Montgomery County Customer Satisfaction Survey for Internal Customers - 2009

1/22/2010
CountyStat Office

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CountyStat Principles

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

Agenda

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

Meeting Goal

- **Understand trends in satisfaction among internal customers and identify opportunities to improve customer satisfaction.**

Introduction: Survey Methodology

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

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

- **The Internal Customer Satisfaction Survey was delivered to 350 members of the County management team.**
  - 214 surveys were returned resulting in a response rate of 61%
  - This is a decline from previous years where the response rate was 96%

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

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

Introduction: Changes to the Survey

- **Eleven of the original twelve questions are unchanged from last year to allow year-to-year comparisons**

- **The 2009 survey splits one of last year's questions into two**
  - Original question: "Innovation & Initiative: Rate how often Department staff showed innovation and initiative in addressing your needs and requirements."
  - Revised questions:
    - Initiative: Rate how often you were satisfied with the amount of initiative taken by Department staff in addressing your needs and requirements.
    - Innovation: Rate your satisfaction with the Department's ability to innovate in order to satisfy your needs.

- **Like last year, questions about the Regional Service Centers have been added 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.

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Summary of Findings

- **Ratings this year were generally lower than last year**
  - Very few differences were statistically significant
  - The only departments that had any statistically significant declines were the Department of Finance and the Office of Human Resources
  - No departments had statistically significant changes in their overall ratings from last year

- **Splitting last year's question 8: Innovation & Initiative into two questions significantly changed respondents' ratings**
  - All departments except PIO saw statistically significant increases in ratings for both new questions: #8-Initiative and #13-Innovation
  - Even with the improved ratings, these questions continued to receive the lowest overall rating

> The response rate to this year's survey was 61%.
> (214 surveys were completed)

Comparison of Results by Question by Service Area Statistically Significant Changes: 2008-2009

| | CAT | FIN | DGS | | | | | | OHR | OMB | PIO | DTS | Q Avg |
			Bldg	Cap Dev	Fleet	Leas	PMA	PRO					
Overall Avg													
1:Quality													
2:Effort													
3:Success		🟥											
4:Comm									🟥				
5:Pro Know													
6:Available													
7:Respons									🟥				
8:Initiative	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩		🟩	🟩
9:Process													
10:Guidance													
11:Timely													
12:Info													
13:Innovate	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩		🟩	🟩

🟩 Improved 2008-2009 🟨 No change 2008-2009 🟥 Declined 2008-2009

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Comparison of Results by Question by Service Area Statistically Significant Changes: 2007-2009

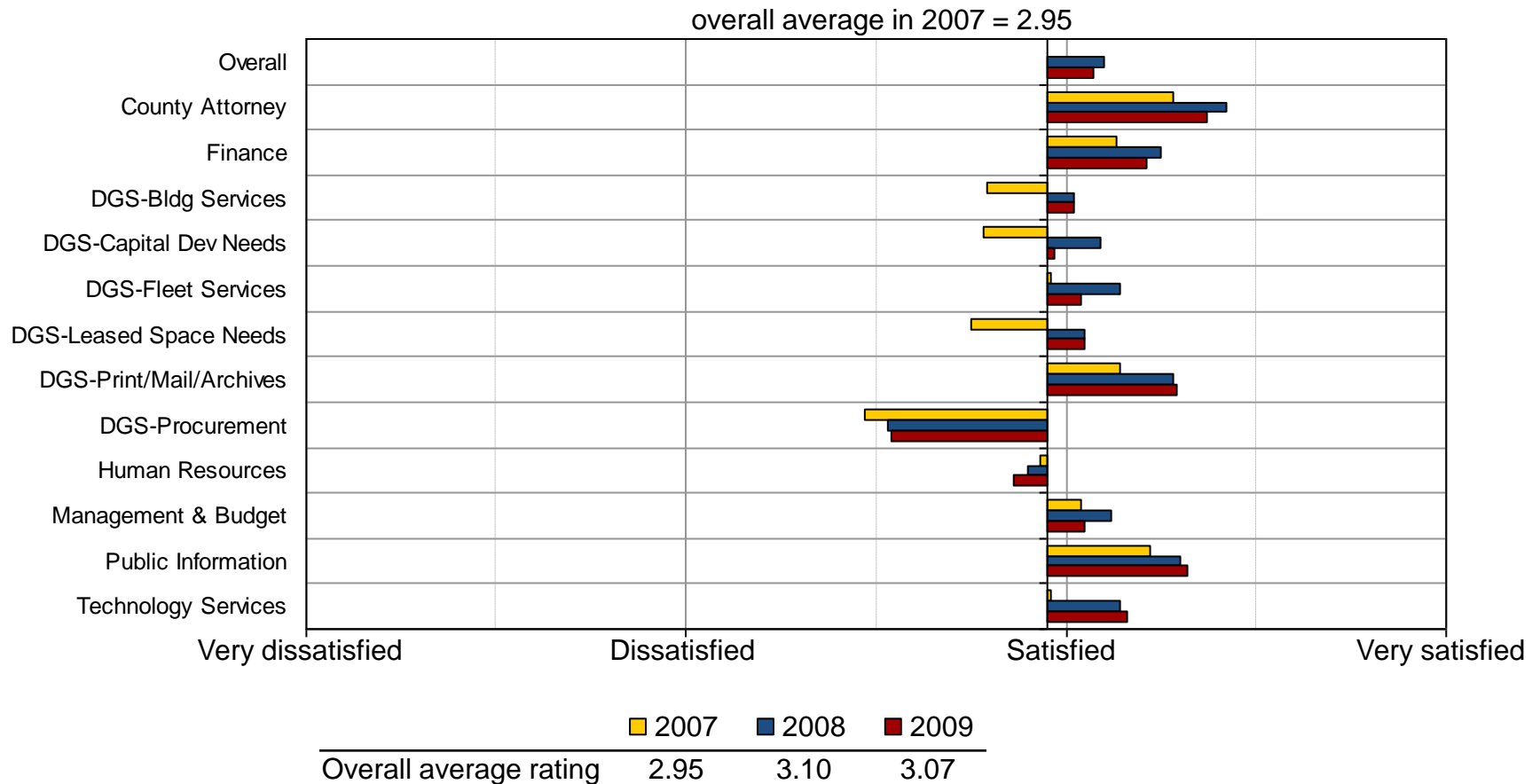| | CAT | FIN | DGS | | | | | | OHR | OMB | PIO | DTS | Q Avg |
			Bldg	Cap Dev	Fleet	Leas	PMA	PRO					
Overall Avg	🟨	🟨	🟩	🟩	🟨	🟩	🟩	🟨	🟨	🟩	🟨	🟩	🟩
1:Quality	🟩	🟨	🟩	🟩	🟨	🟩	🟩	🟨	🟨	🟨	🟨	🟩	🟩
2:Effort	🟩	🟨	🟩	🟩	🟨	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩
3:Success	🟨	🟨	🟩	🟨	🟩	🟩	🟨	🟨	🟥	🟨	🟨	🟩	🟩
4:Comm	🟨	🟨	🟩	🟩	🟨	🟩	🟨	🟨	🟥	🟩	🟩	🟩	🟩
5:Pro Know	🟨	🟨	🟩	🟩	🟨	🟩	🟩	🟨	🟥	🟨	🟩	🟩	🟩
6:Available	🟩	🟨	🟩	🟩	🟨	🟩	🟩	🟩	🟨	🟩	🟨	🟩	🟩
7:Respons	🟩	🟨	🟩	🟩	🟨	🟩	🟨	🟨	🟨	🟨	🟨	🟩	🟩
8:Initiative	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩
9:Process	🟨	🟨	🟩	🟩	🟨	🟩	🟨	🟨	🟨	🟩	🟨	🟩	🟩
10:Guidance	🟨	🟨	🟩	🟩	🟨	🟩	🟩	🟨	🟨	🟩	🟩	🟩	🟩
11:Timely	🟩	🟨	🟩	🟩	🟨	🟩	🟩	🟨	🟨	🟩	🟨	🟩	🟩
12:Info	🟩	🟨	🟩	🟩	🟨	🟩	🟩	🟨	🟥	🟨	🟨	🟩	🟩
13:Innovate	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩

🟩 Improved 2007-2009 🟨 No change 2007-2009 🟥 Declined 2007-2009

Quantitative Data Analysis:
Overall Ratings – Quality of Service

overall average in 2007 = 2.95

|	2007	2008	2009
Overall average rating	2.95	3.10	3.07

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

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

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Quantitative Data Analysis:
Overall Ratings – Level of Effort
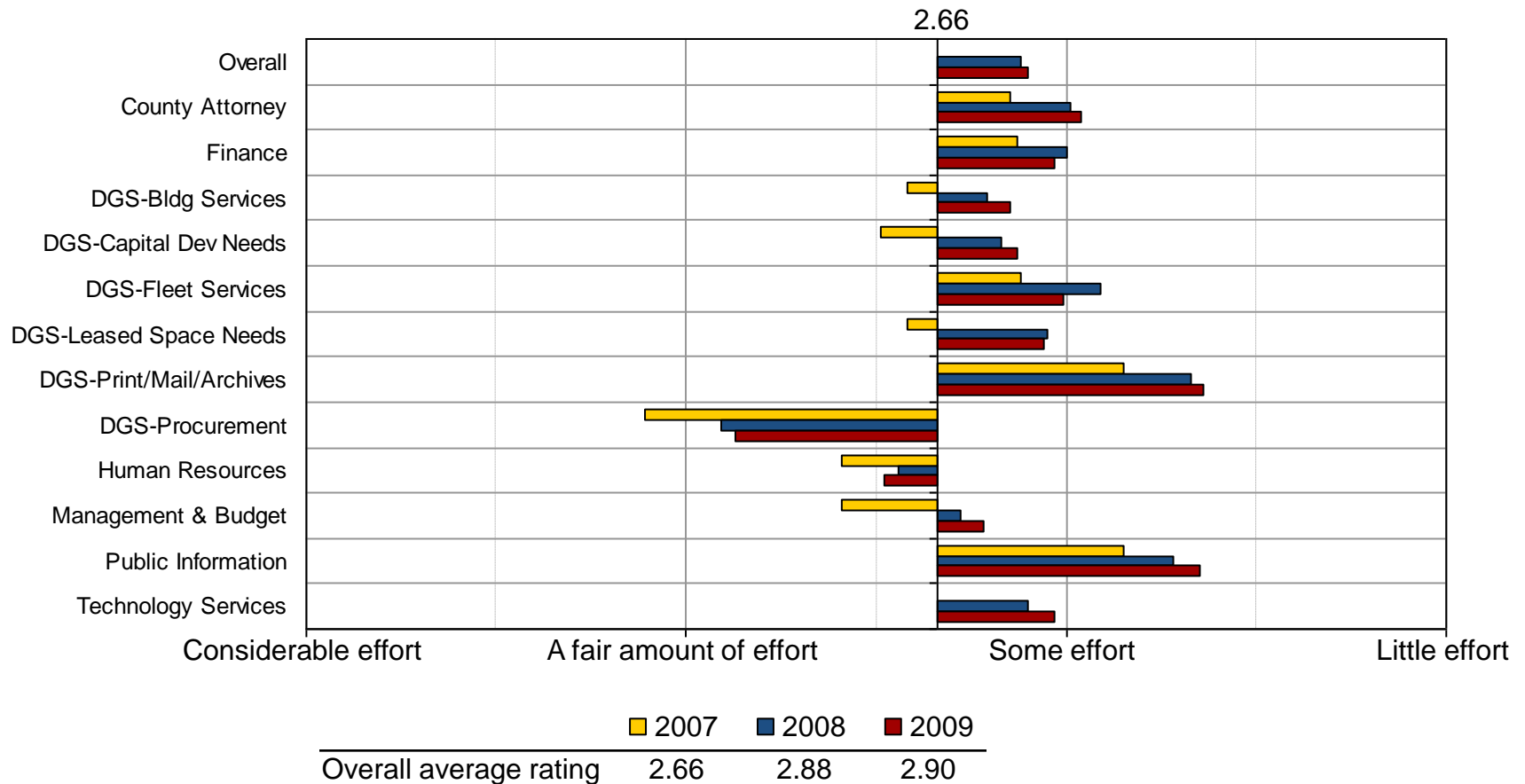
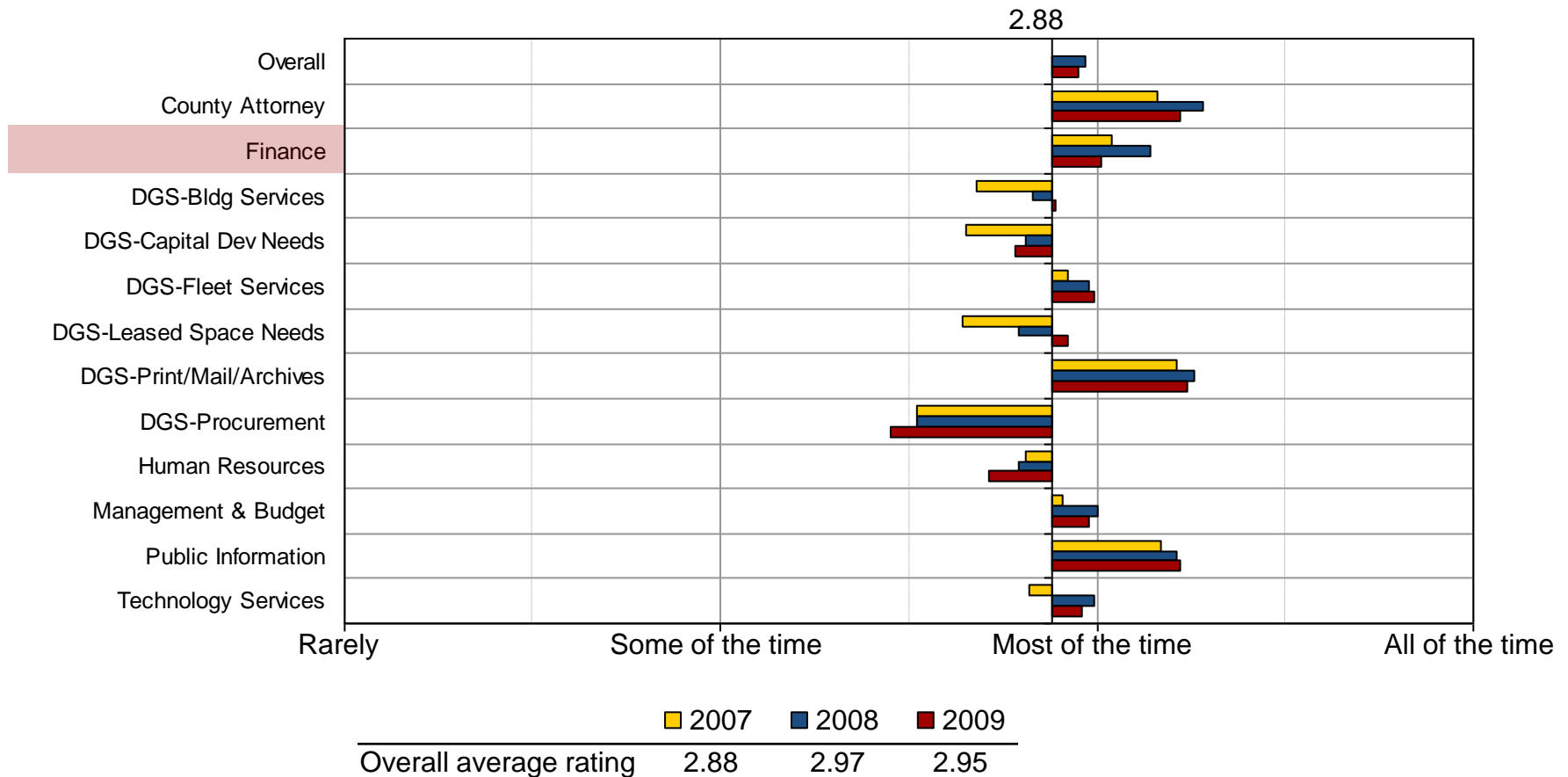|	2007	2008	2009
Overall average rating	2.66	2.88	2.90

