



DEPARTMENT OF BUDGET AND MANAGEMENT
Customer Service Annual Report
FY 2019

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FY19 Highlights

Department-Wide

- 100% participation in customer service training among required employees
- 71% overall satisfaction rate with customers' interactions with DBM, with more than 32 employees receiving positive feedback on customer service surveys
- 50 employees celebrated State employment anniversaries this year, including two who have been State employees for 45 years
- Employee recognition picnic allowed employees from all divisions to gather and celebrate what makes DBM great—the amazing people who work here
- Maryland State jobs social media accounts experienced modest 5-6% growth year-over-year and continue to reach up to one million individuals

The Secretary's Office (TSO)

- Organized several “road trips” for the Secretary to tour capital projects, meet with elected officials, and hold roundtable discussions with local business owners
- Responded to 679 constituent correspondences dealing with topics like budget requests, State retirement benefits, and debt collection

Office of Personnel Services and Benefits (OPSB)

- Full implementation of online employee benefits management through the Workday platform has streamlined previously cumbersome and time-consuming manual benefits selection process
- OPSB employee named this year's winner of DBM's Diane Bell Memorial Award
- “OPSB STARS” recognized around the office and in the departmental newsletter

Central Collection Unit (CCU)

- Finalizing implementation of 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)

- Completing the merger of DBM's Procurement Unit with the Department of General Services' Office of State Procurement to make it faster, less burdensome, and more straightforward to do business with State government

Office of Budget Analysis (OBA)

- New budget system has been fully implemented throughout all State agencies that makes it easier for them to prepare, understand, and submit their budgets each year

Office of Capital Budgeting (OCB)

- Continuing to revamp the agency capital budget training process to focus more on the kind of one-on-one training that was so successful with the FY20 budget process in order to teach the Capital Budget Information System more quickly and successfully

Recognition Given to Employees

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 widely known and well respected within the Department for her dedication, commitment to excellence, knowledge, hard work, professionalism, and excellent customer service skills. This Award honors her memory by recognizing in other DBM employees the qualities that made Diane so exceptional.

The recipient of the 2018 Diane Bell Memorial Award was Jennifer Hine.



Jennifer has dedicated more than 33 years of her life to State service. During that time, she has worked across various agencies--including spending some time in DBM's Employee Benefits Division with Diane Bell herself--but she currently serves as the Director of the Personnel Services Division within DBM's Office of Personnel Services and Benefits. Jennifer's leadership skills are exhibited by her hard work, dedication, and positive demeanor. In addition, her colleagues praise Jennifer, saying that her work ethic and her commitment to her job are second to none. In her nomination, Jennifer is described as someone who is incredibly smart but who also displays a humble attitude. Her advice is sought after by many, and she always makes herself available to share her knowledge on a wide variety of topics. Jennifer's colleagues admire her positive disposition, and she is consistently applauded for her ability to recognize the talent of others and focus on their strengths.

The other nominees were:

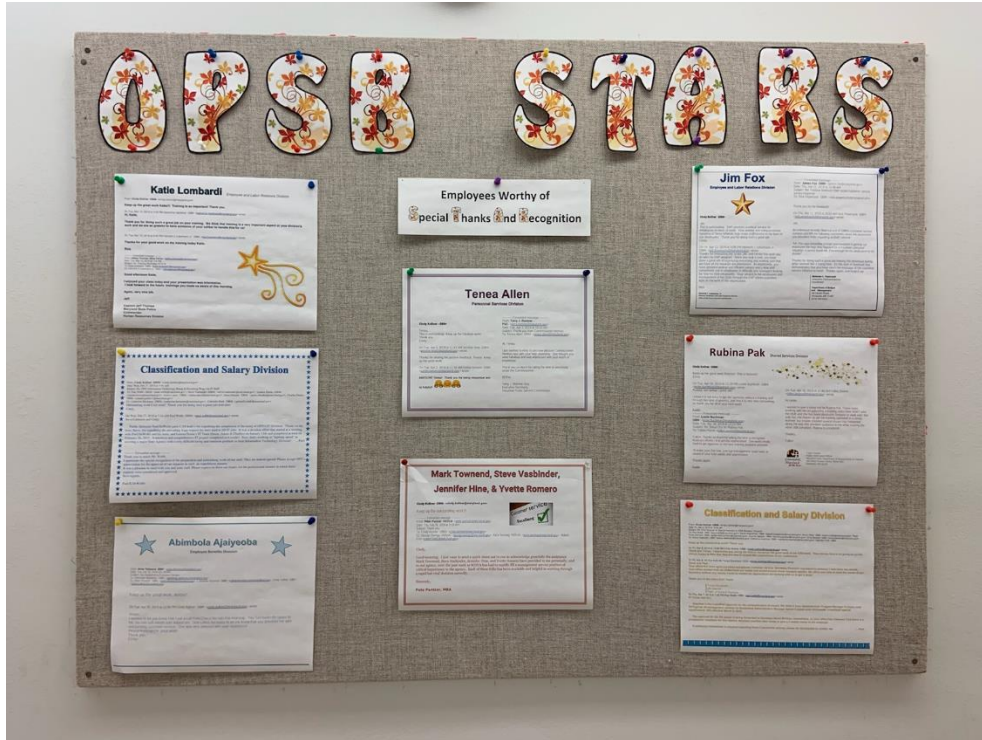
- Nathan Bowen, Office of Budget Analysis;
- Carissa Ralbovsky, Office of Budget Analysis;
- Robin Sabatini, Office of Budget Analysis;
- Ashley Stevens, Central Collection Unit;
- Paul Webb, Classification and Salary Division (OPSB); and
- Barbara Wilkins, Employee Benefits Division (OPSB);

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:

- Jeannette Fernandez, Office of Budget Analysis;
- April Hughes, Central Collection Unit; and
- Anne Timmons, Employee Benefits Division (OPSB);

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.

