



CUSTOMER SERVICE ANNUAL REPORT

2017

**Maryland Department of
Budget and Management**

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Customer Service Highlights

Department-Wide

- 100% participation in customer service training among required employees
- 83% overall satisfaction rate with customers' interactions with DBM
- 40 employees celebrated State employment anniversaries this year, including one who has been a State employee for 45 years
- 30 separate employees received positive feedback on customer service survey responses
- Employee recognition picnic allowed employees from all divisions to gather and celebrate what makes DBM great—the amazing people who work here

Central Collection Unit (CCU)

- Implementing a modernization project that will incorporate a new phone/IVR system to handle customer calls more quickly and effectively

Division of Procurement Policy and Administration (DPPA)

- DPPA employee named this year's winner of DBM's Diane Bell Memorial Award

Office of Budget Analysis (OBA)

- Two OBA budget analysts named the co-recipients of National Association of State Budget Officer's George A. Bell Award

Office of Capital Budgeting (OCB)

- Streamlined the capital budget homepage for more intuitive access to information

Office of Personnel Services and Benefits (OPSB)

- "OPSB STARS" recognized both around the office and in the departmental newsletter
- Maryland State jobs social media accounts that can reach up to one million individuals
- New online interactive map makes it easier to understand State government closings
- Wellness program updates empower State employees and retirees to take control of their health
- Statewide Personnel System allows for greatly increased usability of agency human resources, timekeeping, and training systems

Office of the Secretary

- Organized six "road trips" for the Secretary to tour projects and meet with stakeholders
- Responded to 533 constituent correspondences dealing with budget requests, debt collection, and State employment matters

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Employee Recognition Activities and Awards

The Diane Bell Memorial Award



The Diane Bell Memorial Award was established in January 2009 to honor a wonderful member of the DBM family who passed away in September 2008. Diane was well known and respected. This Award honors her memory by recognizing in other DBM employees the qualities that made Diane so exceptional. These qualities of dedication, commitment to excellence, knowledge, hard work, professionalism, and excellent customer service skills are worthy of recognition.

The recipient of the 2016 Diane Bell Memorial Award is Renee Carnes.

Renee has been a State employee for 41 years. She has been with DBM since 2011 and currently works in the State Fleet Administrator's Office. In her nomination, Renee is described as a professional who cares about her job and displays a deep commitment to the people with whom she works. She is friendly and knowledgeable and willing to help anyone at any time. In the absence of her most beloved supervisor, Larry Williams, Renee has stepped in to fill the void and has performed her duties admirably, without problem or complaint. She has juggled many responsibilities and always with a smile. In the nomination, Renee is described as a person who has shown strength, determination, professionalism and dedication. This level of dedication merits recognition and for all of these reasons, Renee is this year's recipient of the Diane Bell Memorial Award for 2016.

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The other nominees were:

- Neil Bergsman, Office of Capital Budgeting
- Nathan Bowen, Office of Budget Analysis
- Jennifer Hine, Office of Personnel Services and Benefits
- Fran Melchior, Office of Personnel Services and Benefits
- Jamie Tomaszewski, Division of Procurement Policy and Administration
- Larry Williams, Division of Procurement Policy and Administration

Recognition must also be given to the members of the award committee, each of whom took the time to review submissions and put forward a nominee. This year, the Committee members were: Tony Fugett (Director of the Central Collection Unit), Mary Meyers (Accountant Supervisor within the Employee Benefits Division, OPSB), and John West (Director of the Division of Finance and Administration).

Each of these individuals volunteered their time to serve on the Committee and we appreciate the time that they took out of their busy schedules to participate in this process.



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OPSB STARS

Since 2004, the Office of Personnel Services and Benefits has had a bulletin board posted outside their executive office on the 6th floor of DBM's Baltimore location at 301 W. Preston Street on which executive personnel share positive feedback that has been received regarding the efforts of specific employees. The individuals named in this feedback are referred to as OPSB STARS, or employees worth of "Special Thanks And Recognition."

When the program began, there was only the one bulletin board, but as some OPSB units began to move to different floors in the building, executive leadership wanted to ensure that all employees could still be recognized on an OPSB STARS board on their floor. This resulted in the addition of two more boards to the Personnel Services Division on the 7th floor and the Shared Services Division on the 5th floor.

Following the announcement of Governor Larry Hogan's Customer Service Initiative, the program has grown exponentially, and it is now rare to see one of the bulletin boards with empty space on it, due to the sheer amount of positive feedback that is received on a regular basis.

DBM attributes this uptick to three major factors. The first is the Customer Service Initiative itself. By reminding State employees of the most important element of their jobs—the "service" part—Governor Hogan has begun to transform the way we approach all interactions with our customers. The required customer service training lesson has played an important role in demonstrating to DBM employees just what that means, and it has become clear that we have embraced that message.

Moreover, since late 2015, we have been incorporating the OPSB STARS recognition into our departmental newsletter by sharing a link to a presentation that displays all the OPSB STARS feedback received over the previous three months. We believe that this practice has encouraged DBM employees to improve their customer service both by reinforcing the recognition already garnered through the use of the bulletin boards in OPSB and by exposing DBM employees outside of OPSB to the recognition that their colleagues are receiving.

Finally, with the launch of the Customer Service Initiative, we have begun sharing the feedback received as part of DBM customer service surveys with the named employees and their supervisors (see the corresponding section below for additional details). Because their work puts them in contact with members of the general public more frequently than other DBM employees, OPSB employees often receive more survey feedback than those in other divisions, and executive personnel at OPSB have begun to add these survey responses to the OPSB STARS boards. This increased awareness of the customer service survey creates a kind of loop that builds on itself as more and more employees see the recognition that their colleagues are receiving, which drives them to want to perform their jobs better in the hopes of being recognized in the same way.

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OPSB executive personnel believe that the OPSB STARs program, combined with the Governor's Customer Service Initiative, has begun to foster a new era of employee recognition, with many employees now asking for copies of these write-ups to be included in their personnel file. Moving forward, DBM will continue to look for novel ideas like this to recognize stellar efforts from our employees and demonstrate the importance of adherence to the true meaning of good customer service in State government.

Below you will find recent photographs of the three OPSB STARs bulletin boards and their locations:

Executive Office 6th Floor



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Personnel Services 7th Floor



Shared Services 5th Floor



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Employee Recognition Picnic



DBM has enjoyed a picnic type event for Employee Appreciation for at least the last 7 years. The location has varied; however, it usually takes place at an outdoor venue. This has also been the time when milestone service awards and the Diane Bell award are presented. Secretary Brinkley recognizes each recipient individually and then presents them with their certificate.

In 2017, the Employee Recognition Picnic was once again held at Patapsco Valley State Park. We were provided with a private area housing two large shelters, two oversized grills, and a nearby beach volleyball court. It was a perfect space to host the DBM employees, family and friends. The weather was picture perfect for the cookout. People were playing badminton, corn hole, volleyball and Family Feud. The two large grills were fired up, cooking hamburgers and hot dogs. The spread of food included two kinds of potato salad, green salad, jars of dill pickles, baked beans, fruit and veggie trays, veggie subs, cookies, cake, cake pops and pie.

Making this all happen takes a dedicated team of people. Special thanks to the picnic planning committee: Jim Fox, Josh Nolet, Shaun O'Brien, Dan Musselman, Lynnetta Johnson, Angela Zachary, Andrea Thomson, Nicole Webb, Glynis Watford and Kim Scott.

Others that contributed: Brent Tracy, Mark Townend and Joe Horvath helped out on the grill. Carole Wollenweber and Barbie Middleton took pictures. Also, special thanks to Betty McGill, Personnel Services Division, who every year, creates the award certificates.

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Years of Service Awards



At the 2017 DBM Employee Recognition Picnic, the following individuals were named, thanked by Secretary Brinkley, and presented with an award commensurate with their years of service in State government.

5 YEAR AWARD

Tyrone Bartee
Nathan Bowen
Diana Calloway
Monique Dames
Philip Engle
Jesse Lawyer
Gay Littlejohn
Cindy Mann
Jennifer Mcilvaine
Nicholas Pepersack
Fiona Shirk
Geraldine Stanton-Brown

10 YEAR AWARD

Shantwan Davis
Patricia Hawkins
Suzette Johnson
James Kopp

Charla Ligrant
Kathleen Pulkett
Robin Sabatini
Kathrine Thomson
Anne Timmons
Delphine Tucker-Mbah
M'Salla Wilks
Michael Zoran

15 YEAR AWARD

Ravi Behl
Cynthia Boyd
Francine Cook
Karin Dennis
Cheryl Hill
Nicki Richardson
Terrence Thompson
Virginia Tribbitt

20 YEAR AWARD

Kimberly Ey

25 YEAR AWARD

Cindy Kollner

30 YEAR AWARD

Barbie Middleton
Glynis Watford

35 YEAR AWARD

Sandra Carter-McCormick

40 YEAR AWARD

Judy Filipiak
Tina Hoban

45 YEAR AWARD

Marlene Canada

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Survey Feedback Notifications



THE CUSTOMER SERVICE PROMISE

The State of Maryland pledges to provide constituents, businesses, customers, and stakeholders with services in the following manner:

Friendly and Courteous: We will be helpful and supportive and have a positive attitude and passion for what we do.	Timely and Responsive: We will be proactive, take initiative, and anticipate your needs.	Accurate and Consistent: We will always aim for 100% accuracy, and be consistent in how we interpret and implement state policies and procedures.	Accessible and Convenient: We will continue to simplify and improve access to information and resources.	Truthful and Transparent: We will advance a culture of honesty, clarity and trust.
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Help us serve you better by completing this Customer Satisfaction Survey.

Overall, how satisfied are you with the customer service provided? *(required)*

Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate our customer service on the following attributes: *(required)*

	Very Satisfied	Somewhat Satisfied	Neutral	Somewhat Dissatisfied	Very Dissatisfied
Friendly and Courteous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timely and Responsive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accurate and Consistent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessible and Convenient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Truthful and Transparent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Following the implementation of department-specific customer service surveys, personnel from DBM's communications office have begun to notify specific employees and their supervisors when they have been received positive feedback in a customer service survey response. In these notifications, the employees are shown the text of the survey response comments, thanked for their quality customer service, and encouraged to maintain that level of commitment to the Governor's Customer Service Initiative moving forward.

