

Department Follow-Ups from 1/14/2014 Internal Customer Survey Meeting:

The following list reflects the formal follow-ups identified either by the narrative your department provided prior to our meeting or through the discussion at the meeting.

Of note are some interesting ideas and practices that were expressed that you may want to consider in addition to what is listed below:

- *Sharing the survey results with your management teams and others as appropriate*
- *Making customer service an integral part of your managers' and staff's individual performance plans and reviews*
- *Utilizing a neutral, objective facilitator/mediator when meeting with departments that rated yours low to promote more thoughtful and honest dialogue*
- *Many people identified communications as a priority – can there be a coordinated effort?*

OCA:

- Continue working with HHS

FIN:

- Communications: Engage the specific departments who gave FIN low ratings to ensure that they understand customer needs and implementation timelines better and that Finance is communicating its expectations in a more clear and consistent manner as well.
- Address the Risk Management-related comments with the division chief
 - Improve the collision process

OMB:

- Still working on the analysts' relationships with departments
- OMB Director wants to visit the departments that rated them the lowest
- Looking at ways to simplify processes
- Working with ERP / Oracle to improve Hyperion issues
- Currently developing new system (BASIS 2.0) to replace outdated existing operating budget submission systems, including review items, performance measures (integrated with CountyStat), reports, accomplishments & initiatives, program assignments, net-gross-charges, grants, future fiscal impacts and more. BASIS 2 will be user friendly, mobile, and improve the budget submission process for both Departments and OMB
- OMB will have further development of its eBudget platform including department access for budget packet submissions, quarterly analysis submissions, vehicle requests, administrative procedures, and administrative forms / instructions
- Integration of the Capital budget into the Open Data Online Publication

DTS:

- Meet with departments on a regular basis
- Improve in the area of internal communications, beyond a department's internal IT staff [What about smaller departments that do not have their own IT staff?]
- Conduct a review of DTS's "core services"
- Examine their service metrics (e.g. help desk ticket closure)

PIO:

- Continue weekly internal meetings to closely track graphics and design deadlines
- Hold deeper discussions with departments on their "beats" on their needs and the ways in which PIO can ensure better coverage and support their missions

OHR-Benefits:

- Address existing concerns and negative perceptions regarding use of the MC311 system; these include assessing whether they need a Benefits specialist to be situated within the Call Center, perceptions of decreased levels of customer service, and concerns about staff feeling they need to provide personal information to a Customer Service Representative
- Creation of an online video library to educate employees about Group Insurance and Health Insurance at retirement
- Creation of interactive online assistance to help employees and retirees select appropriate coverage
- Targeted MLS Social Media

OHR-Business Operations and Performance Management (includes Classification and Compensation, Records Management, and Workplace Performance Teams):

- Develop user-friendly technology solutions to do what people currently do manually
- Develop training for Managers to educate them on when to place an employee in LWOP status
- Develop and on-line wage equity and a classification position description/study information technology system
- Continue the business outreach/partnership initiative, highlighting departments that have had a change of Director in 2015
- Survey customers after each classification study
- Ensure that the Compensation Analyst/expert works with HR information technology representatives, ERP and customers to enhance the users' experience

OHR-EEO & Diversity and Labor Relations:

- Increase trainings, including customized trainings, supplemented by computer-based trainings
- Develop a standardized climate survey for the entire organization
- Complete the telework policy
- Undergo general negotiations with MCGEO
- Review training needs as well as a need to assume jurisdiction over certain departmental cases
- Institute a practice of status updates to departments, without reference to specifics in the investigation or compromising the same in order to increase communication
- Will conduct training for union representative on EEO laws/policies to minimize non-EEO related issues that are referred to this office by the union or self-initiated by employees

OHR-Recruitment and Selection:

- Work with the Chief Innovation Officer to identify and implement process improvements as part of the “Talent Acquisition Development Initiative”
- Partner with Classification and Compensation to conduct a Class Specification review of the Minimum Qualifications of all Montgomery County Government occupational classes, and potentially replace iRecruitment with a different system
- Will pilot a system to remind resume raters of what needs to be done at specific intervals
- Creating a background investigation policy

OHR-Training and Organizational Development:

- Seeking additional contractor funding to reinstate a Management Development Program curriculum including New Manager Orientation, Transition from Staff to Management, Advanced Leadership eLearning, and Executive Development Program as part of County-wide succession planning and knowledge management initiative
- Exploring use of eLearning technology for mandatory OHR refresher training programs
- Enhancing Training dashboard to show staff names who have not completed training and continue to train stakeholders how to access employee training compliance records
- Continue to meet with departments on a bi-monthly basis to discuss training needs, succession planning, and knowledge management to enhance employee performance

OHR-Change Management:

- Survey all Oracle users including HR liaisons, Administrative Service Coordinators, Financials, Hyperion, HCM, Management Leadership Service to understand what is working well and what can be improved upon
- Resume focus group sessions with HR liaisons and Administrative Service Coordinators on suggestions to improve Oracle trainings and communications
- Create videos, communications and training materials in DTS led Office 365 implementation
- Lead Change Management efforts in Active Net registration implementation for Parks/Planning, CUPF and Recreation (July 1, 2015 go live)

DGS (All Divisions)

- Division Chiefs are meeting with the departments that rated them the lowest and returning summaries of their findings to Beryl Feinberg by 2/13/2015

DGS-Building Services:

- Improving their communication with their customers is their stated #1 priority
- Oracle-based work order system coming online in 2015 (results from pilot program with REC coming soon)
- Close the reporting gap between contractors who do certain work for DGS completing their work and closing it out in our system

DGS-Capital Development

- 1-on-1 meetings with customers regarding their participation and support in the development of their CIP agendas will continue in 2015

DGS-Fleet:

- Have CountyStat review their internal customer service and performance metrics to help identify areas for improvement
- Improve their customer education efforts regarding areas such as replacements and Fleet processes; efforts to include a Fleet-focused newsletter, conducting Department Fleet Coordinator training sessions, updating Fleet intranet page with FAQs and improving reports provided to customers
- Expand Department specific meetings to include senior leadership. Develop Program Scorecards for each Department
- Improve quality and content of quarterly Fleet Coordinator's meetings. Develop post meeting surveys.
- Improve Internal (Fleet) Communications; Develop Fleet "depth chart" for each section

DGS-Leased Space Needs:

- Develop and implement new SOP (inward-facing) and Checklist/User's Guide (for external users); both are currently in draft form

DGS-Print/Mail/Archives:

- Releasing a new web-based ordering system ("Digital StoreFront"); currently in pilot phase, scheduled for a County-wide rollout mid-February 2015; One feature is that the customer must approve the job's cost as part of the order placement process

DGS-Procurement:

- Seek specific feedback from departments that rated them the lowest (focus is on the bottom 30%)
- Work with the Chief Innovation Officer to identify and implement process improvements as part of a planned initiative
- Consider formally surveying our vendors, as the voluntary web-based survey receives limited responses to date
- Initiate topic-specific training with Procurement staff (topics were identified by Procurement operations staff when asked what would help them better assist their customers)