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

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

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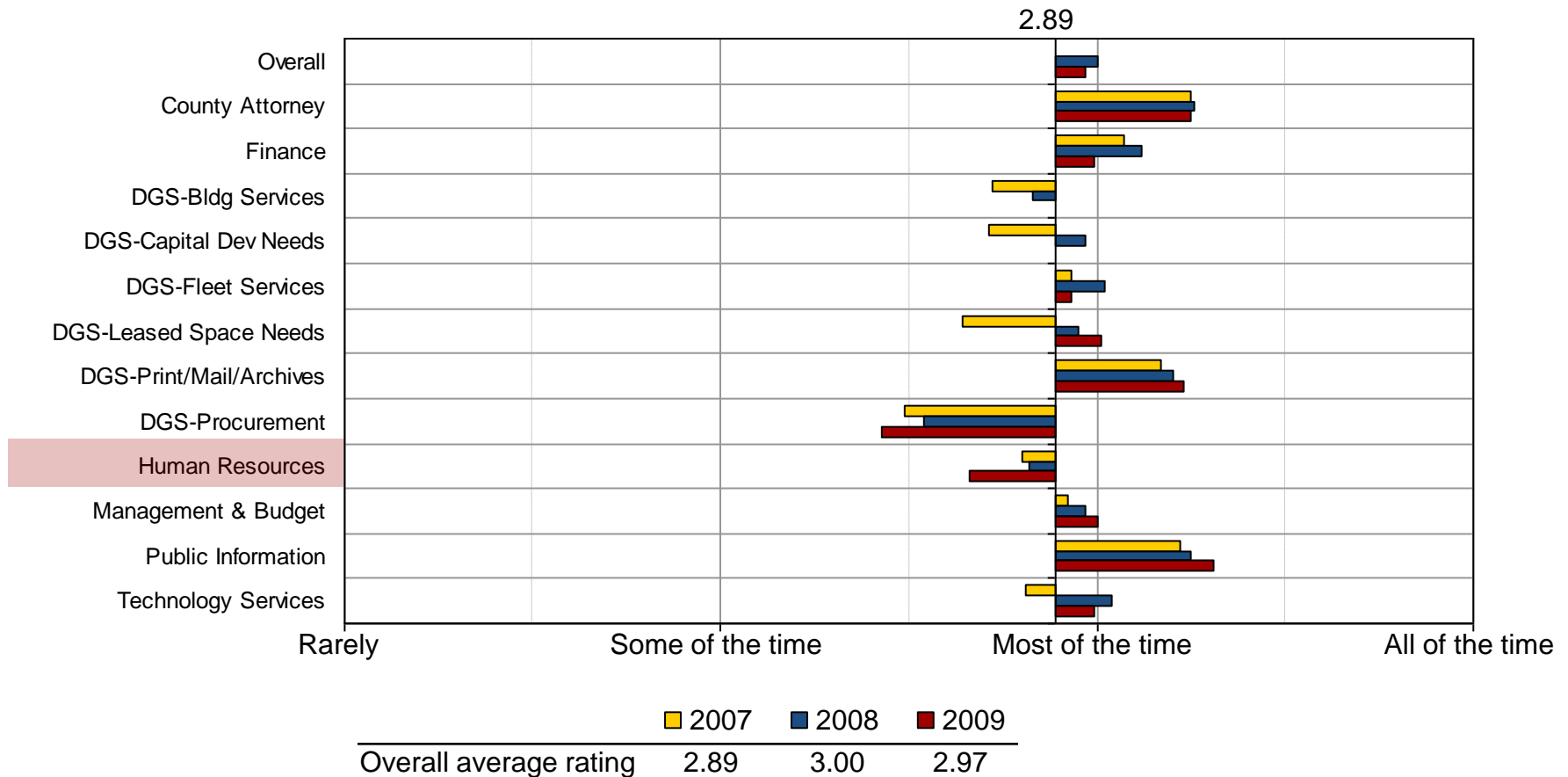# Quantitative Data Analysis:
Overall Ratings – Success Rate

2.88

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	

Rarely   Some of the time   Most of the time   All of the time

■ 2007   ■ 2008   ■ 2009

Overall average rating	2.88	2.97	2.95

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

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

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Quantitative Data Analysis:
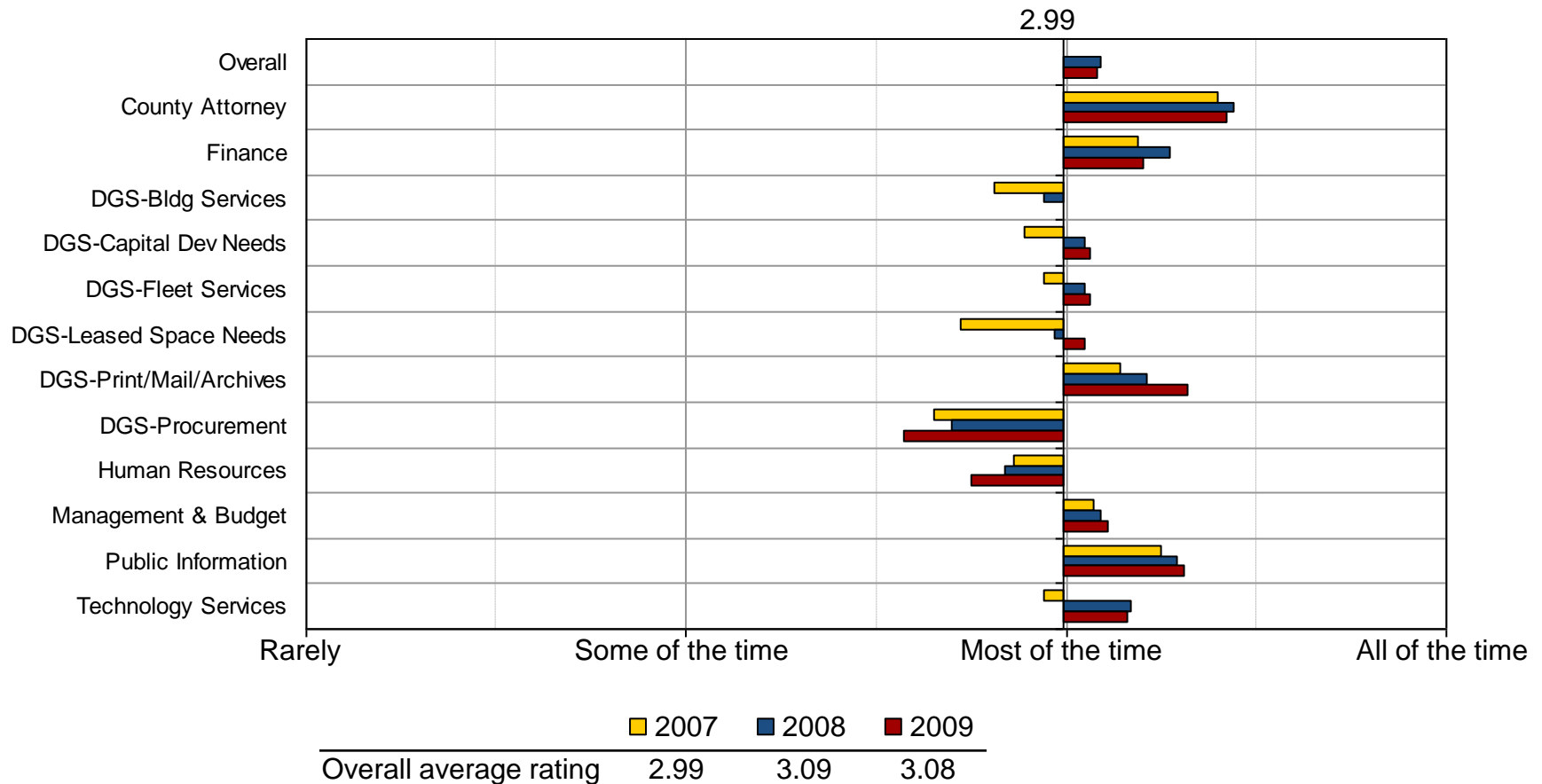# Personnel Ratings – Communication

2.89

	2007	2008	2009
Overall average rating	2.89	3.00	2.97

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

X-axis: Rarely — Some of the time — Most of the time — All of the time

Legend: ■ 2007 ■ 2008 ■ 2009

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

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

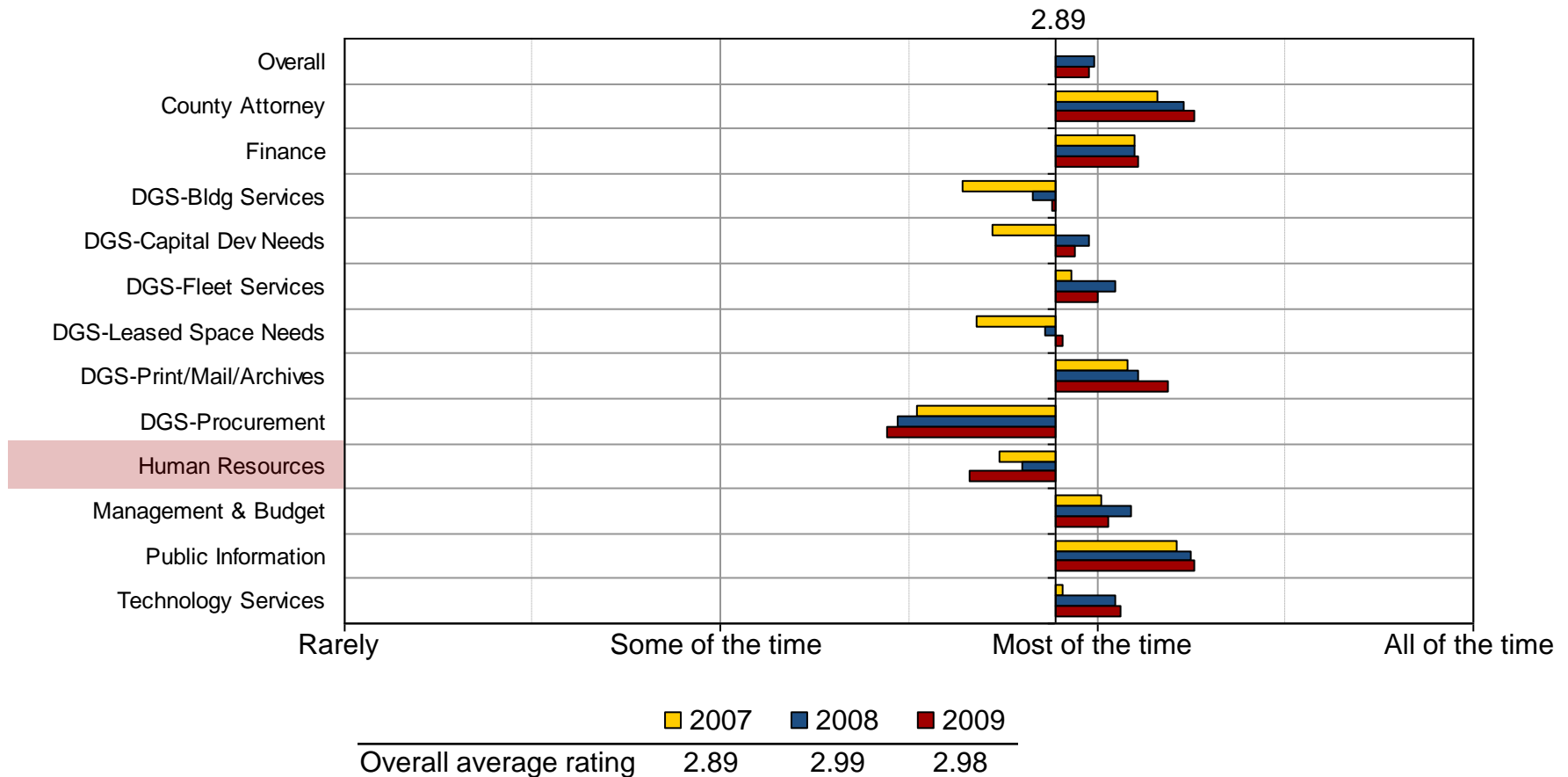CountyStat

Quantitative Data Analysis:
Personnel Ratings – Professional Knowledge

2.99

	2007	2008	2009
Overall average rating	2.99	3.09	3.08

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 — Some of the time — Most of the time — All of the time