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 who are worthy 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 began sharing the feedback received as part of DBM customer service surveys with the named employees and their supervisors. 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.

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.



Employee Appreciation Picnic



DBM has enjoyed a celebratory picnic for Employee Appreciation Day for the past nine 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.

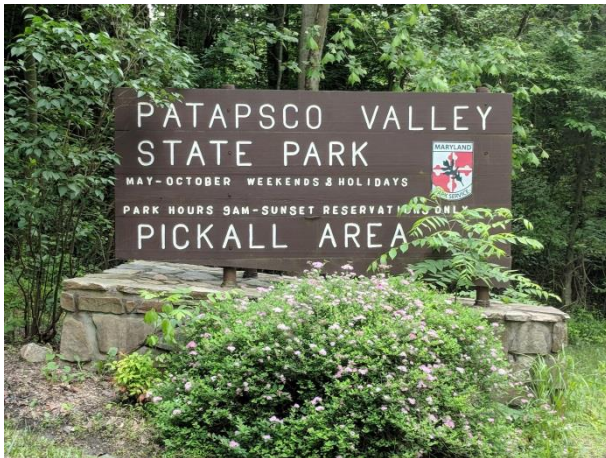
In 2019, the Employee Appreciation Picnic was once again held in the Pickall Area of Patapsco Valley State Park. We were provided with a private area housing two large shelters, two oversized grills, and a nearby beach volleyball court. It was a perfect space to host the DBM employees, family and friends. 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. This year, the members of the picnic planning committee were:

- Kim Bolan, Personnel Services Division, OPSB;
- Antoinette Coward, Personnel Services Division, OPSB;
- Jim Fox, Employee and Labor Relations Division, OPSB;
- Angie Hill, Shared Services Division, OPSB;
- Marcy Hersl, Personnel Services Division, OPSB;
- Joe Horvath, Employee and Labor Relations Division, OPSB;
- Gabriella Huth, Office of the Executive Director, OPSB;
- Dyonna Jackson, Classification and Salary Division, OPSB;
- Lynnetta Johnson, Central Collection Unit;
- Cindy Mann, Personnel Services Division, OPSB;
- Aaron Miller, Classification and Salary Division, OPSB;
- Dan Musselman, Classification and Salary Division, OPSB;
- Shaun O'Brien, Recruitment and Examination Division, OPSB;

- Jason Shrader, Classification and Salary Division, OPSB;
- Lauren Tabackman, Employee and Labor Relations Division, OPSB;
- Mark Townend, Recruitment and Examination Division, OPSB;
- Brent Tracy, Employee and Labor Relations Division, OPSB;
- Paula Webber, TSO; and
- John West, Office of the Director, OFA.

Theresa Coffey (DPPA) and Nicholas Peppersack (TSO) took pictures. Also, special thanks to Betty McGill (Personnel Services Division, OPSB) and Fatima Wallace (Employee and Labor Relations Division, OPSB) who create the award certificates every year.



Service Milestone Awards

At the 2019 DBM Employee Appreciation 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

Nizam Ali, CCU
Norma Belton, OSEEOC
Neil Bergsman, OCB
Linda Shapiro Bouchard, F&A
Peppi Faulk-Johnson, OPSB
Amy Foster, CCU
Susan Gore, OCB
Erika Hensley, CCU
Marcy Hersl, OPSB
Katherine Bryant Higgins, OCB
Amanda Karnezis, OPSB
Adam Lance, OPSB
Angela Miller, OBA
Carissa Ralbovsky, OBA
Jason Shrader, OPSB
Fatima Wallace, OPSB
Kellie Williams, CCU
Shakia Word, OCB
Angela Zachary, OPSB

10 YEAR AWARD

Tony Fugett, CCU
Andrea Gilliard, CCU
Chris Hautala, DPPA
Marquis Jordan, CCU
Kingsley Makefor, CCU
Frank Martin, CCU
Sherreon Washington, OPSB

15 YEAR AWARD

Renee Hammock, OPSB
Maria De Arez Miao, CCU
Pamela Parker, CCU
Thomas Reardon, OPSB
John Vikell, CCU

20 YEAR AWARD

Betty McGill, OPSB
Shirleen Moore, OPSB
Barbara Wilkins, OPSB

25 YEAR AWARD

Mary Parks, CCU
Paula Webber, TSO
Shirley Williams, OPSB

30 YEAR AWARD

Marja Ann Bennett, OPSB
Michael Friedman, OAG
Althea Gibson, OPSB
Pamela Gray-Stevenson, CCU
Fran Melchior, OPSB
Roderick Morant, CCU
Tracie Nelson, CCU
Dennis Noonan, CCU

35 YEAR AWARD

Kurt Stolzenbach, OBA

40 YEAR AWARD

Lenora Frazier-Horne, OPSB
Veronica Moulis, OBA

45 YEAR AWARD

Anne Heim, CCU
Susan Ryncewicz, OPSB

Survey Feedback Notifications

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 as having provided constituents with exceptional customer service—many on more than one occasion—and congratulated with a personalized notification from the communications office:

Abimbola Ajaiyeoba, OPSB
Christina Beck, CCU
Francis Benvenga, OBA
Wanda Bivens, OPSB
Theresa Coffey, DPPA
Brandi Evans, CCU
Jesse Filamor, OPSB
James Fox, OPSB
Catherine Hackman, OPSB
Sheryl Hagood, OPSB
Renee Hammock, OPSB
Rachel Hershey, DPPA
Marcy Hersl, OPSB
Lanora Hicks, OPSB
Cheryl Hill, OPSB
April Hughes, CCU

Amanda Karnezis, OPSB
Andrea Lockett, DPPA
Sonja Myrill, CCU
Oluwagbenga Ofi, OPSB
Robin Payne, OPSB
Nicholas Pepersack, TSO
Mary Plunkert, OPSB
Carissa Ralbovsky, OBA
Yvette Romero, OPSB
Brenda Salas, OPSB
Lonney Stewart, CCU
Erin Turner, OPSB
Jacqueline Wallace, OPSB
Kathleen Weissner, OPSB
Patricia West, OPSB
Timothy Yersin, OPSB

External Recognition

DEPUTY SECRETARY NICOLE AWARDED BY NASBO

As part of the National Association of State Budget Officers' annual meeting in Oklahoma City, OK in July of 2018, DBM's Deputy Secretary Marc Nicole was named the co-recipient of NASBO's Gloria Timmer Award.

The Gloria Timmer award was established in 2001 in honor of former NASBO Executive Director Gloria Timmer, who served from 1998-2000. Ms. Timmer was Kansas' Budget Director, and she also served as NASBO President from 1996-1997. The Gloria Timmer Award is given for significant and positive impact on the financial situation of the award recipient's state. The recipient is selected for either a single, significant achievement or a career of accomplishments. In the case of a single achievement, the accomplishment must be a notable project that has had a major positive impact on the financial situation of the state. In the case of a career of accomplishments, the career achievements must have had a cumulative significant positive impact on the financial situation of the state. In addition, the recipient must have some history of involvement or participation in NASBO activities. NASBO considers this award one of the highest honors for its members, in recognition of Gloria Timmer's significant dedication, special contributions, and valuable service to the organization and to her state.



Leadership Analysis of FY19 and Summary of FY20 Approach

DBM is uniquely positioned when it comes to following the tenets of Governor Hogan's Customer Service Initiative 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 to people involved in all aspects of State employment, from job-seekers to current State employees to people who have retired from their service with the State government. As such, any analysis of DBM's past results and any game plan for laying out our future approach must account for the fact that most of our "customers" do not meet the typical definition that other agencies employ and must adjust our tactics and expectations accordingly.

For example, even though the Governor's Office excludes them in the "official" calculation of overall satisfaction rating—for understandable reasons—DBM would argue that it is necessary to account for all internal customer service survey responses submitted for our agency from employees at other State agencies in the following detailed analysis because of the critical role that our actions play in ensuring the smooth performance of the daily duties of these "customers."

When it comes to keeping up to date with the completion of the online customer service training lesson for new hires, DBM is proud to have found a system that works and that can be easily replicated month after month, especially given the challenges we faced attempting to ensure 100% compliance the first time around in the waning days of FY18. Upper-level departmental management has truly bought into the importance of the training, as we've found that looping in the supervisors of any stragglers results in prompt completion of the lesson.

We also stand by the existing process for responding to constituent correspondences, even though forces outside of our control continue to prevent us from experiencing the progress made toward reducing overall time to resolution that we would like to see. While we certainly work to limit their impact on our response times, some of the challenges that DBM encounters—for instance, when it comes to responding to individuals and interest groups about funding in the State budget—are immutable facts of life for us here at DBM. On the positive side, as the vast majority of these budget requests come from veteran lawmakers, long-standing advocacy groups, or experienced lobbyists, they are all aware of how the budget process works in Maryland, so we continue to believe that a slightly longer turnaround time than we desire has had any impact on their impressions of DBM's responsiveness.

All that being said, however, we still see great opportunities for improvement in the coming fiscal year and beyond.

Now that we have a full year's worth of data on the new "ease of use" survey question, we are able to conduct a better analysis of where DBM's customers are having difficulties in their interactions with us and, as a result, we'll work with those elements

within our agency to better formulate a plan of attack to address those challenges. While we have not yet decided to do so, we may opt to ask DoIT to enable division-specific tracking of survey responses within DBM—as certain other agencies have done with their own internal divisions—in order to better organize the data we receive from these surveys. We anticipate that doing so would reduce the number of vague survey responses we receive that make it difficult to understand why the constituent was contacting us and with whom he or she interacted. This will allow us to get a clearer picture of our employees' interactions with our customers from start to finish.

One of the steps we'll be taking to improve those interactions will, of course, be with our online customer service training. While the current training lesson for new hires provides a good foundation based on solid customer service fundamentals, we will explore the possibility of expanding our customer service training options with a more in-depth training lesson for those employees who deal more frequently with the public. Just as important, though, may be the need to provide a “refresher” course for those employees who have been with us since the beginning of the Customer Service Initiative and may need to brush up on their fundamentals. With these changes in mind, we expect to see a modest uptick in the satisfaction rating of our survey responses over the course of FY20.

Finally, we will also be looking to make strong strides in reducing our overall time to resolution for constituent correspondences. Understanding the challenges DBM faces when it comes to nearly half the letters and emails we receive from constituents, we will continue to target the other half in an attempt to get those correspondences in the hands of the appropriate individuals here at DBM as soon as we can in order to get responses drafted and mailed faster than has been done in the past. We understand that the everyday Marylanders who write to us or to Governor Hogan about some item in the budget that's important to them expect a speedy but thorough response to their queries, and we here at DBM will make every effort we can in FY20 to make that happen for them.

