**
Q8: Initiative	3.12	2.70	2.38	2.74	2.72	2.72	3.01	2.45	2.61	2.83	3.08	2.88	**2.77**
Q9: Process	3.26	2.89	2.56	2.88	2.90	2.89	3.16	2.48	2.72	2.86	3.19	2.99	**2.90**
Q10: Guidance & Assistance	3.27	2.95	2.66	2.90	2.88	2.91	3.20	2.58	2.78	2.92	3.21	3.01	**2.94**
Q11: Timeliness	3.18	2.92	2.51	2.80	2.90	2.84	3.07	2.48	2.75	2.92	3.15	3.00	**2.88**
Q12: Information	3.23	2.95	2.59	2.83	2.93	2.93	3.09	2.61	2.76	2.93	3.17	3.03	**2.92**
Q13: Innovation	2.97	2.71	2.42	2.78	2.83	2.81	3.02	2.43	2.55	2.78	3.04	2.88	**2.77**
Overall Average Rating	**3.20**	**2.86**	**2.51**	**2.79**	**2.85**	**2.84**	**3.14**	**2.52**	**2.68**	**2.88**	**3.19**	**2.97**	**2.87**

All Scores 2012 Survey

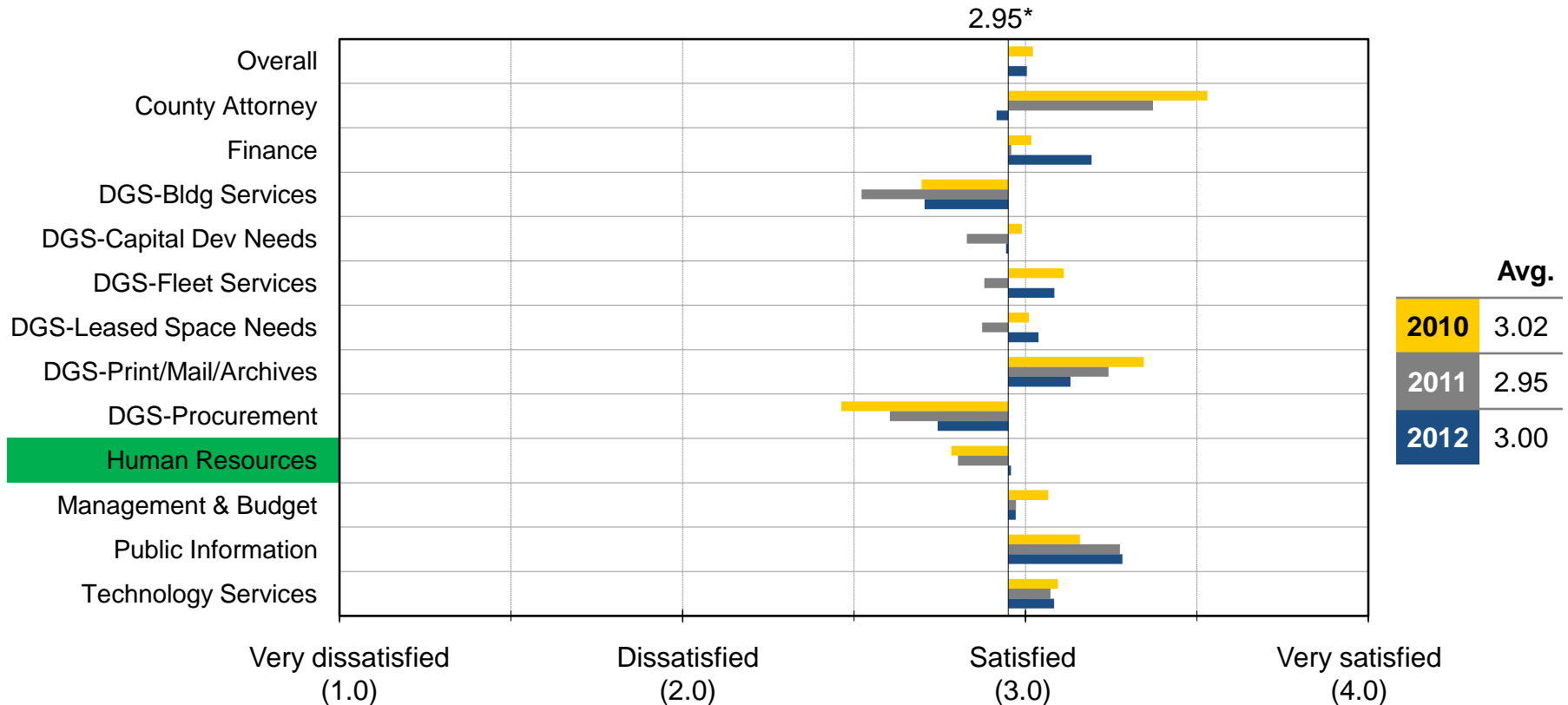|	County Attorney	Finance	DGS-Bldg Services	DGS-Capital Dev Needs	DGS-Fleet Services	DGS-Leased Space Needs	DGS-Print/Mail/Archives	DGS-Procurement	Human Resources	Management & Budget	Public Information	Technology Services	Average Rating
Q1: Quality of service	2.92	3.19	2.72	2.94	3.09	3.04	3.13	2.74	2.98	2.97	3.29	3.09	**3.05**
Q2: Level of effort	3.10	2.91	2.44	2.71	2.93	2.85	3.11	2.26	2.56	2.66	3.34	2.93	**2.82**
Q3: Success rate	3.30	3.03	2.51	2.59	3.00	3.03	3.12	2.71	2.85	2.87	3.24	2.93	**2.93**
Q4: Communication	3.33	3.03	2.60	2.78	2.99	2.99	3.10	2.70	2.81	2.91	3.32	2.94	**2.96**
Q5: Professional knowledge	3.47	3.14	2.73	2.92	3.01	3.04	3.13	2.80	2.84	2.96	3.26	2.99	**3.02**
Q6: Availability	2.99	2.94	2.62	2.81	3.05	2.94	2.94	2.43	2.50	2.91	3.20	2.94	**2.85**
Q7: Responsiveness	3.26	3.02	2.55	2.69	3.05	2.96	3.01	2.56	2.72	2.92	3.22	2.94	**2.91**
Q8: Initiative	3.20	2.85	2.50	2.53	2.84	2.83	2.87	2.52	2.61	2.81	3.19	2.92	**2.81**
Q9: Process	3.38	3.13	2.75	2.84	3.04	2.99	3.02	2.78	2.87	2.93	3.30	3.09	**3.01**
Q10: Guidance & Assistance	3.40	3.15	2.82	2.85	2.99	3.03	3.06	2.83	2.89	3.00	3.30	3.07	**3.03**
Q11: Timeliness	3.23	3.09	2.71	2.85	2.95	2.99	3.04	2.67	2.82	2.99	3.23	3.07	**2.97**
Q12: Information	3.29	3.18	2.80	2.95	3.02	3.08	3.03	2.83	2.87	2.98	3.29	3.09	**3.04**
Q13: Innovation	3.10	2.99	2.75	2.84	2.88	2.89	2.95	2.70	2.79	2.89	3.17	2.99	**2.91**
Overall Average Rating	**3.23**	**3.05**	**2.66**	**2.79**	**2.99**	**2.97**	**3.04**	**2.66**	**2.78**	**2.91**	**3.25**	**3.00**	**2.95**

Department showed statistically significant increase from 2011

Department showed statistically significant decline from 2011

Quantitative Data Analysis: Quality of Service

Rate your satisfaction with the overall quality of service received by the following Departments.

2.95*

Department	
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	

	Avg.
2010	3.02
2011	2.95
2012	3.00

Very dissatisfied (1.0)   Dissatisfied (2.0)   Satisfied (3.0)   Very satisfied (4.0)

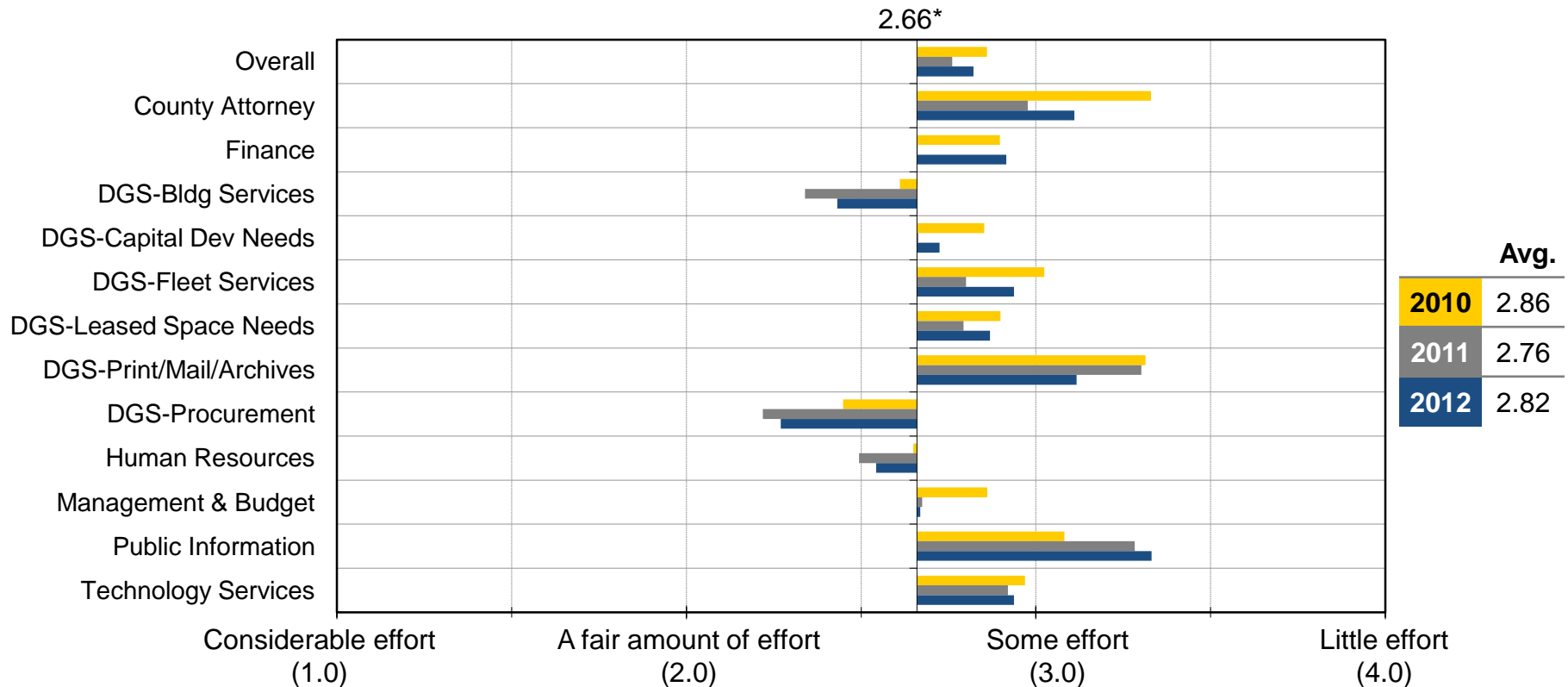Department showed statistically significant increase from 2011

Department showed statistically significant decline from 2011

*2007 baseline overall average

CountyStat

Quantitative Data Analysis: Level of Effort

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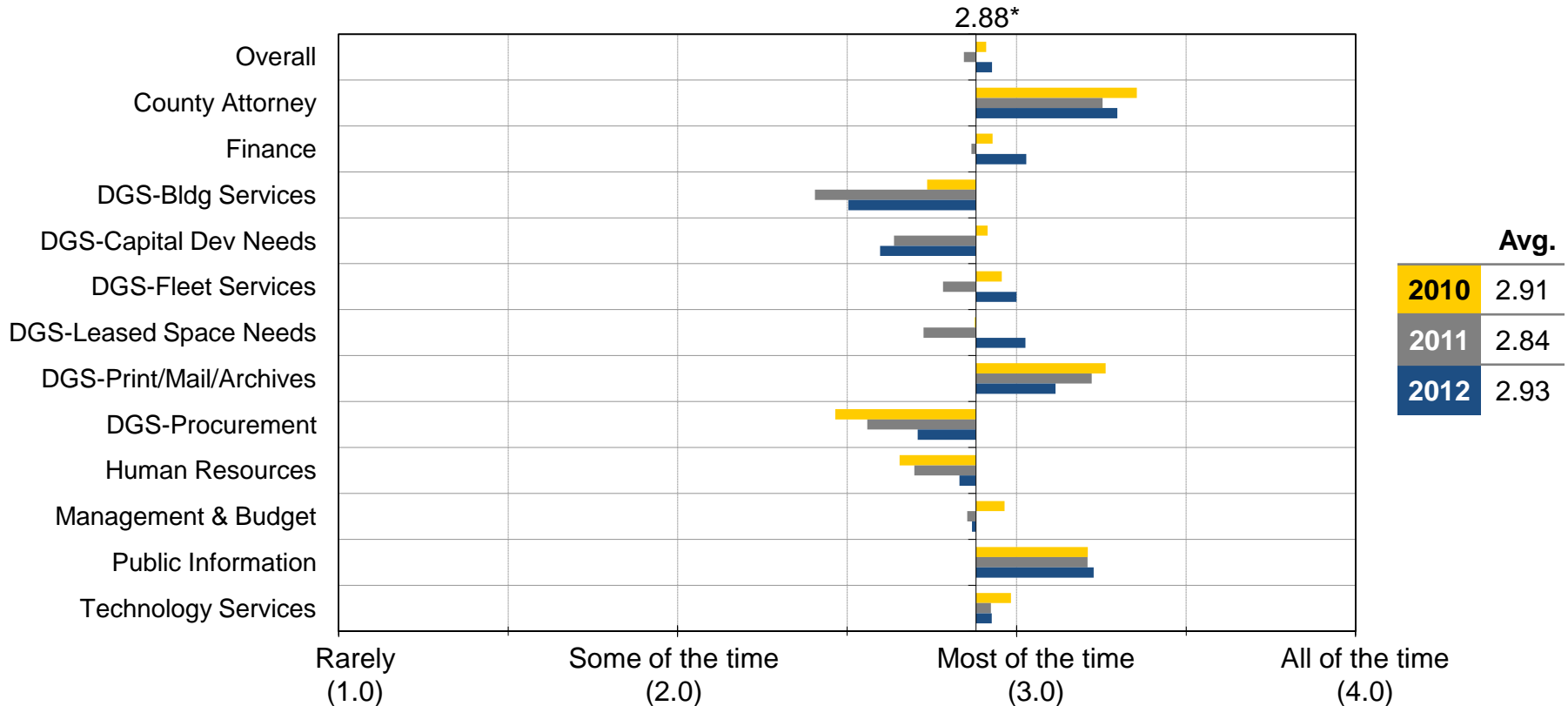

2.66*

	Avg.
2010	2.86
2011	2.76
2012	2.82

Departments (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: Considerable effort (1.0), A fair amount of effort (2.0), Some effort (3.0), Little effort (4.0)

Department showed statistically significant increase from 2011

Department showed statistically significant decline from 2011

*2007 baseline overall average

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Quantitative Data Analysis: Success Rate

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

2.88*

	Avg.
2010	2.91
2011	2.84
2012	2.93

Departments (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 (1.0), Some of the time (2.0), Most of the time (3.0), All of the time (4.0)