The following DBM employees have been named in customer service survey responses—many on more than one occasion—and congratulated with a personalized notification from the communications office:

Christina Beck
Wanda Bivens
Fiona Burns
Renee Carnes
Karin Dennis
Brandi Evans
Jesse Filamor
Amy Foster
Cheri Gerard
Renee Hammock

Marcy Hersl
Angela Hill
Jennifer Hine
Shawann Hudson
Cindy Kollner
Adam Lance
Barbie Middleton
Robin Payne
Nicholas Pepersack
Missy Plunkert

Jillian Roach
Brenda Salas
Eric Shirk
Jamie Tomaszewski
Kelly Valentine
Lisa Waskiewicz
Paul Webb
Paula Webber
Kathleen Weissner
Tim Yersin

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External Recognition



Two of DBM's budget analysts were recognized this year by the National Association of State Budget Officers (NASBO) for their work on behalf of the citizens of Maryland. The George A. Bell Award is presented to an individual whose contributions and service best exemplify the ideals of sound budgeting and management in state government for which NASBO's first President, George Bell is remembered. This year, NASBO presented the 2017 George A. Bell award to two individuals.

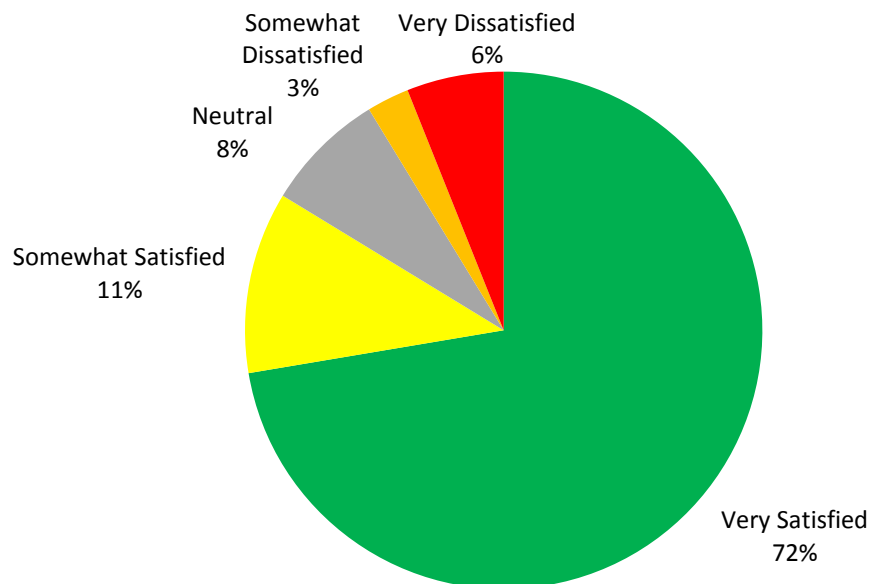
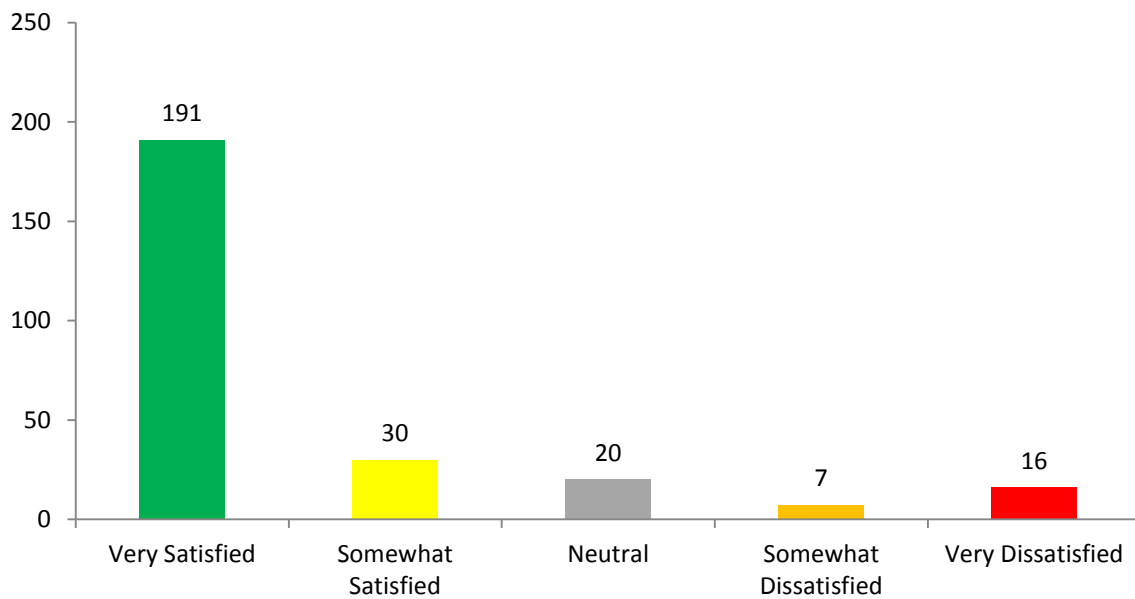
The first co-recipient is Nathan Bowen, Supervising Budget Examiner in the Office of Budget Analysis. Nathan was recognized for his significant and innovative transformation of budgeting processes, development of extensive procedures manual for analysts, and implementation of efficient processes to track legislation. The second co-recipient is Carissa Ralbovsky, Budget Supervisor for the Office of Budget Analysis. Carissa is recognized for her outstanding leadership and contributions for the development and management of a more efficient and automated process for Managing for Results and budget instruction procedures.

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Customer Service Survey Results

Summary Graphs

OVERALL SATISFACTION

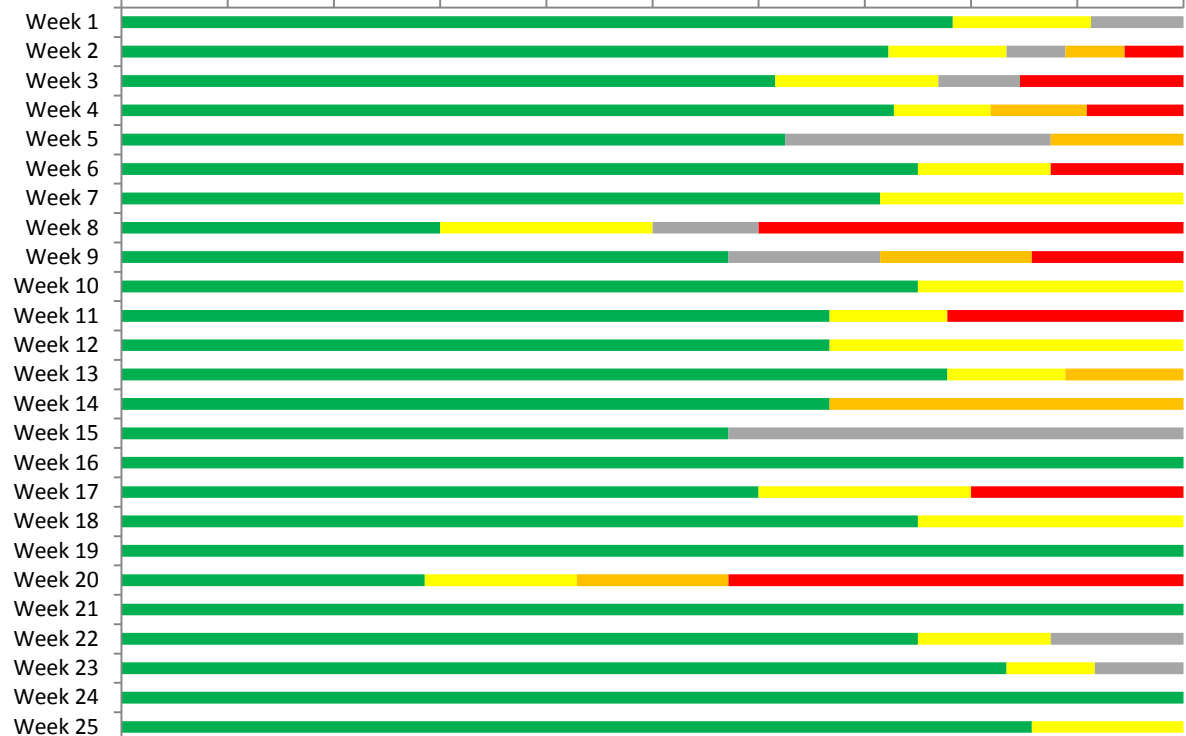
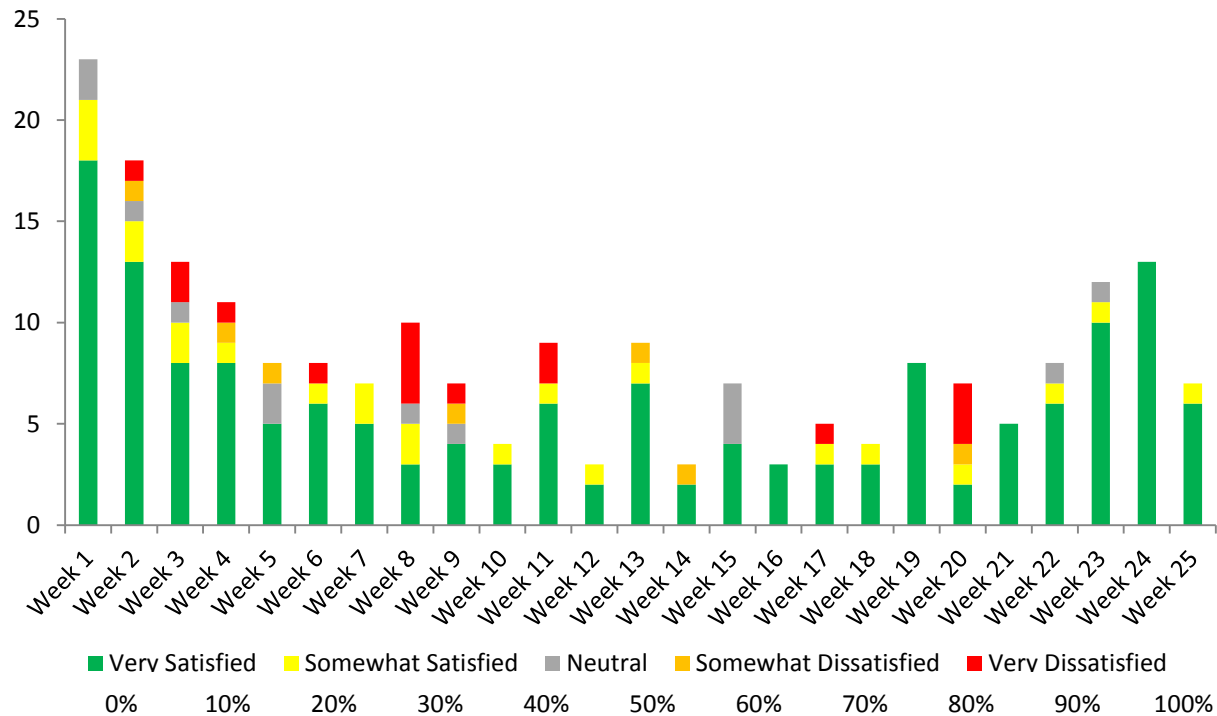