All employees at DBM take the elements of the Customer Service Promise seriously and work every day to provide our customers—whether they are members of the general public or employees at other State agencies—with the highest caliber service we can. Last year, we used the first full year of data from the Governor's Customer Service Initiative to form a strong base upon which we can build toward great improvements in the future, and we are eager to see what we can accomplish in coordination with the rest of Governor Hogan's administration in bringing even greater service to the people of Maryland.

Detailed FY19 Results and FY20 Plans

Customer Service Survey Results

FY19 RESULTS

As we have stated in our previous customer service annual reports, DBM is more likely than most agencies to receive survey responses from employees at other State agencies. This was borne about when we reviewed responses from previous fiscal years, in which more than 10% of entries were listed as “Internal”—in other words: coming from an employee at another agency.

As a result of this, we decided in the past to 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.

Unfortunately, for our FY 2019 data, DBM was only provided with details about those responses that were categorized as “External”—meaning that they originated from constituents or public servants not employed at the State level. As a result, DBM saw our overall satisfaction rating drop from 82% from FY 2018 to 71% this year. On the other side, the percentage of respondents who expressed their dissatisfaction with the way they had been treated by DBM personnel increased from 16% to 26%.

If any individuals from that 26% 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, though follow-up responses to these emails remain exceedingly rare.

Upon examination of the comments left by those who said they were dissatisfied with the customer service they received, it was determined that, in a great number of cases, 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 liking. This was found to be especially true this year, when several of the survey results referenced the termination of prescription drug benefits from Medicare-eligible State retirees, a controversial issue that prompted a groundswell of negative feedback from impacted constituents. Instead of expressing dissatisfaction with our treatment of them during the entire process, these people rated us poorly simply because they were upset at the action itself. 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.

As was noted earlier, this 71% overall satisfaction rate represents a significant drop from DBM's FY18 level; however, we are not concerned that this is the result of any negative changes in the way that our employees treat constituents. Rather, we view this as the natural outcome of the elimination of a large portion of the "customer" interactions we have with individuals throughout other State agencies. In addition to the this fact, DBM receives relatively few surveys when compared to other State agencies that interact directly with hundreds of thousands, or even millions, of Marylanders. In reports issued by the Governor's Office, it is routinely noted that larger State agencies receive over a hundred survey responses a week on average, whereas DBM average only 5.9 surveys per week this fiscal year. With this level of responses, it does not take much to move the needle one way or the other, especially given the elimination of nearly 15% of surveys that had been considered in FY 2018.

Overall, we remain proud with the results of this, our second full year of customer service survey responses. The results are not unexpected given the changes that occurred to the survey process, 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.

FY20 PLANS

Over the course of FY 2020, we will continue to analyze the data brought in from future customer service survey responses to highlight specific strengths of DBM's interactions with our customers and pinpoint the weaknesses where we could improve. In addition, we will be working with the individuals in charge of the Governor's Customer Service Initiative to attempt to bring back our internal survey data to restore DBM's overall rating to that which more accurately reflects our "customer" base as a State agency.

We plan to investigate the possibility of using paper surveys as some other agencies have done to better gauge our in-person interactions between constituents and walk-ins at our main office locations in Baltimore City and at our MVA-based Central Collection Unit satellite locations. This would help us capture the opinions of a greater number of our "customers" who otherwise would not deal with our employees over email and would, thus, not have access to the survey link in our email signatures.

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 Recognition Given to Employees 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 2019 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.

Status of Customer Service Training

FY19 RESULTS

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. In FY 2018, we worked to perfect our system of training new employees using this lesson. This year, we continued to use this system to the best of our abilities to ensure that new employees receive the highest quality customer service training we can provide.

As part of the implementation of the Customer Service Initiative, representatives from DBM's communications office began the process of ensuring that all DBM employees completed this online lesson before the end of the 2019 fiscal year. Because of the success of prior years, it was determined that we would continue to assign this lesson to DBM employees through the State's learning management system, The Hub. This made it easy to track completion progress and allowed us to quickly follow up with any employees who had been listed as "Not Completed," along with their supervisors. For FY 2019, DBM has once again achieved 100% completion of the online customer service training lesson from all required employees.

Feedback from employees about this training lesson remains 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.

In the past, we have received criticism 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. This lesson 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 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.

FY20 PLANS

DBM will ensure compliance with existing training requirements for all new hires in FY20 and will work to implement ongoing “refresher” customer service training courses for those veteran employees who have already completed the preliminary course. Any such “refresher” courses will need to take into account the feedback that we’ve received regarding the preliminary course and delve past superficial, “common sense” customer service advice and into a more detailed analysis and explanation of customer service best practices—why they work and how we can implement them here at DBM.

Moving forward, communications office personnel will continue 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.

Customer Inquiry Response Times and Overall Time-to-Resolution

FY19 RESULTS

With the exception of a single specific issue, constituent correspondences during the 2019 Fiscal Year mostly followed the expected trends for DBM, and the communications office continues to hone our system to ensure prompt and informative responses to all letters and emails that are forwarded to us. Unfortunately, challenges both old and new during FY 2019 have prevented DBM from making progress toward reducing our average overall time-to-resolution to our goal of two weeks.

As expected, nearly one-third (201 out of 679) of the letters and emails received by DBM personnel naturally deal with various aspects of the state budget process. In our tracking database, we have classified these correspondences into categories for specific budget requests (both operating and capital) submitted by stakeholders and public officials, along with a generic “State Spending” designation for general statements from members of the public either supporting or opposing funding for certain programs or projects—or inquiring about the status of such funding. The specific budget requests are forwarded along to the appropriate analysts for consideration in the State budget, while the emails and letters from members of the general public are reviewed and handled according to the Administration’s position on the issue, if any.

