

# **Montgomery County: Internal Customer Satisfaction Survey – 2013**

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January 8, 2014  
CountyStat Office

# CountyStat Principles

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



# Agenda

- **Welcome and Introductions**
- **Meeting Goals**
- **Follow-up Items from 2012 Survey**
- **Survey Methodology & Survey Questions**
- **Summary of Findings & Survey Response Rates**
- **Overview of Scores**
- **Quantitative Data 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**
  - County Attorney; Finance; Management and Budget; Public Information; Technology Services; Human Resources; General Services
- **Wrap up**



## Meeting Goal

- Deliver CountyStat analysis of results of the 2013 Internal Customer Satisfaction Survey, and identify trends in order to help departments better serve their internal customers

## Desired Outcome

- Ensure quality service to County's internal customers and identify targeted areas for improvements



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# Status of 2012 Internal Survey Follow-Up Items (1/2)

- Following the 2012 Internal Customer Service Survey CountyStat Meeting, the CAO requested that the internal-facing departments focus on any areas of weakness so that the slight positive trend that was observed could be maintained
- Our seven internal-facing Departments (DGS, DTS, Finance, OCA, OHR, OMB, & PIO) were asked to send CountyStat a list of specific follow-up Action Items they could pursue over the course of 2013 to build on the positive momentum. The following three departments responded to this question:
  - DTS, OCA, and OHR
- In addition, CountyStat was tasked with the following:
  - Work on ways to increase the response rate
  - Change OHR section to separate out each business line
  - Add question so that the home Departments of respondents can be identified to better target areas for improvement
  - Adjust baseline numbers to include the changes to the *Initiative* and *Innovation* questions that were originally combined into one question in 2007 and 2008



# Status of 2012 Internal Survey Follow-Up Items (2/2)

Department / Action Item	Status
OHR / Conduct quarterly briefings to address workforce issues to improve service delivery	Complete
OHR / Implement communications with internal and external customers to attract, recruit, retain, and develop a well-qualified diverse workforce	Complete/ Ongoing
OHR / Develop a cadre of division staff capable of accessing and using the County Oracle systems	Ongoing
DTS / Undertake a more inclusive enterprise technology strategic planning process which will hopefully give DTS more insight into departments' systems and support needs	Complete
DTS / Undertake a more inclusive enterprise technology strategic planning process which will hopefully allow DTS to better align its services to support the departments	In Process
DTS / Strengthen customer feedback channels by conducting a mid-year customer survey	Complete
DTS / Document, publish, and publicize Service Request service levels	In Process
OCA / Having division chiefs meet with their counterparts to get a more ground level view of how the process is working	Incomplete



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# Survey Methodology

- The Executive Office identified nineteen internal service areas that focus exclusively or to a large degree on serving County government employees
- The initial 2007 survey consisted of 12 questions designed to provide ratings in three overarching categories:
  - Overall Satisfaction
  - Department Personnel
  - Department Processes
- In 2009, the survey was adjusted to consist of 13 questions: one of the original questions (originally #8) asked about both **Initiative** and **Innovation**, which was split into two questions (now #9 and #14 respectively – see slide 7), and provides ratings in the same three overarching categories:
  - Overall Satisfaction
  - Department Personnel
  - Department Processes
- Therefore, 2009 serves as the new baseline score
- Respondents were also given an opportunity to expand upon their ratings for all 19 service areas in an open response section provided at the end of the survey
- New for 2013, the Survey requested the respondent's home Department or Office, allowing for additional analysis and insights
- 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
- The Internal Customer Satisfaction Survey was delivered to **475** members of the County management team.
  - **299** surveys were returned, a response rate of **62.9%**.
  - This is an increase from 2012 when 174 surveys were returned and the response rate was 47%, based on MLS recipients only (Public Safety Managers and Department Heads were not counted in the response rate nor calculated as survey recipients)



# Internal Survey Questions

Overall  
ratings

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

Personnel  
ratings

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

Process  
ratings

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



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# Summary of Findings

- Overall, scores are continuing to incrementally improve year to year
- Within the incremental improvements, the following average ratings were considered statistically significant:
  - **OCA** improved in the area of *Availability*
    - Qualitative comments highlight a Department with very knowledgeable staff
  - **FIN** improved in the area of *Responsiveness*
    - Qualitative comments reflect a sense of supportiveness and timeliness from FIN
  - **DTS** improved in the areas of
    - *Communication*
    - *Professional Knowledge*
    - *Availability*
    - *Responsiveness*
    - Qualitative comments highlight great customer service and support
  - **DGS-Procurement** improved in the area of *Availability*
    - Qualitative comments highlight frustrations with slow and inefficient processes
- One issue area experienced a statistically significant decline
  - **DGS-Building Services** declined in the area of *Innovation*
    - Qualitative comments highlight frustrations with a lack of proactive efforts to prevent costly repairs
- There were 369 comments: 2.4% were neutral, 61.8% were negative, and 35.8% were positive



# Survey Response Rates

Department	Percent
OEMHS	*150.0%
DHCA	100.0%
MCERP (BIT)	100.0%
OCA	100.0%
OCP	100.0%
OHR	100.0%
REC	100.0%
DGS	84.0%
FIN	84.0%
MCPL	80.0%
CUPF	75.0%
DLC	71.4%
MCPD	71.4%
DPS	68.8%
IGR	66.7%
DEP	62.5%
OMB	60.0%
PIO	60.0%
DTS	58.3%
CEC	57.1%
DOT	53.5%
CEX	53.3%
DOCR	52.9%
BOE	50.0%
HHS	50.0%
HRC	50.0%
MCFRS	40.9%
DED	28.6%
CCL	25.0%

26 out of the 29 Departments/  
Offices had at least 50% of  
survey recipients respond to  
the survey.

\* Surveys were sent to two OEMHS Managers. Three survey respondents identified OEMHS as their home Department/Office. Therefore, the survey may have been forwarded to a third recipient.



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- Quantitative & Qualitative Analysis & Discussion by Department with Departments' self-ratings removed
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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	3.38*	3.19	2.71	2.94	3.08	3.04	3.13	2.74	2.96	2.97	3.28	3.08	3.04
Q2: Level of effort	3.11	2.92	2.43	2.72	2.94	2.87	3.12	2.27	2.54	2.67	3.33	2.94	2.82
Q3: Success rate	3.30	3.03	2.50	2.60	3.00	3.03	3.11	2.71	2.83	2.87	3.23	2.93	2.93
Q4: Communication	3.32	3.03	2.59	2.78	2.99	2.99	3.09	2.70	2.78	2.90	3.30	2.94	2.95
Q5: Professional knowledge	3.46	3.14	2.71	2.92	3.01	3.04	3.13	2.80	2.82	2.96	3.25	2.99	3.02
Q6: Availability	2.99	2.94	2.61	2.81	3.05	2.94	2.94	2.43	2.48	2.91	3.18	2.94	2.85
Q7: Responsiveness	3.26	3.02	2.55	2.70	3.04	2.96	3.01	2.56	2.71	2.92	3.21	2.94	2.91
Q8: Initiative	3.20	2.86	2.51	2.55	2.84	2.84	2.87	2.53	2.61	2.81	3.19	2.92	2.81
Q9: Process	3.38	3.13	2.73	2.84	3.04	2.99	3.02	2.78	2.86	2.93	3.29	3.08	3.00
Q10: Guidance & Assistance	3.39	3.15	2.81	2.85	2.99	3.03	3.06	2.83	2.87	3.00	3.29	3.07	3.03
Q11: Timeliness	3.22	3.09	2.70	2.85	2.95	2.99	3.04	2.68	2.80	2.98	3.22	3.07	2.97
Q12: Information	3.29	3.18	2.79	2.95	3.02	3.07	3.03	2.83	2.86	2.98	3.28	3.09	3.03
Q13: Innovation	3.10	2.99	2.74	2.85	2.88	2.90	2.95	2.71	2.76	2.87	3.15	2.97	2.91
Overall Average Rating	3.28	3.05	2.64	2.79	3.00	2.98	3.05	2.66	2.76	2.91	3.25	3.00	2.95


\*2012 scores were recalculated for verification purposes; this score was previously reported at 2.92. All other scores were only minimally changed, if at all.




## All Scores (1/2): 2013 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-Benefits	Human Resources-Records Management
Q2: Quality of service	3.47	3.27	2.71	2.79	3.13	3.05	3.22	2.76	3.06	3.12
Q3: Level of effort	3.18	2.98	2.50	2.47	3.00	2.93	3.19	2.31	3.02	3.17
Q4: Success rate	3.31	3.12	2.49	2.56	2.98	2.84	3.16	2.66	2.99	3.06
Q5: Communication	3.35	3.19	2.56	2.72	3.05	2.97	3.16	2.76	2.97	3.07
Q6: Professional knowledge	3.47	3.29	2.75	2.88	3.14	3.02	3.20	2.87	3.03	3.10
Q7: Availability	3.17	3.01	2.50	2.86	3.07	2.92	2.97	2.69	2.69	2.99
Q8: Responsiveness	3.35	3.18	2.45	2.72	3.00	2.86	3.07	2.68	2.92	3.11
Q9: Initiative	3.19	2.98	2.35	2.67	2.91	2.72	2.91	2.53	2.83	3.03
Q10: Process	3.44	3.20	2.56	2.81	3.09	2.98	3.18	2.73	3.04	3.11
Q11: Guidance & Assistance	3.43	3.22	2.64	2.82	3.09	2.98	3.18	2.76	3.06	3.13
Q12: Timeliness	3.33	3.16	2.59	2.78	3.05	2.93	3.10	2.61	3.08	3.13
Q13: Information	3.30	3.18	2.60	2.80	3.09	2.99	3.05	2.81	3.05	3.14
Q14: Innovation	3.09	2.98	2.48	2.67	2.92	2.83	3.01	2.55	2.98	3.01
<b>Overall Average Rating</b>	<b>3.31</b>	<b>3.14</b>	<b>2.55</b>	<b>2.74</b>	<b>3.04</b>	<b>2.93</b>	<b>3.11</b>	<b>2.67</b>	<b>2.98</b>	<b>3.09</b>



 Department showed statistically significant increase from 2012

 Department showed statistically significant decline from 2012

## All Scores (2/2): 2013 Survey

	Human Resources- EEO & Diversity	Human Resources- Labor/Employee Relations	Human Resources- Occupational Medical Services	Human Resources- Recruitment & Selection	Human Resources- Classification & Compensation	Human Resources- Change Management & Organizational Development	Management & Budget	Public Information	Technology Services	Average Rating
Q2: Quality of service	3.11	3.06	3.11	3.03	2.87	3.00	2.93	3.19	3.17	3.06
Q3: Level of effort	3.24	3.00	3.11	2.81	2.68	2.99	2.65	3.27	2.98	2.92
Q4: Success rate	3.03	2.95	3.03	2.96	2.78	2.93	2.81	3.12	3.02	2.94
Q5: Communication	3.01	2.96	3.09	3.02	2.84	3.02	2.91	3.20	3.11	3.00
Q6: Professional knowledge	3.12	3.03	3.10	3.08	2.91	2.99	2.98	3.21	3.21	3.07
Q7: Availability	2.91	2.87	2.88	2.85	2.81	2.90	2.98	3.12	3.16	2.91
Q8: Responsiveness	2.97	2.99	3.04	2.99	2.81	2.99	2.96	3.16	3.12	2.97
Q9: Initiative	2.94	2.83	2.92	2.88	2.72	2.92	2.77	3.08	3.07	2.85
Q10: Process	3.06	2.95	3.09	2.99	2.83	3.03	2.91	3.20	3.13	3.02
Q11: Guidance & Assistance	3.08	3.04	3.05	3.05	2.87	3.08	3.01	3.21	3.17	3.05
Q12: Timeliness	3.03	3.01	3.03	2.91	2.83	3.03	2.92	3.14	3.15	2.99
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Q14: Innovation	2.94	2.87	2.90	2.80	2.70	2.95	2.76	3.06	3.08	2.87
<b>Overall Average Rating</b>	<b>3.04</b>	<b>2.97</b>	<b>3.03</b>	<b>2.95</b>	<b>2.81</b>	<b>2.99</b>	<b>2.89</b>	<b>3.16</b>	<b>3.12</b>	<b>2.97</b>



Department showed statistically  
significant increase from 2012



Department showed statistically  
significant decline from 2012

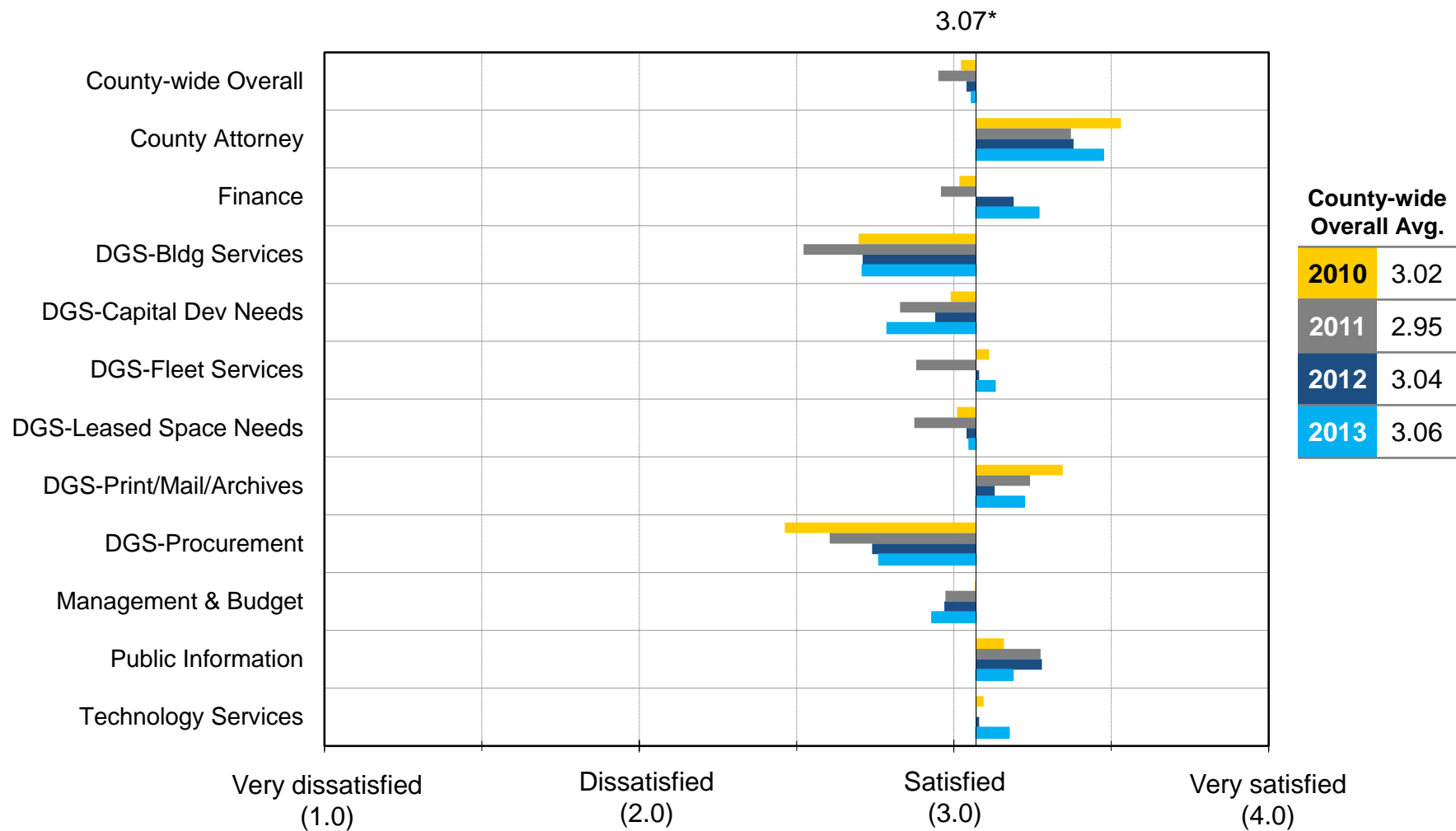
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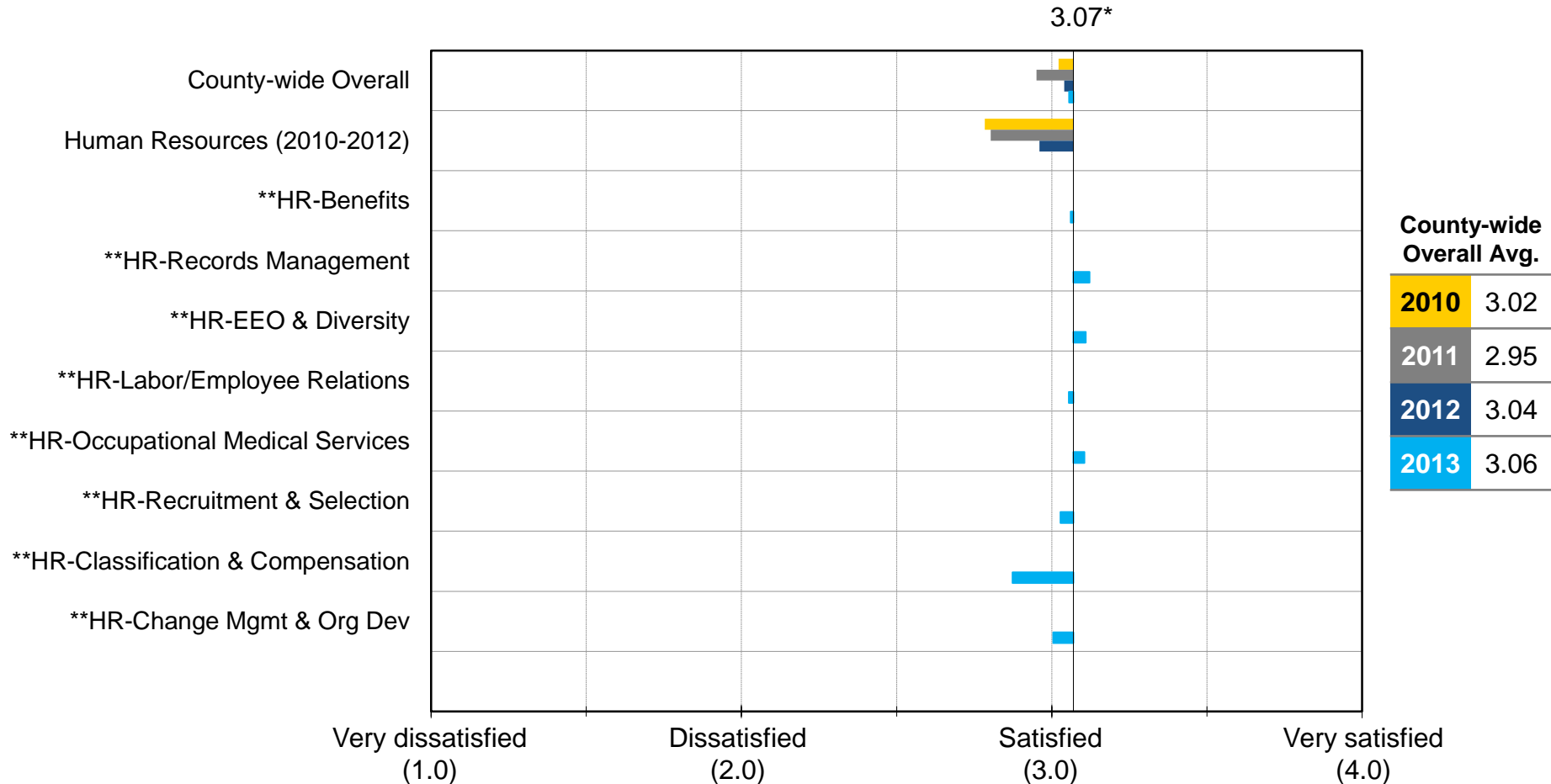
# Quantitative Data Analysis: Quality of Service (1/2)

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



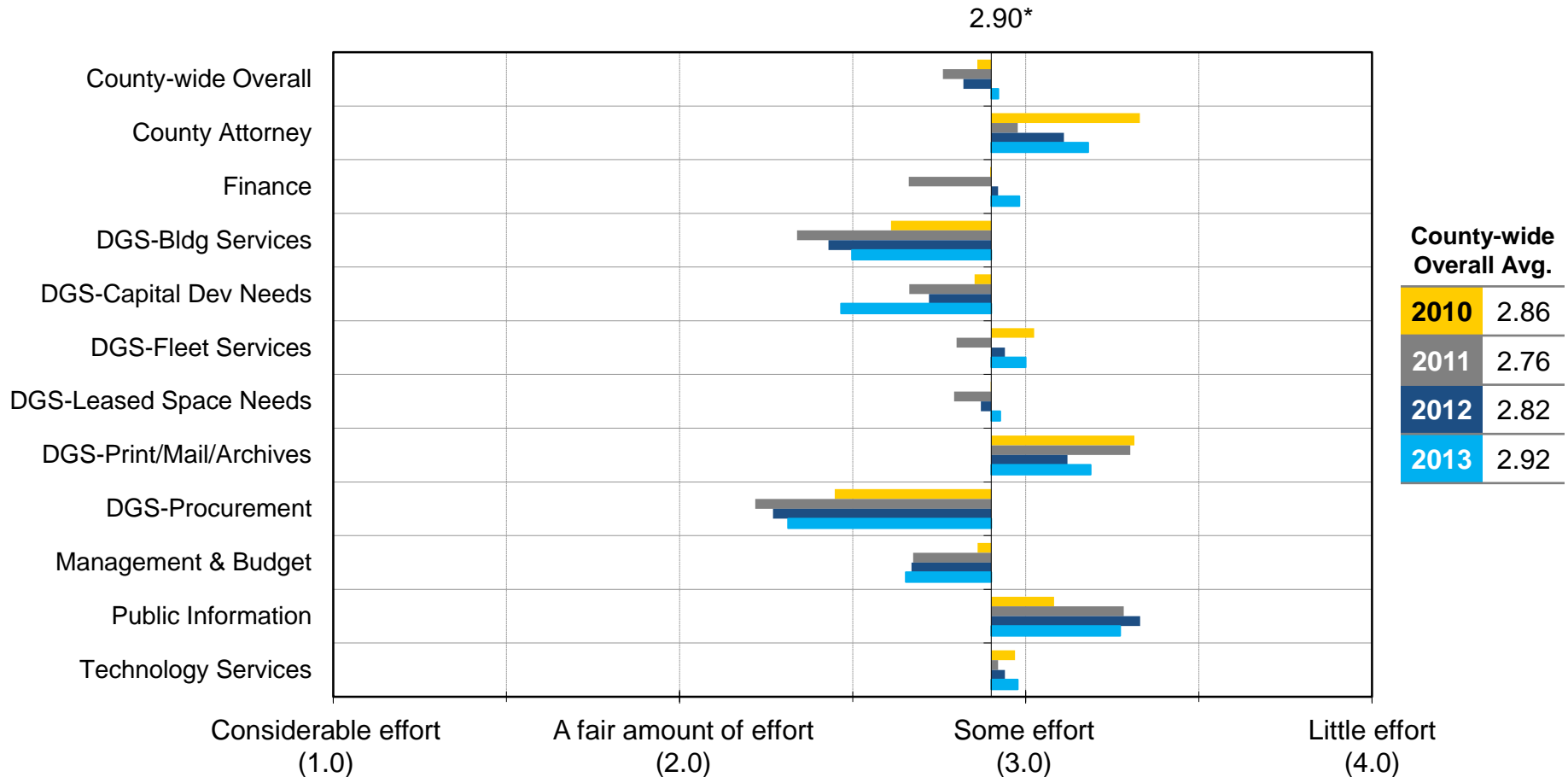
# Quantitative Data Analysis: Quality of Service (2/2)

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



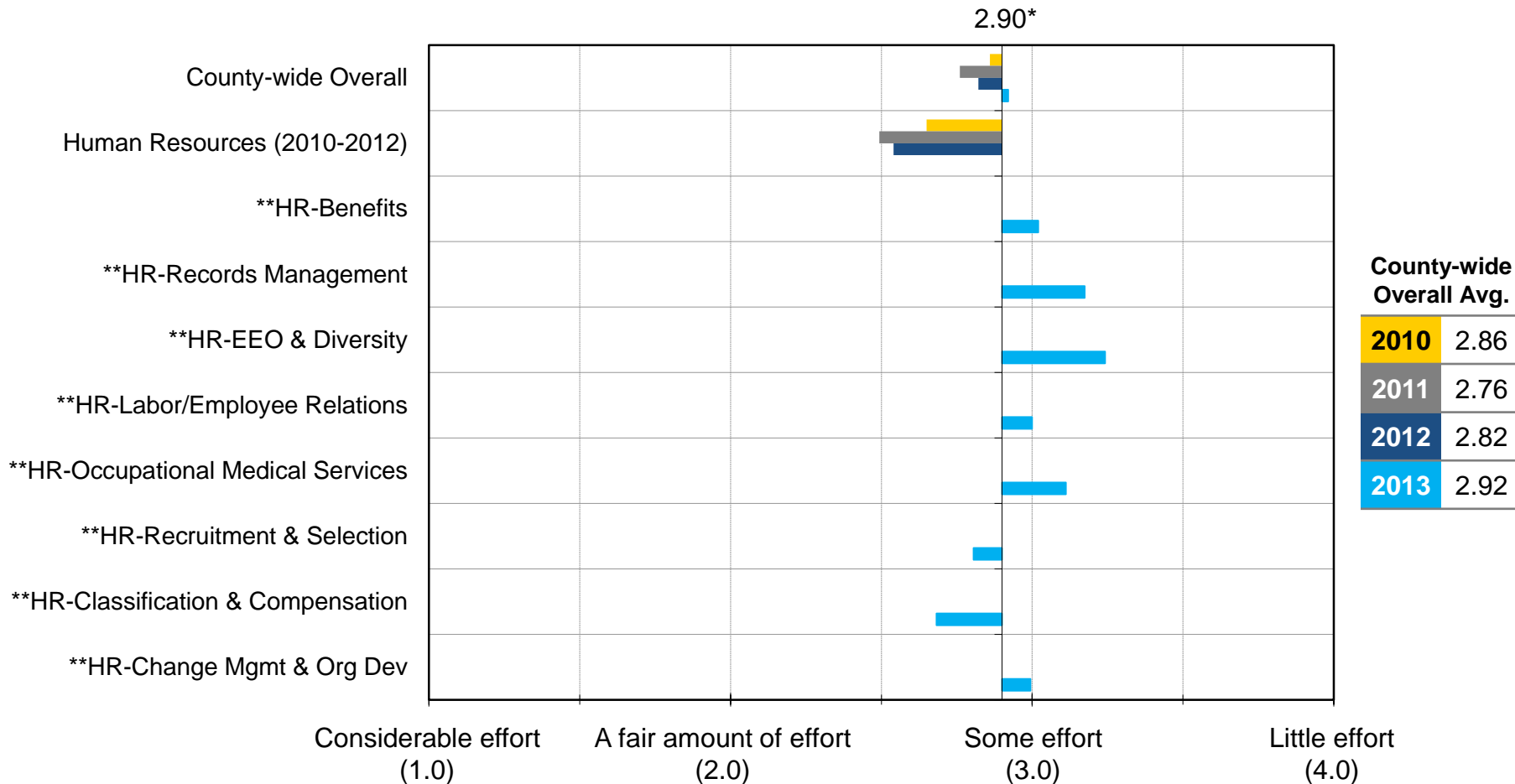
# Quantitative Data Analysis: **Level of Effort** (1/2)