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OVERALL SATISFACTION (Continued)

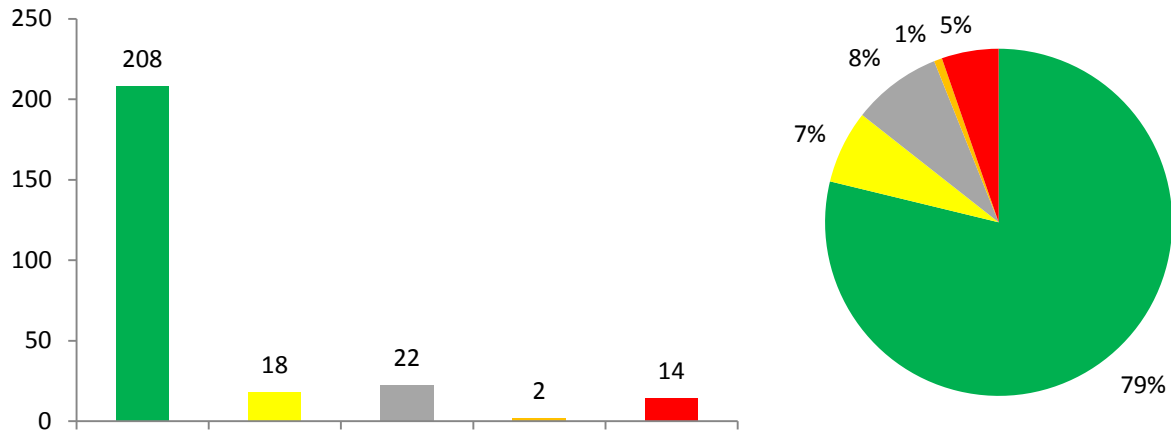


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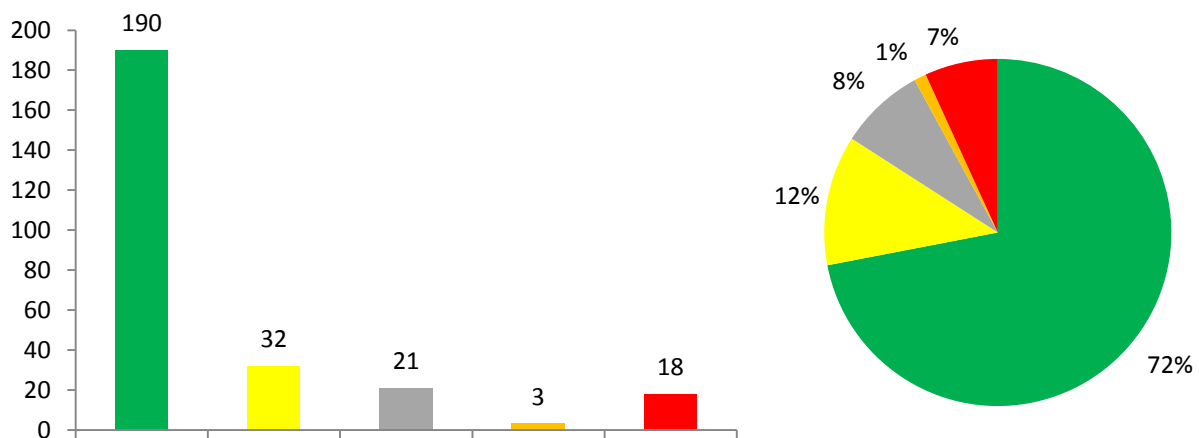
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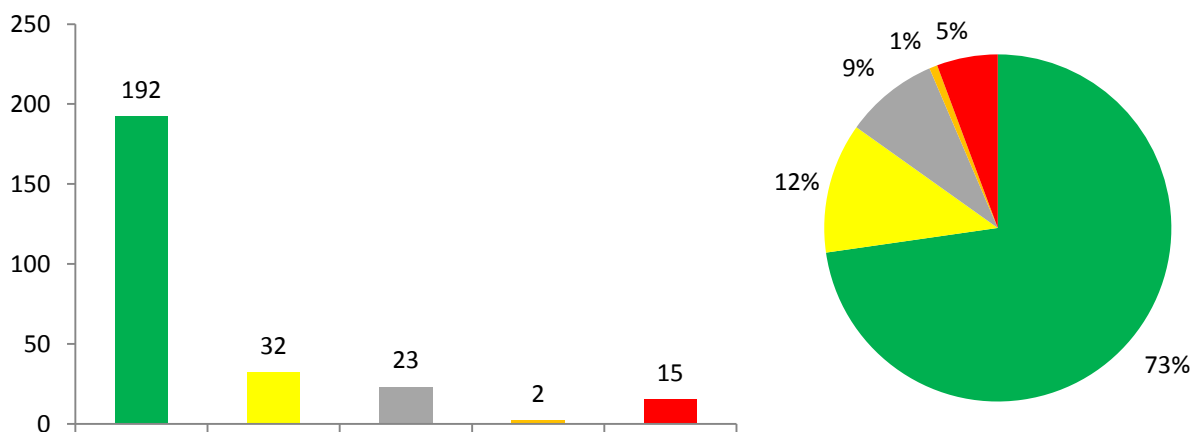
FRIENDLY & COURTEOUS



TIMELY & RESPONSIVE

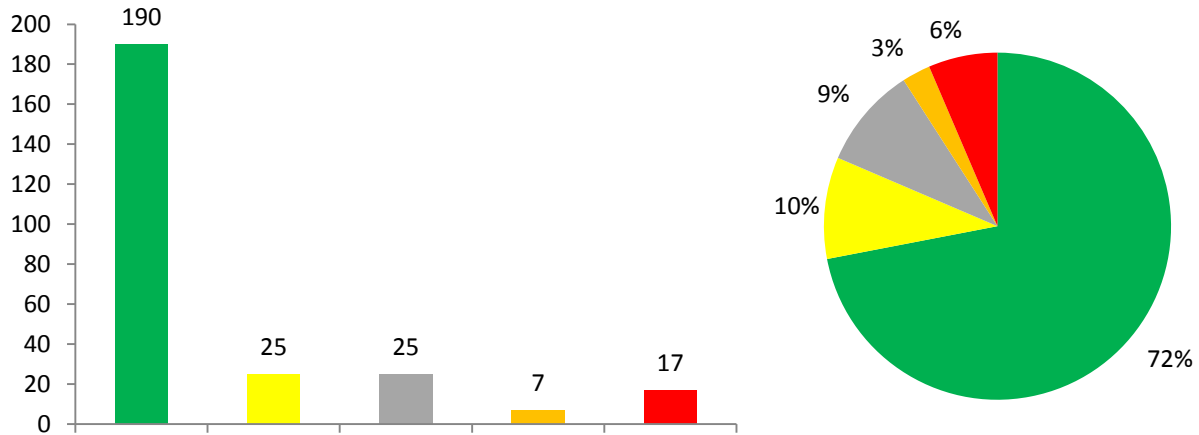


ACCURATE & CONSISTENT

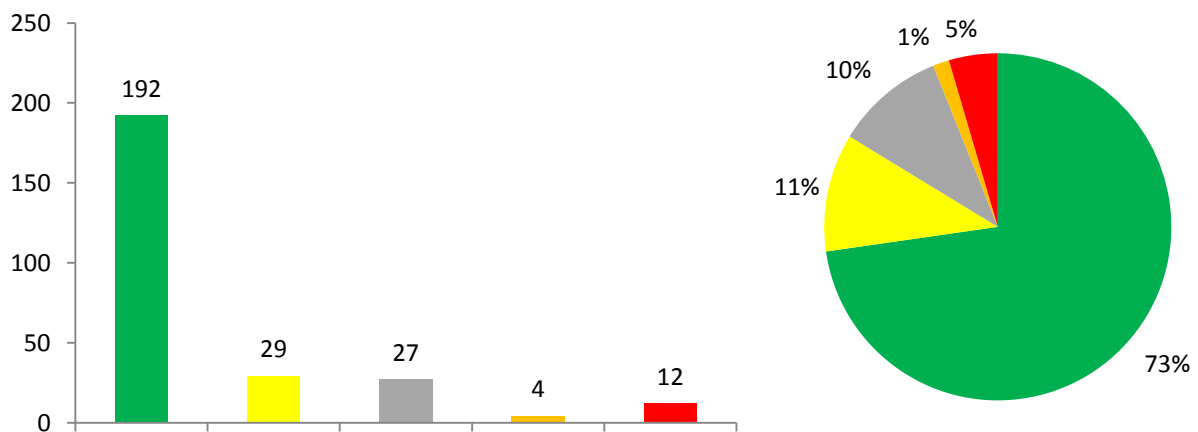


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ACCESSIBLE & CONVENIENT



TRUTHFUL & TRANSPARENT



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Detailed Analysis

DBM is uniquely positioned when it comes to the customer service survey responses because most of our “customers” are actually employees of other State agencies. That is not to say that we do not interact with the public—in fact, our CCU is dedicated solely to collecting qualifying State debts from individuals, and OPSB provides important services both to people seeking employment with the State government and to people who have retired from their service with the State government alike.

