



# Internal Customer Survey Results

ACM Retreat

April 27, 2007

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# Business Development & Procurement Services

- Response Rate: 28% (of 287)
- Sample Population:
  - Advantage Users
  - Contract Administrators
- Highlights
  - The following percentages were based on a rating of 'agree' or 'strongly agree' by respondents in the following areas:
    - Good Faith Effort (GFE) staff are thorough and clear on GFE Compliance process- 89.7%
    - ResourceLINK Team is courteous, knowledgeable & helpful- 88.7%
    - Procurement Personnel are courteous, knowledgeable & helpful- 80.6%
    - The list of Minority Owned Businesses are provided in a timely manner- 80.6%
    - Satisfied with buyers who process procurements over \$25K, formal solicitations- 75.4%
    - Satisfied with buyers who process procurements under \$25K, informal solicitations- 63.6%
    - Respondents are happier with the requisition turn around time compared to the turn around time last year- 64.8%

# Business Development & Procurement Services Continued

## ■ Highlights Continued

- The following percentages were based on rating of 'agree' or 'strongly agree' by respondents in the following areas:
  - Procurements requiring Council approval are processed efficiently & timely- 63.4%
  - Formal bids (25K or greater) are processed efficiently and timely- 62.9%
  - Response to phone & e-mail communication is prompt- 53.9%
  - Master Agreements are set-up with ample information- 53.3%
  - Master Agreements are renewed in a timely manner- 52.6%
  - Purchase orders are received in a timely manner after a requisition has been approved- 55.1%
- Several staff members were mentioned by name as being very helpful and providing excellent customer service

# Business Development & Procurement Services Continued

## ■ Strategies for Improvement

- Conduct Internal Customer Service Training
- BDPS will conduct a “Back to the Basics, Understanding the Requests and Procurement Process” to all AMS Advantage users; procurement training will include the
  - Different types of solicitation
  - What constitutes a complete specification
  - Who’s responsible for each phase of the request & procurement process
  - Life of a solicitation
  - How to enter a “processable” requisition
  - Master Agreement- what is it and how it works
  - How to enter successful Delivery Order from a Master Agreement
  - Goods & Services and Payment Mechanisms

# Business Development & Procurement Services Continued

## ■ Strategies for Improvement Continued

- Installed dual-line phones in high call areas to ensure more calls are answered and fewer calls go to voicemail
- During the implementation of the Advantage Financial upgrade, the printing of PO's & DO's was previously restricted to BDPS; this functionality is now being made available to all departments to print on-site
- Developed reports that will assist buyers to:
  - Efficiently monitor master agreements
  - Efficiently process requisitions
  - Monitor & track projects
- Re-evaluating core business processes to identify additional reports that could assist buyers to track, process, and report on projects; including tracking the life of solicitations and master agreements and designing a report that will assist departments to better identify goods on master agreements

# Communications & Information Services

- Response Rate: 5.26% (421/8,000)
- Sampled Population:
  - All City personnel with an e-mail address
- Highlights:
  - 85% said Help Desk weekday hours of operation are adequate
  - 71% of respondents stated that CIS's managed projects exceeded or met expectations
  - 67% are familiar with AD 2-33 – Acceptable Use of City Provided E-mail & Internet Services Policy

# Communications & Information Services (continued)

## Highlights (continued):

- 61% are 'satisfied' or 'very satisfied' with CIS Help Desk services
- 61% of respondents were 'satisfied' or 'very satisfied' with CIS Help Desk services overall
- 55% utilized CIS Help Desk for computer help
- 53% of respondents felt their managed projects were 'ahead of time' or 'a little late'
- 47% rated CIS Help Desk Technicians as very knowledgeable
- 45% of respondents said that their managed projects were 'under budget' or 'within budget'

# Communications & Information Services Continued

## ■ Strategies for Improvement

- Conduct focus group meetings with departments to identify opportunities to shift more PC help inquiries away from co-workers to the central PC Help Desk (x1234).
- Work with HR to expand the offers of online, computer-based and self-study training instruments to include the use of instructor led training courses for developing effective PC software usage skills through City University.
- Concentrate more efforts toward developing IT Security Awareness communication that promotes key messages for safeguarding computer information (i.e., effective password management, computer viruses, SPAM and Spyware); and IT administrative directives and policies.