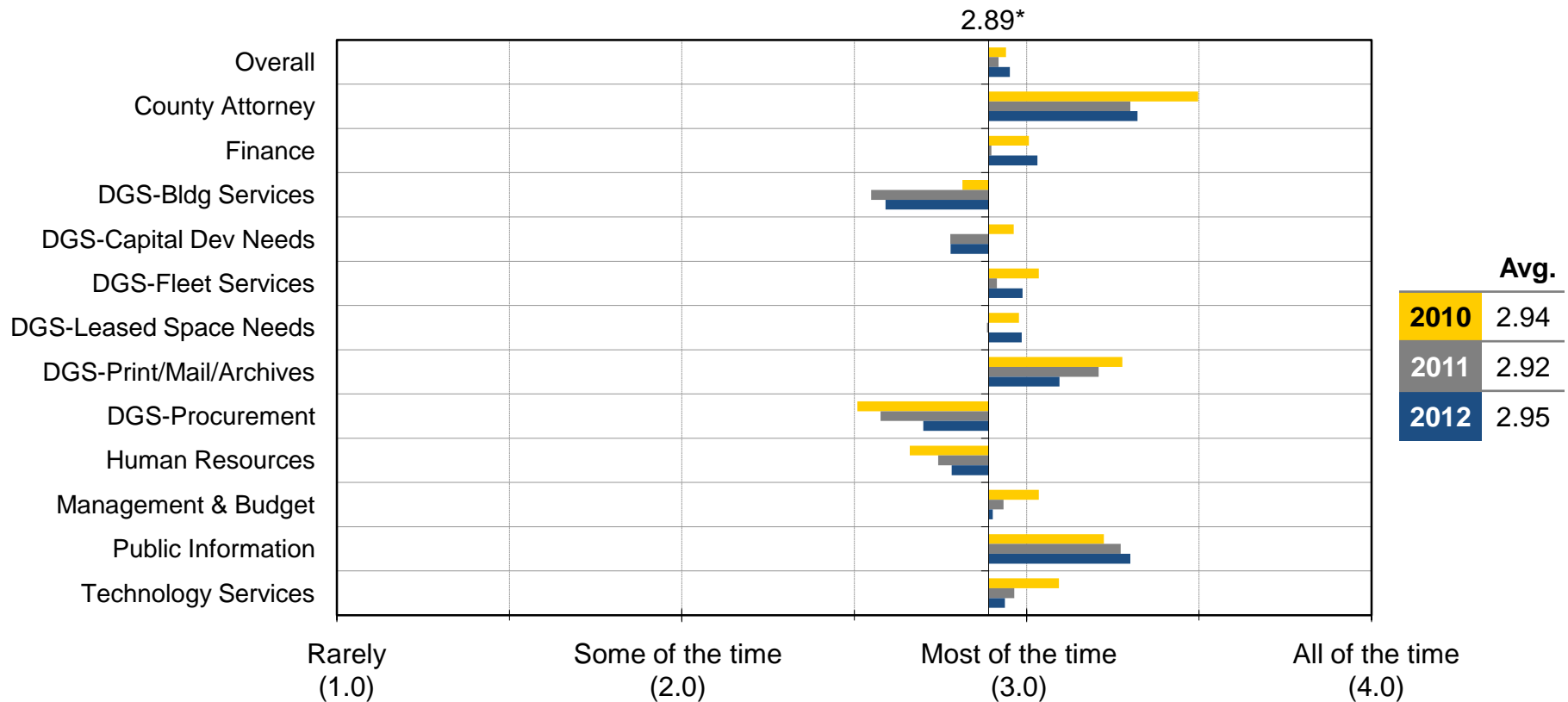Department showed statistically significant increase from 2011

Department showed statistically significant decline from 2011

*2007 baseline overall average

Quantitative Data Analysis: Communication

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

2.89*

	Avg.
2010	2.94
2011	2.92
2012	2.95

Departments (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

Scale: Rarely (1.0) — Some of the time (2.0) — Most of the time (3.0) — All of the time (4.0)

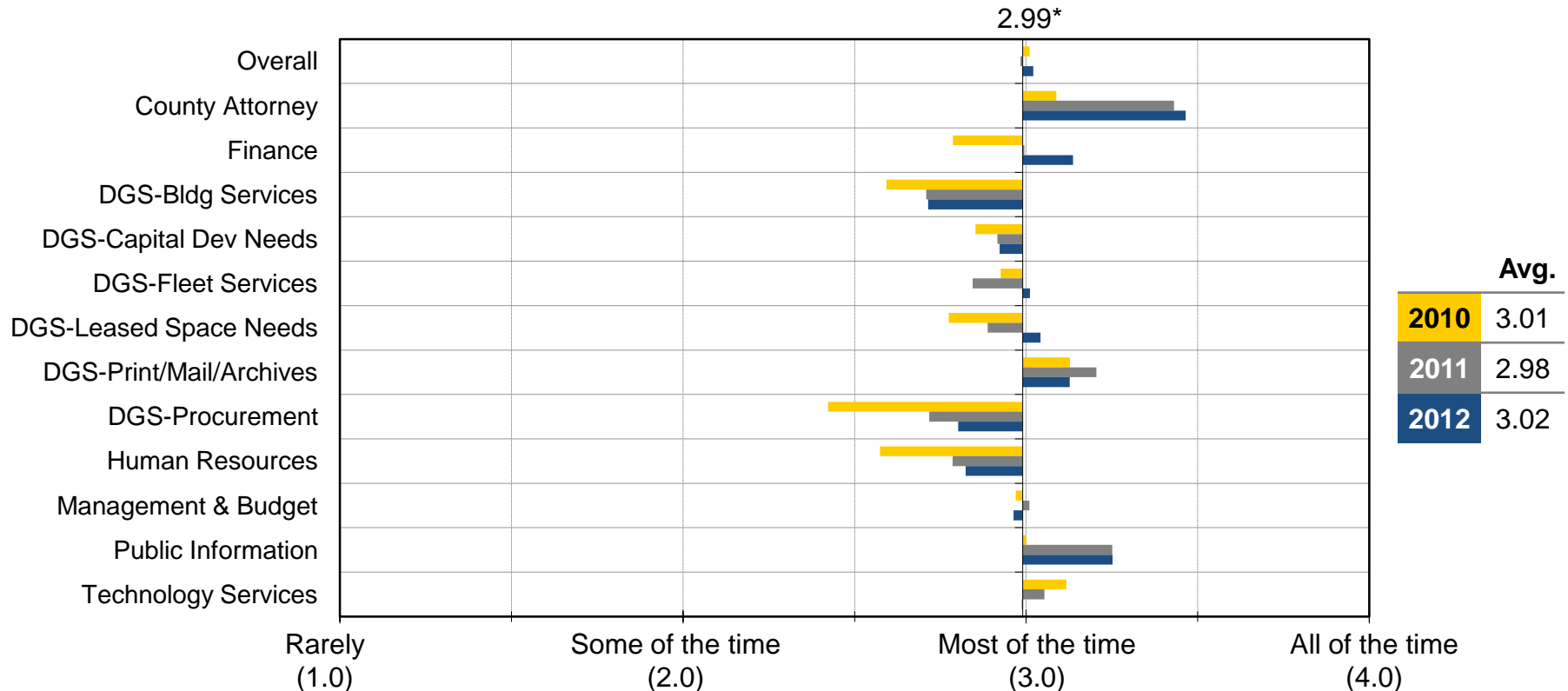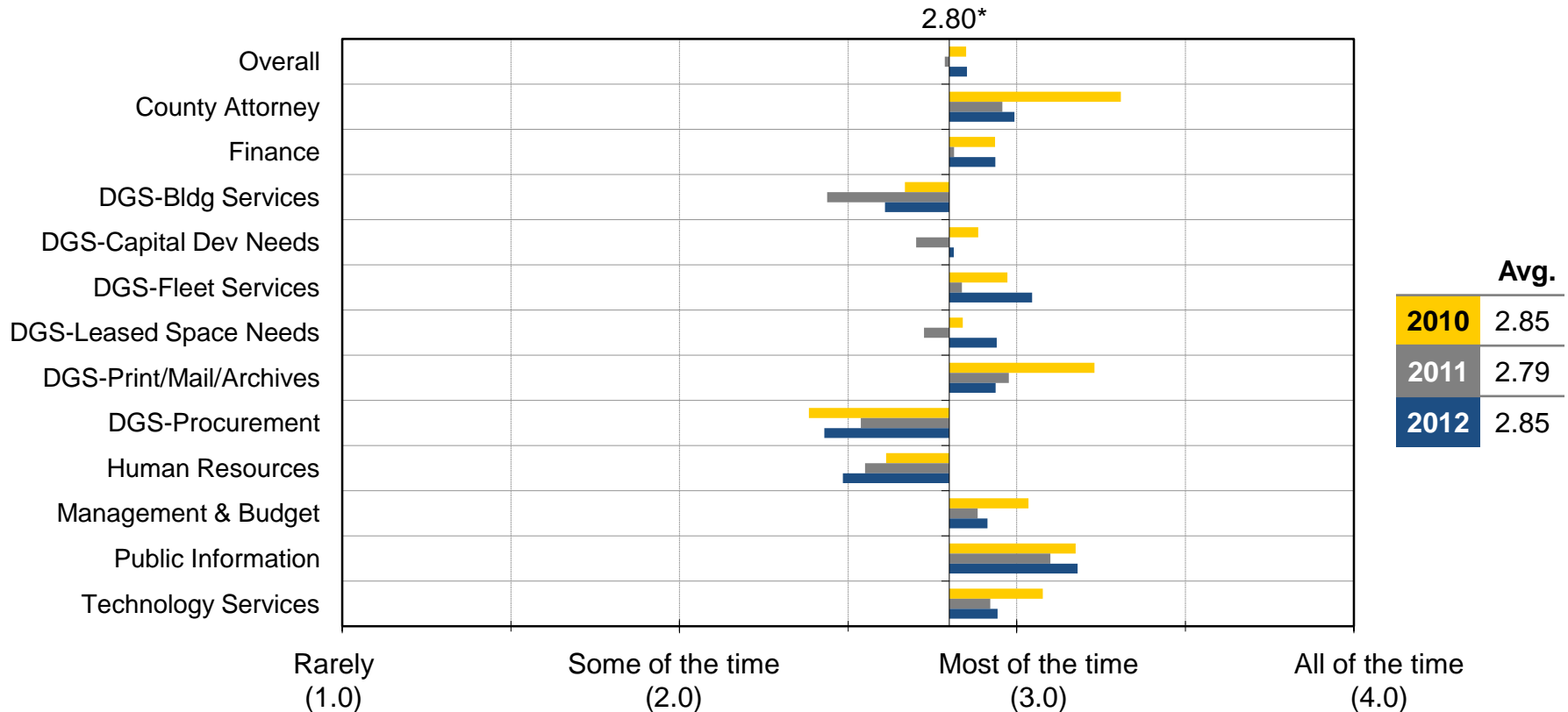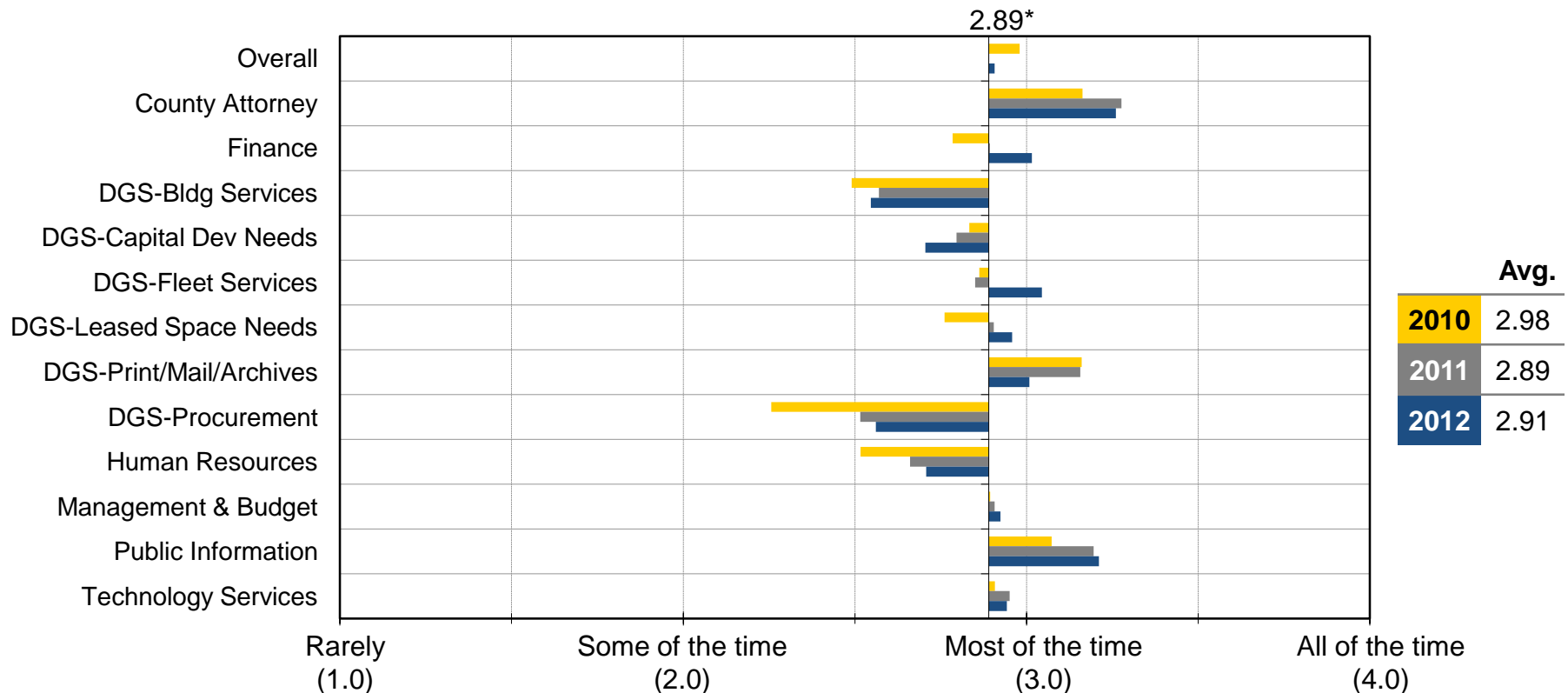Department showed statistically significant increase from 2011

Department showed statistically significant decline from 2011

*2007 baseline overall average

Quantitative Data Analysis: Professional Knowledge

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

2.99*

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

Scale:
- Rarely (1.0)
- Some of the time (2.0)
- Most of the time (3.0)
- All of the time (4.0)