Legend: ■ 2007 ■ 2008 ■ 2009

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

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

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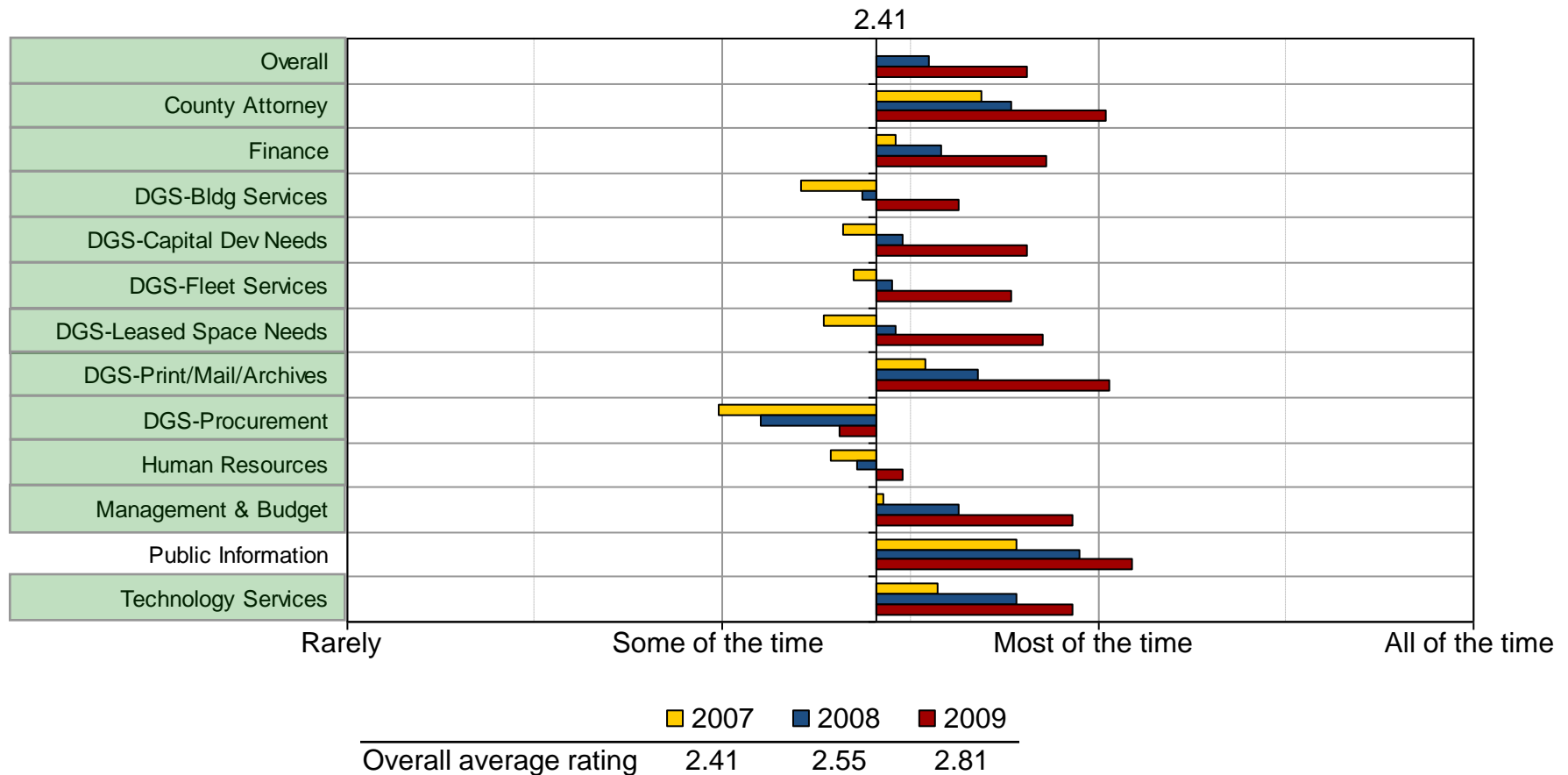# Quantitative Data Analysis:
Personnel Ratings – Availability

2.8

	2007	2008	2009
Overall average rating	2.80	2.87	2.91
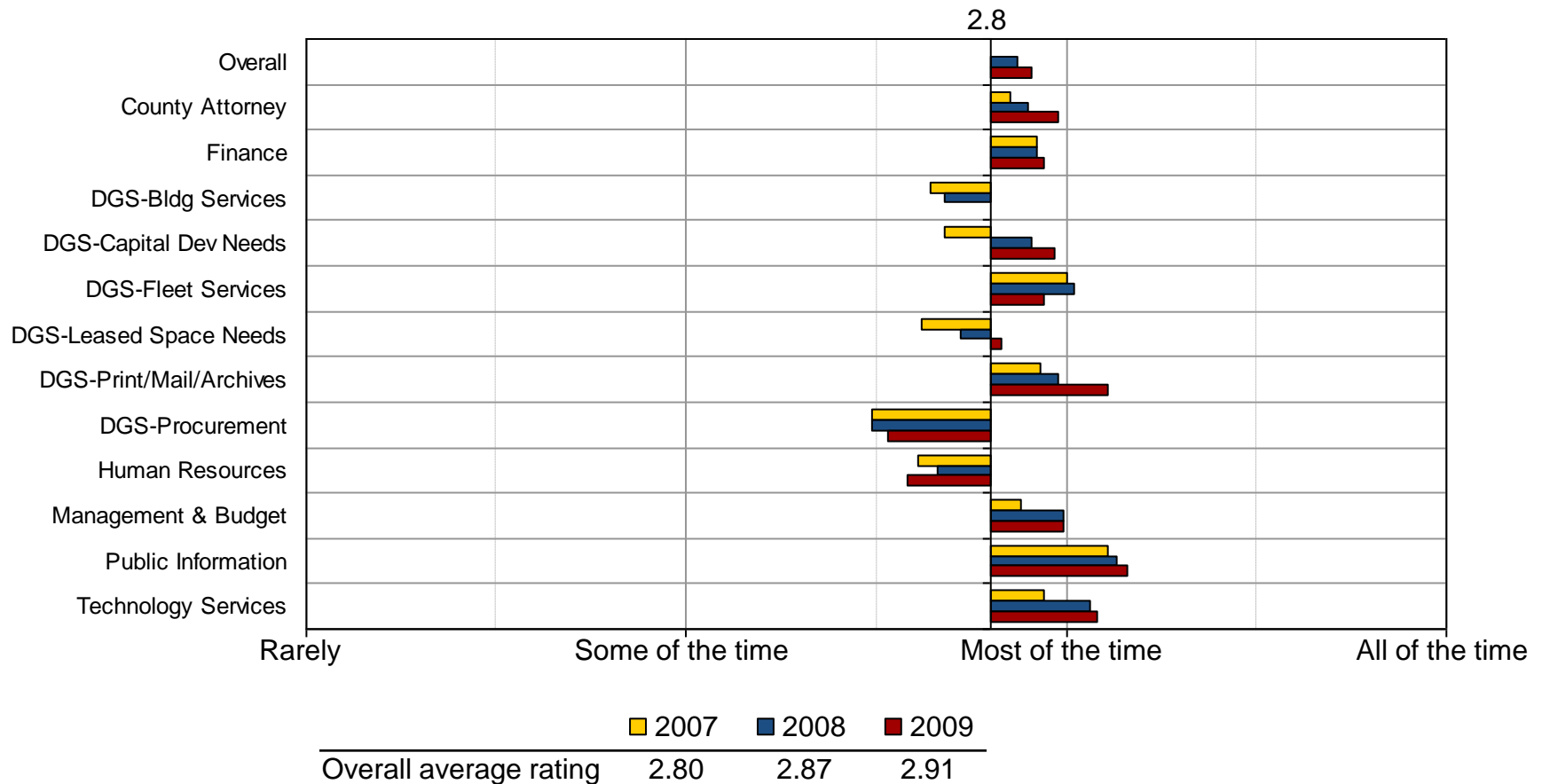
Availability: Rate how often your first attempt to reach Department staff was successful.

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

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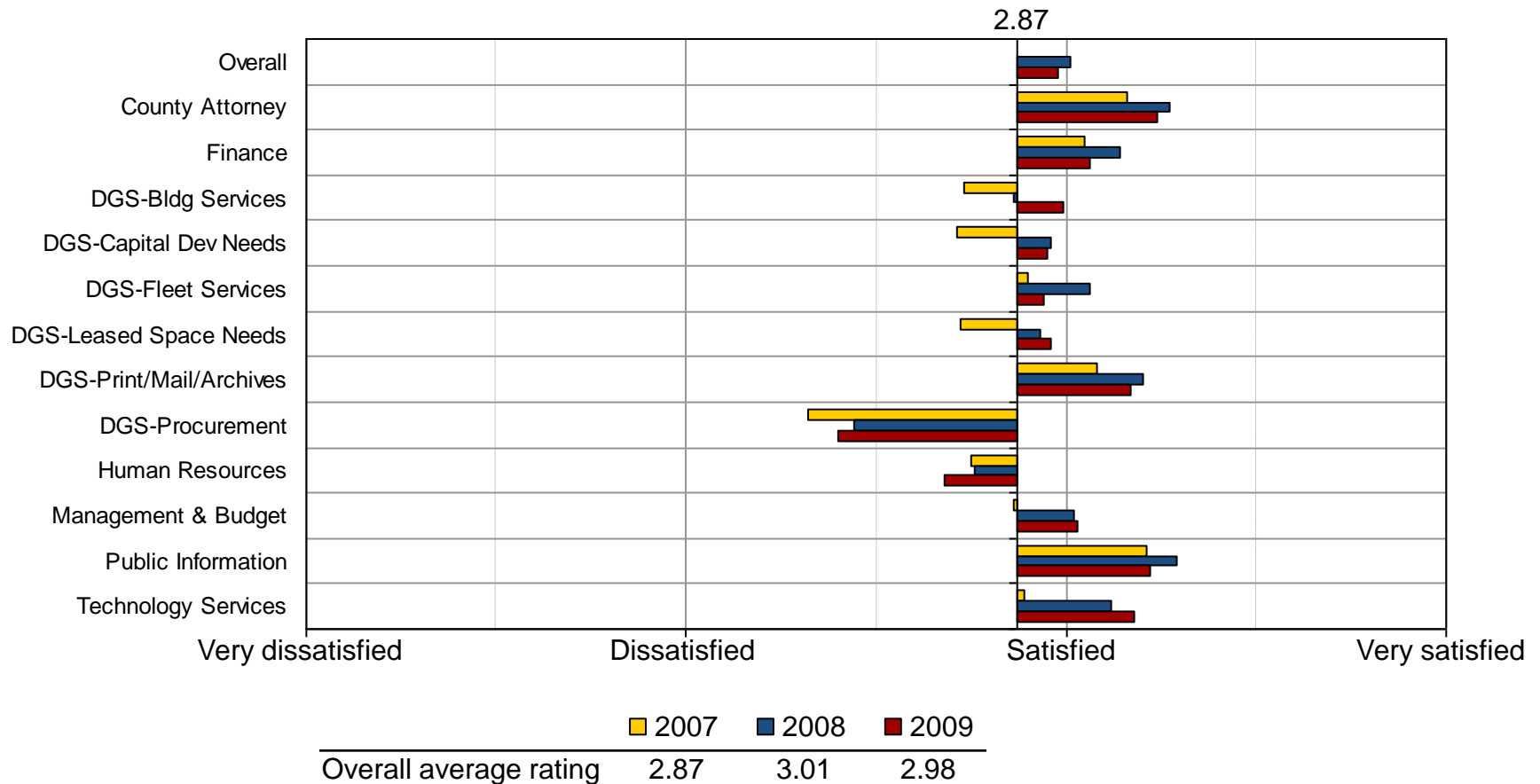# Quantitative Data Analysis:
Personnel Ratings – Responsiveness

2.89

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

X-axis: Rarely — Some of the time — Most of the time — All of the time

Legend: ■ 2007 ■ 2008 ■ 2009

Overall average rating	2.89	2.99	2.98

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

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

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Quantitative Data Analysis:
Personnel Ratings – Initiative

2.41

Department	Rarely	Some of the time	Most of the time	All of the time
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				

■ 2007   ■ 2008   ■ 2009

Overall average rating	2.41	2.55	2.81

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

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

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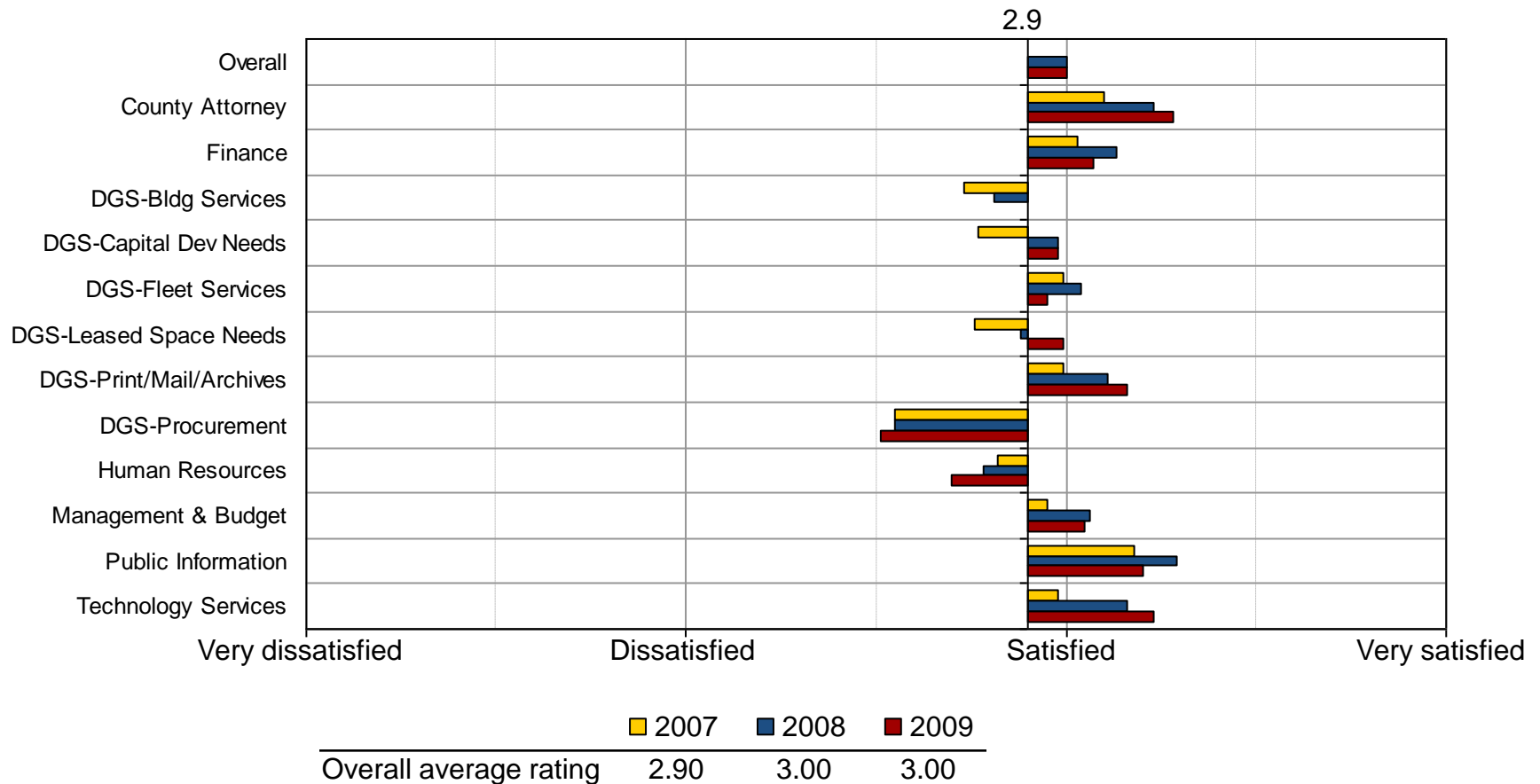# Quantitative Data Analysis:
Process Ratings – Process

2.87

	Very dissatisfied	Dissatisfied	Satisfied	Very satisfied
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				