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



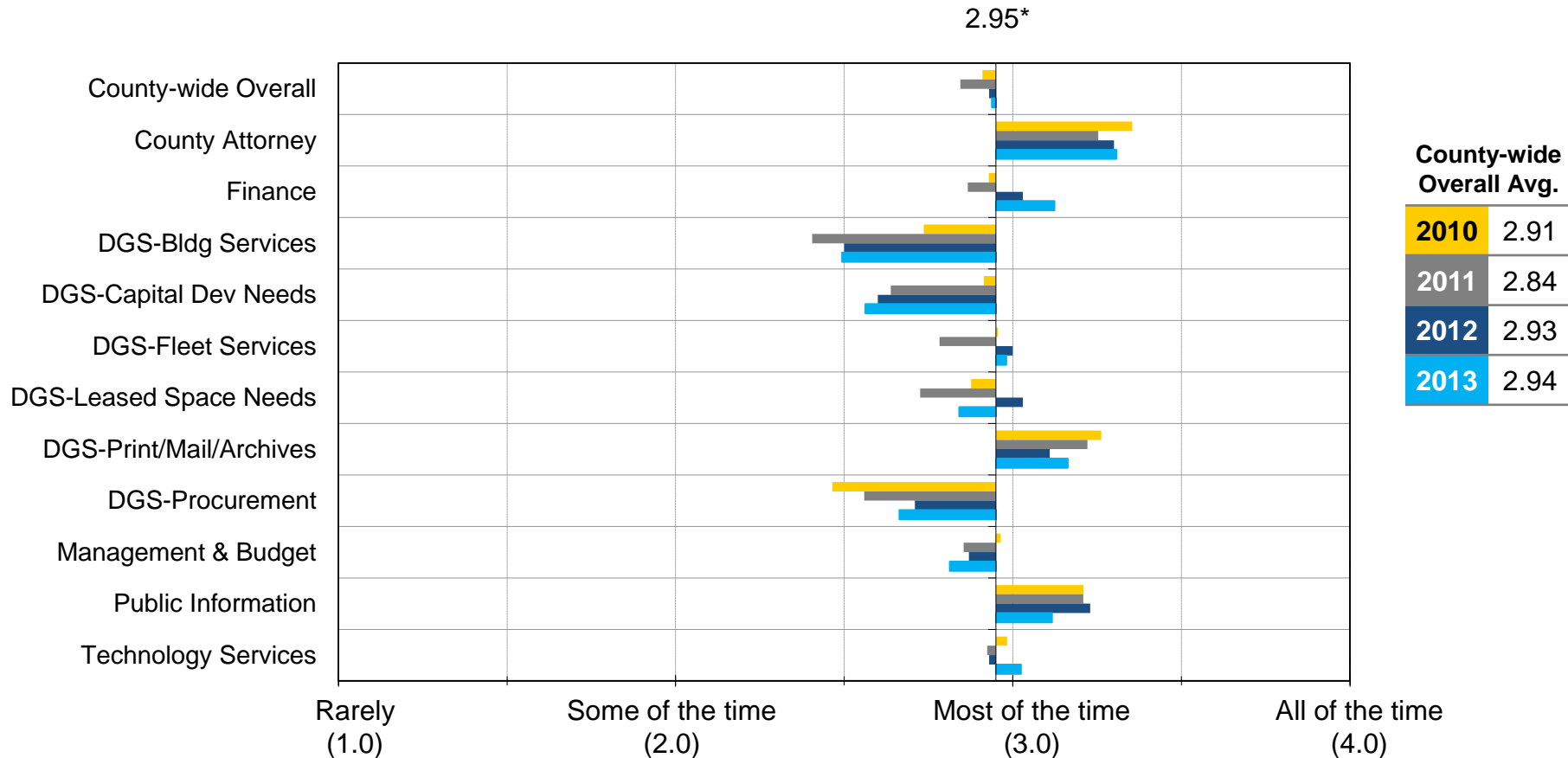
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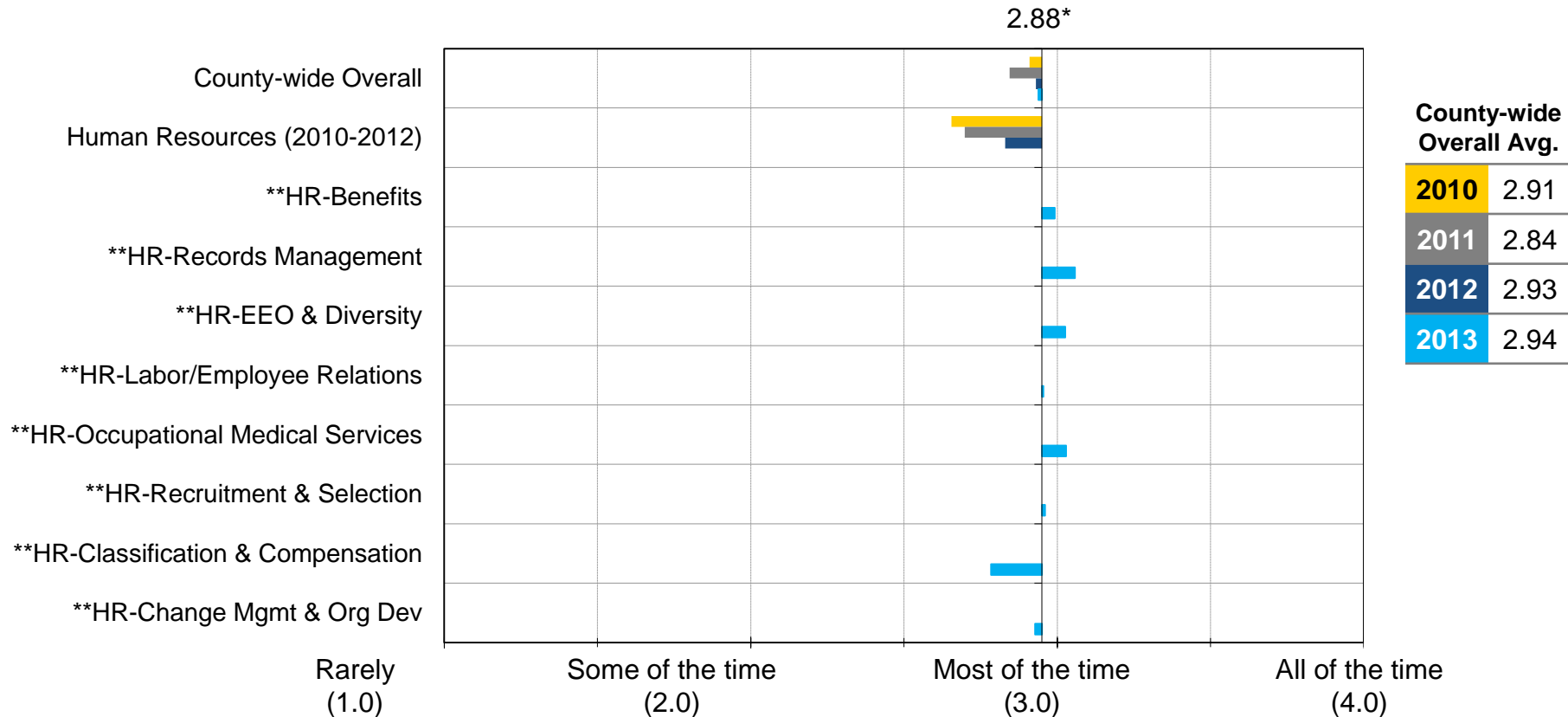
# Quantitative Data Analysis: Success Rate (1/2)

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



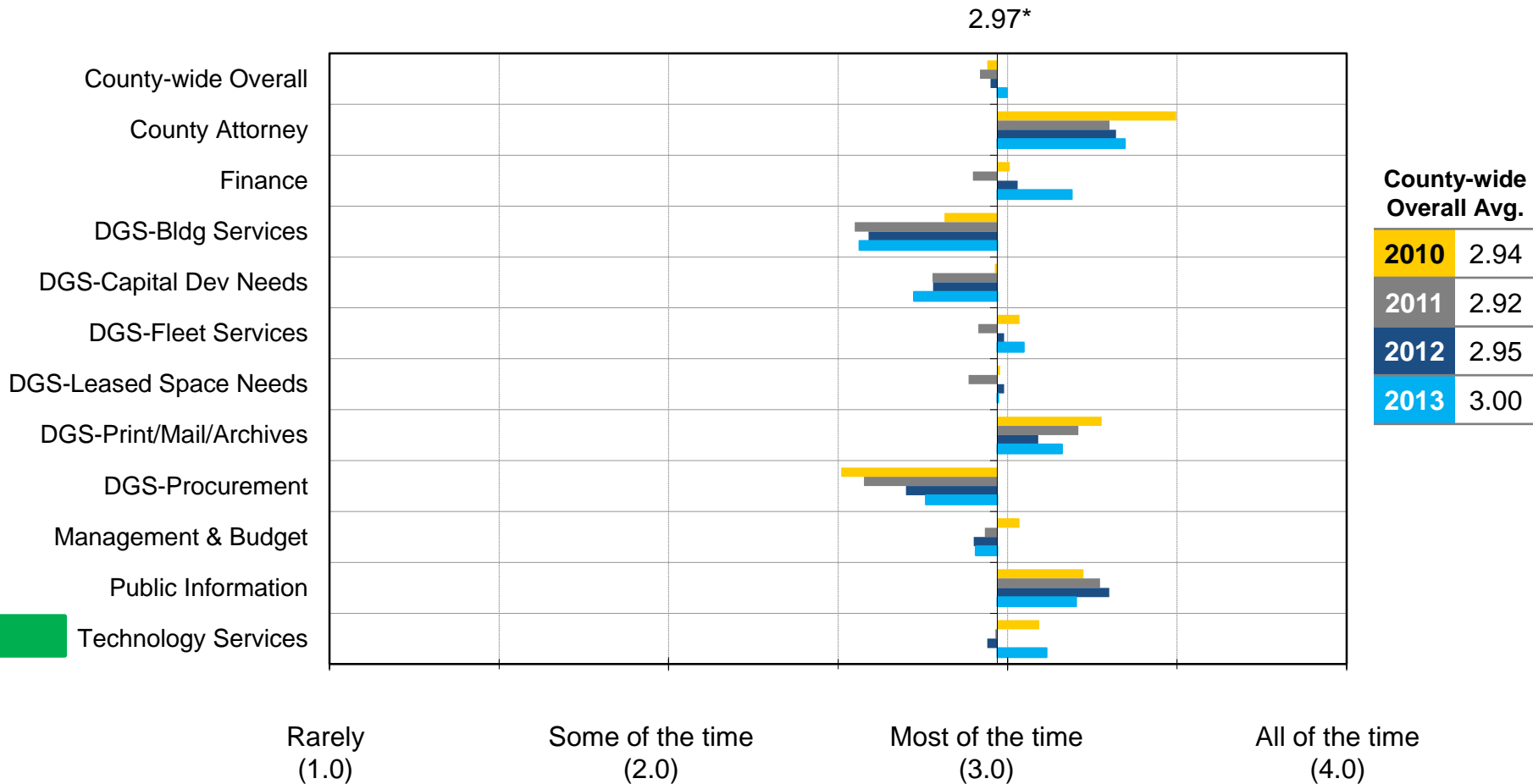
# Quantitative Data Analysis: Success Rate (2/2)

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



# Quantitative Data Analysis: **Communication** (1/2)

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



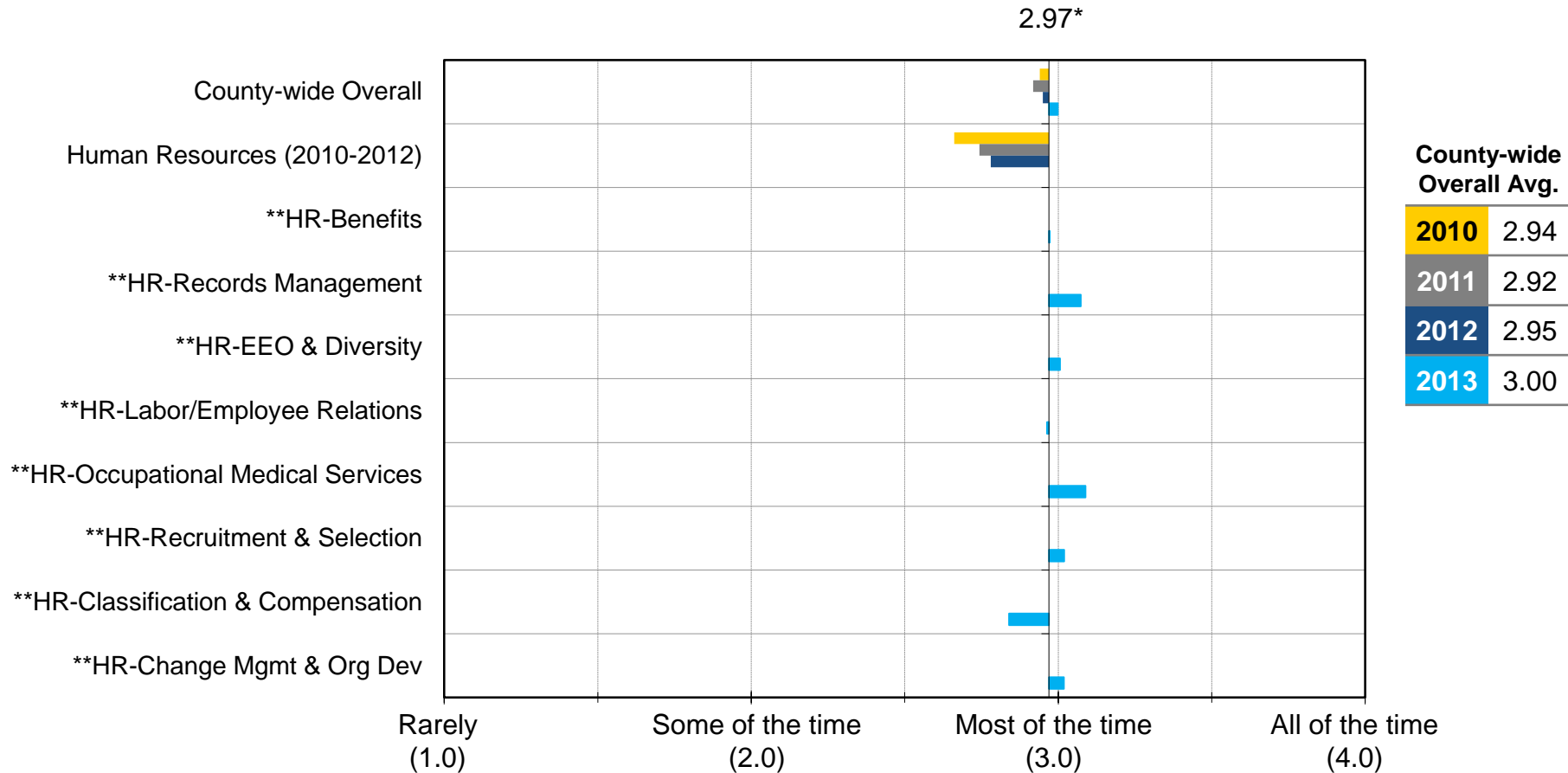
  Department showed statistically significant increase from 2012

  Department showed statistically significant decline from 2012

\*2009 baseline overall average

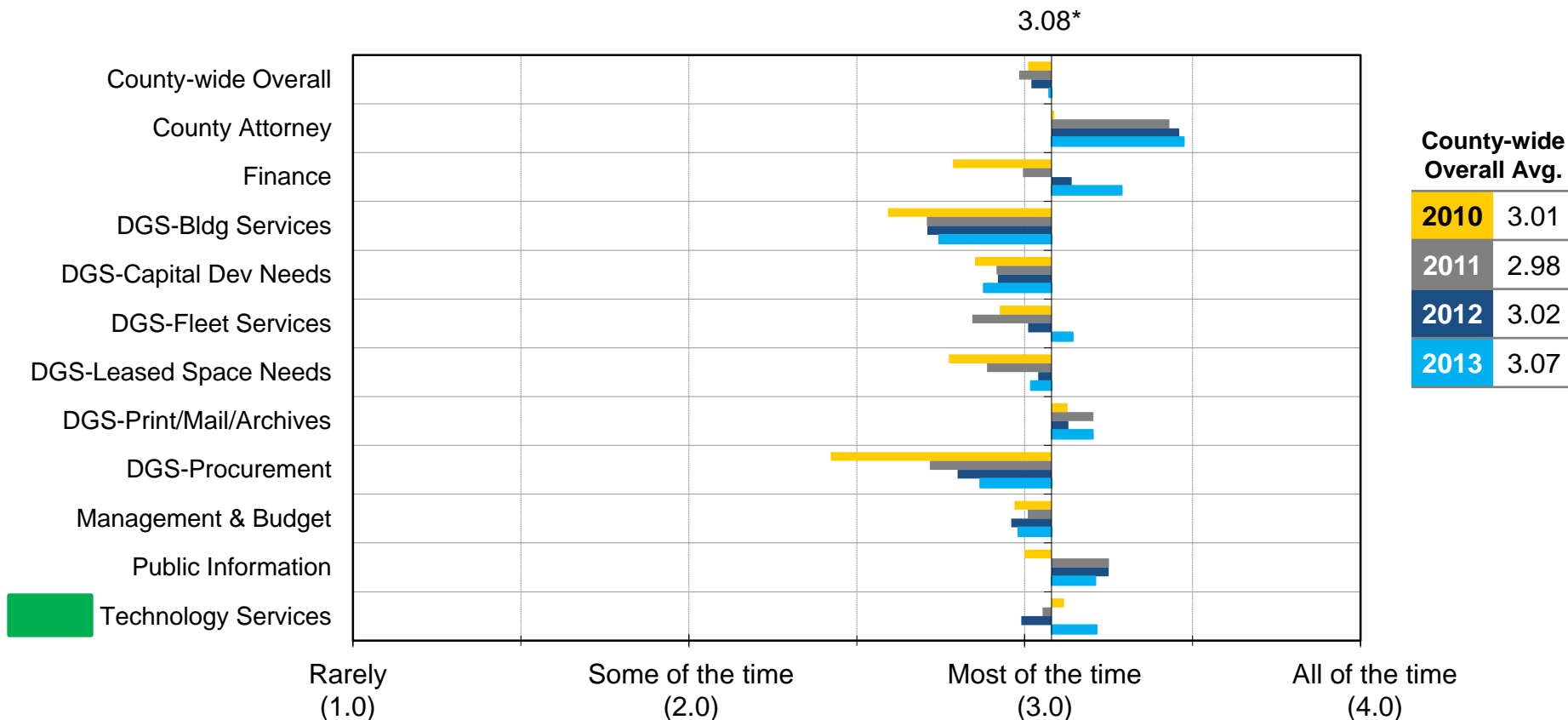
## Quantitative Data Analysis: **Communication** (2/2)

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



# Quantitative Data Analysis: Professional Knowledge (1/2)

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



Department showed statistically significant increase from 2012

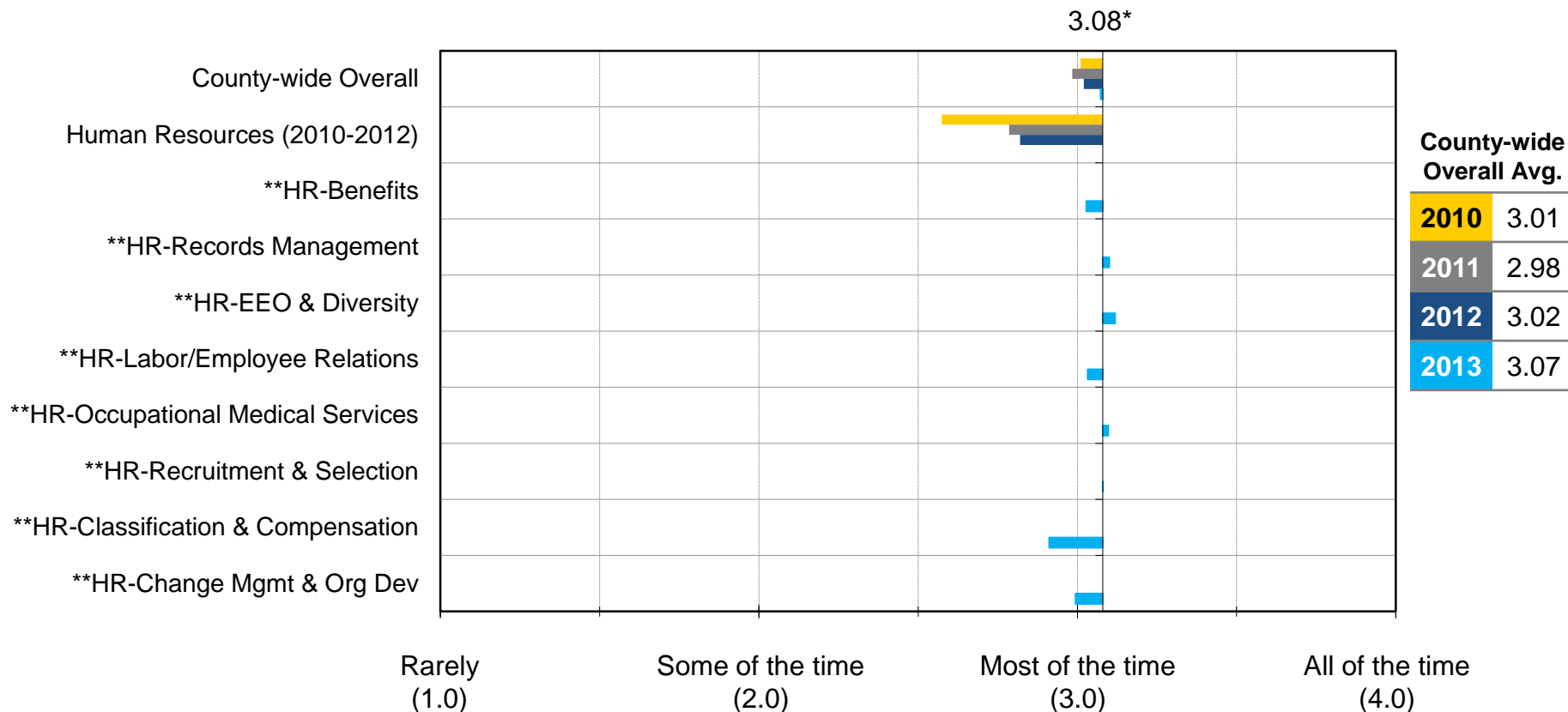


Department showed statistically significant decline from 2012

\*2009 baseline overall average

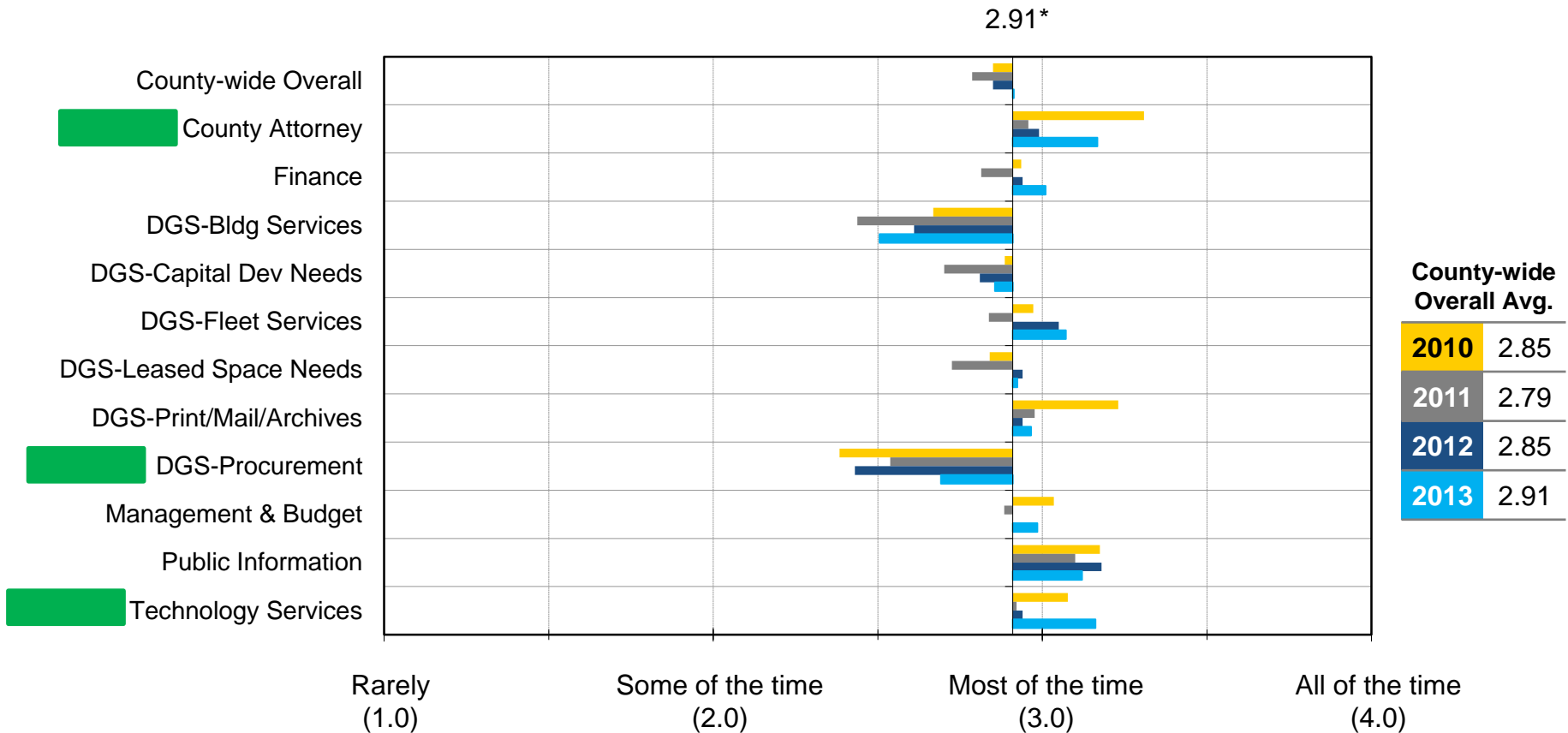
# Quantitative Data Analysis: Professional Knowledge (2/2)