We are, however, more likely than most agencies to receive survey responses from other State employees. This was borne about by our most recently received database of responses, in which approximately one-fourth of entries were listed as “Internal”—in other words: coming from an employee at another agency.

As a result of this, all the summary charts above include those internal responses in our calculations. We determined that the benefits of getting a better picture of just whom DBM serves and what they think of that service we are provided far outweighed any potential for fellow State employees who are familiar with the Customer Service Initiative and what the survey responses are used for to game the system by providing higher rankings than what our employees truly earned.

Based on that data, one can calculate that 83% of survey respondents were satisfied with the quality of the overall customer service experience that they received from DBM employees, while only 9% expressed their dissatisfaction with the way they had been treated during the course of their interaction with DBM.

If any individuals from that 9% provided contact information, members of the communications office followed up with them to determine what the nature of their grievances were with their treatment and to inquire if they needed any additional assistance at the moment or if their interaction with DBM had been completed. On multiple occasions, it was determined that the reason for the dissatisfied rating had less to do with the actual customer service provided to the individual and more to do with an outcome that was not to their satisfaction. While there will always be some individuals who use this customer service survey to provide negative feedback because they did not get the outcome they desired, it is important to note that we take all of the dissatisfied ratings very seriously and will attempt to investigate them all to determine what, if anything, DBM personnel could have done better in our interactions with said individuals.

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Looking at the breakdown of overall satisfaction ratings over time, there do not appear to be any significant trends we can identify, nor can we tie any of the outlier weeks to specific events at DBM that may have prompted more dissatisfied responses than would be expected. The two weeks that draw the most attention are Week 8 and Week 20, which translates to the end of February and the end of May, respectively. While it might be easy to try to attribute Week 8's dip to the fact that it falls right in the middle of the legislative session—amidst some of the busiest of the year for DBM employees—it's important to remember that most of our survey responses came from members of the general public regarding interactions with CCU and OPSB and dealt with issues mostly unrelated to the legislative session. Similarly, it is difficult to determine if any single factor contributed to the poor ratings during Week 20.

As it stands, we believe that these two weeks are more the product of a small sample size than anything specific done by DBM. When compared to other State agencies, whose activities cover hundreds of thousands, or even millions, of Marylanders, DBM has a relatively minor amount of direct interaction with the public. At the spring meeting of the customer service liaisons, it was noted by the communications office that the larger State agencies received over a hundred survey responses a week on average. At our peak in Week 1, DBM only received 23 responses, and the typical week ranges between 5 and 10. With this level of responses, it does not take much to move the needle one way or the other in any particular week.

As expected, the breakdown of the survey responses for the individual elements of Governor Hogan's Customer Service promise very closely mirrored that of the overall satisfaction rating for DBM. Satisfaction ratings range from 82% to 85%, and dissatisfaction ratings fall between 6% and 9%. Based on the data we received, we can draw inferences about our best category and our worst category.

At 86% satisfaction, Friendly & Courteous is our best category. We believe that this is no coincidence, as the customer service training lesson, which all required DBM employees have completed, focuses primarily on the friendliness and courtesy of our interactions with customers. It is also the category over which our employees have the most direct control. There are many things outside of an employee's control that could impact whether a customer believes that we were timely and responsive to their concerns, but an employee can always be friendly and courteous, no matter what the situation is or what is required of them.

On the other side, Accessible & Convenient is our worst category, with 9% of respondents expressing dissatisfaction with that aspect of their interaction with us. While not significantly worse than the other categories, we believe that some degree of this ranking may be due to the fact that DBM is responsible for two of the most difficult to comprehend aspects of government: the budget and health care. There are many things about the budgetary process that are dense and tough to explain to a member of the general public, and health care law has several elements that can even confound some of the most knowledgeable health care professionals. It should come as no surprise that the agency responsible for these two items in Maryland is determined to be less accessible and convenient.

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Overall, we are very satisfied with the first six months of data collected from the DBM customer service survey responses. The results are not unexpected, but we are glad to see confirmation of the quality of the customer service that our employees are providing now that we have fully implemented the various aspects of Governor Hogan's Customer Service Initiative.

FY 2018 Plans

Over the course of FY 2018, we will continue to analyze the data brought in from future customer service survey responses in an attempt to highlight specific strengths of DBM's interactions with our customers and pinpoint the weaknesses where we could stand to improve.

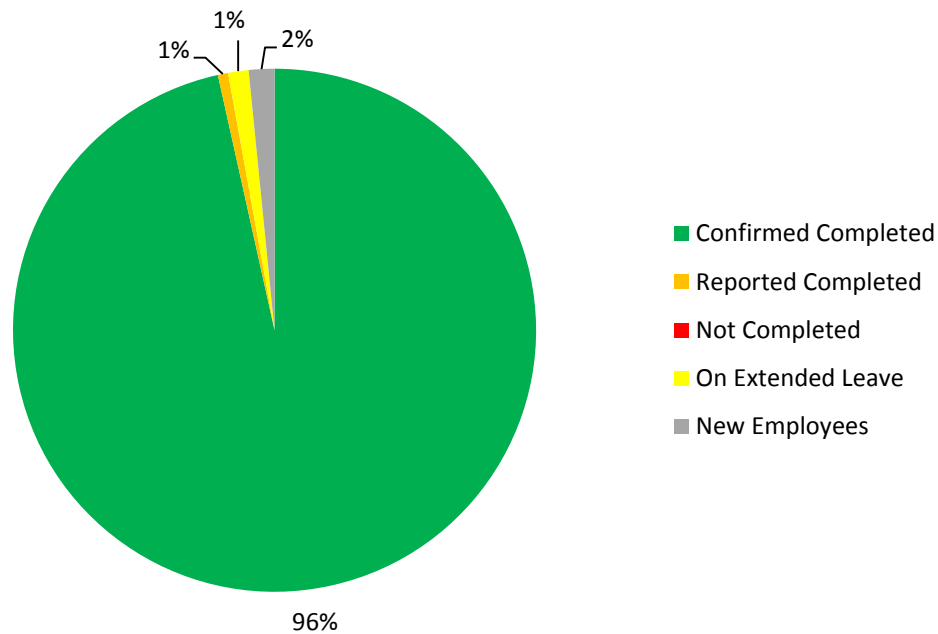
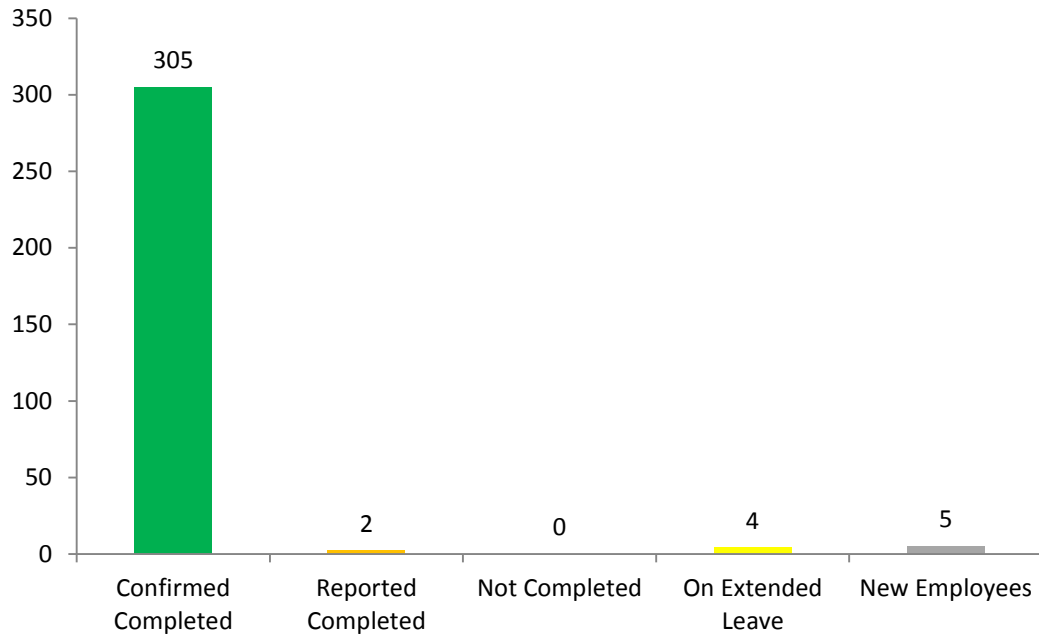
We plan to maintain an ongoing spreadsheet tracking not just the overall satisfaction over time, but also the ratings that we are receiving in each of the Customer Service Promise categories. This will help us to see movement across the board as it happens and empower us to respond to any failings in as close to real time as possible.

We will also continue to share internally the comments left by constituents, both positive and negative, to reinforce the importance of positive customer service in every interaction we have, because you never know who will take the time to complete a survey response and how your treatment of that customer will impact the ratings received by the entire department. As stated in the Employee Recognition Activities and Awards section, we have been forwarding the positive remarks to the employee and their supervisor and the negative remarks specifically to the supervisor with the request that they follow up with the employee about the issue directly, and we will do so for FY 2018 as soon as we receive the individual Mail IQ service from the Governor's Office or we receive the weekly summary spreadsheet of survey responses, whichever comes first.

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Customer Service Training

Summary Charts



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Detailed Analysis

During the 2017 Fiscal Year, personnel from DBM joined employees from across State government to put together a one-size-fits-all online customer service training lesson that agencies can use as the foundation for a sound, ongoing training platform.