# Civil Service

- Response Rate: 12% (963/8,000)
- Sampled Population:
  - All City personnel with an e-mail address
- Highlights
  - 88% of respondents review job announcements; 60% (3 out of 5) review items every posting; 96% find the format easy to understand

# Civil Service Continued

## ■ Highlights Continued

- The following percentages are based on a rating of 'good' or 'excellent' by respondents in the following areas:
  - Experience in taking Civil Service Exam (i.e. courteous staff, clarity of directions, convenience of location, notice of post test status)- 80%
  - Police/Fire Candidate Orientation (i.e. knowledge of staff, clarity of presentation, response to questions)- 75.6%
  - Individual service received from a particular staff member throughout the application process- 72%
  - Overall services- 67%
  - Service provided to applicants (i.e. ease of submitting application, response to questions, feedback on the status of application)- 65%

# Civil Service Continued

## ■ Highlights Continued

- The following percentages are based on a rating of 'good' or 'excellent' by respondents in the following areas:
  - Departmental support in processing requests to fill positions- 61%
  - Satisfaction with the list of candidates provided for consideration- 60%

# Civil Service Continued

## ■ Strategies for Improvement

### □ Applicant Services

- Transition from a paper-based to a web-based employment application process via the NEOGOV workforce management system, which will provide quicker response to applicants on their status – Begin the pilot test system on April 16, 2007; this will continue through the month of May
- A standardized telephone response policy will be developed that covers voicemail, phone etiquette, call protocol and a ‘lessons learned’ bank for training purposes
- Customer service feedback surveys will be available to customers who visit the office, take an examination or participate in a hearing process

# Civil Service Continued

- Strategies for Improvement continued
  - Department Support: Filling Positions
    - Transition to the web-based NEOGOV workforce management system to speed up the provision of candidates to hiring authorities
    - Satisfaction with candidates provided to the departments will be monitored based on the following questions:
      - Were there enough candidates to choose from?
        - Do the minimum qualifications still meet the requirements necessary to do the job?
        - What type of interview process does the department use to vet applicants?
        - Are there special techniques needed to recruit hard-to-fill jobs?

# Civil Service Continued

## ■ Strategies for Improvement Continued

### □ Various Stages of Development

- Promotional process booklet – explains the steps in test construction and administration for uniform promotional candidates & provides a feedback survey for participants
- Train staff on 5S (Six Sigma) Visual Workplace organization methodology



# Equipment & Building Services

- Response Rate: 24.3% (123/507)
- Sampled Population:
  - All departmental coordinators and liaisons (i.e. department fuel coordinators, fleet coordinators, recycling coordinators, etc.)
  - All department directors
  - 10% of e-mail addresses in GroupWise/Outlook

# Equipment & Building Services Continued

## ■ Highlights

- The following percentages are based on a rating of 'good' or 'excellent' (not 'poor' or 'fair') for 'overall satisfaction' in the following service areas:
  - Equipment Rental- 94%
  - Security Services- 85%
  - Fuel Service- 85%
  - Building and Maintenance Repair- 81%
  - Custodial Services- 79%
  - Fleet Asset Management & Make Ready- 70%
  - Fleet Maintenance- 66%
  - Fleet Paint & Body- 53%

# Equipment & Building Services Continued

## ■ Strategies for Improvement

### □ Fleet Paint & Body

- Paint and body work is privatized (performed by contract vendors)
  - Additional vendors were authorized by Council in August 2006 which will improve turn around time
- City has one staff estimator that coordinates the service and is required to provide a City estimate before the work is able to begin by the vendor
  - An availability schedule will be established for the EBS estimator to indicate specific times he will be available to provide estimates
  - EBS will identify other means of obtaining the City estimate before the work is passed to the vendor when staff estimator is not available