This presents an inherent challenge for DBM with attempting to maintain low overall time-to-resolution for correspondences. During key times of the year—from the end of December through the end of the legislative session—outside forces constrain DBM’s ability to provide timely responses to budget requests. When the new budget is being finalized, DBM cannot make public any details of the forthcoming budget, so we are forced to hold our responses to any budget requests we receive during that time until after the Governor announces the new budget. Similarly, when constituents write in about certain funding provided in the Governor’s proposed budget, the fact that the legislature may cut or otherwise alter that funding often requires that we wait until the budget is enacted until we can guarantee the constituents of the status of their funding.

This year, DBM also had to deal with an influx of constituent correspondences from individuals concerned about the termination of prescription drug benefits for Maryland State government retirees. Almost half of the services we handled this year—an astonishing 301 out of 679—touched upon this issue. As with the letters re: budget requests and state spending, we could not immediately respond to these letters and emails because the issue was the subject of significant negotiations between the Office of the Governor, DBM, and key members of the General Assembly, who were attempting to craft a compromise piece of legislation to appease their angry constituents who were writing in so often about the issue. Something we put in a letter about the bill making its way through the legislature one week might not have been true the following week. We were forced to wait until the issue was debated fully and the bill passed before we could finalize the language of a response; thus, letters that otherwise might have taken a few days to craft responses to wound up hanging around DBM’s queue for up to a few months—further worsening our time-to-resolution.

The third-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 now able to reach back further in the State's past and track down more and more State debtors to notify them of their obligation to repay the debt. While CCU is able to handle many of these correspondences quickly with a simple phone call to the debtor to explain the origin of the debt or set up a payment plan, they can also prove a challenge when it comes to turning around responses quickly to the constituents writing in. Sometimes, constituents' debts with CCU may be the subject of drawn-out judicial or administrative battles, and the long and complicated nature of the record on these debts requires a lengthier review process in order to properly ascertain what action would be appropriate in any given situation. This, naturally, slows down the process and draws out our time-to-resolution.

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.

FY20 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 more rigidly adhere to the system we set in place last year in which we would 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 our current 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 response 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 as we strive to improve upon our average and work toward our ultimate goal of two weeks to resolution.

Improving the Customer Experience from Multiple Perspectives

Making Agency Services Available Online

UPDATE ON THE WORKDAY BENEFITS IMPLEMENTATION

The Maryland Statewide Personnel System (SPS) is a cloud-based HR management, benefits and time tracking system accessed using a web browser. The SPS is made up of three applications: JobAps, the State's online recruitment tool; Workday, for personnel transactions, time tracking and absence management, and benefits; and Cornerstone, the State's learning management system.



We have been using the benefits module Statewide since January 2019 for new hire benefits events and for qualifying events that necessitate a change in benefits. In October 2019, we will have the first ever Statewide online Open Enrollment.

Moving to an online Open Enrollment model has required a massive change management effort that crosses all branches of State Government and reaches beyond active employees to include our retiree population. For many individuals, Open Enrollment will be the first time that they have logged into Workday.

Approximately 115,000 employees and 50,000 retirees will be able to enroll in benefits online. We expect approximately 35% of our total benefits population, or about 60,000 individuals to make changes to their benefits during the one month period of Open Enrollment.

UPDATE ON OCB'S ONLINE TRAINING IMPROVEMENTS

In FY 2018, the DBM Office of Capital Budgeting improved its program for training agencies in preparing their capital budget requests. Previously, DBM has held large, classroom-style training sessions. These were one-size-fits-all, scripted lectures with limited ability to address individual needs. They required travel for agencies located outside the Baltimore State Office Complex.

This year, DBM budget analysts provided on-line tutorials with individual agencies or small groups. Participants received instruction at their desks where they would be doing the actual budget preparation using remote screen-sharing tools. DBM analysts guided participants through the request process using their actual projects and programs. Participants could ask questions and get answers in real time.

At DBM, we try to make the budget request process as simple for them as possible, so they can ask for the resources they need to serve the public, and DBM can make sure every dollar is well justified. We are proud to say that the improved agency training is resulting in fewer errors, less wasted time and effort, and better budget information for decision makers. In addition, State agencies and other capital budget requests found the on-line one-on-one training to be useful in the FY 2020 budget process. For the FY 2021 budget instruction period, we will use one-on-one training as the exclusive training method, and our analysts will follow up with consulting and technical assistance as needed in real time while the agency staff work on their requests. Budget preparers are getting the specific skills and information they need, and the quality of budget submissions has improved.

CBIS - Project Funds

Maryland Department of Information Technology [US] | <https://cbis.dbm.state.md.us/User/ProjectFunds.aspx>

Apps Workday CBIS

DEPARTMENT OF BUDGET & MANAGEMENT
C.B.I.S.

Home Main CEW Schedule Cost & Funds Details DBM Cmts. Tax Survey Operating Imp. Leg. Action Submit

Last Year's CIP Request Req CIP Diff Req Comments Recommendation Rec CIP Diff

Title: Practice Project 2

Cost & Funds - Request

Requested Phase Breakdown by Cost

Fund Type	Prior	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025+	Total
Acquisition	0	0	0	0	0	0	0	0
Planning	0	0	0	0	0	0	0	0
Construction	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0	0

Requested Funds By Source

Fund Source	Prior	Phase	2020	Phase	2021	Phase	2022	Phase	2023	Phase	2024	Phase
GO	0		0		0		0		0		0	
GF	0		0		0		0		0		0	
SF	0		0		0		0		0		0	
FF	0		0		0		0		0		0	
RB	0		0		0		0		0		0	
NB	0		0		0		0		0		0	
Total	0		0		0		0		0		0	

Non-Budgeted Funds Source

Source of Funds
Total

Chat

Shahzad Rizvi@Alk: How do I enter my request into the Cost and Funds screen?
You@Alk: Great question! I will demonstrate that for you now.