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



# Quantitative Data Analysis: **Availability** (1/2)

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



Department showed statistically significant increase from 2012

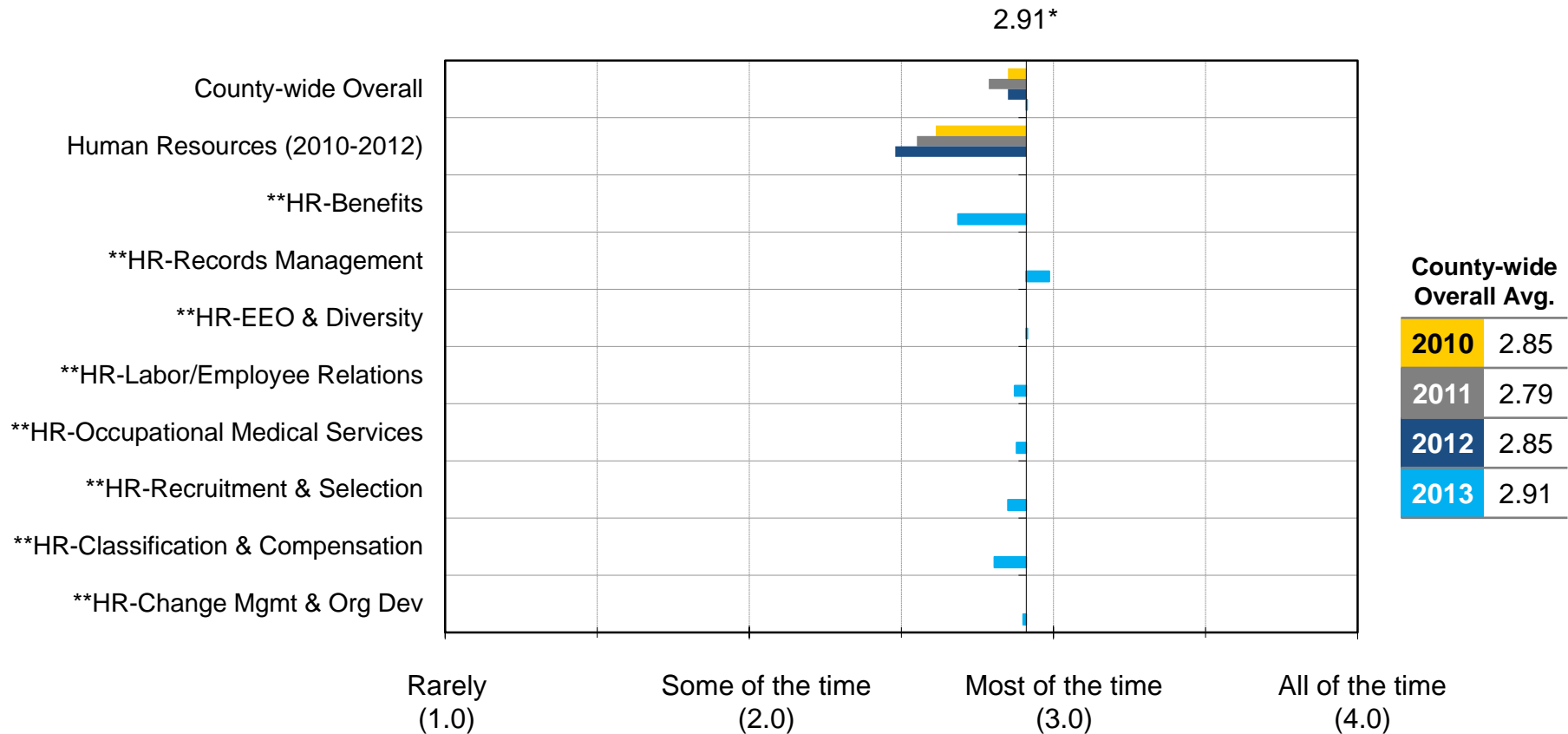


Department showed statistically significant decline from 2012

\*2009 baseline overall average

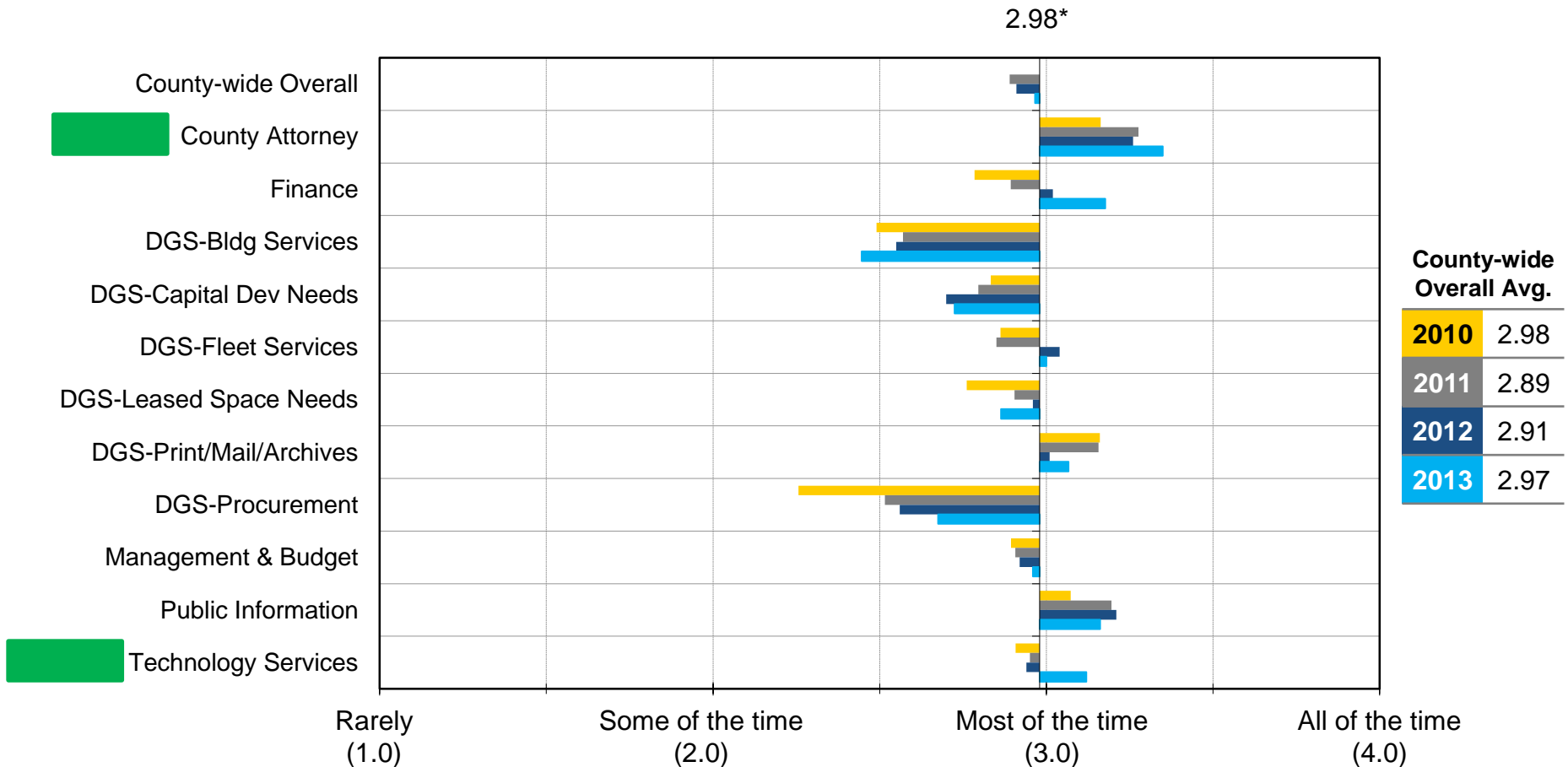
# Quantitative Data Analysis: **Availability** (2/2)

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



# Quantitative Data Analysis: Responsiveness (1/2)

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



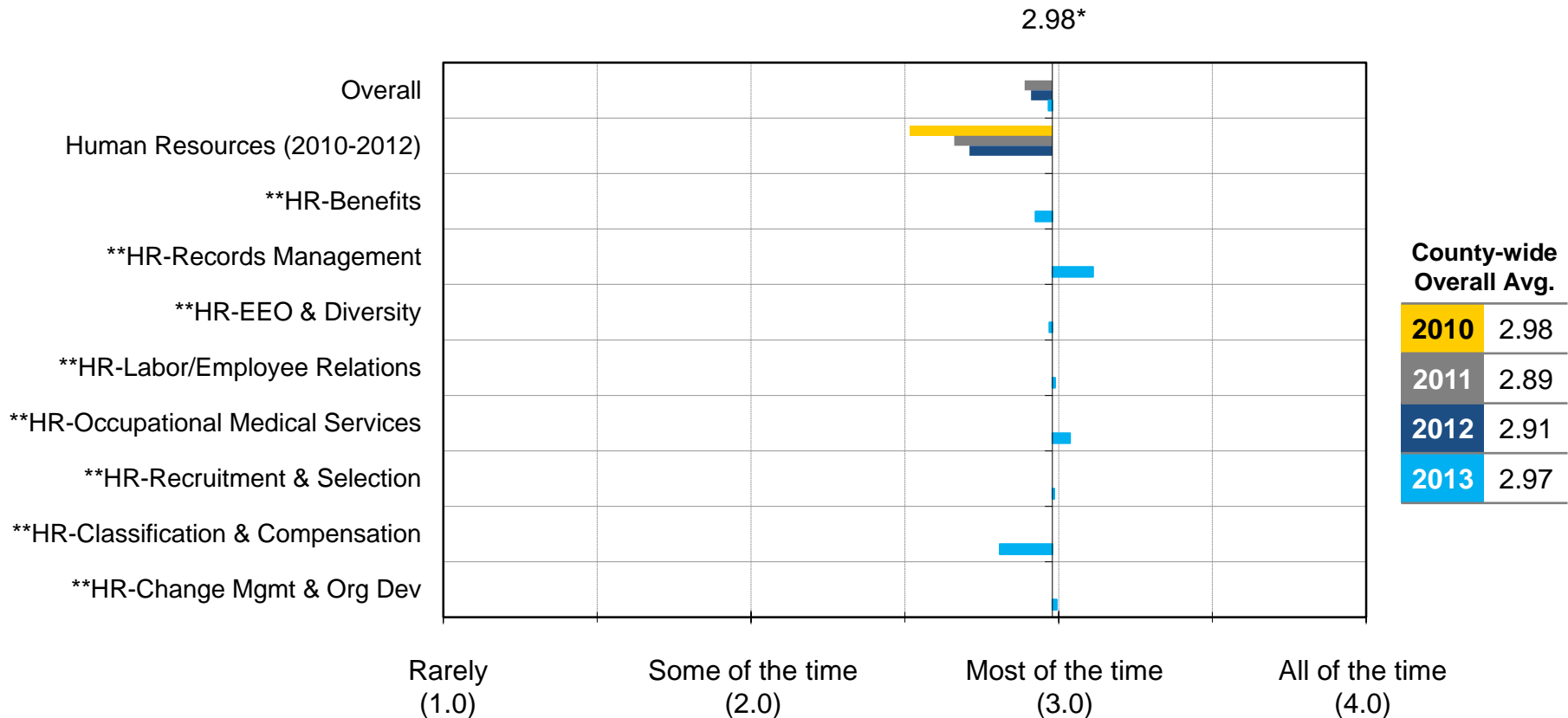
Department showed statistically significant increase from 2012

Department showed statistically significant decline from 2012

\*2009 baseline overall average

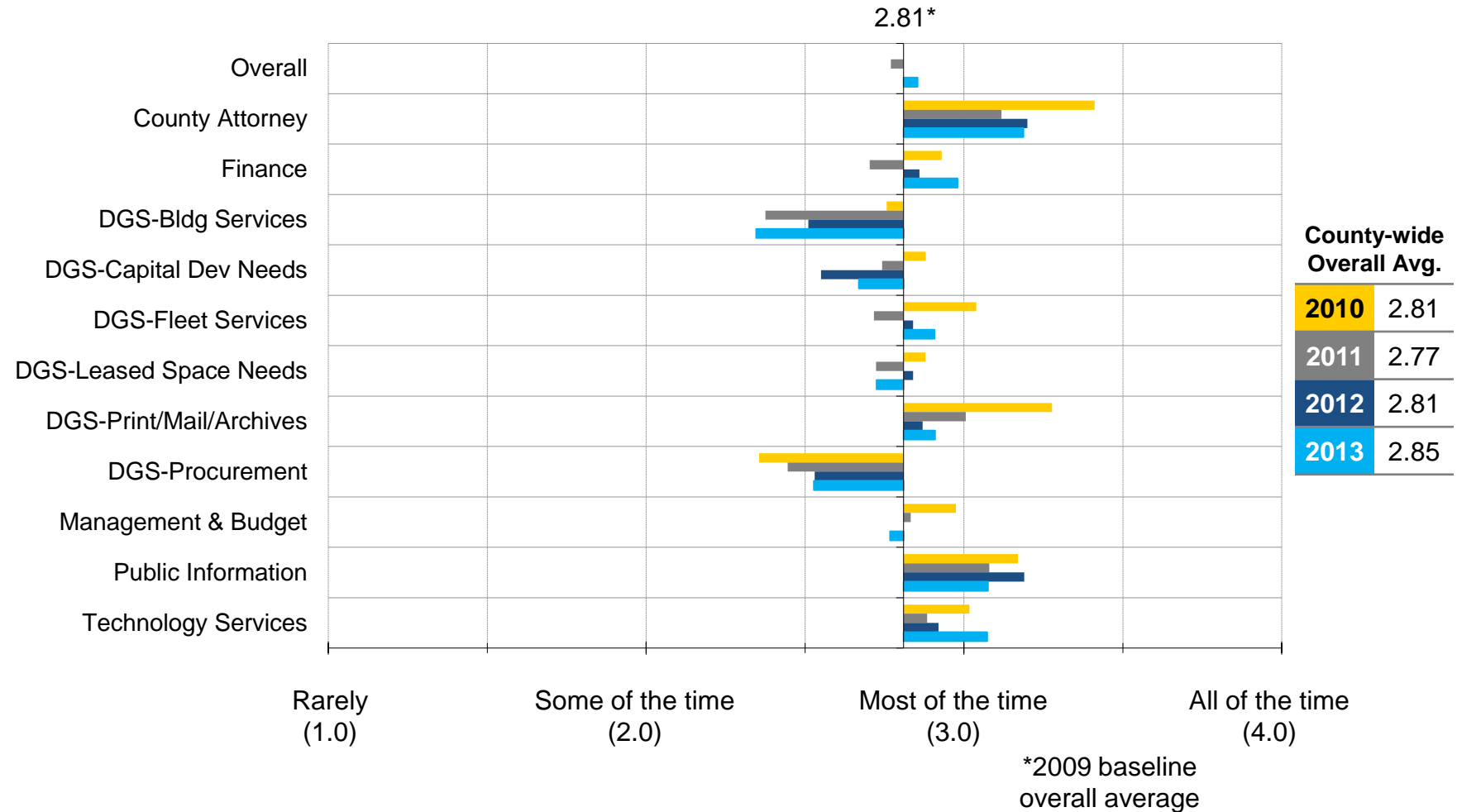
# Quantitative Data Analysis: Responsiveness (2/2)

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



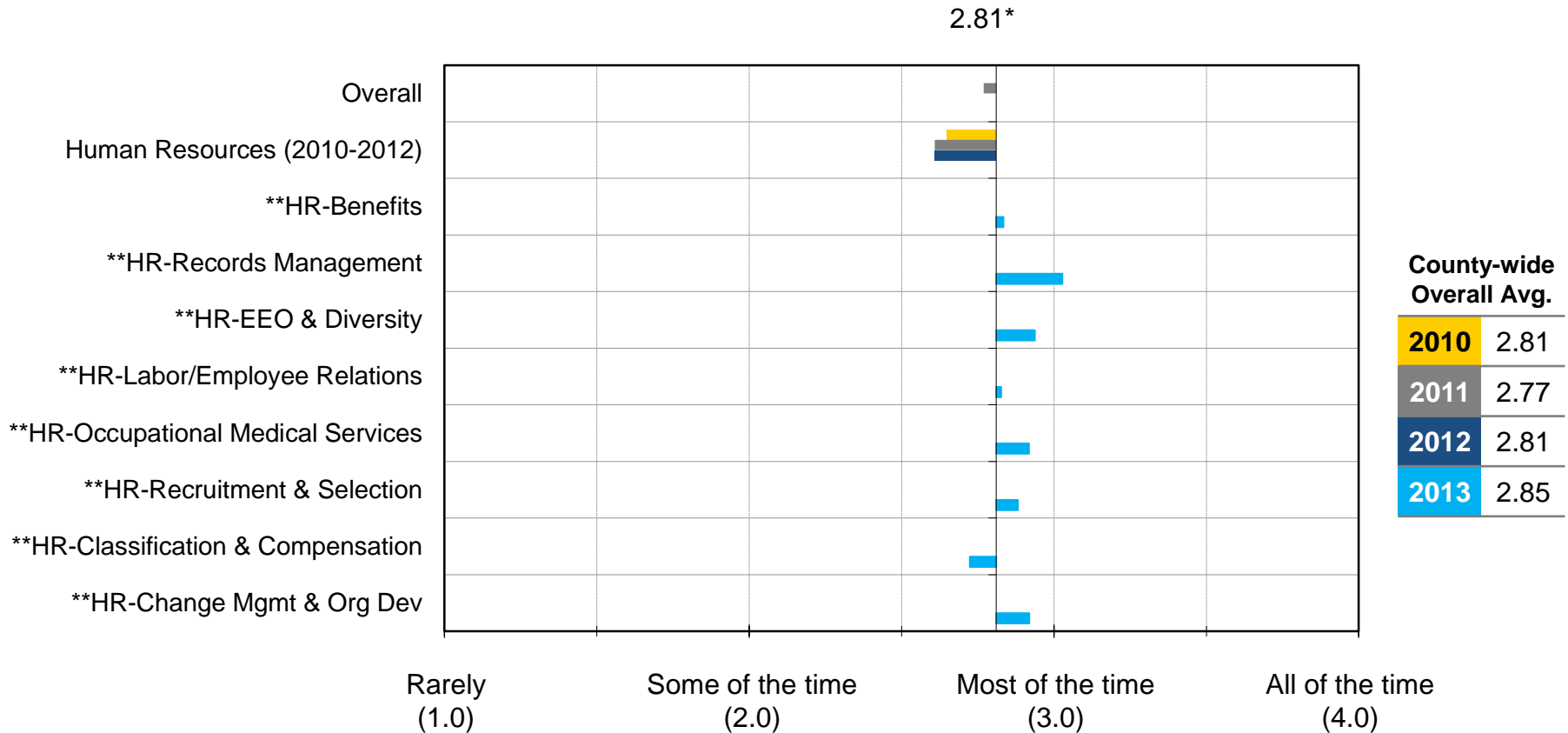
# Quantitative Data Analysis: Initiative (1/2)

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



# Quantitative Data Analysis: Initiative (2/2)

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

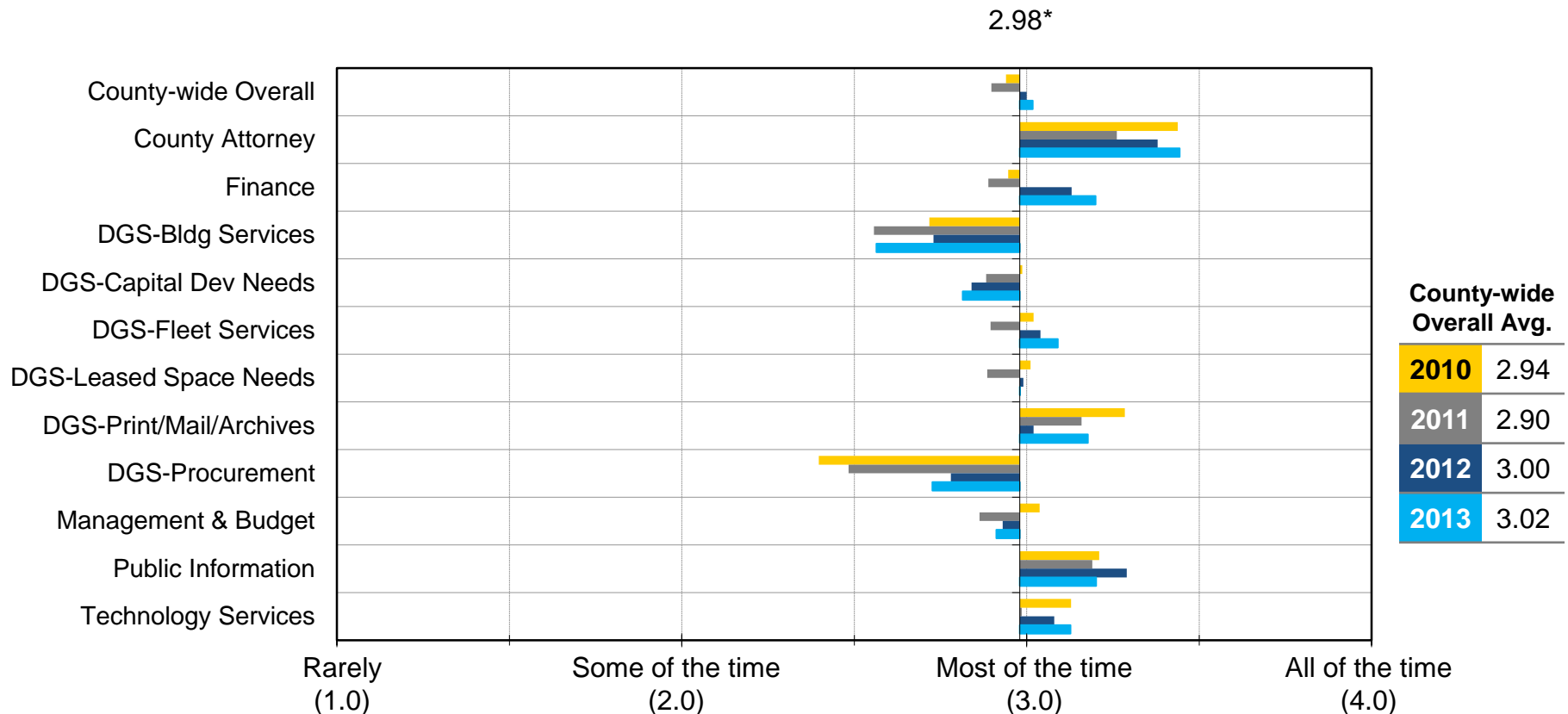


\*2009 baseline overall average



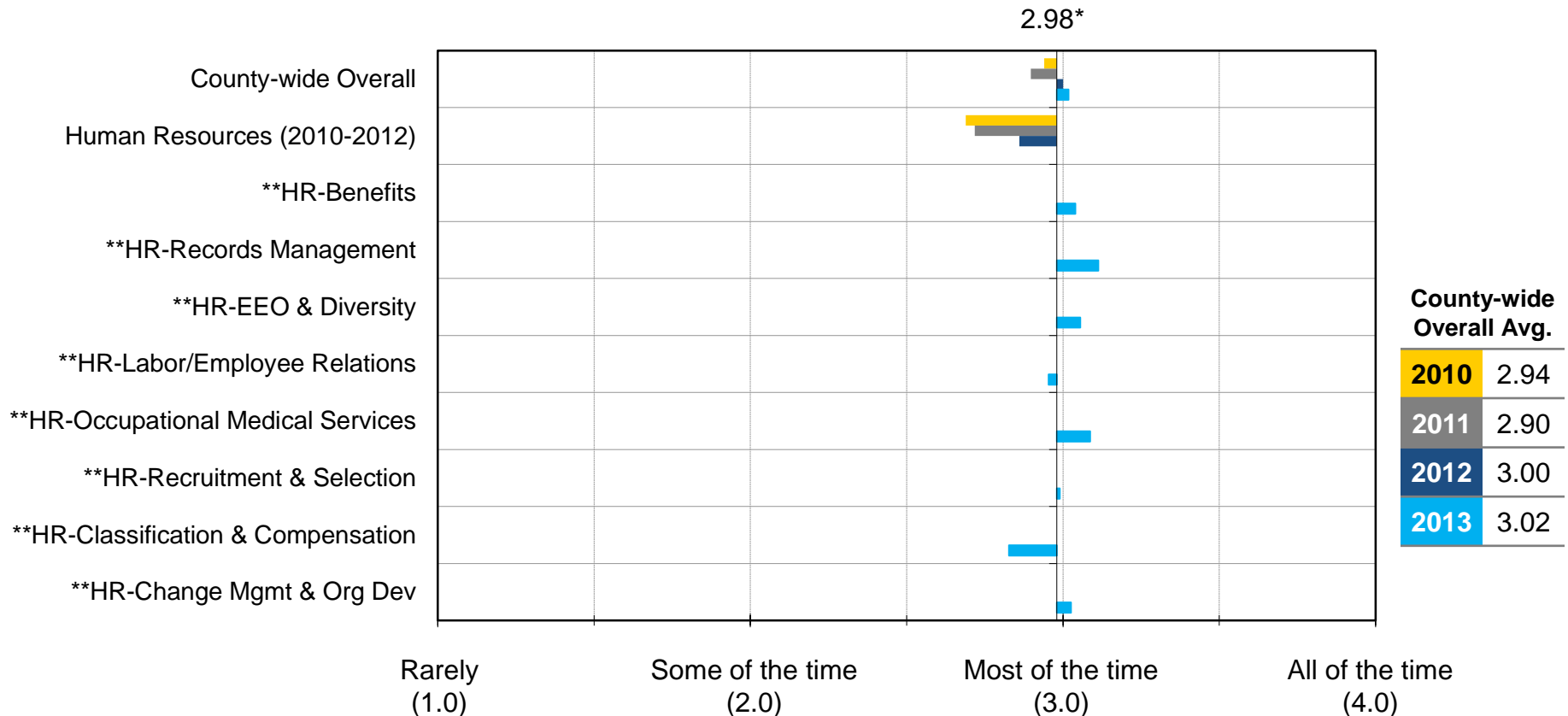
# Quantitative Data Analysis: **Process** (1/2)