■ 2007   ■ 2008   ■ 2009

	2007	2008	2009
Overall average rating	2.87	3.01	2.98

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

Departments showing largest improvements from 2007 ratings

Departments showing declines from 2007 ratings

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Quantitative Data Analysis:
Process Ratings – Guidance and Assistance
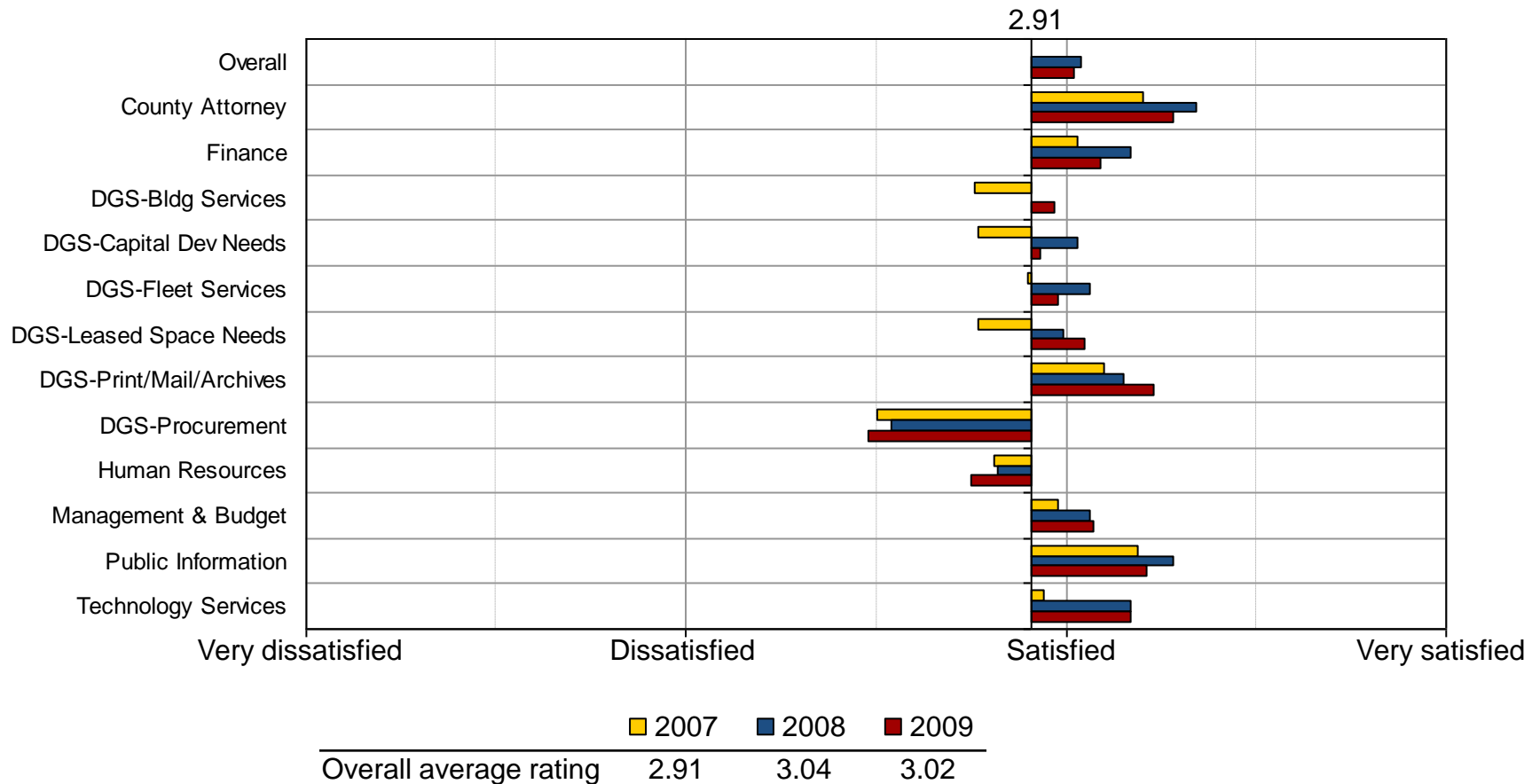
Guidance and Assistance: Rate your satisfaction with the guidance and assistance provided for the process(es).

	2007	2008	2009
Overall average rating	2.91	3.04	3.02

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

Quantitative Data Analysis:
Process Ratings – Timeliness
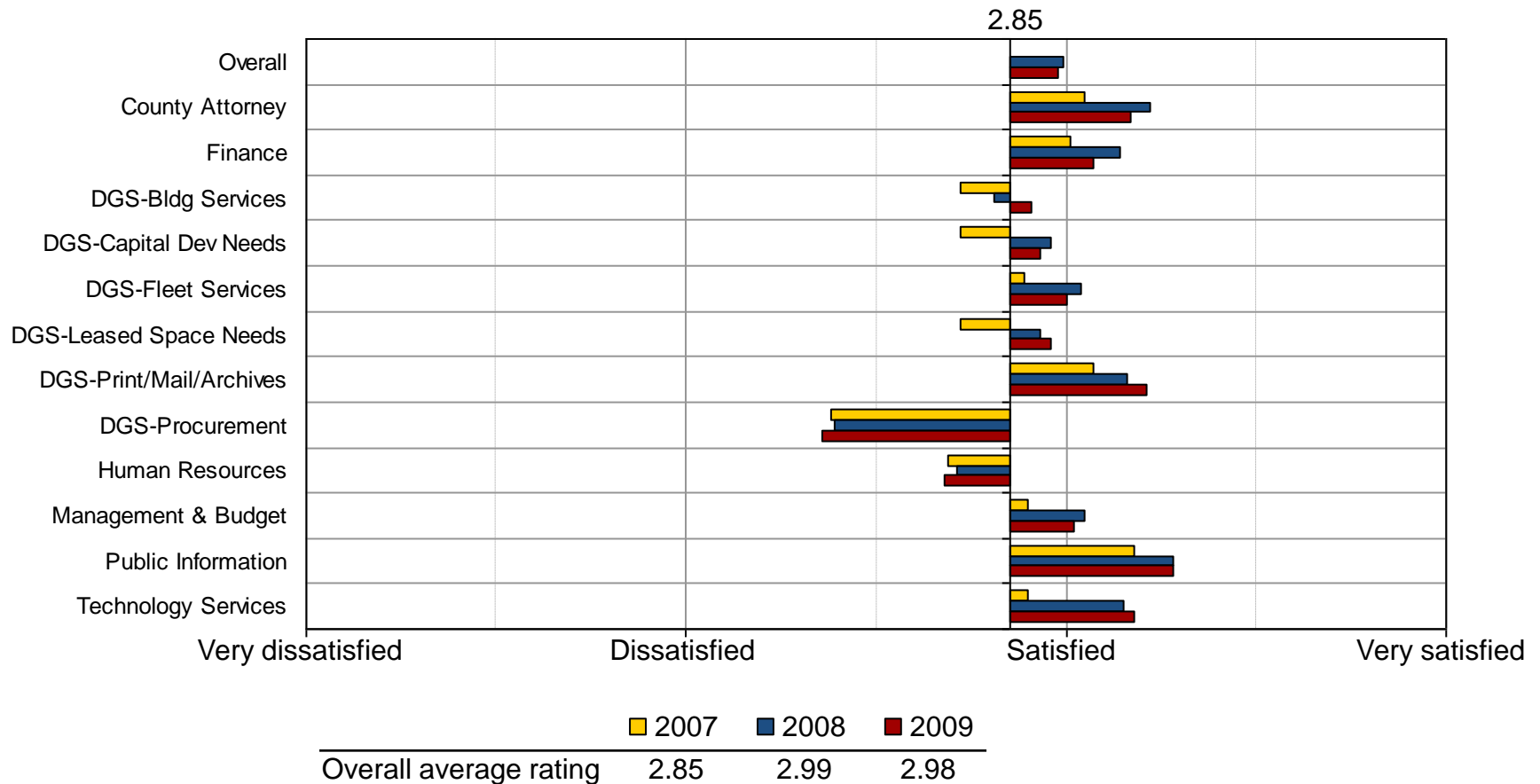
	2007	2008	2009
Overall average rating	2.85	2.99	2.98

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

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

Quantitative Data Analysis:
Process Ratings – Information

2.9

| | Very dissatisfied | Dissatisfied | Satisfied | Very satisfied |

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

■ 2007   ■ 2008   ■ 2009

	2007	2008	2009
Overall average rating	2.90	3.00	3.00

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

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

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Quantitative Data Analysis:
Process Ratings – Innovation
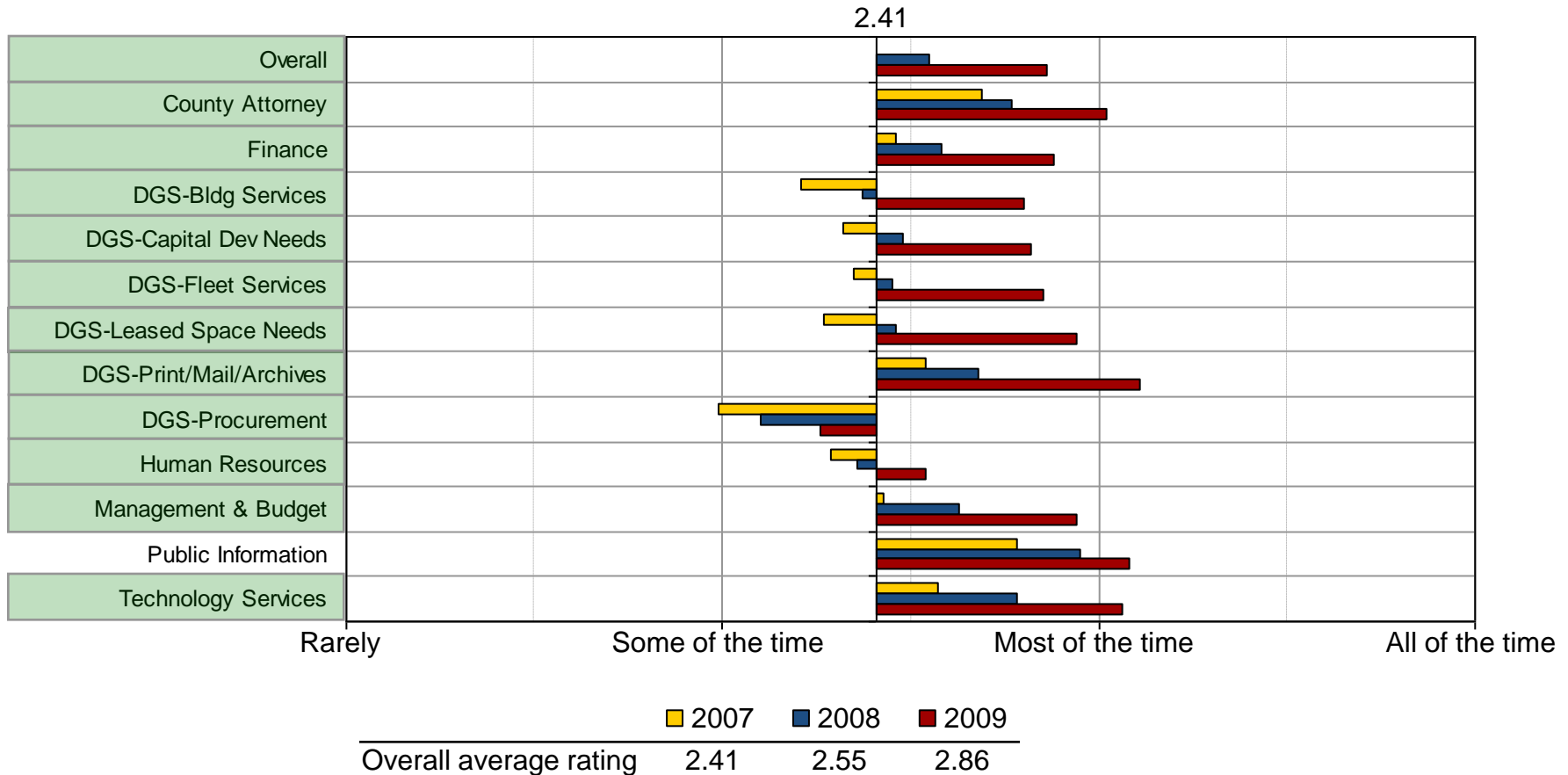
	2007	2008	2009
Overall average rating	2.41	2.55	2.86

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

Departments showing statistically significant improvements from 2008

Departments showing statistically significant declines from 2008

Quantitative Data Analysis:
Department Ratings: County Attorney

3.1

	2007	2008	2009
Overall average rating	3.10	3.20	3.20
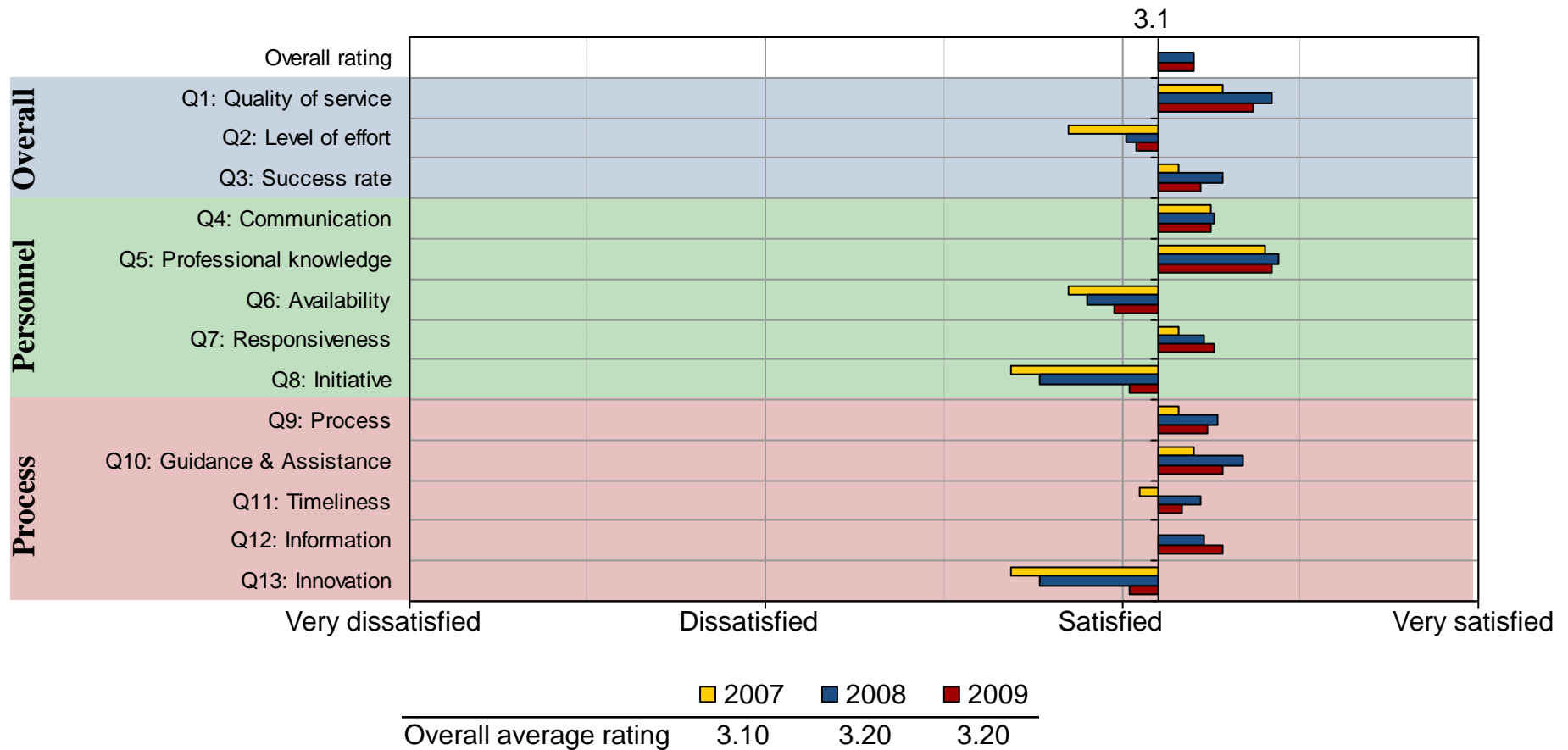
Discussion: County Attorney

- **What changes did you implement to positively impact your County employee customer service?**
  - We have not implemented any major changes.
  - We continue to emphasize the importance of understanding the legal needs and mission of our constituent agencies.
  - Attorneys are expected to understand and empathize with the clients.
  - Performance plans reflect this goal, and feedback is sought from our internal "customers".
  - We place high importance on training; our self-insurance litigation division works hard on offering training to various departments.
  - We also place importance on meeting deadlines and this too is reflected in performance evaluations.
  - We try to nurture an organization culture that places high value on client satisfaction to the end that the client would want to retain the office as its legal counsel.