Processing Times for Customer Interactions**UPDATE ON CCU'S MODERNIZATION PROJECT**

The Central Collection Unit went live in July 2018 with a significant modernization project that replaced several legacy systems.



Accomplishments to date include the implementation of a state-of-the-art, Commercial-Off-The-Shelf (COTS) Debt Collection Information System (DCIS) software application, several Bank of America Payment Gateway systems, the OnBase Document Management system, the FICO Creditor Portal, the Online Forms application in addition to a new VoIP Contact Center. The new systems enable creditor access to CCU debts, the ability to submit online debt referral and debt adjustment forms, payment processing and document management for CCU operations in addition to self-service web and IVR payment processing for debtors.

Phase 2 of the CCU IT Modernization project includes an upgrade to FICO Debt Manager to leverage product enhancements, a new Debtor Portal that will enable online debtor access to CCU accounts, accounting and legal enhancements, email integration and outbound dialing capabilities within the Contact Center. The Online Forms application enhancements will be expand automation of form processing. The CCU IT Modernization Project is also supporting multiple modernization projects within the State including MVA, EZPass, DLLR and DHS. The CCU will adapt its new systems to align with these modernization projects.

DPPA'S PROCUREMENT MERGER WITH DGS

The final step in the Statewide Procurement Reform process as a result of 2017's HB 1021 will be for the DBM Procurement Unit to transfer to the Department of General Services, which goes into effect on October 1, 2019. At that time, DBM's control of services contracts in the State will shift to DGS. The new Office of State Procurement (OSP) will maintain office space in Baltimore for DGS commodities, facilities maintenance, A&E and construction contracting and in Annapolis for services and IT related contracting—as well as the new Policy, Review and Training Bureau that will be led by DBM's current Chief of Procurement, Jamie Tomaszewski.

As part of this new Bureau under the OSP, Jamie will establish the policies and best practices for procurement for the entire State that will be published in the State of Maryland Procurement Manual. The manual will be the guide for setting up the Maryland Procurement Academy to train and certify all procurement officers in the State. Additionally, Jamie will continue to develop and update the Statewide RFP, IFB and other solicitation templates for use by all agencies and the business community as the State continues to implement the recommendations from the Commission to Modernize State Procurement.

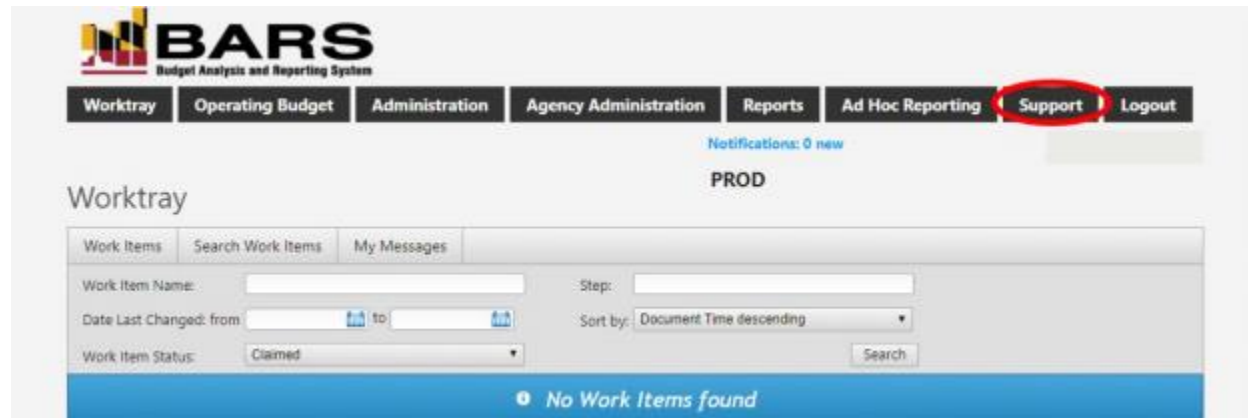


Rachel Hershey will oversee the new eProcurement System (eMaryland Marketplace Advantage) that launched in July of 2019, a move that allowed the State to completely end its previous contract for the previous eMaryland Marketplace.

DBM's Procurement Analysts will continue to assist their agency clients by providing guidance and recommendations to new agency procurement officers to ensure they understand the procurement process from creating an IFB or RFP to submitting award recommendations to DBM for BPW approval. In addition, they will serve as Procurement Officers for agencies that do not have staff to conduct major procurements for their agencies.

UPDATE ON OBA'S NEW BUDGET SYSTEM

In a wonderfully successful move, agencies for the first time this past year used the BARS system to create and submit their FY 2020 budget requests, and they will continue to do so for all future budgets. BARS is the acronym for the Budget and Analysis Reporting System. The Board of Public Works approved the contract in September 2016 and the implementation team has been hard at work since then.



Agencies are also now able to use BARS to view FMIS expenditure data. There are reports in the system that will allow agency staff to compare the FMIS data with the budget in BARS. Eventually, BARS will offer reports that will show variances between agency expenditure data and FMIS data. The intention is that agencies will be able to correct FMIS data from within the BARS system via a nightly upload to FMIS.