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



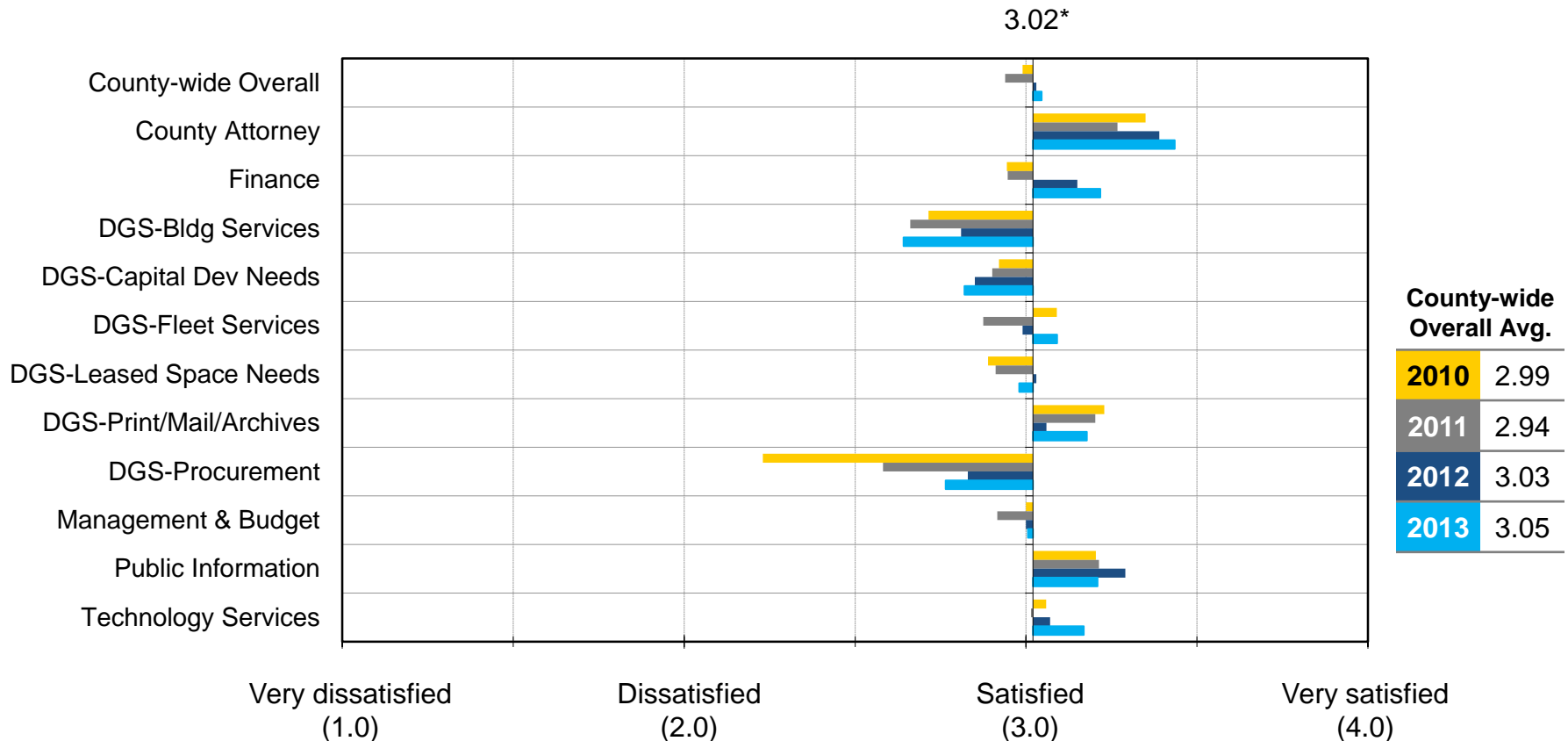
## Quantitative Data Analysis: **Process** (2/2)

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



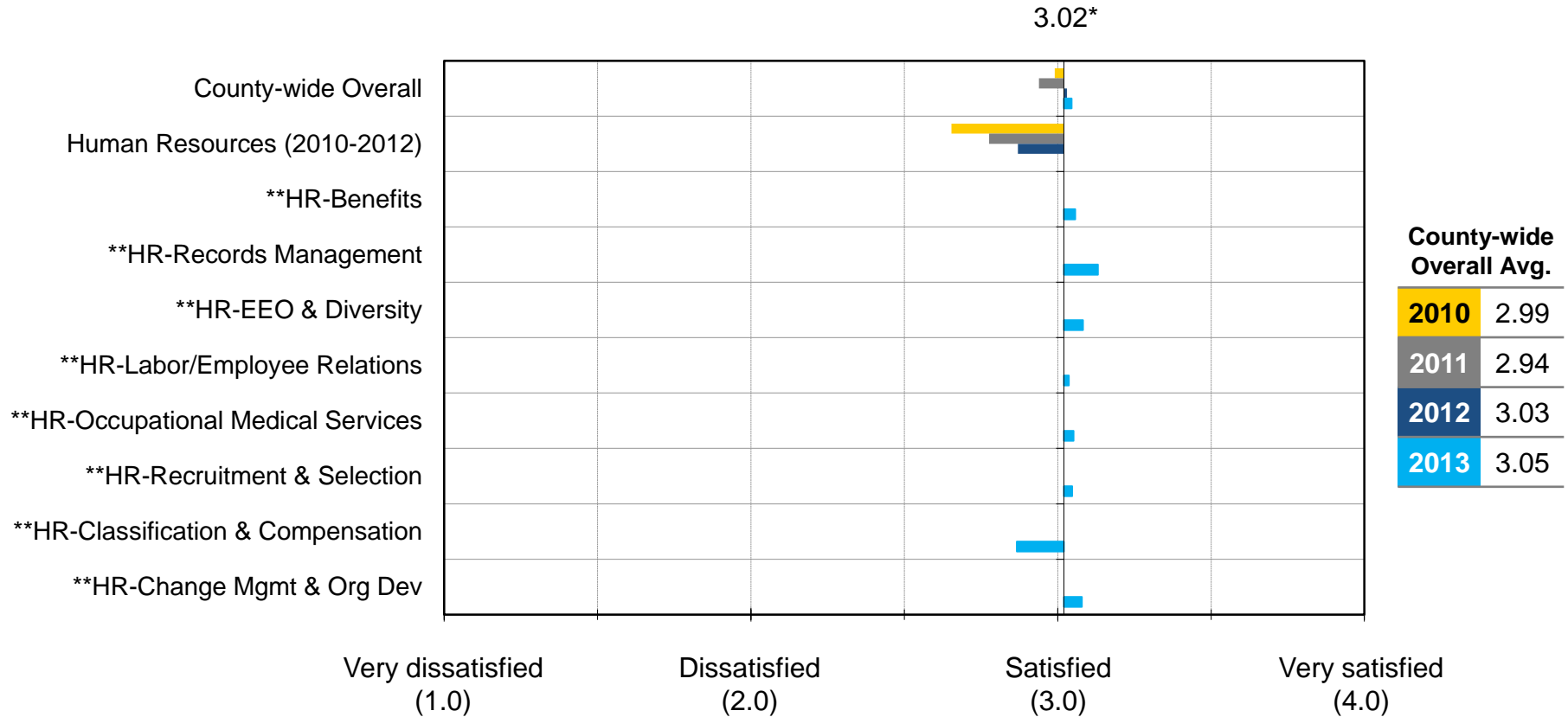
# Quantitative Data Analysis: Guidance and Assistance (1/2)

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



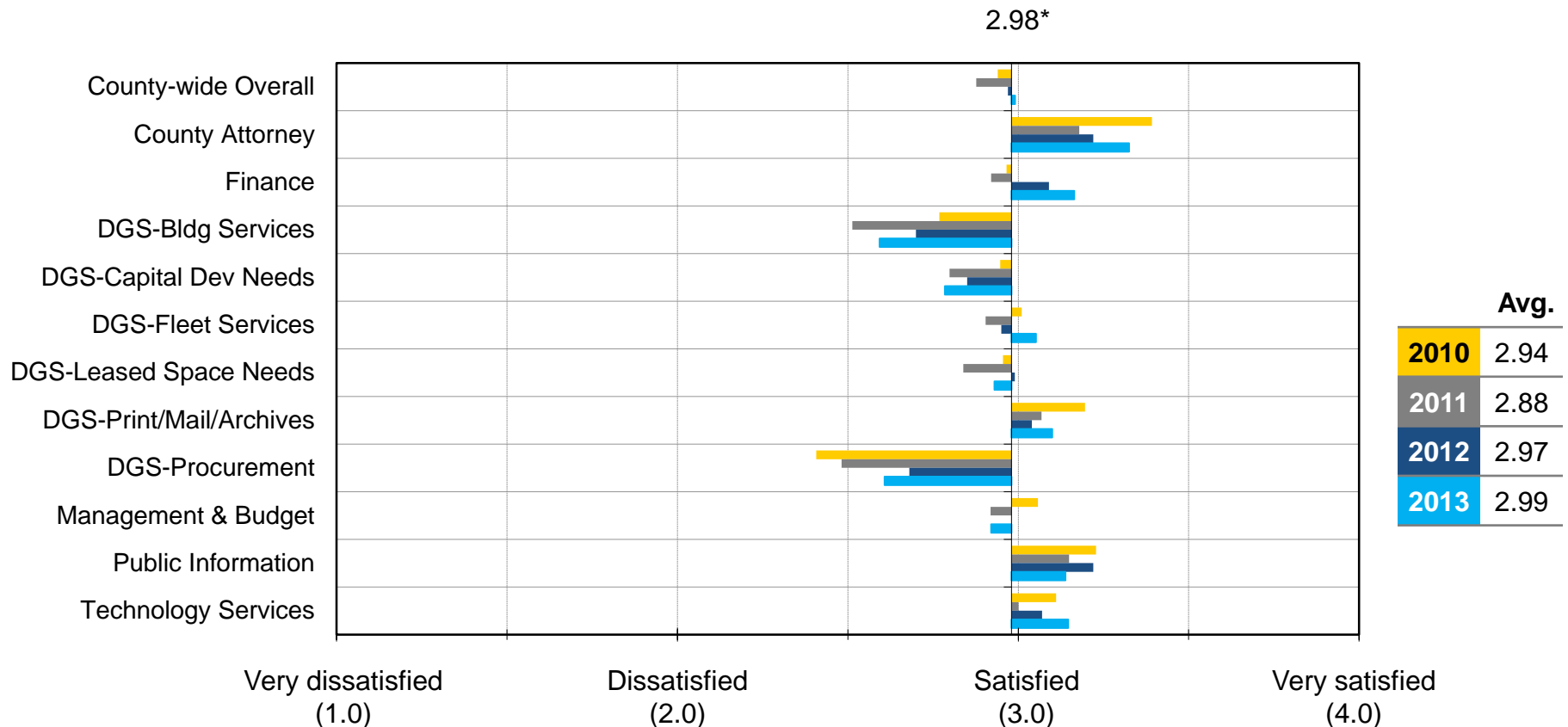
# Quantitative Data Analysis: Guidance and Assistance (2/2)

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



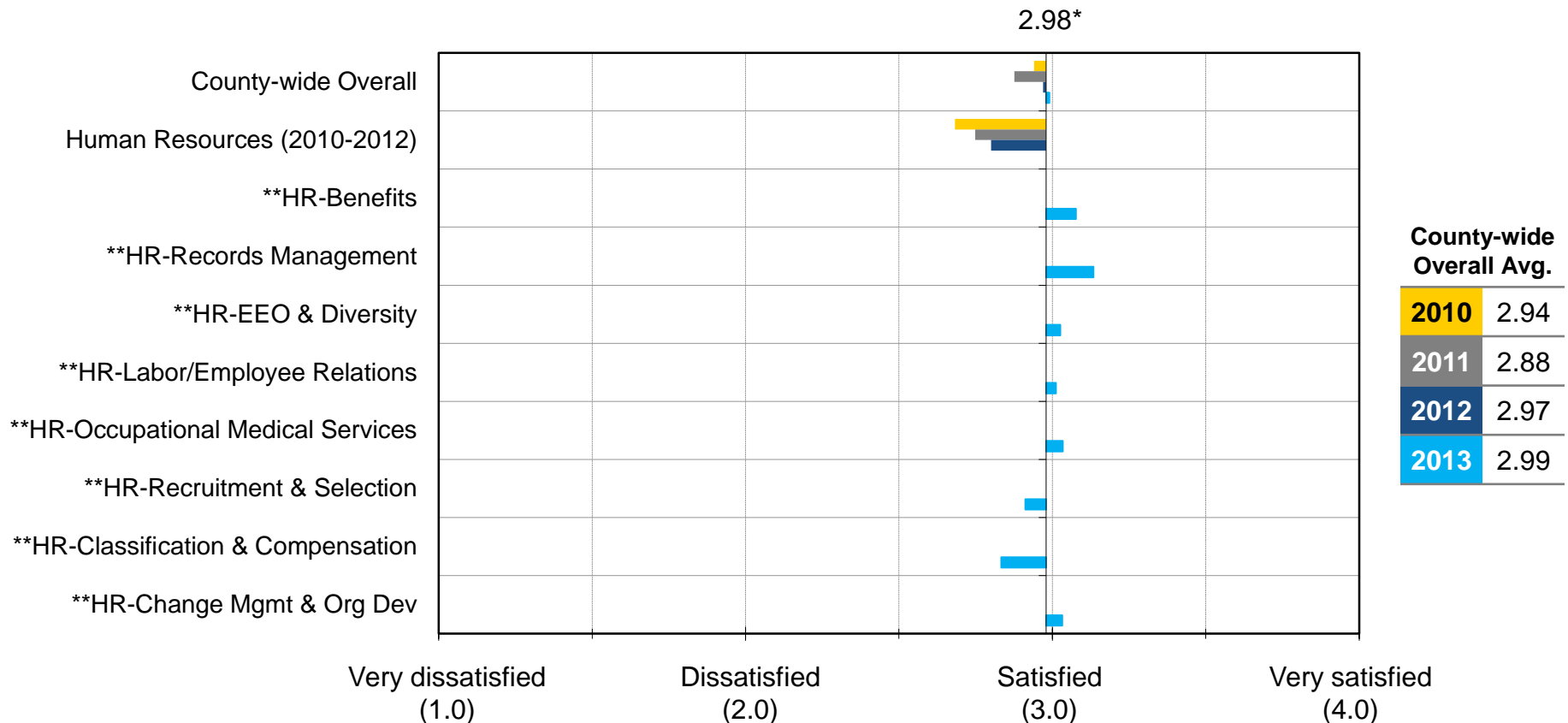
# Quantitative Data Analysis: **Timeliness** (1/2)

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



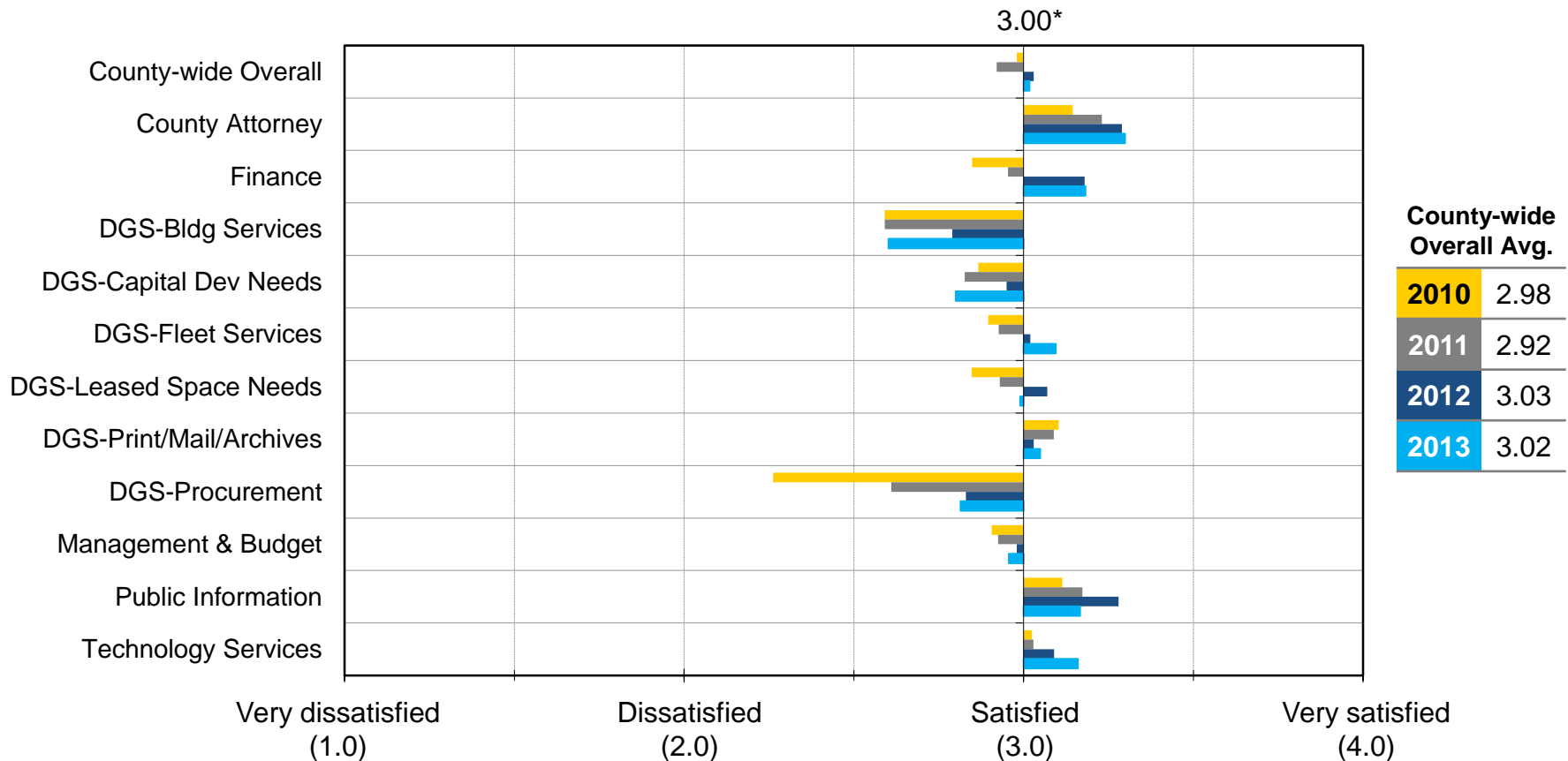
# Quantitative Data Analysis: **Timeliness** (2/2)

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



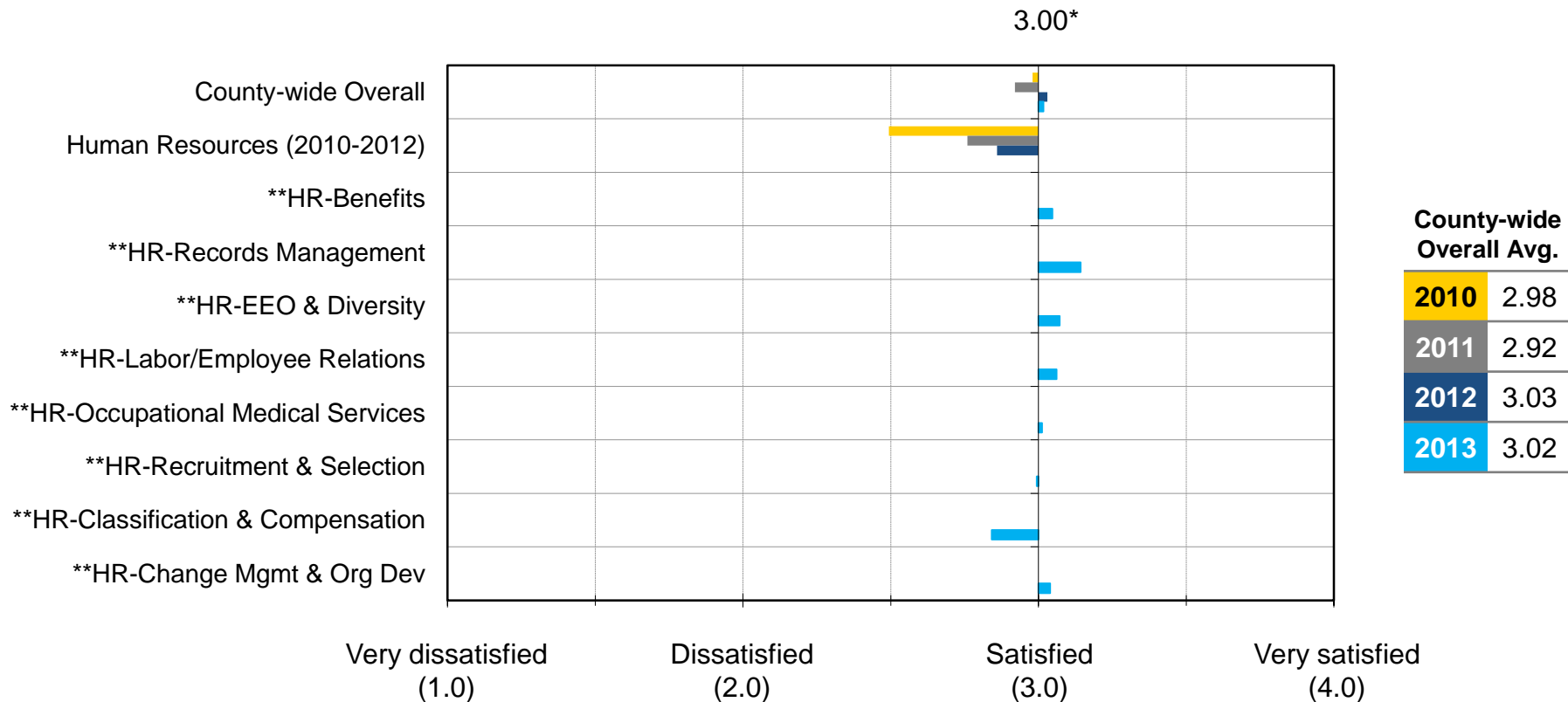
# Quantitative Data Analysis: Information (1/2)

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



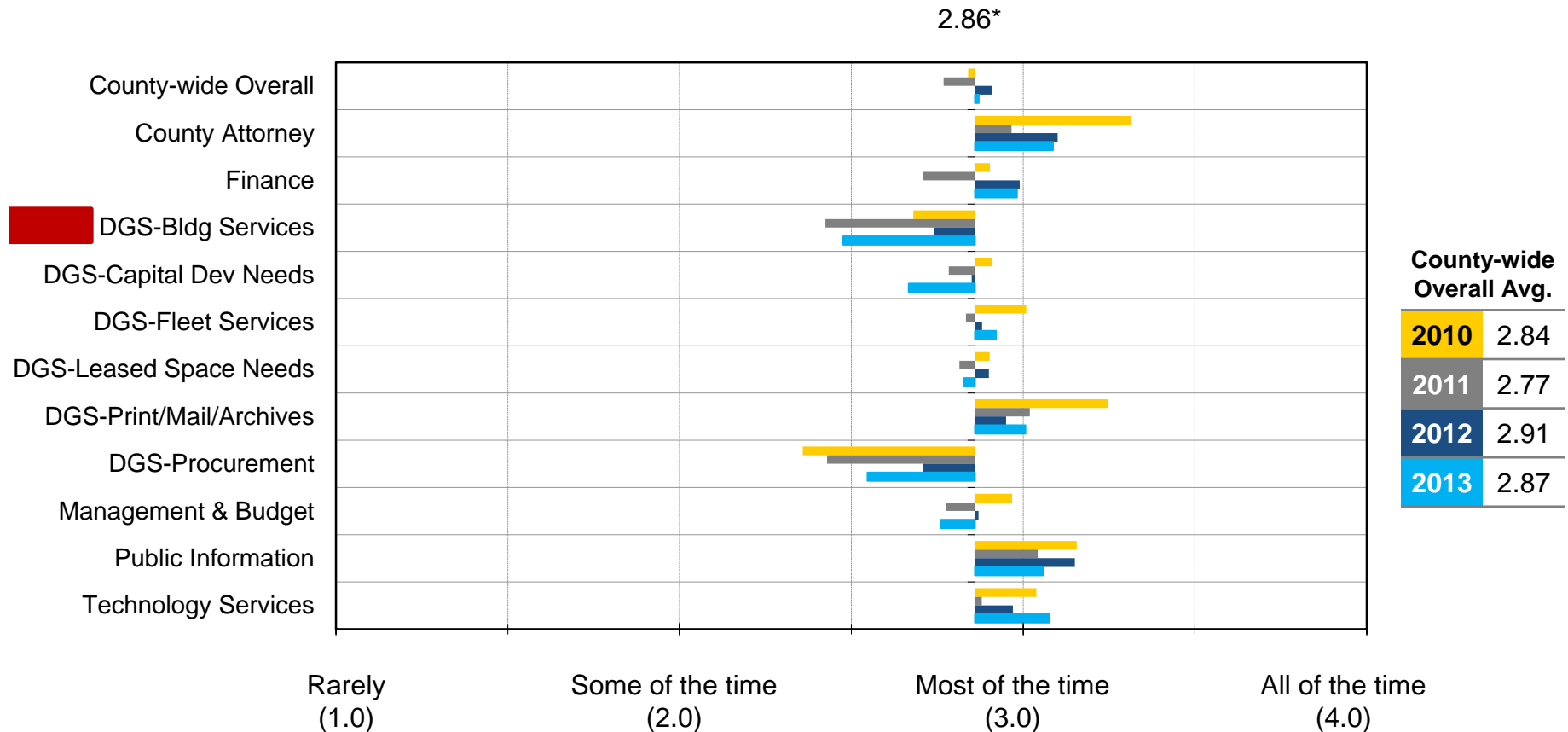
# Quantitative Data Analysis: Information (2/2)