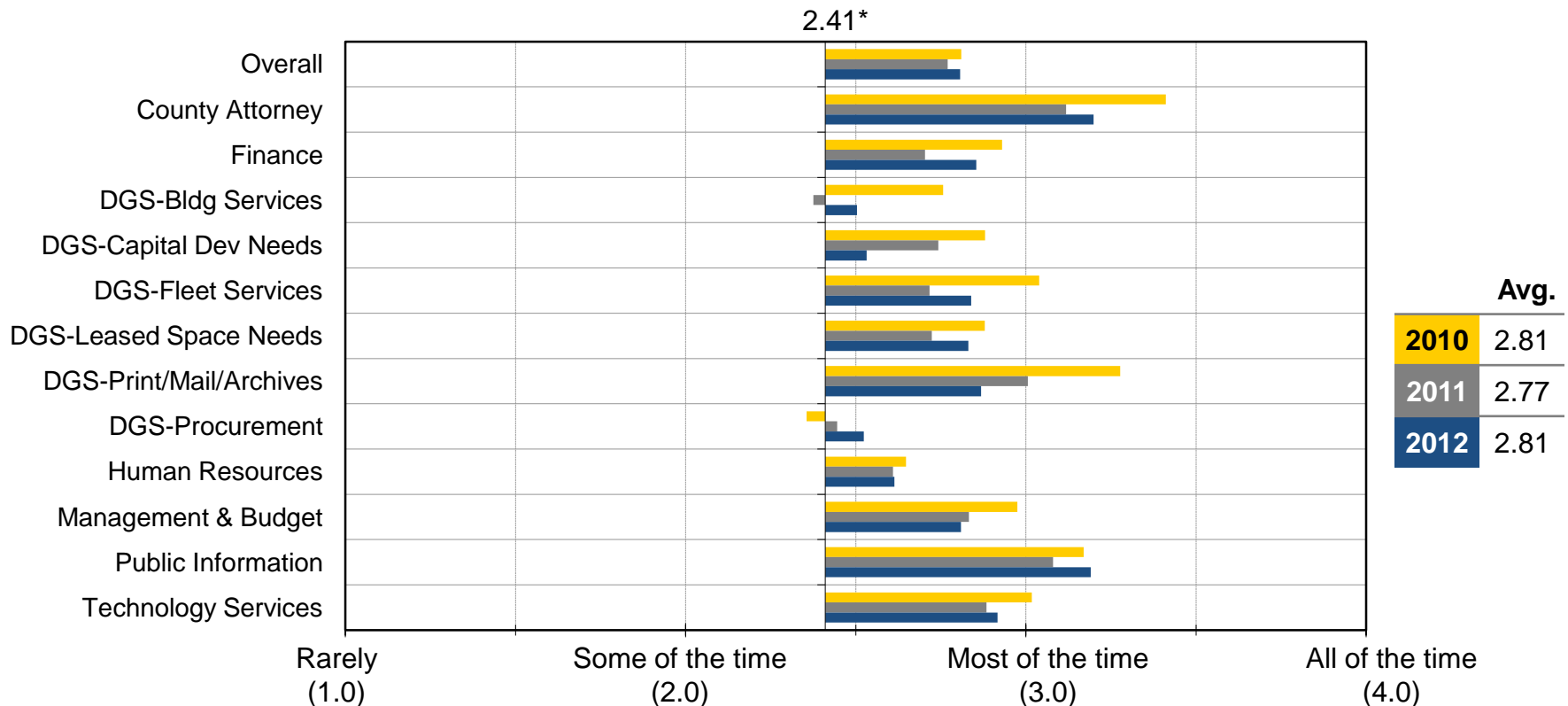|	Avg.
2010	3.01
2011	2.98
2012	3.02

Department showed statistically significant increase from 2011

Department showed statistically significant decline from 2011

*2007 baseline overall average

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Quantitative Data Analysis: Availability

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

2.80*

	Avg.
2010	2.85
2011	2.79
2012	2.85

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 scale:
- Rarely (1.0)
- Some of the time (2.0)
- Most of the time (3.0)
- All of the time (4.0)

Legend:
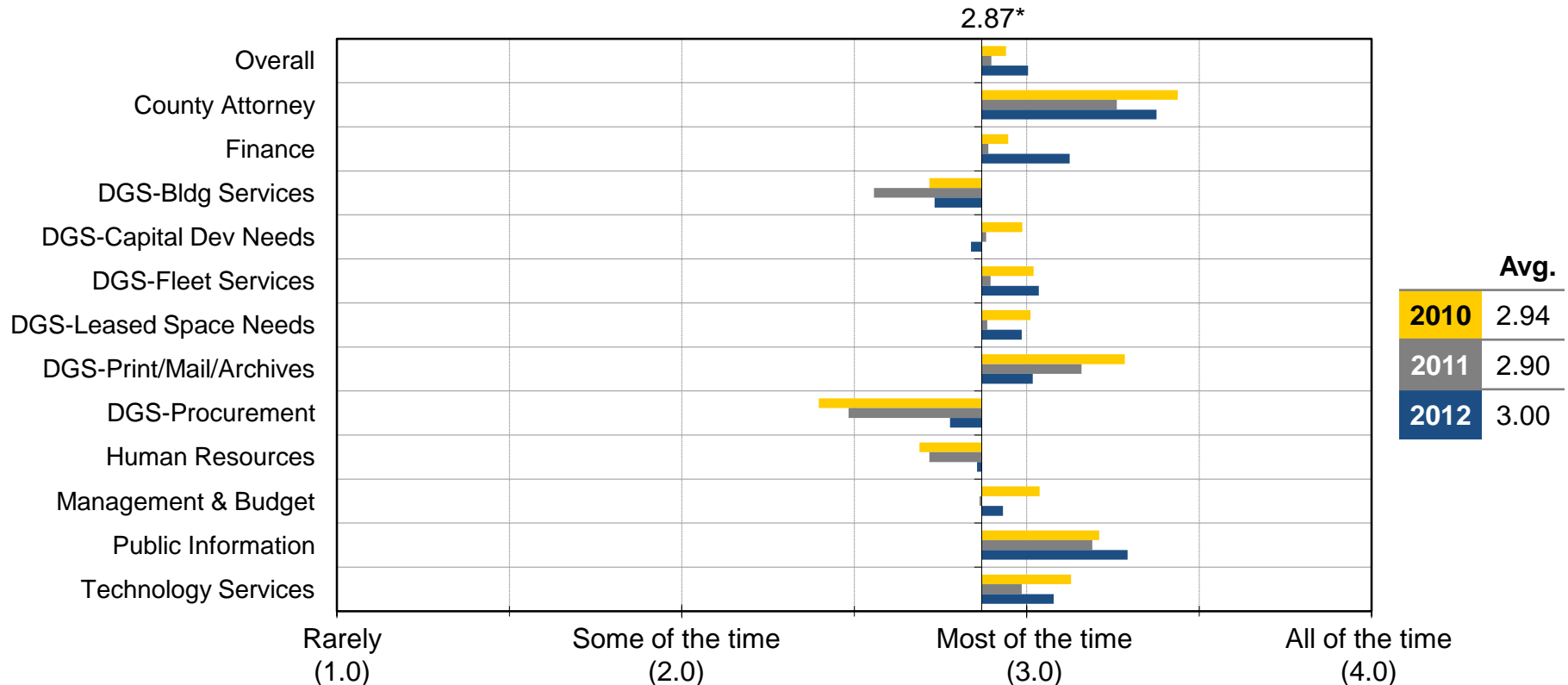- Department showed statistically significant increase from 2011 (green)
- Department showed statistically significant decline from 2011 (red)
- *2007 baseline overall average

CountyStat

Quantitative Data Analysis: Responsiveness

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

2.89*

	Avg.
2010	2.98
2011	2.89
2012	2.91

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 (1.0) — Some of the time (2.0) — Most of the time (3.0) — All of the time (4.0)

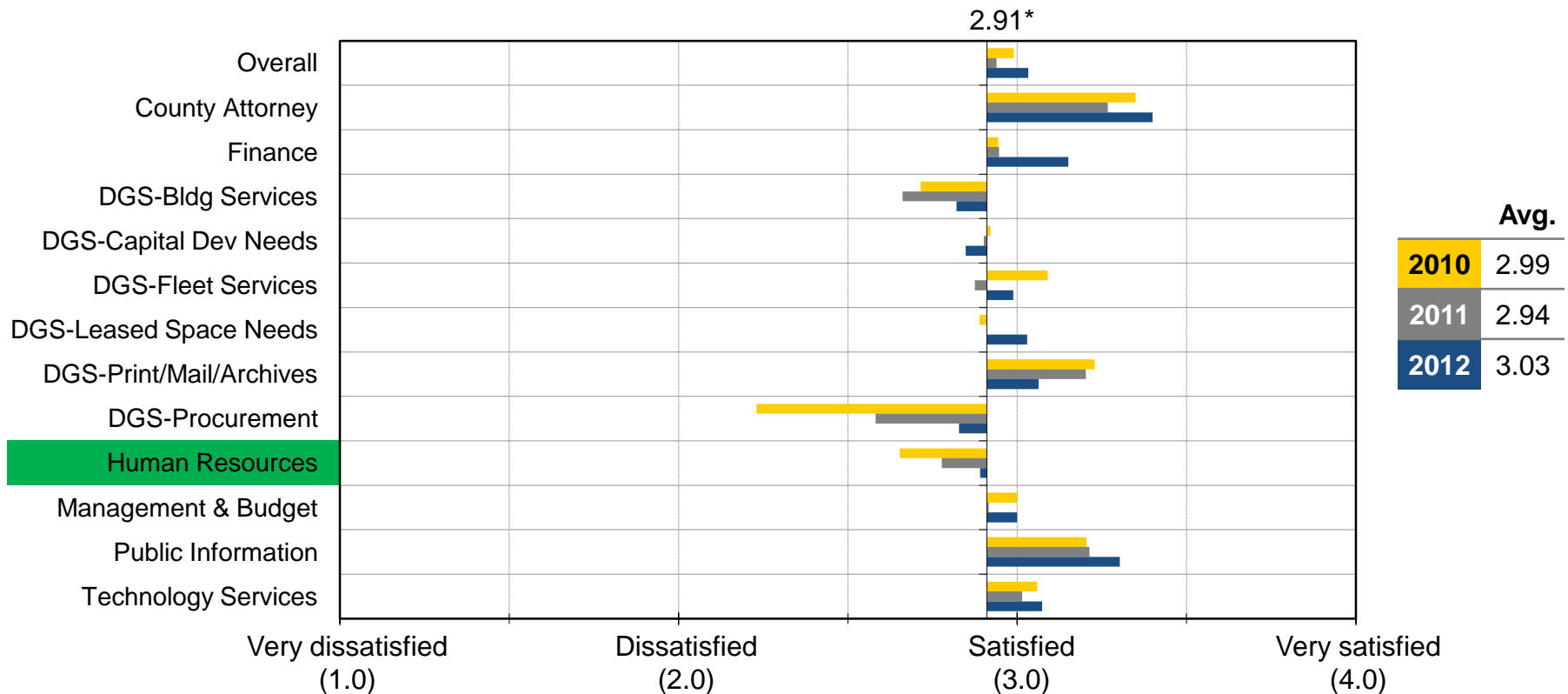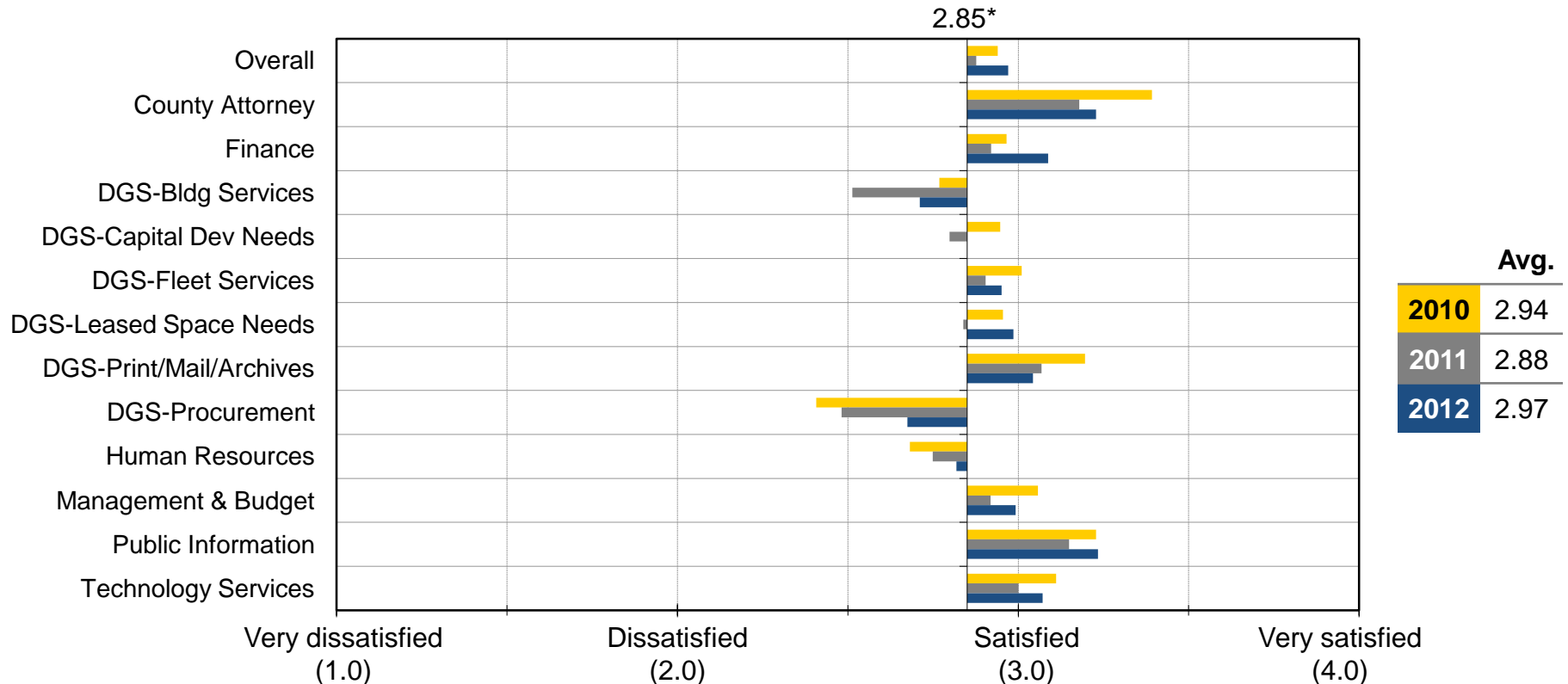Department showed statistically significant increase from 2011

Department showed statistically significant decline from 2011

*2007 baseline overall average

CountyStat

Quantitative Data Analysis: Initiative**

Rate how often you were satisfied with the amount of initiative taken by Department staff in addressing your needs and requirements.

2.41*

	Avg.
2010	2.81
2011	2.77
2012	2.81

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

Scale:
- Rarely (1.0)
- Some of the time (2.0)
- Most of the time (3.0)
- All of the time (4.0)

*2007 baseline overall average
**2007-2011/2012 comparisons are not reliable for these questions due to a change in survey format.