- **Where did you have the most success?**
  - We try to remain proactive by looking for ways to improve processes. For example, the Finance and Procurement Division recently revised the grant approval process, which resulted in a 1-2 day turnaround for OCA approval on grant contracts.

Discussion: County Attorney

- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - Seek client feedback as part of employee performance evaluations.

- **Where will you focus your attention over the next year?**
  - We are currently down 10% of our attorney workforce. Given the likely budget constraints, I hope to maintain the Office's status quo.
  - It will be important for attorneys to communicate with clients to provide those clients with realistic expectations with respect to service delivery.

Quantitative Data Analysis:
Department Ratings: Finance
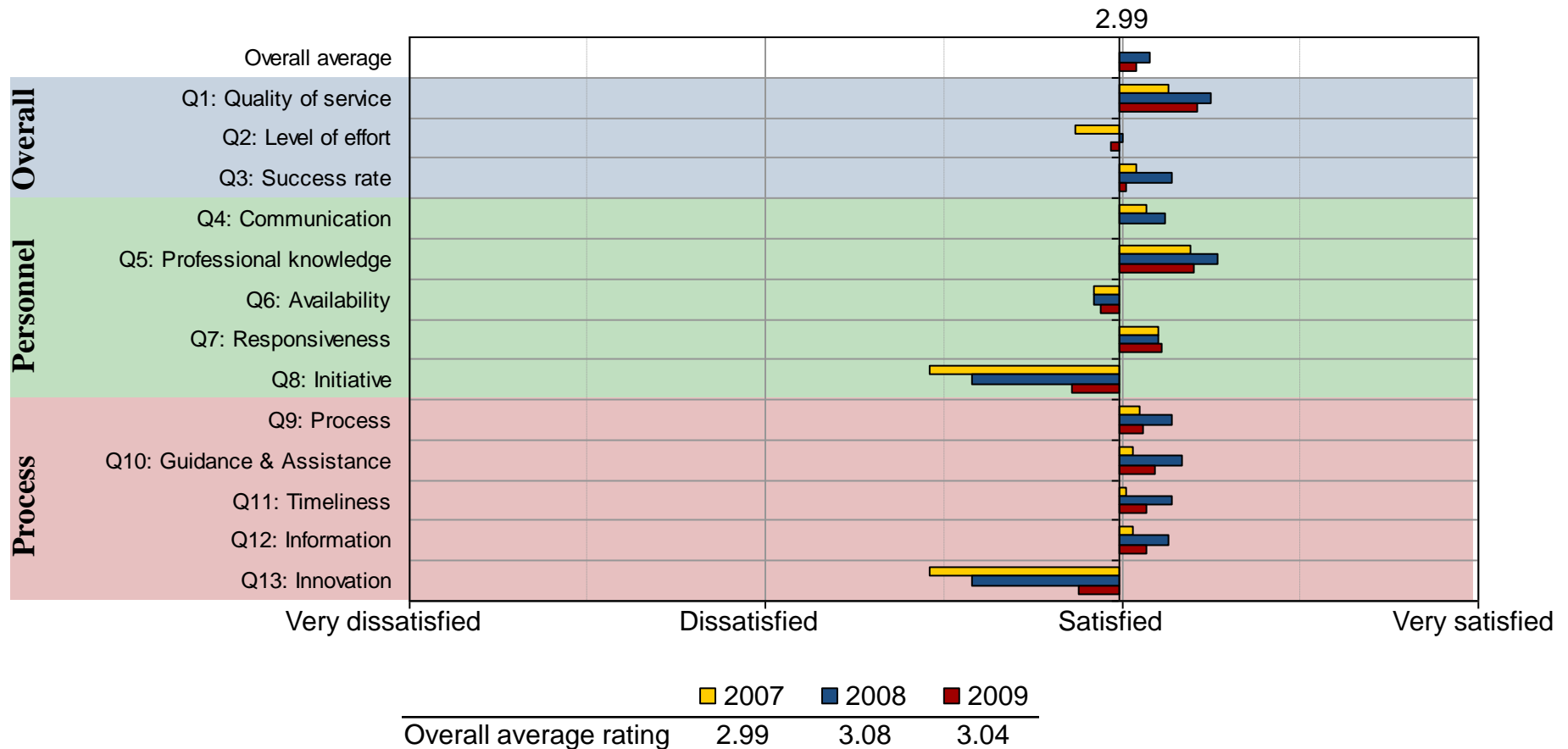
The decline from 2008 to 2009 seen in Q3: Success rate is statistically significant.

	2007	2008	2009
Overall average rating	2.99	3.08	3.04

Discussion: Finance

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

  Department-wide:
  - Department meetings that stressed the importance of improving customer service to both internal and external users. A clear message was explicitly conveyed to staff of the importance of strong customer service and ownership of issues.
  - Implemented internal Tech Mod debriefings to share information in order to better meet customer needs by ERP and by home operations.
  - Held celebrations for staff to help build team spirit throughout the Department and to improve and maintain morale, which is expected to improve customer service.
  - At the annual Department-wide meeting, employees received kudos from the Director, who read selected thank you letters she received to show appreciation for superb customer service that went "above and beyond" normal expectations.

  MCtime
  - Implemented formal lessons learned debriefings led by Change Management with certain departments, including issuance of reports on required improvements.
  - Held retreat for MCtime and Payroll staff resulting in improved morale within the unit and improved communication skills between internal staff and end users.
  - Expanded and enhanced the delivery methods for trainings presented to depts.
  - Instituted formal biweekly debriefings with MCtime and Payroll staff to share information in order to better meet customer needs.
  - Conducted a formal survey among internal staff, reporting back with suggestions and comments.

Discussion: Finance

- **Where did you have the most success?**
    - Debriefing sessions resulted in specific targeted improvements in customer service and communications.
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
    - Department-wide Meeting: Opportunity for direct communication from director to employees on priorities and to reinforce the importance of providing great customer service by publicly acknowledging employees who received expressions of appreciation from internal and external customers.
    - Staff Retreat
        - Improves morale and builds team spirit.
        - Formally survey internal staff and report back with suggestions/comments.
    - Formal lessons learned debriefing sessions with customers.
- **Where will you focus your attention over the next year?**
    - Main focus will be on effectively implementing the new Countywide ERP financial system by emphasizing to staff the importance of setting an example in communications and trainings and providing support and assistance to employees in departments throughout the County in learning the new system. Finance employees are expected to have an "all hands on deck" mentality over the next year to help County employees learn and feel comfortable with the new Oracle system.

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Quantitative Data Analysis:
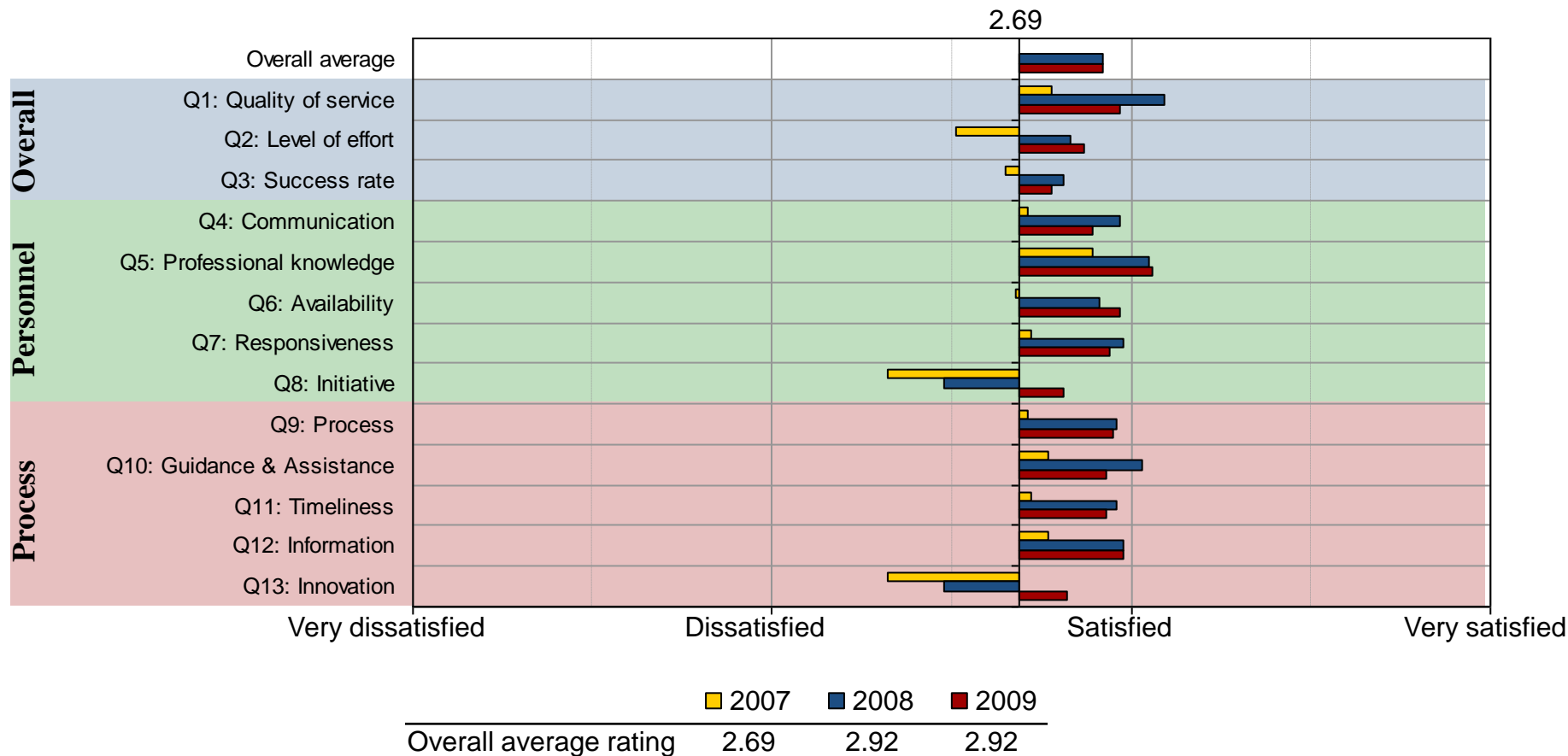# Department Ratings: DGS - Building Services

	2007	2008	2009
Overall average rating	2.67	2.81	2.88
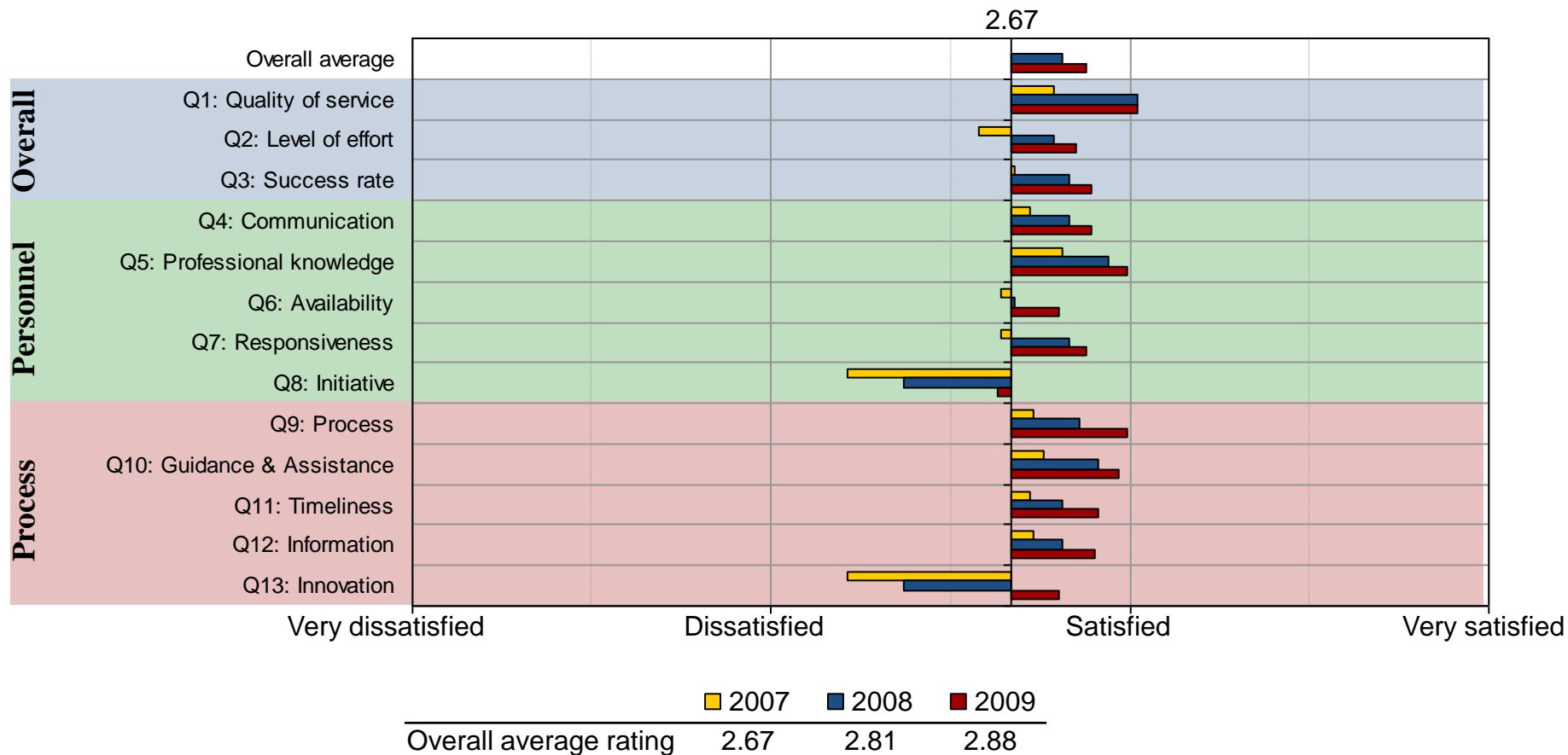
DGS-Building Services saw statistically significant improvements on every question from 2007 to 2009.