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



# Quantitative Data Analysis: Innovation (1/2)

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



■ Department showed statistically significant increase from 2012

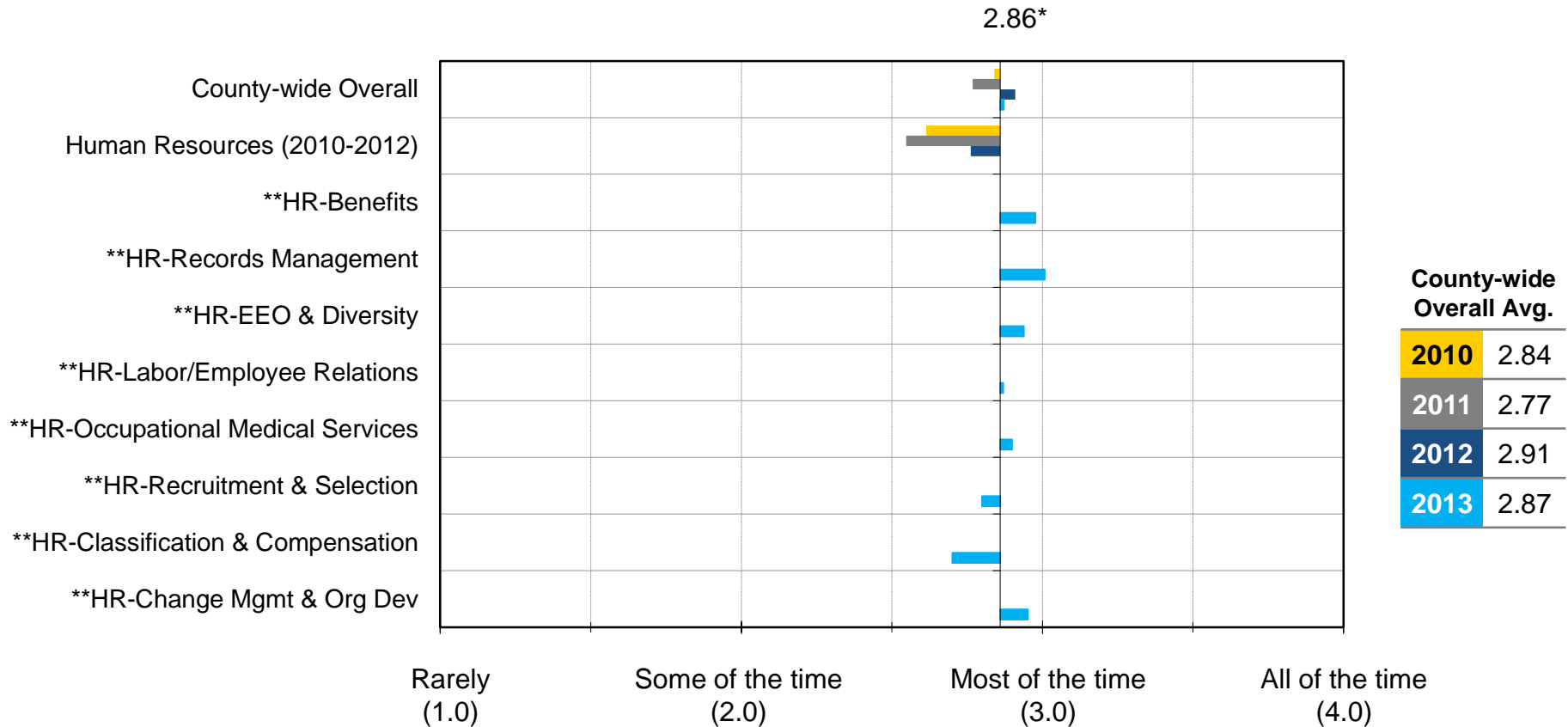
■ Department showed statistically significant decline from 2012

\*2009 baseline overall average



# Quantitative Data Analysis: Innovation (2/2)

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



\*2009 baseline overall average

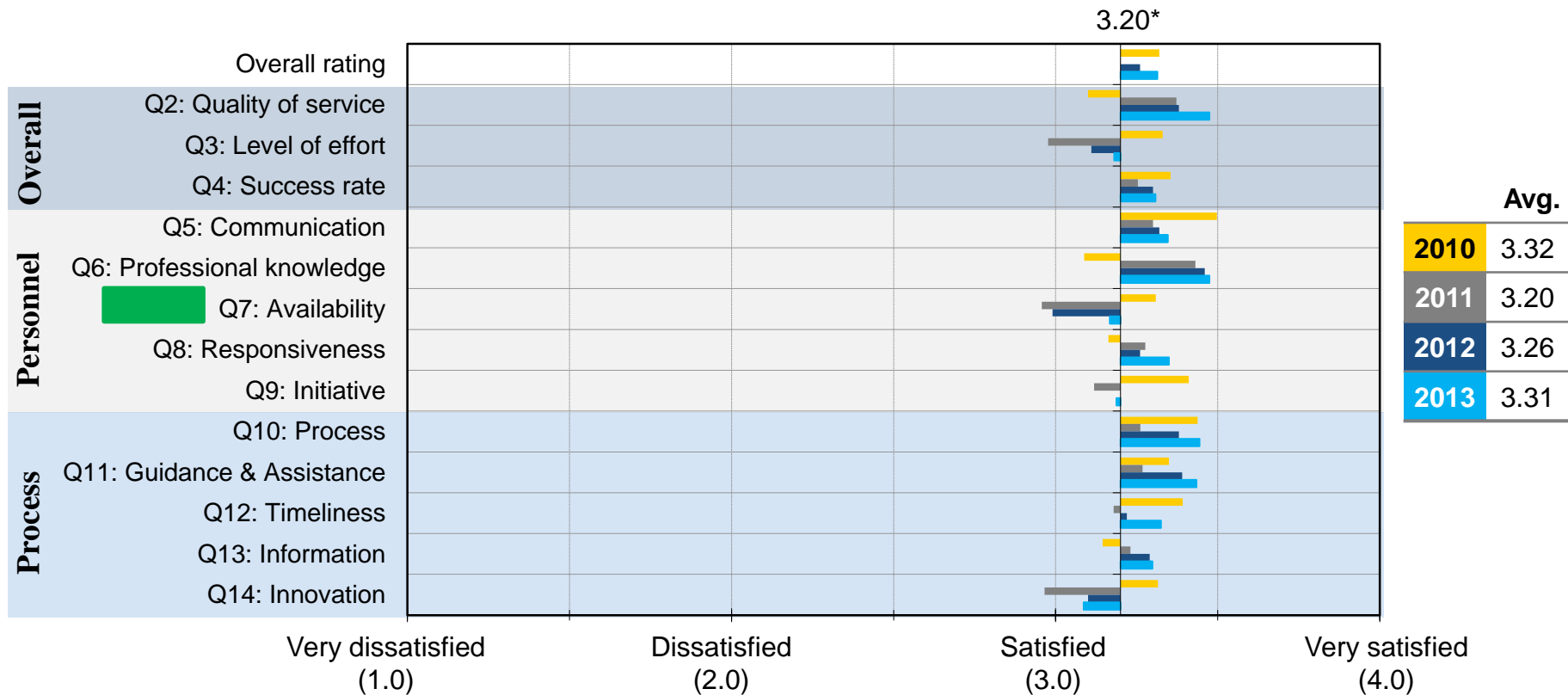


# Agenda

- Welcome and Introductions
- Meeting Goals
- Follow-up Items from 2012 Survey
- Survey Methodology & Survey Questions
- Summary of Findings & Survey Response Rates
- Overview of Scores
- Quantitative Data 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**
  - County Attorney; Finance; Management and Budget; Public Information; Technology Services; Human Resources; General Services
- Wrap up



# Quantitative Data Analysis: County Attorney



Year over year, with few exceptions, OCA has scored at or above their 2009 baseline score. Overall, since 2011, score trends in each question area have improved.



Department showed statistically significant increase from 2012



Department showed statistically significant decline from 2012

\*2009 baseline overall average



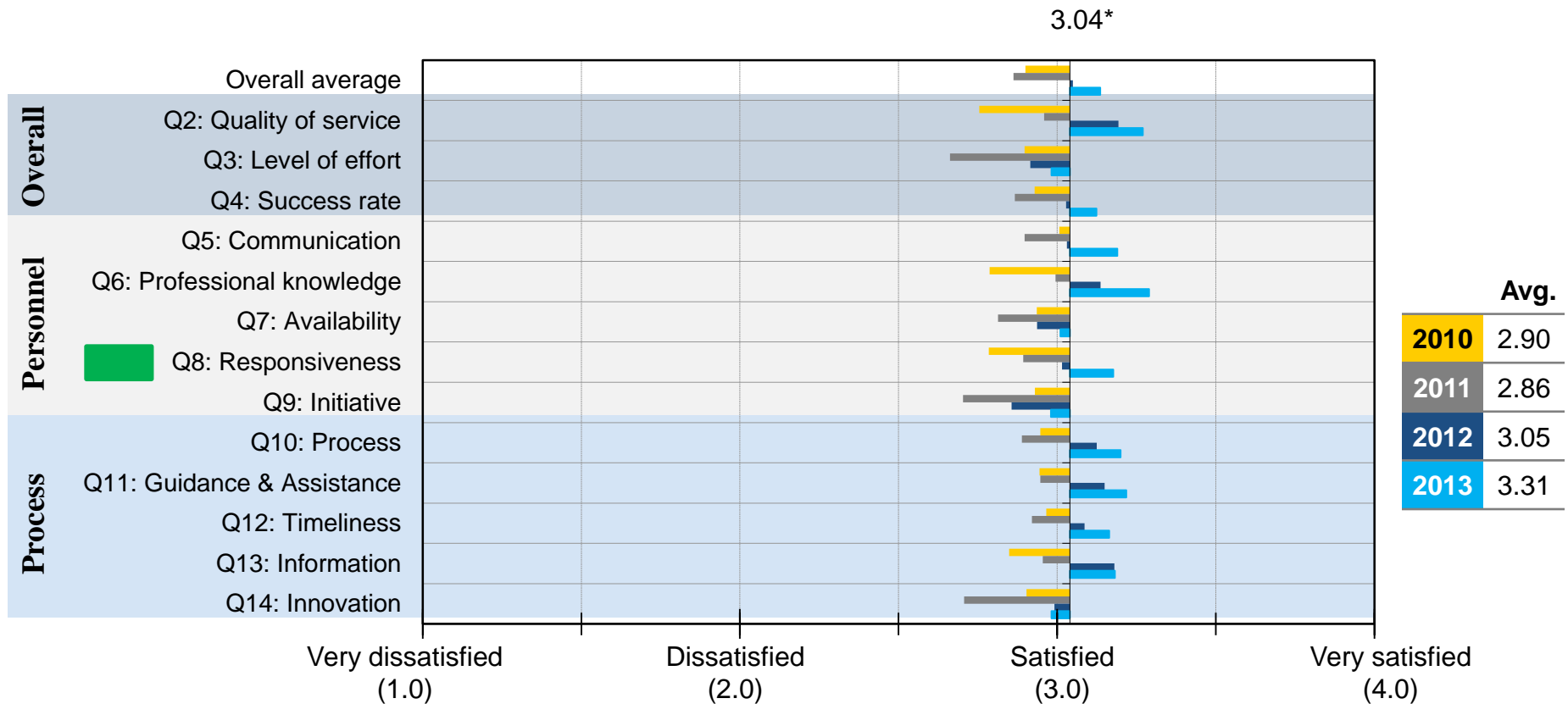
# Qualitative Analysis: County Attorney

- **33 individual comments**
  - 36.4% negative
  - 62.5% positive
- **Themes**
  - Very knowledgeable staff
  - Both positive and negative comments about responsiveness

<u>County Attorney</u>	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
BOE	4.00
PIO	3.77
DOCR	3.74
CUPF	3.73
IGR	3.65
OCP	3.62
DLC	3.58
CC (County Council)	3.58
DOT	3.57
OEMHS	3.44
CEX	3.41
OMB	3.41
DHCA	3.41
DEP	3.40
OHR	3.36
DGS	3.32
LIB	3.31
FIN	3.30
DTS	3.28
MCFRS	3.27
MCPD	3.24
DPS	3.21
REC	3.12
DED	3.04
CEC (CFW, OCP, RSCs, UD's)	3.03
HHS	2.96
HRC	2.92
MCERP (Previously BIT)	2.31



# Quantitative Data Analysis: Finance



Ratings in almost all areas continue an upward trend starting from 2011 scores.



Department showed statistically significant increase from 2012



Department showed statistically significant decline from 2012

\*2009 baseline overall average

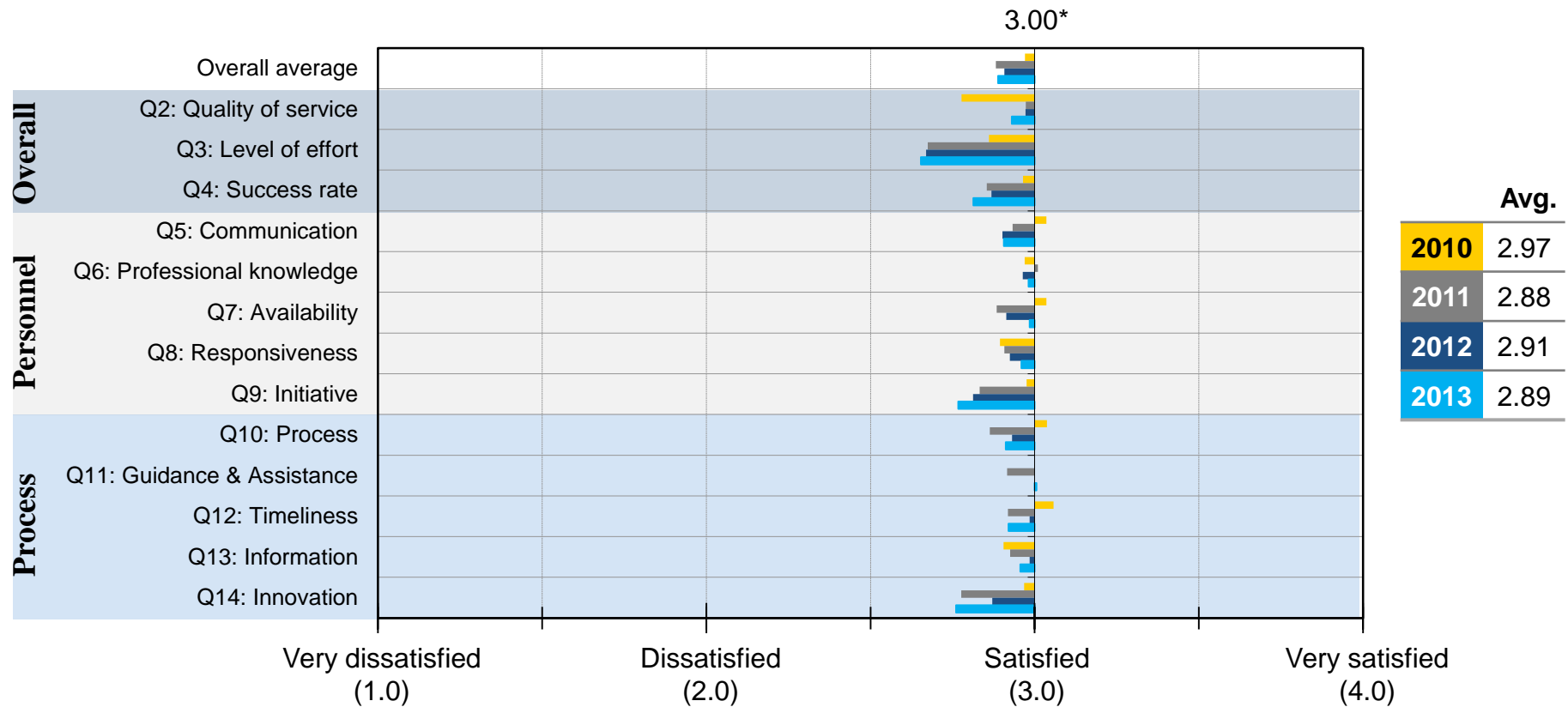
# Qualitative Analysis: Finance

- **17 individual comments**
  - 11.8% neutral
  - 35.3% negative
  - 53.3% positive
- **Themes**
  - Frustrations with Oracle – no help/training
  - Supportive and timely in responses

<u>Finance</u>	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
BOE	4.00
OCP	3.85
MCERP (Previously BIT)	3.77
CUPF	3.67
CC (County Council)	3.50
DLC	3.46
DOCR	3.45
OCA	3.45
CEX	3.43
IGR	3.42
OEMHS	3.38
OHR	3.24
PIO	3.23
DHCA	3.23
DPS	3.15
DTS	3.11
DEP	3.09
MCFRS	3.09
DOT	3.08
HHS	3.01
MCPD	2.96
HRC	2.92
DGS	2.92
CEC (CFW, OCP, RSCs, UD's)	2.90
LIB	2.88
OMB	2.85
DED	2.77
REC	2.71



# Quantitative Data Analysis: Management and Budget



OMB overall average ratings declined slightly from 2012, but 4 out of 5 areas under “Personnel” showed improvement.

\*2009 baseline  
overall average



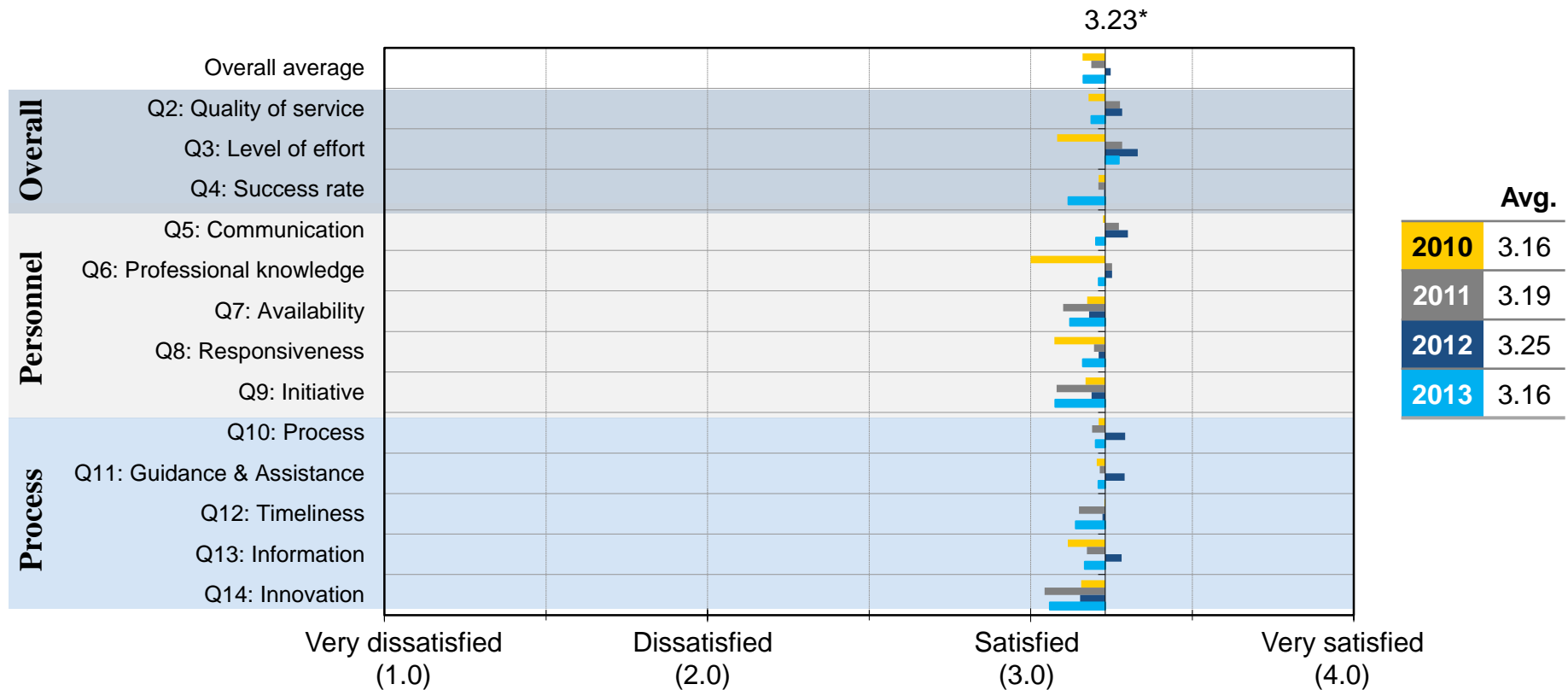
# Qualitative Analysis: Management & Budget

- **31 individual comments**
  - 77.4% negative
  - 22.6% positive
- **Themes**
  - Need to make better use of all information sent by Departments prior to asking questions
  - Desire for more detailed analysis and performance-based budgeting for decisions
  - Increase training for analysts, particularly about Departments' operations and challenges

<u>Management &amp; Budget</u>	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
CC (County Council)	3.44
DLC	3.40
PIO	3.38
CUPF	3.35
IGR	3.35
OCP	3.35
OEMHS	3.27
BOE	3.25
FIN	3.19
MCERP (Previously BIT)	3.15
DHCA	3.13
DOCR	3.13
OCA	3.12
DPS	3.09
HRC	3.08
MCFRS	3.06
DOT	3.06
DTS	3.03
REC	3.03
LIB	2.97
DEP	2.89
OHR	2.80
MCPD	2.69
DED	2.69
HHS	2.64
CEC (CFW, OCP, RSCs, UD's)	2.42
DGS	2.37
CEX	2.18



# Quantitative Data Analysis: Public Information



Most PIO ratings declined or remained stable from 2012 to 2013.

\*2009 baseline  
overall average



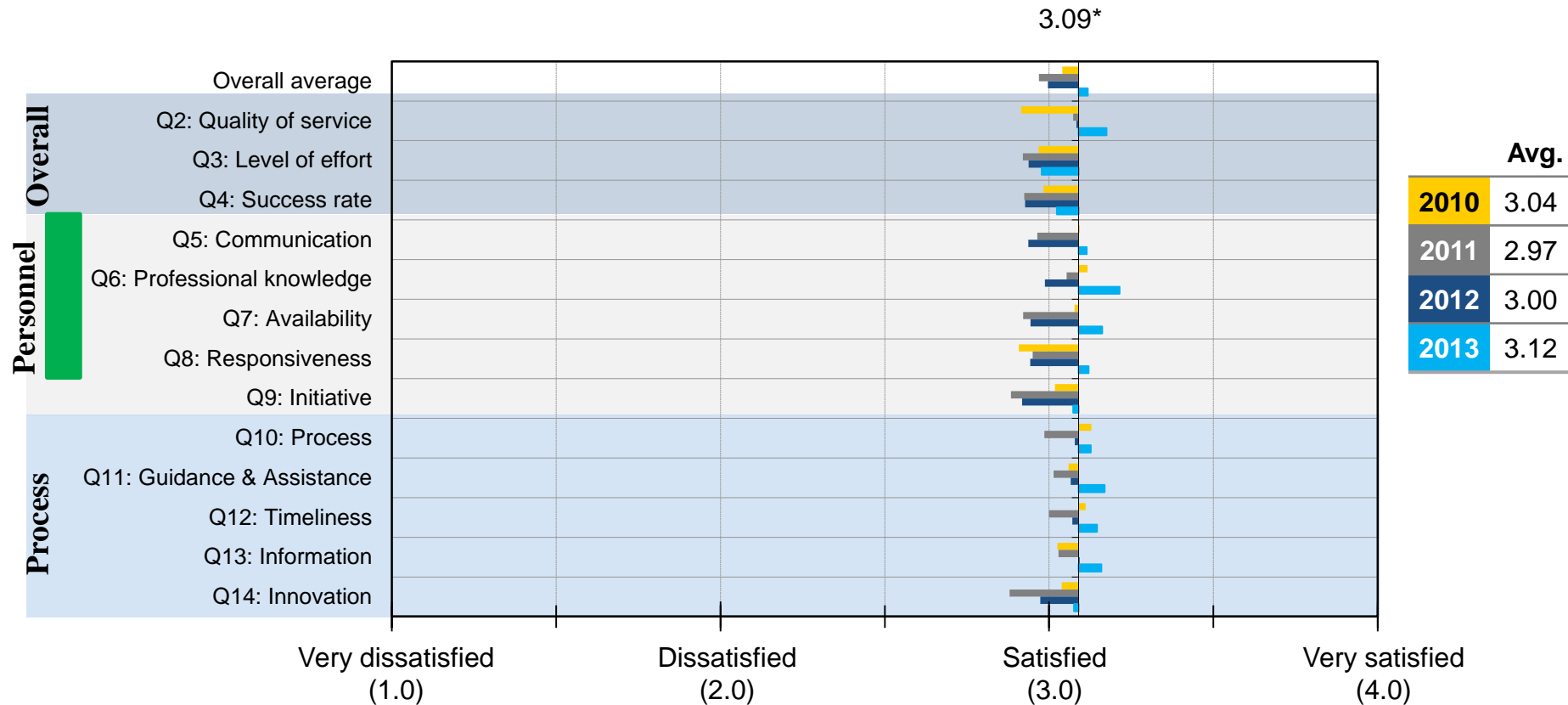
# Qualitative Analysis: Public Information

- **12 individual comments**
  - 41.7% negative
  - 58.3% positive
- **Themes**
  - Difficult to reach by phone
  - Great professional staff

<u>Public Information</u>	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OCP	3.96
BOE	3.92
IGR	3.67
DHCA	3.62
DEP	3.59
DLC	3.49
OMB	3.44
CC (County Council)	3.42
OEMHS	3.41
OHR	3.39
DOT	3.36
OCA	3.21
REC	3.21
DGS	3.20
HRC	3.15
DOCR	3.13
HHS	3.11
LIB	3.10
MCFRS	3.07
CEX	3.05
FIN	3.05
DED	3.04
DPS	3.02
CUPF	2.97
MCPD	2.94
CEC (CFW, OCP, RSCs, UD's)	2.91
DTS	2.75
MCERP (Previously BIT)	N/A



# Quantitative Data Analysis: Technology Services



DTS ratings significantly improved from 2012 to 2013, mainly around their Personnel.