Department showed statistically significant increase from 2011

Department showed statistically significant decline from 2011

Quantitative Data Analysis: Process

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

2.87*

	Avg.
2010	2.94
2011	2.90
2012	3.00

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 (1.0), Some of the time (2.0), Most of the time (3.0), All of the time (4.0)

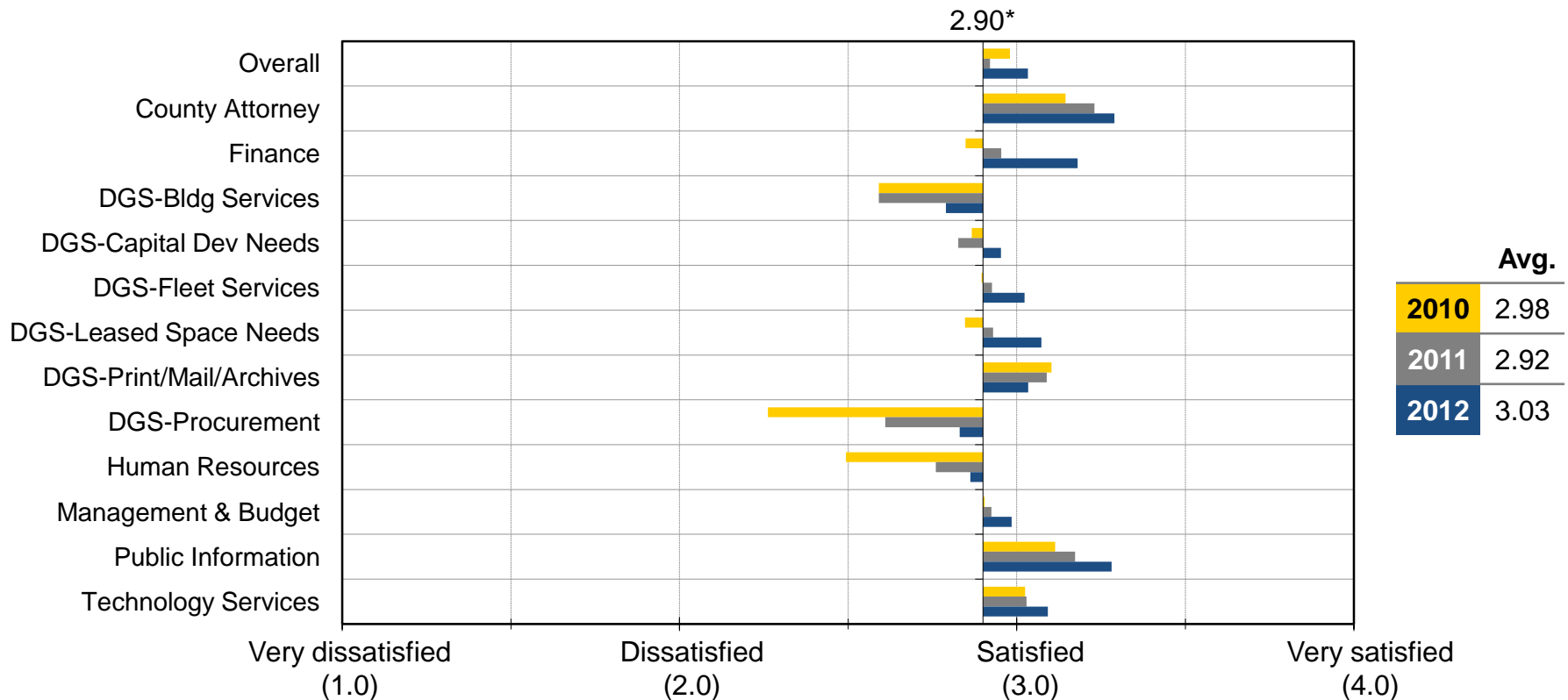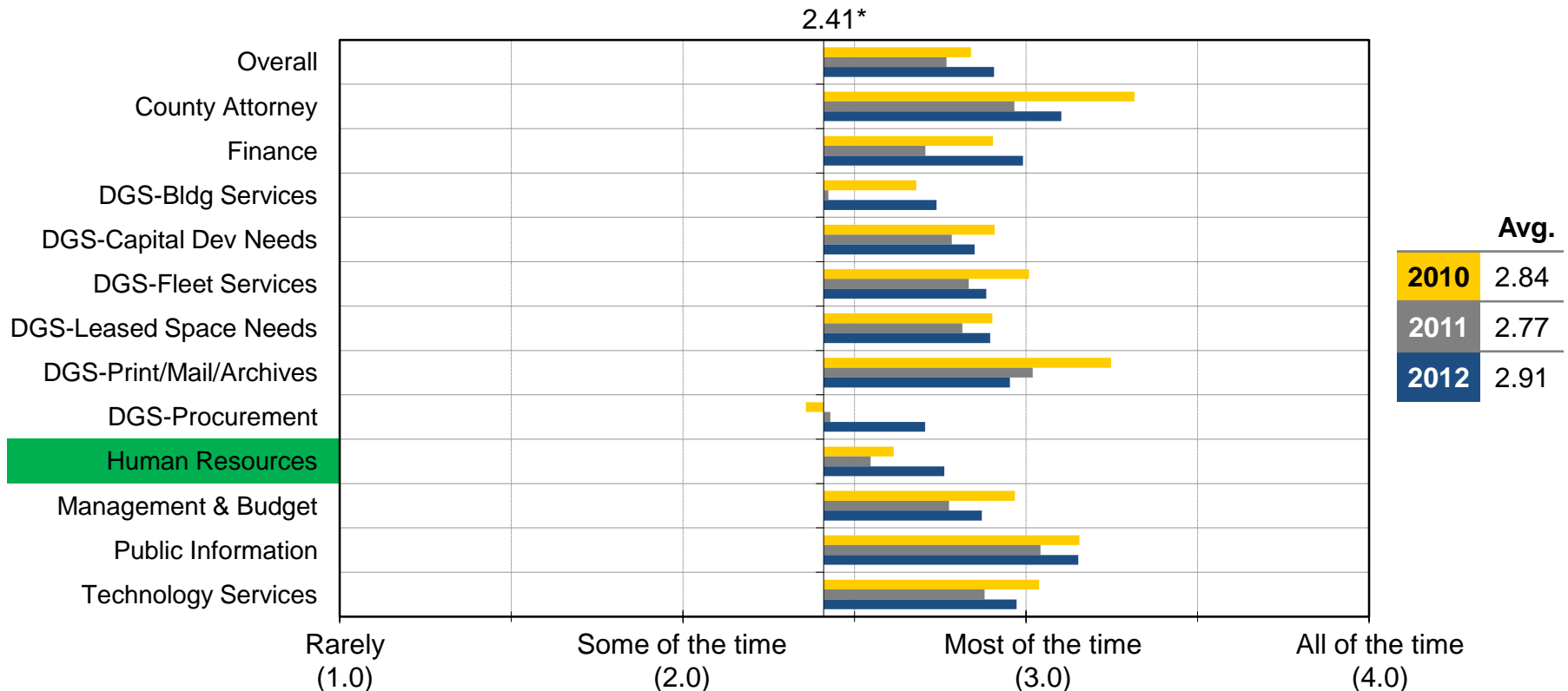Department showed statistically significant increase from 2011

Department showed statistically significant decline from 2011

*2007 baseline overall average

CountyStat

Quantitative Data Analysis: Guidance and Assistance

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

2.91*

	Avg.
2010	2.99
2011	2.94
2012	3.03

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

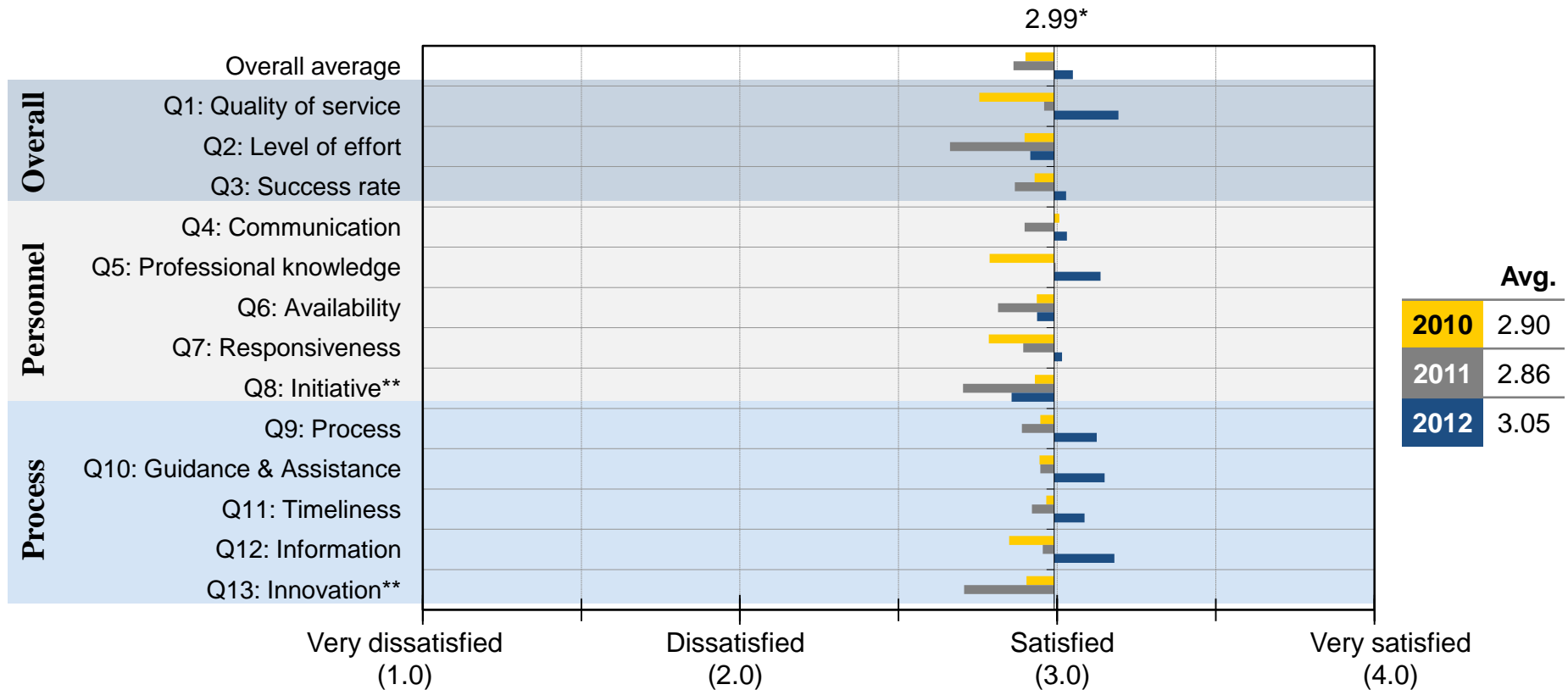X-axis: Very dissatisfied (1.0), Dissatisfied (2.0), Satisfied (3.0), Very satisfied (4.0)

Department showed statistically significant increase from 2011

Department showed statistically significant decline from 2011

*2007 baseline overall average

Quantitative Data Analysis: Timeliness

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

2.85*

	Avg.
2010	2.94
2011	2.88
2012	2.97

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

Scale: Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Department showed statistically significant increase from 2011

Department showed statistically significant decline from 2011

*2007 baseline overall average

CountyStat

Quantitative Data Analysis: Information

Rate your satisfaction with the amount of information provided to you about the status of your request.

2.90*

	Avg.
2010	2.98
2011	2.92
2012	3.03

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 (1.0), Dissatisfied (2.0), Satisfied (3.0), Very satisfied (4.0)

Legend:
- Department showed statistically significant increase from 2011 (green)
- Department showed statistically significant decline from 2011 (red)
- *2007 baseline overall average

Quantitative Data Analysis: Innovation**

> Rate your satisfaction with the Department's ability to innovate in order to satisfy your needs.

2.41*

	Avg.
2010	2.84
2011	2.77
2012	2.91

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 (1.0) — Some of the time (2.0) — Most of the time (3.0) — All of the time (4.0)

*2007 baseline overall average
**2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

Department showed statistically significant increase from 2011

Department showed statistically significant decline from 2011

Quantitative Data Analysis: Finance

2.99*

	Avg.
2010	2.90
2011	2.86
2012	3.05

Chart categories:

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

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

Process
- Q9: Process
- Q10: Guidance & Assistance
- Q11: Timeliness
- Q12: Information
- Q13: Innovation**

Scale:
- Very dissatisfied (1.0)
- Dissatisfied (2.0)
- Satisfied (3.0)
- Very satisfied (4.0)

Ratings in most areas saw large increases from 2011-2012. The department received a few negative comments about ERP, but most comments related to customer service .

*2007 baseline overall average
**2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

CountyStat

Qualitative Analysis: Finance

- **16 individual comments; 5 positive, 1 neutral, 11 negative,**

- **Total comments were down by nearly half from last year**

- **3 negative comments were about ERP**

- **10 comments were about customer service, department communication, or staff. Half of these comments were positive and half negative**
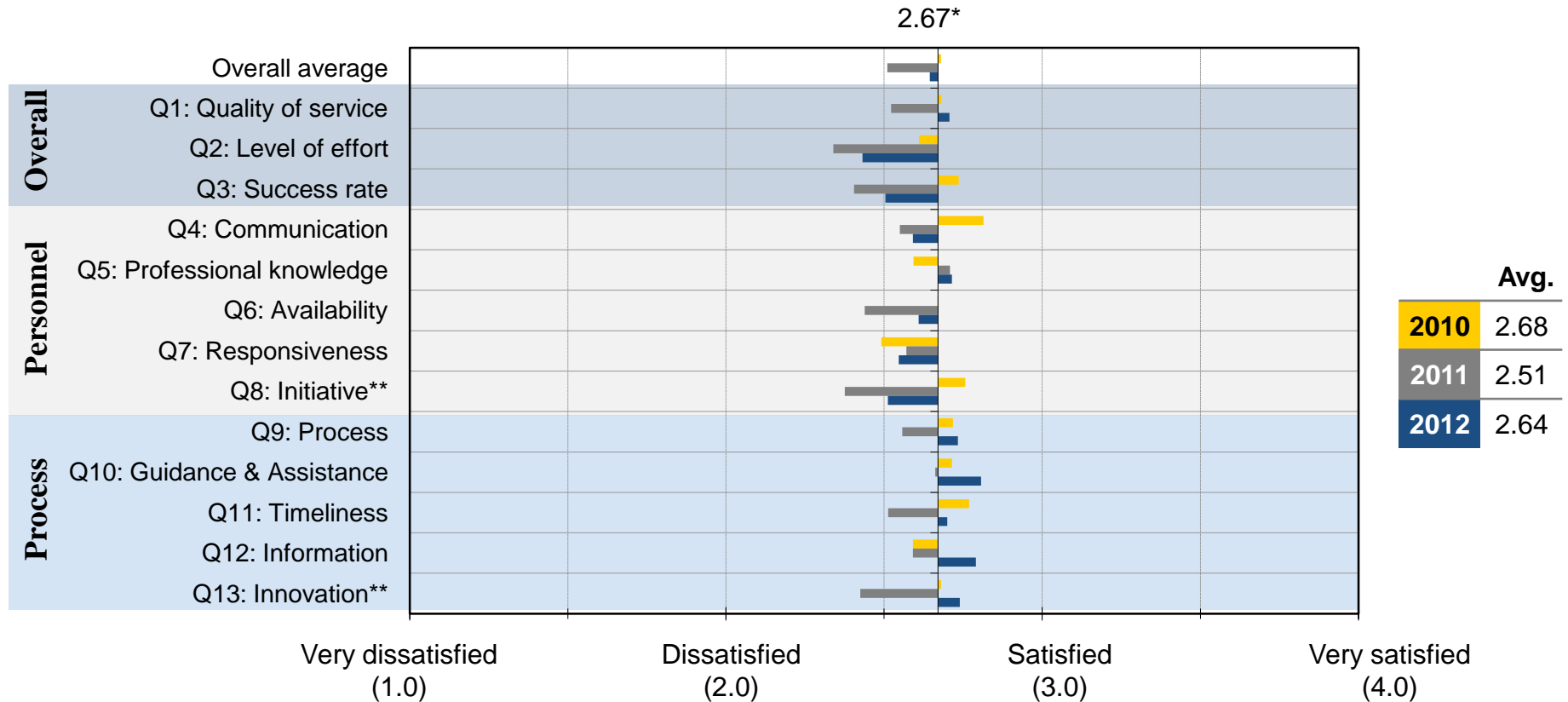
Discussion: Finance (1 of 3)

> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Implementing improvements to ERP esp. in areas of Projects and Grants and Labor Distribution modules and encumbrance liquidation**
    - *ERP Office is the lead on system improvements, Finance staff within the ERP Office and in Home Office contributed to:*
        - *Issue Inventory and Status Tracking system developed by Finance and ERP Team*
        - *Across all ERP modules, closed 39 issues in conjunction with FY12 year end closing; 39 additional issues in process or near completion.*
        - *Closing over 19 identified priority issues with Projects & Grants. Improvements to encumbrance liquidation system and process issues resulted in mass encumbrance liquidations (liquidation of unused purchased orders) being completed in August 2012 for FY12 CAFR compared to January 2012 for FY11 CAFR.*
        - *Payroll/labor distribution charges to departments are current compared to several week delays in FY12.*

- **Reviewing business process for encumbrance related activity**
    - *See above on closing encumbrance liquidations 5 months earlier than previous year*

Discussion: Finance (2 of 3)

> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Integrating departmental feedback and involvement into ERP changes and business process improvements**
  - *ERP Office the lead on this, but Finance staff in ERP did contribute to Focus group sessions for Departmental Administrative Service Coordinators scheduled for June 28th and July 2 2012 to solicit input on system issues.*

- **Reviewing business process for accounts receivable, cash management, and bank reconciliation**
  - *Bank Reconciliations completed 4 to 5 months earlier for FY12 CAFR compared to FY11 CAFR. FY13 Reconciliations already underway. Not started for FY12 until April 2012.*
  - *Process review completed by Rose Financial Services of bank reconciliation process identifying opportunities for improvement in Fall 2012.*
  - *Accounts Receivable (AR) and Bank Reconciliation staff reorganization and expansion effective July 2012 adding three positions to enhance supervision, segregate duties appropriately, and add resources to expedite accurate receipt processing*
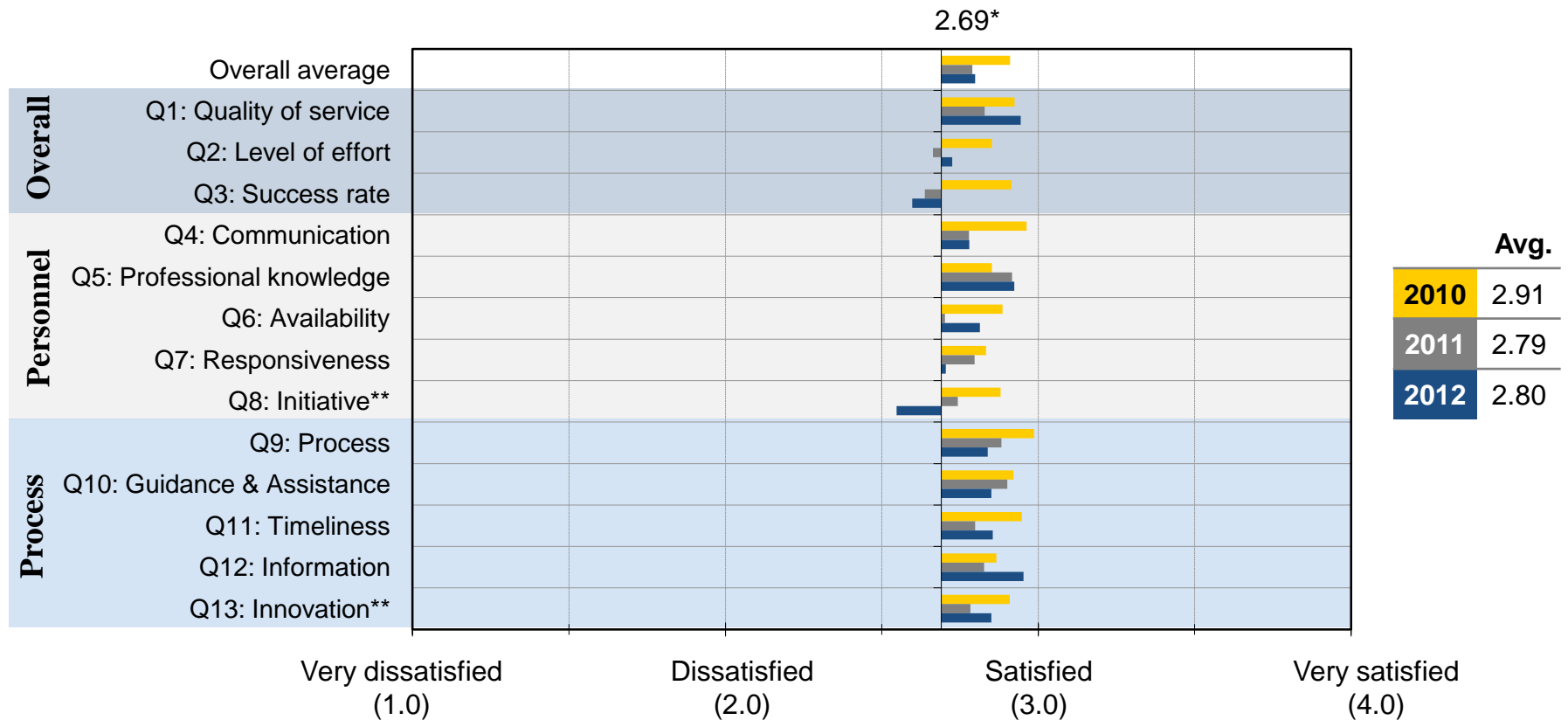 - *AR Subject Matter Expert hired by ERP to allow greater focus on daily AR operations and separate focus on AR ERP issues.*

Discussion: Finance (3 of 3)

> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Automating Bi-Weekly Take Home Vehicle Logs for Tax Reporting and Reimbursement**
    - *Completed July 2012: https://int01.mcgov.org/ent/s2/TakeHomeVehicles/*

- **Introducing "Mystery Shoppers" to identify and address customer service issues**
    - *Completed by CountyStat with cooperation of Finance Treasury Division on March 22, 2012. General Finding: 4.7 Rating (5.0=Very Satisfied). Findings and Recommendations discussed with 311 and Division Management on ways to improve accuracy and customer satisfaction.*

- **Developing accessible financial and payroll reports for departmental users**
    - *ERP Office in the lead, but Finance staff contributed to and support a successful rollout to the Production Environment of*
        - *General Ledger and Budget Summary in October 2012*
        - *Payroll Distribution and Overtime/Leave Summary Dashboards in December 2012*

Quantitative Data Analysis: DGS - Building Services

2.67*

	Avg.
2010	2.68
2011	2.51
2012	2.64

Chart categories:

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

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

Process
- Q9: Process
- Q10: Guidance & Assistance
- Q11: Timeliness
- Q12: Information
- Q13: Innovation**

Scale:
- Very dissatisfied (1.0)
- Dissatisfied (2.0)
- Satisfied (3.0)
- Very satisfied (4.0)

Building services saw a few areas of increase. However, many areas remain a challenge for this division.

*2007 baseline overall average
**2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

CountyStat

Qualitative Analysis: DGS - Building Services

- **35 individual comments; 4 positive, 8 neutral, 23 negative**

- **12 comments were about the department's communication with customers, the majority noting a lack of responsiveness from the department. 3 additional comments specifically addressed the department's poor customer service.**

- **5 comments noted that the department seems understaffed, resulting in an inability to meet customer needs**

CountyStat

Discussion: DGS – Building Services

The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Continue with expansion of customer/agency based relationships instead of area/zone based.**

    - *FY14 DFM is planning to rotate Property Managers with core customer through reassignments every two-to-three years.*

- **With our implementation of Oracle work order system we have an opportunity to allow some key customers to enter work requests directly into Oracle. This will also allow them access to see status of work requests.**

    - *Oracle work order system has been fully implemented into DFM administration. FY13 & 14 ERP and DFM are scheduled to implement Oracle work order system with full access to the following departments: Recreation, Police, libraries and Fire Rescue.*

Discussion: DGS – Building Services

The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **To enhance the above, will investigate the cost and implementation of hand held devices to allow real time distribution and updating of work orders.**
  - *DFM identified two vendors AT&T and Apple IPhone for hand held system. The request is currently being reviewed by DGS for possible usages across multiple users.*

- **Improve communications: Create a door hanger notice to inform customers, who requested work and are not available when technician arrive, the status of repair/request. Also provide a simple on line survey to measure their satisfaction.**
  - *DFM implemented a door hanger notification in July 2012.*
  - *Manual survey is used quarterly on customer satisfaction. Online survey to be implemented online survey during FY13.*

- **Master Plumber III position was created, recruited and filled in August of 2012.**
  - *Fill the new Plumber III position. The Plumber III will be able to prioritize work as well as communicate with customers and/or Property Managers*

Quantitative Data Analysis: DGS – Capital Development Needs

2.69*

		Avg.
2010		2.91
2011		2.79
2012		2.80

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

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

Process
- Q9: Process
- Q10: Guidance & Assistance
- Q11: Timeliness
- Q12: Information
- Q13: Innovation**

Very dissatisfied (1.0)	Dissatisfied (2.0)	Satisfied (3.0)	Very satisfied (4.0)

In general, capital development needs have remained fairly constant over the survey time period.

*2007 baseline overall average
**2007-2011/2012 comparisons are not reliable for these questions due to a change in survey format.

CountyStat

Qualitative Analysis: DGS – Capital Development Needs

- **8 individual comments; 2 positive, 3 neutral, 3 negative**

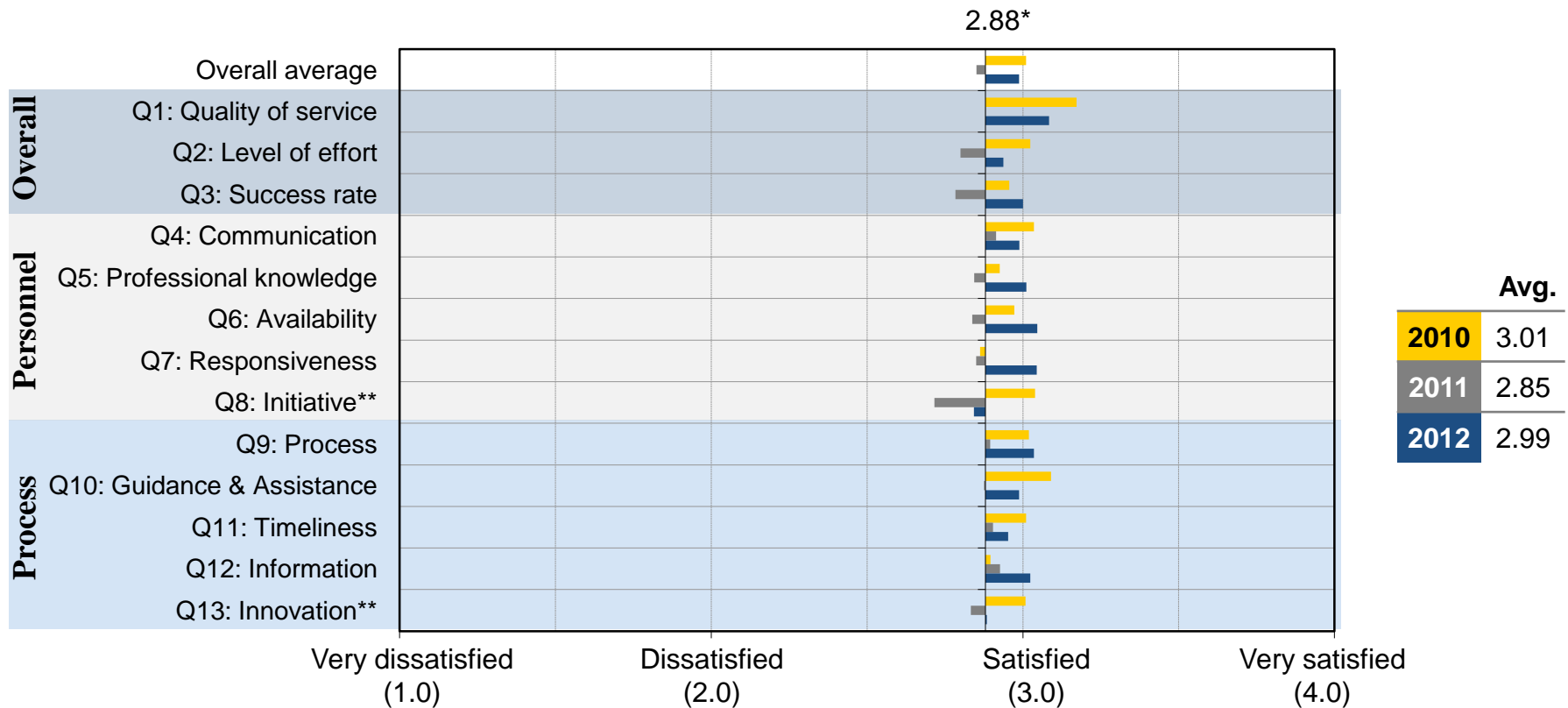- **Most comments were general in nature, though two did discuss the need for better management**

Discussion: DGS – Building Design Construction (1 of 3)

The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **DBDC will focus on improvement in the Program of Requirements (POR) development process in conjunction with OMB.**
  - *DBDC continued to collaborate with OMB to successfully revamp the POR development process. Emphasis has been on client interaction in program requirements, association of reasonable project costs and benchmarking with neighboring jurisdictions on similar projects*
  - *OMB is invited to each and every progress meeting and is asked to offer comments on every POR submission. So there is no question that there is full cooperation and coordination.*

- **Quarterly meeting with customers and feedback to them regarding how we want to improve our customer services based on their comments in the meetings.**
  - *DBDC has held frequent meetings with customers to ensure expectations are being met. In FY12 all customer requests were vetted and discussed resulting solutions that were acceptable to the customer.*

> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Customer Satisfaction—DBDC emphasizes customer satisfaction as our most important performance parameter.**

  - *The project managers have customer satisfaction and communication as the cornerstone of their performance evaluations. Our constant interaction (usually weekly meetings) with our customers ensures that issues are continually examined.*
  - *Some examples of customer satisfaction are:*
    - *Animal Services and Adoption Center—Redesigned the upper floor to provide improved accommodations for the Police Administrative functions.*
    - *Travilah Fire Station—Added folding doors to the front of the station at the request of FRS.*

The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- *3rd District Police Station—Redesigned the secure apron to provide above ground storage tanks to fuel the police vehicles.*
  - *Dennis Avenue Health Clinic—provided a separate air-handling system to isolate the TB and HIV programs. The customer also acknowledges that the building is very attractive.*
  - *Gaithersburg Library—Redesigned the circulation area to accommodate a new library preference.*
  - *North Potomac Recreation Center—agreed to re-locate the hockey rink from the North Potomac Community Center and to modify the athletic field.*
  - *Margaret Schweinhaut Senior Center—DGS and OMB agreed to move forward with this POR*
  - *2nd District Police Station—supported the Police in enforcing the POR requirements and ensuring adequate parking*
  - *Master Confinement Study—Orchestrated the selection process of the consultant in support of DOCR*
  - *Glenmont Fire Station—by supporting the relocation of the station, DBDC has ensured that FRS will ultimately realize the larger station that was previously envisioned*

Quantitative Data Analysis: DGS – Fleet Services

2.88*

	Avg.
2010	3.01
2011	2.85
2012	2.99

Chart categories (vertical axis):

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

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

Process
- Q9: Process
- Q10: Guidance & Assistance
- Q11: Timeliness
- Q12: Information
- Q13: Innovation**

Horizontal axis:
Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Fleet services saw an increase in overall ratings in all areas.