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Quantitative Data Analysis:
Department Ratings: DGS – Capital Development Needs

2.69

	Very dissatisfied — Dissatisfied — Satisfied — Very satisfied
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

Legend: ■ 2007 ■ 2008 ■ 2009

	2007	2008	2009
Overall average rating	2.69	2.92	2.92

DGS-Capital Development Needs saw statistically significant improvements in their overall average from 2007 to 2009.

Quantitative Data Analysis:
Department Ratings: DGS – Fleet Services

Overall average rating: 2007: 2.88, 2008: 3.00, 2009: 2.96
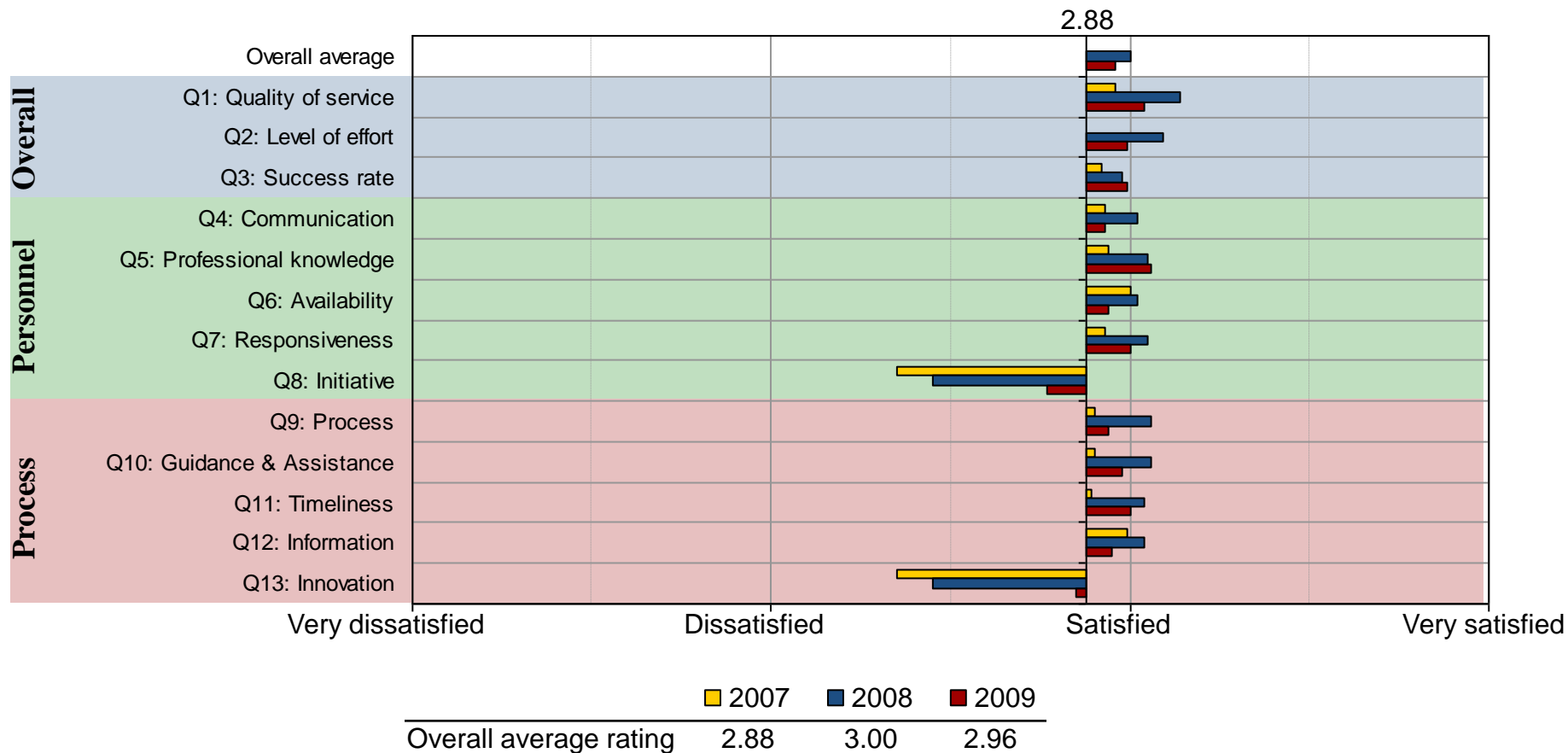
Quantitative Data Analysis:
Department Ratings: DGS – Leased Space Needs

	2007	2008	2009
Overall average rating	2.66	2.87	2.96
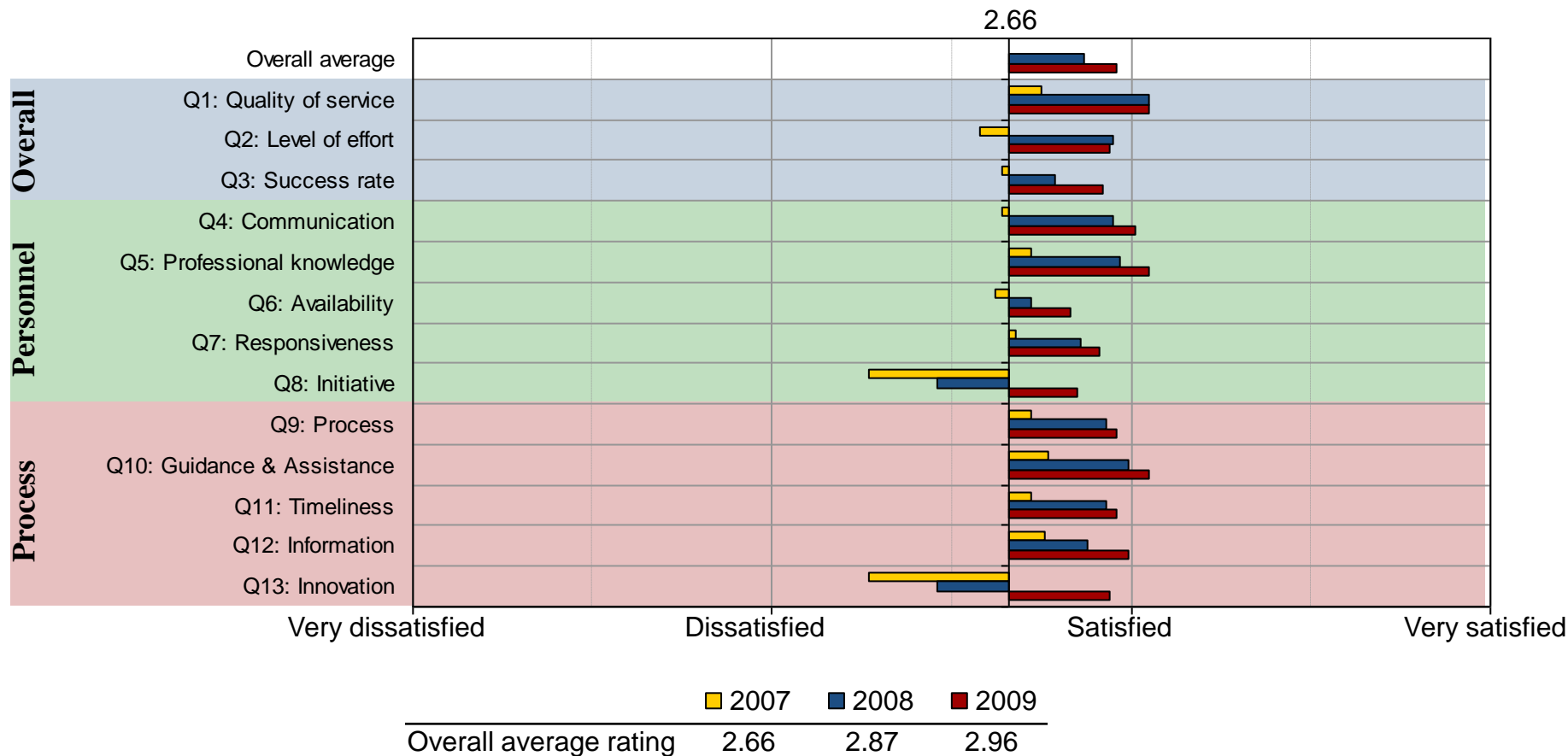
DGS-Leased Space saw statistically significant improvements on every question from 2007 to 2009.
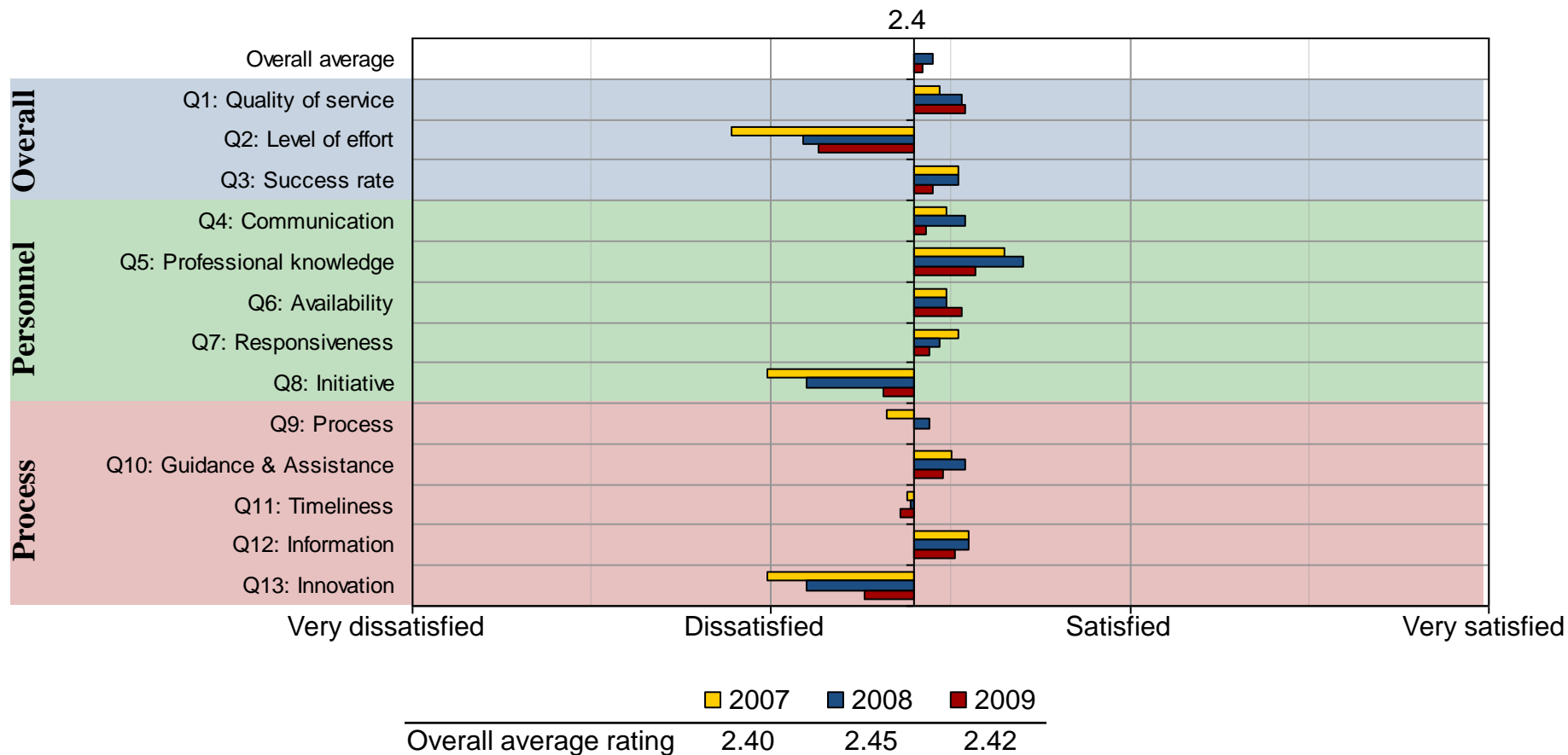
Quantitative Data Analysis:
Department Ratings: DGS – Print / Mail / Archives

3.05

	2007	2008	2009
Overall average rating	3.05	3.14	3.20
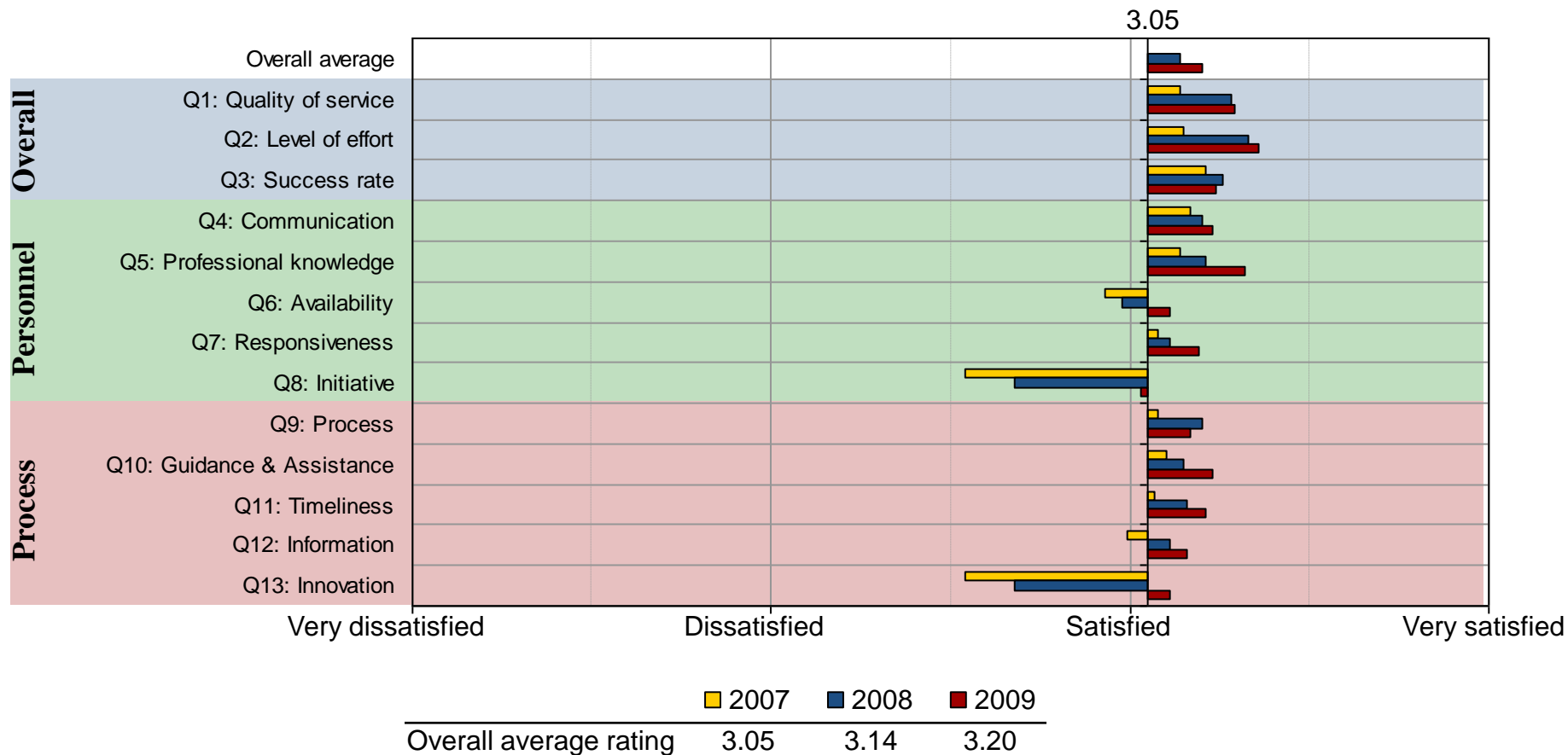
DGS-Print/Mail/Archives saw statistically significant improvements in their overall average from 2007 to 2009.