Department showed statistically significant increase from 2012



Department showed statistically significant decline from 2012

\*2009 baseline overall average

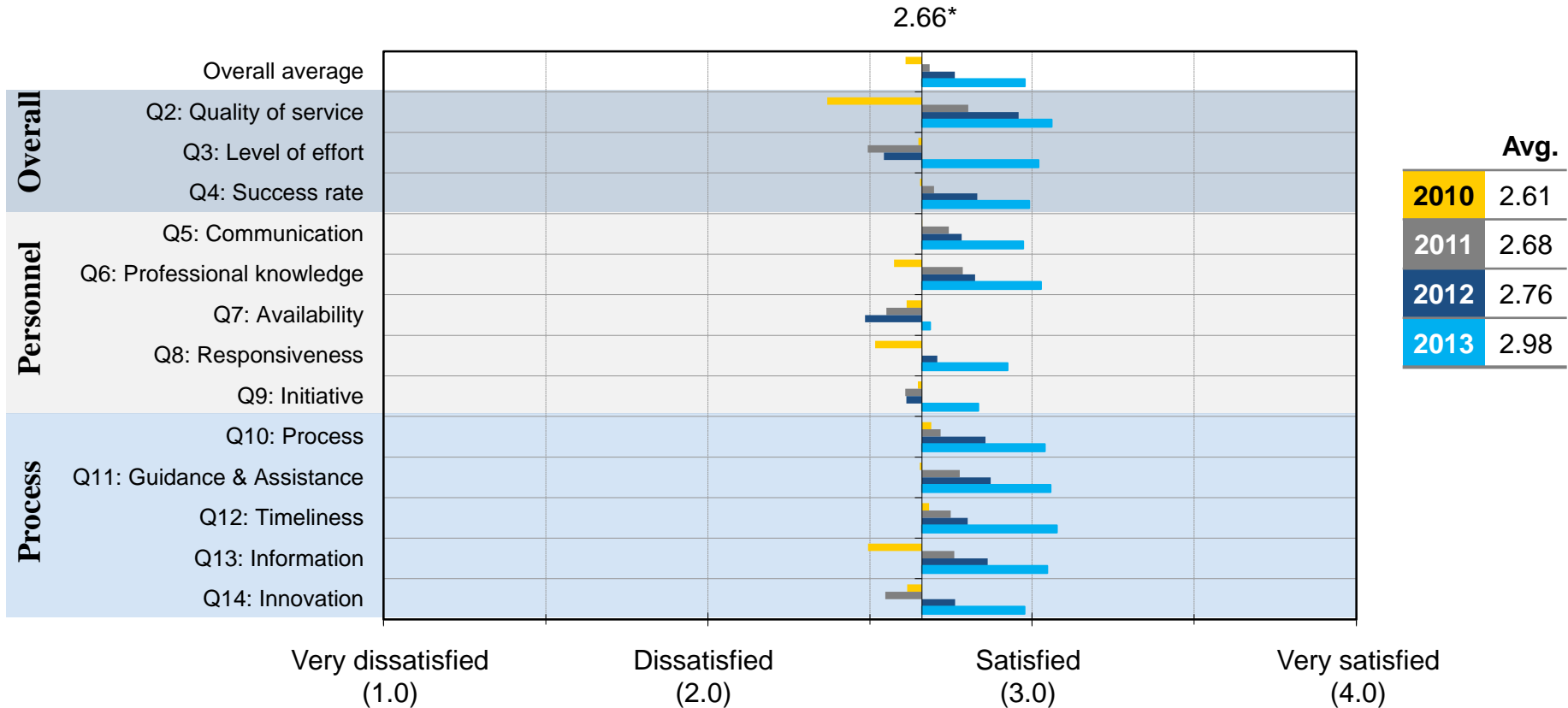
# Qualitative Analysis: Technology Services

- **39 individual comments**
  - 51.3% negative
  - 48.7% positive
- **Themes**
  - Need updated systems
  - Great customer service and support
  - Need support for Departments with non-regular business hours

Technology Services	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OMB	3.95
BOE	3.85
CC (County Council)	3.78
DHCA	3.43
MCFRS	3.36
DOCR	3.33
OHR	3.30
HHS	3.27
CEX	3.21
FIN	3.20
DOT	3.19
DPS	3.17
HRC	3.15
OCP	3.15
DLC	3.08
DED	3.04
MCERP (Previously BIT)	3.00
OEMHS	3.00
IGR	2.96
CUPF	2.92
MCPD	2.91
DEP	2.87
PIO	2.86
DGS	2.85
OCA	2.84
LIB	2.79
CEC (CFW, OCP, RSCs, UD's)	2.78
REC	2.58



# Quantitative Data Analysis: Human Resources - Benefits



While scores are not comparable to previous years, HR-Benefits is starting their new overall baseline average fairly strong at 2.98.

\*2009 baseline  
overall average



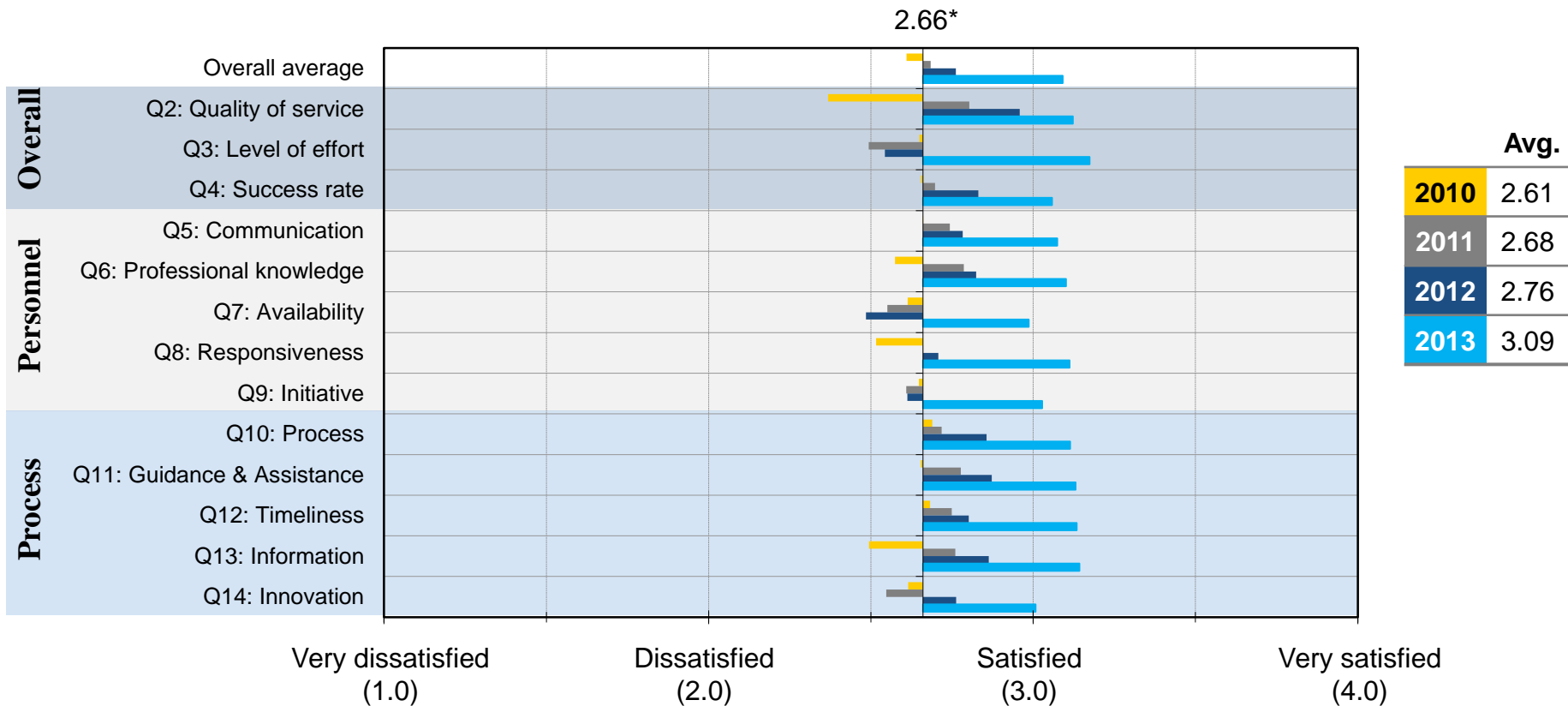
# Qualitative Analysis: HR-Benefits

- **20 individual comments**
  - 75% negative
  - 25% positive
- **Themes**
  - Employees do not want to have to go through 311 for answers
  - Lack of returned messages or calls

<u>HR-Benefits</u>	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OCP	3.54
DLC	3.47
OMB	3.33
DHCA	3.31
OEMHS	3.21
MCFRS	3.20
DEP	3.11
DOCR	3.10
HRC	3.08
CEX	3.08
OCA	3.05
CUPF	3.02
BOE	3.00
CC (County Council)	3.00
DTS	2.97
DPS	2.95
HHS	2.95
MCPD	2.93
CEC (CFW, OCP, RSCs, UD's)	2.90
FIN	2.88
REC	2.88
DGS	2.84
DOT	2.81
LIB	2.77
PIO	2.76
DED	2.50
MCERP (Previously BIT)	2.00
IGR	1.77



# Quantitative Data Analysis: Human Resources – Records Management



While scores are not comparable to previous years, HR-Records Management is starting their new overall baseline average strong at 3.09.

\*2009 baseline  
overall average



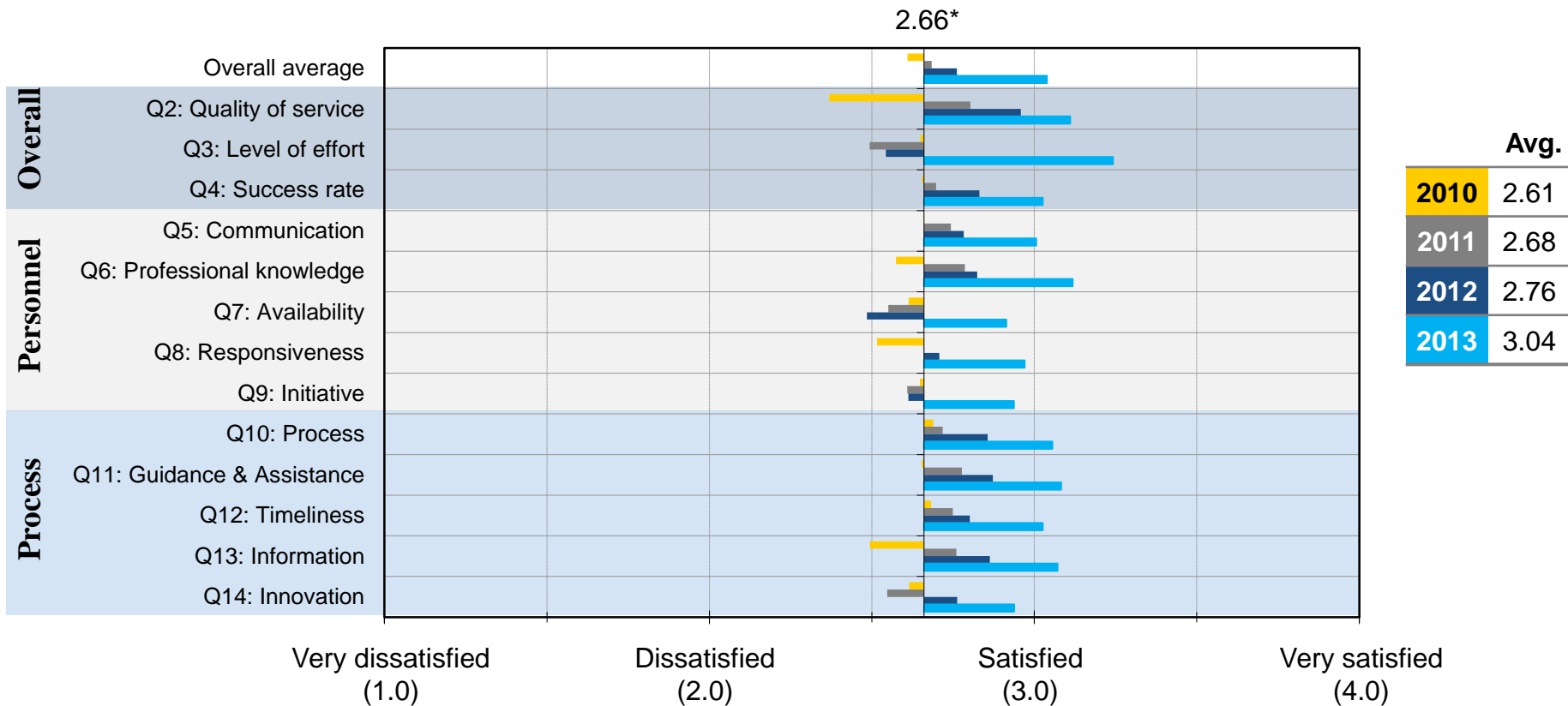
# Qualitative Analysis: HR-Records Management

- **6 individual comments**
  - 33.3% negative
  - 66.7% positive
- **Themes**
  - Need more responsiveness to Departments' needs in processing new hires
  - One staff member stood out as providing exceptional services

HR-Records Management	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OCP	3.65
BOE	3.58
DOCR	3.38
DLC	3.31
DHCA	3.26
DEP	3.22
DTS	3.19
HHS	3.18
REC	3.18
FIN	3.09
HRC	3.08
MCERP (Previously BIT)	3.08
DED	3.08
CEC (CFW, OCP, RSCs, UD's)	3.04
OEMHS	3.04
MCFRS	3.04
CUPF	3.03
DGS	3.02
CC (County Council)	3.00
LIB	2.97
DOT	2.95
PIO	2.92
MCPD	2.91
CEX	2.86
DPS	2.85
OMB	2.82
OCA	2.50
IGR	N/A



# Quantitative Data Analysis: Human Resources – EEO & Diversity



While scores are not comparable to previous years, HR-EEO & Diversity is starting their new overall baseline average strong at 3.04.

\*2009 baseline  
overall average



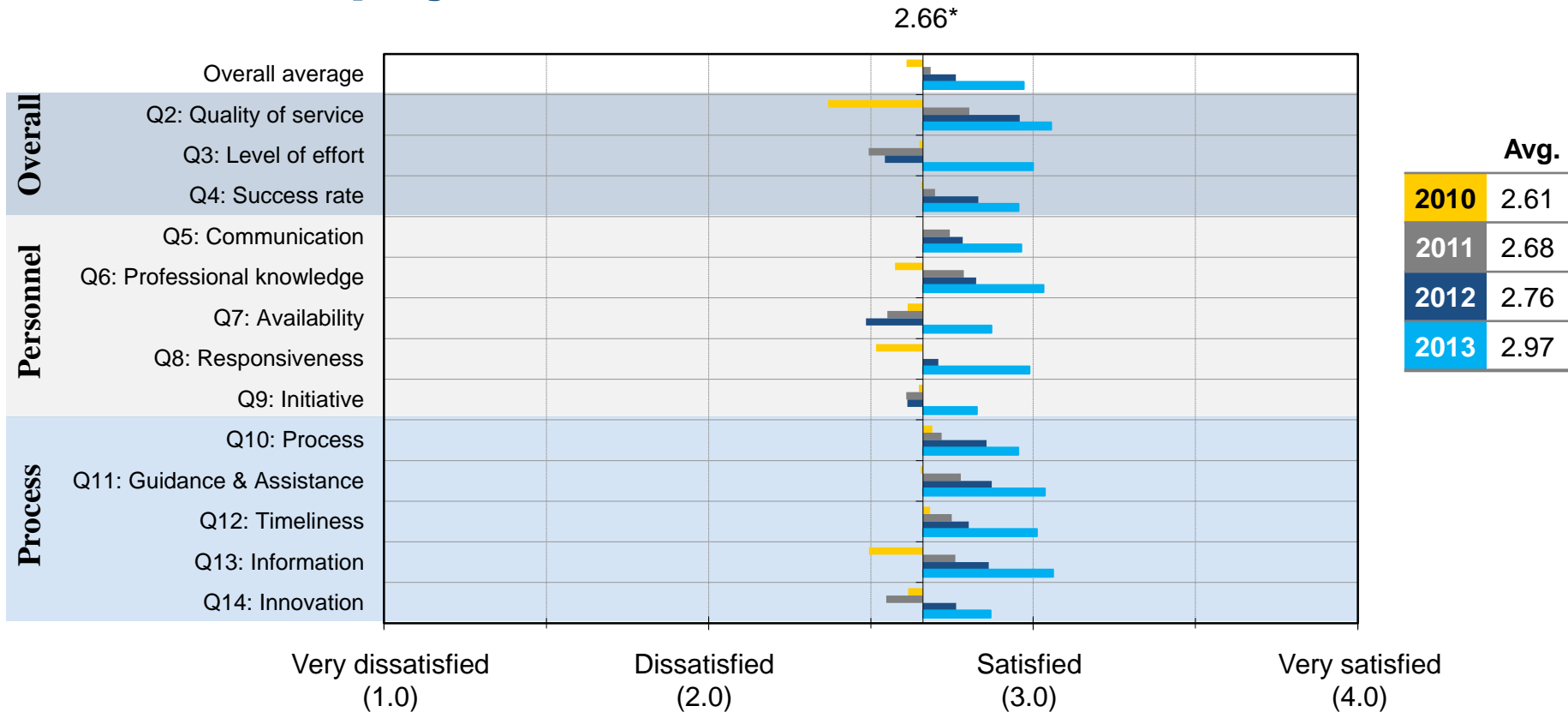
# Qualitative Analysis: HR-EEO & Diversity

- **9 individual comments**
  - 11.1% neutral
  - 55.6% negative
  - 33.3% positive
- **Themes**
  - Lack of direction/instruction/guidance from HR about issues

HR-EEO & Diversity	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
BOE	4.00
OCP	3.88
CUPF	3.67
DOCR	3.44
DHCA	3.29
HRC	3.23
DEP	3.21
DTS	3.20
MCPD	3.17
LIB	3.16
MCFRS	3.11
DLC	3.05
CEC (CFW, OCP, RSCs, UD's)	3.03
HHS	3.01
DOT	2.98
OEMHS	2.96
PIO	2.96
CEX	2.95
DED	2.92
REC	2.90
FIN	2.81
DGS	2.79
OMB	2.73
DPS	2.56
OCA	1.81
CC (County Council)	N/A
IGR	N/A
MCERP (Previously BIT)	N/A



# Quantitative Data Analysis: Human Resources – Labor & Employee Relations



While scores are not comparable to previous years, HR-Labor & Employee Relations is starting their new overall baseline average fairly strong at 2.97.

\*2009 baseline  
overall average



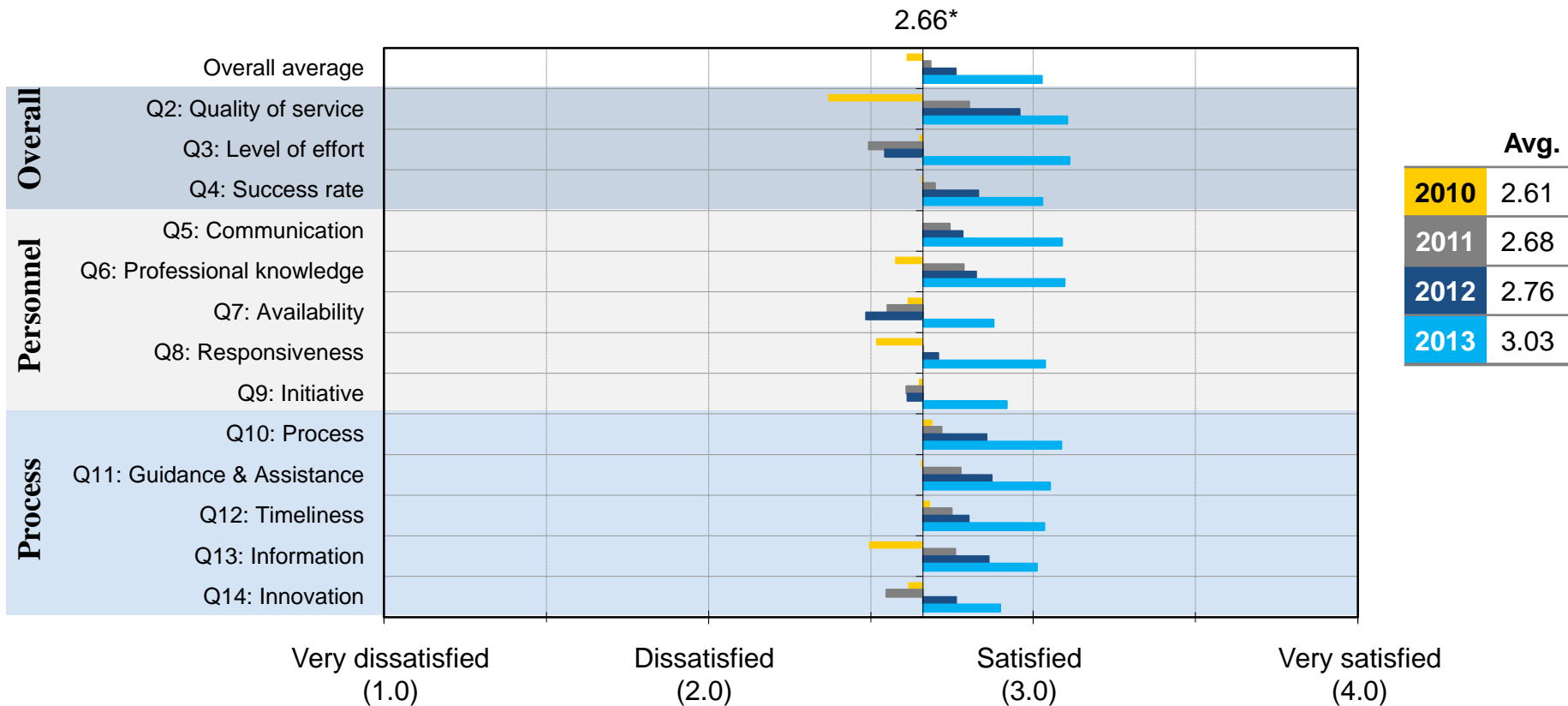
# Qualitative Analysis: HR-Labor & Employee Relations

- **16 individual comments**
  - 12.5% neutral
  - 62.5% negative
  - 25% positive
- **Themes**
  - Need to be more proactive and reach out to teams prior to negotiations
  - The appearance of a lack of neutrality
  - Overall, staff are pleasant to work with

HR-Labor & Employee Relations	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
BOE	3.83
PIO	3.53
DLC	3.48
CUPF	3.41
MCFRS	3.39
OCP	3.38
DHCA	3.29
HRC	3.08
LIB	3.05
DTS	3.05
DEP	3.00
CEC (CFW, OCP, RSCs, UD's)	2.99
MCPD	2.99
DOCR	2.97
OEMHS	2.92
DPS	2.89
DOT	2.89
HHS	2.81
DED	2.77
FIN	2.75
CEX	2.74
DGS	2.71
OCA	2.54
OMB	2.54
REC	2.43
CC (County Council)	2.00
IGR	N/A
MCERP (Previously BIT)	N/A



# Quantitative Data Analysis: Human Resources – Occupational Medical Services



While scores are not comparable to previous years, HR-Occupational Medical Services is starting their new overall baseline average fairly strong at 3.03.

