



**City of Irving Information Technology
Customer Service / Survey Result Report**

Document Control

Document Information

	Information
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Document Owner	City of Irving Information Technology
Issue Date	September 14, 2008

Document History

Version	Issue Date	Changes
1.5	12/28/2008	1 st Return Management Review Assessment
1.0	09/14/2008	Initial Draft / IT Management Responses
0.1	08/08/2008	Survey Result Completed

Document Approvals

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1 Executive Summary

During the third quarter of FY2007-2008, Strategic Resources and Budget conducted a customer service survey on the services provided by all internal service departments. The online survey conducted over a three week period solicited feedback from all City staff. There were 359 respondents to the survey and they rated all internal service departments including Information Technology in terms of the overall service provided and the importance of the different types of services provided. The survey further rated each of the Information Technology (IT) divisions on the level of satisfaction received by the customer, based on the service provided.

Information technology received the highest rating for being courteous and respectful to its customers (90.8%) but received average or below average rating on the following criteria:

Service Provided In A Timely Manner	62.6%
Accurate Information Provided by Staff	80.5%
Overall Customer Experience	72.0%

This report, which is broken down by Information Technology (IT) division, will focus on providing the audience an understanding of the root cause(s) that led to the degradation of customer satisfaction and provide a roadmap to resolving the issues.

Impact / End Results Today:

- Overall Customer Satisfaction Survey (August / 2008 - To Dates) = 96%.
- Improvements Made on the Following Services (Which Yield the Results Below)
 - Communicate estimate of time of service (# of Days)
 - Faster response (*Respond within 1 Day*)
 - Courteous, professional, and knowledgeable staff
 - Commitment to finding resolution (*within 1st call*)
 - Better follow-up with customer (*service*)
 - Streamlining of process for escalation (*automated*)
 - Increase accountability (*ownership of problem*)
 - Communication within & outside of the IT department (*team*)

	<u>April 2008</u>	<u>Today</u>	<u>Improvement</u>
Survey – Internal/External (Overall)	72%	96%	33% Improved
Number of Calls (in Service Desk)	~ 90 Open	~ 40 Open	55% Reduction
Priority 1 Resolution Time (in Service Desk)	29 Hours	1 Hour	100%
Priority 2 Resolution Time (in Service Desk)	4.9 Days	1 Day	100%
Call Center Locations	City Hall	City Hall & CJC (Redundant Site)	100%
Standard Operating Procedures (for Service Desk)	0	7 (2 in Draft) 10 (Networks)	100%
IT Support Locations	Decentralized	Centralized in 2 Locations	100%

1.1 Administration and Planning Divisions

Administrative Comments:

- For the last few years, the City has periodically distributed a “Customer Service Survey”, an instrument developed by the Strategic Innovations team, to review its customer service standards in this organization - using the following overall assessment:
 - Responsiveness of staff to email and voice mail
(Friendly, polite, and sympathetic to customers need through all communication medium)
 - Accurate information provided by staff
(Accurate and comprehensive information provided, and customers are kept informed about status & progress)
 - Courteous and respectful staff
(Staff is competent and treats the customers fairly)
 - Service provided in a timely manner
(Service responded immediately to initial customer contact, deal with core issue quickly and without passing it between staff)
 - Overall customer experience
(We delivered the positive outcome promised and deal with all problems that may arise)
- This year, customers (which we served) were asked to respond to statements in the survey using a comparative rating scale (Likert), with responses could range from “Very Satisfied” to “Very Dissatisfied”. The survey instrument (including the above), covered IT staff knowledge / courtesy, communication of the request or inquiry, timeliness of response, complaint handling, audio / video assistance, telephone support, radio system uptime, reliability of network, GIS programming, report writing, clarity / comprehensiveness of website, overall service quality and suggestions for improvement of service delivery.
- The Customer Service Survey measured the customer / end-user experience interacting with the support staffs. They help us determine whether or not our service is meeting the customer’s expectation. Understanding how our customer feel about doing business with / requesting for service from us – can assist us in improving the customer service strategies; and subsequently increase customer return & retention. Without them – we would not be here today!
- This survey yields sound and valid conclusion for us to reassess the reflection needed on this team. The management team would like for the department to continuously using this type of assessment tools to gauge one of many of the performance of the division and department’s output (positive leadership and results). Please take time to review the “End-users Comment”, and “Action Items” – to set goals for specific improvement in this year and each year thereafter.
- As we close out the survey in this calendar year - We would like to thank you for your active participation, continuous quality improvement mindset, assistance to improve our performance, and providing opportunities to make positive change and to better serve this organization. Finally – customers would be informed of these results and changes make to our service, by publishing this report on the City’s website.