Quantitative Data Analysis:
Department Ratings: DGS – Procurement

	2007	2008	2009
Overall average rating	2.40	2.45	2.42

DGS-Procurement has the lowest overall average rating of the service areas surveyed.

Discussion: Department of General Services

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

  Building Design and Construction
  - Altered the skill-set composition of the Division using existing vacancies
    - Three capital project managers with project management/architectural experience.
    - A civil engineer to upgrade our SWM/WSSC interactions and prevent delay.
    - A Senior Contracts Manager to better facilitate the administration of contracts.
    - An expert scheduler and estimator to better direct projects toward timely and cost effective project delivery.

  Fleet
  - Established more personal contact and improved communications between the TES Equipment Services Coordinator and the Transit Services Section Chief.
  - Attended meetings with bus operators and shop stewards to give the personnel that use the buses on a daily basis a venue to address any concerns that they have with the maintenance and cleaning of the transit buses.
  - Began performing lot counts at 7:00 am and 4:00 pm - critical times for Transit Services to meet service demands. All parties now have the information that identifies buses on the lot and ready for service. The result is less missed trips.
  - Implemented a refurbish / PM program on the County's leaf collection equipment that has supplied all needed pieces of leafing equipment 100% of the time.
  - Improved our transit preventive maintenance procedures, yielding a reduction in service interruptions, road calls, and tows from 2008 to 2009. Changed some services to seasonal instead of mileage-based to avoid heavy summer workloads.

Discussion: Department of General Services

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

  Procurement
  - Created and conducted departmental-specific training for HHS contract monitors and management team.
  - Operations meets bi-weekly with DTS and Tech Mod to keep ahead of any issues, discuss priorities, and review lessons learned from completed projects
  - Operations meets Quarterly with MCFRS to review outstanding items and discuss any critical or unusual procurements coming in the next quarter, etc.
  - We increased delegated use of direct purchase authority for contract administrators for identified requirements contracts via contract amendment or in new replacement solicitation language
  - We created and conducted internal training for newly hired Procurement Operations staff, since budget constraints limited external training.
  - Implementation of solicitation schedule agreements with customer departments prior to developing a solicitation that outline Procurement and department responsibilities and agreed-upon delivery dates

  Facilities Maintenance
  - Developed written Service Level Agreements (SLA) with customer base
  - Provided bi-annual "one-on-one" meetings with key customers
  - Disclosed budget and strategic plans to program management
  - Provided 6 hours formal class room training for all DFM staff on customer service requirements – August 2009

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Discussion: Department of General Services

- **Where did you have the most success?**

  Building Design and Construction
  - The neighborhood project website has received acclaim and widespread endorsement. This very effective communication tool enables the public to access the project information for any DGS project through the county website.
  - The DGS partnering initiative with WSSC, intended to streamline the approval process, identify mutually beneficial goals, and prevent project delays.

  Fleet
  - By collaborating and partnering with other departments, DFMS is able to better meet our customers' transportation needs.
  - The additional lot counts have been successful. Many times Transit Services will call asking for buses, and we can provide them with specific numbers.

  Procurement
  - Regular meetings with key departments and internal training for new staff.
  - Obtaining customer feedback after each formal solicitation to gauge service improvements or identify deficiencies.

  Facilities Maintenance
  - Partnering with customer during strategic planning sessions in developing SLA with budget numbers supporting their programs/services - June 2009.
  - Developing written policies and procedures

Discussion: Department of General Services

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

  <u>Building Design and Construction</u>
  - We believe our website is a transparent and effective way to communicate that could be a model for other organizations.
  - We also believe our planning and POR preparation is an effective, collegial, and responsible way to initiate projects.

  <u>Fleet</u>
  - Working to collaborate and partner with other departments to keep communications open and resolve any issues.

  <u>Procurement</u>
  - Since so many County departments are plagued with limited resources and new staff not familiar with County processes, other departments may also benefit from creating and conducting their own internal staff training to share and exchange knowledge, when external training is not budgeted or feasible. Procurement has developed some primers to assist departments in procurement training.

  <u>Facilities Maintenance</u>
  - Develop departmental SLA with measurements
  - Develop written policies and procedures
  - Provide opportunities to talk "face-to-face" about services pros and cons

Discussion: Department of General Services

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

  <u>Building Design and Construction</u>
  - DGS/BDC is implementing an REOI process to prequalify construction contractors followed, at the appropriate time, by issuing an IFB only to those prequalified contractors. This will allow time to select a pool of well-qualified bidders concurrent with design, thereby limiting contract award to low bid with the resulting effect of shortening the project schedule.
  - We will also implement a new task order contract for small construction that will enhance quality and timeliness.
  - Much like our WSSC initiative we plan similar efforts with DPS, PEPCO, and Park and Planning, all intended to shorten approval durations and improve project delivery.

  <u>Fleet</u>
  - Meeting our customers transportation needs while reducing the fleet size.
  - The EMOC TES shop will be focusing on improving the PM process and reducing the backlog.
  - We will continue to focus on improving our preventive maintenance policies and procedures.
  - We will focus on ways to save money as our internal customers face budget shortfalls.

Discussion: Department of General Services

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

  Procurement

  - Training for Contract Administrators on procurement regulation changes, scheduled for implementation in April 2010
  - Revisiting of processes and templates (Regulations and ERP) and training curriculum.
  - Continued Operations staff training including buyer certification focus (staff hired in May of FY08, eligible to sit for exam in the next year).
  - With training and certification, increased signing authority for newer operations staff.
  - Delegating to departments execution of POs against existing contracts, a function Procurement staff still performs that adds no value. ERP will permit monitoring to ensure that compliance is maintained.
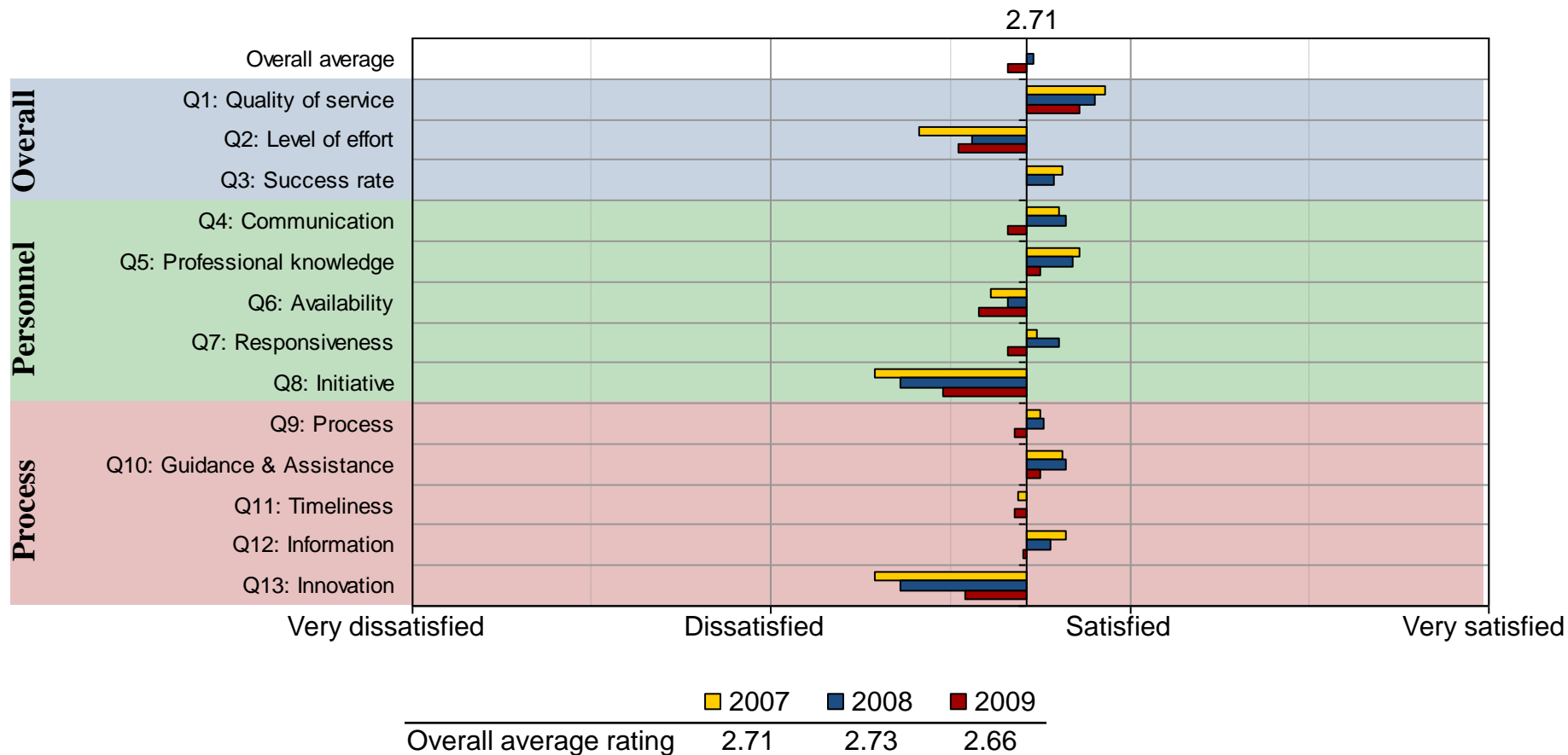
  Facilities Maintenance

  - Improving SLA
  - Maintain "face-to-face" planning sessions with key customers

Quantitative Data Analysis:
Department Ratings: Human Resources

	Overall average rating	2007	2008	2009
		2.71	2.73	2.66

The Office of Human Resources had declines from 2008 to 2009 in all questions except Q8: Initiative and Q13: Innovation. Declines in Q4 and Q7 were statistically significant.

Discussion: Office of Human Resources

- **What changes did you implement to positively impact your County employee customer service?**
  - Last summer OHR revised its strategic plan and reaffirmed its Core Values and Mission Statement and created several cross functional groups charged with evaluating and improving customer service and communication.
  - In September, we opened a new UpCounty Office of Human Resources Training Facility including a training room to accommodate 70 individuals and a computer training lab which accommodates 18 students
  - Successfully managed a major reduction in force
  - Improved open enrollment communication
    - Changed the presentation format
    - Developed worksheet to allow employees to value the standard vs. High Option prescription drug plans
    - Improved web access to open enrollment data
    - Began changing OHR website/resource page to make it more user friendly
- **Where did you have the most success?**
  - Improved communications to employees about their benefit programs
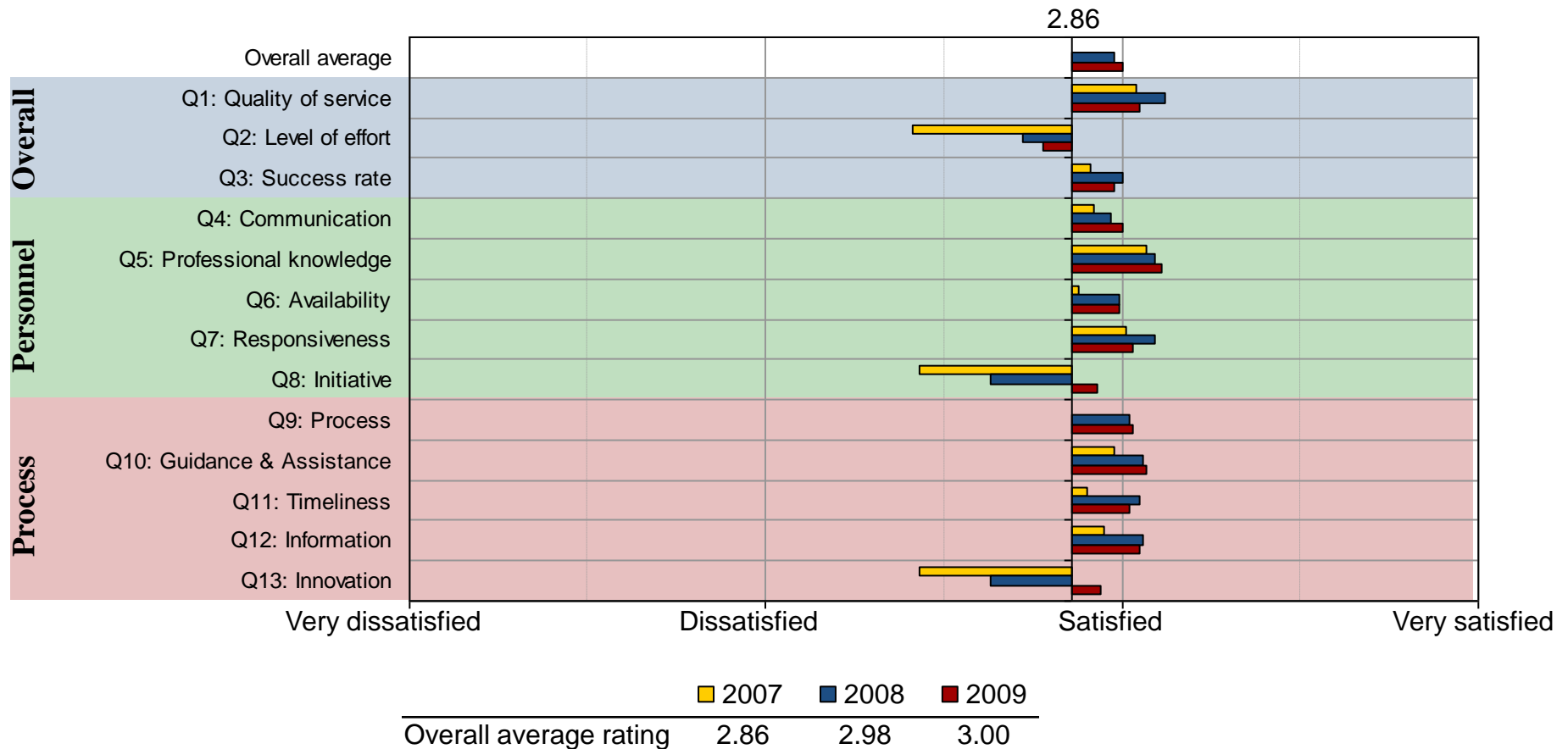 - Successfully got three unions to agree to wage concessions