\*2009 baseline  
overall average



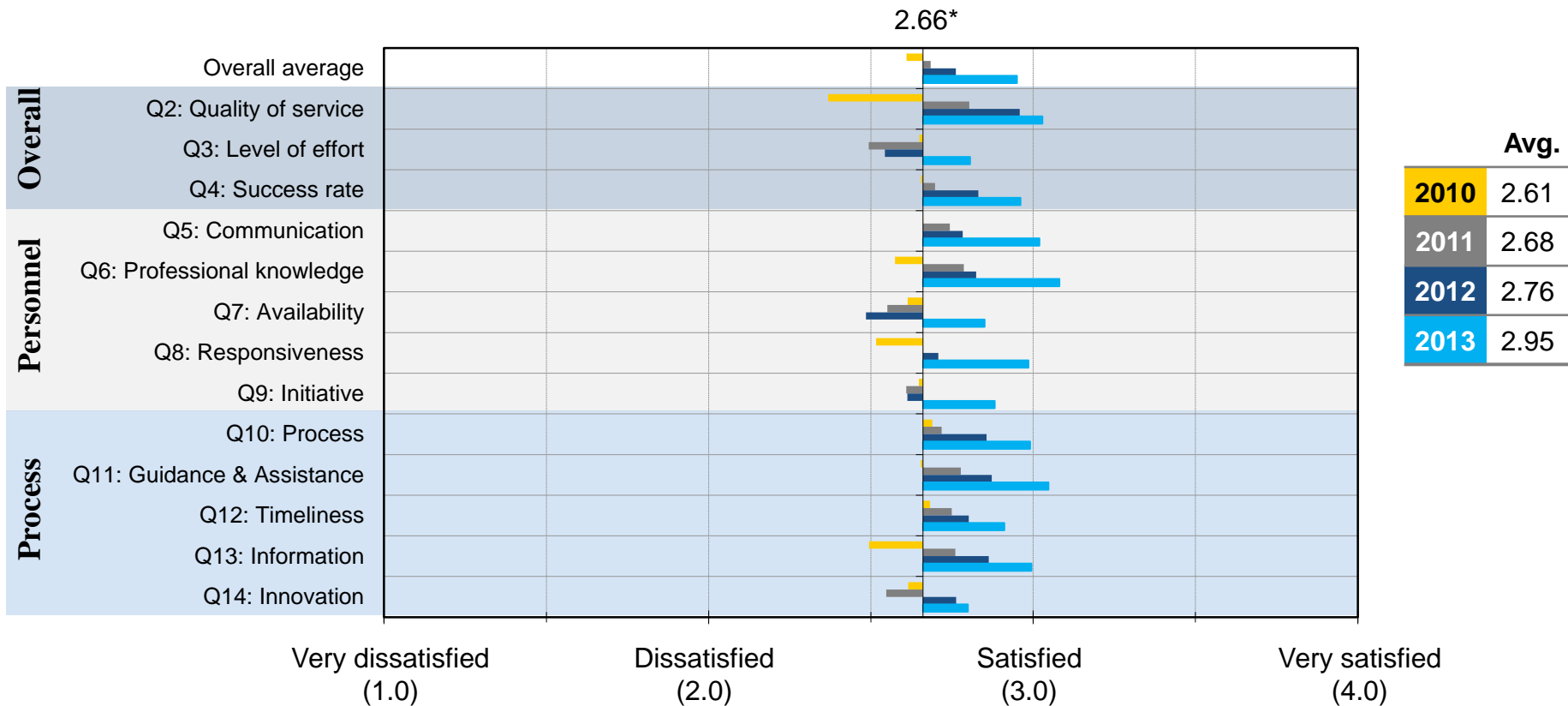
# Qualitative Analysis: HR-Occupational Medical Services

- **16 individual comments**
  - 68.8% negative
  - 31.3% positive
- **Themes**
  - Difficulty with reaching a person to talk with on the phone
  - Positive reviews about the centralization of FMLA
  - Concerns about accommodations

HR-Occupational Medical Services	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
BOE	3.92
IGR	3.86
MCFRS	3.70
DHCA	3.46
OCP	3.46
DEP	3.29
CEX	3.28
DLC	3.25
DPS	3.14
DOCR	3.11
HRC	3.08
DTS	3.05
CEC (CFW, OCP, RSCs, UD's)	3.03
MCPD	2.99
LIB	2.98
HHS	2.98
OEMHS	2.92
REC	2.90
OMB	2.90
PIO	2.88
DGS	2.83
DED	2.77
DOT	2.68
FIN	2.65
OCA	2.49
CUPF	2.19
CC (County Council)	N/A
MCERP (Previously BIT)	N/A



# Quantitative Data Analysis: Human Resources – Recruitment & Selection



While scores are not comparable to previous years, HR-Recruitment & Selection is starting their new overall baseline average fairly strong at 2.95.

\*2009 baseline  
overall average



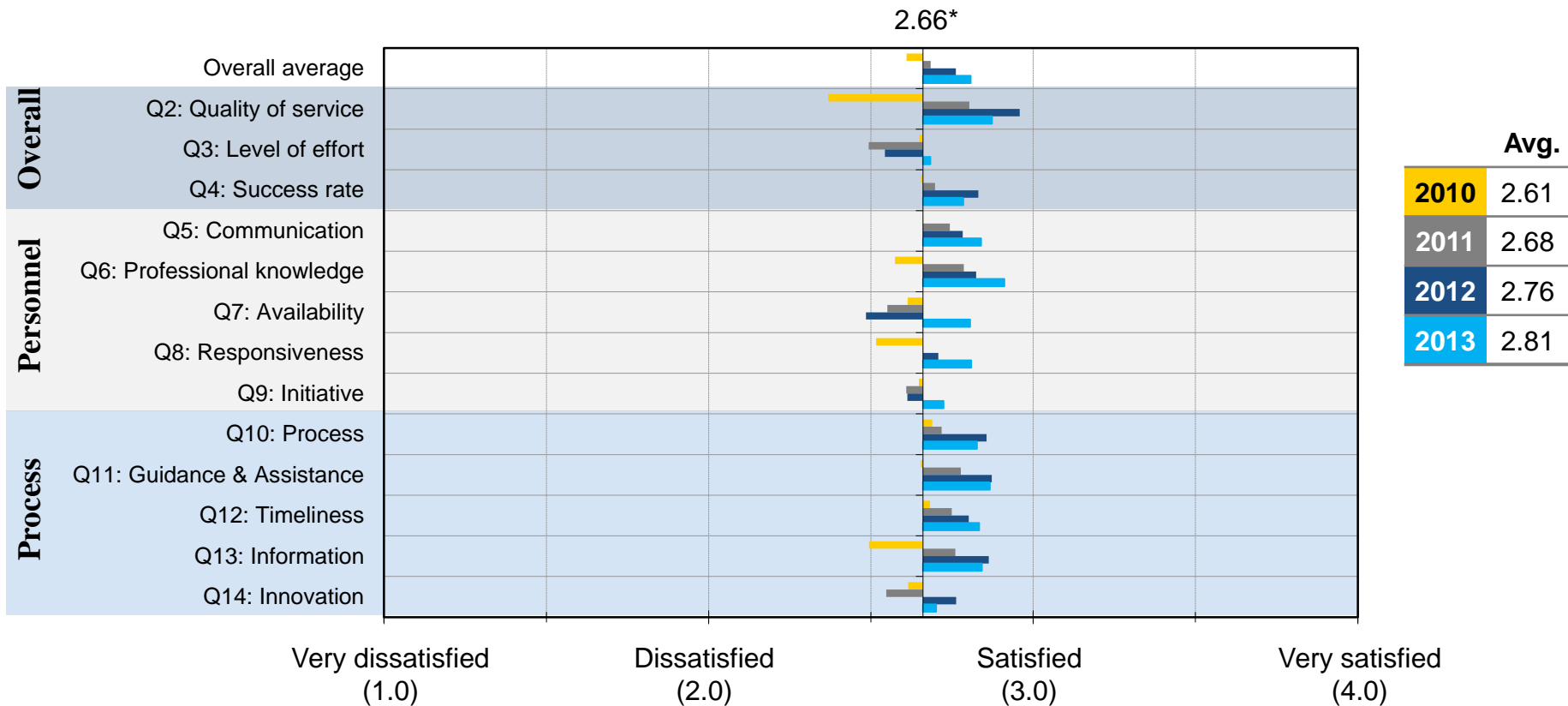
# Qualitative Analysis: HR-Recruitment & Selection

- **23 individual comments**
  - 47.8% negative
  - 52.2% positive
- **Themes**
  - Hiring process takes too long
  - Doubts about whether rating system identifies all best candidates
  - Staff are great to work with

HR-Recruitment & Selection	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
FIN	3.38
CUPF	3.35
OCP	3.31
OMB	3.24
PIO	3.24
DHCA	3.24
DOCR	3.20
CEC (CFW, OCP, RSCs, UD's)	3.18
REC	3.14
DEP	3.12
DLC	3.10
MCFRS	3.10
DTS	3.02
LIB	3.02
HRC	3.00
IGR	2.96
MCPD	2.95
BOE	2.92
MCERP (Previously BIT)	2.92
HHS	2.82
DPS	2.80
CEX	2.76
DOT	2.69
DGS	2.59
OEMHS	2.33
DED	2.15
OCA	1.89
CC (County Council)	1.14



# Quantitative Data Analysis: Human Resources – Classification & Compensation



While scores are not comparable to previous years, HR-Classification & Compensation received the lowest overall average new baseline score of all of their divisions at 2.81.

\*2009 baseline  
overall average



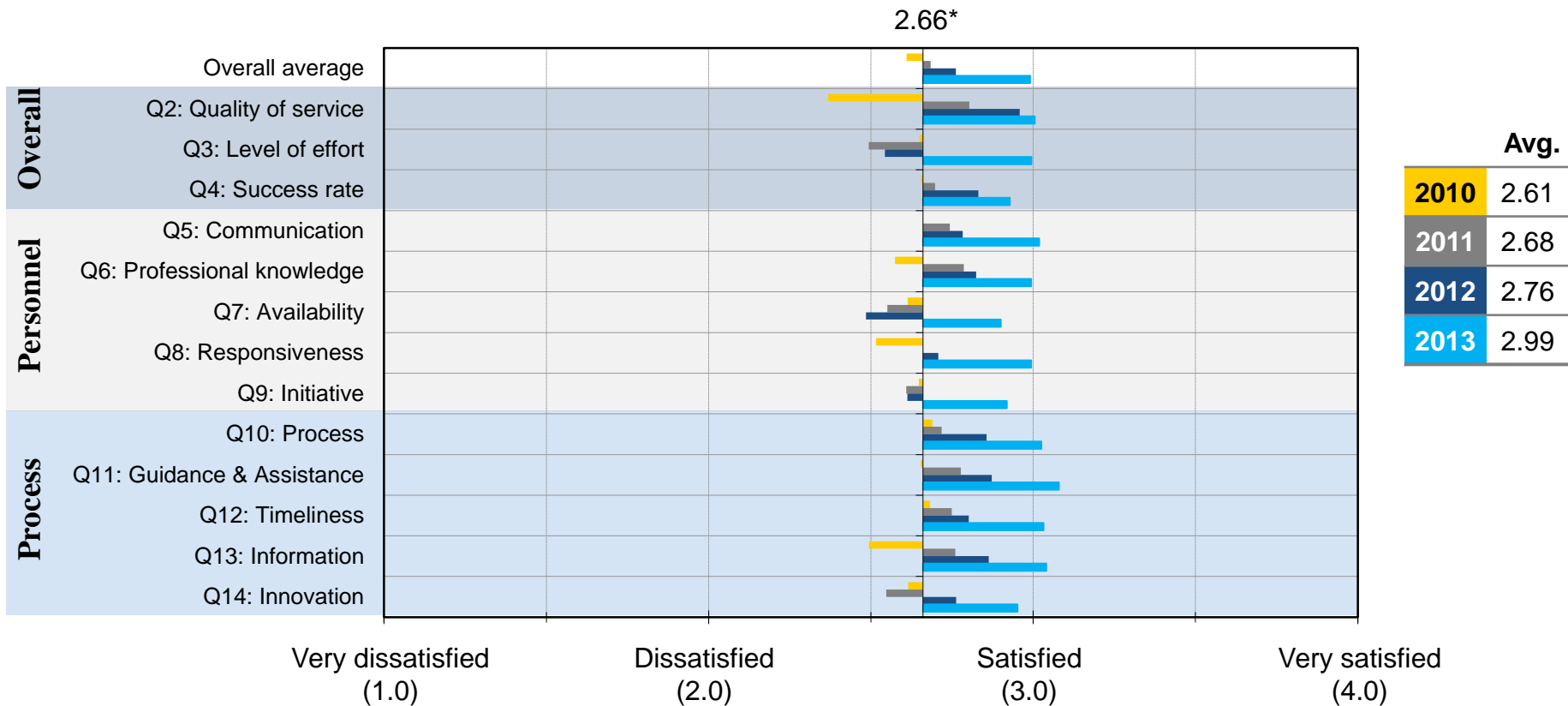
# Qualitative Analysis: HR-Classification & Compensation

- **12 individual comments**
  - 91.7% negative
  - 8.3% positive
- **Themes**
  - Beliefs that classifications may be out of date
  - Inflexible
  - Poor response times

HR-Classification & Compensation	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
CC (County Council)	4.00
OCP	3.31
PIO	3.22
DHCA	3.21
DLC	3.21
CUPF	3.15
HRC	3.15
DOCR	3.07
MCERP (Previously BIT)	3.00
LIB	3.00
HHS	2.93
MCFRS	2.93
FIN	2.85
BOE	2.83
DTS	2.81
CEX	2.75
DEP	2.74
REC	2.72
MCPD	2.68
DPS	2.59
OMB	2.59
DOT	2.55
OEMHS	2.51
DGS	2.48
OCA	2.47
CEC (CFW, OCP, RSCs, UD's)	2.12
DED	2.00
IGR	N/A



# Quantitative Data Analysis: Human Resources – Change Management & Organizational Development



While scores are not comparable to previous years, HR-Change Management & Organizational Development is starting their new overall baseline average fairly strong at 2.99.

\*2009 baseline  
overall average



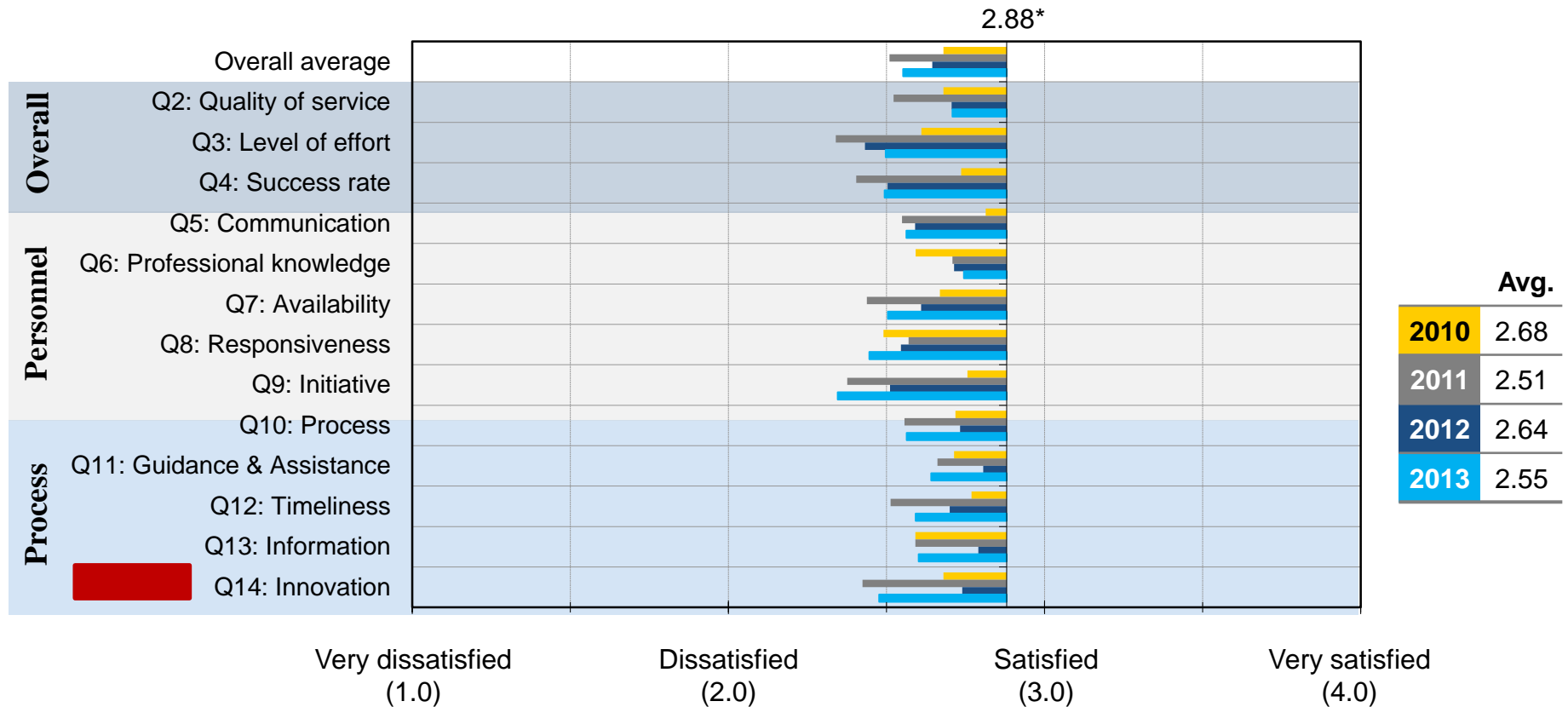
# Qualitative Analysis: HR-Change Management & Organizational Development

- **16 individual comments**
  - 56.3% negative
  - 43.8% positive
- **Themes**
  - Oracle is difficult to learn; it is not intuitive to use

HR-Change Mgt & Organizational Dev	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
DOCR	3.38
OCP	3.35
MCFRS	3.28
DHCA	3.26
DLC	3.25
BOE	3.18
PIO	3.12
HRC	3.08
CEC (CFW, OCP, RSCs, UD's)	3.04
OEMHS	3.04
FIN	3.00
DED	3.00
DPS	2.97
OMB	2.95
DTS	2.95
REC	2.94
DGS	2.94
LIB	2.93
MCERP (Previously BIT)	2.92
HHS	2.87
DOT	2.84
CUPF	2.83
MCPD	2.82
DEP	2.77
CEX	2.69
OCA	2.64
CC (County Council)	N/A
IGR	N/A



# Quantitative Data Analysis: DGS - Building Services



In all but three areas, DGS-Building Services scores declined from 2012 to 2013 and remain below 2009 baseline level.



Department showed statistically significant increase from 2012



Department showed statistically significant decline from 2012

\*2009 baseline overall average

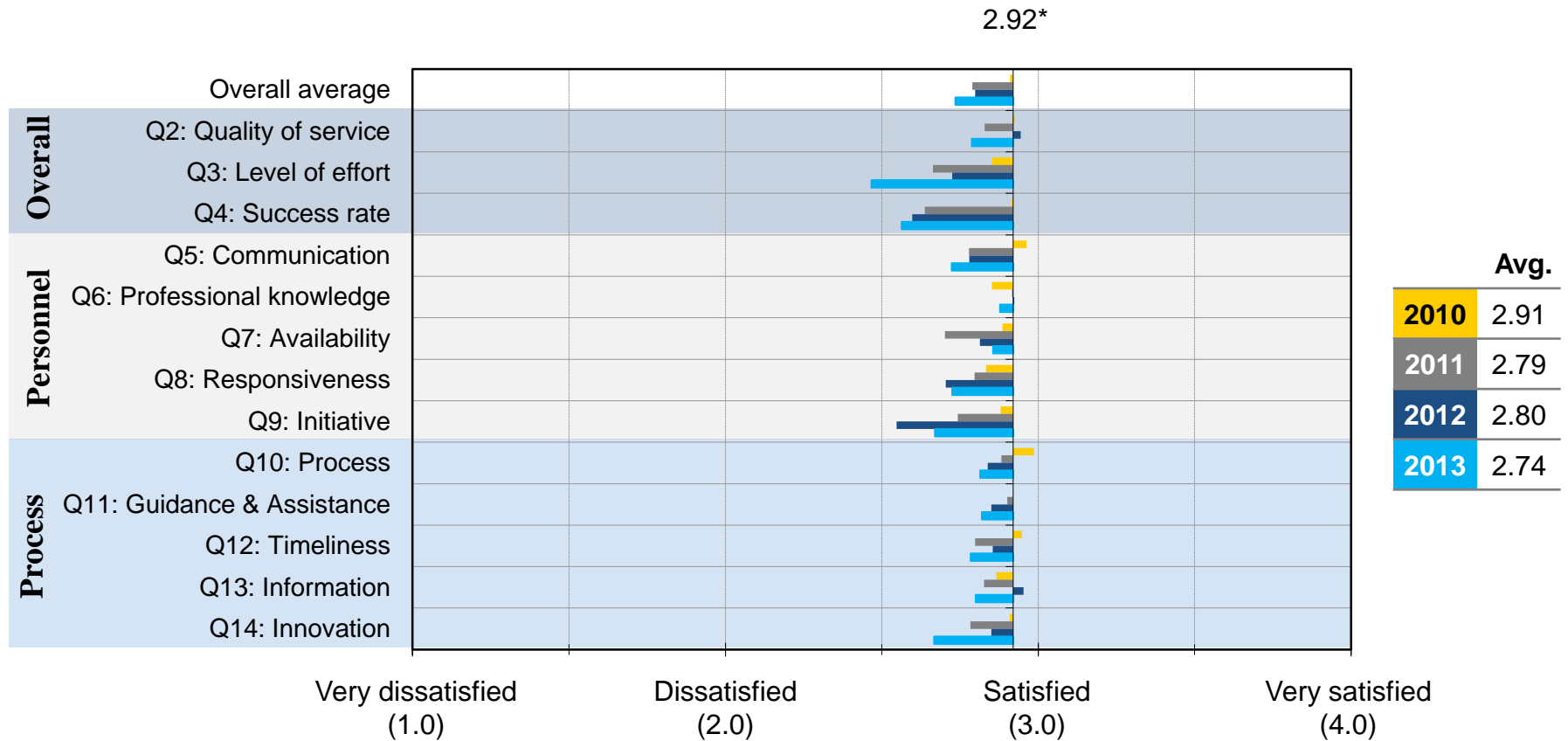
# Qualitative Analysis: DGS - Building Services

- **34 individual comments**
  - 2.9% neutral
  - 79.4% negative
  - 17.6% positive
- **Themes**
  - Poor responsiveness and follow-up
  - Lack of preventative maintenance
  - Poor quality of service
  - Need improved coordination between construction and moving

DGS-Building Services	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
OCP	3.69
MCERP (Previously BIT)	3.38
DEP	3.31
OHR	3.15
HRC	3.08
OCA	2.99
HHS	2.98
DHCA	2.96
CUPF	2.90
PIO	2.88
FIN	2.78
DOCR	2.66
OMB	2.64
DED	2.62
CEX	2.59
DTS	2.47
LIB	2.40
CEC (CFW, OCP, RSCs, UD)	2.38
DOT	2.31
DPS	2.24
MCFRS	2.21
MCPD	2.20
CC (County Council)	2.18
DLC	2.16
REC	1.99
BOE	1.75
IGR	1.75
OEMHS	1.64



# Quantitative Data Analysis: DGS – Capital Development Needs



Most DGS-Capital Development scores declined between 2012 and 2013, any areas of improvement are in the “Personnel” category.



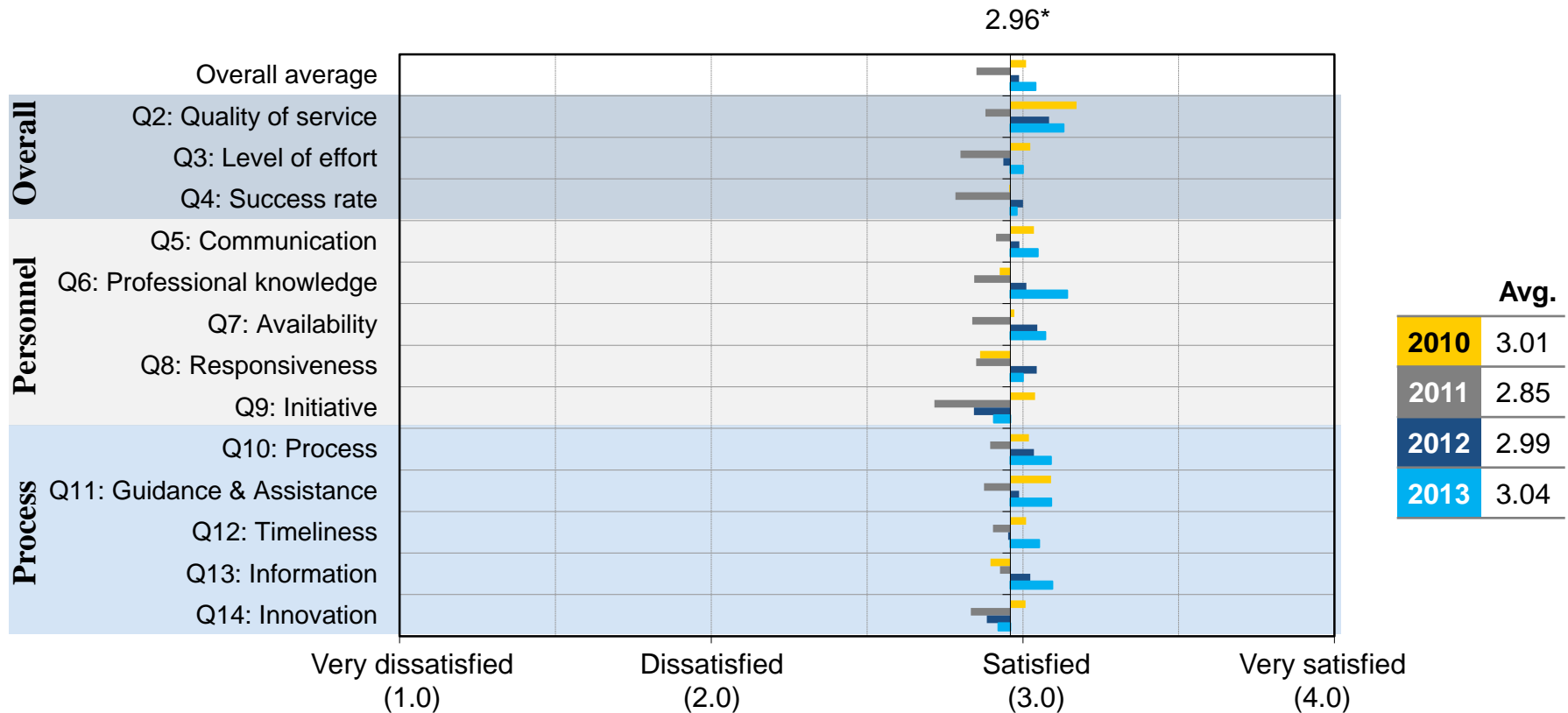
# Qualitative Analysis: DGS – Capital Development Needs

- **13 individual comments**
  - 7.7% neutral
  - 69.2% negative
  - 23.1% positive
- **Themes**
  - Lack of responsiveness
  - Poor customer service

DGS-Capital Development Needs	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
DHCA	3.33
CEX	3.24
HHS	3.23
CC (County Council)	3.00
PIO	3.00
CEC (CFW, OCP, RSCs, UD's)	2.97
DOCR	2.97
DEP	2.92
REC	2.85
OEMHS	2.81
DOT	2.76
OMB	2.74
DPS	2.72
DED	2.69
OHR	2.67
DLC	2.60
DTS	2.42
OCA	2.40
FIN	2.38
MCFRS	2.37
MCPD	2.26
LIB	2.16
BOE	N/A
CUPF	N/A
HRC	N/A
IGR	N/A
MCERP (Previously BIT)	N/A
OCP	N/A



# Quantitative Data Analysis: DGS – Fleet Services



Fleet scores improved in all areas except for two (Success Rate and Responsiveness).