The Office of Budget Analysis within DBM has been working with Performa and a team of DoIT contractors to implement the new, web-based system. All agencies have been invited to meetings, webinars, and working sessions related to BARS. There is usually more than 100 agency staff attending each of the monthly stakeholder webinars. Smaller meetings with agency staff have been held across the State on a variety of topics. Meeting topics have included: (1) personnel inventory and reconciliation, (2) agency data exchange, (3) operational reporting. Meetings with agency staff have been occurring at least twice a month since January, and often more frequently.

Since the full expansion of BARS, agency staff are now able to access the new system via the web while sitting at their own desks. Agency staff are also able to over-write the BARS data with the more up-to-date Workday data if necessary. If Workday data needs to be edited, the agencies will do those edits in Workday (not in BARS). BARS will pick up the edits made in Workday in the regular daily download from Workday into BARS.

One of the most exciting pieces of BARS that was recently unveiled is functionality that could replace the current paper-based budget amendment system, but the details of the workflow—within agencies, to DBM, to Department of Legislative Services (when necessary), back to DBM, to the Governor's Office, and then to General Accounting Division—will take time to document and implement.

Connecting Directly with our Customers**SECRETARY BRINKLEY'S ROAD TRIPS**

Following the example set by Governor Hogan's regional Cabinet meetings and building on the successful efforts of previous years, the DBM communications office once again coordinated several "road trips" to localities across the State for DBM senior staff to meet with elected officials and stakeholders, tour capital projects that have received State funding in the past or are receiving State funding in the FY 2020 budget, and otherwise get the word out about the new State budget to the most important customers of all: the people of Maryland.

In addition to the Cabinet meetings that took place in Caroline, Dorchester, Montgomery, and Talbot Counties in FY19, Secretary Brinkley also traveled to Allegany, Calvert, Carroll, Frederick, Garrett, Prince George's, St. Mary's, and Washington Counties over the past year.



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.



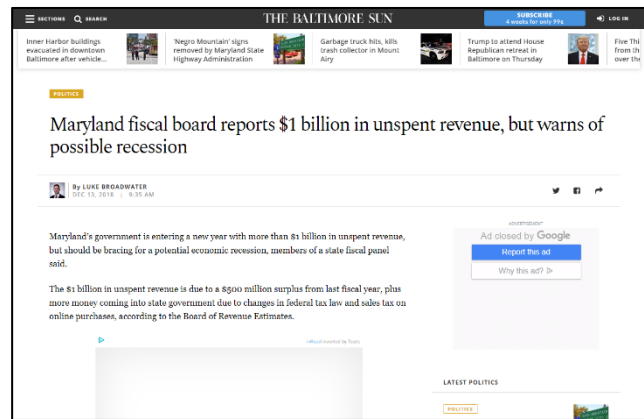
On these visits, Secretary Brinkley has also striven to meet with local business owners and community leaders in order to listen to what they have been experiencing over the past four years, to explain where Maryland stands from a fiscal perspective, and to respond to any questions or concerns they may 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.



Over the past fiscal year, Secretary Brinkley has continued to serve as Governor Hogan's voice on the Innovation and Excellence in Education Commission

Secretary Brinkley joined with Comptroller Peter Franchot and Treasurer Nancy Kopp in December 2018 to caution against frivolous spending in the wake of a projected cash surplus in FY 2020.



Governor Hogan and Secretary Brinkley unveiled the details of the FY 2020 budget proposal at a news conference in January 2019.

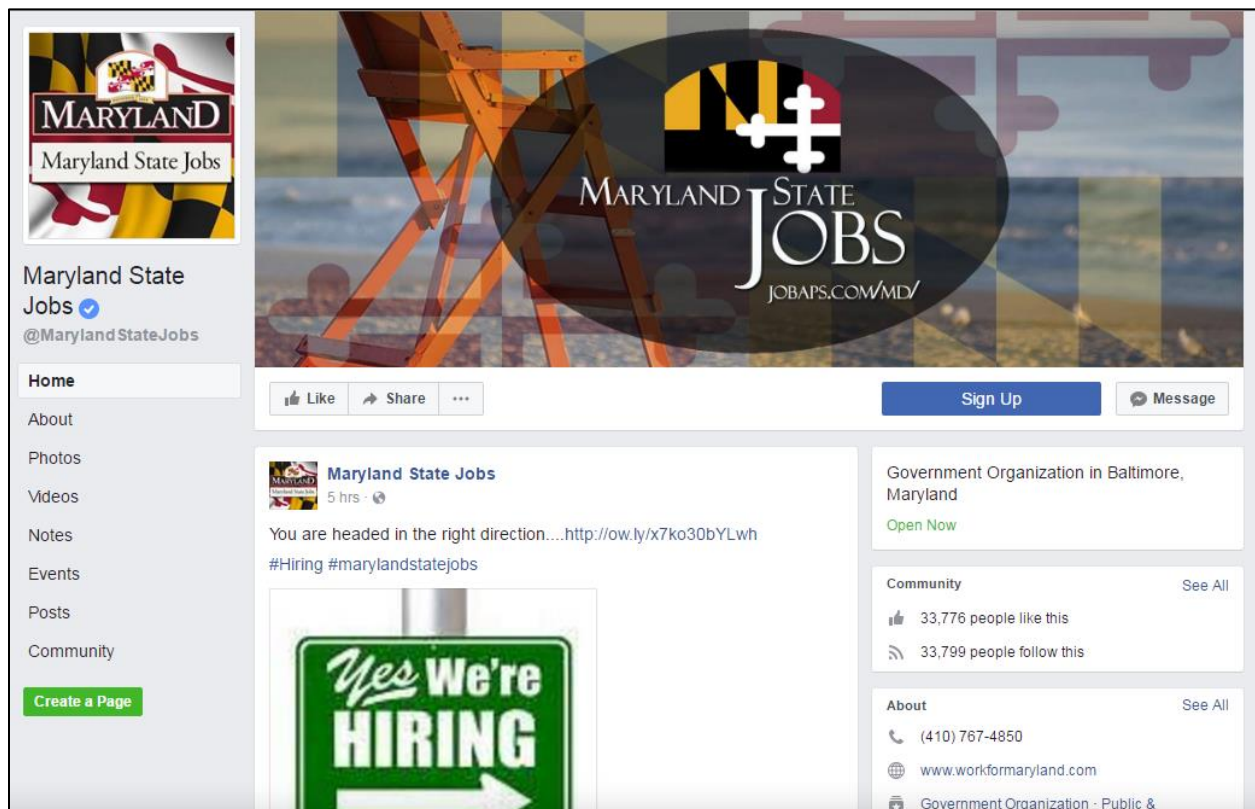
Multiple news sources covered DBM's joint announcement with the Governor's Office in June 2019 that State employees would see at least a 3% COLA starting in the FY 2020 budget.