Following the 2017 Legislative Session, representatives from DBM's communications office began the process of ensuring that all DBM employees completed this online lesson before the submission of this report. After discussion with the OPSB executive office, it was determined to assign this lesson to DBM employees through the State's new learning management system, The Hub. This decision made it relatively simple to track completion progress over the summer and allowed us to quickly follow up with any employees who had been listed as "Not Completed," along with their supervisors.

As you can see from the summary charts, DBM has achieved 100% completion of the online customer service training lesson from all required employees. At the time of this writing, there are five new hires who were just brought on who have not yet completed the training, but they have received the instruction to do so prior to the completion of the final report.

In addition, we have identified four employees who have been on extended leave since early this year, so they have not had the opportunity to complete the lesson. Upon their return, they will be informed of the training requirement and provided an appropriate amount of time to complete the lesson while readjusting to their normal duties.

Finally, due to a behind-the-scenes technical issue, we have determined that there it is possible for employees who have completed the lesson to still be listed as incomplete. We have separated these two employees out as we attempt to remedy the technical issue prompting this designation, but each of their supervisors have reported that the named employees have all completed the training lesson. As a result, we have counted them in our 100% tally and will officially include them in the "Completed" category once the technical issue has been resolved.

Feedback from employees about this training lesson has been overwhelmingly positive, with many appreciating the light-hearted nature of it, compared to the dullness that many have come to expect from required office training. That is not to say that the light-heartedness of it undermines the importance of the lessons it strives to teach. Many employees have reported that they were able to take away more from the lesson because it did not take itself too seriously, and that they have often found themselves remembering the opening video as they were on the phone at a later date.

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One criticism we have received is that the lesson really only teaches what those with experience in an office environment would refer to as “commonsense customer service”—that it covers a great breadth of important customer service tenets but does not go into much depth about any one of them. We explained to these employees that we view this online training lesson as a starting point for an expanded training regimen in the future that would build upon the basics that were covered here. What we have asked our employees to complete for now gives newer employees a sound foundation of customer service principles that they may not have been aware of prior to joining DBM, and serves as a brief but significant refresher for more experienced employees who may not have received such training in quite.

Taken as a whole, DBM is very proud of the customer service training lesson itself that has helped train employees across State government this past fiscal year but especially of our own employees for displaying great eagerness to complete the lesson with relatively little prompting. We are happy to report a 100% completion rate as it stands today, and we will be happy to continue working with current and future employees to maintain that 100% status as we incorporate any future training into our customer service curriculum.

FY 2018 Plans

While specific plans for future customer service training for DBM employees will depend largely on instruction from the Governor’s Office at the fall meeting of the agency customer service liaisons, DBM will ensure compliance with existing training requirements for all new hires and will investigate the need for any supplemental training for existing employees as well.

Moving forward, communications office personnel will send a welcome email to all new hires. In that email, we will inform them of the Governor’s Customer Service Initiative and of DBM’s customer service training requirement as part of our commitment to that Initiative. They will be given one month to complete the training at their convenience as they become accustomed to their normal duties. One week prior to the deadline, communications office personnel will follow up to remind any employees who have not yet completed the training. Two days before the deadline, the supervisors of any remaining stragglers will be notified and asked to follow up directly with those employees. We believe that these procedures will ensure 100% participation by our new hires within a reasonable amount of time from their start date.

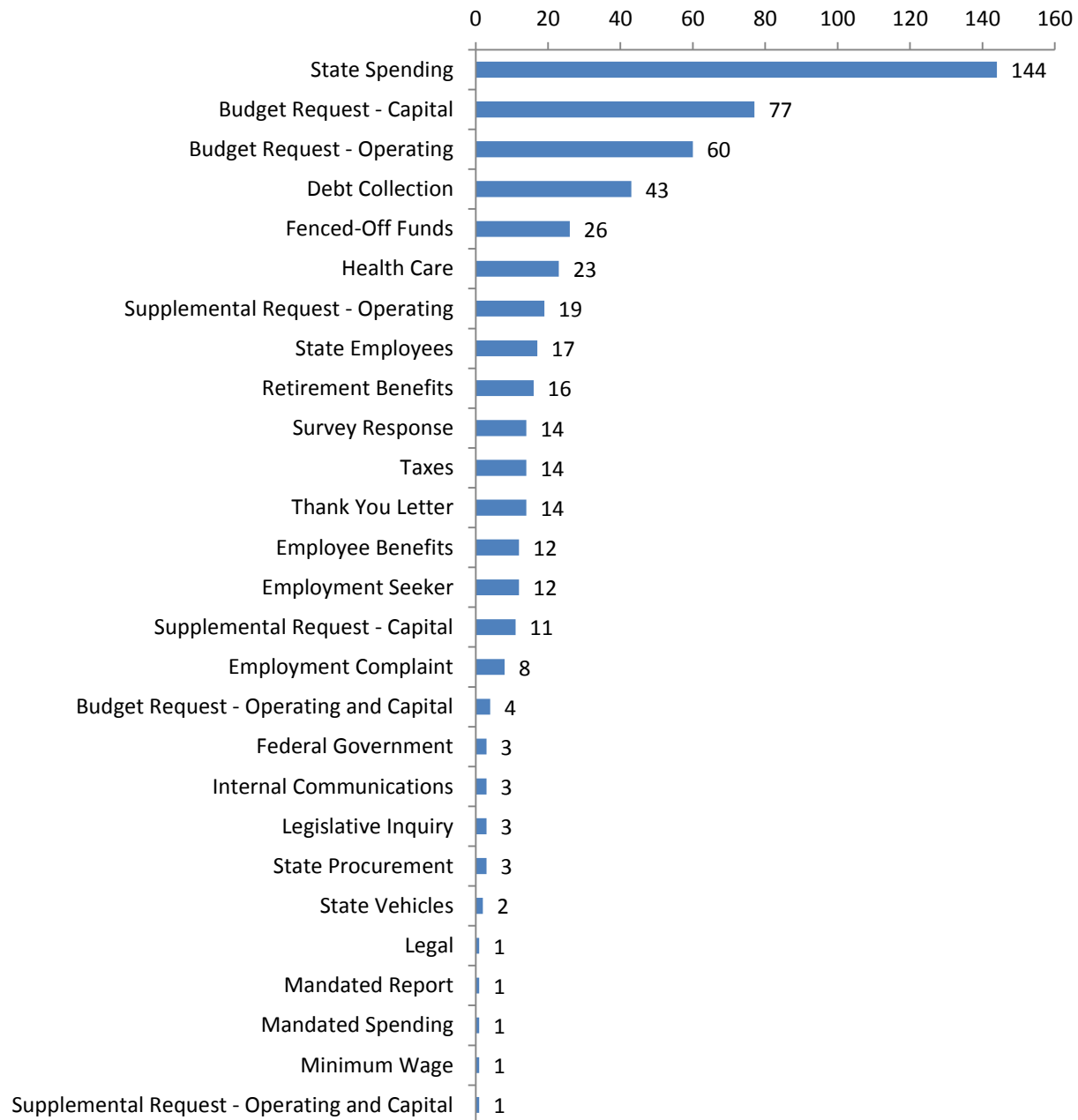
DBM will also consider whether in-depth, in-person training should be required of any specific groups of employees. The divisions that would benefit from this the most are the divisions that most often interact with members of the public: CCU and OPSB. However, these are also the divisions that would be the most difficult to organize group training for, due to the nature of the CCU call center and OPSB’s public help line. Any consideration of in-person training for these groups would need to account for these unique challenges in order to avoid significant disruption of our day-to-day operations. DBM is willing to work with the Governor’s Office to determine the best solution if it is determined that in-person training will be required in the future.

