Maryland Department of Information Technology

Customer Service Annual Report
Fiscal Year 2017

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FY17 Highlights

- Completed 2nd round of Governor Hogan's Enterprise Plan for IT.
- The Department of Information Technology now supports over 12,000 users with
    - Integrated call center support for break/fix and requests
    - Common desktop and laptop environments
    - Mobile device support
    - Laptop encryption
    - Security update patching
    - Wide area and local area networking
- Developed a Service Level Management Team, reporting directly to the Secretary, to focus on DoIT's Service Level Objectives with customer agencies

Recognition Given to Employees

Secretary's Citations for Excellent Service

- Edgar Turner (Desktop Services)
- Tonya Killgo (Procurement)
- Adam Smith (Servers & Storage)
- Patrick Frank (Dept. Legislative Services)
- Todd Foxx (Servers & Storage)
- Brian Haynes (Treasurer's Office)
- Sini Jacobs (Procurement)
- Matthew Mickler (Procurement)
- Anthony Burrows (Web Services)
- Julia Fischer (Geographic Information Services)
- Larif Hamm (Procurement)
- Adelaide Anderson (Desktop Services)
- Dave DelGaudio (Servers & Storage)
- David Mangrum (Infrastructure)
- Karen Poplewski (Enterprise Program Management Office)

Leadership Analysis of FY17 and Summary of FY18 Approach

DoIT primarily serves an internal customer base comprised of State employees and contractors. We provide commodity IT services such as desktop support, application support, help desk services, data assurance and cyber security. The Department also hosts websites and applications that support the needs of employees and the general public.
By leveraging new technologies and IT solutions, the Department's offices of Procurement and Program Management assist agencies of the Executive Branch to improve the delivery of their missions.

Externally we support customers in our 6 regional Telecommunications Access Maryland (TAM) offices. TAM provides assistive hardware and calling services to those who are Deaf, hard of hearing, late-deafened, DeafBlind, or have cognitive, mobility or speech difficulties.
During FY17, DoIT completed the 2nd round of Governor Hogan's Enterprise Plan for IT. Under the Enterprise Plan DoIT has consolidated operational responsibility for commodity services for all but the largest 5 executive departments. Unlike the 1st round of the Plan (completed in FY16) in which few people were transferred, this year resulted in the transfer of over 100 PINs to DoIT from supported agencies. This has resulted in the department nearly doubling in size and increasing the number of supported users by over 400%.

Our primary lesson learned is that no amount of communication is too much. Information and specifics that we take for granted as IT professionals need to be explained to our customers in plain, easy to understand language. While there have been no critical outages or loss of system integrity due to the Enterprise Plan, we did not communicate as clearly as we could have with our customers or transferring employees. The year ahead will be devoted to consolidating the commodity services that we provide and ensuring we meet the needs of our customers. Modern, stable and secure systems allow our customers to support their customers- the citizens of Maryland
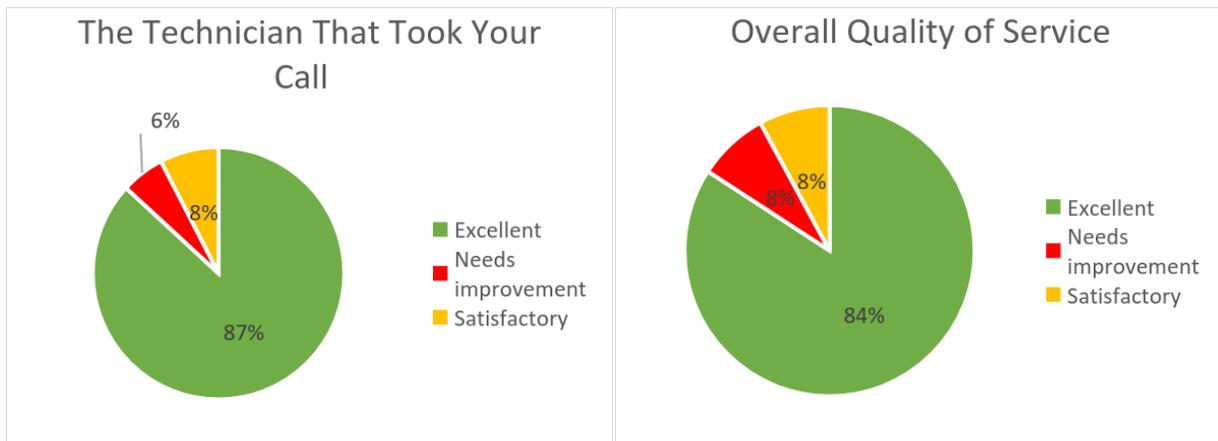
Detailed FY17 Results and FY18 Plans

Customer Service Survey Results

DoIT's primary tracking and feedback mechanism is its IT Service Management (ITSM) tool ServiceNow. DoIT's Service Desk receives user requests by phone, walk-in, email or instant message. In FY 2017 the Service Desk created 75,291 tickets.