Social Media Usage to Improve the Customer Experience

MARYLAND STATE JOBS

DBM operates one major State social media profile across several 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:



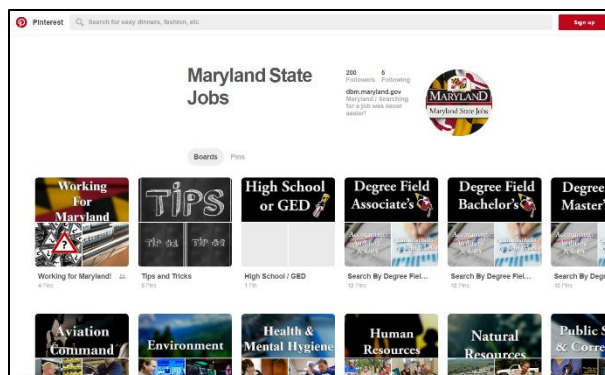
Facebook: 37,946 followers (as of 07/01/2019)
 35,825 followers (on 07/01/2018)
 = 6% increase in followers during FY19

Facebook is visually oriented content with text and link information. 30% of our current Facebook audience (fans) is 25-35 year olds, which is our primary social media target audience. Additionally, 30% of our audience is 35 to 44 year olds, which is our secondary target audience.



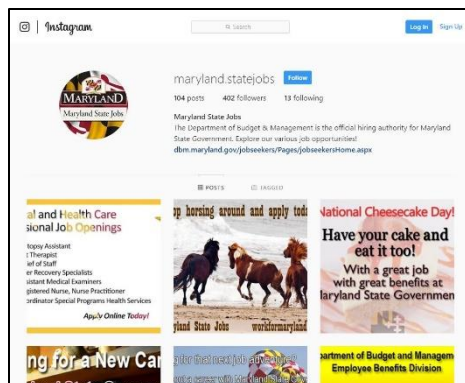
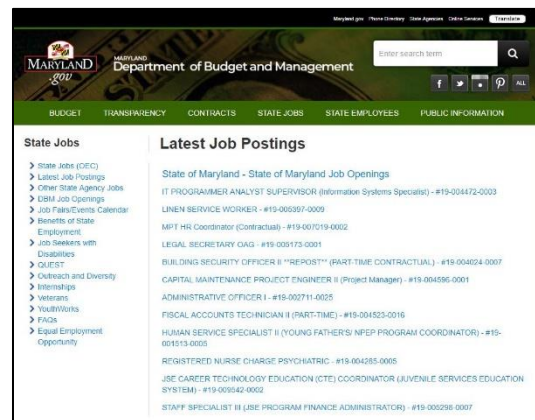
Twitter: 3,925 followers (as of 07/01/2019)
 3,745 followers (on 07/01/2018)
 = 5% increase in followers during FY19

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. This past fiscal year, the Mayor's Office of Employment Development committed to sharing our daily posts with their 2,100 followers. Additionally, CCBC Career Services also retweets our Maryland State Job tweets regularly.



We created a Maryland State Jobs Pinterest account in 2016 as an experiment to make different state jobs available to people who are visually oriented. By seeing employees performing job tasks in the field, a user can click through and find state jobs without having to know obscure classification titles. At 36%, our Pinterest followers are predominantly 18-24 year olds. At only 3% for our 18–24 year old Facebook followers, we learned that Pinterest is our best tool for promoting entry-level job openings.

Our “Latest Job Postings” web page on the DBM website offers customers a user friendly and convenient way to follow the latest state government job openings. We link to the web page daily through our Facebook account and Twitter accounts. The Latest Job Postings page was viewed 16,329 times in July of 2018 and 13,248 times in July of 2019. We believe the lower number may be due to our expanding social media presence (see below).



With the increased popularity of Instagram, we added this platform to our Maryland State Jobs social media campaign. On November 13, 2018, we published our first Maryland State Jobs Instagram post. We ended the fiscal year with 400 followers. We are still in the testing and development stage to see the viability of this platform for our ultimate outreach goals.

In January, we updated the official Maryland State Government LinkedIn account to Maryland State Government Jobs. The total number of followers at the time we took over the account was 12,106. Since then we have increased the number of followers 35% to 16,396. Our first post had an engagement rate of 17% which is an excellent return for social media. Our first post also caught the attention of WBAL news and was featured as a segment on their evening news program.



BACK COVER