# Equipment & Building Services Continued

## ■ Strategies for Improvement Continued

### □ Fleet Maintenance

- Customer service representatives are being placed at each fleet maintenance facility to serve as a liaison and enhance communication between customers and mechanics
  - Strategy was included in FY 2006-07 budget – 4 of 6 positions have been filled to date

### □ All Services

- EBS is implementing Quality Management System (QMS - ISO 9001) which will lead to service improvements and includes a customer service component
- Identify a mechanism for 'field personnel' participation in future surveys

# Efficiency Team

- Response Rate: 38.4% (40/104)
- Sample Population:
  - 104 total customers
  - City Management, Department Directors, and initiative resources
- Highlights
  - The following percentages are based on a rating of 'agree' or 'strongly agree' by the respondents in the following areas concerning the Efficiency Team:
    - Demonstrated effective communication skills including listening to clients, achieving stakeholder buy-in, and understandable written and verbal communication- 85%
    - Worked well with departmental staff- 85%
    - Understood the situation, issues and project objectives- 83%
    - Met project objectives and expectations- 68%

# Efficiency Team Continued

## ■ Strategies for improvement

- Define, document, and agree upon objectives and customer expectations at start of project
- Conduct formal post-project reviews with customers to understand what went well, what could have been done better, and if anything else needs to be done to meet objectives and customer expectations
- Change format of survey:
  - Remove 'neither agree nor disagree' to force respondents to make a decision
  - 'Don't know' will be kept for respondents without enough information

# Human Resources

- Response Rate: 35.9% (208/580)
- Sampled Population: 580 assistant directors, managers and supervisors for FY 05-06 via e-mail
- Used ICMA data to benchmark:
  - FY 04 ICMA Benchmark of 76% was used to set standard for overall satisfaction service rating
  - HR's goal was to exceed the FY04 ICMA benchmark at a 85% rating
  - HR's actual rating was 71.8%
- Highlights
  - The following percentages are based on rating of 'good' or 'excellent' by respondents in the following areas:
    - Benefits Enrollment Services:
      - Online Services- 85%
      - Benefits Call Center- 83%

# Human Resources Continued

## ■ Highlights Continued

- The following percentages are based on a rating of 'good' or 'excellent' by respondents in the following areas:
  - Benefits Customer Service:
    - City Staff- 83%
    - Call Center- 82%
  - HRIS- 79%
  - Payroll- 75%
  - City University- 74%
  - Risk management/workers compensation- 73%
  - HR Consulting- 71%
  - Performance Management Design & Support Services- 67%
  - Compensation & Classification- 50%
  - Labor Hiring- 47%

# Human Resources Continued

## ■ Strategies for Improvement

### □ Labor Hiring

- Create Succession Planning reports to predict labor hire needs by department
- Conduct on-site meetings with managers/supervisors, document skills needed for each position
- Conduct follow-up meetings with hiring authority to determine retention strategies
- Encourage Managers/supervisors to identify promotional opportunities for employees
- Review Motor Vehicle Records checks and new hire physicals process to ensure vendors are meeting contract requirements

# Human Resources Continued

## ■ Strategies for Improvement Continued

### □ Compensation & Classification

- Conduct focus group meetings of departments hiring authorities to identify concerns of the current process
- Improve information on website about services provided; how to go about requesting service
- Evaluate ¼ of the classification titles citywide
  - Develop communication plan to explain manager/supervisor role in process
- Reclassification Request order process- provide each hiring authority with an e-mail confirmation receipt for each request submitted to the compensation staff
- Review current practices, consider revising the policies and procedures for best practice (may require a consultant)

# Intergovernmental Services

- Response Rate: 39% (13/33)
- Sample Population
  - All Department Directors
- Highlights
  - The following percentages are based on a rating of 'agree' or 'strongly agree' by respondents in the following areas:
    - Service is prompt- 92%
    - Service met my expectations- 92%
    - Employees are polite- 100%
    - Employees are knowledgeable- 100%
    - Employees are helpful- 100%
    - Department responds to requests in a timely fashion- 92%