2 Network Division

2.1 Telecommunication System (Phone)

End User Comments	Understanding Of The Issue	Action Items	Desired End Result
Use of the system	Opportunities to improve the overall functionality of the phone system	Develop a gap analysis on functionalities available currently and where we need to be.	Improved overall telecommunication system.
Sounds like I am talking a tunnel			
Phones going down and hanging up on people		Improve communication with end users on scheduled and unscheduled maintenance/outages	
Phone system conflicting with credit card system			
New telephone system is a joke			
Constantly having problems with phone at VVMC		Online training to be accessible to all City staff	

Impact / End Results Today:

- Multiple redundant testing has been put in place – Verizon Business’ Central Office Team, Blackbox Communication Group, and Nortel Telecommunication Company – have all been diligently working on a final resolution to reduce further system reinitialization.
- More online training materials have been put in place (ICENet); more features will be put into services – redundant services, conference calls functionality, voice recording, voice gateway notification, and telecom services priority.
- All problems related to bells, off premises extension, fax, analog line, copier/scanner interface, & credit card machines – have all been fixed.

2.2 Sprint Network and Mobile Data Terminal (MDT)

End User Comments	Understanding Of The Issue	Action Items	Desired End Result
<p>Connection issues: dissatisfied with mobile data terminal connections and communications</p> <p>Not reliable</p>	<p>Opportunities to improve communications for MDT to make it stable and faster</p>	<p>Increase the bandwidth from the mobile units to the City's network</p> <p>MDT connectivity will be addressed through cellular communication provider by increasing tower coverage and also through the placement of cellular Bi-Directional Amplifiers (BDA)s.</p> <p>Increase reliability by designing and installing a completely redundant network</p>	<p>Studier connectivity.</p> <p>Increased reliability, reduced users' frustration.</p>

Impact / End Results Today:

- Project and weakness were identified during FY2007-08 strategic improvement task, and was completed with redundant links and higher throughput in aircard services.
- Wireless Cell Signal Strength Survey was completed for all fire stations for both the Sprint Wireless network and the City's radio communications to proactively identify any system deficiencies was completed in October/2008.
- Communications division performed visual and performance inspection of the Sprint wireless network antenna system for all fire vehicles was completed in October/2008.
- Building Antenna Repeaters – Bidirectional Antennas (BDA) were installed in 7 major locations (City Hall, CJC, VVMC, and etc). Fire stations 1,2,3,5,6 and 7 will have additional BDA installed in Spring/2009.

2.3 Network

End User Comments	Understanding Of The Issue	Action Items	Desired End Result
Briery Complex is slow	Opportunities to improve bandwidth between Briery Complex and City Hall	Add an additional T1 circuit to increase overall bandwidth to support the increase in data and voice traffic	Increased speed of data and voice transmission.

Impact / End Results Today:

- Briery Complex is under Capital Improvement Program review. Buildings were not designed to house Network Users + Computers.
- Network Improvements will be put on hold – until further notices; or a major department willing to fund the technology / cabling construction cost.
- Additional T1 connectivity was installed August / 2008.

3 Communications

End User Comments	Understanding Of The Issue	Action Items	Desired End Result
Radio system has dead spots and this is a safety hazard for internal customers	Opportunities to improve communication system and increase bandwidth throughout the City	Replace the radio communications system as well as, build additional radio towers within the City with the current \$25 Million Bond project.	Increased radio coverage city wide with a new, more reliable radio communication system and with more radio towers.

Impact / End Results Today:

- Communication Consultant (IBM) was hired to prepare the 1st version of Request for Proposal. (Goals were stated in the "Desired End Result")
- Monthly Project Meetings with Public Safety and General Government Departments will begin in December / 2008.
- Radio System will never cover 100% of entire region – based on topos changes, new buildings construction, trees / foliage growth, weather and geographical changes.