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Constituent Correspondences

Summary Charts

BREAKDOWN OF CORRESPONDENCES BY CATEGORY

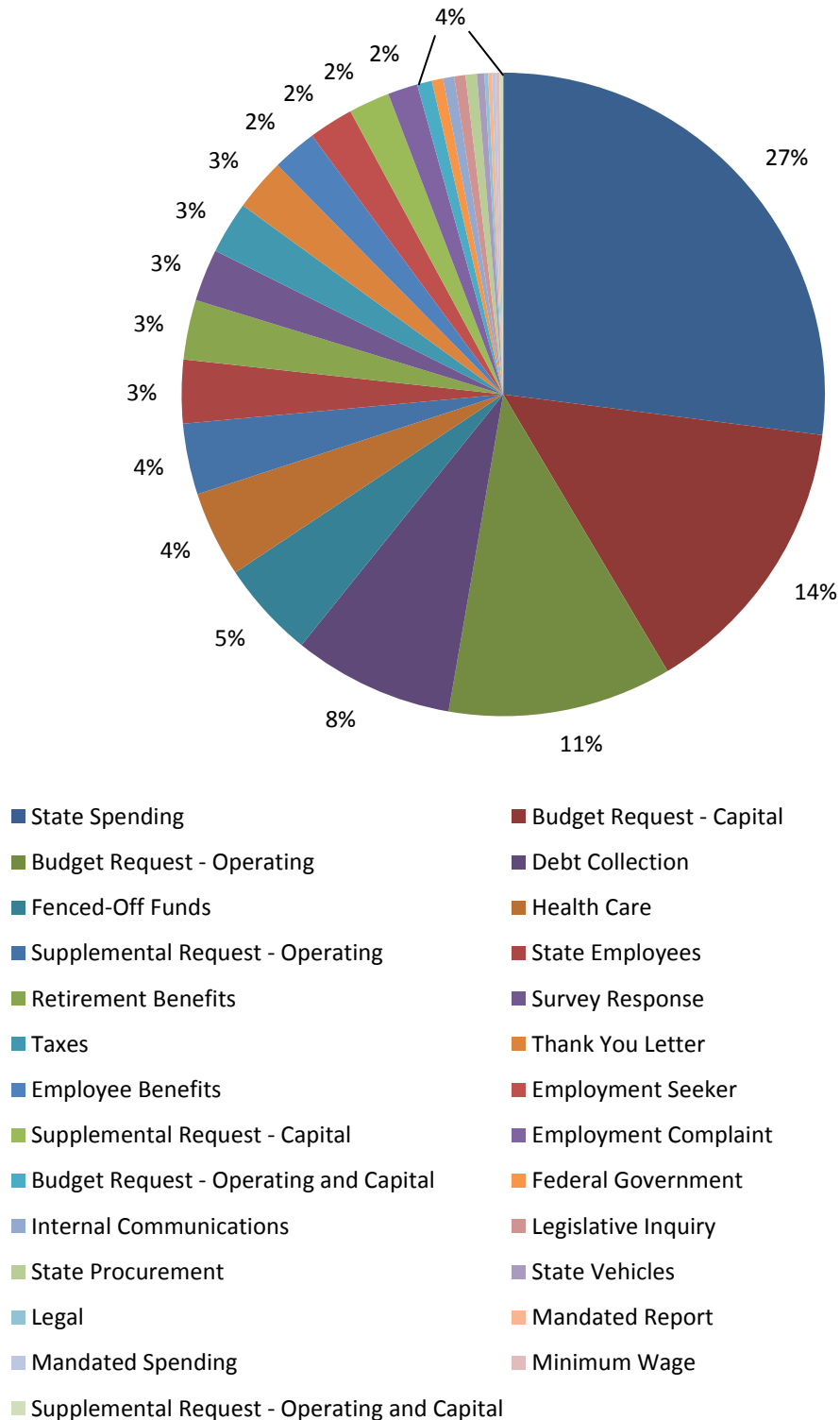


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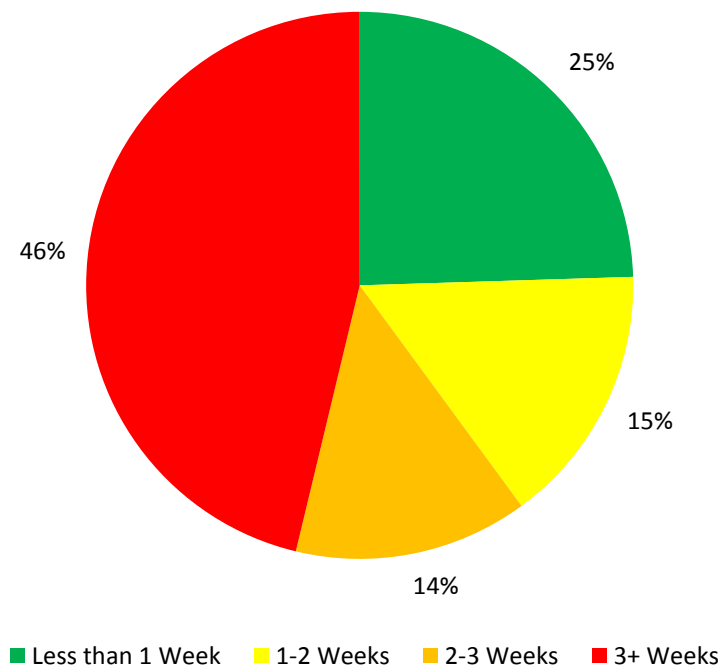
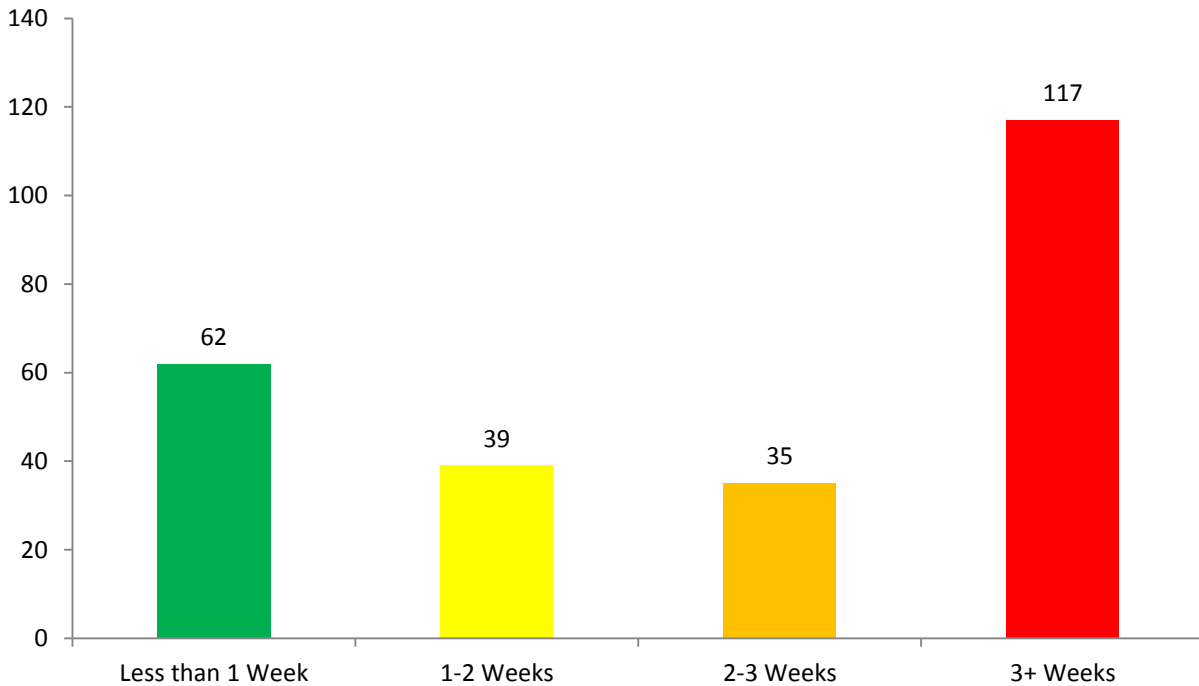
Fiscal Year 2017

SHARE OF CORRESPONDENCES BY CATEGORY



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BREAKDOWN OF CORRESPONDENCES BY RESPONSE TIME



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Detailed Analysis

Constituent correspondences during the 2017 Fiscal Year mostly followed the expected trends for DBM, and the communications office has worked to hone a system to ensure prompt and informative responses to all letters and emails that are forwarded to us.

Most of the letters and emails received by DBM personnel naturally deal with various aspects of the budget process. In our tracking database, we have separated these into categories for specific budget requests (both operating and capital) submitted by stakeholders and public officials and for general statements either requesting support or opposing funding of certain programs or projects sent in by members of the public. The specific budget requests are forwarded along to the appropriate office and personnel for consideration in the corresponding parts of the State budget, while the emails and letters from members of the general public are reviewed and responded to according to the Administration's position on the issue, if any.

The second-most popular category of DBM's constituent correspondences consists of letters and emails that deal with the debt collection processes and policies of our Central Collection Unit. Due to the recent expansion of our collection portfolio, the number of these inquiries and disputes has risen, as CCU is able to track down and notify more and more State debtors of their obligation to repay the debt. Because CCU often has access to the contact information for these constituents, many of these correspondences are able to be handled directly over the phone with CCU personnel, which is of greater benefit to the debtors because they are able to quickly set up a payment plan instead of waiting for letters to be exchanged via mail.

The final categories of correspondences that we would like to highlight concern State employment and the various benefits that entails. We receive letters and emails from people seeking a position within State government, from employees having disputes with others in their offices, and from retirees with questions about their health care plans. As with the CCU correspondences we receive, many of these can also be handled quickly over the phone, though the more complicated situations still require written responses with supporting documentation and go through the customary review process.

For most correspondences, the communications office receives them through the Mail IQ online system after being routed to our Mail IQ contact. Upon notification of new services in Mail IQ, the communications office will input all pertinent information into a spreadsheet built in Google Drive to allow for simultaneous editing by the members of the communications office. Letters sent to the Secretary and passed along with the Secretary's assistant are also input into the spreadsheet and marked with a "DIRECT" tag unless or until they also come in through Mail IQ. The services are then categorized and either assigned to the corresponding division within DBM or handled directly by the communications office. If the service cannot be resolved with a phone call, a draft response is generated and reviewed by the appropriate member of the Secretary's Office.

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The review protocol for draft responses is as follows:

- Budget request responses are reviewed by the Deputy Secretary
- Responses to members of the General Assembly are reviewed by the Legislative Liaison
- Legal responses are reviewed by the Assistant Attorney General
- Internal administration communications are reviewed by the Chief of Staff
- All others are reviewed by the communications office

Following the initial review, all responses are given to the Secretary for a secondary review. Any edits are then made before the draft response is submitted to the Governor's Office for review. Any final edits from the Governor's Office are then incorporated into the letter and a printed version is delivered to the Secretary for his signature (or if drafted to a different DBM employee, that individual is notified of the final approval), and the final letter is mailed out.

All of these steps and the corresponding dates for each specific service are tracked in our database. Following completion of each service, the row in the spreadsheet is moved to a "Closed" tab, a PDF scan of the final response is uploaded to the appropriate Mail IQ service, and the Mail IQ service is marked as closed. The time-to-resolution is then calculated and saved in a column on our spreadsheet to allow for easy monitoring of the overall average time-to-resolution metric for our performance goals section (see below).

At any step along the way, if it is determined that the letter or email does not need a response, the communications office will note as such in the Mail IQ service and in the tracking spreadsheet, along with a brief explanation of why no response is needed and who provided information to assist in that determination. These services are then closed using the "NRN" tag in Mail IQ, and the corresponding row is transferred to the "Closed" tab on the spreadsheet.

While a supermajority of our services is closed within a three-week timeframe, unfortunately, a great number of variables can work to delay progress on any particular response. During crunch time in budget season, it can often be difficult for the communications office to find the time amidst the preparation of the budget books to draft and review responses on a pace to get them resolved within three weeks. In addition, during the summer months, scheduled vacations can pull one of the necessary employees out of the office for a week or longer, forcing a delay along the way.