# Intergovernmental Services Continued

## ■ Strategies for Improvement

- Explore implementing an online form for submission of legislative proposals
- Increase our grant writing efforts through additional personnel requested in fund development bid for FY07-08

# Office of Environmental Quality

- Response Rate: 35% (15/43)
- Sample Population: Distributed via e-mail
  - Department Directors in EMS
  - Department Environmental Coordinators
- Highlights
  - 100% of respondents stated the service in question was easy to request
  - 93.3% rated their overall experience with OEQ as 'good' or 'excellent'
  - The following percentages are based on a rating of 'agree' or 'strongly agree' by respondents in the following service areas:
    - Prompt service- 73%
    - Met expectations- 86.7%
    - Employees were polite- 86.7%
    - Employees were helpful- 86.7%
    - Employees were knowledgeable- 86.7%

# Office of Environmental Quality

## Continued

### ■ Strategies for Improvement

- Implement a service request tracking process
- Conduct internal cross training amongst staff in OEQ



# Office of Financial Services

- Response Rate: 11.25%
- Sample Population:
  - All Directors
  - All Assistant Directors
  - All Budget Contacts
  - Mayor & Council Office
  - City Auditors Office, City Attorney's Office, & City Secretary's Office

# Office of Financial Services Continued

## ■ Highlights

- The following percentages were based on ratings of 'agree' or 'strongly agree' by respondents in the following areas:
  - Employees were polite— 95%
  - Employees were helpful— 78%
  - Quality of service met their expectations— 67%
  - Employees were knowledgeable— 67%
  - OFS has prompt service— 66%
- 89% of respondents stated it was easy to request the OFS service in question
- 61% of respondents stated their overall experience with OFS service was excellent or good
- 50% of respondents stated OFS responded to their requests on the 'same day', 'target day' or 'next day'

# Office of Financial Services Continued

## ■ Strategies for Improvement

- Offer training to personnel on City budget issues and technical expertise
- Identify ways for personnel recognition through an OFS recognition ceremony

# Strategic Customer Services

- Response Rate: 11.1% (24/216)
- Sample Population:
  - 311 Configuration Managers
  - 311 Program Managers
  - Action Plan Coordinators
  - ICMA Benchmarking Coordinators
  - Performance Measures Contacts
  - CMO, Directors and Assistant Directors

# Strategic Customer Services Continued

## ■ Highlights

- The following percentages are based on a rating of 'agree' or 'strongly agree' in the following areas:
  - Employees were polite- 90.5%
  - Employees were helpful-85.7%
  - Employees were knowledgeable- 85.7%
  - Service was prompt- 80.9%
  - Service met customers expectations- 80.9%
- 94% stated the service in question was easy to request
- 89.5% stated their overall experience with SCS was 'good' or 'excellent'
- 73.7% indicated response time by SCS of 'same day', 'next day' or 'target day'

# Strategic Customer Services Continued

## ■ Strategies for Improvement

- Utilize Market & Communication Team to market the importance of responding internal service surveys
- Plan timing of surveys so that survey results can be utilized in bid development
- Utilize Scranton Software:
  - Increase validity of data-
    - standardize data across departments
    - conduct statistical testing/ random sampling
  - Increase response rate
    - Print
    - Web surveys



# Summary of Overall Findings Across Departments

- Overall customer service rating was good
- Most common deficiency in ratings was response time/cycle time to customers
- Overall low response rate from sample population and un-randomized sample technique

# Next Steps

- Send Results to Department Directors
  - Present to Directors in May 2007
- Send Results to City Employees
  - Utilize the Customer Service Webpage to post:
    - Summary of the Internal Survey results
    - ACM Retreat Briefing
  - Send an announcement to employees that the internal survey results have been posted



# Questions