4 Service Desk Division

End User Comments	Understanding Of The Issue	Action Items	Desired End Result
Customer service provided is not adequate	Opportunities to improve the service and capabilities of the service desk staff members	<p>Create redundant service desk location</p> <p>Increase team communication</p> <p>Provide additional systems and customer service training to software support staff member</p> <p>Get customer feedback</p> <p>Ensure follow-up on major calls and randomly for other calls</p> <p>Replace service desk software</p>	<p>Improved quality and quantity of Service Desk service by improving staff's technical as well as customer relation skill.</p> <p>Improved Service Desk's service by attaining higher efficiency through better organization and alignment of resource.</p>
Purchasing items are taking too long	Opportunities to improve reduce the cycle time to procure technology related products and services	Review current business process to identify opportunities to streamline	Reduced procuring time.
Service desk personnel do not respond to calls in a timely manner	Opportunities to decrease the response time to serve City staff within current SLA(s)	<p>Increase customer communication with customer</p> <p>Create prioritization criteria</p> <p>Better call entry and tracking</p> <p>Facilitate daily "stand-up" meetings to review backlog and priorities</p> <p>Develop process for checking and responding to emails generated via web submission</p>	<p>Have all service requests logged into system immediately.</p> <p>Bring response time to within Service Level Agreement.</p> <p>Attain reasonable expectation from users by better communication.</p>
Service desk personnel need to be better trained	Opportunities for service desk personnel to be better trained on in-house and third party applications	<p>Create list of applications and who is responsible for them</p> <p>Train service desk staff on City applications</p> <p>Create advanced</p>	Improved Service Desk staff's technical as well as customer relation skill.

		application training Find out customer training needs Create knowledgebase	
Service desk personnel won't replace desk jet printers	Speed up the printer replacement program	Work with SR&B on the printer study Starting on the FY2008-2009 project replacement program	Successfully implement the replacement program in FY 2008-2009.
Audio Visual (A/V) equipment does not provide ability for professional presentations	Audio Visual equipment	Replace aging equipment Create check off list to ensure equipment functionality Provide training to City and service desk staff	Have new equipment installed.

Impact / End Results Today:

- Service Desk Team was realigned with Six Sigma Improvement Process.
- 30 Minute Meeting Daily (to discuss top 5 issues)
- Enforcement of city and department personnel policies
- Quicker response to emails, web requests and walk-ins
- Increased follow up with customers during and after incident
- Defined prioritization criteria
- Creation of standardized operating procedures (SOP)
- Implementation of a Service Management System

5 Software Services Division

End User Comments	Understanding Of The Issue	Action Items	Desired End Result
Police software support decline\inadequate	Concern regarding the capability and service of software service support staff member	Assign additional staff members to support software Provide additional training to support staff members	Increased level of support.
Fire ePCR hardware is not meeting requirements	Perception that ESO ePCR hardware has been reconfigured without notifying Fire and ePCR is inadequate	Memo to be sent to Fire staff to communicate status of hardware and procurement IT, Fire, and ESO will coordinate to replace hardware that will meet the requirements	Support the installation of Panasonic equipment as requested by Fire staff.
Website is not appealing or outdated	Website needs to be updated	Redesign the website Provide new online functionality	Redesigned website implemented.

Impact / End Results Today:

- All "Action Items" completed.
 - Redundant support sites created in CJC.
 - IT Dept stepped up to replace the ePCR's hardware.
 - Software Services personnel are cross trained – begins November/2008.
 - Website is now updated daily by dept content personnel, and refresh annually.

6 Database\Geographical Information Services (GIS) Division

End User Comments	Understanding Of The Issue	Action Items	Desired End Result
Timely response and resolution to requests are not adequate	Opportunities to improve in responding to City staff and keeping them up-to-date as strategic task status changes	<p>Move the GIS Cross Functional Meeting from quarterly to monthly</p> <p>Follow up on service calls after the fact</p> <p>Leave survey response cards or provide links to the web based survey response to get better feedback</p> <p>Increase the amount of training for GIS products and publish a yearly training schedule</p> <p>Notify customers immediately if there is any change in the expected delivery of service</p>	<p>Increased staff technical skill.</p> <p>Increased communication with customer.</p>

Impact / End Results Today:

- All "Action Items" completed.
 - The GIS Cross Functional Team meeting is now being held monthly to improve the timeframe in which we are made aware of customer issues and needs.
 - Service Calls are followed up after the fact.
 - Survey response cards and email surveys are sent to customers
 - The GIS team has published its training schedule and is actively hosting training classes for customers.
 - Notifications to customers are provided in the event of service changes, outages, or maintenance periods.
- "Enterprise GIS Data Modelling" project has begun.
 - This project is designed to improve the efficiency of data workflows in GIS by utilizing technology for field employees to update and maintain their own data instead of handwriting updates and sending them to IT.
 - This should allow for better decision making for GIS customers by teaching them how to utilize the tools at their disposal to get information out of the GIS system themselves.