In spite of these challenges, we believe the current system is the best method of handling constituent correspondences coming to us either directly or from the Governor's Office, so all our future plans for improvement will use it as the foundation upon which we will work to implement more best practices to continue to reduce our average time-to-resolution.

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FY 2018 Plans

The move that could likely do the most to improve our average time-to-resolution metric for constituent correspondences for the new fiscal year would be to declare a set time after which the communications office would follow up with any of the necessary individuals along the way who may be causing a delay in the process. Because most of the services we receive go through three steps (drafting, internal review, and review by the Governor's Office), we believe a one-week maximum for each of these would greatly reduce the overall time it takes to respond to any particular letter or email.

Under the new system, if the communications office does not receive a draft from the appropriate division within one week, the lead on the service will send a follow-up email to the designated individual within that division asking for a draft as soon as is feasible. If the internal review is not conducted within one week from receipt of the initial draft, it will be easy for the lead on the service to speak with the individual responsible for reviewing it and ask that they do so as soon as is feasible. Finally, if the Governor's Office takes longer than a week to give DBM the go ahead for the final response, the lead on the service will send a follow-up email to the appropriate individual who has been tasked with reviewing that specific draft.

While there will certainly be exceptions to the rule, we believe that following the above process will drastically reduce the number of constituent correspondences that take longer than three weeks to resolve. The communications office will announce this at the next senior staff meeting and ask all division chiefs to be prepared to instruct their staff to follow it as we strive to improve upon this metric for FY 2018.

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Performance Goals

Central Collection Unit (CCU)

Average wait time for a constituent to speak to a CCU representative by telephone

Baseline (CY 2016)	Milestone (CY 2017)	Target (CY 2018)
11.7 minutes	10.7 minutes	10 minutes

The baseline wait time increased significantly over prior years due to the addition of EZ-Pass debts to the portfolio of accounts collectable by CCU. This has increased the number of calls to CCU from individuals with questions about their accounts, individuals disputing the validity of their debts, and individuals wanting to make payments over the telephone.

Progress has already been made toward reducing this metric during the current calendar year, and the implementation of a new telephone/IVR system over the next year as part of a modernization project at CCU will allow our collection agents to handle customer calls even faster and more effectively. As such, we believe that we will be able to continue to reduce the average wait time throughout CY 2018.

Office of Personnel Services and Benefits (OPSB)

% of health plan vendors rated "Satisfactory" or higher by at least 85% of survey respondents

Baseline (CY 2016)	Milestone (CY 2017)	Target (CY 2018)
100%	88.9%	100%

Of the nine of the health plan vendors, eight received a customer satisfaction rating of 90% or higher. Only one plan, Delta Dental received a low rating. The data is milestone data, meaning year to date for CY 17. It is anticipated that Delta Dental will improve their overall yearly rating by the end of the year.

* * * * *

% of resolved third-step grievance appeals

Baseline (FY 2016)	Actual (FY 2017)	Target (FY 2018)
42%	74%	55%

The FY 17 actuals are high because AFSCME Council 3 filed over 300 payroll grievances, putting this year's figures well above historical averages. In many cases, the issues had already been resolved at the agency level but the union refused to withdraw the grievance until it reached DBM. The resolution of these grievances resulted in an inflated FY 17 grievance resolution rate.

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<i>% of disciplinary action appeal cases resolved</i>		
Baseline (FY 2016)	Actual (FY 2017)	Target (FY 2018)
65%	58%	63%

Staffing shortages within the divisions have contributed to the division's inability to maintain the prior year's resolution rate. Additionally some agencies have become less willing to agree to lower level disciplinary actions in order to resolve these cases.

* * * * *

<i>% of EAP participants who say EAP services significantly helped with their problem</i>		
Baseline (FY 2016)	Actual (FY 2017)	Target (FY 2018)
67%	82%	75%

The higher satisfaction rate in FY 17 is attributed to the hiring of a new vendor, Behavior Health Services (BHS) on 1/1/15. The new vendor is much more responsive to the needs of the State and schedules appointments within 48 hours as opposed to the one week timeframe of the previous vendor. BHS also has more counselors available, with better coverage throughout the State.

Office of the Statewide EEO Coordinator (OSEEOC)

<i>% of EEO complaints resolved with the agency and/or with the OSEEOC</i>		
Baseline (FY 2016)	Estimate (FY 2017)	Target (FY 2018)
90%	88%	90%

Due to the timing of the annual EEO report, the official value for FY 2017 will not be known until October at the earliest. Data needs to be gathered from all State agencies, compiled into a single location, and analyzed. The figure above represents OSEEOC's best estimate as to what this metric will be once all analysis has been conducted.

Communications Office

<i>% of constituent letters responded to within 21 days of receipt</i>		
Baseline (FY 2016)	Milestone (FY 2017)	Target (FY 2018)
69%	64%	75%

As of the date of this report, the communications office has seen a slight decrease in the percent of constituent letters responded to within three weeks of receipt. This downturn can be attributed to two factors.

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First, a handful of budget issues received significant media attention during the past legislative session, prompting numerous constituent correspondences relating to them. As is protocol, the communications office prepared draft response language for these issues and forwarded them over to the Governor's Office for review and approval; however, the nature of these issues required review from multiple individuals and revised drafts. Combined with the always-shifting status of specific appropriations as the legislature makes its changes to the budget proposal during the 90-day legislative session, this resulted in a delay in the overall resolution of these letters and, in many cases, pushed the time to resolution beyond the three-week threshold.

In addition, while the "road trips" planned for Secretary Brinkley throughout the State during the spring and summer of this year (see the Miscellaneous section below) have served as a strong foundation for spreading word about some of the most important aspects of the FY 2018 State budget, the work required to organize them diverted the attention of the communications office away from other tasks, including the drafting of responses to constituent correspondences. These will not be an issue as we start the new budget season, and the experience gained by the communications office from planning these "road trips" this year should make the process faster and more efficient next year, so we expect to see a significant increase in this metric for FY 2018.

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Social Media Presence

Maryland State Jobs

DBM operates one major State social media profile across three platforms concerning the availability of and recruitment for positions of all kinds within all State government (not only at DBM). According to our most recent social media report, the reach of this profile is as follows:



Facebook 18,221 (7/1/16) followers
33,278 (7/1/17) followers
82% increase in followers during fiscal year

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Twitter: 3,125 (7/16) followers
3,427 (7/17) followers
10% increase in followers during fiscal year

23% of our [Facebook](#) audience (fans) is 25-35 year olds, which is our primary target social media audience. Additionally, 22% of our audience is 35 to 44 year olds, which is our secondary target audience (to attract individuals with years of experience).

Twitter is a different medium than Facebook. Twitter is more oriented to brief communications where Facebook allows more detail. We offer our [Maryland State Jobs Twitter](#) account as a customer service, and courtesy to Maryland citizens who may not be Facebook members or might want brief ongoing updates.

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Facebook has the highest volume of users and continues to increase whereas Twitter users are on the decline. To feed both social media platforms, RED created a “[Latest Job Postings](#)” web page to offer customers a more user friendly and convenient way to follow the latest state government job openings. We link to the web page daily through both our Facebook account and our Twitter account. The Latest Job Postings page was viewed 26,256 times in January of 2016. In January of 2017 the Latest Job Postings page was viewed 116,648 times, which represents an increase of 444% over the same time period a year earlier.

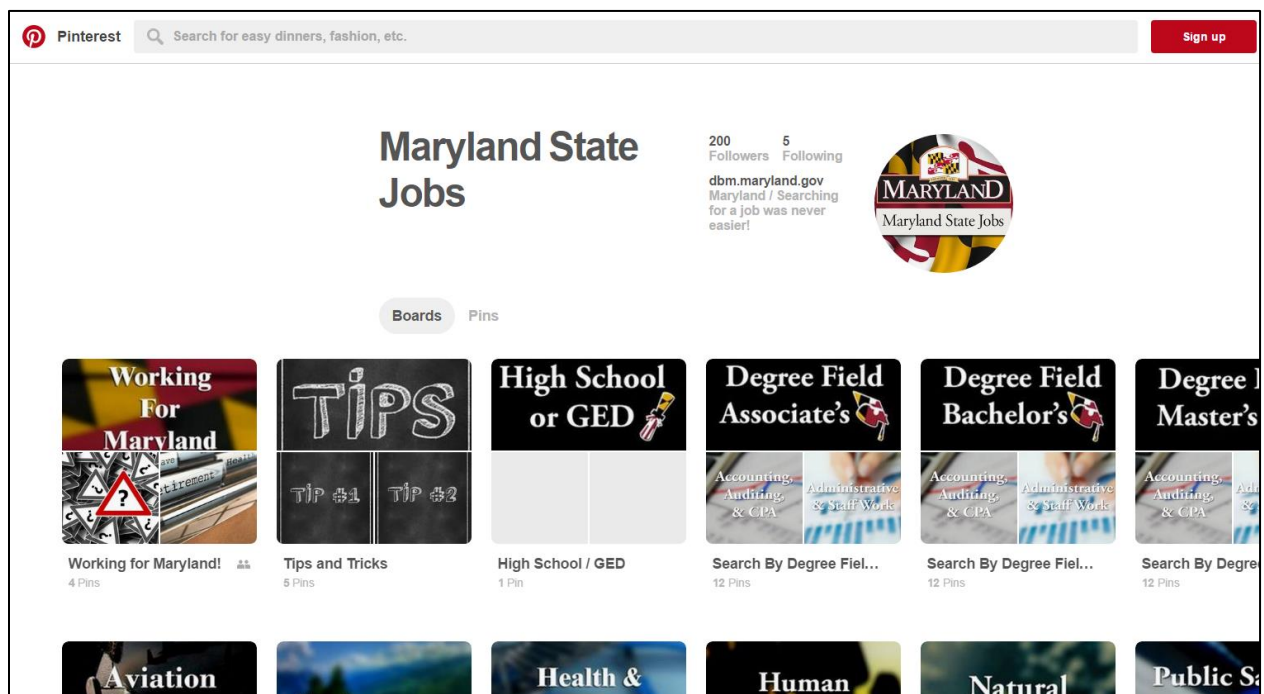
Our State Jobs account is the 3rd highest followed Maryland State government Facebook account, behind only the Maryland State Police and Maryland State Police – Aviation; two high profile accounts which feature important public safety and emergency/alert information. Our most successful posting to date is one of our “Now Hiring” daily Facebook posts that reached over 1 million users, making us the only State account to reach that threshold.