*2007 baseline overall average
**2007-2011/2012 comparisons are not reliable for these questions due to a change in survey format.

CountyStat

Qualitative Analysis: DGS – Fleet Services

- **14 individual comments; 5 positive, 1 neutral, 3 negative**

- **Given the small number of comments, there was no real pattern or concentration of issues**
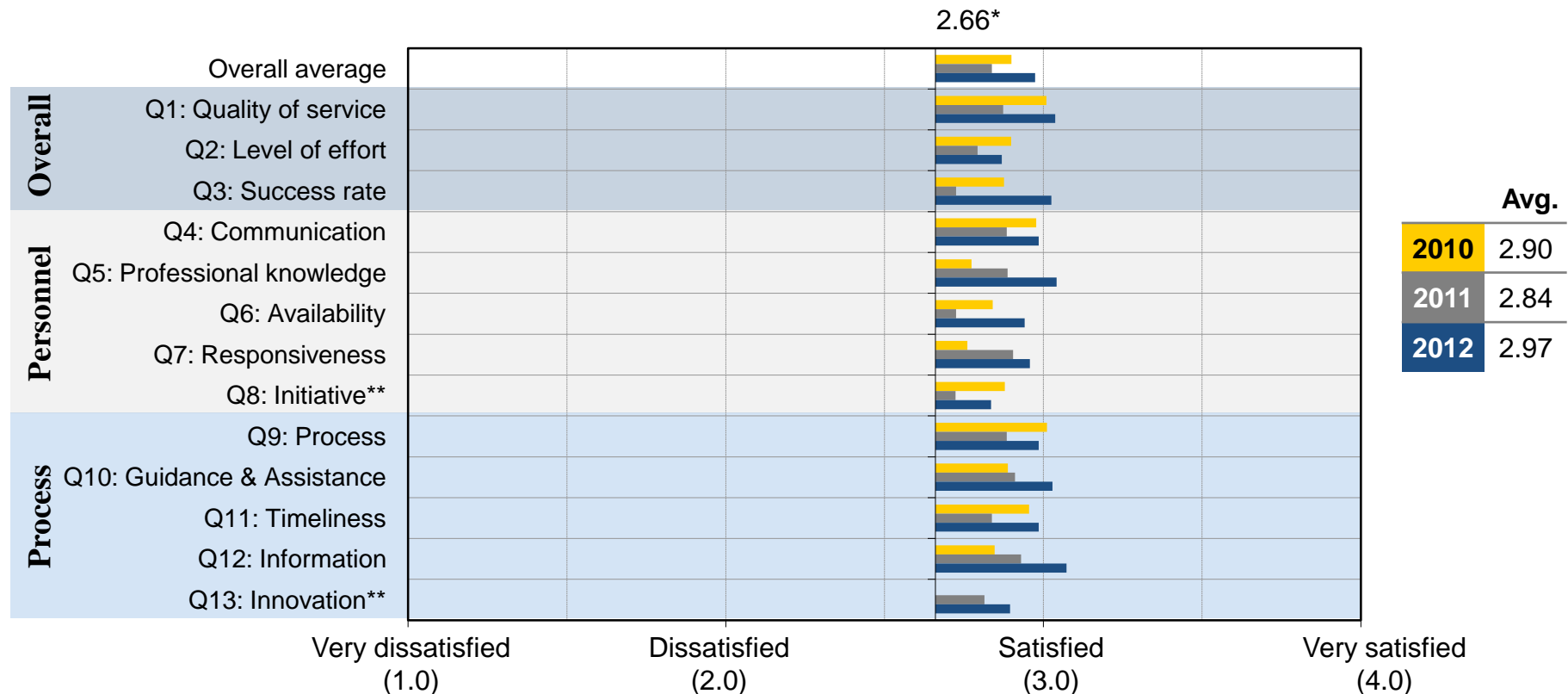
Discussion: DGS - Fleet Services (1 of 2)

> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **DFMS will investigate potential cost saving areas such as consignment of parts versus purchase and lease or rental of equipment versus purchase.**
  - *During FY12 DFMS identified over 20 contracts for consolidation or elimination. This reduced central inventory and operating costs. In FY13 DFMS is developing performance based parts contracts to increase flexibility of parts procurement and leverage pricing.*

- **DFMS will continue to focus on the overall reduction of the size of the fleet.**
  - *DFMS aggressively worked with departments to reduce the number of underutilized vehicles. In FY12, 23 additional vehicles were removed from the fleet. Moving forward in FY13, DFMS is in the process of developing a 5 year fleet strategy to "right-size" the fleet using tools such as telematics and web based reservation system for centralized motor pools.*
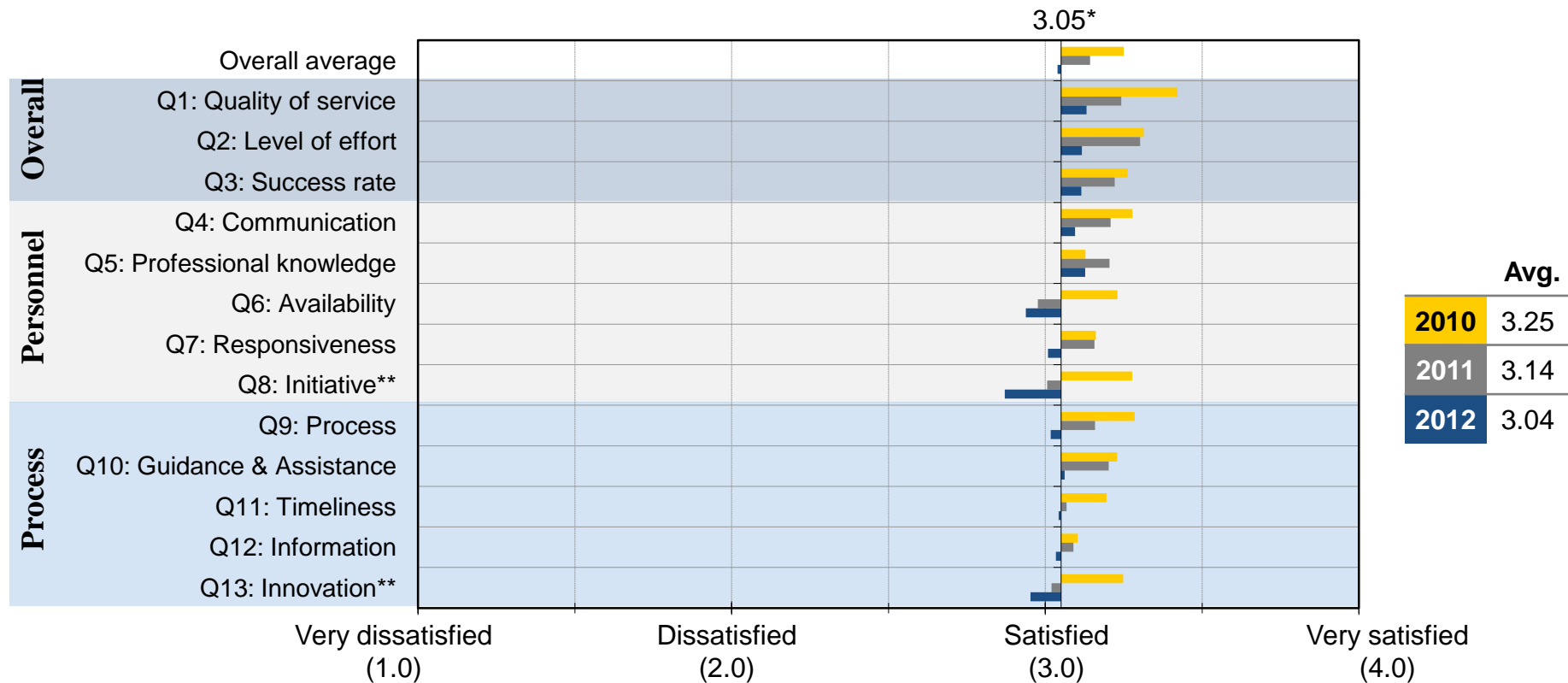
> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **DFMS will strive to obtain the best qualified candidates to staff vacant positions, in particular current vacancies in the Fleet maintenance facilities.**
    - *Over the past year DFMS accelerated its recruiting efforts, attending job fairs and military recruiting events. Moving forward into FY13, DFMS is developing a recruitment video with Montgomery County cable and working closely with local trade schools in development of an internship program.*

- **DFMS will continue to conduct fuel site inspections and comply with Maryland Department of Environment regulations.**
    - *During the past year DFMS diligently worked to bring all County fuel sites into full compliance. We developed new operating and inspection procedures and checklists. In FY13, we are upgrading our fuel site monitoring systems to improve compliance and tracking, and developing long term Capital improvement strategies for County wide centralized fueling sites.*

Quantitative Data Analysis: DGS – Leased Space Needs

2.66*

	Avg.
2010	2.90
2011	2.84
2012	2.97

Chart categories:
- **Overall**: Overall average, Q1: Quality of service, Q2: Level of effort, Q3: Success rate
- **Personnel**: Q4: Communication, Q5: Professional knowledge, Q6: Availability, Q7: Responsiveness, Q8: Initiative**
- **Process**: Q9: Process, Q10: Guidance & Assistance, Q11: Timeliness, Q12: Information, Q13: Innovation**

Scale: Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Responses have shown overall improving trends since 2007 and are consistent with last year's responses.

*2007 baseline overall average
**2007-2011/2012 comparisons are not reliable for these questions due to a change in survey format.

Qualitative Analysis: DGS – Leased Space Needs

- **7 individual comments; 3 positive, 2 neutral, 2 negative**

- **Given the small number of comments, there was no real pattern or concentration of issues**

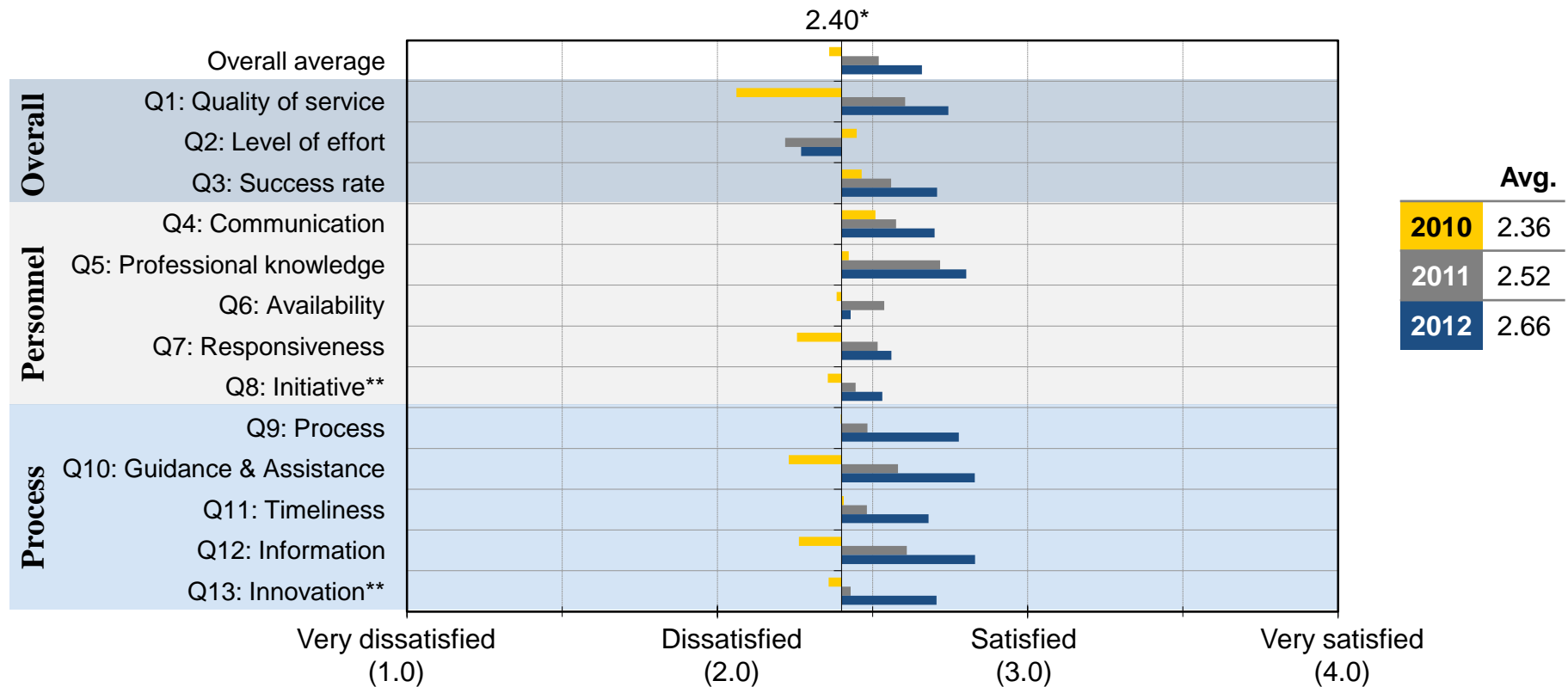# Discussion: DGS – Leased Space Needs

> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Hiring and training new staff to become a productive team member.**
    - *Recruited and hired real estate specialist, May 2012.*
    - *Provided training to ensure new team member is able to perform leasing duties efficiently and effectively.*

Quantitative Data Analysis: DGS – Print / Mail / Archives

3.05*

		Very dissatisfied (1.0)	Dissatisfied (2.0)	Satisfied (3.0)	Very satisfied (4.0)

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

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

Process
- Q9: Process
- Q10: Guidance & Assistance
- Q11: Timeliness
- Q12: Information
- Q13: Innovation**

	Avg.
2010	3.25
2011	3.14
2012	3.04

Print/mail/archives again is the highest-rated of the DGS function areas. But, received a rating that was slightly less than last year.

*2007 baseline overall average
**2007-2011/2012 comparisons are not reliable for these questions due to a change in survey format.

CountyStat

Qualitative Analysis: DGS – Print / Mail / Archives

- **10 individual comments; 3 positive, 6 negative, 1 neutral**

- **4 of the 6 negative comments were about turnaround time**

- **The negative tone of this year's comments was a change from 2011 when the majority of comments were positive.**

Discussion: DGS – Print, Mail, and Archives

> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Central Duplicating will develop a customer survey form to be completed by our customers. Surveys are designed and will be distributed mid March.**
  - *Central Duplicating has always strived to stay on the cutting edge of technology and will host an open house to interact with customers and showcase our new capabilities and equipment (Scanning Equipment, X-Ray Equipment and Printing Equipment). The open house is scheduled for mid May.*

Quantitative Data Analysis: DGS – Procurement

2.40*

	Avg.
2010	2.36
2011	2.52
2012	2.66

Chart categories:

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

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

Process
- Q9: Process
- Q10: Guidance & Assistance
- Q11: Timeliness
- Q12: Information
- Q13: Innovation**

Scale:
Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Procurement continues to see an increase in ratings. While the overall rating, level of effort, scored fairly low, they have improved over previous years.

*2007 baseline overall average
**2007-2011/2012 comparisons are not reliable for these questions due to a change in survey format.