# Qualitative Analysis: DGS – Fleet Services

- **13 individual comments**

- 7.7% neutral
- 69.2% negative
- 23.1% positive

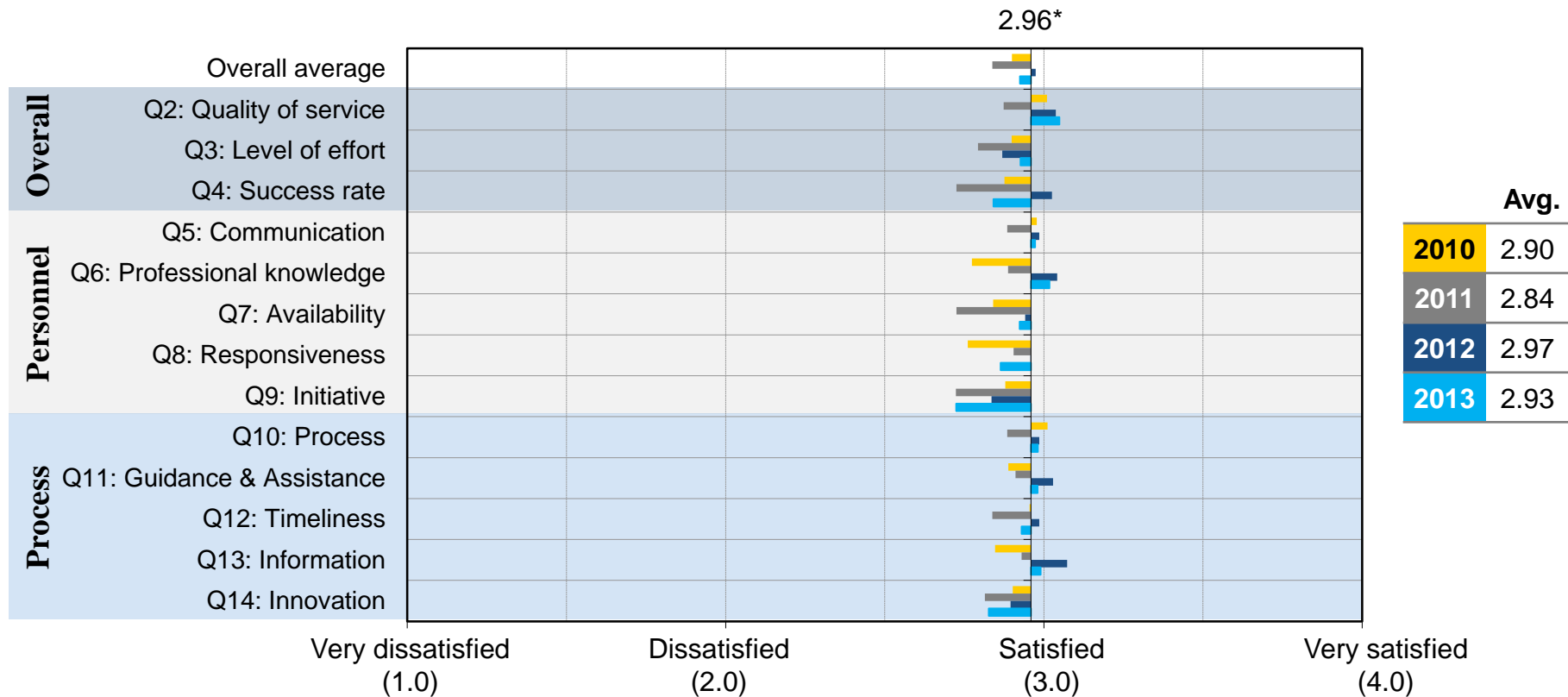
- **Themes**

- Lack of information from Department

DGS-Fleet Services	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
BOE	4.00
OCP	3.58
CEX	3.50
DOCR	3.46
OEMHS	3.38
DHCA	3.35
HHS	3.31
MCFRS	3.25
CUPF	3.17
HRC	3.15
LIB	3.10
DEP	3.06
PIO	3.06
CEC (CFW, OCP, RSCs, UD's)	3.00
REC	2.97
OCA	2.95
DTS	2.93
OHR	2.92
DOT	2.92
DPS	2.89
DED	2.85
FIN	2.80
MCPD	2.64
DLC	2.42
OMB	2.04
CC (County Council)	N/A
IGR	N/A
MCERP (Previously BIT)	N/A



# Quantitative Data Analysis: DGS – Leased Space Needs



DGS-Leased Space Needs showed improvement in two areas (Quality of Service and Level of Effort), but otherwise scores declined from 2012 to 2013 and remain predominately below the 2009 baseline level.



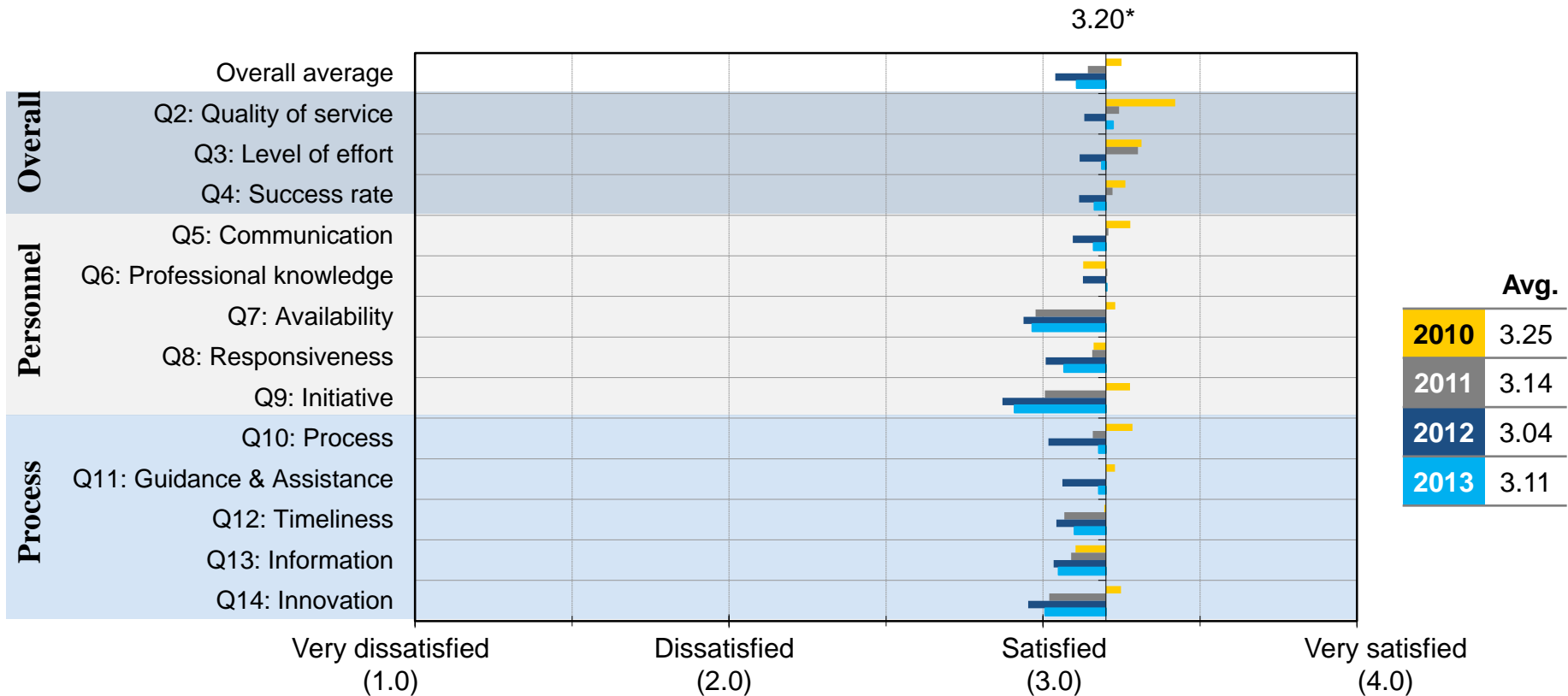
# Qualitative Analysis: DGS – Leased Space Needs

- **4 individual comments**
  - 2 positive
  - 2 negative
- **Themes**
  - Lack of responsiveness
  - Need for improved maintenance of spaces

<u>DGS-Leased Space Needs</u>	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
BOE	4.00
IGR	3.88
CEX	3.81
OCA	3.55
CUPF	3.46
DOCR	3.24
HHS	3.19
DHCA	3.19
OMB	3.12
DOT	3.11
OHR	3.10
LIB	3.08
HRC	3.00
OEMHS	2.96
DTS	2.92
PIO	2.81
REC	2.81
DLC	2.80
MCFRS	2.79
FIN	2.78
CEC (CFW, OCP, RSCs, UD)	2.73
DEP	2.71
DED	2.58
MCPD	2.36
DPS	2.11
CC (County Council)	N/A
MCERP (Previously BIT)	N/A
OCP	N/A



# Quantitative Data Analysis: DGS – Print / Mail / Archives



DGS-Print/Mail/Archives ratings improved in all areas from 2012.



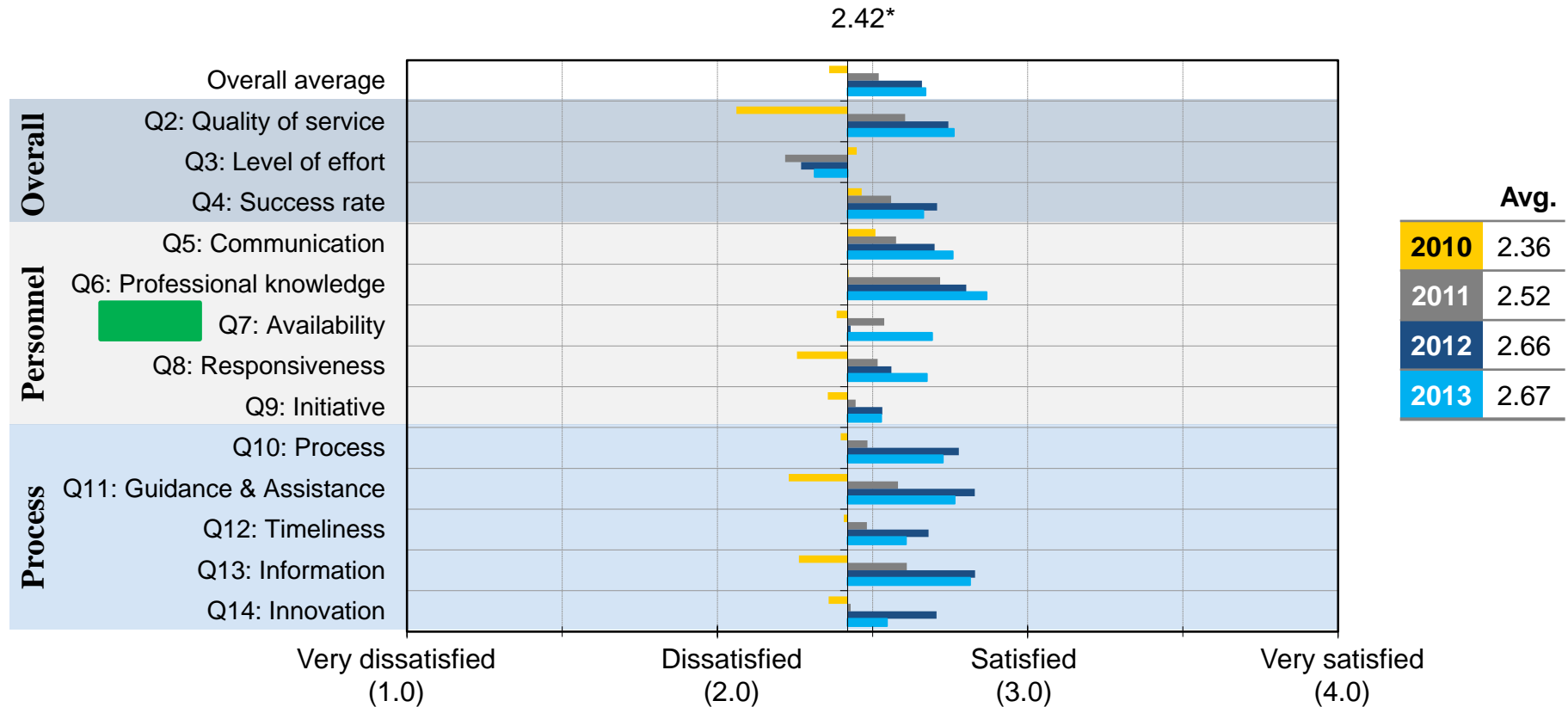
# Qualitative Analysis: DGS – Print / Mail / Archives

- **14 individual comments**
  - 57.1% negative
  - 42.9% positive
- **Themes**
  - Need improvements on billing and estimates
  - Mixed reviews on quality of work

DGS-Print/Mail/Archives	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
CC (County Council)	3.83
OCP	3.81
MCFRS	3.60
OMB	3.54
CEX	3.37
DHCA	3.36
IGR	3.33
DPS	3.31
DOCR	3.29
OCA	3.26
HRC	3.23
DEP	3.19
HHS	3.18
BOE	3.15
OHR	3.14
MCPD	3.11
MCERP (Previously BIT)	3.08
FIN	3.04
DOT	2.95
DTS	2.89
DED	2.85
REC	2.71
LIB	2.66
CUPF	2.60
OEMHS	2.46
PIO	2.45
CEC (CFW, OCP, RSCs, UD's)	2.44
DLC	1.87



# Quantitative Data Analysis: DGS – Procurement



DGS-Procurement ratings have improved or remained stable in all areas within the “Overall” and “Personnel” categories. All areas within the “Process” category showed declines from 2012 to 2013. The “Level of Effort” area has shown slight improvement since 2011, but remains the lowest scoring area overall.



Department showed statistically significant increase from 2012



Department showed statistically significant decline from 2012

\*2009 baseline overall average

# Qualitative Analysis: DGS – Procurement

- **41 individual comments**

- 2.4% neutral
- 78.0% negative
- 19.5% positive

- **Themes**

- Slow
- Inefficient

<u>DGS-Procurement</u>	
<u>Rated By</u>	<u>Overall Score (out of 4)</u>
IGR	4.00
DPS	3.28
OMB	3.21
CEX	3.09
HRC	3.08
DEP	3.04
OEMHS	3.03
REC	3.00
BOE	3.00
OCP	3.00
MCFRS	2.97
DHCA	2.88
LIB	2.86
OHR	2.79
FIN	2.65
MCPD	2.55
CUPF	2.54
HHS	2.50
PIO	2.50
DOCR	2.43
DTS	2.42
DOT	2.37
CEC (CFW, OCP, RSCs, UD's)	2.28
MCERP (Previously BIT)	2.00
OCA	1.99
DLC	1.98
DED	1.12
CC (County Council)	1.08



## Wrap-up

- **Confirmation of follow-up items**
- **Time frame for next meeting**



# Appendix A: Internal Survey Follow-Up Items (1/2)

## ▪ Follow-Up Items:

- After the 2011 Internal Customer Survey Meeting, CountyStat held two internal process focus groups with managers. DTS provided the following information as follow-ups to those meetings:
  - ***Provide the CEX document tracking log with Managers to improve the communication of the location and status of submitted items.*** DTS proposes to discuss the requirements with CEX regarding the log and correspondence tracking to make a recommendation on the best solution (Siebel or other).
  - ***Provide a shared folder for standardized memos that require CEX review and approval; in particular the memos given to Council.*** DTS has determined that this can be achieved at no additional cost. We will work with CEX to determine best structure and access rights.
  - ***Implement best practices of document sharing with version controls, electronic signatures, and collaboration tools such as SharePoint.*** DTS has determined that this can be done, but requires resources and additional cost. DTS recommends that this be investigated further after the upgrade to Office 365 proposed for early FY15.
  - ***Update security policy to exempt low-risk computers, such as the training labs, that are negatively impacted from automatic disconnects after 30 days of inactivity or enable remote power up.*** DTS clarifies that security policy requires that computers with no activity for 90 days (not 30 days) be disconnected from the network. DTS recommends that this policy not be changed as network connected PCs need to be turned on periodically so they can receive security updates. PCs that do not have security updates can create vulnerabilities on the County's network.
  - ***DTS needs to provide a documented response to service requests with realistic timeframes for when a request for service can be provided.*** DTS is committed to do this better. Occasionally, dependencies on third parties keep us from providing realistic timeframes.



## Appendix A: Internal Survey Follow-Up Items (2/2)

### ■ Follow-Up Items:

- ***Modify the upload restriction in the performance management tool to allow managers to post information on behalf of the Director. (extreme frustration with the 2011 appraisal system rollout)*** DTS recommends that “delegation /proxy” not be allowed in the ERP system, as it applies to all functions the individual is authorized to do or approve. This would result in a loss of security safeguards and potentially negative audit findings. The ERP team is working with OHR to improve navigation in the performance management module.
- ***Develop a web-based employee directory that interfaces with the MS Outlook global address list to eliminate the need for maintaining department specific documents.*** DTS reports that this item has been completed. The County’s online phone book is now based on Active Directory / Outlook information.
  - In addition, the County’s Chief Innovation Officer has expressed interest in exploring this follow-up item further
- ***Implement a policy to review and update distribution lists at least annually.*** Distribution lists are maintained by departments or functional owners and updated as required. DTS will remind Departmental IT Contacts to review and update distribution lists annually, at a minimum.



# Appendix B: OHR Detailed Status of Follow-up Items from 2012 Internal Customer Survey (1/4)

## 1. Conduct quarterly briefings to address workforce issues to improve service delivery:

- Since January 2013, OHR had quarterly meetings with HR Liaisons to discuss items as a result of negotiations, all compensation increases, sick leave donation bank, classification studies, centralized FMLA process, changes in benefits, review of the personnel regulations, essential personnel, etc...

## 2. Implement communications with internal and external customers to attract, recruit, retain, and develop a well-qualified diverse workforce:

- Publicize training that deals with employee morale
  - Publication of monthly training fliers and annual training catalog of offerings dealing with supervisory/management development which include information about building employee morale
  - Monthly training program announcements to all MLS, Department Directors, Senior Leadership and HR Liaisons
  - Periodic training program announcements to all County staff via postmaster email with reminders about staff training
  - Announcements about training for supervisors and employees that highlight the Employee Assistance Program, management development, and employee development programs
  - Announcements to training program participants during training
  - Provided over 250 supervisory/management development classes which incorporated information on building a respectful work environment, building employee morale, and fundamentals of effective supervision. Sample course titles “ Developing Leadership Skills: Getting the Most Out of Your Employees,” “Positive Assertiveness,” “Preventing Burnout”, “Leading During Transition: Building Employee Morale”. “Say the Right Thing the First Time: Communication Strategies for Supervisors”



## Appendix B: OHR Detailed Status of Follow-up Items from 2012 Internal Customer Survey (2/4)

- Communicate when OHR has received recognition/accolades
  - OHR recognizes employees and communicates recognitions in Overtimes and the HR Notes section on a quarterly basis
  - OHR publishes accomplishments/initiatives each year in the budget publication and the performance and accountability report
- Send a memo to the department directors informing them of HR accomplishments and implementations as a result of various feedback mechanisms
  - Changes made as a result of the meetings with HR liaisons were followed up with memos to Department Directors
- Engage supervisors by:
  - Sending out newsletters on the role of supervision and how OHR can help them do their work
    - OHR has created and distributed to all MLS, Public Safety Managers, Dept. Directors, and Senior Executive Leadership a quarterly OHR newsletter from the Employee and Labor Relations Team
    - OHR has conducted over 250 class instructor-led sessions for supervisors and managers on the role of supervision and how OHR can help them do their work
    - OHR partnered with the Employee Assistance Program to provide over 100 hours of employee development, supervisory development, and wellness programming for County staff and managers. Topics included “Preventing Burnout, Coping with Stress at Work (sessions for managers and employees), Managing Conflict in the Workplace, Addressing Stress, Anger, and Emotions in the Workplace, Supervisory Toolkit: Skills Necessary to Manage, Teach, and Lead
    - OHR has instituted two new Learning Paths and training curriculum for aspiring supervisors and those managers, supervisors, and employees who manage and administer contracts within Montgomery County Government
    - OHR has updated the Management Development Learning Path which includes 6 required courses and 9 elective course. Sample course titles in this Learning Path include “Fundamentals of Supervision,” “Introduction to Managing in a Union Environment,” Leadership, and Performance Management.



## Appendix B: OHR Detailed Status of Follow-up Items from 2012 Internal Customer Survey (3/4)

- Holding focus groups where they can have input into design of recognition programs for supervisors
  - OHR has met individually with several department directors and MLS to obtain feedback concerning training and skill development for employees and supervisors, recognition, and wellness programs
  - OHR has facilitated numerous departmental retreats and climate studies to receive input from employees and supervisors/managers about improving employee morale and the design on recognition strategies and techniques
- Requesting input from supervisor for the up-coming edits to the Personnel Regulations
  - A meeting took place on December 17, 2013 with interested Department heads to discuss the proposed changes in the Personnel Regulations (Executive Regulation 16-13), answer any questions, and gain input
  - In May, 2013 the update to the Personnel Regulations was discussed with HR Liaisons at the quarterly meeting
  - On December 3, 2012, OHR sent a “Please Post” memo to Department heads seeking input in formulating the Comprehensive Review of the Personnel Regulations
- Market OHR’s website to new hires and on most communications
  - OHR overhauled its website based on best practice research and in collaboration with Department of Technology Services to make it more user-friendly
  - On Office of Human Resources’ home page there is a menu on the left side of the page that links to information about the services provided by the Office of Human Resources. In addition, there are shortcuts to the most popular pages and for on-boarding employees
  - OHR sends out weekly scheduled Tweet and Facebook site messages, posting information specific to outside applicants interested in getting information about County Career Opportunities and to internal employees
  - OHR added and maintains a web link on the OHR CAREERS web page so that the public can access the weekly Job Club Memo alerts that offer job seekers information about county job postings and other information helpful to job seekers



## Appendix B: OHR Detailed Status of Follow-up Items from 2012 Internal Customer Survey (4/4)

### 3. Develop a cadre of division staff capable of accessing and using the County Oracle systems

- Receive training from ERP on the systems and the BI tool
  - BI tool overviews have been provided and further hands on training will be discussed with business owners to understand specific training needs
- Start transferring the ownership of various modules to OHR from ERP
  - This has and is an ongoing process including regular workgroup meetings
- Hold standing meeting with ERP to discuss strategic issues that cross modules
  - ERP and HR meet monthly to discuss end to end process and impacts across modules
- OHR staff will partner with ERP on implementation of newly configured modules
  - This has and is an ongoing process. ERP has made enhancements to Workforce Performance Management, a newer implemented module, to ease navigational issues. ERP is also discussing business process changes that could further streamline navigation. ERP, HR, Mctime and MC ERP meet on a weekly basis to discuss issues and implementations. Core HR, Performance Management, Benefits and Compensation staff are instrumental during the testing phases when new implementations, enhancements, changes, patches, etc. are performed in Oracle.
- Determine the KSAs for manipulating and using data in ERP
  - Preferred Criteria of future OHR positions should include Oracle knowledge and Intermediate to Advanced Excel skills, and the ability to analyze large amount of data
- If there is no staff assigned to an ERP module, request staff from OMB and hire employee to work on the module and process
  - SME leads are assigned to Core HR, iRecruitment, Position Transactions, and Workforce Performance Management while they continue to perform day-to-day work which is a challenge. There are bi-weekly meeting within OHR to determine the information technology structure for OHR.



## **Appendix C: DTS Detailed Status of Follow-up Items from 2012 Internal Customer Survey**

- 1. Undertake a more inclusive enterprise technology strategic planning process which will hopefully give DTS more insight into departments' systems and support needs**
  - DTS has surveyed and interviewed the departments and gained insight into support needs
- 2. Undertake a more inclusive enterprise technology strategic planning process which will hopefully allow DTS to better align its services to support the departments**
  - DTS is in the process of briefing the ACAO and CAO on improved alignment with customer support needs
- 3. Strengthen customer feedback channels by conducting a mid-year customer survey**
  - The interview and survey format used for the Enterprise Technology Strategic Plan in the Sept - Oct 2013 timeframe provided the feedback contemplated in this item
- 4. Document, publish, and publicize Service Request service levels**
  - DTS has documented, published, and publicized Service Request service levels in some areas and is in the process of doing so in other areas. This is ongoing. We will continue to refine with the help of CountyStat and customers



# Appendix D: CountyStat Detailed Status of 2012 Internal Survey Follow-Up Items

## ▪ CountyStat Follow-Up Items:

- Work on ways to increase the response rate
  - CountyStat sent out multiple reminders to fill out the survey and extended the close date, increasing the response rate
- Change OHR section to separate out each business line
  - CountyStat and OHR created 8 separate divisions based on OHR primary function areas
- Add question so that the home Departments of respondents can be identified in the effort to better target areas for improvement
  - CountyStat added question to identify respondent's home Department – all survey respondents answered this question
- Adjust baseline numbers to include the changes to the *Initiative* and *Innovation* questions that were originally combined into one question in 2007 and 2008
  - CountyStat determined that 2009 will be the new baseline for comparison