Discussion: Office of Human Resources

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

- **Where will you focus your attention over the next year?**
  - Communications – continue to work on improving the OHR website and Resource library
  - Leverage MC311 capabilities to better manage/measure responsiveness to customers
  - We would like to explore with County Stat the feasibility of expanding the MLS survey to separate out OHR units (see the DGS model). That would allow us to get a better feel for where our customers have concerns.
  - We propose an OHR specific survey and/or series of focus groups so that we can drill down on concerns
  - OHR will partner with MCGEO, OMB and County Stat under the Rewarding Excellence/Gainsharing program to implement front line employee process improvement innovative ideas that generate documented savings and subsequently will provide employees with modest reward

Quantitative Data Analysis:
Department Ratings: Management and Budget

2.86

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   Dissatisfied   Satisfied   Very satisfied

■ 2007   ■ 2008   ■ 2009

	2007	2008	2009
Overall average rating	2.86	2.98	3.00

OMB saw statistically significant improvements in their overall average from 2007 to 2009.

CountyStat

Discussion: Office of Management and Budget

- **What changes did you implement to positively impact your County employee customer service?**
  - Conducted annual budget "Good, Bad & Ugly" (GBU) meetings with departments to identify what worked well and what could be improved.
  - Provided early notification of likely budget deadlines for dept planning purposes
  - Provided early notification of CIP budget constraints and restrictions on number of new projects to be submitted
  - Established use of OPGBGT and CIPBGT e-mail addresses to help departments easily recognize, sort, etc. budget-related e-mails
  - Conducted department training to increase understanding/avoid errors related to personnel tracking; FFI Review and MARC setting; CIP Concepts and Systems; Quarterly forecasting; BPREP
  - Improved coordination with partner departments including CountyStat on performance measure database; Finance on process changes related to ERP implementation including budget controls, encumbrances, transfers, and chargebacks; and Procurement on a streamlined encumbrance liquidation process that identified savings of over $12 million in FY09.
  - Developed a new template for County grant applications to enhance OCE, OMB and OCE review of departmental grant applications.
  - Provided enhancements to IT systems to streamline submissions, provide more focused information, and reduce errors and duplicate data entry.

Discussion: Office of Management and Budget

- **Where did you have the most success?**
  - New quarterly analysis template and training
    - Saved department and OMB time
    - Reduced errors
    - Allowed departments and OMB to focus on most important analysis
  - Culture of early communication fostered
  - GBU sessions – Departments feel invested
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - Formally solicit customer feedback, consider potential changes as a result, develop and communicate responses to that feedback.
  - Publicize intended customer service improvements.
  - Train customers to understand why and how the processes work
  - Involve IT staff in the business processes
- **Where will you focus your attention over the next year?**
  - Successful ERP planning and implementation
    - Affects future operations of all depts
    - OMB has detailed its 2 IT specialists ½ time due to the priority we are giving this work
  - Continued emphasis on early and frequent dept communication
  - Continued emphasis on staff training
  - Prioritizing high-yield work for OMB and depts due to limited resources

CountyStat

Quantitative Data Analysis:
Department Ratings: Public Information

	2007	2008	2009
Overall average rating	3.16	3.23	3.23
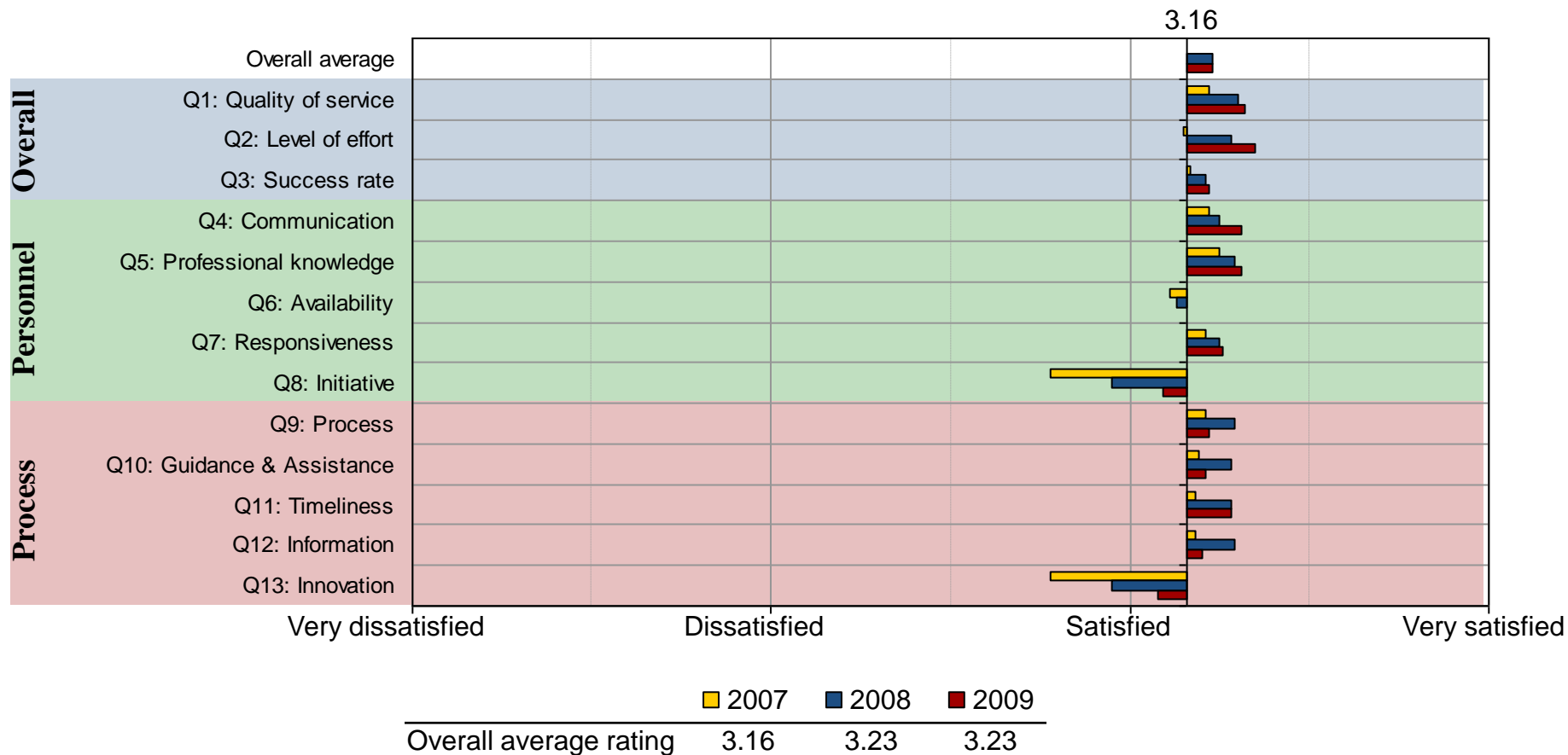
In the 2009 survey, the Public Information Office had the highest overall average rating of the service areas surveyed.

Discussion: Public Information

- **What changes did you implement to positively impact your County employee customer service?**
  - We routinely cross-train employees so that there is always sufficient backup to ensure that work is done in a timely manner.
    - This serves a duel purpose of making individual jobs more interesting for the incumbents, and it limits the need for outside help so that the office can mobilize quickly and efficiently in response to routine and extraordinary service needs.
    - For example, the office's dependence on Montgomery Community Television for video production crews was fraught with the problems of young and inexperienced contract staff with high turnover rates. This office trained its internal staff to take on those duties, and productions are now smoother with better control of costs.
- **Where did you have the most success?**
  - In maintaining a staff that routinely works to its maximum potential, is committed to the County Executive's mission, and is always willing to do what it takes to get the job done, even with the tightest deadlines.
  - Individuals in the various positions work closely together so that services are seamless and successful.
  - Good communications are key to this, and weekly staff meetings are held to ensure that everyone is on the same page in understanding the office's responsibilities, the Executive's priorities and what each individual is expected to contribute to the various projects and events in the coming week.
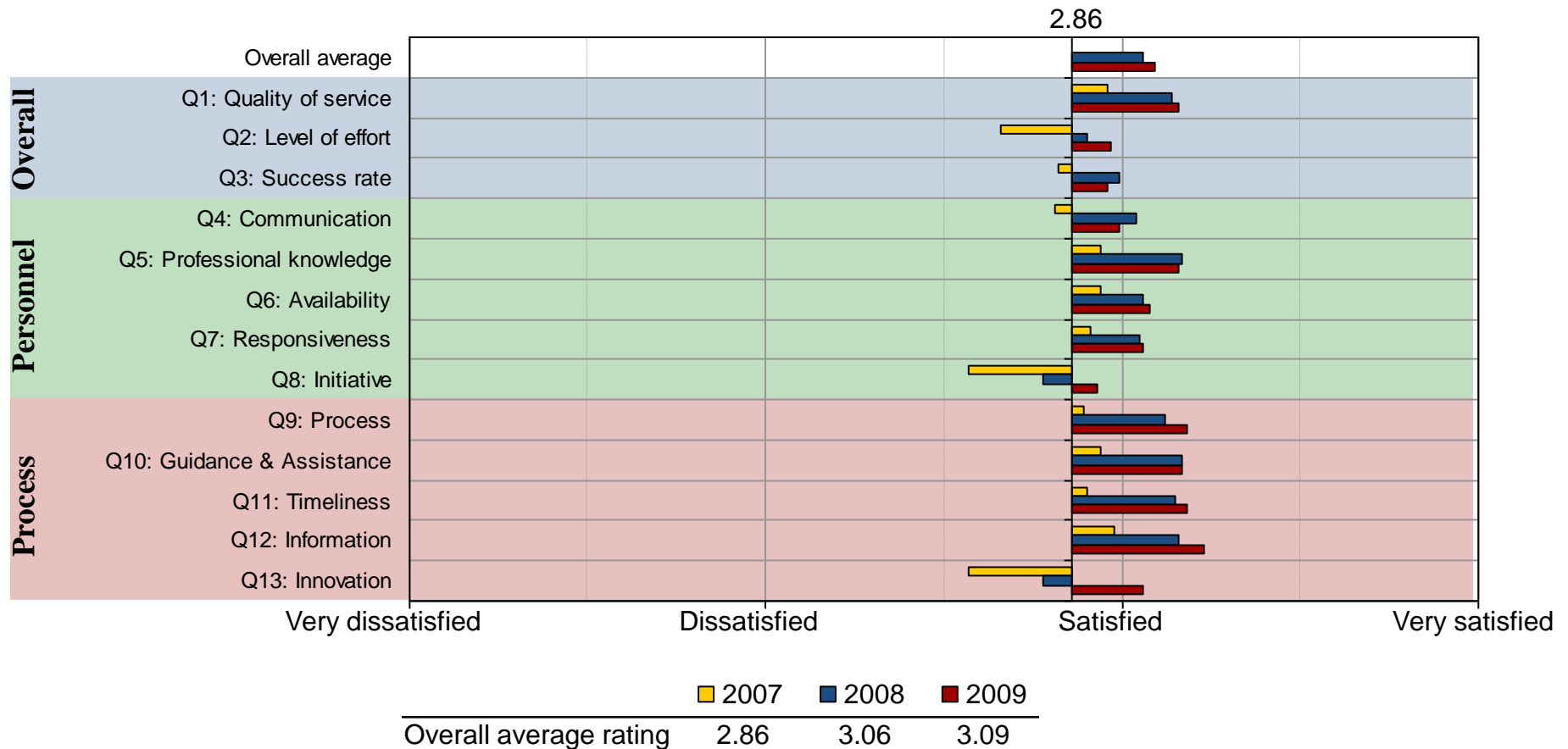
Discussion: Public Information

- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
    - Clear communications with staff about Executive priorities and what is expected of each position in a department to meet the goals.
    - Cross training will become even more critical throughout government to ensure that work is completed, despite staff cuts and vacancies.

- **Where will you focus your attention over the next year?**
    - Finding ways to maintain efficiency and effectiveness in an environment where resources are even more limited.

CountyStat

Quantitative Data Analysis:
Department Ratings: Technology Services

2.86

	Very dissatisfied	Dissatisfied	Satisfied	Very satisfied
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			

■ 2007   ■ 2008   ■ 2009

	2007	2008	2009
Overall average rating	2.86	3.06	3.09

DTS saw statistically significant improvements on every question from 2007 to 2009.

Discussion: Department of Technology Services

- **What changes did you implement to positively impact your County employee customer service?**
  - Proactive communications and active participation in business processes
  - Driving to consistent highest service levels possible despite fiscal issues
  - Integral participation in key projects / departmental IT initiatives
  - Continued development of IT resources

- **Where did you have the most success?**
  - Integration of DTS resources in key departmental initiatives
  - Process assessment improvements and information visibility
  - Innovative solutions where priorities were identified
  - Delivery of multiple technology strategies

Discussion: Department of Technology Services

- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - Support standardization and enterprise "think"
  - Early inclusion of DTS expertise on technology initiatives
  - Proactive business process collaboration exchanges
  - Adopt formal project management methodologies
  - Support shared service solutions

- **Where will you focus your attention over the next year?**
  - Maintain the enterprise vision for solutions and support
  - Integrating sustaining support for new technology
  - Review DTS support organization to maximize efficiencies
  - Emphasize communications to focus on priorities
  - Manage expectations through service level agreements
  - Maintain focus on completing current/priority initiatives

Wrap-up

- **Confirmation of follow-up items**

- **Time frame for next meeting**

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.

CountyStat