CountyStat

Qualitative Analysis: DGS – Procurement

- **31 individual comments; 8 positive, 3 neutral, 20 negative**

- **6 of the 20 negative comments focused on the department being understaffed, but they also received 6 positive comments about their customer service**

- **While one commenter noted that processes and turnaround time have improved, 5 others said that the process takes too long**
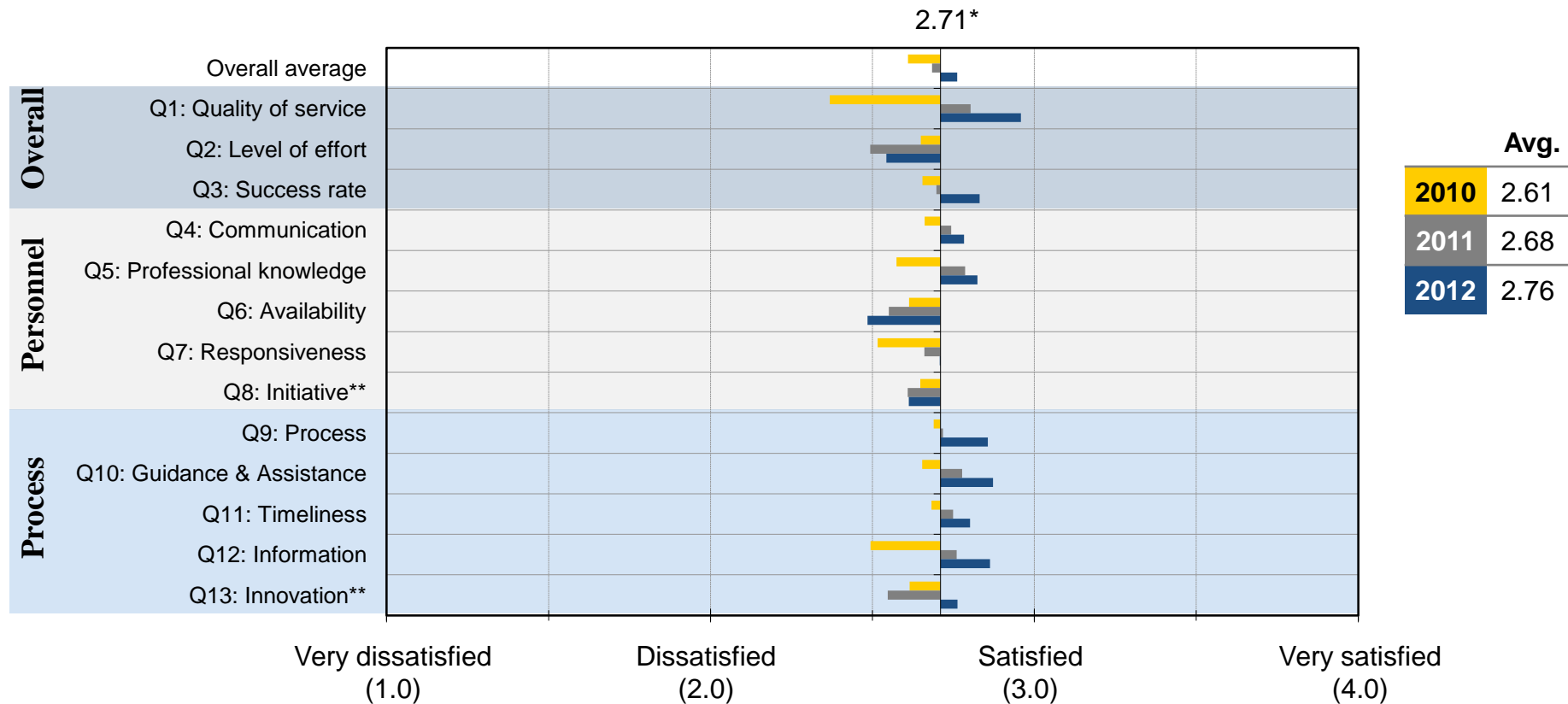
Discussion: DGS – Procurement

> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Finalizing updated interim Procurement Guide**
    - *In reviewing our initial updates, there were many areas of improvement where we wanted to close the information gap and provide more guidance. We took the initial updates and have further marked up the guide and will share with Office of Business Relations and Compliance for input in their areas. It will be completed in FY13.*
    - *As an additional tool, we have a beginning draft of a resource fact sheet for Contract Administrators (CAs) that takes key procurement information such as Contract search, scanned contracts, procurement glossary, etc., and places them on one easy reference sheet.*

- **Continue gathering relevant topics and training development for CA Forums**
    - *Three CA Forums were developed and conducted during this period as follows:*
        1. *February 24, 2012: Introduction to Effective Contract Negotiations*
        2. *April 27, 2012: $ustainable Procurement: Your Green Toolkit*
        3. *September 28,2012: $ustainable Purchasing: Best Practices and Practical uses*

- **Work on more informal CA training access with Procurement staff (e.g., brown bag lunches)**
    - *Our training efforts during this period were re-directed to working with Office of Human Resources (OHR) and participating in a multi-agency workgroup to revamp the Countywide Contract Administrator Training Module. An Overview has been developed for CA's with several topic specific modules in development that would support the overview. OHR expects the overview module to be launched around January 2013.*

Discussion: DGS – OBRC

> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Improve OBRC automation system on the intranet to reduce paper work for the CAs**
    - *Worked with Procurement, added functions in YODA (Procurement's intranet workflow/performance system), especially for the MFD process. Continue to build more functions for the OBRC programs on YODA.*
    - *Improved the automation functions on the LSBRP system. All PO/DOPs are resolved automatically based on the ERP's contract table.*

- **Work with Procurement , Review and remap OBRC processes**
    - *Compiled business process improvement recommendations for various OBRC programs, including MFD, LSBRP, Living Wage and Prevailing Wage. Pending discussion and approval.*

- **Improve communications with department CAs**
    - *Worked with OHR and Procurement to add and OBRC module in the CA training course.*
    - *Open communications with the CAs when they need any assistance.*

Quantitative Data Analysis: Human Resources

2.71*

	Avg.
2010	2.61
2011	2.68
2012	2.76

Chart rows (top to bottom):
- **Overall:** Overall average, Q1: Quality of service, Q2: Level of effort, Q3: Success rate
- **Personnel:** Q4: Communication, Q5: Professional knowledge, Q6: Availability, Q7: Responsiveness, Q8: Initiative**
- **Process:** Q9: Process, Q10: Guidance & Assistance, Q11: Timeliness, Q12: Information, Q13: Innovation**

X-axis: Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Overall average is up slightly from 2011 but remains low. There was significant improvement in Quality of Service, Level of effort and availability. Poor responsiveness and communication are leading themes of qualitative responses.

*2007 baseline overall average
**2007-2011/2012 comparisons are not reliable for these questions due to a change in survey format.

CountyStat

Qualitative Analysis: Office of Human Resources

- **41 individual comments; 9 positive, 11 neutral, 21 negative**

- **Of the 13 comments about communication with the department, 9 were negative. Most noted that it's difficult to get a hold of someone in HR, or that it takes them too long to respond to inquiries. Only 2 comments mentioned 311 this year, down from 6 in 2011.**

- **10 comments focused on OHR staff; half were positive and two noted the department is understaffed**

- **10 comments focused on the department's processes and procedures, most noting that they are lengthy and overly-complicated**

The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Study the feasibility of duplicating matrixed HR employees in operating agencies—use the model currently in place with MCPD and MCP**
  - *This model is not feasible in this fiscal climate because the departments would need to fund the position (s).*

- **Updating HR resource library**
  - *OHR placed into production a newly formatted, user-friendly website, June, 2012.*

- **Improved communications to all stakeholders**
  - *OHR met with MC 311 to review and update Service Level Agreements, May 2012.*
  - *Created and distributed quarterly labor relations newsletter called LER Connections and a management guidance bulletin.*
  - *Posted all Recruitment and Selection HR Specialists' names, phone numbers and departmental assignments online so that customers could reach them immediately.*
  - *Instituted an online Onboarding process which automated and centralizes all new employee onboarding materials, resources, and information.*
  - *Hold HR Liaisons quarterly briefings.*

The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Establish an IT based grievance tracking system to reduce response times**
  - *Implemented July 2012 a jointly (MCGEO and OHR) administered, web-based system that effectively tracks grievances and timelines/deadlines, and allows for reports.*

- **Having HR Liaison Quarterly meetings to discuss issues and concerns, Q & A, any new items being implemented, discuss ERP changes and items where there are recurrent mistakes.**
  - *OHR held several HR Liaison meetings. Feedback was positive.*

- **Establishing call center in cooperation with MC311 to focus on employee benefit questions**
  - *Benefits 1st priority brought retiree payroll in-house successfully March 1, 2012.*
  - *Division Manager retired March 1, 2012*
  - *Benefits 2nd priority transition Retirement section to Montgomery County Employees Retirement Program (MCERP), a new organization. 5 employees moved to MCERP, leaving a gap in Benefits.*
  - *Filling staff openings as well as Wellness Program Manager II.*
  - *Top priority beginning CY13, decide whether the Benefits call center should be staffed as a 2nd tier in MC311 or 2nd tier in OHR.*

- **As a Result of 2012 Customer Service Survey OHR will establish and communicate a positive Office of Human Resources brand that is recognized by its customers.**
    1. Conduct quarterly briefings with Department Directors, MLS employees and their Human Resource liaisons to address workforce issues to identify improved service delivery.
    2. Implement targeted and effective communications with internal and external customers to attract, recruit, retain, and develop a well-qualified diverse workforce.
    3. OHR to evaluate work processes to streamline the delivery of internal and external customer services.
    4. Develop a cadre of division staff capable access and use the County Oracle systems to maximize needed information management systems to improve customer services.

Quantitative Data Analysis: Management and Budget

2.86*

		Avg.
2010		2.97
2011		2.88
2012		2.91

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

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

Process
- Q9: Process
- Q10: Guidance & Assistance
- Q11: Timeliness
- Q12: Information
- Q13: Innovation**

Very dissatisfied (1.0) Dissatisfied (2.0) Satisfied (3.0) Very satisfied (4.0)

Overall average is down from 2010. Responsiveness and level of effort seem to have dropped. Qualitative results point to loss/lack of knowledge, particularly around management issues.

*2007 baseline overall average
**2007-2011/2012 comparisons are not reliable for these questions due to a change in survey format.

Qualitative Analysis: Office of Management and Budget

- **19 individual comments; 4 positive, 5 neutral, 10 negative**

- **Again, negative comments focused on a lack of knowledge and experience.**

- **Positive comments did note that individuals are very hard working and responsive.**

- **As in previous years, multiple comments talked about OMB's lack of focus on management issues.**

Discussion: Management and Budget (1 of 4)

> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Improve coordination with CountyStat to enhance data-driven budget decisions**
  - *The OMB Director has worked with both the prior director and the acting director of CountyStat to enhance the relationship between the two organizations. An OMB representative attends every CountyStat session and provides input into CountyStat presentations. This year, CountyStat worked with OMB staff on specific projects that were particularly relevant to budget issues. Additional analysis and benchmarking on overtime and staffing levels are two examples of the "behind the scenes" collaboration that has occurred.*

- **Getting direct feed-back from departments at the Director level and Analyst level**
  - *The Director has met with each Department head to solicit feedback regarding improvements that can be made in the OMB processes. This feedback was provided to other OMB managers and has been used to modify how we are organized. For example, we have recreated teams so that when there are analyst absences, the work can still be accommodated in some way. There was also concern expressed about the turnover of analysts. This turnover will hopefully be significantly reduced in the next year. Two Department Directors noted their frustration with the seeming lack of coordination between the performance indicators used by CountyStat and those published in the budget. One of the tasks of the new MII manager will be to focus on this issue with the OMB analysts.*

> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Streamline processes both internally within OMB and externally**
  - *Hyperion has been implemented for the FY14 budget development season. Departments have commented that the new operating budget system is more intuitive, contains more reports, and is easier to use than our old mainframe legacy system. The next step is to develop our operating budget decision support/publication systems and integrate it fully with the other ERP systems, reducing the maintenance and dual entry of having many disparate systems.*
  - *We have altered assignments of both analysts and managers to offload a number of administrative and coordination responsibilities that can be appropriately performed by administrative staff.*
  - *Last year, the number of "Cluster" meetings was significantly reduced and there was greater focus on those issues that affected other departments. This year, we are focusing on specific cross-cutting issues that have significant fiscal and service impact.*
  - *OMB is also working to influence CIP outcomes earlier in the project development process, which should lead to streamlined efforts and better outcomes.*
  - *OMB is also beginning to work with DGS to develop a more strategic approach to identify when properties should be held in reserve for future projects or disposed of.*
  - *OMB has been working with Finance to explore ways to better integrate and streamline our post-ERP implementation data sharing processes.*

> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Continue to seek strong hires to bring new and innovative thinking to the department**
    - *We have made several new hires and are about to bring on two new managers and 3 new analysts. I believe that all of our new people have brought a great deal of vitality and new thinking to the organization. Their potential is not yet fully realized as there is much for them to learn, but the hiring process has emphasized the need for strong analytical capabilities that will allow for growth both within OMB and County Government. Even our administrative hires have great potential for growth within the organization and will enhance the quality of our services.*
    - *There will definitely be issues with absorbing a large number of new hires at one time, but each new hire has or will have a mentor from within OMB that should help with the transition.*

The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Provide training and professional development opportunities to build staff expertise**
    - *Many OMB staff have attended Maryland GFOA conferences and webinairs. We have also encouraged staff to subscribe to online and hardcopy publications that are relevant to their areas, and had a Montgomery College instructor lead a training session intended to refresh the writing skills of staff.*
    - *We held a number of internal trainings in the summer and fall to give staff a greater understanding of OMB processes.*
    - *We had a number of "lunch bunch" sessions with various speakers from other departments. These sessions have been very well attended and are intended to give them an overview of functions and departments with which they don't normally interact. It also helps to build relationships between our office and other offices in the County.*
    - *OMB is also considering various ways to further develop its Sr. Management and Budget Analysts. Ideas were circulated to have senior analysts perform team leadership/management functions as well as a number of tasks currently assigned to managers. More formal management training will also be a priority for the coming year.*
    - *Within our ERP role, we are working to provide new data sources to executives, managers, and administrators to assist in decision making and managing/administering their programs. We have participated in the roll-outs of the following Dashboards: General Ledger Summary, Payroll Distribution, Overtime and Leave Taken Summary (and Purchasing for early 2013 roll-out).*