When a user's ticket is closed they receive an invitation to complete a customer satisfaction survey. The survey asks the user: *How Would You Rate the Overall Quality of the Service Received* & *How Would You Rate the Technician That Took Your Call*. There is also an opportunity to provide comments in a general text field.

The results of the survey in Fy2017 were:

- *Rate the Technician That Took Your Call (2,148 responses)*
    - Needs Improvement 5.59%
    - Satisfactory 7.59%
    - Excellent   86.82%
- *Overall Quality of the Service* (2,171 responses)
    - Needs Improvement 7.92%
    - Satisfactory 7.92%
    - Excellent   84.15%

Status of Customer Service Training

A large amount of our training in FY 17 has been in the consolidation of over a dozen separate support organizations into an Enterprise IT Support Team. These support groups had been trained to different skill levels and would often provide dissimilar direction to customers. Developing common standards and ensuring that our technicians are uniformly trained allows our customers to be certain that they will receive consistency in the support they require. To be sure that our customer's needs are met the managers and supervisors of DoIT's Service Desk

and Desktop Support teams attended the Customer Service *Train the Trainer* events hosted by DHR.

A large part of DoIT's role is its statutory requirement to oversee IT procurements. This has traditionally been an area of conflict and confusion. To create better understanding between DoIT and its customer agencies, we have begun a program that allows procurement staff the opportunity to shadow DoIT's procurement team. These engagements last between 2 and 4 weeks at DoIT's headquarters in Crownsville, focus on why documents are required, how they are used and what are the potential legal, fiscal and technological impacts if policies are not followed.

With the anticipated approval of the customer service master contract, DoIT will begin to enroll all its employees in the developed training courses. Priority will be given to employees that most closely deal with our customer base.

Customer Inquiry Response Times and Overall Time-to-Resolution

Timeliness of Responding to Customer Inquiries

The Department's tracking of customer support metrics started in late FY 16 with the implementation of our ITSM system. In the 4th quarter of FY17 the *Mean Time to Resolution (non-password)* was 2H 24M and the rate of *First Call Resolution* was 30%. DoIT continuously evaluates its measures to ensure they are valuable reflections of the service provided to our customers.

Best Practices

Our service team is working to expand the types of incidents that can be handled by the Service Desk without the need to dispatch a desktop technician.

Plans for Improvement

The expansion of the Self Service Portal will be instrumental in improving our service team's Mean Time to Resolution. We are also exploring the capability to remote-access a user's computer to more quickly and effectively resolve issues.

Improving the Customer Experience from Multiple Perspectives

Making Agency Services Available Online

In late FY 17 DoIT's Service Desk began to roll out its Self Service portal. The portal allows users to review their tickets, see progress on open tickets and will shortly allow for the user to reset passwords. As part of our ongoing IT Service Management enhancement program DoIT will add the ability to request new devices such as computers and mobile devices.

The Department will also make support over Google Hangouts more widely available to cater to the growing segment of users that find instant messaging to be their preferable communication mode.

In addition to improvements underway within the Department, DoIT is providing assistance and oversight to 43 Major IT Development Projects (MITDP) across the executive branch with a FY18 appropriation of $235,069,023. These modernization efforts will increase the productivity of state employees and in many cases make new services available and easier to use by the public.

Processing Times for Customer Transactions

As a primarily internally facing organization that provides services to State users the majority of our contact is initiated through our service desk. The key metrics applicable to DoIT's service desk are *Mean Time to Resolution* (how long it takes for your issue to be resolved), *First Call Resolution* (how often a customer's issue is resolved on the first call), and C*ustomer Satisfaction.* Customer satisfaction is presented above (page 7) and our time-based metrics are below:

- *Mean Time to Resolution (non-password)* - 2H 24M*
- *First Call Resolution* - 30%

Adjusting Hours to Meet Customer Demands

DoIT's Service Desk has expanded its hours and is now open from 7:00AM to 9:00PM non-holiday weekdays. These hours support the vast majority of our users with the exception of law enforcement units of DGS and DNR. Neither Department had 24-hour support prior to joining the Statewide Enterprise but these are groups that we are eager to support. We are currently evaluating the amount of support required to efficiently meet their needs.

The Department's various support teams strive to schedule updates and patching to have the least potential for impact. We have begun to send notifications earlier and are asking to be advised if an agency has a scheduled task that will be impacted.

Social Media Usage to Improve the Customer Experience

The Department has expanded its use of social media to complement its existing internal newsletters. Awards received by the Department, acknowledgment of excellent service and news about the Enterprise are shared. Some of the news geared to our customers unfortunately cannot be shared in a public forum. It relates to impending systems outage, upgrades or vulnerabilities.

An area that we would like to utilize in the next year is recruiting on LinkedIn to reach a broader audience of potential employees. We feel that by showing an innovative

environment and posting openings in more common terms we'll be able to reach people more focused on a career than a job.

* In the 4th Qtr. DoIT transitioned from contiguous hours to hours of operations (not counting night, weekends or holidays) to measure *Mean Time to Resolution.*

You have a mission, let us help you Do IT