Daily “Now Hiring” Post Highlights

5/16/17 Posting Reached **1,022,540**

4/12/17 Posting Reached **586K**

1/23/17 Posting Reached **739K**



We also created a [Maryland State Jobs Pinterest](#) account as an experiment to make different state jobs available to people who are visually oriented. By seeing people in the field a user can click through and find state jobs without having to know some of the state’s obscure classification titles.

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Miscellaneous

Secretary Brinkley's Road Trips

Following the example set by Governor Hogan's "on-location" Cabinet meetings, Secretary Brinkley requested during the 2017 interim that his communications office organize several "road trips" to locations across the State to meet with elected officials and stakeholders, to tour capital projects that have received State funding in the past or are receiving State funding in the FY 2018 budget, and to otherwise spread word about the new State budget to the most important customers of all: the people of Maryland.

In addition to the two Cabinet meetings in Hagerstown and Westminster, Secretary Brinkley has so far traveled to Cecil County, St. Mary's County, Wicomico County, Dorchester County, Talbot County, and Baltimore County. As of publication, plans are currently being finalized for a visit to Allegany and Washington Counties as well.

Wherever he has gone, Secretary Brinkley has invited members of the respective legislative delegations, along with local government officials to join him on the tours, to listen to some important remarks about the State's current fiscal situation, and to share with him some details about the importance of the projects to their constituents.

Some of these visits were planned around other commitments in the region that required the Secretary's presence, such as his delivering the welcome address at our EEO conference at St. Mary's College of Maryland and the keynote address at the Salisbury Area Chamber of Commerce's July member luncheon.

On most of these visits, Secretary Brinkley has also been able to meet with local business leaders in an effort to listen to what they have been experiencing over the past few years, to explain where Maryland stands from a fiscal perspective, and to respond to any questions or concerns they may have about the current administration's efforts to make Maryland a more attractive place to live, work, and do business.

Finally, while the visits have not drawn the same level of attention as when Governor Hogan visits places across the State, we have been able to garner a modest amount of local press coverage on these visits. Secretary Brinkley has been able to use this coverage to express the importance of these regions to maintain a successful Maryland economy, a strong Maryland culture, and a healthy Maryland environment.

The photos on the following page highlight some of the places Secretary Brinkley has visited and people he has met to demonstrate that DBM's dedication to good customer service applies not only to the public's interactions with specific State employees, but also to the entire State government's interactions with their counties, their cities, and their neighborhoods.

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CECIL COUNTY



ST. MARY'S COUNTY



WICOMICO COUNTY



DORCHESTER COUNTY



TALBOT COUNTY



BALTIMORE COUNTY



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State Government Closings Interactive Map



<http://dbm.maryland.gov/employees/Pages/WeatherRel.aspx>

In an effort to modernize the way the State notifies Marylanders about government closings and make it easier for citizens to understand the status of State government operations during times of emergency, our team at OPSB has implemented a new, interactive State map that highlights all weather alerts and emergency closings in the region. When applicable, the map will be updated with interactive color-coded status markers that allow users to click through for additional information about State government operations in the selected jurisdiction.

In addition to the interactive map, the website provides instructions for following the @MDStateClosing account on Twitter for up-to-the-minute emergency announcements and for signing up to receive SMS messages with the same relevant information. We also provide an option to sign up for email alerts when new emergency announcements are posted.

This closing and/or liberal leave information applies to principal units and independent agencies in the Executive Branch except educational units under the jurisdiction of the University of Maryland, Morgan State University, St. Mary's College of Maryland, Maryland School for the Deaf and Baltimore City Community College.

We believe that this update to the Maryland State Government closings web page will serve to simplify the notifications process regarding closures and liberal leave determinations at a time when the people of Maryland need easy-to-understand announcements the most. Our current setup enables us to reach the greatest number of citizens in the most efficient ways possible for now, but we will review forthcoming digital platforms to ensure that this process remains so as the technology we use for it continues to evolve.

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Wellness Program Updates



<http://www.dbm.maryland.gov/benefits/Pages/WellnessHome.aspx>

In working to take care of the citizens of Maryland, it can often be easy for State employees to forget about taking care of themselves. To foster a healthier and more health-conscious workforce, DBM instituted a wellness program for all qualifying State employees, retirees, and their enrolled spouses in 2015.

Since then, DBM has been helping to ensure that enrolled individuals understand why the State is doing this, what is required of them, and what benefits they will receive by participating. DBM personnel regularly send out a wellness newsletter with important information to be aware of. Moreover, Wellness webinars are available right from the front page, giving participants a more detailed look at specific aspects of health and wellness. Finally, we have even made podcasts available straight from health care providers covering a wide range of topics.

By rewarding compliance with industry-standard activities such as designating a primary care physician, completing a health risk assessment questionnaire, and following any recommended disease management guidelines, DBM expects to see reductions to the State's escalating healthcare costs while at the same time improving the health, happiness and overall quality of life of our health care plan participants.

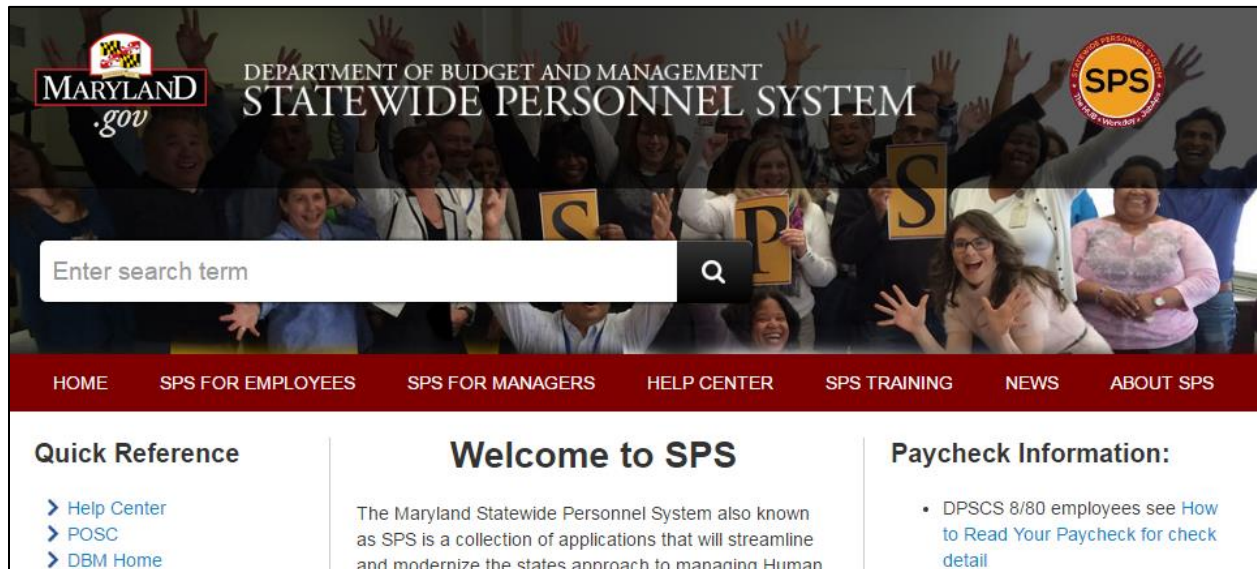
Moving forward, these items will be updated as we fully phase in the requirements of the wellness program. We will always strive to make sure that our customers (in this case, other State employees and retirees) understand the importance of the wellness program both to their own health and to the fiscal health of the State of Maryland and that, if they don't, they will have an easily accessible wealth of resources available to reach that level of understanding.

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Statewide Personnel System



<http://dbm.maryland.gov/sps/Pages/default.aspx>

The Maryland Statewide Personnel System (SPS) is a collection of applications to streamline and modernize the state's approach to managing Human Resources, time and attendance, learning, state job search and applications for state employees across all 54 agencies. SPS is made up of three separate applications: Workday, The Hub, and JobAps.

Workday is a cloud-based HR management, benefits and time tracking system accessed using a web browser. Since Spring 2016, 54 Agencies have been using Workday as the new way to track time and time off. The HUB is the State's new Learning Management System. With The HUB, employees can browse the catalog of offered courses and sign up to participate, either in person for an instructor-led course, or on-demand for a web-based course. JobAps is the online tool used by the State of Maryland to provide a modern, centralized system for viewing and applying for jobs with the State. It allows job-seekers to quickly find the job openings in which they are most interested by filtering the available positions according to numerous options.

SPS marks a new direction for how the State will manage its human resources data in the future. All SPS applications are hosted in "the cloud", which offers many advantages including reduced hardware and software costs, robust security, and shorter application update timeframes. Cloud-based applications open up new ways for state agencies to manage time and attendance, training, and state job applications from anywhere and at any time. Since all former, current, and potential State employees are our customers, it is critical that they have positive experiences with the human resources side of their agencies throughout the course of their employment. SPS is helping to make that a reality.

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Capital Budget Homepage Refresh



<http://dbm.maryland.gov/budget/Pages/capbudhome.aspx>

In an effort to make it easier for potential capital grant recipients to access the necessary information to plan, craft, and submit their requests for inclusion in the budget and for interested citizens to learn about the capital projects their tax dollars are helping to build, our Office of Capital Budgeting has revamped their homepage and made it simpler, more intuitive, and more transparent.

The revisions place more focus on easier-to-understand summary documents while also affording those with the wherewithal to do so the ability to delve deeper into the minutiae of the capital budget process in Maryland. It is important to us that all those who want to learn about this part of the budget have access to the tools that will help them understand, as we ultimately depend on the information provided to us by stakeholders, elected officials, and citizens as we put together a capital budget each year that has the greatest impact on the most number of Marylanders.