Quantitative Data Analysis: Technology Services
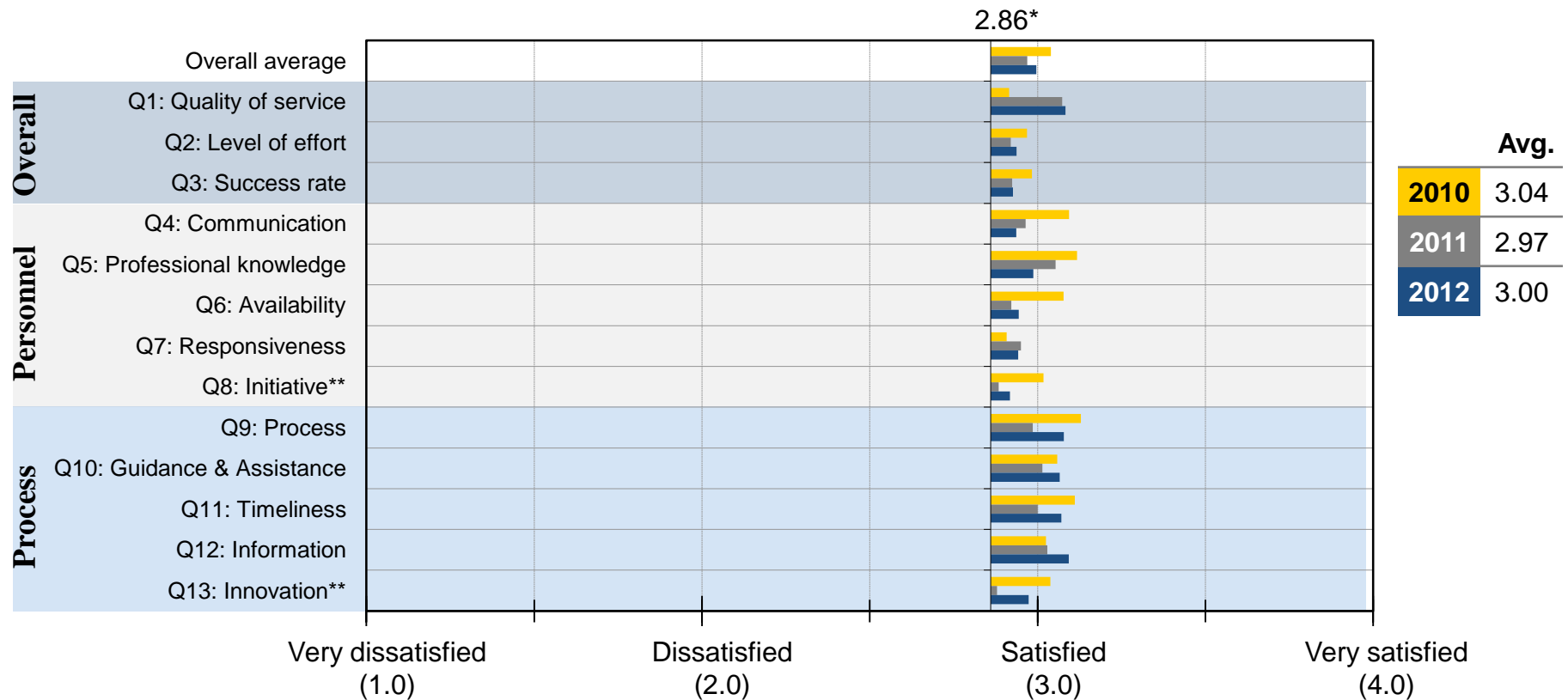
DTS ratings showed a slight increase from 2011. Response Rate, Level of Effort, and Success Rate scores continue to lag behind other areas, while Quality of Service has shown significant improvement since 2010.

*2007 baseline overall average
**2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

CountyStat

Qualitative Analysis: Technology Services

- **31 individual comments; 7 positive, 5 neutral, 19 negative**

- **No comments on ERP.**

- **Several comments were about the negative effect the budget has had on the department. Lack of resources was historically a common theme.**

- **Again, comments related to customer service were a mixed bag, positive and negative.**
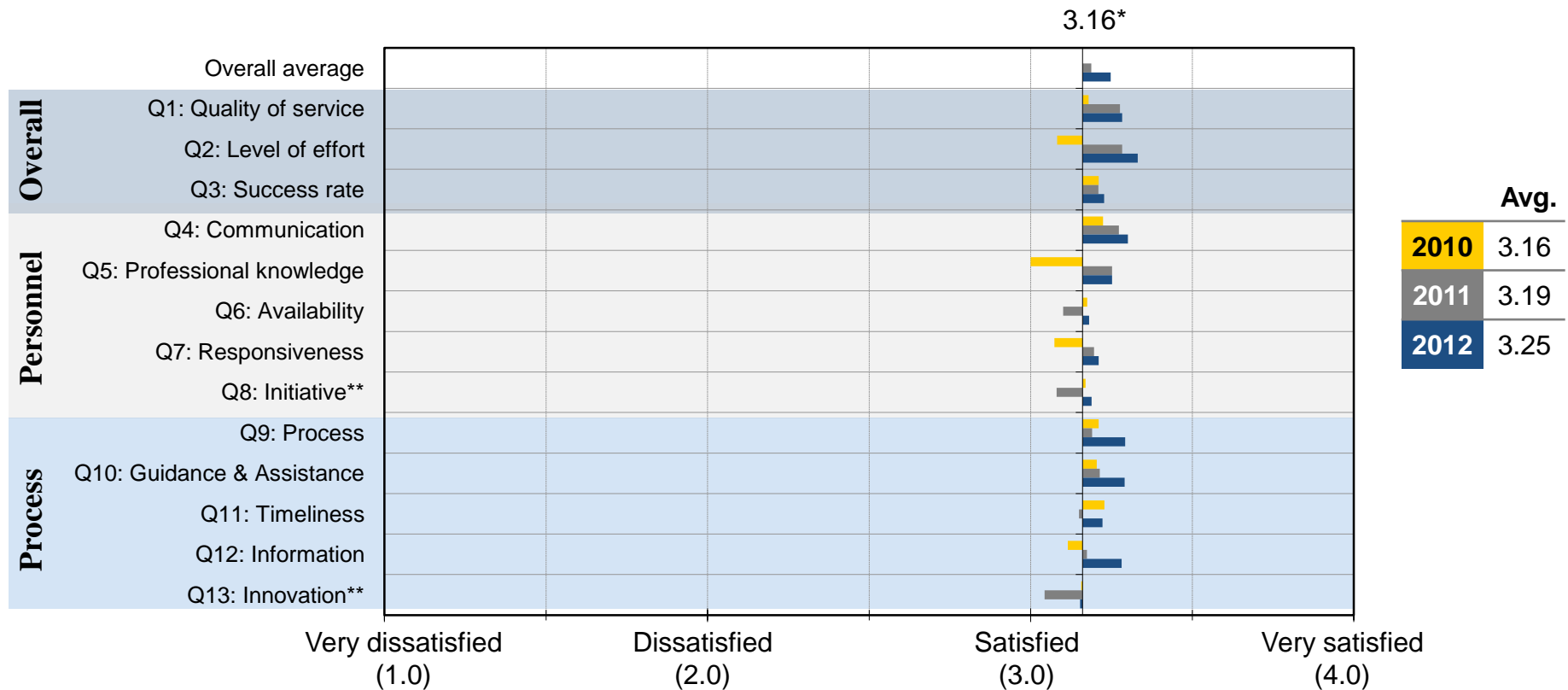
Discussion: Technology Services

- Continue aligning DTS services with business priorities
- Provide continuous improvement through cooperation and innovation
- Update the Enterprise Technology Strategic Plan
- Create Cyber Security Strategic Plan
- Provide Major Programs Support
    - ERP continuing implementations including DLC
    - Public Safety Systems Modernization
    - HHS' Process and Technology Modernization
    - Integrated Justice Information System (IJIS) continuing implementations
    - ARRA fiber completion
- IT Transformation Initiatives Support
    - Shared Services (PEG programming, Video, Fibernet, Voice)
    - ITPCC (College Fibernet)
    - Cloud opportunities
    - Continuing Web Portal updates and mobile Apps
    - OpenMontgomery
    - Open Data and MPIA
    - Wi-Fi, Mobile devices and BYOD
- Operations Sustainment and Continuity Support
    - ERP, Public Safety, IJIS, Fibernet
    - Datacenter operations, infrastructure maintenance, Win7 roll-out
    - Mainframe retirement
    - Telecom audit, Enterprise Cellular contracts
    - Comcast franchise renewal

Quantitative Data Analysis: Public Information

3.16*

	Avg.
2010	3.16
2011	3.19
2012	3.25

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

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

Process
- Q9: Process
- Q10: Guidance & Assistance
- Q11: Timeliness
- Q12: Information
- Q13: Innovation**

Very dissatisfied (1.0) Dissatisfied (2.0) Satisfied (3.0) Very satisfied (4.0)

> PIO remains a highly scored department. The majority of negative comments were about innovation.

*2007 baseline overall average
**2007-2011/2012 comparisons are not reliable for these questions due to a change in survey format.

Qualitative Analysis: Public Information

- **10 individual comments; 5 positive, 1 neutral, 4 negative**

- **Again, positive comments we about PIO's customer service. This was a recurring theme in previous years.**

- **The majority of negative comments were about innovation.**

Discussion: Public Information Office (1 of 2)

> CountyStat asked the department to respond to the following discussion points based on the review of their 2012 survey results.

- **What changes did you implement to positively impact your County employee customer service?**
  - *The Call Center now handles inquiries about pension payments for retirees, so the MC311 staff was trained to better handle calls from both active and retired employees*
  - *MC311 service request accuracy was improved to ensure that departments have access to the information they need when addressing inquiries.*
  - *The MC311 hours of operation were extended by two hours in August 2012 to 7 a.m. – 7 p.m. (previous hours were 7 a.m. to 5 p.m.)*
  - *The MC311 and County web portals were mobile-enabled for more convenient access from smart phones and tablet devices.*

- **Where did you have the most success?**
  - *MC311 worked with various departments (including Police, Transportation, Housing, and Environmental Protection) to integrate the MC311 Customer Relationship Management (CRM) system with back office systems – providing quicker, more accurate information and streamlining processes for customers.*
  - *The Media Relations section leveraged its social media efforts by more carefully balancing the information pushed out with the information people find interesting and useful. That balance and the fact that a constant flow of timely information is pushed out via social media during emergencies has enabled the office to nearly double its direct communications reach in the past year.*
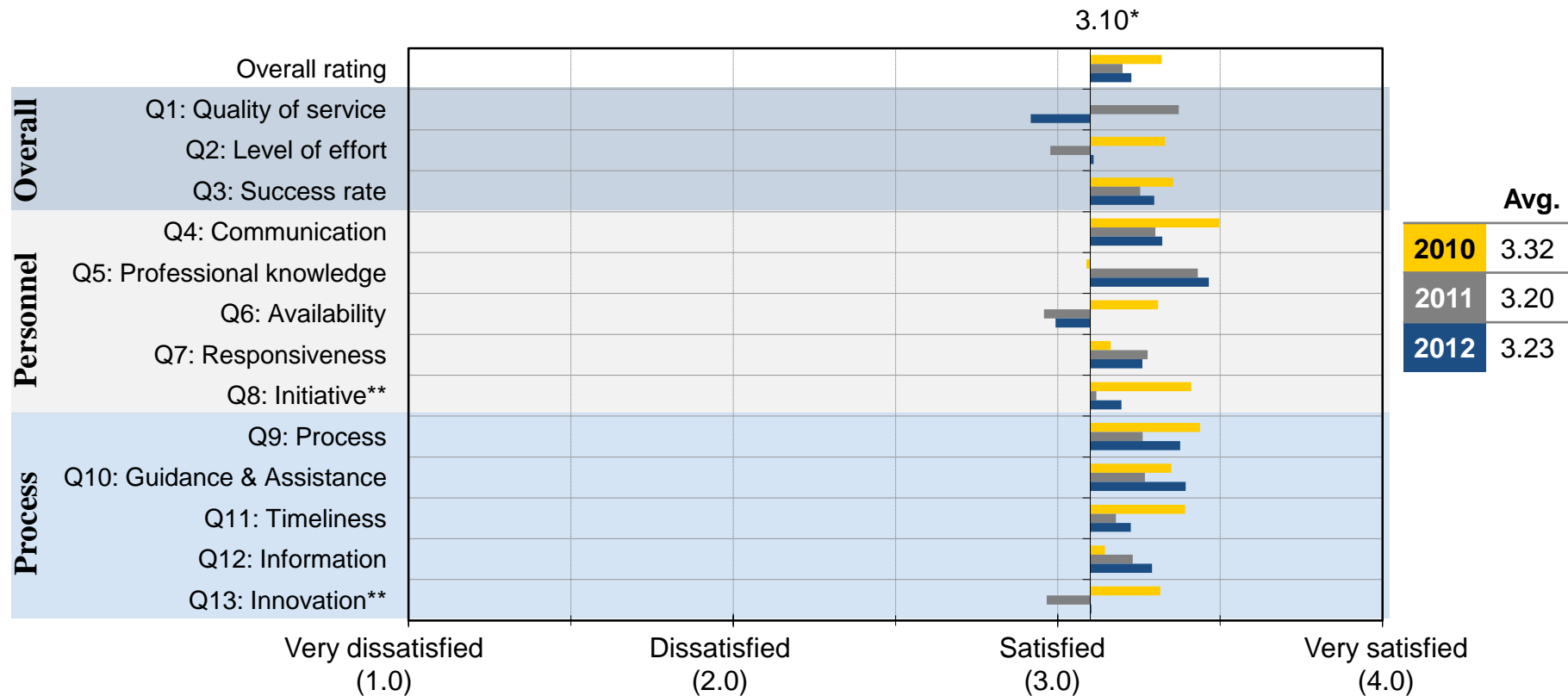
Discussion: Public Information Office (2 of 2)

> CountyStat asked the department to respond to the following discussion points based on the review of their 2012 survey results.

- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - *Identify opportunities to help retire legacy operational systems and improve functionality with the MC311 CRM system or its underlying Siebel (Oracle-based) platform.*
  - *Identify opportunities for efficiency by offloading customer contacts to MC311 so that departments have more time to spend on their specialized work.*

- **Where will you focus your attention over the next year?**
  - *Upgrade the phone system to allow for better recording and monitoring of phone calls to ensure higher quality performance.*
  - *Continue to work with departments to integrate the MC311 CRM system with departmental legacy systems in order to streamline office workflow.*

Quantitative Data Analysis: County Attorney

3.10*

	Avg.
2010	3.32
2011	3.20
2012	3.23

Chart categories (top to bottom):

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: Initiative**

Process
- Q9: Process
- Q10: Guidance & Assistance
- Q11: Timeliness
- Q12: Information
- Q13: Innovation**

Scale: Very dissatisfied (1.0) — Dissatisfied (2.0) — Satisfied (3.0) — Very satisfied (4.0)

Although up from 2011, most process ratings are still below 2010 levels. Still, County Attorney ranks highest among internal-facing departments.

*2007 baseline overall average
**2007-2011/2012 comparisons are not reliable for these questions due to a change in survey format.

CountyStat

Qualitative Analysis: County Attorney

- **27 individual comments; 13 positive, 5 neutral, 9 negative**

- **In prior years, the department was described as slow to respond and unwilling to have discussions. There were some specific mentions of individuals/sections that were responsive, but most of the negative answers this year were directed at responsiveness.**

CountyStat

Discussion: County Attorney

> The following action items were identified by the department in response to the 2011 Internal Customer Survey. CountyStat asked the department to provide an update on the status of each item.

- **Hope to proactively invite client input on how the delivery of legal services to the agency could be improved.**
  - *I met the Directors of several Departments to discuss the delivery of legal services by OCA. I asked about the Director's view of 1) overall satisfaction with OCA; 2) quality of communication between OCA and key personnel; 3) responsiveness of OCA; 4) quality of service; 5) effectiveness of representation in litigation; 5) quality of advice; 6) areas of service delivery that Director would like to see improved; 7) changes in procedures in way the department does business with OCA. I would have liked to have seen more directors but time did not permit.*

Wrap-up

- **Confirmation of follow-up items**

- **Time frame for next meeting**

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Appendix: 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.

Appendix: 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 7. 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.

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